



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**AGENDA**

**Meeting #:** 23-001(a)  
**Date:** January 11, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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	<b>Pages</b>
<b>1. APPROVAL OF AGENDA</b>	
<b>2. DECLARATIONS OF INTEREST</b>	
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
<b>4. COMMUNICATIONS</b>	
<b>5. CONSENT ITEMS</b>	
<b>6. PRESENTATIONS</b>	
6.1 Royal Botanical Gardens (9:45 a.m.)	3
6.2 Conservation Halton (10:15 a.m.)	22
Note: Includes an overview of Bill 23 - More Homes Built Faster Act, 2022.	
6.3 Grand River Conservation Authority (10:45 a.m.)	143
6.4 Niagara Peninsula Conservation Authority (11:15 a.m.)	190
6.5 Hamilton Conservation Authority (11:45 a.m.)	235
6.6 Hamilton Public Library (1:00 p.m.)	263

6.7	Hamilton Farmers' Market Board (1:30 p.m.)	310
6.8	Hamilton Police Services Board (2:00 p.m.)	320

*\*Please note that the presentation has been revised.*

**7. DISCUSSION ITEMS**

7.1	Hamilton Beach Rescue Unit 2023 Budget Submission	354
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**8. MOTIONS**

**9. NOTICES OF MOTION**

**10. GENERAL INFORMATION / OTHER BUSINESS**

**11. PRIVATE & CONFIDENTIAL**

**12. ADJOURNMENT**



# RBG Presentation City of Hamilton

General Issues Committee

January 11, 2023



# Overview

- RBG Performance Overview
- Five Year Strategic Plan
- 2023 Business Plan & Budget
- Initiatives – RBG & City of Hamilton

# Overview













Almost 300% growth in Virtual Field Trip (VFT) bookings from 2020 through 2021

109,000 kids from 5,412 classes participated in livestreamed programs

Named one of the 5 top VFT content providers in North America

500 local classes supported by Green Angels VFT funding since early 2021

...and we even offered a program with a mermaid!

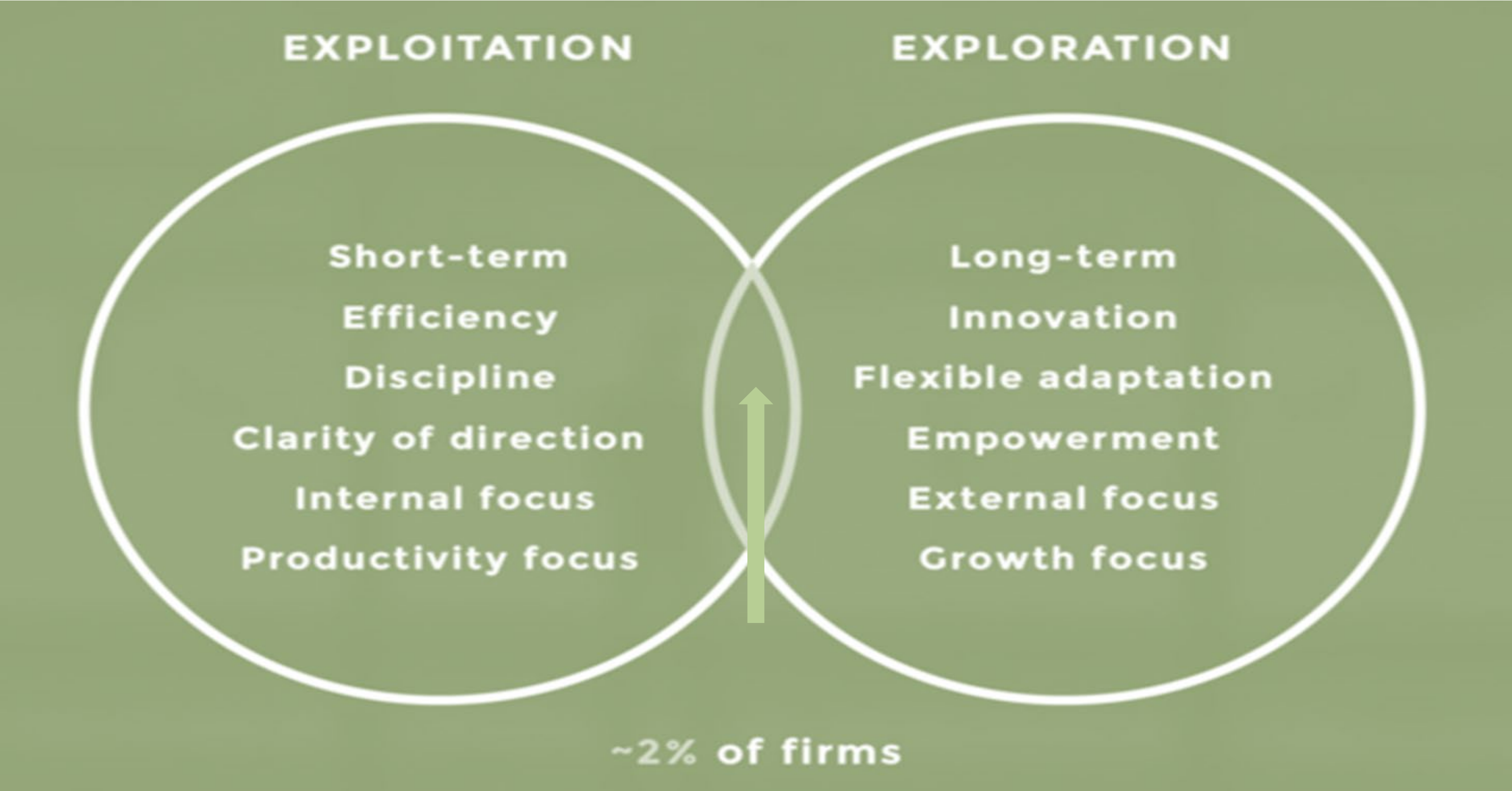


# 2023 Business Plan & Budget





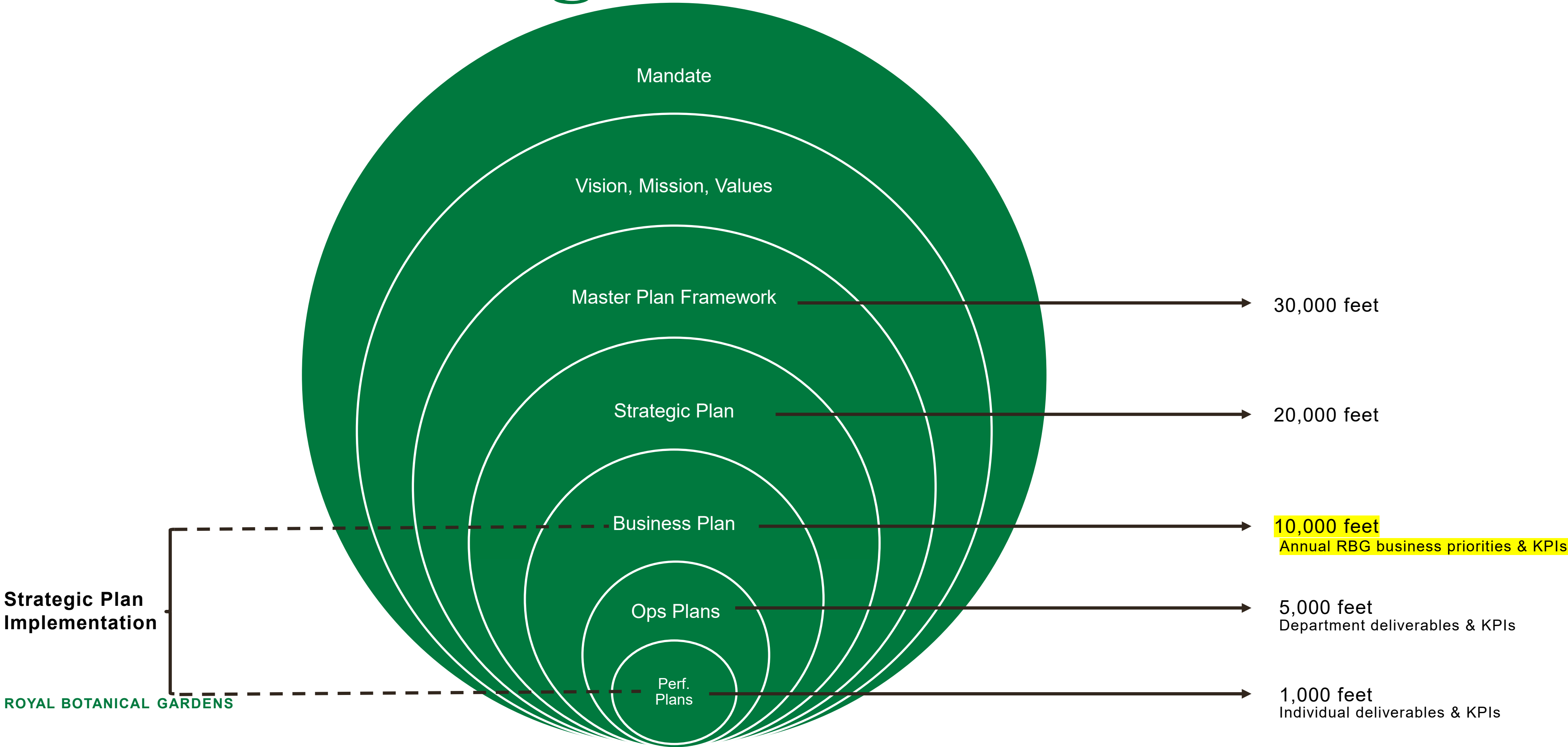
# Where we need to get to.....



# Strategic Priorities

1. Planning for the future
2. Leadership in Biodiversity & Ecological Stewardship
3. Excellence in Experiences & Visitor Engagement
4. Strong Culture Strong Team
5. Financial Resilience & Growth

# RBG Planning Process



# 2023 Business Plan & Budget

- Balance our stewardship, conservation and preservation activities with growing visitation and revenues. Use the learning to inform master plan implementation
- Shift priorities from COVID-19 recovery to long term audience developments and financial resilience
- Advance master planning priority projects and implementation of the capital campaign
- Development of standards and business processes to support organizational effectiveness

# 1. Audience Development & Financial Resilience

## Objective

Implement strategies to grow visitation and earned revenues across all four seasons.

## 2. Implementation of Master Plan Framework

### Objectives

Advance planning against the three priority projects confirmed in 2022 in order to:

- Increase connections between people, plants and place and through that support RBG's conservation, preservation, science and education mandate
- Create linkages between gardens, natural areas and water that drive visitation and engagement
- Use sustainable design principles informed by climate change demands and operational requirement of RBG in the development and implementation of projects
- Create a vibrant year-round destination that showcases and engages with Ontario's cultural industries and diverse communities
- Reduce impact of weather on visitation, both in summer and winter
- Create a vibrant destination that not only drives significant local visitation but also attracts regional, national and international visitation
- Increase overall visitation and revenues. Increase length of stay to drive increased incremental revenues

# 3. Leadership in Biodiversity & Stewardship

## Objectives

Through the management of the nature sanctuaries and gardens and through science and education programs, increase awareness of environmental issues and sustainability practices through action, engagement and communication of science-based information and the importance of plants to peoples and cultures.



# 4. Organizational Effectiveness

## Objectives

To build a highly effective organization that delivers excellent programs, services and experiences while supporting implementation of the master plan. RBG is committed to building an inclusive and diverse team (staff, volunteers and board) and culture that supports the achievement of short- and long-term goals.



# Initiatives – RBG & City of Hamilton





## **RBG & Hamilton Initiatives**

- **Chedoke Creek Remediation**
- **Old Guelph Road**
- **Wildlife Corridors & Land Acquisition/Swap**
- **RBG Support City Priorities**



Photo © MarkZelinski.com



**Royal Botanical Gardens**  
2023 Budget Summary

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	Notes
<b>REVENUE</b>							
Government Operational Funding							
Province of Ontario	4,036,000	4,036,000	4,036,030	4,036,030	4,036,000	4,036,030	1
Halton Region	786,756	802,491	818,541	834,912	834,912	859,959	1
City of Hamilton	634,715	634,738	647,410	647,408	647,408	660,356	1
	<u>5,457,471</u>	<u>5,473,229</u>	<u>5,501,981</u>	<u>5,518,350</u>	<u>5,518,320</u>	<u>5,556,345</u>	
Operations							
Admissions	1,142,804	764,211	590,970	1,100,000	1,106,300	1,456,300	2
Group Tours	46,184	267	5,793	10,000	20,000	20,000	
Retail	977,638	512,198	604,596	950,000	850,000	1,013,000	2
Food and Beverage	475,537	89,028	682,592	2,881,465	2,973,276	3,213,271	3
Rentals	542,774	192,392	378,528	653,250	584,550	960,000	4
Programs	968,100	119,074	513,364	845,376	978,076	1,069,076	5
Special Events	544,492	275,934	428,524	794,400	1,696,120	950,317	6
Parking	72,448	191,735	362,001	261,535	415,000	315,000	7
	<u>4,769,976</u>	<u>2,144,838</u>	<u>3,566,368</u>	<u>7,496,026</u>	<u>8,623,322</u>	<u>8,996,964</u>	
Development and Fundraising							
Business Development and Major Gifts	1,033,190	544,967	952,312	696,000	1,192,000	1,215,750	8
Annual Giving	196,413	314,310	376,892	277,894	390,000	390,000	9
Membership	1,204,852	910,215	1,192,609	1,206,000	1,106,300	1,431,300	10
Grants	754,724	525,006	734,157	660,590	949,820	649,206	
Sponsorship	16,500	3,000	50,000	65,000	50,000	150,000	
	<u>3,205,678</u>	<u>2,297,497</u>	<u>3,305,971</u>	<u>2,905,484</u>	<u>3,688,120</u>	<u>3,836,256</u>	
Other Revenue							
Fund Revenue	1,369,500	0	3,524	0	0	1,234,000	11
Other	400,708	310,557	568,365	270,738	278,617	279,457	
CEWS Subsidy	0	2,491,578	1,101,122	0	0	0	
Emergency Stabilization Funding	0	0	0	1,526,000	1,200,000	0	
	<u>1,770,208</u>	<u>2,802,135</u>	<u>1,673,011</u>	<u>1,796,738</u>	<u>1,478,617</u>	<u>1,513,457</u>	
<b>Total Revenue</b>	<b><u>15,203,333</u></b>	<b><u>12,717,700</u></b>	<b><u>14,047,331</u></b>	<b><u>17,716,598</u></b>	<b><u>19,308,379</u></b>	<b><u>19,903,022</u></b>	
<b>EXPENSES</b>							
Salaries and Benefits	9,004,433	8,340,979	9,176,808	10,500,000	11,271,942	12,546,571	
General and Administrative	1,468,365	917,724	720,114	1,182,092	1,107,810	1,265,365	12
Operations	225,227	104,504	285,138	515,471	506,028	630,385	13
Retail Cost of Sales	502,277	282,410	303,184	475,000	425,000	506,500	
Food and Beverage Cost of Sales	0	0	207,286	726,079	1,005,968	830,929	3
Programs	168,816	41,012	133,058	99,076	135,026	136,950	
Special Events	487,856	302,828	266,300	780,947	1,018,900	941,787	6
Business Development and Fundraising	270,280	187,720	235,353	256,073	349,890	440,695	8
Marketing	573,739	510,496	530,474	750,000	898,850	767,727	
Sponsorship	65	0	2,000	1,700	2,500	3,500	
Biodiversity Expenses	592,296	393,442	429,270	509,315	596,267	607,235	
Maintenance	1,171,396	821,288	968,353	1,012,600	1,162,750	1,183,250	
Utilities	610,647	535,448	518,055	515,000	610,000	610,000	
Garden Maintenance	93,693	111,189	154,570	304,400	312,834	331,850	
<b>Total Expenses</b>	<b><u>15,169,090</u></b>	<b><u>12,549,040</u></b>	<b><u>13,929,964</u></b>	<b><u>17,627,753</u></b>	<b><u>19,403,765</u></b>	<b><u>20,802,744</u></b>	
<b>NET POSITION</b>	<b><u>34,243</u></b>	<b><u>168,660</u></b>	<b><u>117,367</u></b>	<b><u>88,845</u></b>	<b><u>-95,386</u></b>	<b><u>-899,723</u></b>	
Board Restricted Funds (COVID Recovery)	0	0	0	0	0	905,630	14
Effect on Unrestricted Net Assets	<b><u>34,243</u></b>	<b><u>168,660</u></b>	<b><u>117,367</u></b>	<b><u>88,845</u></b>	<b><u>-95,386</u></b>	<b><u>5,908</u></b>	



# 2023 BUDGET

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# AT A GLANCE

261,600

Acres of Watershed Area

11,000

Acres of Owned Area

664,000

Watershed Population

↑1.3M+

Park Visits

13,600

Parks Memberships

\$42.5M

Annual Revenue

145

Permanent Staff

850

Seasonal Staff

\$4.8M

Seasonal Wages

278

Permits YTD

↑96%

Minor permits processed in 30 days

100%

Major permits processed in 90 days

55%

Area with enhanced flood forecasting

80%

Flood-prone area with rain gauges

70%

Area with real-time climate stations

325+

Stations Monitored

116

Kilometers of Trail

28,600

Education Participants

34,200

Hazard Trees Removed since 2017

78,200

Trees and Shrubs Planted

7,000m

Stream Restored

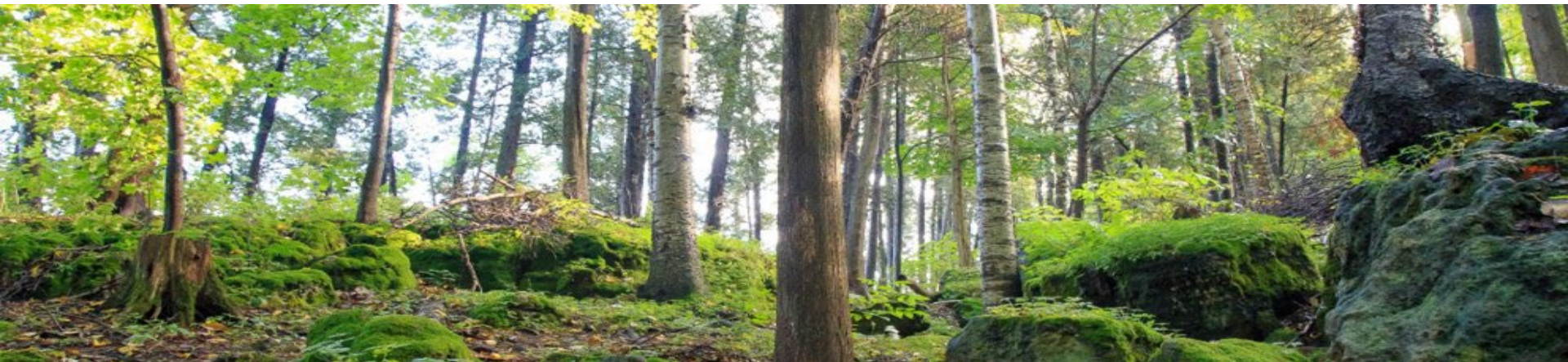




## **BILL 23 (*More Homes, Built Faster Act, 2022*) and Greenbelt Plan**

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- We will continue to evaluate, mitigate, and update our programs and services in response to Bill 23
- MNRF is in the process of issuing clarifying regulations, two regulations became effective January 1st, 2023
- CAs prohibited from offering plan review services to municipalities (NHS and stormwater management review services)
- CAs instructed to freeze development fees for 2023
- No changes proposed for the 2023 budget, impacts can be mitigated in year
- CH will continue to communicate and support our watershed municipalities



# STRATEGIC PLAN

# momentum

GREEN • RESILIENT • CONNECTED



**NATURAL HAZARDS  
AND WATER**



**SCIENCE, CONSERVATION  
AND RESTORATION**



**EDUCATION,  
EMPOWERMENT AND  
ENGAGEMENT**



**NATURE AND PARKS**



**ORGANIZATIONAL  
SUSTAINABILITY**



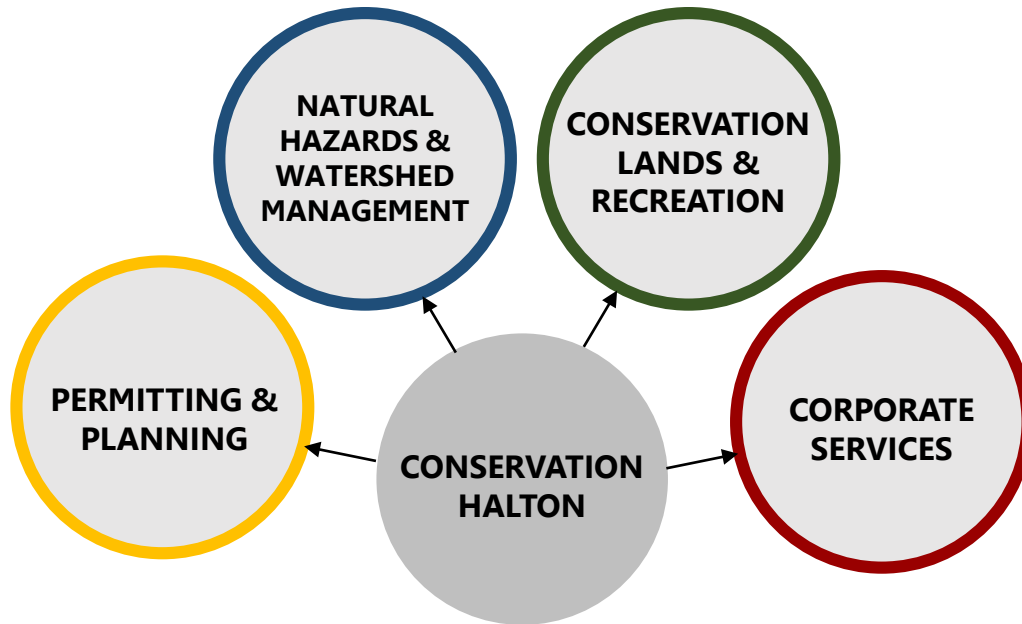
**DIGITAL TRANSFORMATION  
AND INNOVATION**



**PEOPLE  
AND TALENT**

# CA ACT: PROGRAMS AND SERVICES INVENTORY

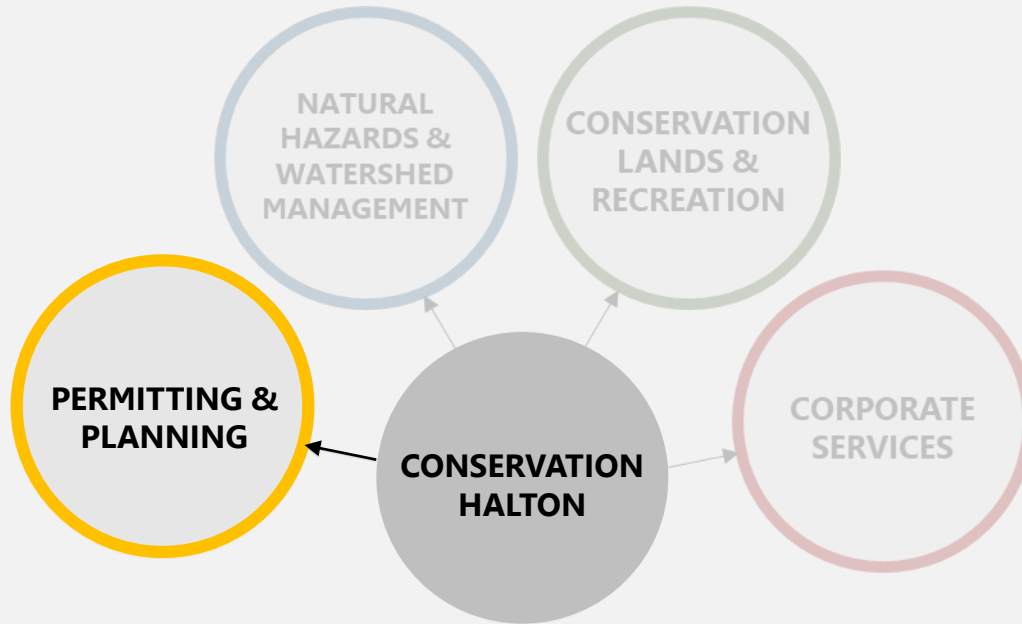
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# PERMITTING AND PLANNING

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## PERMITTING AND PLANNING – FOCUS ON SERVICE DELIVERY

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**17% increase** in planning reviews YTD

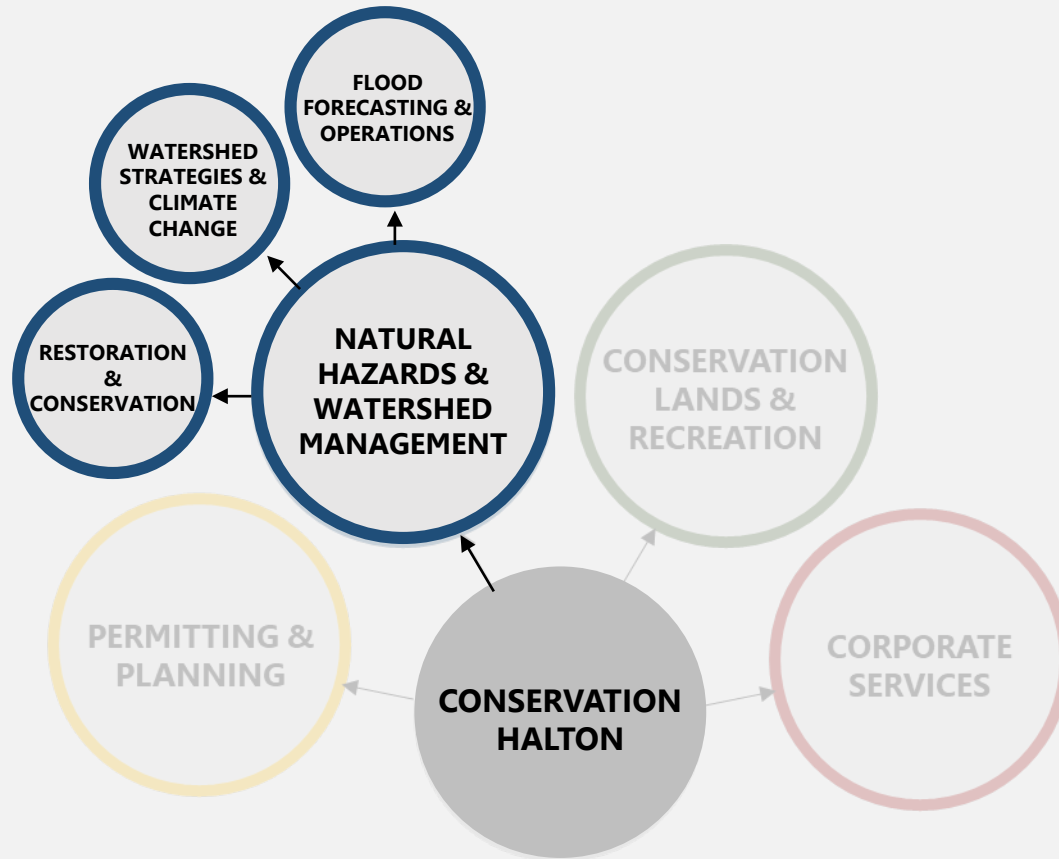
↑ **96%** of minor permits approved within 30 days

**100%** of major permits approved within 90 days



# NATURAL HAZARDS AND WATERSHED MANAGEMENT

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## 2022 ASSET MANAGEMENT PLAN: DAMS AND CHANNELS

**\$310.9M** total replacement cost

**\$1.13M** annual lifecycle requirements

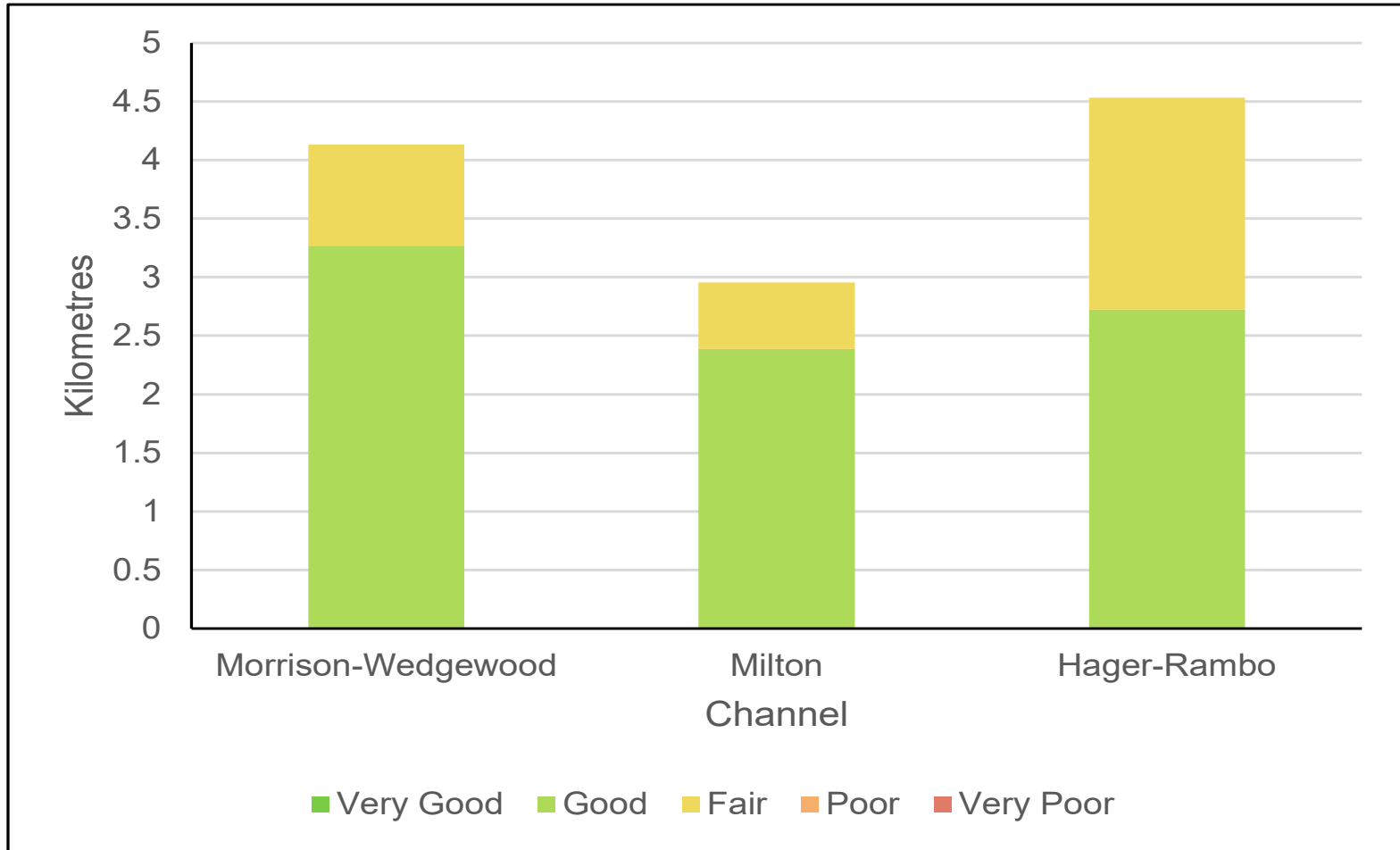
**2028** forecast target level achieved



# ASSET MANAGEMENT PLAN: DAM COMPONENT CONDITION

	KELSO	HILTON FALLS	MOUNTSBERG	SCOTCH BLOCK	ALL DAMS
<b>CIVIL</b>	Very Good	Good	Good	Good	Good
<b>ELECTRICAL</b>	Very Good	Good	Very Good	Very Good	Very Good
<b>INSTRUMENTATION</b>	Very Good	Good	Very Good	Good	Good
<b>MECHANICAL</b>	Very Good	Good	Good	Good	Good
<b>SAFETY SYSTEMS</b>	Very Good	Very Good	Very Good	Good	Good
<b>STRUCTURAL</b>	Good	Good	Good	Good	Good
<b>ALL COMPONENTS</b>	Very Good	Good	Good	Good	Good

# ASSET MANAGEMENT PLAN: CHANNEL CONDITION ASSESSMENT





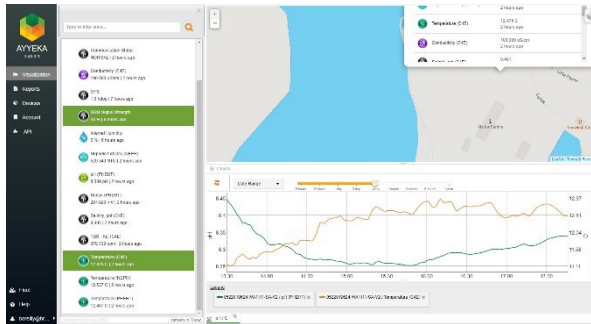
# FLOOD FORECASTING AND OPERATIONS

- ↑ **93%** (target 70%) of major capital repair within scope, budget, and on schedule
- 90%** (target 90%) of identified safety, maintenance, inspection, and repair addressed
- 70%** of watershed covered by real-time rain gauge/climate stations (6 added in 2022)



