1. **CHANGES TO THE AGENDA**

2. **DECLARATIONS OF INTEREST**

3. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

4. **CONSENT ITEMS**

5. **PRESENTATIONS**

   Note: Presentation start times are approximate only.

   5.1 Conservation Halton (9:45 a.m.)

   5.2 Grand River Conservation Authority (10:15 a.m.)

   5.3 Hamilton Beach Rescue Unit (10:45 a.m.) (no copy)

   5.4 Royal Botanical Gardens (11:15 a.m.)

   5.5 Hamilton Region Conservation Authority (11:45 a.m.)

   5.6 Niagara Peninsula Conservation Authority (12:15 p.m.)

6. **MOTIONS**

7. **NOTICES OF MOTION**
8. ADJOURNMENT
## 2018 BUDGET SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Budget</td>
<td>$25,683,231</td>
<td>$27,053,856</td>
</tr>
<tr>
<td>Capital Budget</td>
<td>$7,503,000</td>
<td>$4,288,321</td>
</tr>
<tr>
<td>State of Good Repair Levy</td>
<td>$0</td>
<td>$261,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$33,186,231</td>
<td>$31,603,177</td>
</tr>
</tbody>
</table>
## 2018 MUNICIPAL FUNDING

### MUNICIPAL APPORTIONMENT

<table>
<thead>
<tr>
<th>Municipal Funders</th>
<th>Municipal Funding 2017 (Historical Apportionment %)</th>
<th>Municipal Funding 2018 (Historical Apportionment %)</th>
<th>% Change (Historical Apportionment %)</th>
<th>Municipal Funding 2018 (Revised Apportionment %)</th>
<th>Increase / Decrease $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halton</td>
<td>$8,451,896</td>
<td>$8,818,431</td>
<td>4.3%</td>
<td>$8,353,342</td>
<td>($465,089)</td>
</tr>
<tr>
<td>Peel</td>
<td>$482,116</td>
<td>$498,260</td>
<td>3.3%</td>
<td>$471,983</td>
<td>($26,277)</td>
</tr>
<tr>
<td>Hamilton</td>
<td>$202,031</td>
<td>$209,099</td>
<td>3.5%</td>
<td>$701,659</td>
<td>$492,560</td>
</tr>
<tr>
<td>Puslinch</td>
<td>$23,044</td>
<td>$22,534</td>
<td>(2.2%)</td>
<td>$21,340</td>
<td>($1,194)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$9,159,087</td>
<td>$9,548,324</td>
<td>4.2%</td>
<td>$9,548,324</td>
<td>-</td>
</tr>
</tbody>
</table>
2018 BUDGET FUNDING SOURCES

Total Funding: $31,603,177
Municipal Funding: $9,548,324
## 2018 MUNICIPAL FUNDING

<table>
<thead>
<tr>
<th></th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>2018 vs 2017 Budget Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Funding</td>
<td>$9,159,087</td>
<td>$9,287,324</td>
<td>$128,237 1.4%</td>
</tr>
<tr>
<td>State of Good Repair Levy</td>
<td>$0</td>
<td>$261,000</td>
<td>$261,000</td>
</tr>
</tbody>
</table>
## 2018 MUNICIPAL OPERATING FUNDING

<table>
<thead>
<tr>
<th>Municipal Operating Funding Drivers</th>
<th>Increase / (Decrease)</th>
<th>Increase / (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation and inflation increases</td>
<td>$296,236</td>
<td>3.4%</td>
</tr>
<tr>
<td>Debt Financing Charges</td>
<td>$110,881</td>
<td>1.3%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$407,117</td>
<td>4.7%</td>
</tr>
<tr>
<td>Program restructuring</td>
<td>($373,193)</td>
<td>(4.3%)</td>
</tr>
<tr>
<td>Municipal Operating Funding Increase</td>
<td>$33,924</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>2018 Municipal Operating Funding</strong></td>
<td><strong>$8,630,511</strong></td>
<td></td>
</tr>
</tbody>
</table>
## 2018 CAPITAL PROJECTS

<table>
<thead>
<tr>
<th>Capital Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood Forecasting &amp; Operations</td>
<td>$145,000</td>
</tr>
<tr>
<td>Flood Plain Mapping Update</td>
<td>$466,626</td>
</tr>
<tr>
<td>Information Technology Infrastructure</td>
<td>$158,500</td>
</tr>
<tr>
<td>Other – AM Plan, Fees &amp; Projects</td>
<td>$145,000</td>
</tr>
<tr>
<td>Emerald Ash Borer (EAB) Management**</td>
<td>$1,154,000</td>
</tr>
<tr>
<td>Dams &amp; Channels Major Repairs</td>
<td>$877,300</td>
</tr>
<tr>
<td>Vehicle &amp; Equipment Replacements</td>
<td>$700,395</td>
</tr>
<tr>
<td>Conservation Areas Facility &amp; Infrastructure</td>
<td>$510,000</td>
</tr>
<tr>
<td>Other – Foundation funded</td>
<td>$131,500</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,288,321</strong></td>
</tr>
</tbody>
</table>
Asset Management Plan – Dams and Channels approved July 2017
Total Replacement Value $94.9 M
METAMORPHOSIS
**Our Purpose:** To protect our communities and conserve our natural environment through planning, education and recreation and to support our partners in the creation of sustainable communities within our watershed.

**Our Ambition:** A healthy watershed with clean streams, abundant forests and natural habitats that are in balance with our growing communities and engaged residents.
### What we will focus on

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

### Some of our key initiatives

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

### How we’re doing so far

- Ingestion of real-time rain gauge data from fourteen (14) additional rain gauges through coordination with Halton Region
- Installation of cellular modems on six (6) Water Survey of Canada streamflow stations
- Installation of redundant communications systems (terrestrial broadband internet) and fail over at Hilton Falls Dam
- Installation of air temperature sensor and anemometer at Hilton Falls Dam to measure wind speed and direction
- Improvements to rain gauge station at Kelso dam including relocation and addition of heater kit
- Installation of staff gauge at Kelso dam & training of additional Conservation Halton Staff on use of camera application
- Implementation of required servicing of valve actuators at Hilton Falls dam.
- Installation of new air temperature sensor and radiation shield at Water Survey of Canada station
SOCIAL, ECONOMIC & ENVIRONMENTAL BENEFITS
ECONOMIC INVESTMENT

746 SEASONAL EMPLOYEES
(not tax supported!)

$3,500,000
SEASONAL WAGES 2017 (projected)

Halton 65%
Peel 13%
Hamilton 10%
Other 12%
RECREATION & TOURISM

Inspiring places
Memorable experiences
Accessible opportunities
Health benefits
Community assets
Tourism destinations

1,065,000 HALTON PARKS visitors
35,000 FALL INTO NATURE visitors
19,400 MAPLE TOWN visitors
960 BIKE RACE SERIES participants
9,000 children, parents and other family members experienced the magic of Christmas Town
EDUCATION

Outdoor classrooms
Memorable experiences
Teaching opportunities
Meaningful lessons
Engaged students

20,500 MOUNTSBERG students
32,000 CRAWFORD LAKE students
1,658 FOREST FESTIVAL students
3,920 WATER FESTIVAL students
2,787 WAYS OF THE WOODS campers
CONSERVATION

Collaborative science
Healthy environment
Climate resilience
Green communities
Engaged residents

6,867 ACRES OF FOREST managed
126,000 TREES AND SHRUBS planted
145 ACRES OF LAND forested
8,000 ASH TREES removed
51 STEWARDSHIP AND RESTORATION PROJECTS completed
FLOOD OPERATIONS

Safe communities
Protected assets
Resilient infrastructure
Economic assurance

Better data and ability to predict impacts of extreme weather.

Automation of equipment through technology.

Improved warning times.
Notes:
1) Smaller coverage area represents 20 km as recommended by WMO for urban areas.
2) Larger coverage areas represent 40 km as a suggested minimum for rural areas.

Proposed Rain Gauge Locations
1. Town of Milton Operations Facility
2. Halton Region P.S. # 2
3. Drumquin Park
4. Halton Region Facility (tbc)
5. Halton Region Facility (tbc)
6. Halton Region - Headon Reservoir
7. City of Burlington Fire Station # 1
8. Halton Region - Waste Facility

Conservation Halton
Proposed
Real-Time Rain Gauge Network

- Heated Gauge
- Weighing Gauge

Existing Coverage (Telemetered)
- Conservation Halton
- Conservation Halton (PGMN)
- Region of Halton
- Town of Oakville
- Credit Valley Conservation
- Environment Canada
- Regional Municipality of Halton

Future Stations (Telemetered)
- Conservation Halton
- City of Burlington
- Town of Oakville
- Region of Halton
- City of Hamilton
- Other
PLANNING & PERMITS

Process mapping has been completed, recommendations have been approved and implementation is set to begin in January.

295 PLAN REVIEWS
(70% received approval in 6 weeks and 95% received approval in 10 weeks)

162 MINOR PERMITS
(97% received approval in 30 days)

40 MAJOR PERMITS
(80% received approval in 90 days)

52 LETTERS OF PERMISSION
(average delivery time of 29 days)
Completed the restoration of Courtcliffe Park to return creeks to a more natural state, create habitat for fish, birds, insects and other species and designate the area as a community green space.
Launched the restoration of Hopkins Tract with a prescribed burn to restore the small field with wetlands, creeks, forest and other natural as part of the Cootes to Escarpment EcoPark System.
GLENORCHY CONSERVATION AREA

Restoration of Glenorchy to protect 650 acres of forest, grassland, wetlands and creeks and create habitat for wildlife and greenspace for the community.
Launched the final phase of the Crawford Lake Village Improvement Project to renovate of Turtle and Wolf Clan Longhouses and prolong the life of this infrastructure.
2018 BUDGET PROVIDES COMMUNITIES...

- Updated floodplain mapping
- Funding for asset management plan
- Partnerships to restore natural lands
- Education and outreach programs
- Environmental monitoring
Thank you for your continued support.
About the Grand River Watershed

Length

300 km

Area

6,800 km²
larger than Prince Edward Island
About the Grand River Watershed

Flows into

Lake Erie at Port Maitland

Length of rivers and streams

11,000 km

4 major tributaries

Speed, Eramosa, Nith and Conestogo
About the Grand River Watershed

**Population**

Close to one million

**Boundaries**

39 municipalities and two First Nations

80% of people live in five cities:
Kitchener, Waterloo, Guelph, Cambridge, Brantford
About the Grand River Watershed

Farming

70% of watershed is agricultural land

Drinking water

73% wells
24% river
3% lake

Wastewater

30 sewage treatment plants
About the Grand River Watershed

• The Grand River lies at the heart of one of the richest, fastest growing regions in Ontario.

• The vitality of the watershed has been linked to the river and the natural environment.

• The Grand River watershed faces important and evolving challenges…
Population Growth

• Need for water supplies, sewage treatment, groundwater recharge
Critical Issues

Extensive Agriculture

- impact on water quality and quantity
- erosion needs to be addressed to protect farmland and water quality
Critical Issues

Climate Change

- the issue of our time – presents new challenges including increased frequency of extreme events (floods, droughts, ice storms, etc.)
Objectives:

1. Protect life and minimize property damage
2. Improve watershed health
3. Connect people with the environment
Understanding and Responding

Protect life and minimize property damage

- Seven dams reservoirs actively managed to reduce flood damages and maintain flows
Understanding and Responding

Protect life and minimize property damage

- Working with senior levels of government to find innovative ways to improve floodplain mapping
- Ability to regulate hazard areas and prevent building in wetlands
Understanding and Responding

Protect life and minimize property damage

- Deliver **value** and innovation
- Improved **flood forecasting** and warning

[Image: Diagram showing 3D Planar monitor, DAT/EM Inpho, 2D monitor, ArcGIS, Polarized glass, 3D mouse, Z-wheel]
Understanding and Responding

Protect life and minimize property damage

• Improved monitoring and preparedness
• Adapting to climate change
Understanding and Responding

Protect life/ property & Improve watershed health

Planning and Development

• Through a Memorandum of Agreement with the City, GRCA provides technical advice on Planning Act applications

• Advice includes input from biologist/ecologist, water resource engineer and resource planner
Improving watershed health

- Grand River Source Protection Plan took effect July 1, 2016
- Province funded 100% of Plan’s development
- New municipal supply wells currently being drilled to meet capacity needs in Lynden and St. George
Rural Water Quality Program (RWQP) Watershed Success 1998-2016:

- Over 5,500 projects
- $16 million in grant
- More than $45 million invested
Understanding and Responding

Hamilton RWQP since 2002

- 99 completed projects
- $176,500 in grants
- Landowner contribution of $211,750
- Total investment in water quality protection of $388,250

Improve watershed health

- $166,255
- $211,750
- $10,245

- City of Hamilton (Well Program)
- Other (Federal/Provincial / Foundation)
- Landowner
Hamilton RWQP Project Highlights since 2002

- 6 Erosion Control structures built
- 11 fencing projects to restrict livestock from 4 km of watercourse
- 16 hectares of fragile agricultural land retired and planted to trees
- 12 wells decommissioned
Understanding and Responding

Improve watershed health

• Subwatershed planning in Fairchild Creek remains a priority in the Water Management Plan

• Listed as a priority for subwatershed planning (Water Management Plan)
Groundwater Monitoring

- 57 long-term monitoring wells across the watershed
- 4 located in the City of Hamilton
- Wells are equipped to measure hourly groundwater levels, temperature and are sampled annually for chemistry analysis
Understanding and Responding

Connect people with the environment

- More than 48,000 acres of recreational and natural land
- Includes 11 parks, Luther Marsh Wildlife Management Area, 6 natures centres, as well as cottage lots, farm leases and rail trails
- Current initiatives include wind-down of residential tenancy program, evaluation of other program areas and hazard tree management
Connect people with the environment

GRCA Parks/Conservation Areas
- Weather dependent
- Revenue forecasts are prone to significant fluctuations
- Record revenue from 2015-2017 has helped fund capital projects

Natural Areas
- Increasing management and cost pressures due to population growth and changing demographics
Some thoughts on Nature …

If we teach them, they will understand it. If they understand it, they will value it. If they value it, they will protect it.

The Future needs: Biologists, Engineers, Resource Managers, Planners, Accountants, Educators, Economists. We must all communicate, collaborate and cooperate.

Connect people with the environment
New Conservation Authorities Act

- New Conservation Authorities Act was passed on December 12, 2017 as part of *Bill 139 Building Better Communities and Conserving Watersheds*

- The act is accompanied by a new document, *Conserving Our Future: A Modernized Conservation Authorities Act* (MNRF)
New Conservation Authorities Act

Levies

No significant changes in Levy Apportionment Formula; The New Act defines three types of levies:

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
</table>
| Capital (projects) | • For works (capital expenditures) undertaken in furtherance of the Authority’s objects  
                     • Apportioned based on benefit  
                     • Municipalities can appeal the apportionment to the Local Planning Appeal Tribunal  |
| Maintenance   | • For expenditures in relation to the operation or maintenance of a project  
                     • Apportioned based on benefit per Regulation 670/00 (by agreement or CVA)  
                     • Municipalities can appeal the apportionment to the Mining and Lands Tribunal  |
| Administration | • For all costs except capital (projects) and maintenance  
                     • Apportioned in accordance with Regulation 670/00 (based on CVA)  
                     • CA can establish a minimum Administration Levy  
                     • Municipalities can appeal the apportionment to the Mining and Lands Tribunal  |
### Timetable

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 22, 2017</td>
<td>Draft #1 to General Meeting</td>
</tr>
<tr>
<td>January 22, 2018</td>
<td>Municipalities advised of Meeting Date for Budget</td>
</tr>
<tr>
<td>January 26, 2018</td>
<td>Draft #2 to General Meeting</td>
</tr>
<tr>
<td>February 23, 2018</td>
<td>Board Approval, 2018 Budget &amp; Levy (AGM)</td>
</tr>
</tbody>
</table>