# FLOOD FORECASTING AND OPERATIONS

- Introduced and piloted new real-time water quality technology
- Implementation of the enhanced ice monitoring program
- Ongoing Emergency preparedness plans review





## RESTORATION AND STEWARDSHIP

**\$3.3 million** programs and projects = **5x** municipal funding leveraged with other grants

**23.8** hectares of land *restored*

**7,000** metres of creek *restored*

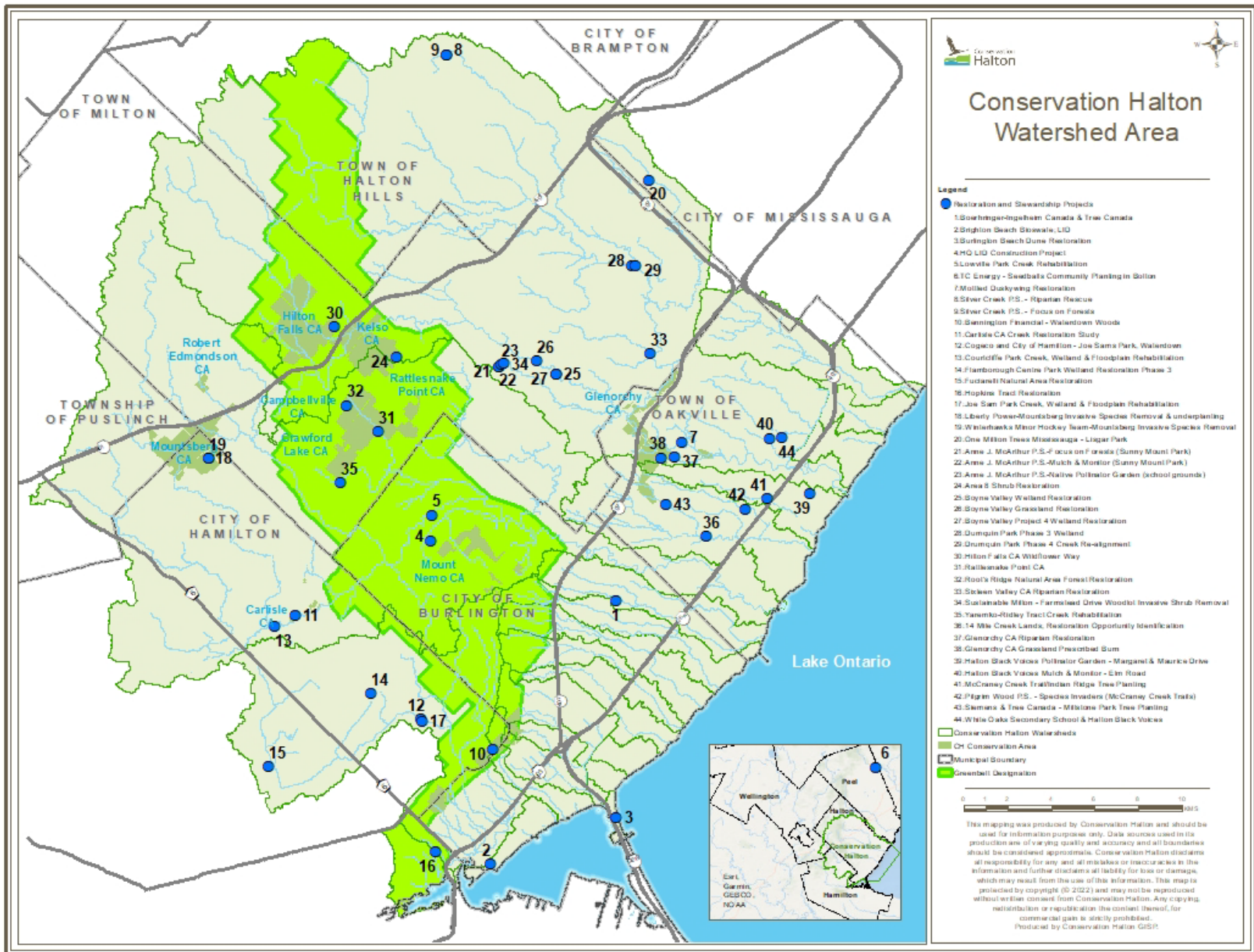
**2,800** metres<sup>2</sup> of wetland *created*

**78,200** trees and shrubs *planted*

**180** landowners *partnered*

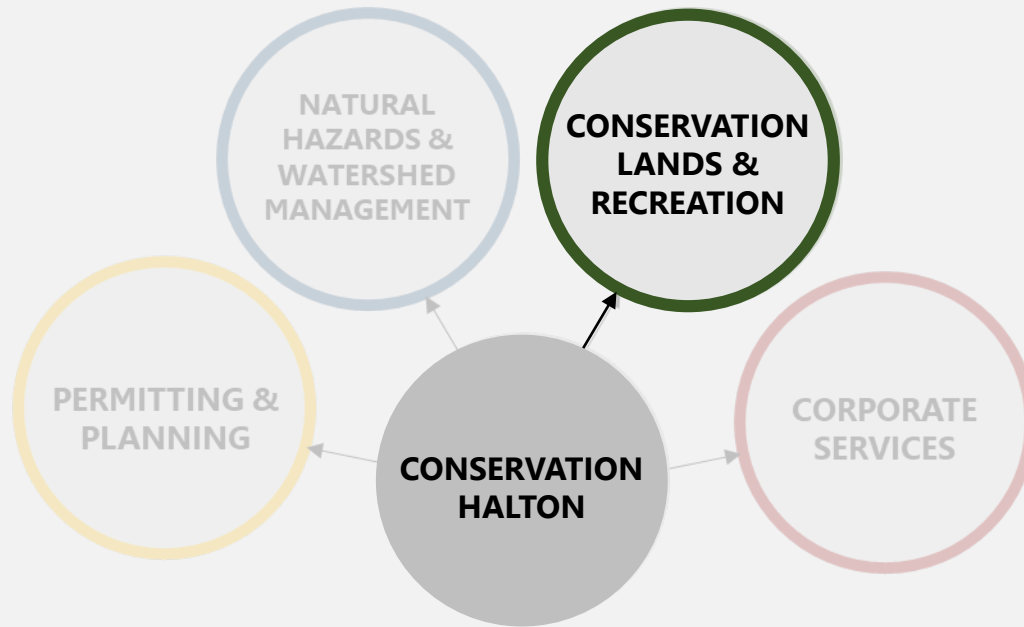


# RESTORATION AND STEWARDSHIP PROJECTS



# CONSERVATION LANDS AND RECREATION

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# CONSERVATION LANDS AND RECREATION



**2022** was a *record-breaking* year

More people than ever spent time in nature

- **3M+** hours experiencing our parks
- **6,000,000** KMs walked

More people than ever learned to ski

- Complete sell out on programs for 2022-2023
- New Canadians “learn to ski” program

More kids than ever in our camps

- **3K** campers and **120K** hours in nature for kids aged 4-15
- Bus Service – Halton, Mississauga and Hamilton

Our events reflect the diversity of our communities

- Over **100** diverse performers, food and craft vendors
- Site improvements for accessibility
- Programming developed WITH local communities



# LAND MANAGEMENT CHALLENGES AND OPPORTUNITIES



## FACTORS

- Aging infrastructure
- Population growth
- Demographics
- Economic uncertainty
- Climate change

## FORESIGHT PLANNING

- Diversify programs, experiences and facilities
- Partnerships with municipalities

## EXAMPLES OF INFRASTRUCTURE RENEWAL

- \$4M in grants over the past 3 years
- \$1.3M projected capital annual spend
- \$20M+ funds collected by Halton Region
- CH Foundation



**CONNECTED**

GROWING OUR GREENPRINT

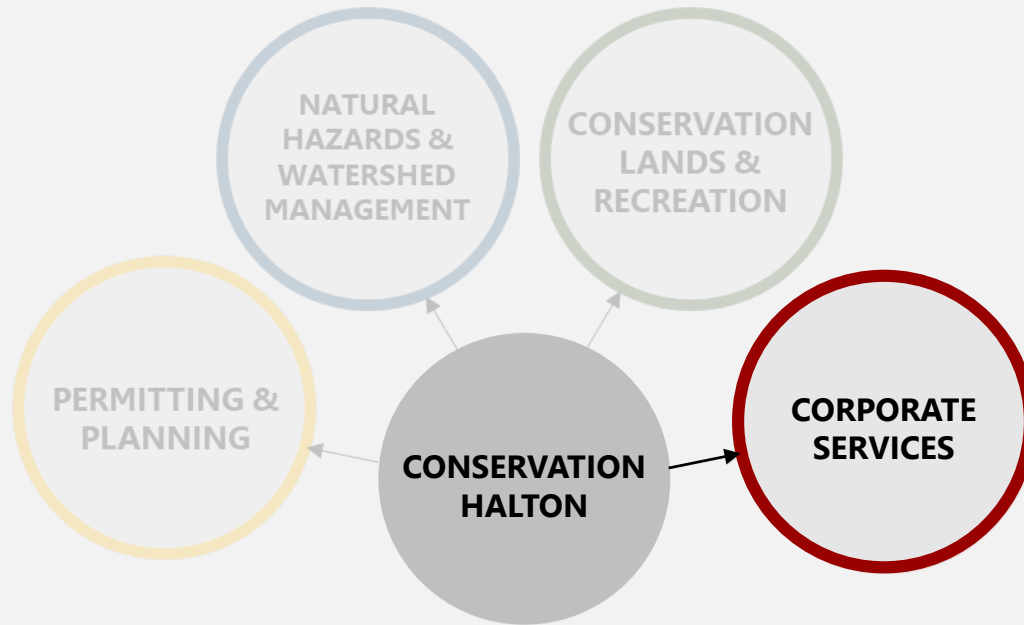
## LAND MANAGEMENT FOR SUSTAINABILITY

- Monitor forest health and invasive species on CH lands (e.g., Emerald Ash Borer, Spongy Moth, Hemlock Woolly Adelgid, ALHB, root rots, cankers)
- Undertake Forest Management - plantation conversion, hardwood thinning and wildlife habitat enhancement
- Administer Managed Forest Tax incentive Program on CH and private lands
- Manage and remove hazard trees
- Maintain comprehensive forest inventory - stand structure species, health, height, density

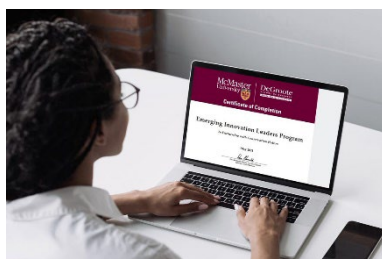


# CORPORATE SERVICES

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## CORPORATE SERVICES



**DeGroote**  
SCHOOL OF BUSINESS  
EDUCATION WITH PURPOSE



### We attract, retain, and invest in talent

- Glen Eden recruitment campaign
- DeGroote Emerging Leaders program
- Hamilton Niagara Top Employer
- EDI framework for internal and external actions

### Our marketing strategy attracts visitors to the region

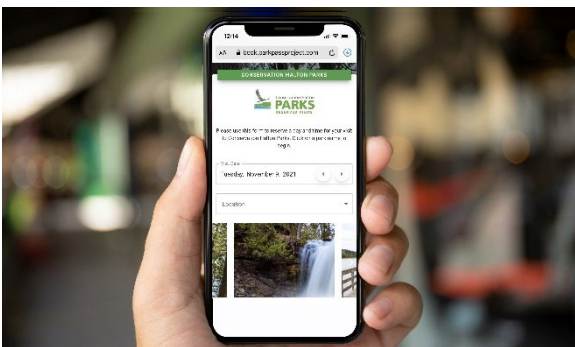
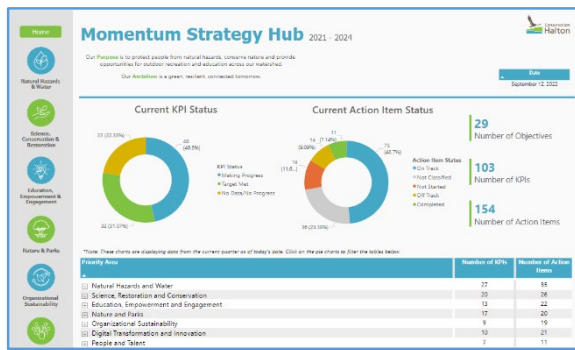
- Engage people across the Golden Horseshoe and beyond
- 1M+ visits, community programs, 850 seasonal jobs, vendors
- No municipal tax impact

### We have a large and engaged online audience

- 2M+ website visitors, 55,500 social media followers
- Trusted source of local environmental information and data



# INNOVATION AND CUSTOMER SERVICE



## SMART ENTERPRISE

- E-Compliance – Training and H&S
- Planning and Permitting management system
- Incident Reporting fully digitized
- Digital Asset marking and tracking
- Momentum Hub – Strategy measurement and KPI reporting

## SMART WATER

- Air and aquatic drone program for assessing infrastructure conditions of dams and channels
- Real-time water quality and quantity monitoring

## SMART PARKS

- Reduced wait times, line ups, environmental impacts
- E-Commerce and Smart Gates integration with ParkPass
- Automation of seasonal staff onboarding processes
- Digital Work order management
- Snowmaking automation
- WinterPass enhancements for Glen Eden

# 2023 BUDGET SUMMARY

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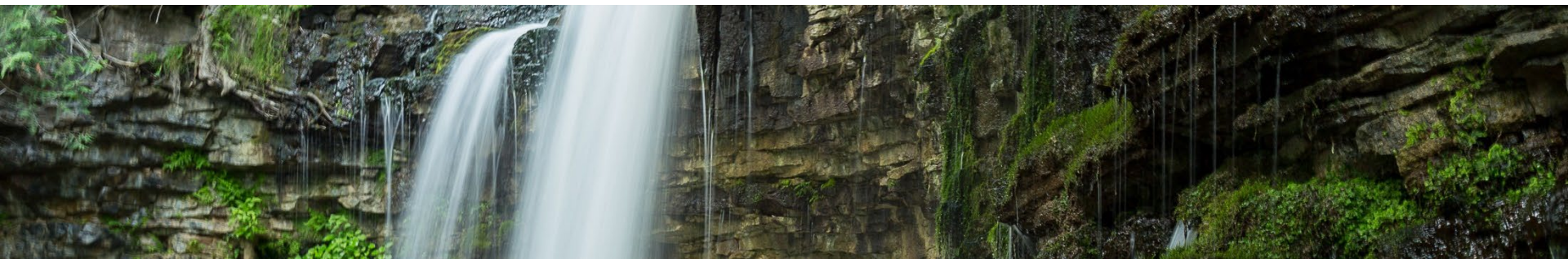
## 2023 DRIVERS AND PRIORITIES

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### DRIVERS


### PRIORITIES

Inflation and population	➔	Staffing and compensation review implementation
CA Act Changes	➔	Watershed Strategies and Climate Change program
Modernization	➔	Floodplain mapping and ecommerce improvements
Infrastructure renewal	➔	State of Good Repair and infrastructure improvements



## 2023 BUDGET OVERVIEW

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-  Municipal General Levy Increase: 4.7%
-  Total 2023 Budget Increase: 5.7%  
\$42.5M which provides for growth and necessary new initiatives
-  Continued investment in capital assets via State of Good Repair levy





## 2023 BUDGET SUMMARY

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

## 2023 BUDGET: MUNICIPAL FUNDING

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

## MUNICIPAL APPORTIONMENT

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

\*City of Hamilton municipal funding increase \$36,826 of total increase \$503,199

## MUNICIPAL FUNDING INCREASE

Municipal Funding Drivers	Increase (Decrease)	Change
<b>2022 Municipal Funding</b>  Compensation & Inflation increases offset by other funding and operating efficiencies State of Good Repair Levy increase Municipal Capital Funding increase Reduction in Debt Financing charges <b>Municipal Funding Increase</b>	<b>\$ 10,795,636</b>  364,124 59,500 120,000 (40,425) <b>503,199</b>	          <b>4.7%</b>
<b>2023 Municipal Funding</b>	<b>\$ 11,298,835</b>	



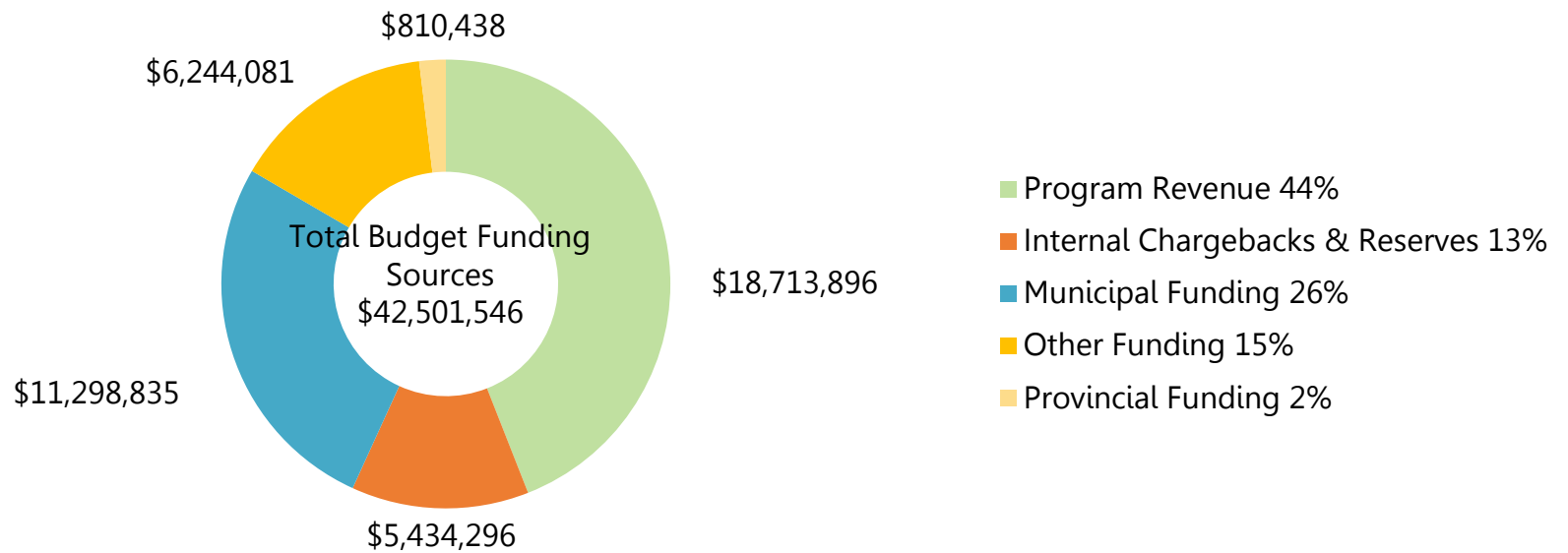
## 2023 BUDGET: CAPITAL PROJECTS

Capital Projects		2023 Budget	2022 Budget	Increase / (Decrease)	
<b>WMSS</b>	Emerald Ash Borer	\$ 850,000	\$ 820,000	\$ 30,000	
	Flood Plain Mapping	550,000	525,000	25,000	
	Dams & Channels SOGR Maintenance	420,000	700,970	(280,970)	
	Flood Forecasting & Warning Program	115,000	90,000	25,000	
	Watershed Strategies & Climate Change	179,000	-	179,000	
	Spongy (LDD) Moth Treatment	100,000	-	100,000	
	Other Projects	503,273	448,250	55,023	
	<i>Facilities Infrastructure</i>				
	Administration Office SOGR & Restoration	225,000	200,000	25,000	
	Central Works Operations Centre & Field Office	1,000,000	-	1,000,000	
	<i>Digital Transformation</i>				
	IT Infrastructure	98,000	52,000	46,000	
Document Management	-	200,000	(200,000)		
<b>Total WMSS</b>		<b>4,040,273</b>	<b>3,036,220</b>	<b>1,004,053</b>	
<b>Parks</b>	Facility, Infrastructure & Ski Hill	1,038,000	1,163,000	(125,000)	
	Kelso Quarry Park / Area 8	125,000	100,000	25,000	
	Fleet Replacement	80,113	269,903	(189,790)	
	Crawford Lake Boardwalk	-	2,280,000	(2,280,000)	
<b>Total Parks</b>		<b>1,243,113</b>	<b>3,812,903</b>	<b>(2,569,790)</b>	
<b>Total Capital</b>		<b>\$ 5,283,386</b>	<b>\$ 6,849,123</b>	<b>\$ (1,565,737)</b>	

## 2023 BUDGET: MUNICIPAL FUNDING FORECAST

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

# 2023 BUDGET: FUNDING SOURCES



## 2023 BUDGET: PRESSURES AND RISKS

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- **Inflation** assumed at 3% on staff compensation
- **Conservation Areas** assume full exit from COVID-19 impacts at parks
- **Planning and Regulations fees** assumed to continue to increase based on historical amounts over the last 3 years
- **Dams and Channels capital project funding** via WECl subject to approval
- **Legal expense** increases to be funded by reserves
- **CA Act Requirements** completion by December 31, 2023



**THANK YOU**  
*for your continued support.*



905.336.1158  
Fax: 905.336.7014  
2596 Britannia Road West  
Burlington, Ontario L7P 0G3  
[conservationhalton.ca](http://conservationhalton.ca)

Protecting the Natural  
Environment from  
Lake to Escarpment

October 11, 2022

Mayor Eisenberger and Members of Council  
Clerk's Office  
City of Hamilton  
First Floor  
71 Main Street West,  
Hamilton ON L8P 4Y5

Dear Mayor Eisenberger and Members of Council:

**Re: Conservation Halton 2023 Budget**

Pursuant to the *Conservation Authorities Act*, O Reg. 402/22, s.17 notice is hereby given that Conservation Halton will be considering its 2023 Budget, including municipal funding of \$11,298,835, at the Conservation Halton Board of Directors meeting at 1:00 pm, November 17, 2022.

Conservation Halton funding municipalities are being provided with a notice of the meeting. This meeting will be held electronically at the link noted on the November 17, 2022, meeting agenda posted on the Conservation Halton website at <https://www.conservationhalton.ca/governance/>. The meeting is open to the public.

As well, the report to the Conservation Halton Board of Directors on the 2023 budget will be posted at <https://www.conservationhalton.ca/governance/> by the November 17, 2022 date.

The Conservation Halton draft 2023 budget summary is provided in the chart below in accordance with Regulation 402/22, s. 17 (4).

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

Municipal funding in the 2023 budget of \$11,298,835 includes a 4.7% increase over 2022 municipal funding. The weighted voting procedure required under Regulation 402/22, s. 19 provides that each member of the Board of Directors vote in proportion to their municipality's share of the current value assessment. The municipal funding in the 2023 budget is apportioned to municipalities as follows:

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

Please contact me for further information pertaining to the Conservation Halton 2023 budget.

Yours truly,



Hassaan Basit,  
President & CEO/Secretary-Treasurer

cc Marnie Piggot, Director Finance, Conservation Halton  
Mike Zegarac, General Manager, Finance & Corporate Services, City of Hamilton

# 2023 BUDGET & BUSINESS PLAN





## FOREWORD

### Submitted by:

Hassan Basit  
President & CEO

### Prepared by:

Marnie Piggot, CPA, CA  
Director, Finance

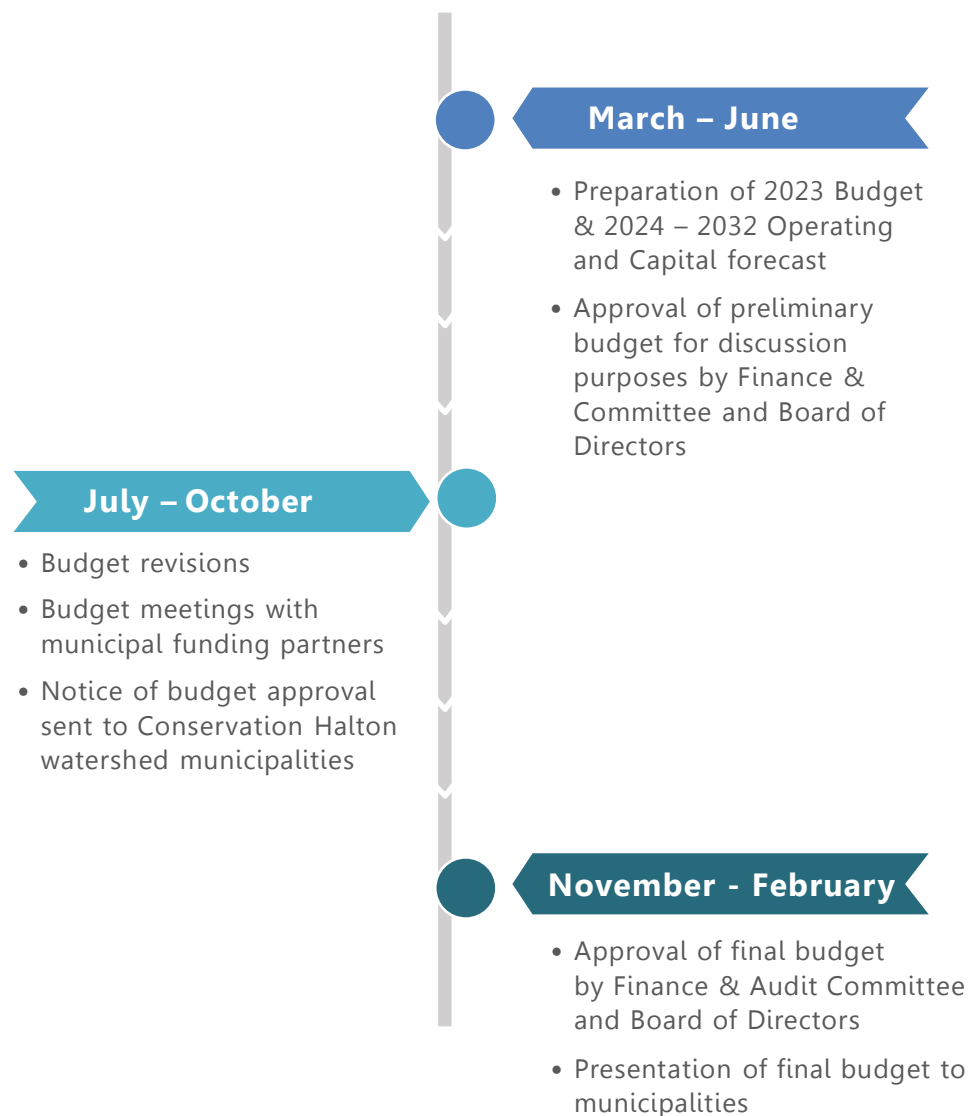
Justin Wei, CPA, CA  
Senior Manager, Finance

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

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

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

## 2023 BUDGET PREPARATION TIMELINE



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# INTRODUCTION





## WELCOME MESSAGE

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

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

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

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



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



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



## WELCOME MESSAGE

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

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

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

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



**Hassaan Basit**  
President & CEO



**Gerry Smallegange**  
Chair, Board of Directors

## ABOUT CONSERVATION HALTON

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

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

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



**Hilton Falls Conservation Area** in Summer

# MOMENTUM PRIORITIES

---



**NATURAL HAZARDS  
AND WATER**



**SCIENCE, CONSERVATION  
AND RESTORATION**



**EDUCATION,  
EMPOWERMENT AND  
ENGAGEMENT**



**NATURE AND PARKS**



**ORGANIZATIONAL  
SUSTAINABILITY**



**DIGITAL TRANSFORMATION  
AND INNOVATION**



**PEOPLE & TALENT**



## BOARD OF DIRECTORS

---

### REGIONAL MUNICIPALITY OF HALTON

#### **BURLINGTON**

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

#### **HALTON HILLS**

Councillor Moya Johnson, *Vice-Chair*

Councillor Bryan Lewis

#### **MILTON**

Mayor Gordon Krantz

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

#### **OAKVILLE**

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

### REGIONAL MUNICIPALITY OF PEEL

#### **MISSISSAUGA**

Mr. Hamza Ansari

Mrs. Jean Williams

#### **CITY OF HAMILTON**

Ms. Joanne Di Maio

Dr. Zobia Jawed

#### **TOWNSHIP OF PUSLINCH**

Mr. Stephen Gilmour



# SENIOR LEADERSHIP TEAM



# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

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

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

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

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

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

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



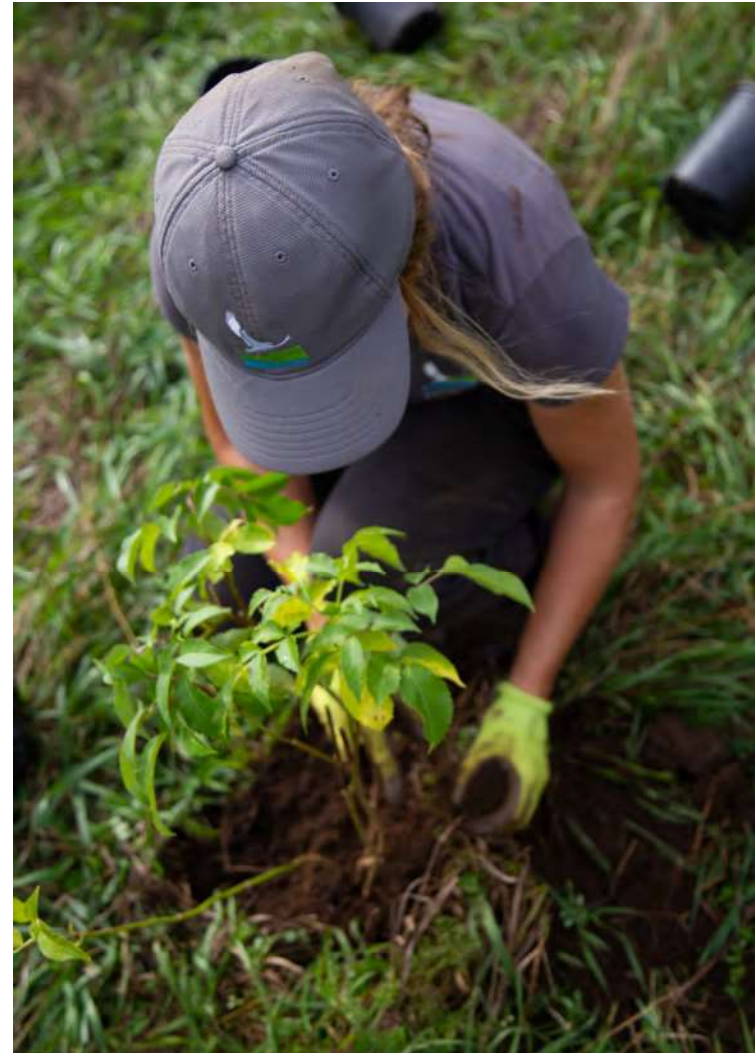


## EXECUTIVE SUMMARY

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

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

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

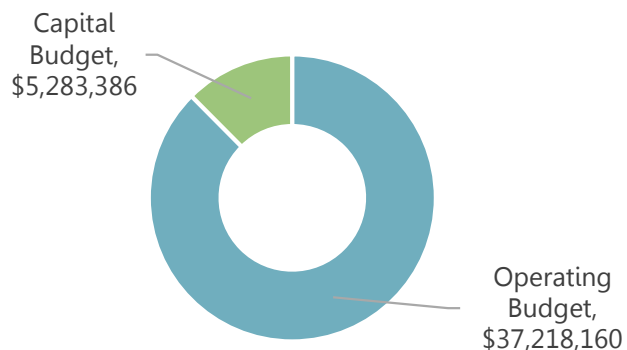


**Staff tree planting at Hilton Falls**

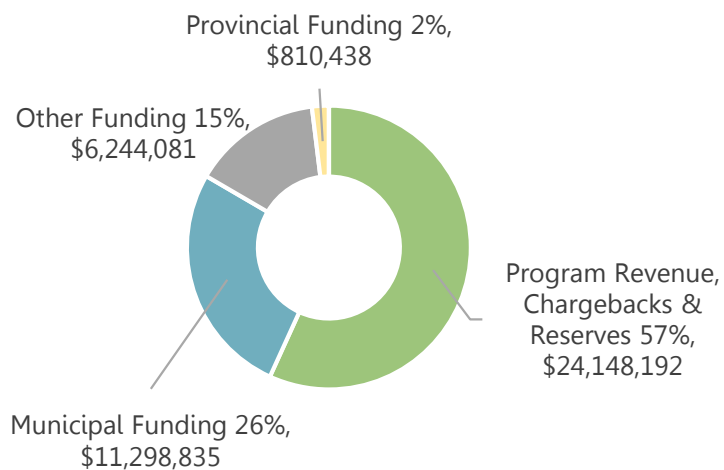


# EXECUTIVE SUMMARY

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



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



### Operating Budget

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

### Capital Budget

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

### Total Operating & Capital Budget

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



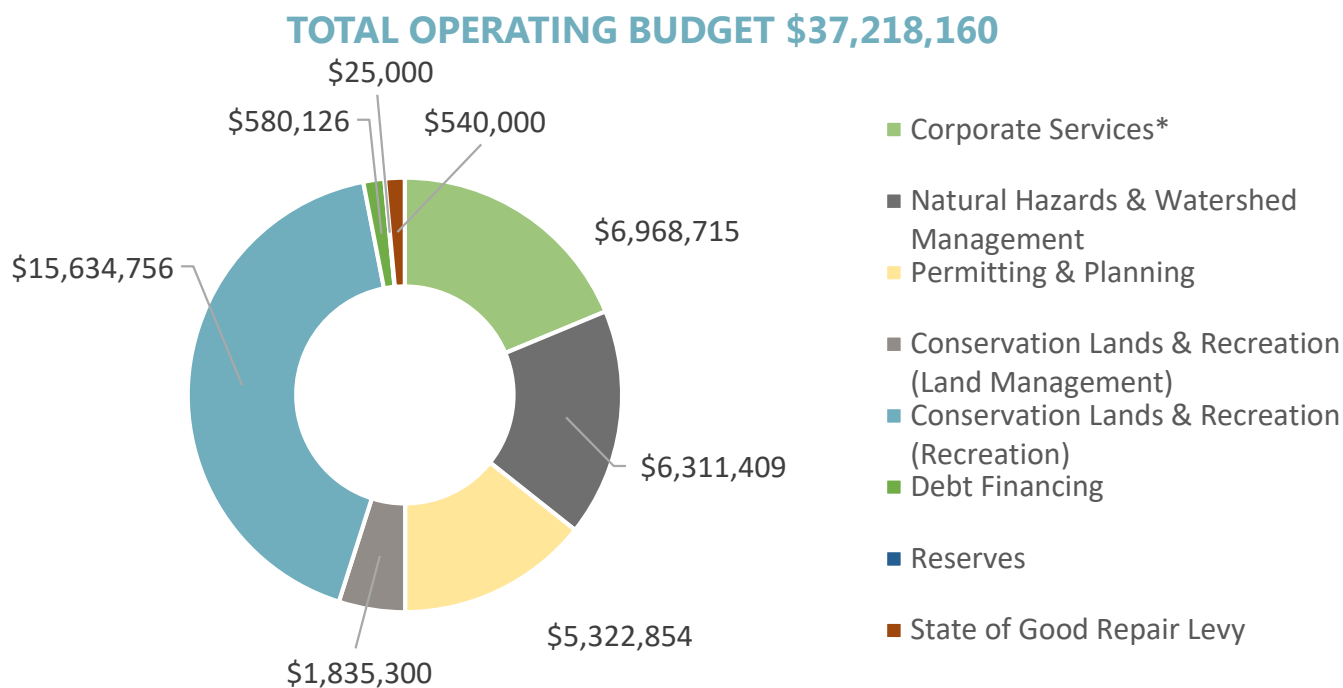
## 2023 OPERATING BUDGET

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

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

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

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



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

## 2023 OPERATING BUDGET

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

### CORPORATE SERVICES

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

### NATURAL HAZARDS & WATERSHED MANAGEMENT

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

### PERMITTING & PLANNING

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

### CONSERVATION LANDS & RECREATION (LAND MANAGEMENT)

Property Management; Forestry; Security.

### CONSERVATION LANDS & RECREATION (RECREATION)

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

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

### Assumptions Used in Preparing the 2023 Operating Budget

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

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



## 2023 OPERATING BUDGET

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

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

Major drivers of the operating budget increase include:

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

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

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

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

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

## 2023 OPERATING BUDGET

### Staff Salary & Benefits

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

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

### Materials & Supplies and Purchased Services

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

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

### Financial

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

### Internal Chargebacks and Internal Chargeback Recoveries

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

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

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

## 2023 OPERATING BUDGET

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

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

### **Program Revenue**

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

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

### **Other Grants & Program Funding**

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

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

### **Municipal Funding**

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

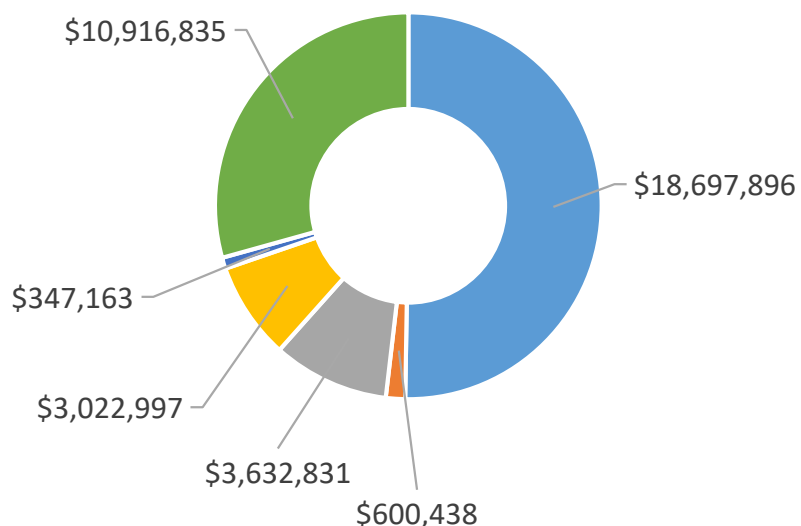
### **Transfer from Reserves**

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

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

## SOURCES OF OPERATING BUDGET FUNDING

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



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

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

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

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



## SOURCES OF OPERATING BUDGET FUNDING

### STATE OF GOOD REPAIR LEVY

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

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

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

### RESERVE FUNDING AND TRANSFERS

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

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

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

## STAFF COMPLEMENT CHANGES

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

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

A summary of the staff changes is provided below.

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

## 2023 OPERATING BUDGET

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

## 2023 OPERATING BUDGET

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



## 2023 OPERATING BUDGET

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

## 2023 OPERATING BUDGET

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

# CAPITAL BUDGET

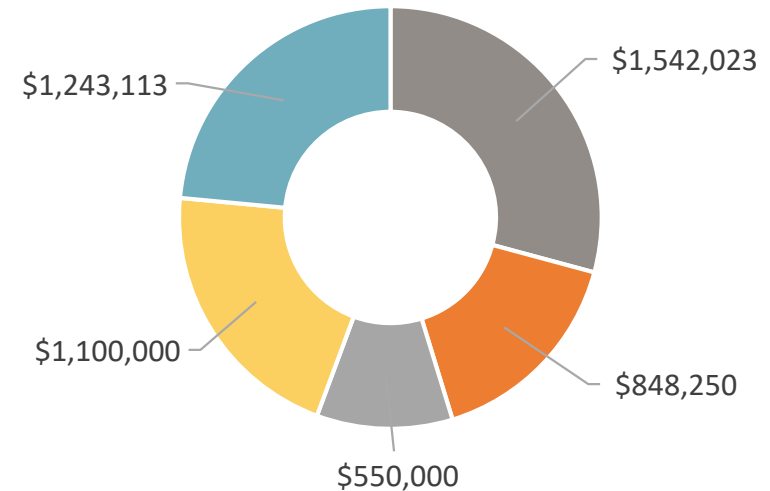


## 2023 CAPITAL BUDGET

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

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

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



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



## 2023 CAPITAL BUDGET

### 2023 CAPITAL BUDGET INVESTMENTS

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

#### CORPORATE SERVICES

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

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

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

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

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

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

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

#### NATURAL HAZARDS & WATERSHED MANAGEMENT

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

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

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

## 2023 CAPITAL BUDGET

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

### PERMITTING & PLANNING

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

### CONSERVATION LANDS & RECREATION (LAND MANAGEMENT)

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

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

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



**Emerald Ash Borer**

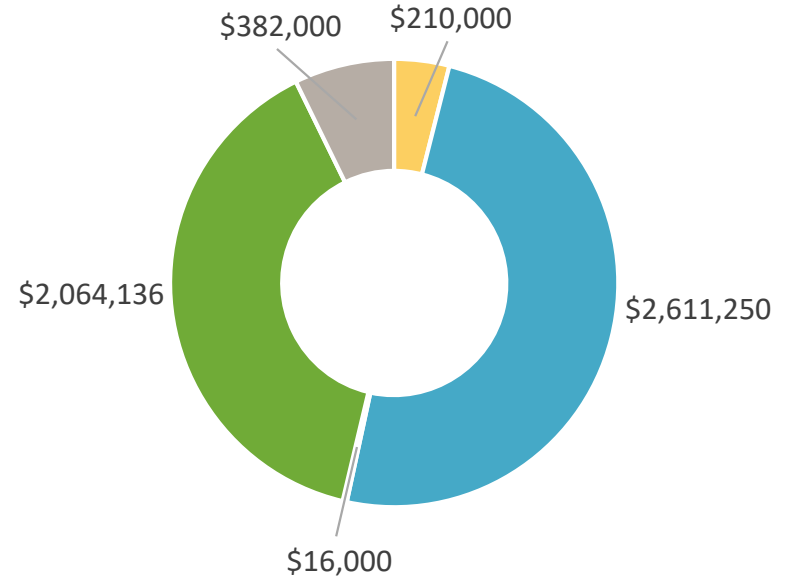
## 2023 CAPITAL BUDGET

### CONSERVATION LANDS & RECREATION (RECREATION)

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

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

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



- Provincial Funding 4%
- Other Municipal, Debt Financing & Foundation 49%
- Program Revenue 1%
- Reserves 39%
- Municipal Funding 7%

## 2023 CAPITAL BUDGET

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



# 2023 CAPITAL BUDGET

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

# OPERATING BUDGET & FORECAST 2024-2032



## 2023 OPERATING BUDGET & FORECAST

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

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

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

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

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

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

*(See chart on the proceeding page)*



## 2023 OPERATING BUDGET & FORECAST

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



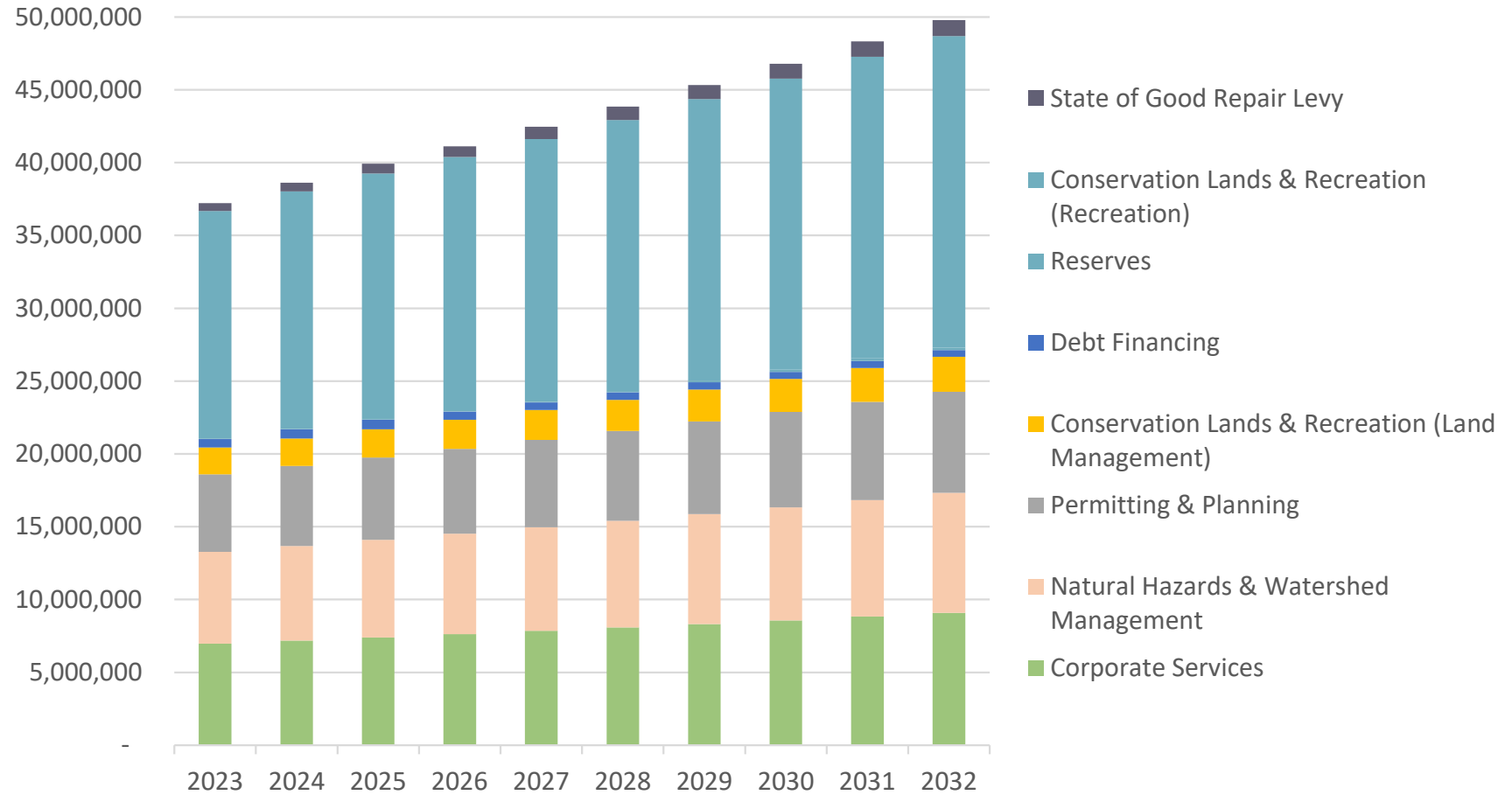
## 2023 OPERATING BUDGET & FORECAST

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

## 2023 OPERATING BUDGET & FORECAST

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

## 2023 OPERATING BUDGET & FORECAST



# CAPITAL BUDGET & FORECAST 2023-2032





## 2023 CAPITAL BUDGET & FORECAST

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

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

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

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

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

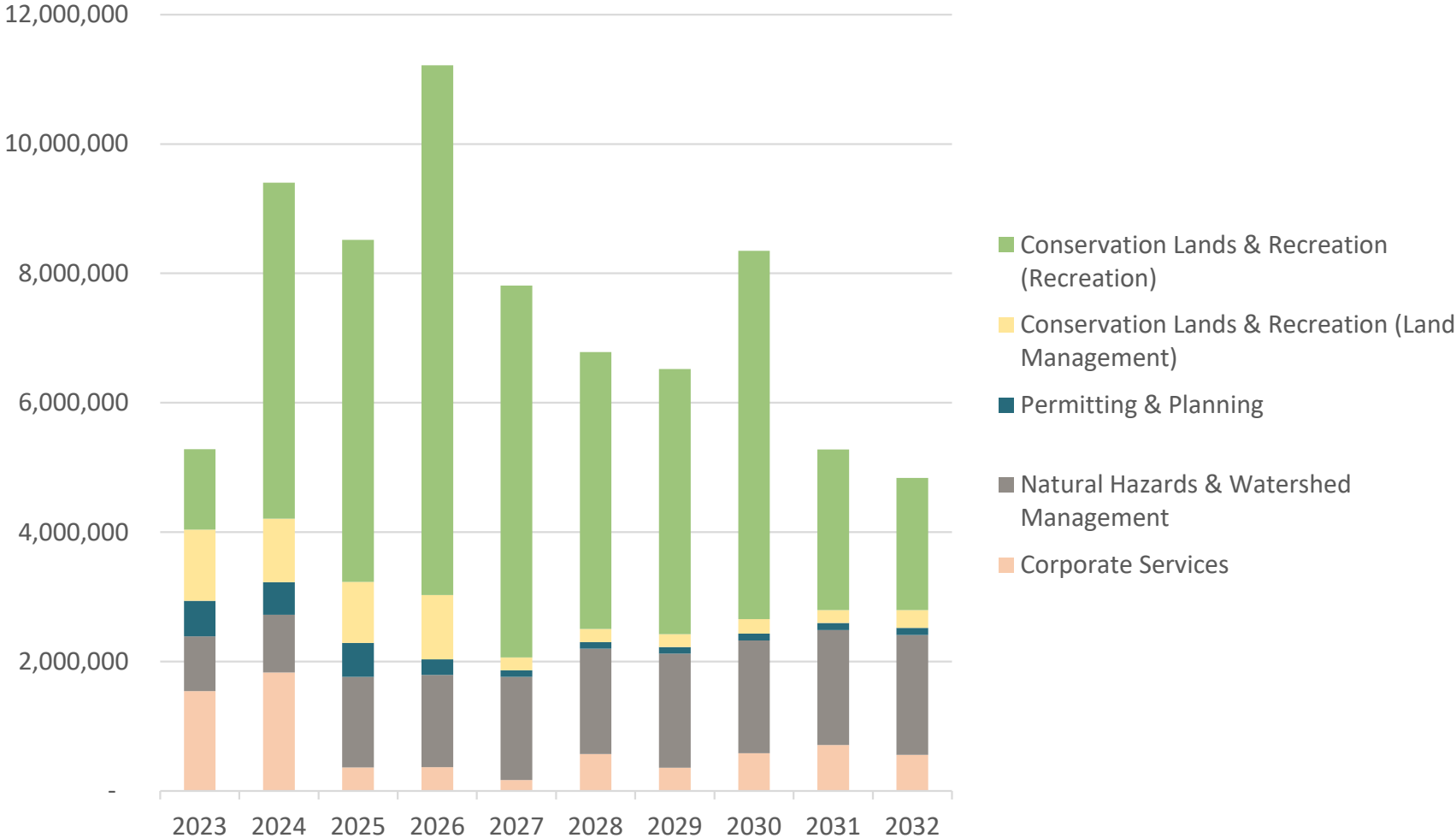
Strategic plan initiatives included in the capital forecast will enable Conservation Halton to continue to invest in innovation and technologies to further modernize operations, streamline service delivery and improve resource management.

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

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

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

# 2023 CAPITAL BUDGET & FORECAST



## 2023 CAPITAL BUDGET & FORECAST

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

## 2023 CAPITAL BUDGET & FORECAST

<b>Conservation Halton WMSS Capital Expenditures</b>	<b>Ten Year Capital Expenditures and Funding Budget &amp; Forecast - Watershed Management &amp; Support Services</b>									
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
<u>Restoration &amp; Conservation</u>										
Speyside Weir Removal	25,000	12,000	5,000	-	-	-	-	-	-	-
Restoration projects - Roots Ridge, Fuciarelli	109,250									
	<u>134,250</u>	<u>12,000</u>	<u>5,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Watershed Strategies &amp; Climate Change</u>										
Watershed Strategies & Climate Change	179,000	186,000	193,000	201,000	209,000	217,000	226,000	235,000	244,000	254,000
	<u>179,000</u>	<u>186,000</u>	<u>193,000</u>	<u>201,000</u>	<u>209,000</u>	<u>217,000</u>	<u>226,000</u>	<u>235,000</u>	<u>244,000</u>	<u>254,000</u>
<b>Total Natural Hazards &amp; Watershed Management</b>	<b>848,250</b>	<b>894,000</b>	<b>1,400,000</b>	<b>1,428,000</b>	<b>1,597,000</b>	<b>1,628,000</b>	<b>1,763,000</b>	<b>1,740,000</b>	<b>1,775,500</b>	<b>1,854,500</b>
<u>Permitting &amp; Planning</u>										
Flood Plain Mapping (Updates; 2027 & on ongoing maintenance)	550,000	500,000	525,000	240,000	100,000	102,000	104,000	106,000	108,000	110,000
<b>Total Permitting &amp; Planning</b>	<b>550,000</b>	<b>500,000</b>	<b>525,000</b>	<b>240,000</b>	<b>100,000</b>	<b>102,000</b>	<b>104,000</b>	<b>106,000</b>	<b>108,000</b>	<b>110,000</b>
<b>Conservation Lands &amp; Recreation (Land Management)</b>										
Watershed Implementation Plan	-	-	-	50,000	50,000	50,000	75,000	75,000	50,000	125,000
Spongy / LDD Moth Management	100,000	-	-	-	-	-	-	-	-	-
Emerald Ash Borer (EAB) Management	850,000	834,000	794,000	794,000	-	-	-	-	-	-
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Property Management Projects	50,000	50,000	50,000	50,000	50,000	50,000	25,000	50,000	50,000	50,000
<b>Total Conservation Lands &amp; Rec. (Land Mgmt)</b>	<b>1,100,000</b>	<b>984,000</b>	<b>944,000</b>	<b>994,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>225,000</b>	<b>200,000</b>	<b>275,000</b>
<b>Total Capital Expenditures - WMSS</b>	<b>4,040,273</b>	<b>4,208,723</b>	<b>3,231,676</b>	<b>3,027,180</b>	<b>2,064,557</b>	<b>2,501,028</b>	<b>2,424,507</b>	<b>2,654,437</b>	<b>2,794,041</b>	<b>2,794,890</b>



## 2023 CAPITAL BUDGET & FORECAST

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

## 2023 CAPITAL BUDGET & FORECAST

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

## 2023 CAPITAL BUDGET & FORECAST

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

# MUNICIPAL FUNDING





## 2023 MUNICIPAL FUNDING

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

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

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

## 2023 MUNICIPAL APPORTIONMENT

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

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

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

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

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

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

## 2023 MUNICIPAL FUNDING FORECAST

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

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

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



# RESERVES





## RESERVES

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

# RESERVE CONTINUITY

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

## RESERVE CONTINUITY

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

# DEPARTMENTAL BUSINESS PLANS





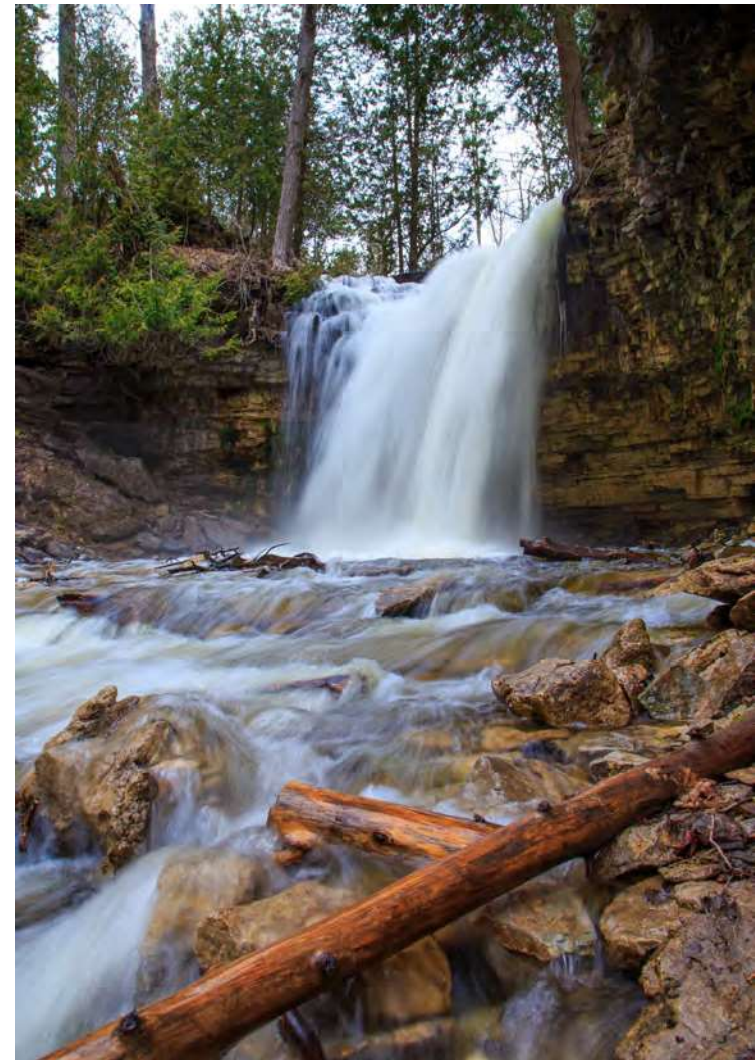
## CORPORATE SERVICES

### DEPARTMENTAL BUSINESS PLAN

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

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

#### STRATEGIC PLAN DELIVERABLES:



Hilton Falls

## CORPORATE SERVICES

### OFFICE OF THE PRESIDENT & CEO

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

### CONSERVATION HALTON FOUNDATION ADMINISTRATION

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

### FINANCE

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

### FLEET OPERATIONS

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

### HUMAN RESOURCES

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

### MARKETING AND COMMUNICATIONS

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

## CORPORATE SERVICES

### PROCUREMENT

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

### INFORMATION TECHNOLOGY

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

### GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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

### RISK & HEALTH

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

### ADMINISTRATION OFFICE FACILITY

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

### PROJECT MANAGEMENT

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

### CONSTRUCTION

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



## CORPORATE SERVICES

### 2023 INITIATIVES

#### FINANCIAL SUSTAINABILITY

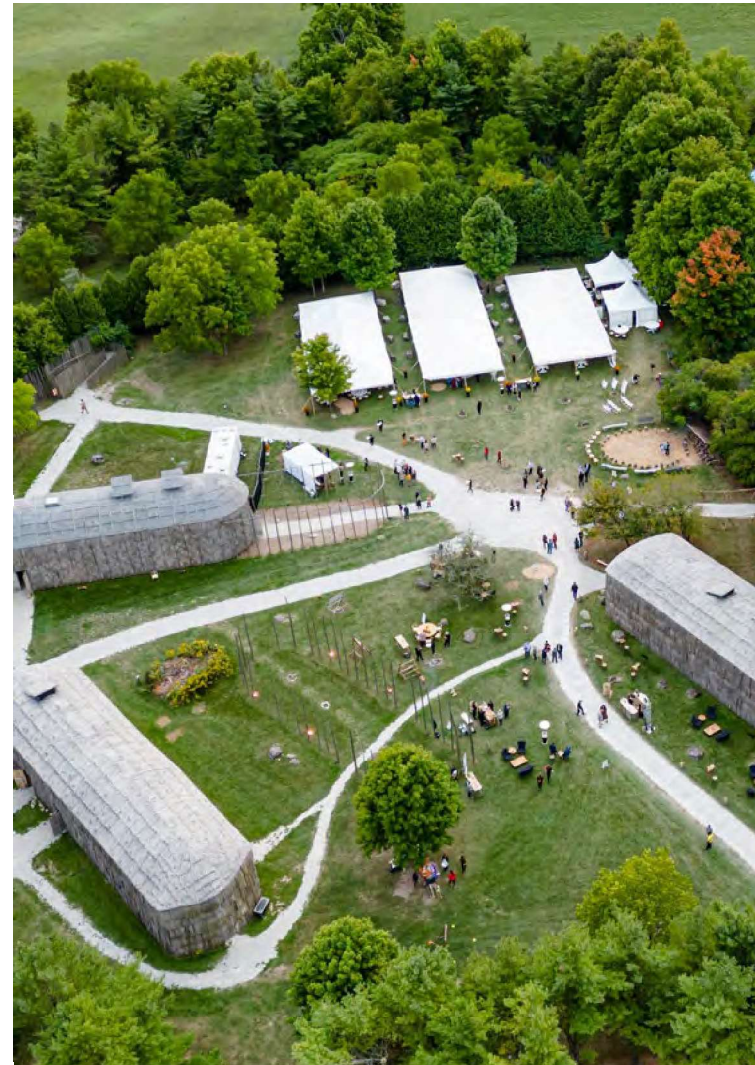
The Finance team will continue to ensure the long-term financial sustainability of the organization. Initiatives include the implementation of software upgrades for further automation and integration with other software systems, the five-year program fees review to ensure full cost recovery and the update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

#### DIGITAL TRANSFORMATION

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

#### INFRASTRUCTURE

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

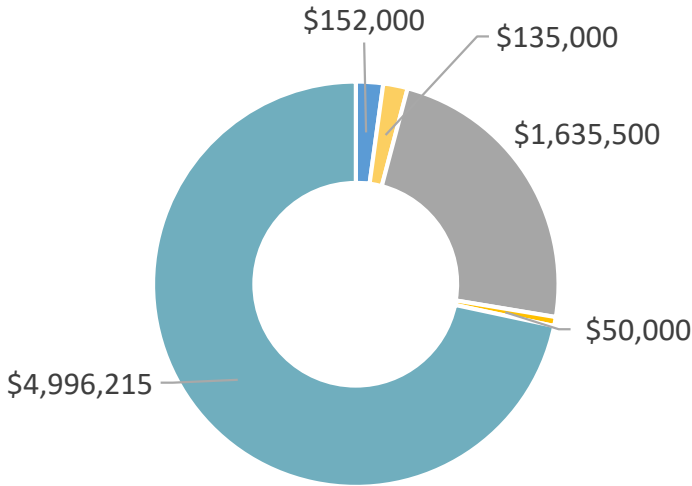


The Iroquoian Village at Re:Generations Gala

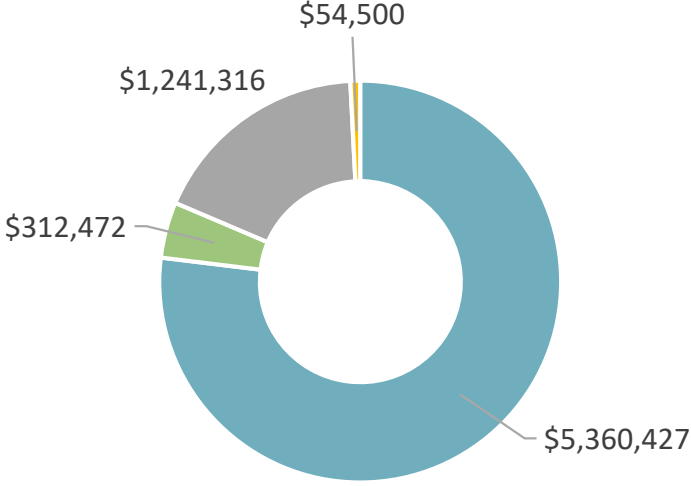


# CORPORATE SERVICES

Revenue \$6,968,715



Expenses \$6,968,715



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

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

## CORPORATE SERVICES

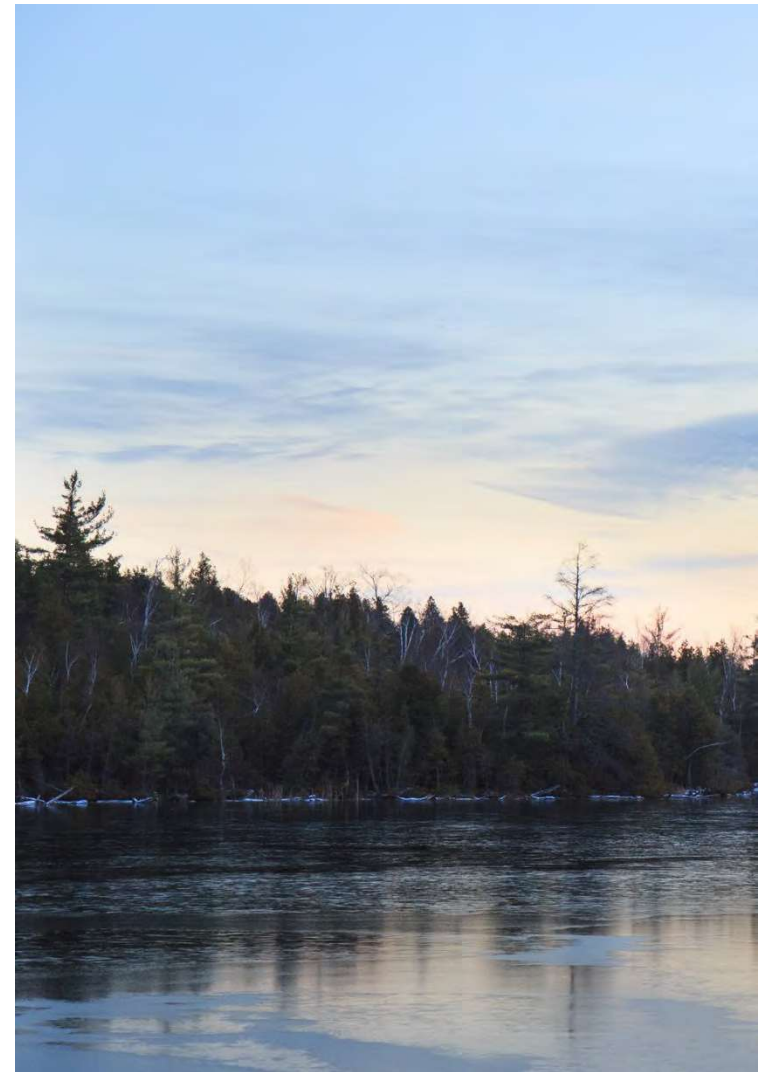
Description	2023 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Asset Management Plan	50,000					50,000	-
Program Rates & Fees Review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

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## DEPARTMENTAL BUSINESS PLAN