(Presentations to municipal councils between October 2017 and February 2018 as required)
2018 Draft Budget

Overview

• **2018 expenditures:** $32.0 million ($31 million in 2017)
• **Municipal dollars highly leveraged** ($1 in municipal levy matched by $2 from other sources)
• **Per capita municipal levy:** $10.72
GRCA Per Capita Levy 2008 to 2018

Year | Levy
--- | ---
2008 | $8.86
2009 | $9.27
2010 | $9.75
2011 | $9.90
2012 | $10.04
2013 | $10.19
2014 | $10.29
2015 | $10.39
2016 | $10.49
2017 | $10.60
2018 | $10.72
Total 2018 Budget Revenue = $32.0 Million
($ 31.0 Million in 2017)
Revenue

General Municipal Levy

- Increasing by 2.5% to $11,352,000 in 2018
- Operating Levy (Admin., Programs and Maintenance): $10,302,000
- Capital Levy (Water Mgmt. Projects): $1,050,000
2018 Budget Expenditures = $32.0 Million
($31.0 million in 2017)
Expenditures

Operating Budget ($24.9 million)

- Watershed Management (dams, flood forecasting, planning, lands)
- Conservation Areas
- Corporate Services and Communication
Expenditures

Capital Budget
($3.8 million)

- Water Control Structures
- Conservation Areas
Expenditures

Special Projects ($3.2 million)

• Expenses are offset 100% by special funding sources

• Do not use general municipal levy to fund these projects

• Special Projects include Floodplain Mapping, Children’s Water Festivals, Water Management Plan, Source Protection Program, Emerald Ash Borer, Rural Water Quality Program, etc.
Levy Apportionment in 2018

Mining and Lands Commissioner Decision Dec 21, 2017

Background
- 26.75% of the geographic area of Hamilton is in the Grand River Watershed
  - Hamilton would pay approximately 12.2% of GRCA’s levy
- 5% of the assessment of Hamilton is in the Grand River Watershed
  - Hamilton would pay approximately 2.4% of GRCA’s levy

2001/2004 Agreement
- City, GRCA, NPCA, Cons. Hamilton and Cons. Halton agreed to use estimated assessment instead of geographic area
- Formalized by Resolution of the City and its four Conservation Authorities
- Agreement was abandoned by NPCA in 2015. City of Hamilton appealed.

December 21, 2017 Ruling
- The agreement is invalid because:
  - There was no written agreement, and,
  - Resolutions of support were not passed by all other participating municipalities
- Conservation Authorities must use the CVA formula outlined in Regulation 670/00
- GRCA has requested direction from MNRF for 2018
### Grand River Conservation Authority

#### Summary of Municipal Levy - 2018 Budget

**DRAFT – with adjustment for Hamilton**

<table>
<thead>
<tr>
<th>% CVA in Watershed</th>
<th>2017 CVA (Modified)</th>
<th>CVA in Watershed</th>
<th>CVA-Based Apportionment</th>
<th>2018 Budget Operating Levy</th>
<th>2018 Budget Capital Levy</th>
<th>2018 Budget Total Levy</th>
<th>Actual 2017 Levy</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant County</td>
<td>84.0%</td>
<td>5,778,502,491</td>
<td>4,853,942,092</td>
<td>3.20%</td>
<td>329,962</td>
<td>33,630</td>
<td>363,592</td>
<td>2.7%</td>
</tr>
<tr>
<td>Brantford C</td>
<td>100.0%</td>
<td>12,178,149,735</td>
<td>12,178,149,735</td>
<td>8.04%</td>
<td>827,847</td>
<td>84,376</td>
<td>912,223</td>
<td>1.6%</td>
</tr>
<tr>
<td>Amaranth Twp</td>
<td>82.0%</td>
<td>651,361,270</td>
<td>534,116,241</td>
<td>0.35%</td>
<td>36,308</td>
<td>3,701</td>
<td>40,009</td>
<td>2.6%</td>
</tr>
<tr>
<td>East Garafraxa Twp</td>
<td>80.0%</td>
<td>498,143,467</td>
<td>398,514,773</td>
<td>0.26%</td>
<td>27,090</td>
<td>2,761</td>
<td>29,851</td>
<td>1.4%</td>
</tr>
<tr>
<td>Town of Grand Valley</td>
<td>100.0%</td>
<td>396,850,584</td>
<td>396,850,584</td>
<td>0.26%</td>
<td>26,977</td>
<td>2,750</td>
<td>29,727</td>
<td>2.9%</td>
</tr>
<tr>
<td>Melancthon Twp</td>
<td>56.0%</td>
<td>481,524,449</td>
<td>269,653,692</td>
<td>0.18%</td>
<td>18,331</td>
<td>1,868</td>
<td>20,199</td>
<td>2.6%</td>
</tr>
<tr>
<td>Southgate Twp</td>
<td>6.0%</td>
<td>815,068,745</td>
<td>48,904,125</td>
<td>0.03%</td>
<td>3,324</td>
<td>339</td>
<td>3,663</td>
<td>1.2%</td>
</tr>
<tr>
<td>Haldimand County</td>
<td>41.0%</td>
<td>5,888,880,157</td>
<td>2,414,440,864</td>
<td>1.59%</td>
<td>164,129</td>
<td>16,728</td>
<td>180,857</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Norfolk County</td>
<td>5.0%</td>
<td>8,186,035,325</td>
<td>409,301,766</td>
<td>0.27%</td>
<td>27,824</td>
<td>2,836</td>
<td>30,660</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Halton Region</td>
<td>10.3%</td>
<td>36,402,339,213</td>
<td>3,765,423,823</td>
<td>2.48%</td>
<td>255,966</td>
<td>26,089</td>
<td>282,055</td>
<td>4.0%</td>
</tr>
<tr>
<td>Waterloo Region</td>
<td>4.7%</td>
<td>77,135,348,277</td>
<td>3,625,361,369</td>
<td>2.39%</td>
<td>246,445</td>
<td>25,118</td>
<td>271,563</td>
<td>3.1%</td>
</tr>
<tr>
<td>Oxford County</td>
<td>37.7%</td>
<td>3,548,847,438</td>
<td>1,337,821,840</td>
<td>0.88%</td>
<td>90,943</td>
<td>9,269</td>
<td>100,212</td>
<td>0.9%</td>
</tr>
<tr>
<td>North Perth T</td>
<td>2.0%</td>
<td>1,770,295,097</td>
<td>35,405,902</td>
<td>0.02%</td>
<td>2,407</td>
<td>245</td>
<td>2,652</td>
<td>3.5%</td>
</tr>
<tr>
<td>Perth East Twp</td>
<td>40.0%</td>
<td>1,600,912,173</td>
<td>640,364,869</td>
<td>0.42%</td>
<td>43,531</td>
<td>4,437</td>
<td>47,968</td>
<td>4.4%</td>
</tr>
<tr>
<td>Waterlo Region</td>
<td>100.0%</td>
<td>86,368,658,180</td>
<td>86,368,658,180</td>
<td>56.99%</td>
<td>5,871,175</td>
<td>598,402</td>
<td>6,469,577</td>
<td>2.5%</td>
</tr>
<tr>
<td>Centre Wellington Twp</td>
<td>100.0%</td>
<td>4,246,127,695</td>
<td>4,246,127,695</td>
<td>2.80%</td>
<td>288,644</td>
<td>29,419</td>
<td>318,063</td>
<td>1.9%</td>
</tr>
<tr>
<td>Erin T</td>
<td>49.0%</td>
<td>2,223,001,923</td>
<td>1,089,270,942</td>
<td>0.72%</td>
<td>74,047</td>
<td>7,547</td>
<td>81,594</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Guelph C</td>
<td>100.0%</td>
<td>22,830,352,868</td>
<td>22,830,352,868</td>
<td>15.06%</td>
<td>1,551,964</td>
<td>158,179</td>
<td>1,710,143</td>
<td>3.8%</td>
</tr>
<tr>
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<td>100.0%</td>
<td>2,374,434,372</td>
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<td>100,247</td>
<td>4.4%</td>
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<td>Wellington North Twp</td>
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<td>124,550</td>
<td>-2.6%</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>278,433,355,385</td>
<td>151,548,854,151</td>
<td>100.0%</td>
<td>10,302,000</td>
<td>1,050,000</td>
<td>11,352,000</td>
<td>2.5%</td>
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</table>