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

### STRATEGIC PLAN DELIVERABLES:



**Crawford Lake** Spring Melt

## NATURAL HAZARDS & WATERSHED MANAGEMENT

### FLOOD FORECASTING & OPERATIONS

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

### SOURCE WATER PROTECTION PROGRAM

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

### WATERSHED MONITORING

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

### WATERSHED PLANNING

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



## NATURAL HAZARDS & WATERSHED MANAGEMENT

### LANDOWNER OUTREACH

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

### HAMILTON HARBOUR REMEDIAL ACTION PLAN

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

### RESTORATION

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



**Restoration team** at Flamborough Park

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## 2023 INITIATIVES

### FLOOD FORECASTING & OPERATIONS

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

### SOURCE WATER PROTECTION

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

### WATERSHED MONITORING

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

### WATERSHED PLANNING

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

## NATURAL HAZARDS & WATERSHED MANAGEMENT

### 2023 INITIATIVES

#### LANDOWNER OUTREACH

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

#### HAMILTON HARBOUR REMEDIAL ACTION PLAN

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

#### RESTORATION

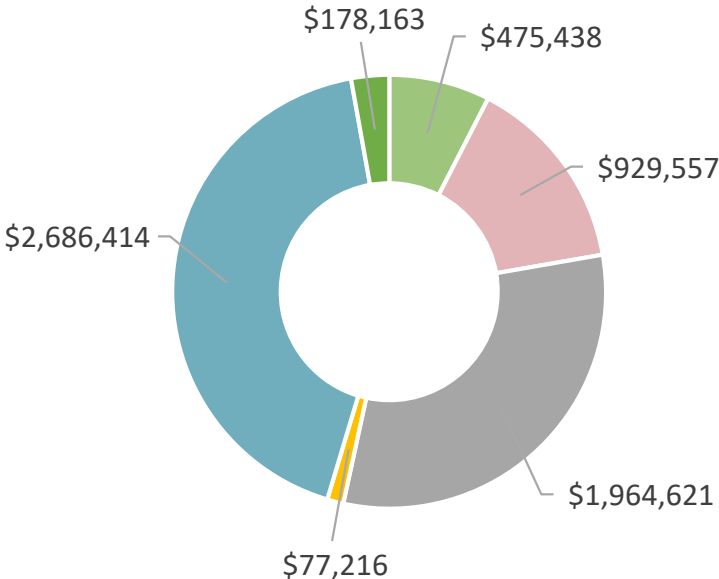
We will continue to work on several large projects including the restoration of Limestone Creek, floodplain wetlands (Boyne Valley, Drumquin Park, Flamborough Centre Park), tableland wetlands and reforestation (Root's Ridge Nature Reserve, Hopkins Tract), and grassland (Hilton Falls Conservation Area,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



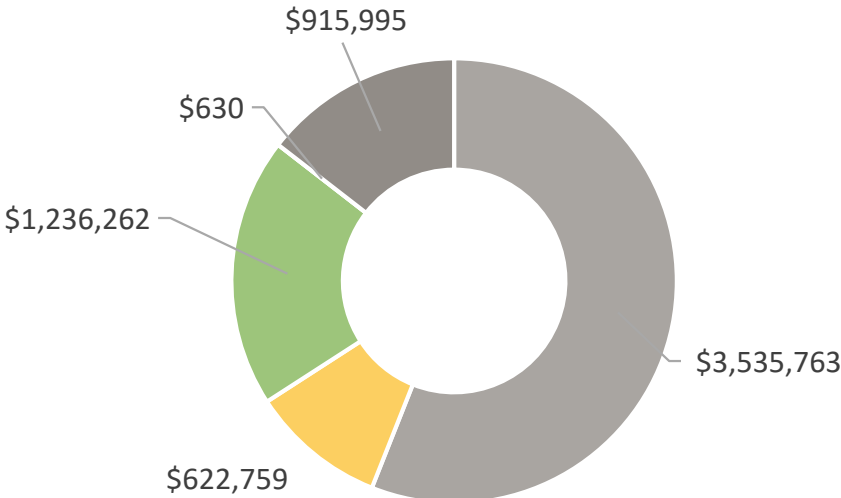
CH Staff surveying flooding in rural Milton

# NATURAL HAZARDS & WATERSHED MANAGEMENT

Revenue \$6,311,409



Expenses \$6,311,409



- Provincial Funding
- Municipal Funding
- Other funding
- Internal Chargeback Recovery
- Program Revenue
- Transfer from Reserves
- Salaries & Benefits
- Purchased Services
- Internal Chargeback
- Materials & Supplies
- Financial & Rent expense

## NATURAL HAZARDS & WATERSHED MANAGEMENT

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



## PERMITTING & PLANNING

### DEPARTMENTAL BUSINESS PLAN

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

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

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

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



**Sixteen Mile Creek** Floodplain Surveying

### STRATEGIC PLAN DELIVERABLES:



# PERMITTING & PLANNING

## DEPARTMENTAL BUSINESS PLAN

### PLANNING & REGULATIONS

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

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

### POLICY REVIEW & DEVELOPMENT

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

### FLOODPLAIN MAPPING

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

### REGIONAL INFRASTRUCTURE TEAM

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

## PERMITTING & PLANNING

### 2023 INITIATIVES

#### EXCELLENCE IN CUSTOMER SERVICE & EXPERIENCE

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

#### SERVICE AGREEMENTS & MEMORANDA OF UNDERSTANDING

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

#### MODERNIZE POLICIES & MAPPING

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

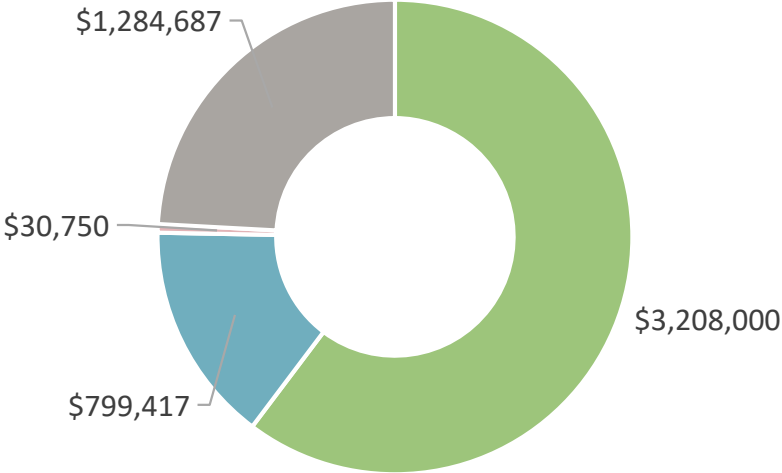
regulations where required. We will continue to review and update flood hazard mapping for select watersheds across our jurisdiction. Other components of Conservation Halton's regulatory mapping (e.g., wetland layer) will also be updated. Stakeholder and public engagement will be carried out as part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



**Crawford Lake**

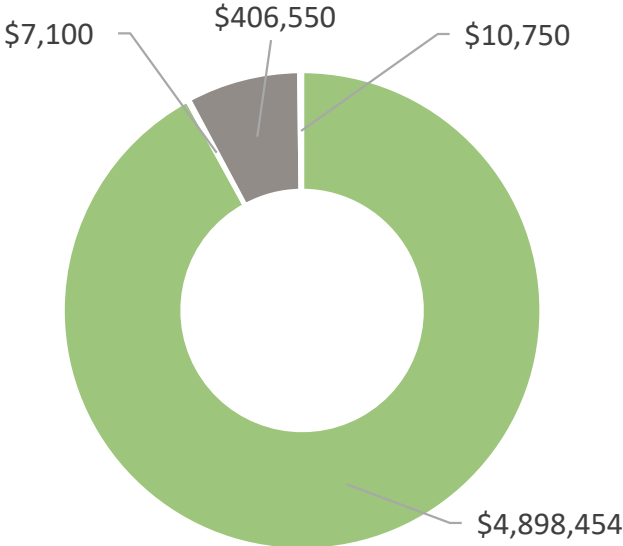
# PERMITTING & PLANNING

Revenue \$5,322,854



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

Expenses \$5,322,854



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

## PERMITTING & PLANNING

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



## CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

### DEPARTMENTAL BUSINESS PLAN

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

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

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



Trail at **Rattlesnake Point**

## CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

### FORESTRY

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

### PROPERTY MANAGEMENT

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

### SECURITY

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

### 2023 INITIATIVES

#### PROPERTY MANAGEMENT

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

#### EMERALD ASH BORER

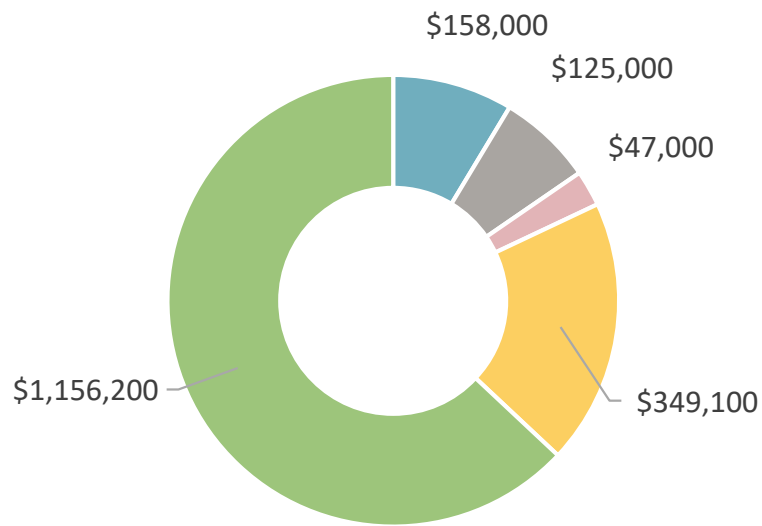
2023 will see the continued management of ash trees that have succumbed to the invasive Emerald Ash Borer (EAB). This program is in its seventh year, of a ten-year, \$8.4 million investment in visitor safety, as well as forest cover replacement. The treatment of stumps which prevents them from re-sprouting,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

#### INVASIVE SPECIES MANAGEMENT

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

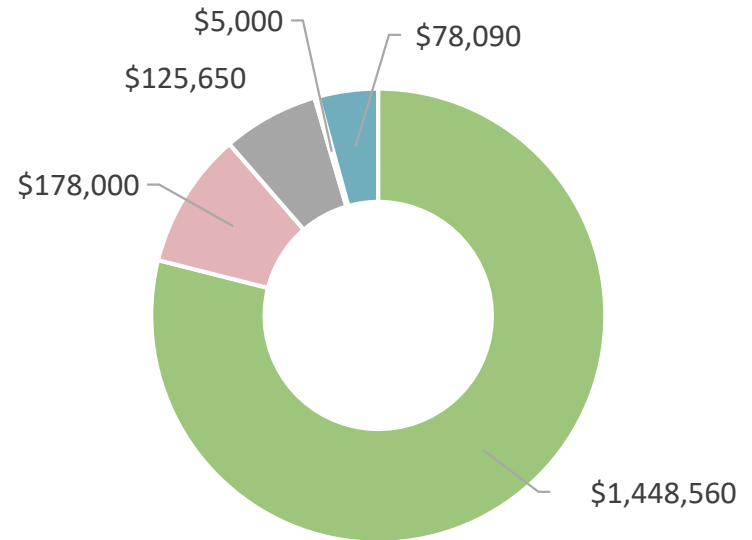
# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

**Revenue \$1,835,300**



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

**Expenses \$1,835,300**



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

## CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

### CAPITAL SUMMARY

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

## CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

### DEPARTMENTAL BUSINESS PLAN

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

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

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

#### STRATEGIC PLAN DELIVERABLES:



Cliffside at **Rattlesnake Point**



## CONSERVATION LANDS & RECREATION (RECREATION)

### **KELSO/GLEN EDEN/AREA 8**

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

### **CRAWFORD LAKE/MOUNTSBERG/ ROBERT EDMONDSON**

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

### **HILTON FALLS/RATTLESNAKE POINT/ MOUNT NEMO**

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

### **COMMUNITY ENGAGEMENT & OUTREACH**

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

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

### **FLEET MANAGEMENT**

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

## CONSERVATION LANDS & RECREATION (RECREATION)

### 2023 INITIATIVES

#### FINANCIAL

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

#### CAPITAL

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

#### DEVELOPER CONTRIBUTION (DC) PROJECTS

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



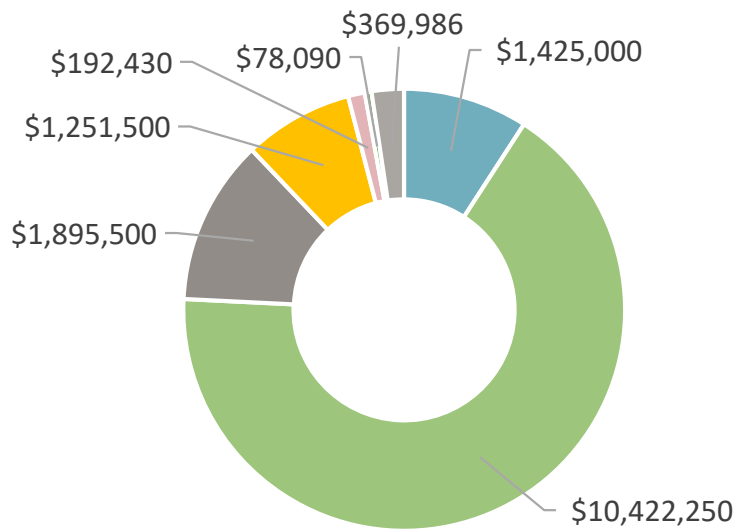
**Canoes at Kelso**



**Visitors exploring Crawford Lake**

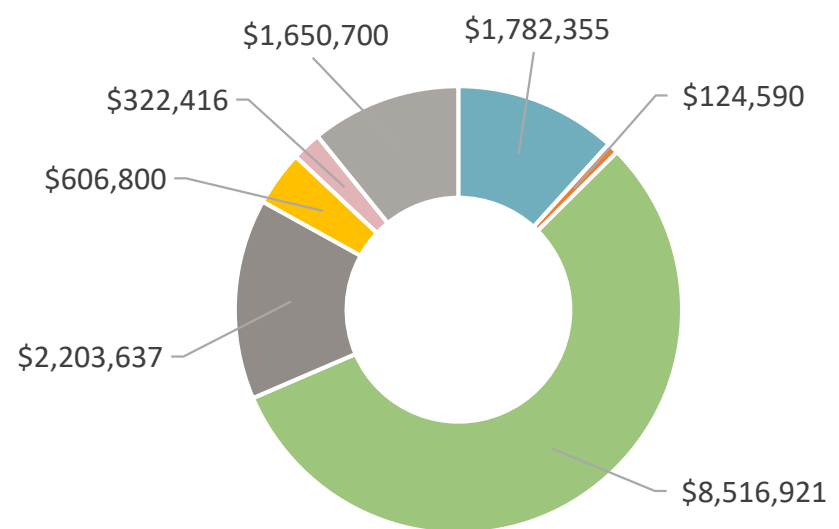
## CONSERVATION LANDS & RECREATION (RECREATION)

Revenue \$15,634,756



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

Expense \$15,207,419



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

## CONSERVATION LANDS & RECREATION (RECREATION)

### CAPITAL PROJECTS

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

# momentum

GREEN • RESILIENT • CONNECTED

## THANK YOU



### Diversity and Inclusion

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



### Learning and Innovation

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



### Person-Centered Service

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



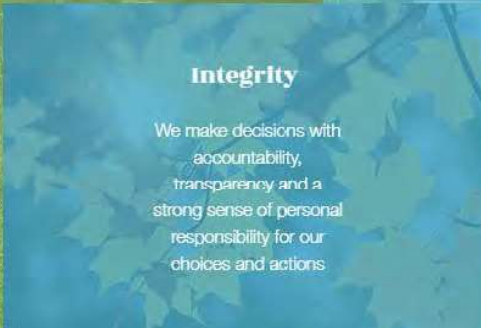
### Collaboration

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



### Sustainability

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



### Integrity

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



### Resilience

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



# 2023 Draft Budget

City of Hamilton  
January 11, 2023



*Photo: GRCA/S. Hannaford*



# About the Grand River Watershed



- The Grand River watershed is the largest in southern Ontario
- The Grand River and its tributaries lie at the heart of one of the richest, fastest growing regions in our province

# About the Grand River Conservation Authority



- Local agency organized on a watershed basis
- Integrated watershed management
- Balance human, environmental and economic needs



# Strategic Priorities



## Protect life/property & Improve watershed health

### Planning and Development

- Through a Memorandum of Understanding with the City, GRCA provides technical advice on Planning Act applications
- Regulate development in or near natural hazards and wetlands through permitting process

# Strategic Priorities

## Improve watershed health

### Source Water Protection Program

- Ensure City of Hamilton drinking water systems are protected
  - Ongoing support for municipal Source Protection Plan implementation
  - Lynden Communal Well System update will be included in future Grand River Source Protection Plan amendment



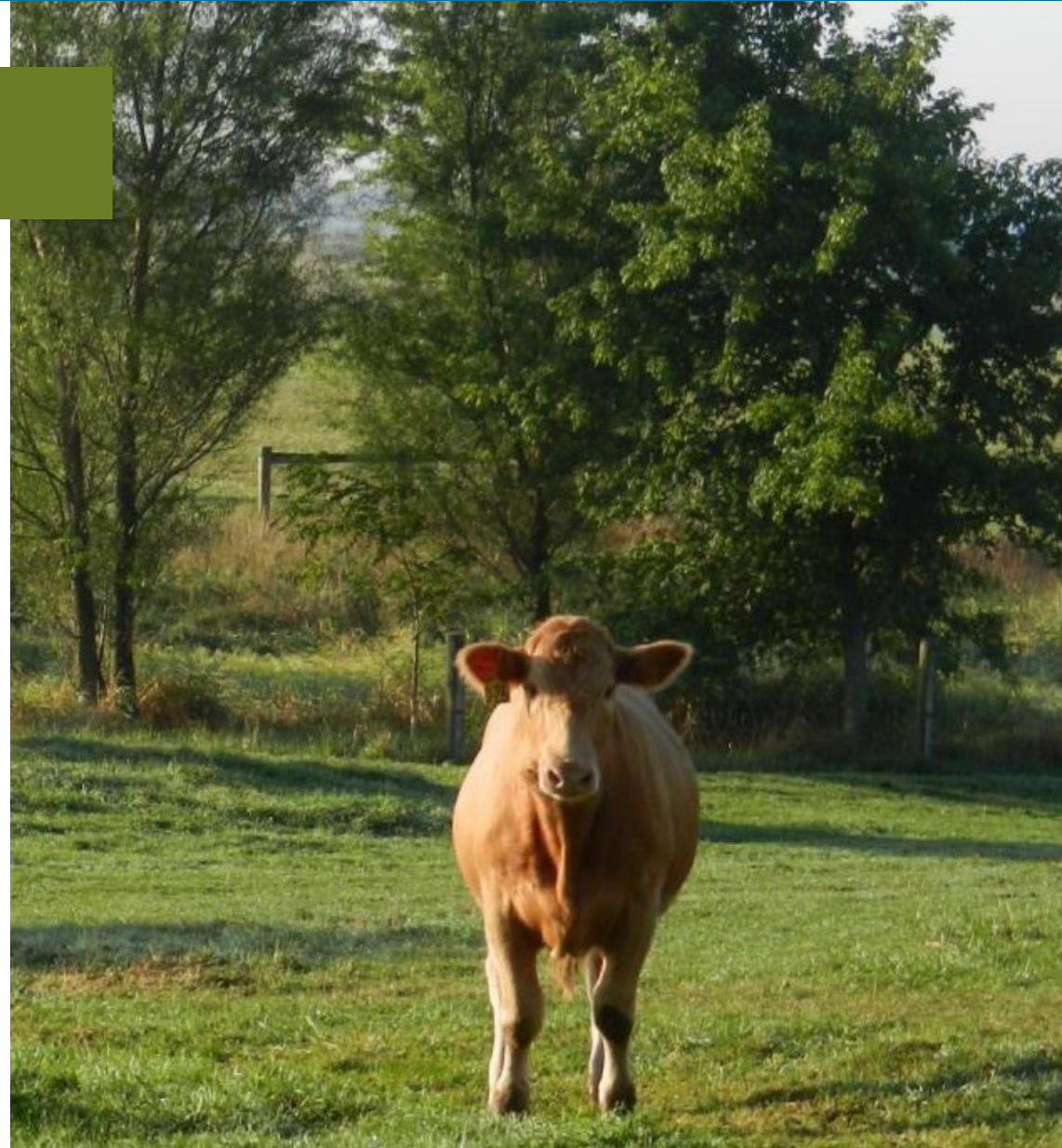


# Strategic Priorities

## Improve watershed health

### Rural Water Quality Program (RWQP) watershed-wide success since 1998:

- Over 7,000 projects completed
- \$22 million in grants
- More than \$61 million invested

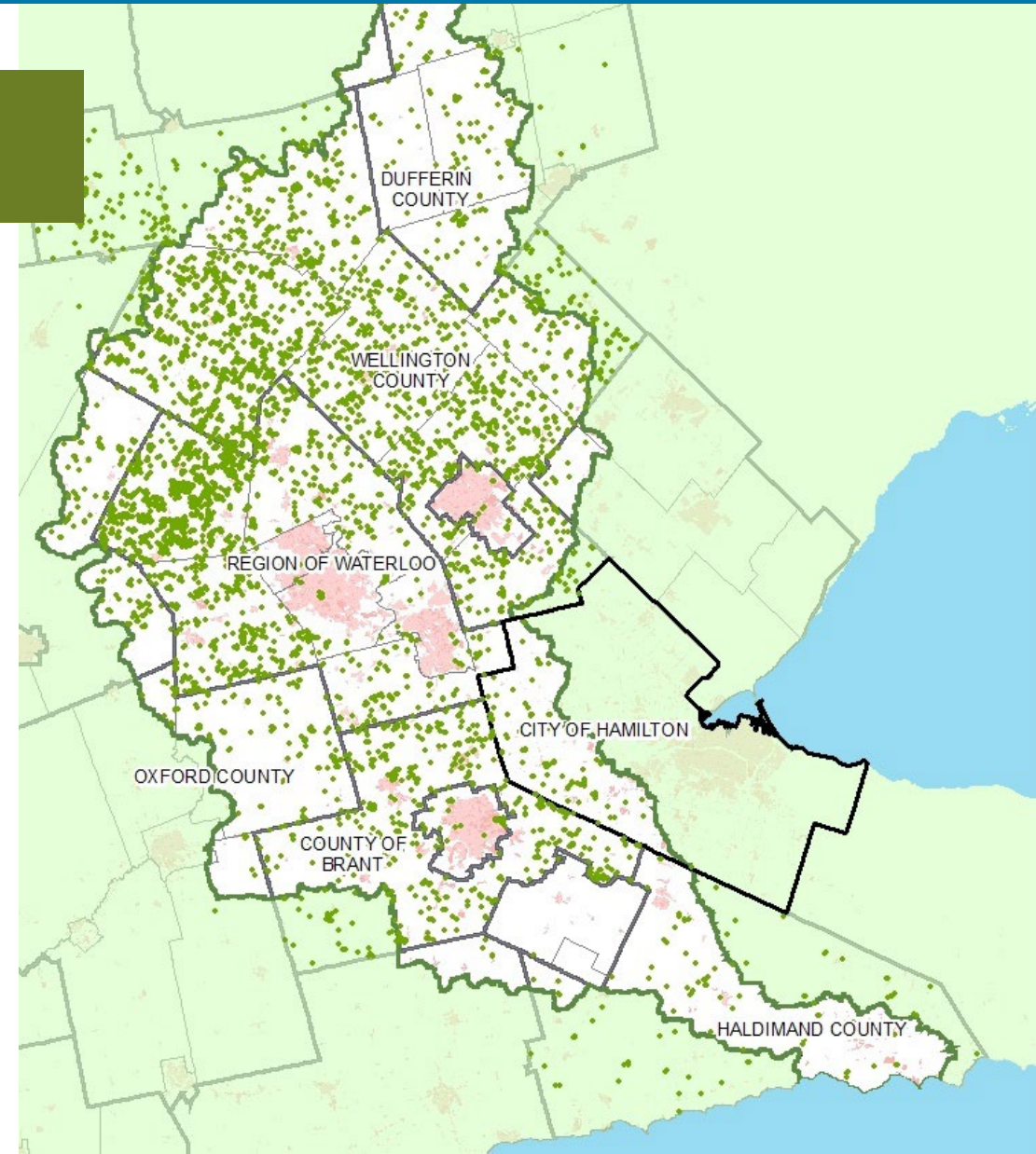


# Strategic Priorities

## Improve watershed health

### RWQP in City of Hamilton in since 2002:

- 131 completed projects
- \$215,000 in grants
- Total investment in water quality \$464,000



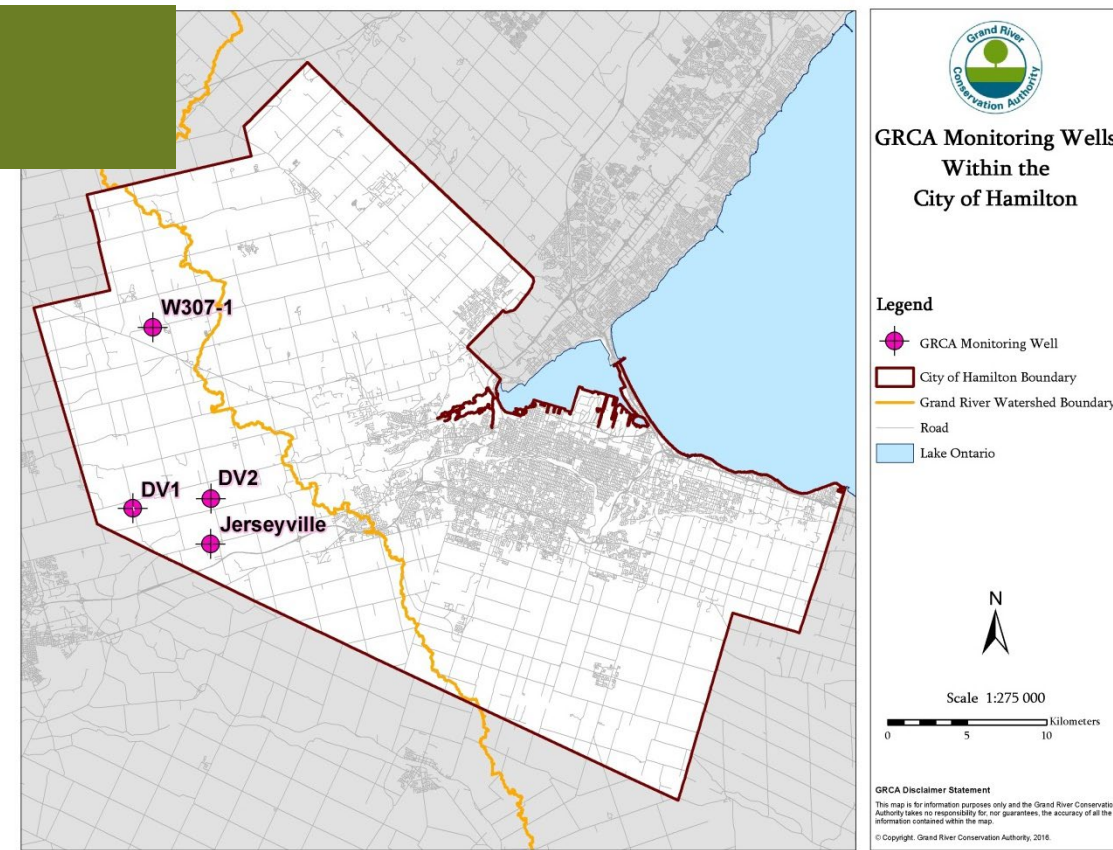


# Strategic Priorities

## Improve watershed health

### Groundwater Monitoring

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





## Connect people with the environment

- GRCA conservation areas and lands – a vital part of the watershed’s recreational infrastructure





## Responsible land management

- Partner with municipalities to provide the public with access to certain GRCA properties in a responsible and sustainable way

# 2023 Draft Budget Challenges

- To manage current economic inflationary pressures.
- To incorporate staff restructuring given retirements in 2022 and new regulations.
- To manage increases in conservation area visitation and infrastructure costs.
- To develop a sustainable business model for the Environmental Education program incorporating the impact of the new regulations.





# GRCA 2023 Draft Budget

## Major Assumptions – Operating Budget

- Compensation & Benefits (rate increases, grid movements, benefits) 4% increase, plus staffing increase 3.0 FTE and additional students for Parks. Students will be eligible for OMERS.
- Property tax expense held constant
- Insurance expense - \$140,000 increase
- Administrative expenses held constant (IT expenses increased offset by travel & communications expense decreases)
- Operating expenses held constant
- Increased Park Activity - \$700,000 expense increase
- One time 2022 budget expense items not included in draft #1 budget 2023 - \$415,000

**OUTCOME: Operating Expenses increased \$1,200,000 (4.5%)**

# GRCA 2023 Draft Budget vs. 2022 Budget

## Expenditures

	2022	2023	Incr/(Decr)	%age change
<b>Total OPERATING</b>	<b>26,497,365</b>	<b>27,695,188</b>	<b>1,197,823</b>	<b>4.5%</b>
	76%	83%		
<b>Total CAPITAL</b>	<b>5,102,000</b>	<b>4,104,000</b>	<b>(998,000)</b>	<b>-19.6%</b>
	15%	12%		
<b>Total Special Projects</b>	<b>3,275,000</b>	<b>1,480,000</b>	<b>(1,795,000)</b>	<b>-54.8%</b>
	9%	4%		
<b>TOTAL EXPENSES</b>	<b>34,874,365</b>	<b>33,279,188</b>	<b>(1,595,177)</b>	<b>-4.6%</b>



## Expenditures

### Operating Budget (\$27.7 Million)

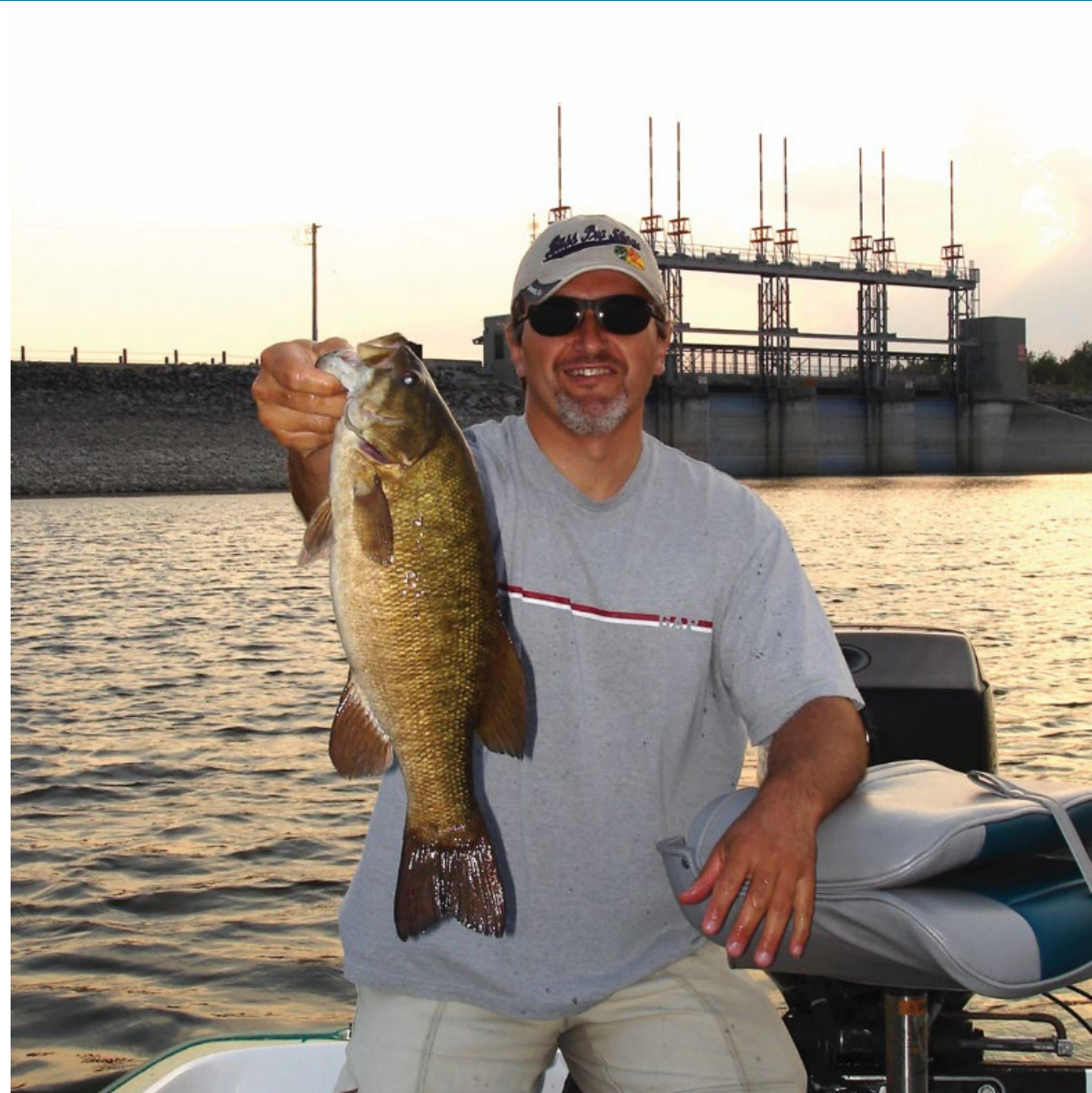
- Watershed Management (dams, flood forecasting, planning, lands management)
- Conservation Areas
- Environmental Education
- Corporate Services and Communication