*Page 70 of 163*
## Grand River Conservation Authority
### Summary of Municipal Levy - 2018 Budget

**DRAFT - January 8th, 2018**

<table>
<thead>
<tr>
<th>% CVA in Watershed</th>
<th>2017 CVA (Modified)</th>
<th>CVA in Watershed</th>
<th>CVA-Based Apportionment</th>
<th>2018 Budget Operating Levy</th>
<th>2018 Budget Capital Levy</th>
<th>2018 Budget Total Levy</th>
<th>Actual 2017 Levy</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant County</td>
<td>84.0%</td>
<td>5,778,502,491</td>
<td>4,853,942,092</td>
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<td>296,667</td>
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<td>Brantford C</td>
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<td>27,566</td>
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<tr>
<td>Halton Region</td>
<td>10.3%</td>
<td>36,402,339,213</td>
<td>3,765,423,823</td>
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<td>230,138</td>
<td>23,456</td>
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<td>10,302,000</td>
<td>1,050,000</td>
<td>11,352,000</td>
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</table>

**Note:** The budget data includes the operating levy, capital levy, and total levy for each region, with the % change compared to the 2017 levy.
Length

300 km

Area

6,800 km²
larger than Prince Edward Island
Flows into
Lake Erie at Port Maitland

Length of rivers and streams
11,000 km

4 major tributaries
Speed, Eramosa, Nith and Conestogo
Population

Close to one million

Boundaries

39 municipalities and two First Nations

80% of people live in five cities:
Kitchener, Waterloo, Guelph, Cambridge, Brantford
Farming

70% of watershed is agricultural land

Drinking water

73% wells
24% river
3% lake

Wastewater

30 sewage treatment plants
The Grand River lies at the heart of one of the richest, fastest growing regions in Ontario.

The vitality of the watershed has been linked to the river and the natural environment.

The Grand River watershed faces important and evolving challenges...
Population Growth

- Need for water supplies, sewage treatment, groundwater recharge
Extensive Agriculture

- impact on water quality and quantity
- erosion needs to be addressed to protect farmland and water quality
Climate Change

- the issue of our time – presents new challenges including increased frequency of extreme events (floods, droughts, ice storms, etc.)
Objectives:

1. Protect life and minimize property damage
2. Improve watershed health
3. Connect people with the environment
Protect life and minimize property damage

- Seven dams reservoirs actively managed to reduce flood damages and maintain flows
Protect life and minimize property damage

- Working with senior levels of government to find innovative ways to improve floodplain mapping
- Improved flood forecasting and warning
Protect life and minimize property damage

- Deliver value and innovation
- Ability to regulate hazard areas and prevent building in wetlands
Protect life and minimize property damage

- Improved monitoring and preparedness
- Adapting to climate change
Protect life/ property & Improve watershed health

Planning and Development

- GRCA assists member municipalities in the development of official plans and zoning by-laws

- GRCA provides technical advice on Planning Act applications, including input from biologists, water resource engineers and resource planners
Improve watershed health

Natural Heritage Framework Initiative

- Subwatershed characterization for Conestogo River to be completed in winter 2017/2018
- 5 subwatershed reports completed to characterize Southern Grand between 2015 and March 2017
Improve watershed health

- Grand River Source Protection Plan took effect July 1, 2016
- Province funded 100% of Plan's development
The Water Management Plan builds resiliency to address challenges related to climate change, population growth and agriculture.

The Wastewater Optimization Program builds upon the successful optimization work in municipalities like Guelph.
Improve watershed health

Rural Water Quality Program Watershed Success 1998-2016:

- Over 5,500 projects
- $16 million in grant
- More than $45 million invested
Improve watershed health

Wellington Rural Water Quality Program (RWQP)

- 2,700 projects completed
- $7 million in grant provided
- $20 million invested

Project Investments 1999 - 2016
- City of Guelph
- Wellington County
- Other Grants
- Landowner Contribution

Total Investment = $20,484,000
Improve watershed health

Trees for Mapleton Program

- GRCA forestry staff worked with 14 landowners to plant 11,000 trees in Mapleton Township in 2017
Wellington RWQP Tree Planting – Mapleton Statistics (since 1998)

- 27 km of riparian buffer established
- 310 acres of marginal land retired and planted to trees
- 113 km of windbreaks planted
Connect people with the environment

- More than 48,000 acres of recreational and natural land
- Includes 11 parks, Luther Marsh Wildlife Management Area, 6 nature centres, as well as cottage lots, farm leases and rail trails
- Current initiatives: wind-down of residential rental program, evaluation of other program areas, as well as hazard tree management
Connect people with the environment

GRCA Parks/Conservation Areas
- Weather dependent
- Revenue forecasts are prone to significant fluctuations
- 2015, 2016 and 2017 have been good years for revenue

Natural Areas
- Increasing management and cost pressures due to population growth and changing demographics
Some thoughts on Nature ...

If we teach them, they will understand it. If they understand it, they will value it. If they value it, they will protect it.

The Future needs: Biologists, Engineers, Resource Managers, Planners, Accountants, Educators, Economists. We must all communicate, collaborate and cooperate.
## Timetable

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>September 22, 2017</td>
<td>→ Draft #1 to General Meeting</td>
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<tr>
<td>January 24, 2018</td>
<td>→ Municipalities advised of Meeting Date for Budget</td>
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<tr>
<td>January 26, 2018</td>
<td>→ Draft #2 to General Meeting</td>
</tr>
<tr>
<td>February 23, 2018</td>
<td>→ Board Approval, 2018 Budget &amp; Levy (AGM)</td>
</tr>
</tbody>
</table>

*(Presentations to municipal councils between October 2017 and February 2018 as required)*
Overview

- **2018 expenditures:** $32.0 million ($31 million in 2017)
- **Municipal dollars highly leveraged** ($1 in municipal levy matched by $2 from other sources)
- **Per capita municipal levy:** $10.72
GRCA Per Capita Levy 2008 to 2018

Year

$12.00
$10.00
$8.00
$6.00
$4.00
$2.00
$0.00

Revenue by Source

Total 2018 Budget Revenue = $32.0 Million
($31.0 Million in 2017)

- Reserves: 8%
- Self Generated: 44%
- Gov't Grants: 9%
- Other Municipal: 3%
Revenue

General Municipal Levy

• Increasing by 2.5% to $11,352,000 in 2018
• Operating Levy increasing 2.8% or $277,000
• Capital Levy held constant at $1,050,000
Revenue

Special Projects

- Expenses are offset 100% by special funding sources
- Do not use general municipal levy to fund these projects
2018 Budget Expenditures = $32.0 Million
($31.0 million in 2017)
Expenditures

Operating Budget ($24.9 million)

- Watershed Management (dams, flood forecasting, planning, lands)
- Conservation Areas
- Corporate Services and Communication
Expenditures

Capital Budget
($3.8 million)

• Water Control Structures
• Conservation Areas
Expenditures

Special Projects ($3.2 million)
- Floodplain Mapping
- Parkhill Hydro Turbine
- Children’s Water Festivals
- Water Management Plan
- Mill Creek Rangers
- Source Protection Program
- Emerald Ash Borer
- Rural Water Quality Program
### Grand River Conservation Authority

#### Summary of Municipal Levy - 2018 Budget

**DRAFT September 22, 2017**

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<tr>
<th>% CVA in Watershed</th>
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<td>5,778,502,491</td>
<td>4,833,942,092</td>
<td>3.20%</td>
<td>329,962</td>
<td>33,630</td>
<td>363,592</td>
<td>354,137</td>
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<tr>
<td>Brantford C</td>
<td>100.0%</td>
<td>12,178,149,735</td>
<td>12,178,149,735</td>
<td>8.04%</td>
<td>827,847</td>
<td>84,376</td>
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<td>Amaranth Twp</td>
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<td>651,361,270</td>
<td>534,116,241</td>
<td>0.35%</td>
<td>36,308</td>
<td>3,701</td>
<td>40,009</td>
<td>39,009</td>
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<tr>
<td>East Garafraxa Twp</td>
<td>60.0%</td>
<td>498,143,467</td>
<td>398,514,773</td>
<td>0.26%</td>
<td>27,090</td>
<td>2,761</td>
<td>29,851</td>
<td>29,452</td>
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<tr>
<td>Town of Grand Valley</td>
<td>100.0%</td>
<td>396,850,584</td>
<td>396,850,584</td>
<td>0.26%</td>
<td>26,977</td>
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<tr>
<td>Southgate Twp</td>
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<td>815,088,745</td>
<td>48,904,125</td>
<td>0.03%</td>
<td>3,324</td>
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<td>3,663</td>
<td>3,620</td>
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<tr>
<td>Haldimand County</td>
<td>41.0%</td>
<td>5,888,880,157</td>
<td>2,414,440,864</td>
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<td>18,728</td>
<td>180,857</td>
<td>183,117</td>
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<td>0.27%</td>
<td>27,824</td>
<td>2,836</td>
<td>30,660</td>
<td>30,831</td>
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<td>Halton Region</td>
<td>10.3%</td>
<td>36,402,339,213</td>
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<td>2.48%</td>
<td>255,966</td>
<td>26,089</td>
<td>282,055</td>
<td>271,150</td>
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<tr>
<td>Hamilton City</td>
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<tr>
<td>Erin T</td>
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<td>81,701</td>
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<td>15.06%</td>
<td>1,551,954</td>
<td>158,179</td>
<td>1,710,143</td>
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<tr>
<td>Guelph Eramosa Twp</td>
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<td>2,374,434,372</td>
<td>2,374,434,372</td>
<td>1.57%</td>
<td>161,409</td>
<td>16,451</td>
<td>177,860</td>
<td>175,520</td>
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<tr>
<td>Mapleton Twp</td>
<td>95.0%</td>
<td>1,408,733,893</td>
<td>1,338,297,198</td>
<td>0.88%</td>
<td>90,975</td>
<td>9,272</td>
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<td>49,672</td>
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<td>Puslinch Twp</td>
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<td>1.10%</td>
<td>113,030</td>
<td>11,520</td>
<td>124,550</td>
<td>127,922</td>
</tr>
</tbody>
</table>

**Total**

| 278,433,335,385 | 151,548,854,151 | 100.00% | 10,302,000 | 1,050,000 | 11,352,000 | 11,075,000 | 2.5% |
Royal Botanical Gardens  
2018 Budget

<table>
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<th>2017 Forecast</th>
<th>2018 Budget</th>
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<tr>
<td>Development and Fundraising</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Development and Major Gifts</td>
<td>638,400</td>
<td>616,000</td>
<td>824,700</td>
<td>737,000</td>
</tr>
<tr>
<td>Annual Giving</td>
<td>167,000</td>
<td>185,000</td>
<td>182,900</td>
<td>185,000</td>
</tr>
<tr>
<td>Membership</td>
<td>893,000</td>
<td>935,800</td>
<td>937,300</td>
<td>981,000</td>
</tr>
<tr>
<td>Grants</td>
<td>1,240,800</td>
<td>1,768,800</td>
<td>1,459,300</td>
<td>1,042,700</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>0</td>
<td>40,000</td>
<td>19,300</td>
<td>60,000</td>
</tr>
<tr>
<td></td>
<td>2,939,200</td>
<td>3,545,600</td>
<td>3,423,500</td>
<td>3,005,700</td>
</tr>
<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Revenue</td>
<td>-</td>
<td>-</td>
<td>1,379,300</td>
<td>1,457,100</td>
</tr>
<tr>
<td>Other</td>
<td>1,460,900</td>
<td>1,794,500</td>
<td>298,600</td>
<td>219,500</td>
</tr>
<tr>
<td></td>
<td>1,460,900</td>
<td>1,794,500</td>
<td>1,677,900</td>
<td>1,676,600</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>13,246,800</td>
<td>14,978,900</td>
<td>14,416,000</td>
<td>14,436,000</td>
</tr>
</tbody>
</table>

| **EXPENSES**        |             |             |               |             |
| Salaries and Benefits | 8,185,900  | 8,631,500   | 8,656,000     | 8,853,600   |
| General and Administrative | 782,600  | 1,114,600   | 894,300       | 949,500     |
| Operations          | 198,100    | 372,100     | 265,300       | 255,500     |
| Retail Cost of Sales | 364,700    | 375,000     | 379,300       | 397,600     |
| Programs            | 189,800    | 234,600     | 191,200       | 170,300     |
| Special Events      | 576,300    | 866,100     | 857,200       | 646,600     |
| Business Development and Fundraising | 92,500 | 335,900 | 296,900 | 257,000 |
| Marketing           | 493,100    | 520,600     | 525,400       | 557,900     |
| Biodiversity Expenses | 662,900   | 764,100     | 589,400       | 568,600     |
| Maintenance         | 886,100    | 797,900     | 978,800       | 1,005,400   |
| Utilities           | 609,000    | 567,000     | 617,200       | 617,200     |
| Garden Maintenance  | 167,700    | 385,400     | 159,700       | 147,800     |
| **Total Expenses**  | 13,208,700 | 14,964,800  | 14,410,700    | 14,427,000  |

| **NET POSITION**    | 38,100      | 14,100      | 5,300         | 9,000       |
HCA Land Holdings

- Acreage - Over 11,000 acres, ~10% of watershed
- In last decade have significant presence on east mountain
- In 2017 HCA added:
  - Saltfleet CA
  - Crockford property to complete HCA lands acquisitions for the cootes to escarpment
  - Additional lands for Dundas Valley
Recreation Opportunities

- Wide range of recreation for residents of Hamilton and beyond
  - Extensive recreational trails with “crown jewel” of Dundas Valley
  - 295 camp sites
  - waterfalls
  - swimming areas
  - boat rental & fishing
  - 340 boat slip marina
  - historical village

- Recreation is a key contributor to our self generated revenues
Current HCA Strategic Plan & Goals

- Water Management
- Organizational Excellence
- Conservation Area Experience
- Education & Environmental Awareness
- Natural Heritage Conservation
Hamilton Waterfalls

Popularity and promotion through social media in the GTHA continues
Shuttle Bus Service for Spencer Gorge

- Pilot project operated weekends and public holidays from May until end of October 2017
- Over 16,000 cars parked offsite, roughly 48,000 visitors utilized the shuttle
- Partnership and collaboration with municipal bylaw and Hamilton police, ward councillors was key
Waterfall Safety

- Keeping visitors safe is a priority
- HCA and City staff shared and collaborated in regard to signage and fencing and consultation with ward councillors

Stay well back from cliff and escarpment edges.