## Expenditures

### Capital Budget (\$4.1 Million)

- Water Control Structures
- Conservation Areas
- Water Equipment  
(Instrumentation, Gauges & Hardware)





# GRCA 2023 Draft Budget

## 2023 Proposed Capital Projects:

### Water Management Capital (\$1.5 million)

- Maintenance and repairs to dikes and dams

### Conservation Areas (\$2.0 million)

- Estimate including carry forward projects from 2022





# GRCA 2023 Draft Budget

## Expenditures

### Special Projects (\$1.5 Million)

- Source Protection Program
- Rural Water Quality Grants
- Species at Risk



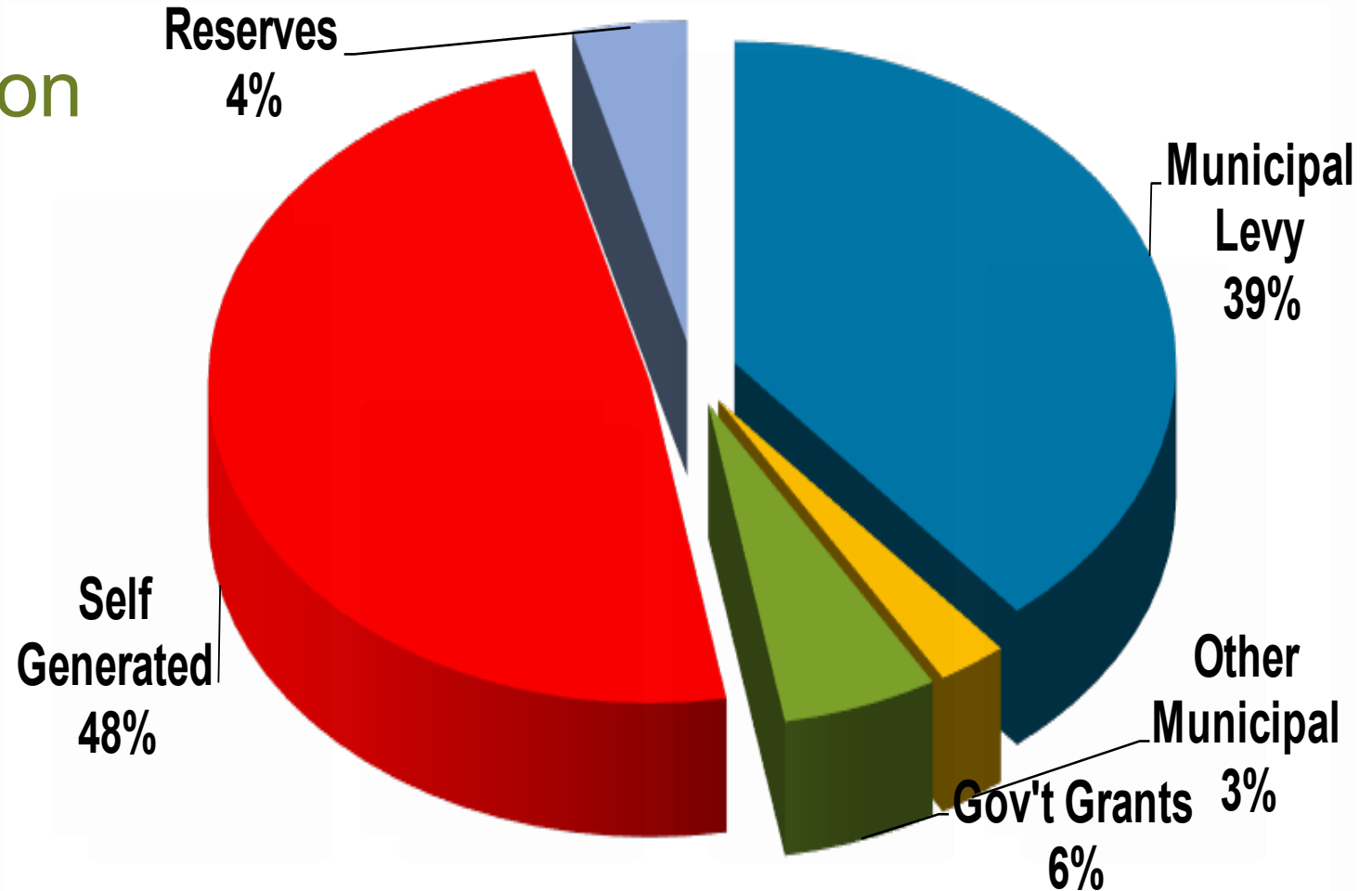


# GRCA 2023 Draft Budget

## Revenue by Category

2023 Budget: \$33.3 million

(2022: \$34.9 million)



# GRCA 2023 Draft Budget

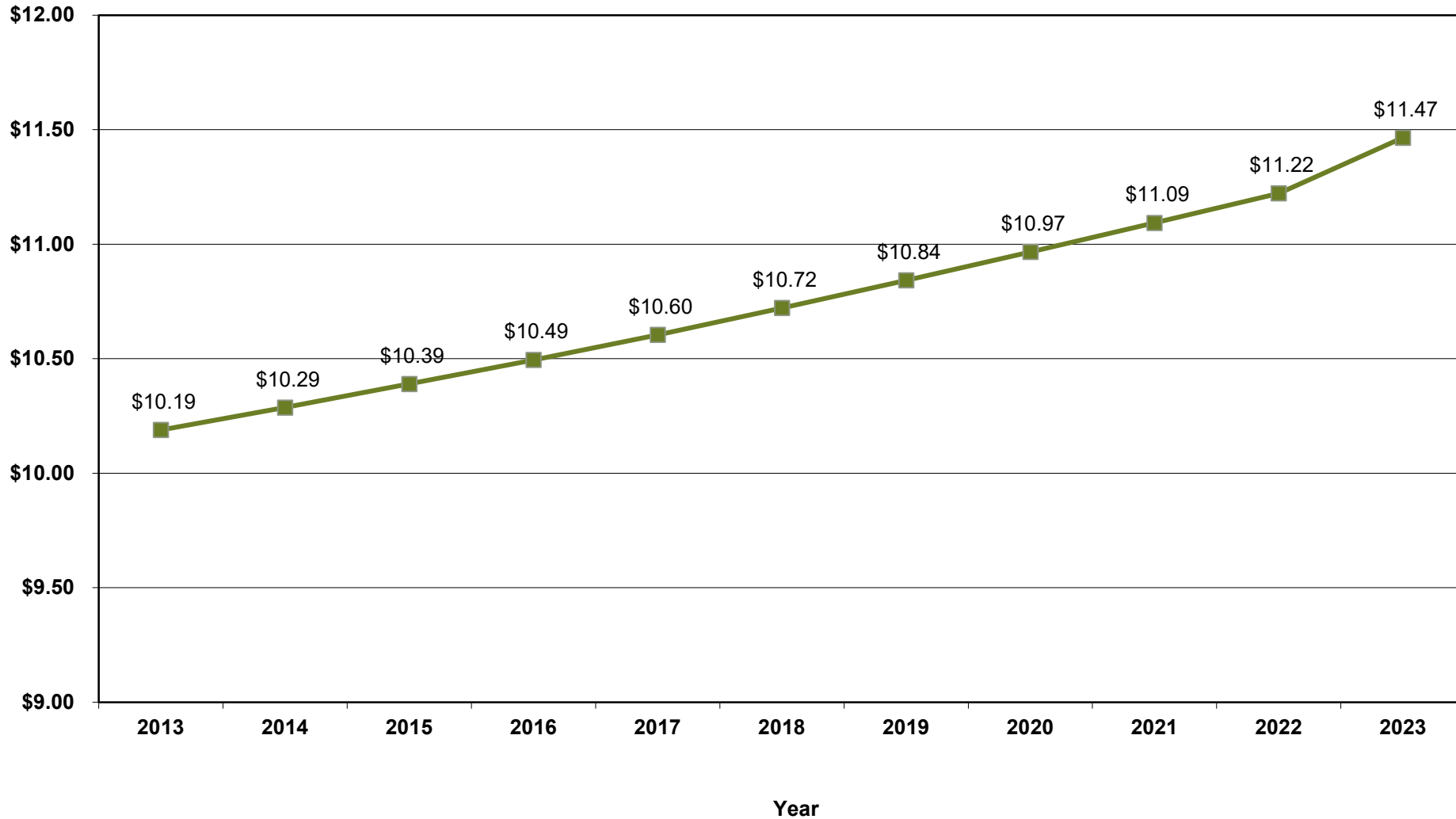
## General Municipal Levy Increases:

- 2021 - 2.5%
- 2022 - 2.5%
- 2023 - 3.5%

**Hamilton – 3.1%**  
**(from \$1,557,692**  
**to \$1,605,656)**



## Per Capita General Levy 2013 to 2023





# Questions?





# Grand River Conservation Authority

**Report number:** GM-10-22-81

**Date:** October 28, 2022

**To:** Members of the Grand River Conservation Authority

**Subject:** Budget 2023 – Draft #1

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## Recommendation:

THAT Report Number GM-10-22-81 - Budget 2023 - Draft #1 be received as information.

## Summary:

This report summarizes the first draft of the 2023 Budget which shows breakeven results. Overall the 2023 Budget includes \$33,279,188 in expenditures (Budget 2022: \$34,874,364) and Municipal General Levy is budgeted to increase by \$438,000 (or 3.5%) to \$12,968,000.

The budget outlines revenue and expenses for current GRCA Programs which have been categorized as:

- Operating
- Capital Maintenance
- Special projects

GRCA programs are funded by:

- Municipal General Levy
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

The operating budget assumes the continuation of current GRCA programs and services and their associated funding sources. The new government regulations pertaining to mandatory versus non-mandatory programs (Category 1, 2, 3) will come into force on January 1<sup>st</sup>, 2024. As a result, this draft assumes Municipal General Levy will continue to apply in 2023 in the same manner as it has in the past.

This draft 2023 budget assumes that the \$449,688 provincial section 39 grant will be the same as the 2022 grant amount.

The special projects category represents spending on projects where special funding is received and does not rely on Municipal General Levy for funding.

	2023	2022	Increase/(decrease)
<b><u>EXPENDITURES</u></b>			
Operating Expenses	\$27,695,188	\$26,497,365	\$1,197,823
Capital Expenses	\$4,104,000	\$5,102,000	(\$998,000)
Special Projects	<u>\$1,480,000</u>	<u>\$3,275,000</u>	<u>(\$1,795,000)</u>
<b>Total</b>	<b><u>\$33,279,188</u></b>	<b><u>\$34,874,365</u></b>	<b><u>(\$1,595,177)</u></b>

Note: Use of the term capital expenses for spending that is funded with municipal general levy refers to major maintenance, water control structure studies, or water management equipment.

**Report:****A. OPERATING BUDGET****(a) Mandatory vs Non-Mandatory Program Mandate**

This draft assumes no change to current program delivery for 2023 except the following:

- Continuation of the wind-down of the residential property rental program that was approved by the General Membership on July 22, 2016.
- Conservation Area budget will be based on 2022 activity. Continue to set target of breakeven result for Conservation Area Operations excluding the allocation of corporate overhead costs.
- Resource Planning fee revenue continues to realize revenue in excess of the current year budget. Staffing has been increased to help address the increased demand. This budget draft assumes that the revenue trend will continue into 2023.
- Environmental Education budget will assume that only school program contracts will be in place. There is no activity assumed for community programs and no day camp activity.

**(b) Section 39 Funding**

- It is assumed that there will no further cutbacks in the provincial Section 39 grant for the period April 1, 2023 to March 31, 2024 and therefore the Section 39 grant amount will remain at \$449,688.

**(c) Municipal General Levy**

- The 2023 Budget includes \$12,968,000 in municipal general levy, which is a \$438,000 (or 3.5%) increase over 2022. This amount represents an increase of \$438,000 to the operating levy component and no change to the major maintenance levy component.

**(d) Surplus Assumption**

- The budget draft assumes a \$100,000 surplus carry forward from 2022.

**(e) Transition Reserve (created in 2021)**

- The rationale (purpose) for the reserve is to fund expenditures related to the transitioning of GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. As at December 31, 2021, the reserve balance is approximately \$1.6 million.
- The strategy for Budget 2023 draft #1 is to utilize the transition reserve to fund one temporary staff position to assist with some of the deliverables required by the new regulations. The reserve is budgeted to be drawn down by \$100,000

**(f) Compensation and Benefits and Staffing Comments:**

- The 2023 draft budget includes a 4% increase for compensation and benefits which allows for a general wage increase, grid steps within wage scales, and benefit cost increases. In addition, three positions are being added to the budget. A permanent engineering position (\$175,000) is being added (due to restructuring of the engineering division) and this position will be funded with the newly created Water Management Operating Reserve. A temporary land management analyst position (\$100,000) is being added (to undertake projects related to the new regulations) and this position is being funded with the transition reserve. To the extent that staff vacancy savings may be realized during 2023 due to the challenging labour market, the need to access the reserves may be lessened. An IT administrator position (\$100,000) is being added resulting in an increase in administrative expenses related

to increased computer charge-out rates across all programs. This increase to the budget is being offset by decreases to administrative expenses related to travel and communication expense savings.

- Non-union salary adjustments are required to be approved by the General Membership which is typically presented in November or December for the subsequent year. The Collective Agreement expired December 31, 2021 and a new agreement has not been negotiated to date.

(g) COVID Costs

- No incremental COVID-19 costs are being budgeted for 2023.

(h) Residential Rental Program

- The Residential Rental Program is in the process of winding down. The budgeted 2023 revenue of \$110,000 assumes no decrease in occupancy during 2023.
- The budgeted net result for this program is a \$25,000 deficit.

(i) Environmental Education

- Negotiations with school boards for 2022/23 contracts have been completed. The first draft of the budget assumes that 2022/23 school contracts will be extended for the 2023/24 school year. This draft does not include any community or day camp program delivery. Decisions regarding the future format and scope of the Environmental Education program will be incorporated into future budget drafts as applicable.

(j) Conservation Areas

- Conservation Area 2023 budgeted revenue of \$10,000,000 is approximately \$1,000,000 less than projected revenue of \$11,000,000 for 2022. This draft of the 2023 budget assumes limited canoe/kayak rentals and no concession sales.
- Operating expenses are being increased to correspond with the increase in revenue.
- The program is budgeted to break even excluding any allocation for corporate overhead expenses. The revenue and cost assumptions will be revisited once actuals for the full 2022 season are available and the scope of activities/services delivered is reviewed.

(k) Hydro Generation Revenue

- Hydro revenue increased \$50,000 to reflect average annual historical revenue. This increase helped to contain the required municipal general levy increase and achieve overall breakeven results.

## **B. CAPITAL & MAJOR MAINTENANCE BUDGET**

(a) Major Maintenance Spending Water Control Structures

- The budget is set at \$1,500,000. Any demands that arise in excess of that amount can be funded with the Water Control Structures reserve and/or the Land Sale Proceeds reserve. Staff continue to seek funding to repair and update the water control infrastructure from provincial and federal government. Current government funding opportunities includes the Disaster Mitigation and Adaptation Fund (DMAF), the National Damage Mitigation Program (NDMP), and the Provincial Water and Erosion Control Infrastructure (WECI) Program.

(b) Capital Spending Conservation Areas

- The budget is set at \$2,000,000. This spending is budgeted to be funded with \$1,500,000 of fee revenue and \$500,000 from the conservation area reserve. Future budget drafts will be revised as capital projects are prioritized.

(c) Water Monitoring Equipment and Flood Forecasting and Warning Expenses

- The budget is being held constant at \$300,000. The gauge reserve will be used to fund \$100,000 of total costs and the remaining costs will be funded with Municipal General Levy.

**C. SPECIAL PROJECTS**

(a) Special projects do not rely on Municipal General Levy for funding.

(b) This draft of the budget only includes items that are known or highly likely to be undertaken and a cost can be estimated. At present, the budget includes \$1,480,000 in spending. By the time the 2023 budget is finalized, special project spending, along with matching revenue, is expected to increase substantially as projects are approved and carryover amounts are confirmed.

(c) The \$1,480,000 in special projects included in this draft budget are:

- \$800,000 Rural Water Quality Capital Grants
- \$640,000 Source Protection Program
- \$40,000 Species at Risk Program

(d) Source Protection Program

The province has identified that this program is considered a mandatory program that is required to be delivered by Conservation Authorities. Funding to March 2024 was secured. The province has not guaranteed funding for future years, nor has it announced an end to program funding.

**D. RESERVES**

For 2023, reserves are budgeted to decrease by \$904,500. Significant budgeted drawdowns to reserves include \$500,000 for Conservation Area capital projects, \$275,000 for two staff positions and \$290,000 for Information Systems. See attached table for details of reserve movements budgeted for 2023. The use of reserves is integral to GRCA operations. GRCA sets aside certain funds to reserves (i.e. Land Sale Proceeds, Hydro Revenue, Interest Earned on Reserves) in order to be able to draw upon these reserves at a later date in accordance with either legislative mandates and/or board approved use

Reserves can be viewed as:

- Planned savings set aside for future capital projects (facilitates smoothing of funding requests)
- Surpluses set aside for future operating or capital needs (i.e. Park Revenue in excess of budget)
- Contingency funds for unplanned expenditures
- Legislated amounts to be used in accordance with regulations (i.e. land sale proceeds)
- For 2023, this budget draft includes using \$50,000 from the personnel reserve to fund operating expenses, achieve breakeven results and limit the municipal levy increase to 3.5%. Other funding opportunities may become available before the budget is finalized that can be applied instead of using reserves (i.e. 2022 surplus).

A detailed report on reserves will be presented at the November 25, 2022 general meeting.



**E. GENERAL MUNICIPAL LEVY ALLOCATION**

The General Municipal Levy is allocated (apportioned) to participating municipalities based on Modified Current Value Assessment (CVA), which the Ministry of Environment Conservation and Parks (MECP) provides to Conservation Authorities. The methodology for calculating the Modified CVA and distributing the levy is outlined in Ontario Regulation 670/00. The distribution of the 2023 levy (budget draft #1) is outlined in October 28, 2022 board report entitled 'Budget 2023 - Draft #1 - General Municipal Levy Apportionment'.

**F. OTHER MAJOR ASSUMPTIONS**

- (a) MECP Operating Grants to remain at \$449,688 - the same amount as 2022.
- (b) Permit Fees, Planning Fees and Solicitor Inquiries increased by \$100,000 to reflect 2021 and 2022 activity.
- (c) Property Rental income set to be equal to 2022 budgeted income along with a 2.5% increase to the Cottage Lot Rental Program.
- (d) Watershed studies funded 50% by GRCA and 50% via special levy are budgeted for \$100,000 annually.
- (e) Total Insurance expense increased by \$190,000 to reflect 2022 rate increases and projected 2023 rate increases.
- (f) Total Property Tax expense held constant for draft #1 and will be adjusted in future drafts as necessary.
- (g) Admin Operating expense decreased to offset computer charges increase.
- (h) Other Operating expenses held constant.
- (i) Motor Pool charge-out rates held constant.
- (j) Computer charge out rates increased 10% (or approximately \$125,000)

**G. SIGNIFICANT OUTSTANDING BUDGET ITEMS**

- (a) Year 2022 Carry forward Adjustments  
2022 Surplus carry forward - this draft of the 2023 Budget assumes a \$100,000 surplus carryover from year 2022. The actual "2022 Net Surplus" will be incorporated into the 2023 budget.
- (b) 2022 Special Projects carry forward  
Any projects commenced in year 2022 and not completed by December 31, 2022 will be carried forward and added to Budget 2023 (i.e. both the funding and the expense will be added to Budget 2023 and therefore these adjustments will have no impact on the breakeven net result).
- (c) Water Control Structures Major Maintenance Expenditures  
A final determination of the amount of spending to be added to the Budget 2023 (i.e. unspent amounts from 2022, new projects) will be made, including use of reserves for 2023 projects. Any decisions to increase spending should not impact the general municipal levy request, but would be funded with reserves, WECl funding, and/or new funding sources, as applicable.
- (d) Conservation Area Revenue and Expenses  
Final revenue, operating and capital expense figures to be determined following year-end actuals review.
- (e) Environmental Education

Final revenue and operating expense figures to be determined following further information on school contracts and program delivery developments (in-class vs virtual classes).

The following statements and schedules are attached:

Budget 2023 Timetable  
 Summary Reserve Report – Budget 2023  
 Preliminary Budget 2023

### **Financial Implications:**

Budgeted spending for 2023 is \$33,279,188 including transfers to reserves. This first draft of the budget includes a municipal general levy increase of \$438,000 (or 3.5%).

The main budgetary challenges faced by the GRCA are:

- Cost pressures created by the current inflationary economic environment and supply chain issues.
- Increasing insurance costs
- Conservation Area operating revenue is impacted by fluctuations in consumer demand and weather conditions which are difficult to predict.
- An aging infrastructure in the Conservation Areas and Nature Centres.
- Managing the costs of severe weather events

### **Other Department Considerations:**

None

#### **Prepared by:**

Sonja Radoja  
 Manager of Corporate Services

#### **Approved by:**

Samantha Lawson  
 Chief Administrative Officer

Karen Armstrong  
 Deputy CAO/Secretary-Treasurer

Budget 2023 Timetable

October 28, 2022

- Oct 28, 2022: Draft #1 to General Meeting
- Nov/21-Feb/22: Presentations to municipal councils
- Jan 24, 2023: Official Notice to Municipalities of Budget Vote
- Jan 27, 2023: Draft #2 to General Meeting
- Feb 24, 2023: Board Approval, Final 2023 Budget & Levy

**Grand River Conservation Authority**  
**SUMMARY RESERVE REPORT - BUDGET 2023**

General Meeting - October 28, 2022

	BUDGET 2022	"NET CHANGE" INCREASE/(DECREASE) 2022 VS 2023	DETAILS OF "NET CHANGE" BUDGET 2023			BUDGET 2023
			Transfer In (Interest Income)	Transfer In	Transfer Out Description of Transfer	
<b>Type A: GRCA Controlled</b>						
<b>Operating Reserves (designated)</b>						
Property & Liability Insurance	270,383	0	0			270,383
Building & Mechanical Equipment	1,231,833	0	0			1,231,833
Small Office Equipment	7,831	0	0			7,831
Personnel	1,334,112	(65,000)	0		(65,000) OUT- Vacation Accrual, Wages	1,269,112
Transition	1,582,180	(87,000)	13,000		(100,000) OUT-Land Management Position	1,495,180
Forestry	1,093,801	15,000	15,000			1,108,801
Information Systems and Technology	1,219,784	(270,000)	20,000	1,437,000	(1,727,000) IN-Chargebacks; OUT-Operating/Capital costs	949,784
Cottage Operations	998,652	15,000	15,000			1,013,652
Grand River Watershed Management Plan	113,336	2,000	2,000			115,336
Planning Enforcement	483,071	8,000	8,000			491,071
Property Rental Expenses	721,458	12,000	12,000			733,458
Watershed Restoration	179,135	2,000	2,000			181,135
Master Planning	330,307	3,000	3,000			333,307
Water Management Operating NEW-2022	1,000,000	(175,000)			(175,000) OUT-Engineering Position	825,000
Motor Pool Equipment	1,715,973	16,000	30,000	1,300,000	(1,314,000) IN-Chargebacks;OUT-Operating/Capital costs	1,731,973
Motor Pool Insurance	90,960	1,500	1,500			92,460
<b>Capital Reserves (designated)</b>						
Water Control Structures	2,176,428	5,000	55,000		(50,000) OUT-Water Control Structures major repairs	2,181,428
Cambridge Desiltation Pond	5,237	(1,000)	0		(1,000) OUT-Cambridge Desiltation Pond costs	4,237
Completion of Capital Projects	162,000	0	0			162,000
Conservation Areas-Capital	1,398,000	0	0			1,398,000
Conservation Areas-Stabilization/Capital	2,833,802	(445,000)	55,000		(500,000) OUT-Cons Area Capital costs	2,388,802
Gauges	818,113	(87,000)	13,000		(100,000) OUT-Gauge costs	731,113
<b>Capital Reserves (undesignated)</b>						
General Capital Reserve	1,248,491	136,500	20,000	116,500	IN-Hydro Generation Revenue	1,384,991
<b>Total Type A: GRCA Controlled</b>	<b>21,014,887</b>	<b>(914,000)</b>	<b>264,500</b>	<b>2,853,500</b>	<b>(4,032,000)</b>	<b>20,100,887</b>
<b>Type B: Reserves with Outside Control</b>						
<b>With MNRF Interest (Capital Reserves)</b>						
Gravel	256,783	2,000	3,000		(1,000) OUT-Gravel Pit License	258,783
Land Sale Proceeds Reserve	6,803,613	5,000	105,000		(100,000) OUT-\$100K Demolition costs	6,808,613
<b>With School Board Interest (Operating Reserves)</b>						
App's Nature Centre	65,982	1,000	1,000			66,982
Laurel Creek Nature Centre	112,516	1,500	1,500			114,016
Guelph Lake Nature Centre	130,459	1,500	1,500			131,959
Taquanyah Nature Centre	14,849	0	0			14,849
Shade's Mills Nature Centre	70,219	1,000	1,000			71,219
<b>Total Type B: Outside Control</b>	<b>7,454,421</b>	<b>9,500</b>	<b>110,500</b>	<b>0</b>	<b>(101,000)</b>	<b>7,463,921</b>
<b>TOTAL</b>	<b>\$28,469,308</b>	<b>(904,500)</b>	<b>\$375,000</b>	<b>\$2,853,500</b>	<b>(\$4,133,000)</b>	<b>\$27,564,808</b>



## GRAND RIVER CONSERVATION AUTHORITY

**BUDGET 2023 - Summary of Revenue and Expenditures**

FUNDING		Actual 2021	Budget 2022	Budget 2023	Budget Incr/(decr)
Municipal General Levy Funding		12,225,000	12,530,000	12,968,000	438,000 3.50%
Other Government Grants		3,131,738	3,927,188	2,747,188	(1,180,000) -30.0%
Self-Generated Revenue		16,021,037	16,273,177	16,168,000	(105,177) -0.6%
Funding from Reserves		494,912	2,144,000	1,396,000	(748,000) -34.9%
<b>TOTAL FUNDING</b>		<b>31,872,687</b>	<b>34,874,365</b>	<b>33,279,188</b>	<b>(1,595,177)</b> -4.6%
EXPENDITURES		Actual 2021	Budget 2022	Budget 2023	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	27,048,151	26,497,365	27,695,188	1,197,823 4.52%
Base Programs - Capital	SECTION B	2,150,870	5,102,000	4,104,000	(998,000) -19.56%
Special Projects	SECTION C	2,106,489	3,275,000	1,480,000	(1,795,000) -54.8%
<b>TOTAL EXPENDITURES</b>		<b>31,305,510</b>	<b>34,874,365</b>	<b>33,279,188</b>	<b>(1,595,177)</b> -4.6%
<b>NET RESULT</b>		<b>567,177</b>	<b>-</b>	<b>-</b>	

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2023 vs Budget 2022

	Actual 2021	Budget 2022	Budget 2023	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	27,048,151	26,497,365	27,695,188	1,197,823	4.52%
<b>Total Expenses</b>	<b>27,048,151</b>	<b>26,497,365</b>	<b>27,695,188</b>	<b>1,197,823</b>	<b>4.66%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	10,701,206	11,580,000	12,018,000	438,000	3.78%
MUNICIPAL SPECIAL LEVY	43,047	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	636,502	517,188	517,188	-	0.00%
SELF-GENERATED	15,035,681	13,666,000	14,568,000	902,000	6.60%
RESERVES	315,474	117,000	442,000	325,000	277.78%
SURPLUS CARRYFORWARD	316,241	567,177	100,000	(467,177)	-82.37%
<b>Total BASE Funding</b>	<b>27,048,151</b>	<b>26,497,365</b>	<b>27,695,188</b>	<b>1,197,823</b>	<b>4.66%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$438,000 levy increase.

**SECTION B - Capital Budget**

GRAND RIVER CONSERVATION AUTHORITY

**Budget 2023**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments						304,000	304,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>2,000,000</b>	<b>304,000</b>	<b>4,104,000</b>
<b>Funding</b>							
Prov & Federal Govt			700,000				700,000
Self Generated					1,500,000		1,500,000
Funding from Reserves	75,000	25,000	50,000		500,000	304,000	954,000
<b>TOTAL FUNDING</b>	<b>75,000</b>	<b>25,000</b>	<b>750,000</b>	<b>-</b>	<b>2,000,000</b>	<b>304,000</b>	<b>3,154,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>35,000</b>	<b>165,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>

**Budget 2022**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			2,200,000				2,200,000
Conservation Areas Capital Projects					2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments						602,000	602,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>2,200,000</b>	<b>-</b>	<b>2,000,000</b>	<b>602,000</b>	<b>5,102,000</b>
<b>Funding</b>							
Prov & Federal Govt			1,110,000				1,110,000
Self Generated					1,200,000		1,200,000
Funding from Reserves	75,000	25,000	340,000		800,000	602,000	1,842,000
<b>TOTAL FUNDING</b>	<b>75,000</b>	<b>25,000</b>	<b>1,450,000</b>	<b>-</b>	<b>2,000,000</b>	<b>602,000</b>	<b>4,152,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>35,000</b>	<b>165,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>

**ACTUAL 2021 - CAPITAL**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	49,233						49,233
Flood Forecasting Warning Hardware and Gauges		476,563					476,563
Flood Control Structures-Major Maintenance			1,267,010				1,267,010
Conservation Areas Capital Projects					533,606		533,606
Net IT/MP Expenses in excess of chargebacks						(175,542)	(175,542)
<b>TOTAL EXPENSE</b>	<b>49,233</b>	<b>476,563</b>	<b>1,267,010</b>	<b>-</b>	<b>533,606</b>	<b>(175,542)</b>	<b>2,150,870</b>
<b>Funding</b>							
Prov & Federal Govt		200,000	619,331				819,331
Self Generated					533,606	1,140	534,746
Funding from Reserves		16,858				(176,682)	(159,824)
<b>TOTAL FUNDING</b>	<b>-</b>	<b>216,858</b>	<b>619,331</b>	<b>-</b>	<b>533,606</b>	<b>(175,542)</b>	<b>1,194,253</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>49,233</b>	<b>259,705</b>	<b>647,679</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>956,617</b>

## SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2023

EXPENDITURES	ACTUAL 2021	BUDGET 2022	BUDGET 2023
Subwatershed Plans - City of Kitchener	67,118	80,000	
Dunnville Fishway Study		-	-
Waste Water Optimization Program	91,630	130,000	
Floodplain Mapping	155,567	575,000	
RWQP - Capital Grants	637,503	800,000	800,000
Brant/Brantford Children's Water Festival	228	-	-
Haldimand Children's Water Festival		-	-
Species at Risk	79,121	40,000	40,000
Ecological Restoration	91,142	100,000	
AGGP-UofG Research Buffers	15,268	-	-
Great Lakes Agricultural Stewardship Initiative	1,711	-	-
Precision Agriculture-OMFRA	41,572	70,000	
Great Lakes Protection Initiative	39,220	100,000	
Trails Capital Maintenance	38,154	240,000	
Emerald Ash Borer	238,306	-	-
Lands Mgmt - Land Purchases/Land Sale Expenses	27,814	-	-
Guelph Lake Nature Centre	12,480	500,000	
<b>Total SPECIAL Projects 'Other'</b>	<b>1,536,834</b>	<b>2,635,000</b>	<b>840,000</b>
<b>Source Protection Program</b>	<b>569,655</b>	<b>640,000</b>	<b>640,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>2,106,489</b>	<b>3,275,000</b>	<b>1,480,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	569,655	640,000	640,000
OTHER GOVT FUNDING	1,056,112	1,610,000	840,000
SELF-GENERATED	128,980	840,000	-
FUNDING FROM/(TO) RESERVES	351,742	185,000	-
<b>Total SPECIAL Funding</b>	<b>2,106,489</b>	<b>3,275,000</b>	<b>1,480,000</b>



GRAND RIVER CONSERVATION AUTHORITY  
**Budget 2023 - Summary of Expenditures, Funding and Change in Municipal Levy**

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 9	TABLE 10	TABLE 10	TABLE 10	
		Water Resources Planning & Environment	Flood Forecasting & Warning	Water Control Structures	Resource Planning	Forestry & Conservation Land Taxes	Conservation Services	Communications & Foundation	Environmental Education	Corporate Services	Loss/(Surplus) impact on Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL
<b>2023 OPERATING</b>															
TOTAL EXPENSES	A	2,338,900	923,000	1,944,200	2,574,200	1,402,500	605,700	597,500	810,100	3,568,288		4,218,800	212,000	8,500,000	27,695,188
TOTAL OTHER FUNDING	B	87,500	224,338	355,350	1,189,000	607,000	31,000	0	500,000	135,000		3,368,000	580,000	8,500,000	15,577,188
"Other Programs" Surplus/(Loss)	B less A											(850,800)	368,000	-	(482,800)
Loss to be offset with Surplus	C										482,800				(482,800)
Surplus 2021 carried forward to 2022											(100,000)				100,000
2023 Levy	A less B less C	2,251,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,433,288	382,800	0	0	0	12,018,000
															0
<b>Levy Increase:</b>															
2023 Levy		2,251,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,433,288	382,800				12,018,000
2022 Levy		2,179,900	678,662	1,537,350	1,307,200	773,500	555,200	577,500	284,600	3,786,565	(100,477)				11,580,000
Levy Increase over prior year		71,500	20,000	51,500	78,000	22,000	19,500	20,000	25,500	(353,277)	483,277	n/a	n/a	n/a	438,000
<b>2023 CAPITAL</b>															
TOTAL EXPENSES	A	110,000	190,000	1,500,000						304,000				2,000,000	4,104,000
TOTAL OTHER FUNDING	B	75,000	25,000	750,000						304,000				2,000,000	3,154,000
2023 Levy	A less B	35,000	165,000	750,000						-				-	950,000
<b>Levy Increase:</b>															
2023 Levy		35,000	165,000	750,000						-				-	950,000
2022 Levy		35,000	165,000	750,000						-				-	950,000
Levy Increase/(decrease) over prior year		-	-	-						-				-	-
<b>2023 SPECIAL</b>															
TOTAL EXPENSES	A			640,000						840,000					1,480,000
TOTAL OTHER FUNDING	B			640,000						-					1,480,000
2023 Levy	A less B	-	-	-						-					-
														TOTAL EXPENSES	33,279,188
														TOTAL FUNDING	33,279,188
														NET RESULT	-

**TABLE 1**  
 GRAND RIVER CONSERVATION AUTHORITY  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,380,849	1,684,000	1,706,500	22,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	175,035	268,300	268,300	0
Insurance	122,304	150,000	199,000	49,000
Other Operating Expenses	100,978	165,100	165,100	0
Amount set aside to Reserves	336,000	-	-	0
<b>TOTAL EXPENSE</b>	<b>2,115,166</b>	<b>2,267,400</b>	<b>2,338,900</b>	<b>71,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Special/Other	43,047	50,000	50,000	0
Prov & Federal Govt	-	37,500	37,500	0
Funds taken from Reserves	-	-	-	0
<b>TOTAL FUNDING</b>	<b>43,047</b>	<b>87,500</b>	<b>87,500</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>2,072,119</b>	<b>2,179,900</b>	<b>2,251,400</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>71,500</b>

**TABLE 2**  
 GRAND RIVER CONSERVATION AUTHORITY  
**Flood Forecasting & Warning**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	386,529	499,000	579,000	80,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	236,160	236,000	236,000	-
Other Operating Expenses	111,778	108,000	108,000	-
Amount set aside to Reserves		-	-	-
<b>TOTAL EXPENSE</b>	<b>734,467</b>	<b>843,000</b>	<b>923,000</b>	<b>80,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	164,338	164,338	164,338	-
Prov & Federal Govt	(53)	-	-	-
Funds taken from Reserves			60,000	(60,000)
<b>TOTAL FUNDING</b>	<b>164,285</b>	<b>164,338</b>	<b>224,338</b>	<b>(60,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>570,182</b>	<b>678,662</b>	<b>698,662</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>20,000</b>

**TABLE 3**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	1,159,637	1,278,000	1,399,500	121,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	31,939	29,200	29,200	-
Property Taxes	156,533	170,700	170,700	-
Other Operating Expenses	288,690	344,800	344,800	-
Amount set aside to Reserves	251,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,887,799</b>	<b>1,822,700</b>	<b>1,944,200</b>	<b>121,500</b>
<b>Funding</b>				(incr)/decr
MNR Grant	285,350	285,350	285,350	-
Funds taken from Reserves			70,000	70,000
<b>TOTAL FUNDING</b>	<b>285,350</b>	<b>285,350</b>	<b>355,350</b>	<b>70,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,602,449</b>	<b>1,537,350</b>	<b>1,588,850</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>51,500</b>



**TABLE 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Planning**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	1,736,286	2,074,000	2,297,000	223,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	183,298	222,500	222,500	-
Other Operating Expenses	51,609	54,700	54,700	-
Amount set aside to Reserves	310,000	-	-	-
-	<b>2,281,193</b>	<b>2,351,200</b>	<b>2,574,200</b>	<b>223,000</b>
<b>Funding</b>				(incr)/decr
Self Generated	1,190,560	1,044,000	1,144,000	(100,000)
Funds taken from Reserves			45,000	(45,000)
<b>TOTAL FUNDING</b>	<b>1,190,560</b>	<b>1,044,000</b>	<b>1,189,000</b>	<b>(145,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,090,633</b>	<b>1,307,200</b>	<b>1,385,200</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>78,000</b>

**TABLE 5**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Forestry & Conservation Land Taxes**

OPERATING	Actual 2021	Budget 2021	Budget 2022	Budget change
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	467,005	531,000	553,000	22,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	46,925	54,300	54,300	0
Property Taxes	167,524	183,200	183,200	0
Other Operating Expenses	533,611	612,000	612,000	0
Amount set aside to Reserves	100,000			0
<b>TOTAL EXPENSE</b>	<b>1,315,065</b>	<b>1,380,500</b>	<b>1,402,500</b>	<b>22,000</b>
<b>Funding</b>				(incr)/decr
Donations	15,198	27,000	27,000	-
Self Generated	600,015	580,000	580,000	-
<b>TOTAL FUNDING</b>	<b>615,213</b>	<b>607,000</b>	<b>607,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>699,852</b>	<b>773,500</b>	<b>795,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>22,000</b>

**TABLE 6**  
 GRAND RIVER CONSERVATION AUTHORITY  
**Conservation Services**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	410,257	478,000	497,500	19,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	50,831	86,200	86,200	-
Other Operating Expenses	1,432	22,000	22,000	-
Amount set aside to Reserves	125,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>587,520</b>	<b>586,200</b>	<b>605,700</b>	<b>19,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Prov & Federal Govt	-	30,000	30,000	-
Funds taken from Reserves	552	1,000	1,000	-
<b>TOTAL FUNDING</b>	<b>552</b>	<b>31,000</b>	<b>31,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>586,968</b>	<b>555,200</b>	<b>574,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>19,500</b>

**TABLE 7**  
GRAND RIVER CONSERVATION AUTHORITY  
**Strategic Communications**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	358,234	492,000	512,000	20,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	42,067	62,000	62,000	-
Other Operating Expenses	3,885	23,500	23,500	-
Amount set aside to Reserves	55,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>459,186</b>	<b>577,500</b>	<b>597,500</b>	<b>20,000</b>
<b>Funding</b>				
<b>Net Funded by General Municipal Levy</b>	<b>459,186</b>	<b>577,500</b>	<b>597,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>20,000</b>



**TABLE 8**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	430,437	553,000	574,500	21,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	48,032	57,000	57,000	0
Insurance	15,491	17,000	21,000	4,000
Property Taxes	10,048	14,000	14,000	0
Other Operating Expenses	144,476	143,600	143,600	0
Amount set aside to Reserves	55,000	0	0	0
<b>TOTAL EXPENSE</b>	<b>703,484</b>	<b>784,600</b>	<b>810,100</b>	<b>25,500</b>
<b>Funding</b>				(incr)/decr
Provincial & Federal Grants	748	0	0	0
Self Generated	362,912	500,000	500,000	0
<b>TOTAL FUNDING</b>	<b>363,660</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>339,824</b>	<b>284,600</b>	<b>310,100</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>25,500</b>

**TABLE 9**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Corporate Services**

<b>Budget 2023</b>		<b>Deficit to be funded with Municipal Levy</b>
<b>Expenses:</b>		
Salary and Benefits	2,133,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	359,000	
Insurance	127,000	
Other Operating Expenses	949,288	
Amount set aside to Reserves	-	
<b>TOTAL EXPENSE</b>	<b>3,568,288</b>	
<b>Funding</b>		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	65,000	
<b>TOTAL FUNDING</b>	<b>135,000</b>	
Net Result before surplus adjustments	3,433,288	
Deficit from Other Programs offset by 2022 Surplus Carryforward		(482,800)
2022 Surplus Carried Forward to 2023 used to reduce Levy		100,000
<b>Net Funded by General Municipal Levy</b>	<b>3,433,288</b>	<b>(382,800)</b>
<b>Budget 2022</b>		<b>Surplus available to offset Municipal Levy Increase</b>
<b>Expenses:</b>		
Salary and Benefits	2,051,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	379,000	
Insurance	103,000	
Other Operating Expenses	1,338,565	
<b>TOTAL EXPENSE</b>	<b>3,871,565</b>	
<b>Funding</b>		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
<b>TOTAL FUNDING</b>	<b>85,000</b>	
Net Result before surplus adjustments	3,786,565	
Deficit from Other Programs offset by 2021 Surplus Carryforward		(466,700)
2021 Surplus Carried Forward to 2022 used to reduce Levy		567,177
<b>Net Funded by General Municipal Levy</b>	<b>3,786,565</b>	<b>100,477</b>
<b>ACTUAL 2021</b>		<b>Surplus available to offset Municipal Levy</b>
<b>Expenses:</b>		
Salary and Benefits	1,977,881	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	311,950	
Insurance	83,833	
Other Operating Expenses	835,919	
Amount set aside to Reserves	490,000	
<b>TOTAL EXPENSE</b>	<b>3,699,583</b>	
<b>Funding</b>		
Provincial Grant	500	
Donations/Other		
Recoverable Corporate Services Expenses	61,040	
<b>TOTAL FUNDING</b>	<b>61,540</b>	
Net Result before surplus/(deficit) adjustments	3,638,043	
2021 Surplus from Other Programs used to reduce Levy		41,809
2020 Surplus Carried Forward to 2021 used to reduce Levy		316,241
<b>Net Funded by General Municipal Levy</b>	<b>3,638,043</b>	<b>358,050</b>

**TABLE 10**  
 GRAND RIVER CONSERVATION AUTHORITY  
**OTHER PROGRAMS - OPERATING - SUMMARY of Results**

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
<b>Budget 2023 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,540,000	731,000	-	2,271,000	70,000	4,675,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	210,000	
Insurance	290,000	35,000	-	325,000	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	-	1,307,700	25,500	3,550,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
<b>TOTAL EXPENSE</b>	<b>2,588,600</b>	<b>1,630,200</b>	<b>-</b>	<b>4,218,800</b>	<b>212,000</b>	<b>8,500,000</b>	<b>12,930,800</b>
<b>Funding</b>							
Self Generated	86,000	2,981,000	100,000	3,167,000	580,000	8,500,000	
Funds taken from Reserves	101,000	100,000	-	201,000	-	-	
<b>TOTAL FUNDING</b>	<b>187,000</b>	<b>3,081,000</b>	<b>100,000</b>	<b>3,368,000</b>	<b>580,000</b>	<b>8,500,000</b>	<b>12,448,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,401,600)</b>	<b>1,450,800</b>	<b>100,000</b>	<b>(850,800)</b>	<b>368,000</b>	<b>-</b>	<b>(482,800)</b>
<b>Budget 2022 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,384,500	703,400	-	2,087,900	68,000	4,300,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	195,000	
Insurance	234,000	28,000	-	262,000	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	30,000	1,337,700	25,500	3,240,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
<b>TOTAL EXPENSE</b>	<b>2,377,100</b>	<b>1,595,600</b>	<b>30,000</b>	<b>4,002,700</b>	<b>210,000</b>	<b>7,800,000</b>	<b>12,012,700</b>
<b>Funding</b>							
Self Generated	86,000	2,921,000	108,000	3,115,000	530,000	7,800,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
<b>TOTAL FUNDING</b>	<b>87,000</b>	<b>3,021,000</b>	<b>108,000</b>	<b>3,216,000</b>	<b>530,000</b>	<b>7,800,000</b>	<b>11,546,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,290,100)</b>	<b>1,425,400</b>	<b>78,000</b>	<b>(786,700)</b>	<b>320,000</b>	<b>-</b>	<b>(466,700)</b>
<b>Actual 2021 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,121,516	577,516	-	1,699,032	64,084	4,094,760	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	108,111	67,600	-	175,711	-	206,141	
Insurance	193,465	25,045	-	218,510	-	-	
Property Taxes	-	111,996	-	111,996	-	52,898	
Other Expenses	472,671	744,264	10,755	1,227,690	159,759	3,015,607	
Amount set aside to Reserves	198,000	166,500	-	364,500	60,000	1,814,000	
<b>TOTAL EXPENSE</b>	<b>2,093,763</b>	<b>1,692,921</b>	<b>10,755</b>	<b>3,797,439</b>	<b>283,843</b>	<b>9,183,406</b>	<b>13,264,688</b>
<b>Funding</b>							
Provincial/Federal	-	-	-	-	-	185,619	
Donations	33,521	-	-	33,521	-	8,979	
Self Generated	171,588	2,892,673	108,116	3,172,377	601,942	8,989,137	
Funds taken from Reserves	-	314,922	-	314,922	-	-	
<b>TOTAL FUNDING</b>	<b>205,109</b>	<b>3,207,595</b>	<b>108,116</b>	<b>3,520,820</b>	<b>601,942</b>	<b>9,183,735</b>	<b>13,306,497</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,888,654)</b>	<b>1,514,674</b>	<b>97,361</b>	<b>(276,619)</b>	<b>318,099</b>	<b>329</b>	<b>41,809</b>

# Grand River Conservation Authority

**Report number:** GM-10-22-80

**Date:** October 28, 2022

**To:** Members of the Grand River Conservation Authority

**Subject:** Budget 2023 – Draft #1– General Municipal Levy Apportionment

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## Recommendation:

THAT Report Number GM-10-22-80 – Budget 2023 – Draft #1 – General Municipal Levy Apportionment be received as information.

## Summary:

The distribution of the proposed 2023 Municipal Levy to participating municipalities is attached, based on the first draft of the 2023 Budget

## Report:

The General Municipal Levy is allocated to participating municipalities based on Modified Current Value Assessment (2021 assessment) information in the watershed, which the Ministry of Environment, Conservation and Parks (MECP) provided. The current methodology for calculating the Modified Current Value Assessment and distributing the levy is outlined in Ontario Regulation 670/00, which is appended to this report. Using the 2021 assessment information provided, the resulting apportionment of the proposed 2023 General Levy based on the first draft of the 2023 budget is attached.

## Financial Implications:

The first draft of the 2023 Budget proposes a Municipal Levy of \$12,968,000, which represents an increase of \$438,000, or 3.5%, over 2022. After allocating this amount in accordance with Regulation 670/00, individual municipalities will experience increases ranging from 2.3% to 7.1% compared to 2022.

## Other Department Considerations:

Not applicable

## Prepared by:

Karen Armstrong  
Deputy CAO/ Secretary-Treasurer

## Approved by:

Samantha Lawson  
Chief Administrative Officer



**Conservation Authorities Act**  
**ONTARIO REGULATION 670/00**  
**CONSERVATION AUTHORITY LEVIES**

**1.** In this Regulation,

“current value assessment” means the current value assessment of land, determined under the provisions of the *Assessment Act*, for a given year;

“property class” means a class of real property prescribed under the *Assessment Act*. O. Reg. 670/00, s. 1.

**2.** (1) In determining the levy payable by a participating municipality to an authority for maintenance costs pursuant to subsection 27 (2) of the Act, the authority shall apportion such costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality determined,

(a) by agreement among the authority and the participating municipalities; or

(b) by calculating the ratio that each participating municipality’s modified assessment bears to the total authority’s modified assessment. O. Reg. 670/00, s. 2 (1).

(2) In determining the levy payable by a participating municipality to an authority for administration costs pursuant to subsection 27 (3) of the Act, the authority shall apportion such costs to the participating municipalities on the basis of the ratio that each participating municipality’s modified assessment bears to the total authority’s modified assessment. O. Reg. 670/00, s. 2 (2).

**3.** The following rules apply for the purposes of section 2:

1. The modified current value assessment is calculated by adding the current value assessments of all lands within a municipality all or part of which are within an authority’s jurisdiction and by applying the following factors to the current value assessment of the land in the following property classes:

Property Class	Factor
Residential/Farm	1
Multi-Residential	2.1
Commercial	2.1
Industrial	2.1
Farmlands	0.25
Pipe Lines	1.7
Managed Forests	0.25
New Multi-Residential	2.1
Office Building	2.1
Shopping Centre	2.1
Parking Lots and Vacant Land	2.1
Large Industrial	2.1

2. A participating municipality’s modified assessment is the assessment calculated by dividing the area of the participating municipality within the authority’s jurisdiction by its total area and multiplying that ratio by the modified current value assessment for that participating municipality.

3. The total authority’s modified assessment is calculated by adding the sum of all of the participating municipalities’ modified assessments for that authority. O. Reg. 670/00, s. 3.

**4.** An authority may establish a minimum sum that may be levied against a participating municipality within the authority’s jurisdiction. O. Reg. 670/00, s. 4.

## Grand River Conservation Authority Summary of Municipal Levy - 2023 Budget

*DRAFT - October 28, 2022*

	% CVA in Watershed	2022 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2023 Budget Matching & Maintenance Levy	2023 Budget Admin & Maintenance Levy	2023 Budget Capital Maintenance* Levy	2023 Budget Total Levy	Actual 2022	% Change
Brant County	82.9%	7,349,082,037	6,092,389,009	2.92%	13,125	337,655	27,729	378,509	361,733	4.6%
Brantford C	100.0%	15,438,439,128	15,438,439,128	7.40%	33,261	855,636	70,266	959,163	925,478	3.6%
Amaranth Twp	82.0%	823,007,110	674,865,830	0.32%	1,454	37,403	3,072	41,929	40,312	4.0%
East Garafraxa Twp	80.0%	646,737,870	517,390,296	0.25%	1,115	28,675	2,355	32,145	31,052	3.5%
Town of Grand Valley	100.0%	602,204,454	602,204,454	0.29%	1,297	33,376	2,741	37,414	34,921	7.1%
Melancthon Twp	56.0%	605,191,515	338,907,248	0.16%	730	18,783	1,542	21,055	20,387	3.3%
Southgate Twp	6.0%	1,095,001,488	65,700,089	0.03%	142	3,641	299	4,082	3,913	4.3%
Haldimand County	41.0%	7,387,846,603	3,029,017,107	1.45%	6,526	167,875	13,786	188,187	180,063	4.5%
Norfolk County	5.0%	9,785,538,892	489,276,945	0.23%	1,054	27,117	2,227	30,398	29,714	2.3%
Halton Region	10.5%	48,462,400,444	5,103,428,670	2.44%	10,995	282,844	23,227	317,066	304,589	4.1%
Hamilton City	26.8%	96,614,037,173	25,844,254,944	12.38%	55,679	1,432,351	117,626	1,605,656	1,557,692	3.1%
Oxford County	36.5%	4,574,385,729	1,667,806,332	0.80%	3,593	92,434	7,591	103,618	100,481	3.1%
North Perth T	2.0%	2,359,924,293	47,198,486	0.02%	102	2,616	215	2,933	2,779	5.5%
Perth East Twp	40.0%	2,078,521,741	831,408,696	0.40%	1,791	46,079	3,784	51,654	49,597	4.1%
Waterloo Region	100.0%	105,303,687,542	105,303,687,542	50.45%	226,867	5,836,184	479,273	6,542,324	6,325,085	3.4%
Centre Wellington Twp	100.0%	5,401,783,927	5,401,783,927	2.59%	11,638	299,380	24,585	335,603	319,769	5.0%
Erin T	49.0%	2,607,980,359	1,277,910,376	0.61%	2,753	70,825	5,816	79,394	77,102	3.0%
Guelph C	100.0%	28,289,926,279	28,289,926,279	13.55%	60,948	1,567,896	128,757	1,757,601	1,702,688	3.2%
Guelph Eramosa Twp	100.0%	2,930,879,758	2,930,879,758	1.40%	6,314	162,436	13,339	182,089	176,486	3.2%
Mapleton Twp	95.0%	1,881,798,619	1,787,708,688	0.86%	3,851	99,079	8,136	111,066	106,574	4.2%
Wellington North Twp	51.0%	1,801,568,972	918,800,176	0.44%	1,979	50,922	4,182	57,083	55,274	3.3%
Puslinch Twp	75.0%	2,769,118,798	2,076,839,099	0.99%	4,474	115,103	9,452	129,029	124,311	3.8%
<b>Total</b>		<b>348,809,062,729</b>	<b>208,729,823,079</b>	<b>100.00%</b>	<b>449,688</b>	<b>11,568,310</b>	<b>950,000</b>	<b>12,968,000</b>	<b>12,530,000</b>	<b>3.5%</b>

\*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.





# Budget Book

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2023







Rockway Conservation Area

## INTRODUCTION

Ontario's conservation authorities are governed by the Conservation Authorities Act, which is administered by the Ministry of the Environment, Conservation and Forestry (MNR). The *Conservation Authorities Act (CA Act)* was originally enacted in 1946 as conservation authorities began to be established and has undergone amendments since that time.

The Niagara Peninsula Conservation Authority (NPCA) was formed in 1959 under the *Conservation Authorities Act* and is responsible for undertaking a variety of programs and services under the Act. As one of 36 conservation authorities across the Province, the NPCA's mandate is to establish and undertake programs designed to further the conservation, restoration, development, and management of natural resources across the watershed.

NPCA has three participating municipalities: Niagara Region, City of Hamilton, and Haldimand County. Funding is calculated from current value assessment (CVA) data provided by Municipal Property Assessment Corporation (MPAC) and modified by MNR based on *CA Act* Budget and Apportionment Regulation (Reg 402/22). The lower-tier municipalities in Niagara Region work with NPCA through various collaboration initiatives, as appropriate.



## About the Niagara Peninsula Conservation Authority



Map of NPCA watershed

The NPCA is a community-based natural resource management agency that protects, enhances, and sustains healthy watersheds. With over 60 years of experience, the NPCA offers watershed programs and services that focus on flood and hazard management, source water protection, ecosystem restoration, community stewardship, and land management. The NPCA manages 41 conservation areas within the Niagara Peninsula watershed held in public trust for recreation, heritage preservation, conservation, and education.

The NPCA's watershed area encompasses 2,424 km<sup>2</sup>, including the entire regional municipality of Niagara and portions of the City of Hamilton (21%) and Haldimand County (25%). Since time immemorial, this area has been the home to Indigenous peoples – a place for sharing, trading, hunting, gathering, stewardship, and friendship. Currently, the watershed supports a population of approximately 475,187 people.

The Niagara Peninsula watershed is a natural treasure of distinct cultural, geological, hydrological, and biological aspects not found elsewhere in North America. It is part of the Carolinian life zone – the most bio-diverse and threatened eco-region in Canada. The Niagara Peninsula watershed boasts approximately 30% natural cover

that provides critical habitat such as forested woodlots, slough forests, alvars, and coastal wetlands that support rich biodiversity, including rare plants and animals. The watershed is uniquely situated between two Great Lakes, with the Niagara River as a boundary shared with the United States of America. As a result, the watershed area includes several notable natural features such as the Niagara Escarpment Biosphere Reserve, the Niagara Falls, Wainfleet Bog, Ball's Falls, Willoughby Marsh, and other significant landforms such as the Fonthill Kame ice contact-delta complex.

The unique micro-climate created by the Niagara Escarpment and rich soils supports one of Ontario's most productive agriculture systems, including vineyards, tender fruit orchards, livestock, and various specialty crops (greenhouses for flowers, vegetables, sod farms, and mushroom farms). These important watershed features provide life-sustaining benefits for all and many opportunities to discover nature and culture.



### NPCA by the Numbers

<b>475,187</b>	Residents
<b>242,980</b>	Hectares Watershed Jurisdiction
<b>41</b>	Conservation Areas
<b>2,982</b>	Hectares NPCA Land Holdings
<b>202</b>	Local Waterways
<b>2</b>	Great Lakes
<b>15</b>	Municipalities (Upper and Lower Tier)
<b>4</b>	Flagship Properties
<b>80</b>	Surface Water Monitoring Stations
<b>46</b>	Groundwater Wells



### Watershed Management by the Numbers (Annual Average)

<b>474</b>	Permits Issued
<b>1,150</b>	Planning Applications Reviewed
<b>330</b>	Complaints / Potential Violations Received
<b>80</b>	Surface Water Quality Samples Collected
<b>46</b>	Groundwater Samples Collected



### Conservation Areas by the Numbers (Annual Average)

<b>110,400</b>	Paid Day-Use Visitors At All Parks
<b>1,496</b>	Natureplus Memberships Sold
<b>40,000</b>	People Attended NPCA's Signature Events
<b>12</b>	Research Permits For Sustainable, Safe, And Ecological Studies Within Conservation Areas



### Restoration by the Numbers (Annual Average)

<b>61</b>	Restoration Projects Completed
<b>63,000</b>	Trees Planted
<b>7,000</b>	Shrubs Planted
<b>26.77</b>	Hectares Of Reforestation
<b>1.12</b>	Hectares Of Hedgerow Establishment
<b>2.26</b>	Hectares Of Riparian Area/Shoreline Enhancement
<b>1.21</b>	Hectares Of Wetland Constructed
<b>4,000</b>	Wetland Plants
<b>2.39</b>	Hectares Of Enhanced Wetland Area
<b>3</b>	Agricultural Best Management Practises Projects Completed



**1**

## Healthy and Climate Resilient Watersheds

*Improving nature for the betterment of all life across the watershed.*

**2**

## Supporting Sustainable Growth

*Helping to create resilient communities through land-use planning and the use of sustainable technologies to prepare for a changing climate and related environmental challenges.*

**3**

## Connecting People to Nature

*Creating equitable access to greenspace for the health and well-being of people.*

**4**

## Partner of Choice

*Strengthening our relationships with stakeholders, partners, the watershed community, and Indigenous peoples.*

**5**

## Organizational Excellence

*Striving for excellence through high service delivery standards and accountability to the environment and its people.*

**6**

## Financial Sustainability

*Ensuring a financially stable and sustainable organization and continued service-delivery through innovative business models, diverse funding sources, and best practices.*



## STRATEGIC PLAN

In 2020, the NPCA Board of Directors approved the development of a staff-led process to create a new strategic plan that would guide the NPCA for the next ten years while reflecting its mandate as per the Conservation Authorities Act and fulfilling its significant role within the community.

The plan charts the course for future actions and collective outcomes through six overarching strategic priorities, twenty-one specific goals, and measurable actions. The strategic priorities guide our efforts toward a vision of the Niagara Peninsula watershed with robust nature, thriving agriculture, and resilient urban areas vital to the health and well-being of our residents.

The strategic plan lays the groundwork for guiding strategies for further 10-year direction on programs and services:

- Watershed Resource Management Strategy
- Climate Action Plan
- Conservation Areas Strategy
- Stewardship Outreach, Education Strategy, and Cultural Heritage Strategy
- Marketing and Ecotourism Strategy
- Talent Management Strategy
- Digital Transformation Strategy

The NPCA is committed to undertaking specific goals and actions with its partners and communities to achieve a thriving environment that sustains life for future generations.





## NPCA PROGRAMS & SERVICES

Under Ontario Regulation 687/21 Conservation Authority Act, the NPCA programs and services include:

### Category 1:

Mandatory programs and services as identified in Ontario Regulation 686/21.

### Category 2:

Municipal programs and services provided at the municipality's request. These programs can be funded through government and other agency grants and/or municipal funding under a memorandum of understanding (MOU) or agreement with the municipality.

### Category 3:

Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through self-generated revenue, user fees, government and other agency grants, donations, etc. or levy subject to cost apportioning.

### Key NPCA Services Areas

#### Natural Hazard Management

Protecting people and properties from flood, erosion, and other natural hazards.

#### Watershed Resource Management and Climate Change

Understanding the current conditions, cumulative impacts, and risks to watersheds. Strategies and measures to protect, enhance, and restore watersheds toward creating healthy and climate-resilient watersheds.

**Other Watershed-Related Programs** Drinking Water Source Protection, Niagara Remedial Action Plan (RAP), and other projects/programs funded through external funding sources that benefit partners and the watershed.

#### Conservation Authority Lands and Conservation Areas

Management of 2,982 hectares of land, including 41 conservation areas essential to watershed management, environmental protection, cultural heritage, and recreation.

#### Enabling Services

Support to NPCA programs, the Board of Directors, member municipalities, and the public to enable NPCA to operate in an accountable, transparent, efficient, and effective manner.





Long Beach Conservation Area

## NPCA BUDGET & FUNDING AT A GLANCE

The NPCA's expenditures are focused on programs and services to reduce flood damage, improve water quality, maintain a reliable water supply, protect natural areas and biodiversity, provide environmental education, operate conservation areas and trails, and manage other sensitive environmental lands.

### The NPCA has three main sources of revenue:

1. **MUNICIPAL LEVY**  
Municipal levy constitutes approximately 54 percent of the total conservation authority budget.
2. **SELF-GENERATED FUNDS**  
Approximately 40 percent of NPCA's funding comes from fees for services and other sources, such as user fees, educational programs, and planning fees.
3. **OTHER REVENUES AND GOVERNMENT GRANTS**  
Make up the balance, roughly 6 percent of total NPCA revenues.

To deliver on our mandate and commitment, the NPCA employs staff across numerous professional fields who provide programs in the following areas:

- Flood & Erosion Management (including Flood Forecasting)
- Shoreline Hazard Management
- Environmental Planning Review
- Development Permitting
- Compliance and Enforcement
- Watershed and Sub-Watershed Resource Planning and Technical Studies
- Monitoring (Ground Water/Surface Water/ Ecological)
- Climate Change Resilience
- Drinking Water Source Protection
- Niagara River Remedial Action Plan
- Conservation Areas Programs and Services
- Land Care for Conservation Areas
- Land Management Planning
- Ecological Restoration
- Community Engagement and Stewardship
- Outdoor Education
- Corporate Services (including IT /GIS/Finance/Fleet/ Facilities etc.)
- Governance and Corporate Administration (HR/ Communications/ Public Relations/Board)
- Asset Management





Cave Springs Conservation Area

## NPCA 2023 BUDGET

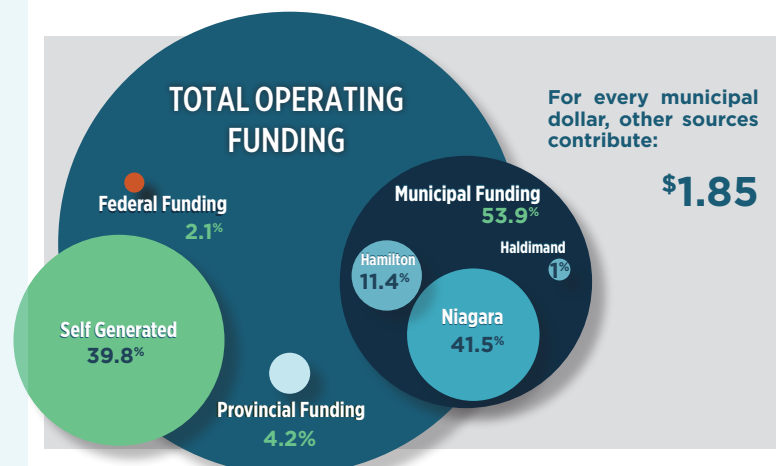
In the development of the 2023 budgets, the following issues were considered:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and Capital unfunded pressures
- Operational impact of the ongoing Covid-19 pandemic
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget strategies from municipal partners
- General economic outlook and political climate
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures
- Impacts of Conservation Act transition requirements related to the Conservation Authority Act update.
- Updated levy regulations, more specifically Ontario Regulation 402/22: Budget and Apportionment
- Approved Programs and Services Inventory

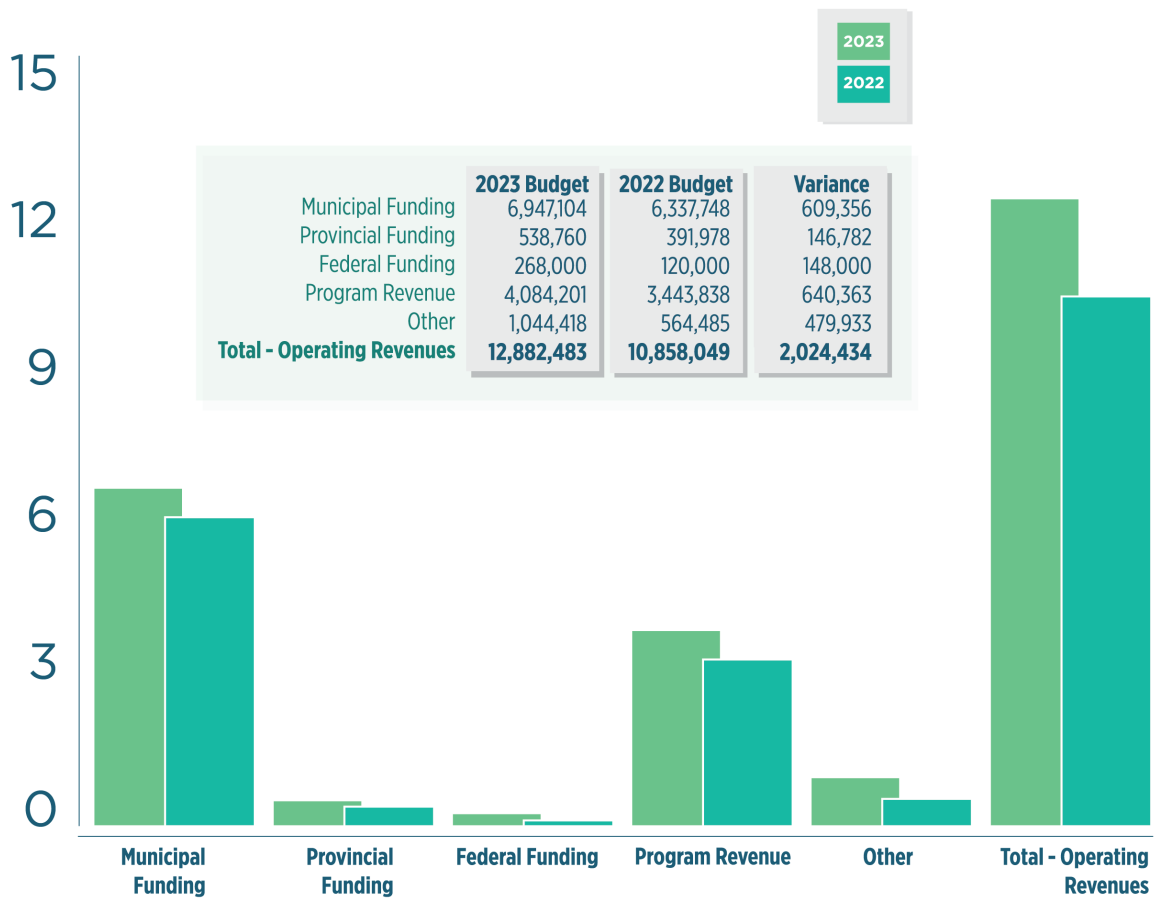
## 2023 Draft Operating Budgets

NPCA's overall 2023 operating budget of \$12,883 million is supported by 53.9% (\$6.947M) municipal levy, 39.8% (\$5.129M) self-generated revenue, and 6.3% (807K) other revenues in addition to grants including provincial and federal funding.