Stay on the marked trails.
Westfield Heritage Village Master Plan Underway

- Address the acquisition of an additional 144 acres of natural areas acquired since 2015
- Targeted for completion by end of summer 2018
- Guiding Document for next 10 years
Millgrove Worksyard new Equipment Storage

F1 Tornado Damage

New Building
Saltfleet Conservation Area
East Escarpment Wetland Restoration Project

Goal

- To create a new conservation area in the east end of the City of Hamilton to provide natural hazard attenuation, natural heritage enhancements and recreation opportunities

Objectives Include:

- To utilize the floodplain areas of Upper Battlefield and Upper Stoney Creeks to retain water to provide flood attenuation both above and below the Niagara Escarpment
- To enhance and enlarge existing wetland areas and to create new wetland areas to provide enhanced wetland hydrologic function to reduce the impacts of high water events and provide water to area watercourses during low flow periods
- To provide linkages within and between conservation area lands by utilizing the Dofasco Trail and enhance and create passive recreational opportunities
Saltfleet Conservation Area - East Escarpment Wetland Restoration Project

Natural Hazard Attenuation/Natural Heritage  Conservation and Restoration

- Completion of Environmental Assessment February 2018. Additional design work required based on preferred option and additional land acquisition to implement flooding and low flow augmentation mitigation and conservation and restoration works

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Storm Event 2 Year</th>
<th>Storm Event 5 Year</th>
<th>Storm Event 10 Year</th>
<th>Storm Event 25 Year</th>
<th>Storm Event 50 Year</th>
<th>Storm Event 100 Year</th>
<th>Storm Event Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing - Property</td>
<td>1</td>
<td>14</td>
<td>33</td>
<td>62</td>
<td>78</td>
<td>102</td>
<td>194</td>
</tr>
<tr>
<td>With Wetlands</td>
<td>0</td>
<td>9</td>
<td>19</td>
<td>38</td>
<td>41</td>
<td>52</td>
<td>194</td>
</tr>
<tr>
<td>Removed - Property</td>
<td>1</td>
<td>5</td>
<td>14</td>
<td>24</td>
<td>37</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>Existing - Buildings</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>11</td>
<td>46</td>
<td>116</td>
</tr>
<tr>
<td>With Wetlands</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>10</td>
<td>116</td>
</tr>
<tr>
<td>Removed - Building</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>9</td>
<td>36</td>
<td>0</td>
</tr>
</tbody>
</table>
Saltfleet Conservation Area
East Escarpment Wetland Restoration Project

• To date, 245 acres of land have been purchased for this project in the study area.
• Funding has been made available from the Heritage Green Community Trust, the City of Hamilton, the Hamilton Conservation Authority and the Hamilton Conservation Foundation
Hamilton Region Conservation Authority
2018 Budget Details
As approved by HCA Board of Directors November 2, 2017
Goals

1) Support Conservation Authorities Act mandate

2) Operate on a cash neutral/positive basis

3) Require no greater levy increase than Council approved
Support Conservation Authority Mandate

**HCA VISION**
- HCA works to ensure healthy streams and healthy communities in which human needs are met in balance with the needs of the natural environment, now and in the future

**HCA MISSION**
- To lead in the conservation and sustainable management of our watershed’s natural environment

**HCA STRATEGIC PLAN**
- Tailor activities to comply, support and / or accomplish one or more of the five strategic goals as defined by the approved Strategic Plan 2014 – 2018
Operate on a cash neutral / positive basis

<table>
<thead>
<tr>
<th>Revenues are a combination of:</th>
<th>Expenses are a combination of:</th>
<th>Repayment of loan principal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Self generated commercial sales</td>
<td>• Salaries, wages and staff expenses</td>
<td>• Repayment of loans for Canal Park and wind up of Defined Benefit pension plan</td>
</tr>
<tr>
<td>• Corporate and individual donations and grants</td>
<td>• Fleet operation, repair and maintenance</td>
<td>• 2018 $0.2million</td>
</tr>
<tr>
<td>• Federal and provincial grants</td>
<td>• Facility operating costs including utilities</td>
<td></td>
</tr>
<tr>
<td>• Municipal special project grants</td>
<td>• Third party contracting and consulting services</td>
<td></td>
</tr>
<tr>
<td>• Municipal levy</td>
<td>• Marketing and promotion</td>
<td></td>
</tr>
<tr>
<td>• 2018 $12.7million</td>
<td>• 2018 $12.5million</td>
<td></td>
</tr>
</tbody>
</table>
Require no greater levy increase than Hamilton Council guidelines provide

- This year’s levy increase is less than last year
  - Recommended increase of 1.5%, last year was 1.8%
  - Translates to $65,000 increase

- Total levy required this year is $4,391,876
  - City of Hamilton share is 99.7%, $4,378,676
  - Township of Puslinch share is 0.3%, $13,200
## Levy Use

<table>
<thead>
<tr>
<th>Division</th>
<th>2017</th>
<th>2018</th>
<th>$ Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westfield Village</td>
<td>573,200</td>
<td>581,800</td>
<td>8,600</td>
</tr>
<tr>
<td>WP&amp;E</td>
<td>1,158,500</td>
<td>1,187,600</td>
<td>29,100</td>
</tr>
<tr>
<td>Corporate Support</td>
<td>2,595,300</td>
<td>2,622,600</td>
<td>27,300</td>
</tr>
<tr>
<td>Total</td>
<td>$4,327,000</td>
<td>$4,392,000</td>
<td>$65,000</td>
</tr>
</tbody>
</table>
Increased day rates in conservation areas, to generate over $100K

Generous donation from Hamilton Conservation Foundation to support outdoor education; raised by $70K

Levy increase of 1.5%, $65K

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Levy</td>
<td>$4,327</td>
<td>$4,392</td>
</tr>
<tr>
<td>Admissions</td>
<td>1,925</td>
<td>2,037</td>
</tr>
<tr>
<td>Marina</td>
<td>1,329</td>
<td>1,352</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,180</td>
<td>1,180</td>
</tr>
<tr>
<td>Camping</td>
<td>922</td>
<td>983</td>
</tr>
<tr>
<td>Fees</td>
<td>693</td>
<td>710</td>
</tr>
<tr>
<td>Other</td>
<td>1,946</td>
<td>2,047</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,322</strong></td>
<td><strong>12,701</strong></td>
</tr>
</tbody>
</table>
### Expense Highlights

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Staff</td>
<td>$7,672</td>
<td>$7,731</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,207</td>
<td>1,257</td>
</tr>
<tr>
<td>Materials</td>
<td>489</td>
<td>494</td>
</tr>
<tr>
<td>Fees</td>
<td>318</td>
<td>487</td>
</tr>
<tr>
<td>Other</td>
<td>2,440</td>
<td>2,529</td>
</tr>
<tr>
<td></td>
<td><strong>12,126</strong></td>
<td><strong>12,498</strong></td>
</tr>
<tr>
<td>Loan</td>
<td>196</td>
<td>203</td>
</tr>
<tr>
<td></td>
<td><strong>12,322</strong></td>
<td><strong>12,701</strong></td>
</tr>
</tbody>
</table>

Minimum wage increase of 18.5%; impact of $120K to operations for seasonal staff

Reduction of 3 fulltime staff in conservation operations

Anticipating 1.5% CPI adjustment and average step increase of 1%

WSIB premiums increase again from 3.05% to 3.2%
# Fleet Complement

<table>
<thead>
<tr>
<th>Light vehicles - pickup trucks, etc.</th>
<th>34</th>
</tr>
</thead>
<tbody>
<tr>
<td>· Average age is 2008</td>
<td></td>
</tr>
<tr>
<td>· Replacement based on:</td>
<td></td>
</tr>
<tr>
<td>· Repair costs</td>
<td></td>
</tr>
<tr>
<td>· Age + - 10 years</td>
<td></td>
</tr>
<tr>
<td>· Mileage + - 200,000 km</td>
<td></td>
</tr>
<tr>
<td>· Hours – vehicle dependent</td>
<td></td>
</tr>
</tbody>
</table>

| Tractors/loaders/backhoe            | 23 |

<table>
<thead>
<tr>
<th>Heavy equipment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>· Dozer Boat Lift</td>
<td></td>
</tr>
<tr>
<td>· Flatbed crane 12 ton Dump truck</td>
<td></td>
</tr>
</tbody>
</table>

| Boats                               | 5  |
Watershed Planning & Engineering Detail

- Fulltime staff of 16

- Four primary activities
  - Regulations, permitting, water quality oversight, policy administration
  - Flood forecasting & flood control
  - Stewardship
  - Project work

- Flood control facilities
  - Valens Lake dam: Height 20.7 ft; length 400 ft;
  - Maximum storage area – 270 acres; Maximum storage capacity - 1,650 acre-ft
  - Christie Lake dam: Height 30 ft; length 600 ft;
  - Max Storage area – 400 acres; Maximum storage capacity - 1,850 acre-ft
Conservation Area Details

- Fulltime staff of 21

- Properties owned and managed:
  - 14 Niagara Escarpment properties, 25 waterfalls, an award-winning marina, two recreational lakes, 145 kilometres of park and rail trails, 12 significant wetlands, an ecological preserve and an 18,000 year old muskeg bog.

- Six major operating divisions:
  - Fifty Point; Valens Lake; Christie Lake including Spencer Gorge; Dundas Valley; Hamilton Mountain including Eramosa Karst and Saltfleet

- Self generated revenue, in total, sufficient to cover expenses
Westfield Heritage Village

- Fulltime staff of 5

- Strong volunteer support with over 270 active members

- Significant land expansion in recent years
  - Master Plan style exercise to be conducted to see how to best utilize new lands to the benefit of visitors

- Special events, school programming and film shoots are key revenue producers
Corporate Services

- Fulltime staff of 39

- Includes:
  - General administration; Finance; Marketing; Human Resources; Outdoor Education; Foundation Administration; Capital Design; Fleet; Forestry; Construction; Trades

- Land acquisition donations and purchase costs flow through Corporate operating accounts before being moved to the balance sheet

- The majority of construction crew, trades and forestry wages are charged to the specific jobs with the non-tool/non-project time remaining here
Loan Payments

Remaining loans:

1) 2018 Veldhuis (Canal Park) loan
   - 44K principal payment, $0 interest
   - 2010 - Original terms - Loan of $440 thousand @ 0.0% interest, 10 year term
   - final payment March 31st, 2020

2) 2018 DB Pension Deficit loan:
   - $159K principal payment, $28K interest
   - 2011 - Original terms - Loan of $1.5 million @ 4.25% interest, 10 year term
   - final payment June 30th, 2021
Confederation Beach Park

▪ Owned by the City of Hamilton, managed by the HCA
▪ Management agreement expired December 31\textsuperscript{st}, 2016;
▪ New agreement now in place: term of 10 years plus two 5 yr. renewals
▪ Only monetary impact to HCA is the management fee, calculated as a percentage of expenses, approximately $400K per year
▪ The 2017 was average in WWW attendance; 2015 and 2016 were the best in recent history but success brings other issues
▪ Significant money pledged by the City to expand the attractiveness of CBP starting with the new name, wayfinding signage and east end sports park
▪ Money has been pledged by the City for feasibility study of the waterpark which needs upgrading; also conducting a facilities review of whole park
Confederation Beach Park Budget Considerations

- Minimum wage increase is the single largest impact to costs
- Weather has single largest impact to revenues, validating conservative use of 100,000 attendance as base
- Competition may have additional impact in 2018; soft start to Wet n’ Wild in Brampton
- Only revenue source for material change is WWW admissions
- Leases all recently updated
- Film industry highly variable
Wild Water Works Revenues

- Increases to general admissions set at 15%
  - Adult general day pass will be $26.36 plus HST
    - (an increase of $3.44)
  - Competitors’ prices
    - Wet N ‘W (Toronto) $39.95
    - Calypso (Ottawa) $49.99
    - Bingeman (Kitchener) $27.95
    - Fallsview (Niagara Falls) $44.95
Wild Water Works Costs

- Minimum wage increase of 18.5%
  - WWW employs 143 casual staff, Park 17
  - Impacts of $150K and $20K, respectively
  - Plus 17% MERC – another $30K

- All other costs subject to CPI
## 2018 Confederation Beach Park Budget

### Passive Park Commercial Ops

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>$56</td>
<td>$63</td>
<td>$1,853</td>
<td>$2,088</td>
</tr>
<tr>
<td>Rentals</td>
<td>95</td>
<td>112</td>
<td>151</td>
<td>164</td>
</tr>
<tr>
<td>City cont'n</td>
<td>650</td>
<td>670</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3rd Party</td>
<td>-</td>
<td>-</td>
<td>356</td>
<td>372</td>
</tr>
<tr>
<td></td>
<td>801</td>
<td>845</td>
<td>2,360</td>
<td>2,624</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>673</td>
<td>716</td>
<td>1,710</td>
<td>2,005</td>
</tr>
<tr>
<td>Marketing</td>
<td>-</td>
<td>-</td>
<td>204</td>
<td>183</td>
</tr>
<tr>
<td>Insurance</td>
<td>24</td>
<td>22</td>
<td>138</td>
<td>134</td>
</tr>
<tr>
<td>Mgmt Fees</td>
<td>104</td>
<td>107</td>
<td>308</td>
<td>302</td>
</tr>
<tr>
<td></td>
<td>801</td>
<td>845</td>
<td>2,360</td>
<td>2,624</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Thank You
2017 Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>2017 Levy increase %</th>
<th>2017 Municipal Budget Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Niagara Region</td>
<td>0.94%</td>
<td>1%</td>
</tr>
<tr>
<td>City of Hamilton</td>
<td>1.40%</td>
<td>1.80%</td>
</tr>
<tr>
<td>Haldimand County</td>
<td>0.40%</td>
<td>none provided</td>
</tr>
</tbody>
</table>

☑️ Total combined Levy guidance increase of 1% ($88,029): achieved

☑️ Operating budget be based on actual costs: completed

☑️ No net reduction to the operating reserves: achieved

☑️ Sustain cost savings realized to date: achieved

☑️ Continue to pursue additional revenue generating opportunities: achieved
Trends - Park Operations

Park Revenue & Expenses
(Ball's Falls, Binbrook, Chippawa Creek, Long Beach, St. John's)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>1,390,690</td>
<td>1,440,933</td>
<td>1,615,079</td>
<td>1,724,257</td>
</tr>
<tr>
<td>Expenditures</td>
<td>1,679,273</td>
<td>1,554,414</td>
<td>1,541,742</td>
<td>1,550,862</td>
</tr>
<tr>
<td>Net</td>
<td>(258,583)</td>
<td>(113,481)</td>
<td>73,337</td>
<td>173,395</td>
</tr>
</tbody>
</table>
Budget Committee Direction  June 12, 2017

- Total combined Levy increase of 2% ($177,820)
  - Equates to approx. 1.6% total budget increase as guidance

2018 Budget Pressures

- Implementation of approved and upcoming Masterplans (Binbrook/Cave Springs/Lake Erie Shoreline Properties, etc.)

- Planned to fund future projects such as:
  - L.B. Lagoon, C.C. Electrical upgrades
  - Emerald Ash Borer removal and tree replacement
  - Water Quality Monitoring and restoration
  - Floodplain mapping updates
2018 Budget Pressures (con’t)

- Additional public consultation:
  - Floodplain mapping
  - NPCA Policy Document Review

- Professional Services

- Increased Training requirements

- Strategic Planning Support

- HQ lease increase (Alternative HQ feasibility)
Full Time Salary and Benefits

- Projected 2018 Salary and Benefit Expenditure $5,061,204

- Legislated minimum wage increase effective Jan.1, 2018 to $14/hour equates to approx. $35,000 increase to student wages

- Projected 2018 Expenditure includes:
  - Step increases
  - 2.25% as per collective agreement with union
  - 3% increase in group benefits at present by Sun Life (carrier for Conservation Authorities).
  - Other benefit costs adjusted to reflect known changes such as: WSIB premium increased to $3.05 from $2.88 per $100 of earnings, EI premium decrease to $836 from $955 per employee, CPP increase from $2,545 to $2,564 per employee
2018 Operating Budget adjustments

- Merged former Operations Department with Financial Services and Information Technology Divisions to form new Corporate Resources Department

- Merged Human Resources, Communications, Community Engagement and Administrative Assistant services with Office of the CAO and Board now referred to as ‘CAO and BOARD’

- Regular Full time Salaries and Benefits include 2.25% increase to base salary as per the collective agreement
## Funding Allocations to the 2018 Operating Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Levy</td>
<td>5,805,740</td>
</tr>
<tr>
<td>Special Levy</td>
<td>847,435</td>
</tr>
<tr>
<td>Federal Grant</td>
<td>155,000</td>
</tr>
<tr>
<td>Provincial Grant</td>
<td>473,996</td>
</tr>
<tr>
<td>Park Operations/Strat Init.</td>
<td>1,660,350</td>
</tr>
<tr>
<td>Admin Fees</td>
<td>367,500</td>
</tr>
<tr>
<td>Fees for Services (Municipal)</td>
<td>185,000</td>
</tr>
<tr>
<td>Other</td>
<td>136,000</td>
</tr>
<tr>
<td>Opg Funds</td>
<td>0</td>
</tr>
<tr>
<td><strong>Operating Budget Funding Total</strong></td>
<td><strong>9,631,021</strong></td>
</tr>
</tbody>
</table>
## 2018 Operating Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board/ Administration</td>
<td>1,605,035</td>
</tr>
<tr>
<td>Watershed</td>
<td>2,578,492</td>
</tr>
<tr>
<td>Corporate Resources</td>
<td>5,447,494</td>
</tr>
<tr>
<td><strong>Operating Expenditure Total</strong></td>
<td><strong>9,631,021</strong></td>
</tr>
<tr>
<td><strong>Surplus/(Deficit)</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>
Resources spent in Hamilton Planning & Regulations

Total No. of Applications (%), January 2017 - December 2017

- St. Catharines, 13%
- Niagara-on-the-Lake, 9%
- Lincoln, 8%
- Niagara Falls, 7%
- Pelham, 6%
- Port Colborne, 3%
- Thorold, 6%
- Wainfleet, 8%
- Welland, 4%
- Haldimand, 5%
- Grimsby, 3%
- Fort Erie, 12%
- Hamilton, 6%
- West Lincoln, 9%
Resources spent in Hamilton
Planning & Regulations
NPCA Watershed, No. of Applications by Type, January 2017 - December 2017

<table>
<thead>
<tr>
<th></th>
<th>Fort Erie</th>
<th>Grimsby</th>
<th>Haldimand</th>
<th>Hamilton</th>
<th>Lincoln</th>
<th>Niagara Falls</th>
<th>Niagara-on-the-Lake</th>
<th>Pelham</th>
<th>Port Colborne</th>
<th>St. Catharines</th>
<th>Thorold</th>
<th>Wainfleet</th>
<th>Welland</th>
<th>West Lincoln</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning / NEC Apps</td>
<td>67</td>
<td>18</td>
<td>10</td>
<td>21</td>
<td>39</td>
<td>36</td>
<td>44</td>
<td>21</td>
<td>14</td>
<td>49</td>
<td>29</td>
<td>19</td>
<td>23</td>
<td>30</td>
<td>420</td>
</tr>
<tr>
<td>Building Permit Rev</td>
<td>20</td>
<td>5</td>
<td>12</td>
<td>19</td>
<td>19</td>
<td>12</td>
<td>23</td>
<td>25</td>
<td>12</td>
<td>33</td>
<td>11</td>
<td>42</td>
<td>10</td>
<td>31</td>
<td>274</td>
</tr>
<tr>
<td>NPCA Permits</td>
<td>35</td>
<td>11</td>
<td>25</td>
<td>20</td>
<td>25</td>
<td>23</td>
<td>27</td>
<td>14</td>
<td>6</td>
<td>45</td>
<td>15</td>
<td>20</td>
<td>6</td>
<td>29</td>
<td>301</td>
</tr>
<tr>
<td>Totals</td>
<td>122</td>
<td>34</td>
<td>47</td>
<td>60</td>
<td>83</td>
<td>71</td>
<td>94</td>
<td>60</td>
<td>32</td>
<td>127</td>
<td>55</td>
<td>81</td>
<td>39</td>
<td>90</td>
<td>995</td>
</tr>
</tbody>
</table>
Resources spent in Hamilton Water Quality Monitoring Program

- The NPCA has **11 water quality monitoring stations in the City of Hamilton** as part of our core monitoring program.
- NPCA **collects water samples monthly** (8 times per year) with results published in its Annual Water Quality Monitoring Report.
- The **Hamilton International Airport (HIA)** hires the NPCA to monitor macroinvertebrates in two watercourses that drain from the HIA property to assess their creek impacts.
- At the request of the **Glanbrook Landfill Committee** the City of Hamilton hires the NPCA to monitor macroinvertebrates upstream and downstream of the Glanbrook Landfill to assess any landfill impacts to the adjacent watercourses. The NPCA collects samples in the spring and fall of each monitoring year and a report is provided to the City of Hamilton and the Glanbrook Landfill Committee.
Binbrook—Recent Capital Investments:

2016/17/18

Canada 150 Splash Pad = $500,000
Splashpad Building = $25,000
New Fishing Pier = $50,000
Lifeguarding Assessment/Implementation = $5,000 + additional staff
Scoping of Water System Upgrades = $10,000
Day-Use Trail Improvements and Parking = $20,000
New Picnic Tables and Garbage Cans = $15,000
Scoping of Wastewater System Upgrades = $10,000
Washroom Improvements + Roof = $35,000
Scoping of Electrical Upgrades = $3,000
New Point of Sale System = $5,000
Roof on Pavilion #2 = $10,000
Accessible Walkway = $15,000
POS system = $5,000
Hazard Tree removal = $25,000
Tree Planting = $35,000
RTV = $30,000

Total = $798,000
Resources spent in Hamilton
Binbrook Master Plan

Future Projects:
- $10 Million required over the next 10-12 years to implement all Master Plan recommendations

Binbrook CA
Direct Operating Costs = $330,000 (2018)
Resources spent in Hamilton

COMING SOON!

- 2018 - Mud Girl (June 2, 2018 & June 3, 2018) - 5km mud run - 3500 participants currently registered for event.
- 2018 - Prison Break September 15, 2018 - 6km mud run
- Burlington Beach Rentals (1 year lease in 2018 pending Board approval)
- Boarder Pass (2nd year of 3 year lease)
- PT Water Sports (currently in negotiations for 3 year lease)
- Tree Top Trekking (currently in negotiations for
<table>
<thead>
<tr>
<th></th>
<th>Revenues</th>
<th>2017 Budget/Actual</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Niagara Region</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Levy</td>
<td>4,739,948</td>
<td>4,848,695</td>
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</tr>
<tr>
<td>Special Levy</td>
<td>2,699,359</td>
<td>2,128,851</td>
<td></td>
</tr>
<tr>
<td><strong>City of Hamilton</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Levy</td>
<td>1,214,568</td>
<td>1,282,780</td>
<td></td>
</tr>
<tr>
<td>Special Levy</td>
<td>120,897</td>
<td>123,315</td>
<td></td>
</tr>
<tr>
<td><strong>Haldimand County</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Levy</td>
<td>116,200</td>
<td>114,643</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Levy</td>
<td>6,070,716</td>
<td>6,246,118</td>
<td></td>
</tr>
<tr>
<td>Special Levy</td>
<td>2,820,256</td>
<td>2,252,166</td>
<td></td>
</tr>
<tr>
<td>Total Municipalities</td>
<td>8,890,972</td>
<td>8,498,284</td>
<td></td>
</tr>
</tbody>
</table>
Summary

✓ Total 2018 Operating budget of $9,631,021 represents a **-5.1%** from 2017 Operating budget of $10,143,392

✓ Total Municipal Levy effect of **-4.4%** from 2017

✓ The requirement to use the provincial formula and municipal levy apportionment data supplied by MPAC for the 2018 budget results in the following NPCA levy impact as a % per municipality:

<table>
<thead>
<tr>
<th></th>
<th>2018 Levy Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Niagara Region</td>
<td>-6.20%</td>
</tr>
<tr>
<td>City of Hamilton</td>
<td>5.30%</td>
</tr>
<tr>
<td>Haldimand County</td>
<td>-1.30%</td>
</tr>
</tbody>
</table>