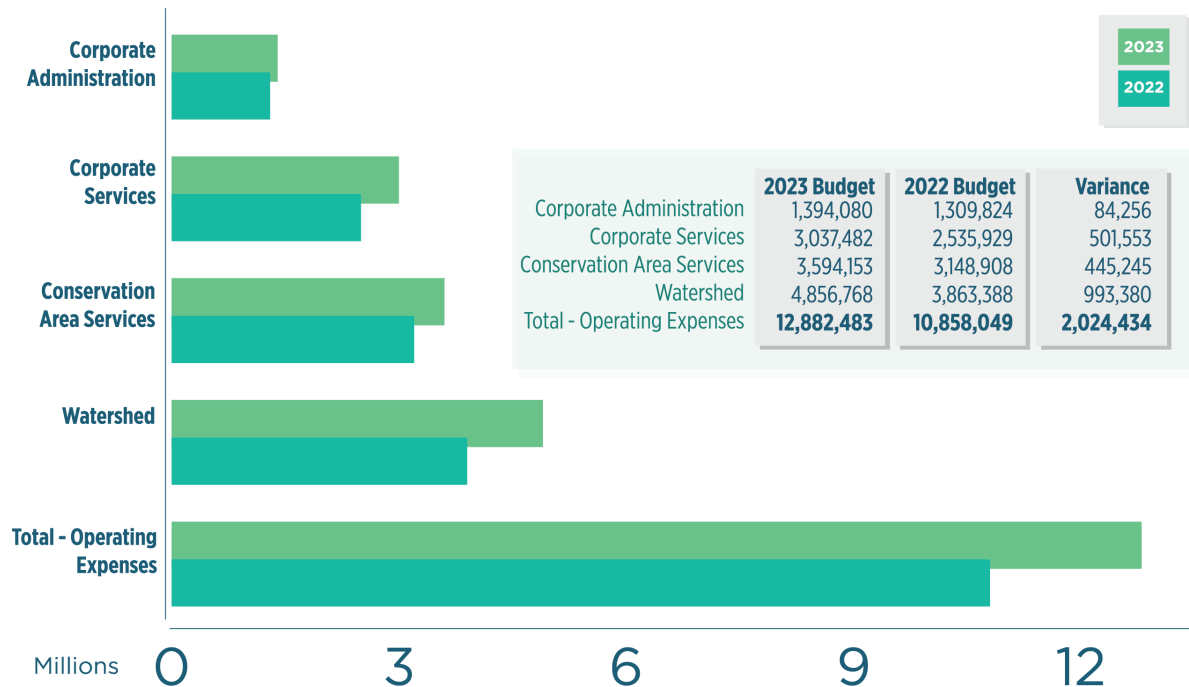
Overall, the operating volume in this zero-based budget is projected to increase by 18.64% (\$2.02M), reflecting an increase of 27.95% from 2022 in authority generated funds along with significant externally funded activity. While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope have decreased in 2023 (53.92%) from 2022 (58.37%).



## Sources of Operating Revenue 2023



## 2023 Operating Expenses







## 2023 Draft Capital and Special Projects Budget

The 2023 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Staff is recommending a very conservative Special Levy Budget increase over 2022 for Capital and Special

Projects of \$69,894. Other sources of funding represents an additional \$193,635, for a total proposed capital envelope for 2023 of \$2,018,159.

Capital and Special Projects	2023 Budget	2022 Budget
Corporate Administration	54,026	-
Corporate Services	124,259	218,469
Land Operations - Balls Falls	189,089	174,564
Land Operations - Binbrook	64,831	52,898
Land Operations - Chippawa Creek	108,050	195,723
Land Operations - Long Beach	135,064	105,796
Land Operations - Passive Parks	875,442	457,040
Watershed	467,398	550,140
<b>Total - Capital &amp; Special Projects</b>	<b>2,018,159</b>	<b>1,754,630</b>



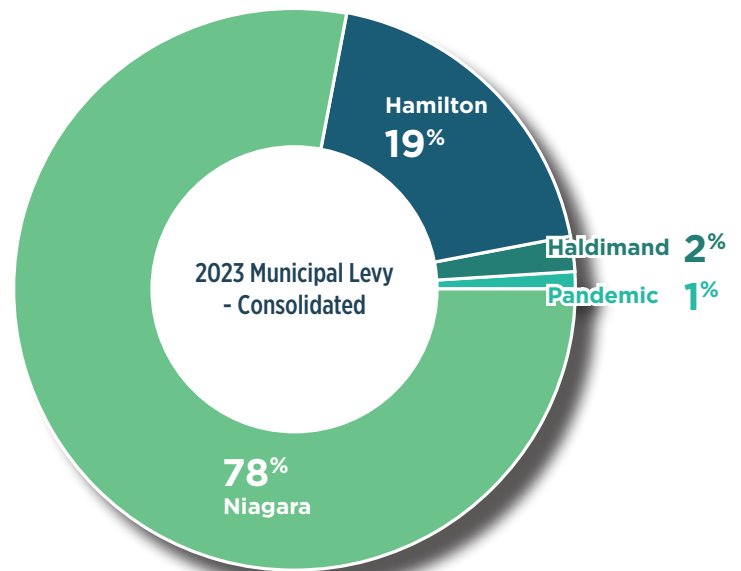


## Municipal Funding - 2023

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Consolidated municipal funding for 2023 is \$8,771,628. Levy apportionment based on Current Value Assessment is:

- Niagara (including Pandemic funding) \$ 6,923,090
- Hamilton \$ 1,701,988
- Haldimand \$ 146,550



## Land Securement Contribution Request 2023

Land securement funding request is currently not included in the proposed 2023 municipal budget. Based on targets established in the Board approved Land Securement Strategy 2022, a minimum amount (based on CVA apportionment) has been presented to partner municipalities for their consideration with details in the description below:

- Niagara \$ 538,710
- Hamilton \$ 148,039
- Haldimand \$ 13,252

The draft Land Securement Strategy 2022-2032 provides the framework for the NPCA to secure public greenspace effectively using established best practices, sound decision-making, sustainable and innovative financial models, and collaboration. The NPCA currently owns or manages 41 conservation areas which account for approximately 2,982 hectares (or 1.2%) of lands within its watershed jurisdiction. The Strategy guides the application of primary criteria focused on watershed features and functions while considering secondary criteria such as parcel size, securement method, and cost.

By collaborating with other land securement organizations and partners, applying for funding where possible, and launching a targeted landowner outreach program, the NPCA can expect to secure a minimum of 180 hectares (i.e., average 20 ha annually, 1 property per year secured) by 2032. As landowner outreach and land securement projects occur, momentum of the land securement program will increase and give rise to more landowner and funder/partner interest. If executed consistently, the more aggressive/optimal land securement target of 360 hectares secured by 2032 (i.e., average of 40 ha annually, two properties per year) may become attainable.

### Annual Land Securement Investment Required:

**Minimum: \$ 700,000**

**Optimal: \$1,400,000**

## Levy Summary 2023

			Variance	
NIAGARA	2023	2022	Amount	%
General Levy	5,235,095	4,767,623	467,472	
Special Levy	1,576,703	1,505,490	71,213	
<b>SUB TOTAL</b>	<b>6,811,798</b>	<b>6,273,113</b>	<b>538,685</b>	<b>8.59%</b>
Pandemic Funding	111,292	110,422	870	
<b>SUB TOTAL</b>	<b>6,923,090</b>	<b>6,383,535</b>	<b>539,555</b>	
Land Securement	538,710	-	538,710	
<b>TOTAL</b>	<b>7,461,800</b>	<b>6,383,535</b>	<b>1,078,265</b>	

			Variance	
HAMILTON	2023	2022	Amount	%
General Levy	1,469,201	1,341,283	127,918	
Special Levy	232,786	232,986	200	
<b>SUB TOTAL</b>	<b>1,701,988</b>	<b>1,574,269</b>	<b>127,719</b>	<b>8.11%</b>
Land Securement	148,039	-	148,039	
<b>TOTAL</b>	<b>1,850,026</b>	<b>1,574,269</b>	<b>275,757</b>	

			Variance	
HALDIMAND	2023	2022	Amount	%
General Levy	131,516	118,420	13,096	
Special Levy	15,035	12,697	2,338	
<b>SUB TOTAL</b>	<b>146,550</b>	<b>131,117</b>	<b>15,433</b>	<b>11.77%</b>
Land Securement	13,252	-	13,252	
<b>TOTAL</b>	<b>159,802</b>	<b>131,117</b>	<b>28,685</b>	

			Variance	
CONSOLIDATED	2023	2022	Amount	%
General Levy	6,835,812	6,227,326	608,486	
Special Levy	1,824,524	1,751,173	73,351	
<b>SUB TOTAL</b>	<b>8,660,336</b>	<b>7,978,499</b>	<b>681,837</b>	<b>8.55%</b>
Pandemic Funding	111,292	110,422	870	
<b>SUB TOTAL</b>	<b>8,771,628</b>	<b>8,088,921</b>	<b>681,707</b>	
Land Securement	700,000	-	700,000	
<b>TOTAL</b>	<b>9,471,628</b>	<b>8,088,921</b>	<b>1,382,707</b>	





American Bladdernut

## 2023 Unfunded Priorities (Outside 2023 Proposed Municipal Levy)

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

The COVID 19 Pandemic continues to exert a great deal of pressure on NPCA's Greenspace and Parks. NPCA needs to make significant investments in infrastructure upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and provide further refinement to the Asset State-of Good Repair Gap and funding requirements

Staff anticipates significant planning and growth pressures in the coming years in the NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.

Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities such as climate vulnerability and risk mitigation that NPCA must address in the coming years.

Conservation Authority Act update and associated regulations requires several transition priorities to be completed in 2023 and beyond this includes substantial number of investments in updating conservation areas management plans.

An assessment of current unfunded pressures was prioritized by staff; these initiatives totaling \$8.420M, classified in six categories are summarized below.

Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	242,419	66,617	5,963	-	315,000
Natural Hazard Management	266,175	12,689	1,136	-	280,000
Planning and Growth Pressures	315,438	31,723	2,840	-	350,000
Conservation Authority Act Transition	115,438	31,723	2,840	-	150,000
Corporate Services and Asset Management	138,525	38,067	3,408	-	180,000
State of Good Repair (SOGR) / Health and Safety	5,677,810	1,319,767	47,422	100,000	7,145,000
	<b>6,755,806</b>	<b>1,500,586</b>	<b>63,608</b>	<b>100,000</b>	<b>8,420,000</b>

Unfunded pressures are currently not included in the 2023 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.



# Niagara Peninsula **CONSERVATION**

*nature for all*

## **NPCA 2023 Budget**

**City of Hamilton – General Issues Committee**

**Jan 11, 2023**

Chandra Sharma MCIP RPP  
CAO-Secretary Treasurer

Lise Gagnon CPA CGA  
Director, Corporate Services



# Presentation Outline:

- Shared Jurisdiction
- Watershed Service Area  
Priorities & Measurable  
Outcomes
- 2023 Financials

# Hamilton - 21% - of Watershed Jurisdiction

Lake Ontario



- Greenbelt Lands
- Conservation Areas (Non Public)
- Conservation Areas
- NPCA Jurisdiction
- Niagara Region
- Hamilton
- Haldimand

NPCA Conservation Areas and Managed Lands



41 Conservation Areas

2969 ha NPCA Owned Land

202 Local Waterways

2 Great Lakes

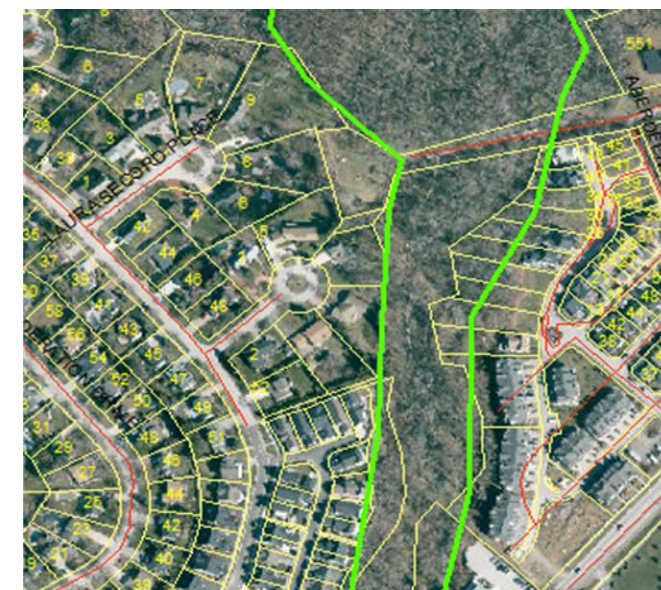
15 Municipal Partners

# Watershed Service Areas

## 2023 Priority Areas and Outcomes

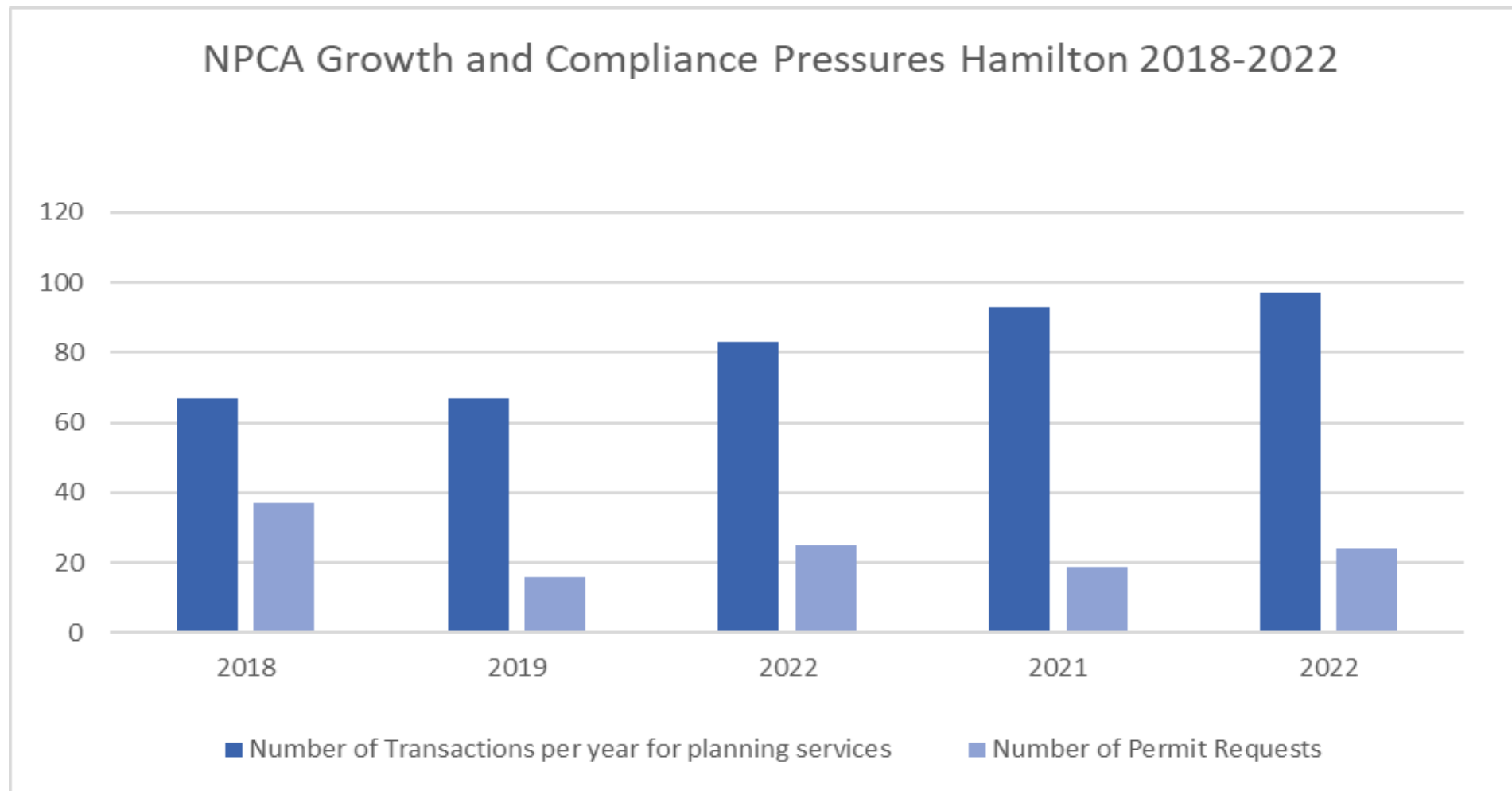
# Hazard Management

- Water Quality Monitoring – Hamilton
  - 11 Surface Water and 3 Groundwater Stations
  - Glanbrook Landfill Biological Water Quality Monitoring 2023 Report
  - NPCA Water Quality Summary Report for 2022
  - Hamilton Surface Water Quality Program and Stakeholder Liaison Committee
  
- Flood Forecasting & Warning
  - 3 Water Level Stations in Hamilton
  - Flood Bulletins (Alertable mobile app)
  - Binbrook Dam Safety Review (Q1 2023 Completion)
  
- Regulation Mapping Update – 2023 and 2024
  - Wetlands, watercourses, karst, valley lands, meander belts, floodplains
  
- 2023 NPCA Watershed Report Card





# Hazard Management Planning – Permit – Compliance



# Climate Change and Watershed Resilience

**SUPPORT** Hamilton's Climate Adaptation Plan 2022 in the Upper Welland River watershed:

- Understand climate change impacts and vulnerabilities:
  - Enhance NPCA's integrated watershed monitoring program to address data gaps
  - Watershed-based Resource Management Strategy – updates to watershed plans
  - Vulnerability and risk assessment (impacts and risks to infrastructure)
  - Floodplain mapping with priority of flood vulnerable areas
- Increase climate change resiliency:
  - Implement land securement program
  - Implement enhanced Restoration and Stewardship Program to increase forest canopy, support agricultural BMPs and improve biodiversity
  - Establish green infrastructure and sustainable technologies program
  - Natural asset management community of practice
- Advance research and on-the-ground climate action:
  - Corporate and urban stewardship programs
  - Collaborate on community-led initiatives and outreach



# Land Securement



Acquisition of land is the most effective method to protect lands in perpetuity



Target of 180 hectares by 2032



Enhance existing conservation lands through acquisition of adjacent parcels



Protect and enhance existing natural features and functions through acquisition of key parcels



Work with staff to identify and pursue priority parcels



COP15 agreement to protect 30% of lands and waters by 2030



NPCA will work with Hamilton to seek funding partnerships

Binbrook Conservation Area

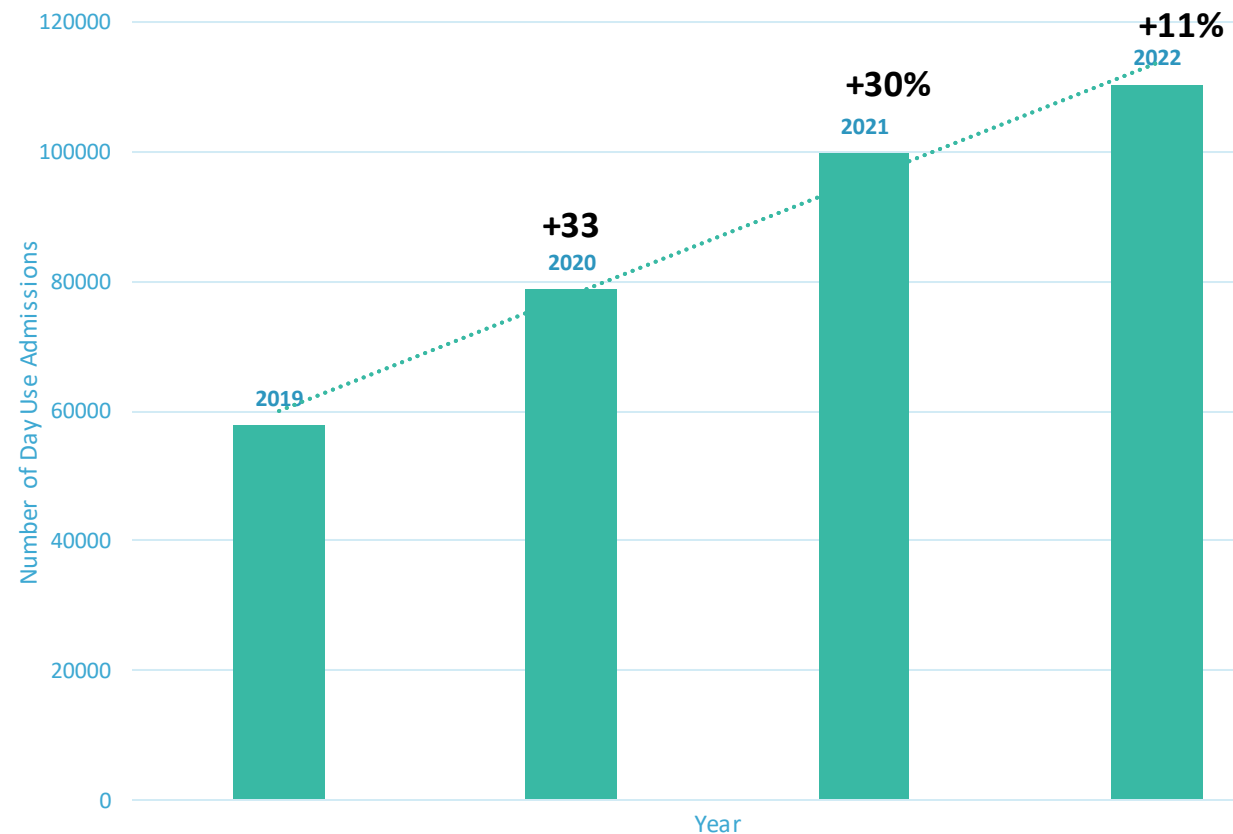


# Conservation Areas and Land Care



Binbrook Conservation Area

### NPCA Active Day-Use Visitation (2019-2022)





# Binbrook Conservation Area 2023

- Binbrook visitation 2022: 150,000
- 75% of all NPCA NaturePlus Passes indicated Binbrook as 'Preferred Park'
- 48% of all pass holders are from Hamilton
- Attractions: Wave Rentals / Cable Wakeboarding / Fun Splash Waterpark / Tree Top Trekking
- Special Events: Mud Girl, Family themed obstacle course (2023)
- Capital projects: septic and water system



# Optimization & Diversification – Municipal Levy Page 213 of 357

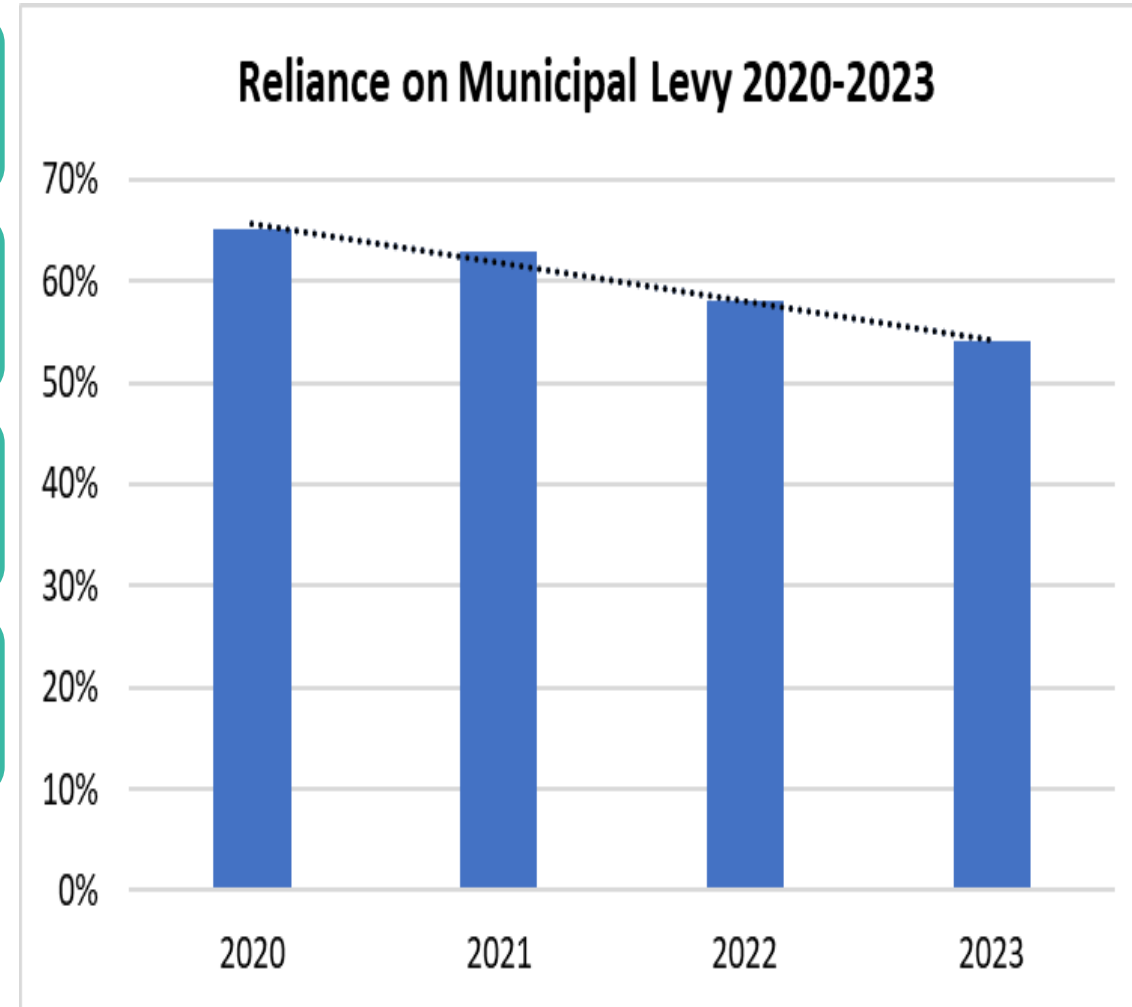
Proposed 2023 NPCA Operating Budget - \$12.88M

Hamilton's Municipal Levy Contribution – \$1.47M (11.4%)

Reliance on municipal levy is decreasing: 54% - 2023, 58% - 2022, 63% - 2021, 65% - 2020

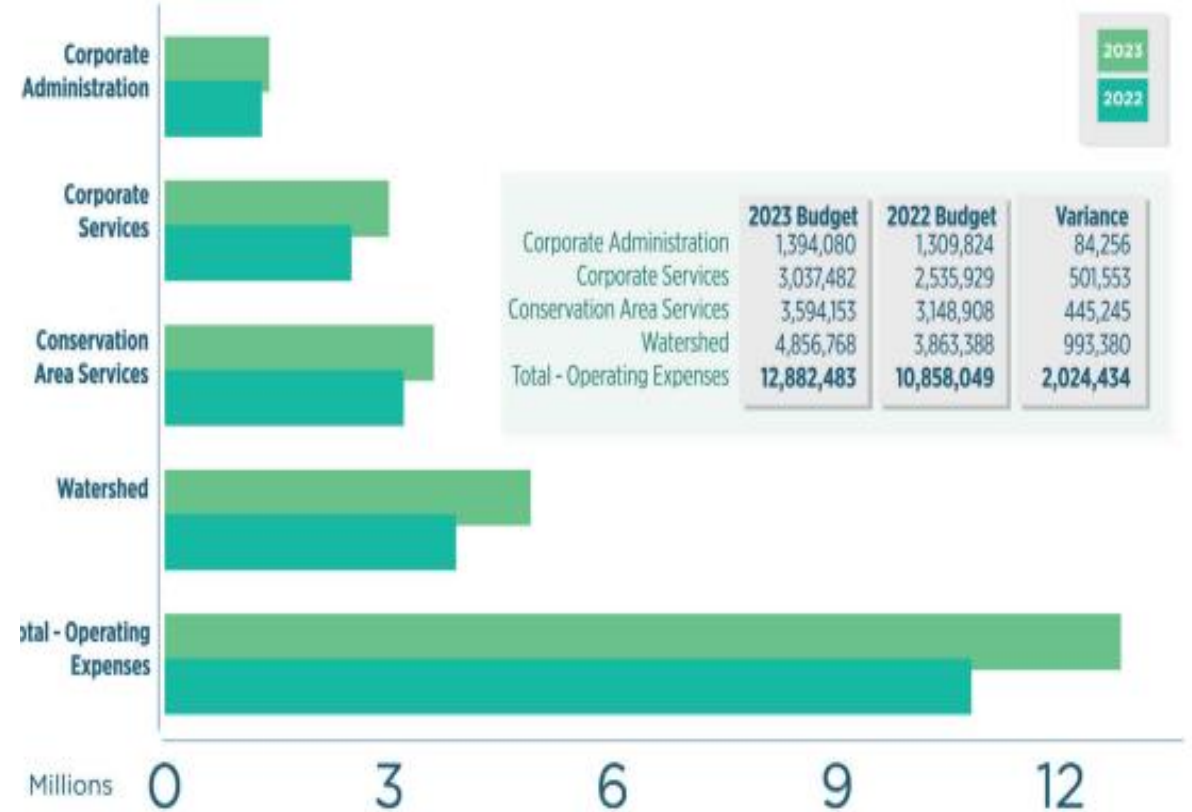
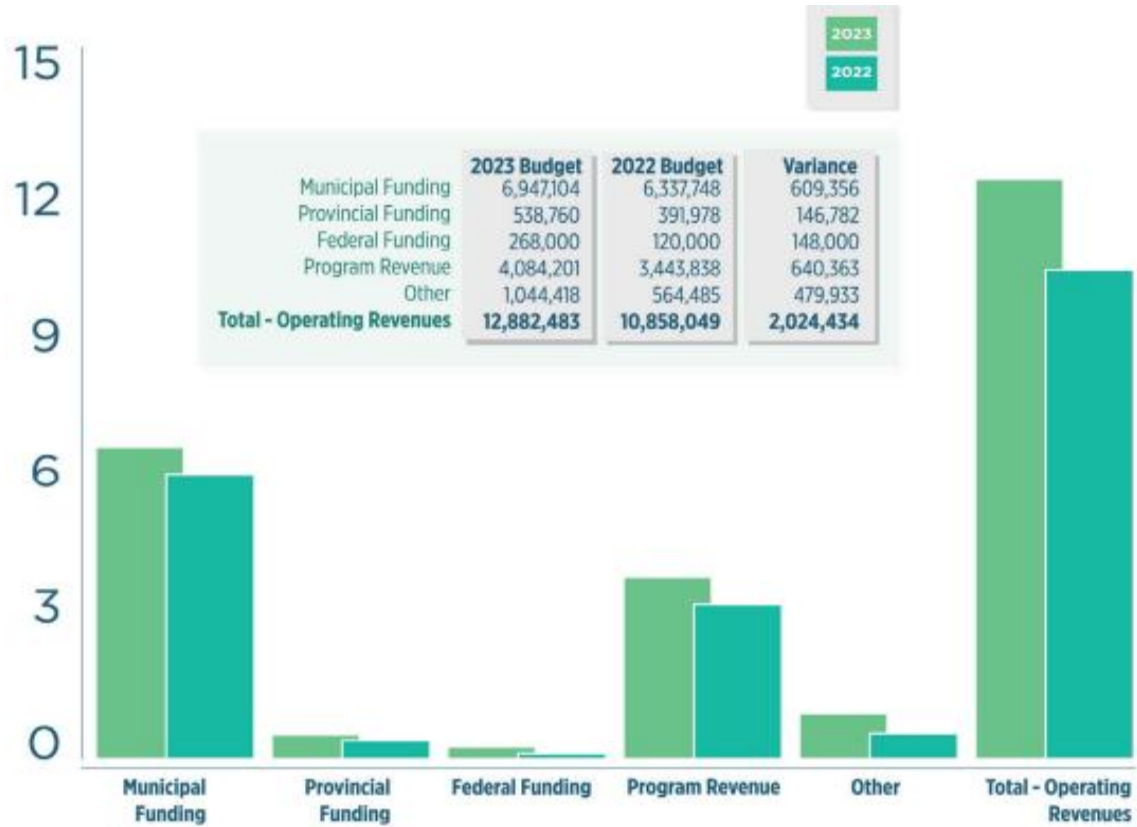
Hamilton Levy supports:

- Administration - \$286K
- Corporate Services - \$389K
- Hazard Management - \$149K
- Land Care - \$213K
- Watershed Science - \$433K



# 2023 FINANCIALS

# 2023 Operating Revenues Vs Operating Expenses





# LEVY SUMMARY - 2023

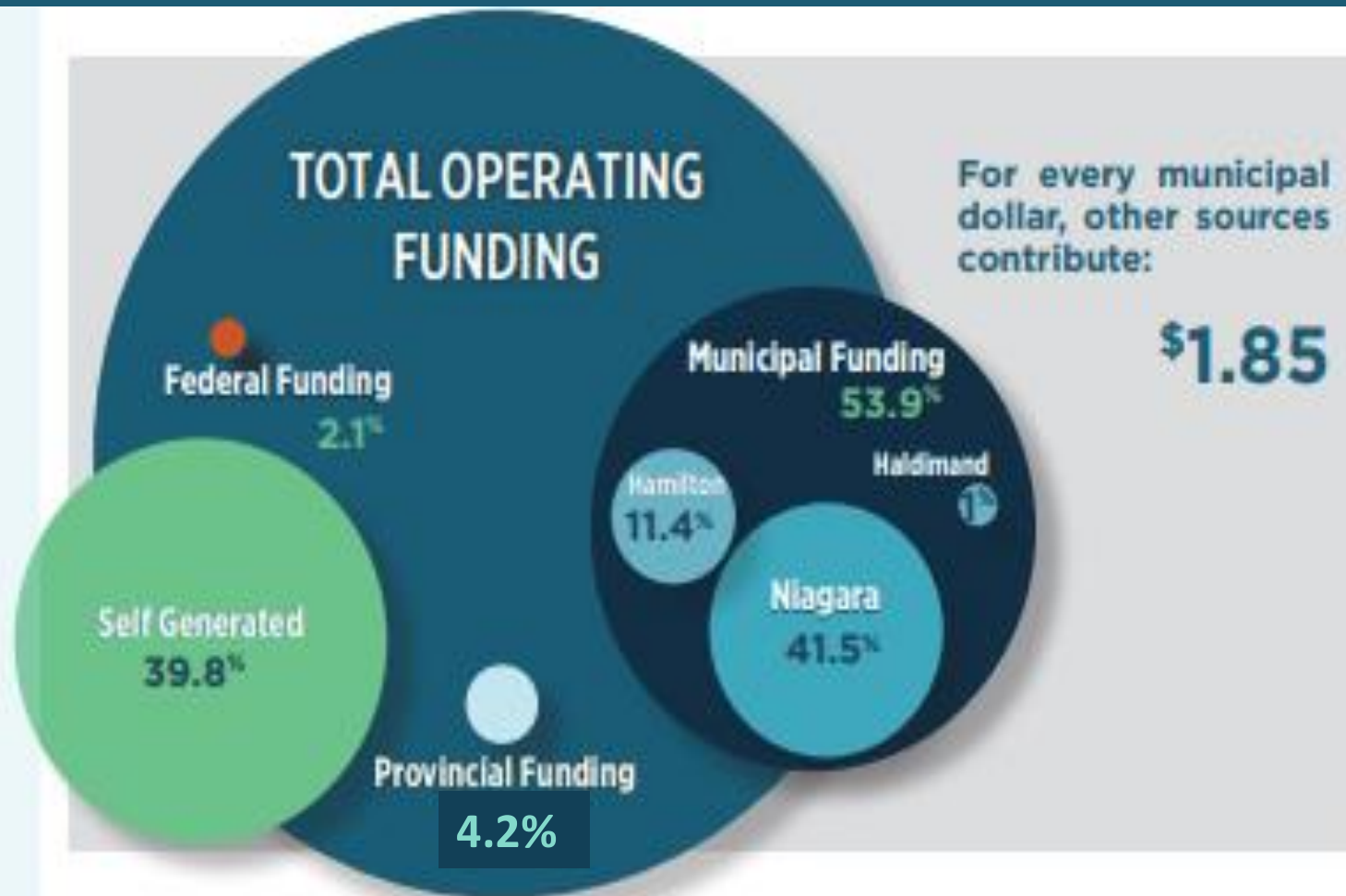
			Variance	
	2023	2022	Amount	%
<b>NIAGARA</b>				
General Levy	5,235,095	4,767,623	467,472	
Special Levy	1,576,703	1,505,490	71,213	
<b>SUB TOTAL</b>	<b>6,811,798</b>	<b>6,273,113</b>	<b>538,685</b>	<b>8.59%</b>
Pandemic Funding	111,292	110,422	870	
SUB TOTAL	6,923,090	6,383,535	539,555	
Land Securement	538,710	-	538,710	
<b>TOTAL</b>	<b>7,461,800</b>	<b>6,383,535</b>	<b>1,078,265</b>	
<b>HAMILTON</b>				
General Levy	1,469,201	1,341,283	127,918	
Special Levy	232,786	232,986	- 200	
<b>SUB TOTAL</b>	<b>1,701,988</b>	<b>1,574,269</b>	<b>127,719</b>	<b>8.11%</b>
Land Securement	148,039	-	148,039	
<b>TOTAL</b>	<b>1,850,026</b>	<b>1,574,269</b>	<b>275,757</b>	
<b>HALDIMAND</b>				
General Levy	131,516	118,420	13,096	
Special Levy	15,035	12,697	2,338	
<b>SUB TOTAL</b>	<b>146,550</b>	<b>131,117</b>	<b>15,433</b>	<b>11.77%</b>
Land Securement	13,252	-	13,252	
<b>TOTAL</b>	<b>159,802</b>	<b>131,117</b>	<b>28,685</b>	
<b>CONSOLIDATED</b>				
General Levy	6,835,812	6,227,326	608,486	
Special Levy	1,824,524	1,751,173	73,351	
<b>SUB TOTAL</b>	<b>8,660,336</b>	<b>7,978,499</b>	<b>681,837</b>	<b>8.55%</b>
Pandemic Funding	111,292	110,422	870	
SUB TOTAL	8,771,628	8,088,921	682,707	
Land Securement	700,000	-	700,000	
<b>TOTAL</b>	<b>9,471,628</b>	<b>8,088,921</b>	<b>1,382,707</b>	

# Budget Challenges and impact

## Key drivers and factors contributing to budget challenges include:

- COLA / union collective agreement
- Occupancy costs and inflationary pressures
- Services related to regulatory mapping and data
- CA Act requirements and Bill 23
- Ongoing pandemic health and safety
- Asset management
- Climate Change
- Addressing service gaps in land & development planning, parks, watershed, etc.

# Funding Sources – Draft 2023 Operating Budget



Funding Source	Operating	Ratio
Niagara	5,346,387	41.5%
Hamilton	1,469,201	11.4%
Haldimand	131,516	1.0%
<b>Total municipal funding</b>	<b>6,947,104</b>	<b>53.9%</b>
Self Generated	5,128,619	39.8%
Federal	268,000	2.1%
Provincial	538,760	4.2%
<b>Total</b>	<b>12,882,483</b>	<b>100.0%</b>



# THANK YOU

## Questions?





Niagara Peninsula Conservation Authority

## 2023 DRAFT BUDGETS & MUNICIPAL LEVIES

November 2022



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## 2023 DRAFT BUDGET SUMMARY

<b>Operating Budget - Revenues</b>	<b>2023 Budget</b>	<b>2022 Budget</b>	<b>Variance</b>
Municipal Funding	6,947,104	6,337,748	609,356
Provincial Funding	538,760	391,978	146,782
Federal Funding	268,000	120,000	148,000
Program Revenue	4,084,201	3,443,838	640,363
Other	1,044,418	564,485	479,933
<b>Total - Operating Revenues</b>	<b>12,882,483</b>	<b>10,858,049</b>	<b>2,024,434</b>
<b>Operating Budget - Expenses</b>	<b>2023 Budget</b>	<b>2022 Budget</b>	<b>Variance</b>
Salaries and benefits, Employee Related	8,641,201	7,475,602	1,165,599
Governance	41,000	57,600	- 16,600
Professional Fees, Contractor Services	1,071,133	514,500	556,633
Materials & Supplies, Vehicles & Equipment	663,790	575,250	88,540
Occupancy Costs	630,522	540,460	90,062
Park Maintenance	626,300	580,300	46,000
Information Management/GIS	473,487	418,037	55,450
Marketing, Advertising, Printing, Signs	92,000	111,000	- 19,000
Special Events (Festival, Holiday Trail)	331,000	315,600	15,400
Flood Forecasting	131,500	127,000	4,500
Miscellaneous	180,550	142,700	37,850
<b>Total - Operating Expenses</b>	<b>12,882,483</b>	<b>10,858,049</b>	<b>2,024,434</b>
<b>Capital and Special Projects</b>	<b>2023 Budget</b>	<b>2022 Budget</b>	<b>Variance</b>
Corporate Administration	54,026	-	54,026
Corporate Services	124,259	218,469	- 94,210
Land Operations - Balls Falls	189,089	174,564	14,525
Land Operations - Binbrook	64,831	52,898	11,933
Land Operations - Chippawa Creek	108,050	195,723	- 87,673
Land Operations - Long Beach	135,064	105,796	29,268
Land Operations - Passive Parks	875,442	457,040	418,402
Watershed	467,398	550,140	- 82,742
<b>Total - Capital &amp; Special Projects</b>	<b>2,018,159</b>	<b>1,754,630</b>	<b>263,529</b>
<b>Total Operating, Capital &amp; Special Projects</b>	<b>14,900,642</b>	<b>12,612,679</b>	<b>2,287,963</b>

## 2023 DRAFT OPERATING BUDGET

Description	2022 Budget (Realigned)	2023 Draft Budget	2023 Draft Operating Budget Funding Sources				
			Program Revenue	Provincial Funding	Federal Funding	Municipal Funding	Other
<b>Corporate Administration</b>							
- Office of the CAO and Governance	598,515	546,579		32,377		514,202	
- People and Performance	427,910	547,745				547,745	
- Business Planning and Public Relations	283,399	299,756				299,756	
<b>Total - CAO and Governance</b>	<b>1,309,824</b>	<b>1,394,080</b>	<b>-</b>	<b>32,377</b>	<b>-</b>	<b>1,361,703</b>	<b>-</b>
<b>Corporate Services</b>							
- Management, General Corporate Services and Administration	386,257	410,927		27,646		117,045	266,236
- Occupancy Costs	540,460	630,522				630,522	
- Financial Services, Corporate Support, Procurement	411,170	517,074				517,074	
- Information Management and GIS	567,538	756,269				716,269	40,000
- Fleet and Equipment Management	188,800	202,800				202,800	
- Infrastructure Engineering and Asset Management	110,371	76,203				19,801	56,402
- Grant and Fund Centre	4,952	123,077				123,077	
- Flood and Erosion Management	30,728	61,185		5,200		55,985	
- Flood Risk Management	264,925	235,640		31,000		204,640	
- Shoreline Hazard Management	30,728	23,785				23,785	
<b>Total - Corporate Services</b>	<b>2,535,929</b>	<b>3,037,482</b>	<b>-</b>	<b>63,846</b>	<b>-</b>	<b>2,610,998</b>	<b>362,638</b>
<b>Conservation Area Services</b>							
- Capital Projects and Land Asset Coordinator	-	23,505					23,505
- Conservation Area Services	318,147	344,974	109,000				23,878
- Balls Falls Conservation Area	299,847	340,881	479,890				
- Binbrook Conservation Area	383,542	448,723	718,250				
- Chippawa Creek Conservation Area	252,966	297,722	468,791				
- Long Beach Conservation Area	345,729	371,842	627,160				
- Thanksgiving Festival	149,369	209,089	323,000				
- Educational Programming	313,534	360,000	360,000				
- Land Care - Passive Parks	920,941	1,014,474				202,570	
- Holiday Trail	164,833	182,943	258,110				
<b>Total - Conservation Area Services</b>	<b>3,148,908</b>	<b>3,594,153</b>	<b>3,344,201</b>	<b>-</b>	<b>-</b>	<b>202,570</b>	<b>47,383</b>



## 2023 DRAFT OPERATING BUDGET

Description	2022 Budget (Realigned)	2023 Draft Budget	2023 Draft Operating Budget Funding Sources				
			Program Revenue	Provincial Funding	Federal Funding	Municipal Funding	Other
<b>Watershed</b>							
- Integrated Watershed Planning	222,705	251,316				241,827	
- Ecology	117,228	119,699				115,179	
- Community Engagement	240,600	276,900				241,544	25,000
- Technical Studies	49,755	53,796				51,765	
- Source Water Protection and Hydrogeologist	153,332	201,937		201,937		-	
- Special Projects	16,500	16,500				15,877	
- Restoration	566,559	612,326				312,526	276,680
- Niagara Remedial Action Plan	223,964	360,000		202,000	158,000	-	
- Watershed Monitoring and Reporting	383,097	406,856				200,994	190,500
- Climate Action Plan		167,451				161,128	
- Two Billion Trees	-	110,000			110,000		
- Water Resources	-	58,869				56,646	
- Environmental Planning and Policy	293,791	348,124				334,980	
- Plan Review Not Related to Natural Hazards	157,775	128,639				123,782	
- Land Planning	-	263,717				126,543	127,217
- Planning and Permits	675,903	619,066	700,000	38,600		-	15,000
- Compliance and Enforcement	479,684	542,794	40,000			482,300	
- Watershed Forester	106,708	43,865				42,209	
- Planning Ecology	175,787	274,913				264,533	
<b>Total - Watershed</b>	<b>3,863,388</b>	<b>4,856,768</b>	<b>740,000</b>	<b>442,537</b>	<b>268,000</b>	<b>2,771,833</b>	<b>634,397</b>
<b>TOTAL OPERATING PROGRAMS</b>	<b>10,858,049</b>	<b>12,882,483</b>	<b>4,084,201</b>	<b>538,760</b>	<b>268,000</b>	<b>6,947,104</b>	<b>1,044,418</b>

## 2023 CAPITAL, SPECIAL PROJECTS AND LAND SECUREMENT

Description	2022 Approved Budget	2023 Draft Budget	2023 Draft Capital & Special Projects Budget Funding Source			
			Municipal Funding			Other
			Niagara	Hamilton	Haldimand	
<b>Corporate Administration</b>						
- Human Resources Information System	-	27,013	20,789	5,713	511	
- Automated External Defibrillators (8 units)	-	27,013	20,789	5,713	511	
<b>Total - Corporate Administration</b>	<b>-</b>	<b>54,026</b>	<b>41,578</b>	<b>11,426</b>	<b>1,023</b>	<b>-</b>
<b>Corporate Services</b>						
- Annual PC Replacements	69,102	81,039	62,366	17,138	1,534	
- Information Technology Infrastructure	21,262	43,220	33,261	9,140	818	
- Large Scale Surface Water Inventory Mapping Update	106,311	-				
- Asset Management and Capital Planning	22,857	-				
<b>Total - Corporate Services</b>	<b>219,532</b>	<b>124,259</b>	<b>95,628</b>	<b>26,279</b>	<b>2,352</b>	<b>-</b>
<b>Conservation Area Services</b>						
- Balls Falls - Heritage Building Restoration	147,236	81,038	81,038			
- Balls Falls - Pedestrian Path Upgrades	26,292	-	-			
- Balls Falls - Centre for Conservation Upgrades	-	108,051	108,051			
- Binbrook - Parking Infrastructure Pavilion 2	54,784	-				
- Binbrook - New Washroom Building (Phase 1)	-	64,831		64,831		
- Chippawa Creek - Roads Infrastructure	157,753	-	-			
- Chippawa Creek - Comfort Station Tanks	36,809	-	-			
- Chippawa Creek - Natural Playground	-	108,051	108,051			
- Cave Springs CA - Exterior Infrastructure	131,461	-	-			
- Long Beach - Electrical & Water Services - Ridge	105,169	-	-			
- Long Beach - Workshop (Phase 1)	-	135,064	135,064			
- Rockway - Parking Area Enhancement	-	324,381	324,381			
- St. John's Education Centre Structural Rest.	-	135,064	135,064			
- Stevensville Fishing Pier	-	64,831	64,831			
- Equipment Sustainment	220,063	243,115	187,098	51,415	4,602	
- Hazard Tree Removal and Reforestation	106,003	108,051	11,154	22,851	2,046	72,000
<b>Total - Conservation Area Services</b>	<b>985,570</b>	<b>1,372,477</b>	<b>1,154,732</b>	<b>139,097</b>	<b>6,648</b>	<b>72,000</b>
<b>Watershed</b>						
- Floodplain Mapping - Coyle and Drapers Creek	120,944	-	-			
- Floodplain Mapping - Oswego Creek	-	56,804				56,804
- Dam Safety Review (Binbrook and Welland River)	132,889					
- Shoreline Mapping Update - Lake Erie	157,753					
- Karst Void Mapping	90,102					
- Welland River Water Quality Non Point Source Model	-	64,831				64,831
- Integrated Water Resources Spatial Drainage Framework	-	81,038	62,366	17,138	1,534	
- Integrated Watershed Monitoring Program Startup	-	27,013	20,789	5,713	511	
- Upper Welland River Tributaries Floodplain Mapping	-	108,050	83,154	22,851	2,045	
- Watershed & Sub Watershed Data Analysis/Monitoring	-	81,038	81,038			
- Sustainment - Stream Gauge Equipment	21,262	21,610	16,631	4,570	409	
- Sustainment - Water Quality Monitoring Equipment	26,578	27,013	20,789	5,713	511	
<b>Total - Watershed</b>	<b>549,528</b>	<b>467,397</b>	<b>284,766</b>	<b>55,985</b>	<b>5,011</b>	<b>121,635</b>
<b>TOTAL CAPITAL AND SPECIAL PROJECTS - 2023</b>	<b>1,754,630</b>	<b>2,018,159</b>	<b>1,576,703</b>	<b>232,786</b>	<b>15,035</b>	<b>193,635</b>
<b>Land Securement Reserve Contribution</b>	<b>-</b>	<b>700,000</b>	<b>538,710</b>	<b>148,039</b>	<b>13,252</b>	<b>-</b>
<b>TOTAL CAPITAL, SPECIAL PROJECTS &amp; LAND SECUREMENT - 20</b>	<b>1,754,630</b>	<b>2,718,159</b>	<b>2,115,413</b>	<b>380,825</b>	<b>28,286</b>	<b>193,635</b>

2023 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2023

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Municipality	% in CA	Municipal Population	Municipal Population in CA	Prior Year CVA in CA	2023 Levy Apportionment	2022 Levy Apportionment	Variance
Haldimand	25%	41,050	10,139	\$1.845B	1.8931%	1.8685%	0.0246%
Hamilton	21%	448,563	94,647	\$20.386B	21.1484%	21.1634%	-0.0150%
Niagara	100%	370,401	370,401	\$74.182B	76.9585%	76.9681%	-0.0096%
Total		860,014	475,187	\$95.170B	100.0000%	100.0000%	0.0000%



LEVY SUMMARY - 2023				
	2023	2022	Variance	
			Amount	%
<b>NIAGARA</b>				
General Levy	5,235,095	4,767,623	467,472	
Special Levy	1,576,703	1,505,490	71,213	
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General Levy	131,516	118,420	13,096	
Special Levy	15,035	12,697	2,338	
<b>SUB TOTAL</b>	<b>146,550</b>	<b>131,117</b>	<b>15,433</b>	<b>11.77%</b>
Land Securement	13,252	-	13,252	
<b>TOTAL</b>	<b>159,802</b>	<b>131,117</b>	<b>28,685</b>	
<b>CONSOLIDATED</b>				
General Levy	6,835,812	6,227,326	608,486	
Special Levy	1,824,524	1,751,173	73,351	
<b>SUB TOTAL</b>	<b>8,660,336</b>	<b>7,978,499</b>	<b>681,837</b>	<b>8.55%</b>
Pandemic Funding	111,292	110,422	870	
<b>SUB TOTAL</b>	<b>8,771,628</b>	<b>8,088,921</b>	<b>682,707</b>	

## 2023 UNFUNDED BUDGET PRIORITIES

Description	2023 Unfunded Priority	2023 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<b><u>Integrated Watershed Strategies</u></b>					
Water Quality Non-Point Source Modelling	60,000	46,175	12,689	1,136	
Carbon Analytics and Budget (Year 2)	75,000	57,719	15,861	1,420	
Restoration Warranty Provision - plant material	30,000	23,088	6,345	568	
Four Mile Creek Water Budget	150,000	115,438	31,723	2,840	
<b>Total - Integrated Watershed Strategies</b>	<b>315,000</b>	<b>242,419</b>	<b>66,617</b>	<b>5,963</b>	<b>-</b>
<b><u>Natural Hazard Management</u></b>					
Shoreline Management & Resiliency Update (Lake Ontario)	220,000	220,000	-	-	
Fort Erie Shoreline Resiliency Study (NPC Partnership)	60,000	46,175	12,689	1,136	
<b>Total - Natural Hazard Management</b>	<b>280,000</b>	<b>266,175</b>	<b>12,689</b>	<b>1,136</b>	<b>-</b>
<b><u>Planning and Growth Pressures</u></b>					
Terrestrial and Aquatic monitoring	100,000	76,959	21,148	1,893	
City View Reconfiguration	50,000	38,479	10,574	947	
Upper Virgil Dam Erosion Protection	200,000	200,000			
<b>Total - Planning and Growth Pressures</b>	<b>350,000</b>	<b>315,438</b>	<b>31,723</b>	<b>2,840</b>	<b>-</b>
<b><u>Conservation Authority Act Transition</u></b>					
Watershed Based Resource Management Strategy	25,000	19,240	5,287	473	
Land Management Plan Updates	125,000	96,198	26,436	2,366	
<b>Total - Conservation Authority Act Transition</b>	<b>150,000</b>	<b>115,438</b>	<b>31,723</b>	<b>2,840</b>	<b>-</b>
<b><u>Corporate Services and Asset Management</u></b>					
Strategic Asset Management Policy/Planning	80,000	61,567	16,919	1,514	
Sustainable Technologies and Green Infrastructure	100,000	76,959	21,148	1,893	
<b>Total - Corporate Services and Asset Management</b>	<b>180,000</b>	<b>138,525</b>	<b>38,067</b>	<b>3,408</b>	<b>-</b>

... / continued



## 2023 UNFUNDED BUDGET PRIORITIES

Description	2023 Unfunded Priority	2023 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<b>State of Good Repair (SOGR) / Health and Safety</b>					
Asset replacement and sustainment (amortization)	875,000	673,387	185,049	16,565	
Speed Bumps - All Parks (Phase 2)	100,000	76,959	21,148	1,893	
Barn Storage Facility	50,000	50,000			
Argo (Bog & Wainfleet Wetlands)	20,000	20,000			
Passive Parks Gates	330,000	330,000			
Furniture	50,000	38,479	10,574	947	
New Metal Stairs for Bruce Trail	100,000				100,000
Info Signs / Kiosk	300,000	230,876	63,445	5,679	
Pavilion 1 Demolition	50,000		50,000		
Playground Upgrade	300,000		300,000		
New Washroom Facility	340,000		340,000		
Main Boat Launch Upgrade	100,000		100,000		
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Long Beach Workshop	300,000	300,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
Roadway Improvements	965,000	742,650	204,082	18,268	
St. Johns Valley Centre Septic System	225,000	225,000			
Fencing for All Parks	170,000	130,829	35,952	3,218	
Waste bins for All Parks	30,000	23,088	6,345	568	
Picnic tables for passive parks	15,000	11,544	3,172	284	
Washroom Renovations - Morgan's Point	75,000	75,000			
Outdoor Education Natural and Cultural Heritage Camp	1,000,000	1,000,000			
<b>Total - State of Good Repair / Health and Safety</b>	<b>7,145,000</b>	<b>5,677,810</b>	<b>1,319,767</b>	<b>47,422</b>	<b>100,000</b>
<b>TOTAL 2023 UNFUNDED BUDGET PRIORITIES</b>	<b>8,420,000</b>	<b>6,755,806</b>	<b>1,500,586</b>	<b>63,608</b>	<b>100,000</b>



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**Report To: Board of Directors**

**Subject: 2023 Draft Budgets and Municipal Levies**

**Report No: FA-47-22**

**Date: November 18, 2022**

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**Recommendation:**

1. **THAT** Report No. FA-47-22 RE: 2023 Draft Budgets and Municipal Levies **BE RECEIVED**;
2. **THAT** the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:
  - a. **THAT** the 2023 Draft Budgets & Municipal Levies **BE APPROVED** at the Board of Directors meeting on November 18<sup>th</sup>, 2022, for discussion with municipal staff, in accordance with Board approved Budget Assumptions.
  - b. **THAT** the targeted Land Securement Reserve contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item below line in the Special Levy envelope.
  - c. **THAT** the list of 2023 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2023 budget through collaborative projects or external funding.
  - d. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2023 Q2 Finance Committee and Board of Directors meetings.
  - e. **AND FURTHER THAT** a copy of the 2023 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the November 18<sup>th</sup>, 2022, NPCA Board of Directors meeting.

**Purpose:**

The purpose of this report is to provide the Board of Directors with:

- 2023 General Levy Apportionment
- 2023 Draft Budgets & Municipal Levies (General and Special)
- 2023 Unfunded Pressures

**Background:**

In the development of the recommended budget assumptions for the 2023 budget process, Staff has reviewed and considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and Capital unfunded pressures
- Operational impact of the ongoing Covid-19 pandemic
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget strategies from municipal partners
- General economic outlook and political climate
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures
- Impacts of Conservation Act transition requirements related to the Conservation Authority Act update.
- Updated levy regulations, more specifically Ontario Regulation 402/22: Budget and Apportionment
- Approved Programs and Services Inventory

On November 14, 2022, the Finance Committee endorsed the 2023 Draft Budgets and Municipal Levies for approval by the Board of Directors (Recommendation No FC-24-2022).

**Discussion:****2023 Draft Operating Budgets**

Full details of the 2023 Draft Operating Budget are outlined in Appendix 1.

NPCA's overall 2023 operating budget of \$12,883 is supported by 53.9% (\$6.947M) municipal levy, 39.8% (\$5.129M) self-generated revenue, and 6.3% (807K) other revenues and grants including provincial and federal funding. Overall, the operating volume in this zero-based budget is projected to increase by 18.64% (\$2.02M), reflecting an increase of 27.95% from 2022 in authority generated funds along with significant externally funded activity. While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope have decreased in 2023 (53.92%) from 2022 (58.37%).

Key drivers contributing to operating increases in 2023 include COLA, occupancy costs, more specifically insurance and utilities, and services related to regulatory mapping and data. Other contributing factors include CA Act requirements, salaries/benefits related to service gaps in land planning, development planning, parks, monitoring, watershed and climate change, etc. Please see Appendix 2 for current Organizational Chart.

### **2023 Draft Capital and Special Projects Budget**

The 2023 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Further to discussion with Niagara Region municipal staff, and in consideration of current pressures on municipal budgets, Staff is recommending a very conservative Special Levy Budget increase over 2022 for Capital and Special Projects of \$69,894. Other sources of funding represent an additional \$193,635, for a total proposed capital envelope for 2023 of \$2,018,159.

Full details of the 2023 Draft Capital and Special Projects Budget are outlined in Appendix 1.

### **Land Securement Reserve Contributions**

The draft Land Securement Strategy 2022-2032 provides the framework for the NPCA to secure public greenspace effectively using established best practices, sound decision-making, sustainable and innovative financial models, and collaboration. The NPCA currently owns or manages 41 conservation areas which account for approximately 2,946 hectares (or 1.2%) of lands within its watershed jurisdiction. The Strategy guides the application of primary criteria focused on watershed features and functions while considering secondary criteria such as parcel size, securement method, and cost.

By collaborating with other land securement organizations and partners, applying for funding where possible, and launching a targeted landowner outreach program, the NPCA can expect to secure a minimum of 180 hectares (i.e., average 20 ha annually, 1 property per year secured) by 2032. As landowner outreach and land securement projects occur, momentum of the land securement program will likely increase and give rise to more landowner and funder/partner interest. If executed consistently, the more aggressive/optimal land securement target of 360 hectares secured by 2032 (i.e., average of 40 ha annually, two properties per year) may become attainable.

#### Annual Land Securement Investment Required:

Minimum:     \$ 700,000  
Optimal:       \$1,400,000

Please note that the minimum contribution to the Land Securement Reserve has been calculated using modified CVA splits for each municipal partner and presented for consideration below the line on page 6 of Appendix 1.



## Summary - 2023 Draft Municipal Levy

Levy Apportionment ratios and a detailed levy summary by municipal partner for 2023 are included in Appendix 1, page 7.

LEVY SUMMARY - 2023			
	2023	2022	
<b>NIAGARA</b>			
General Levy	5,235,095	4,767,623	
Special Levy	1,576,703	1,505,490	
<b>SUB TOTAL</b>	<b>6,811,798</b>	<b>6,273,113</b>	
Pandemic Funding	111,292	110,422	
<b>SUB TOTAL</b>	<b>6,923,090</b>	<b>6,383,535</b>	
Land Securement	538,710	-	
<b>TOTAL</b>	<b>7,461,800</b>	<b>6,383,535</b>	
<b>HAMILTON</b>			
General Levy	1,469,201	1,341,283	
Special Levy	232,786	232,986	
<b>SUB TOTAL</b>	<b>1,701,988</b>	<b>1,574,269</b>	
Land Securement	148,039	-	
<b>TOTAL</b>	<b>1,850,026</b>	<b>1,574,269</b>	
<b>HALDIMAND</b>			
General Levy	131,516	118,420	
Special Levy	15,035	12,697	
<b>SUB TOTAL</b>	<b>146,550</b>	<b>131,117</b>	
Land Securement	13,252	-	
<b>TOTAL</b>	<b>159,802</b>	<b>131,117</b>	
<b>CONSOLIDATED</b>			
General Levy	6,835,812	6,227,326	
Special Levy	1,824,524	1,751,173	
<b>SUB TOTAL</b>	<b>8,660,336</b>	<b>7,978,499</b>	
Pandemic Funding	111,292	110,422	
<b>SUB TOTAL</b>	<b>8,771,628</b>	<b>8,088,921</b>	
Land Securement	700,000	-	
<b>TOTAL</b>	<b>9,471,628</b>	<b>8,088,921</b>	

NPCA has carefully considered levy strategies provided by municipal partners in drafting the 2023 Draft Budgets and Municipal Levies. Further to preliminary discussions with municipalities, Staff will be preparing analytics and evaluations of service level impacts for future discussion recognizing significant operating pressures, current political climate, CA Act amendments and inflation levels.

## 2023 Unfunded Budget Priorities

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- a) The COVID 19 Pandemic continues to exert a great deal of pressure on NPCA's Greenspace and Parks. NPCA needs to make significant investments in infrastructural upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and provide further refinement to the Asset State-of Good Repair Gap and funding requirements
- b) Staff anticipates significant planning and growth pressures in the coming years in the NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.
- d) Conservation Authority Act update and associated regulations requires several transition priorities to be completed in 2023 and beyond this includes significant number of investments in updating conservation areas management plans.

An assessment of current unfunded pressures was prioritized by Staff. These initiatives (\$8.420M), classified in 6 categories are detailed in Appendix 1.

### Financial Implications:

NPCA's 2023 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of *The Conservation Authorities Act (CAA)*.

On October 4, 2021, Phase 1 Conservation Authorities Act regulations were finalized, and specify the programs and services that CA's must provide, set out transition plans and agreement requirements and consolidate the conservation area regulations. The Phase 2 regulations and policy under the CA Act have been finalized and are financial and administrative in nature. Details are outlined under Background above.

The NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Unfunded pressures are currently not included in the 2023 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

**Related Reports and Appendices:**

Appendix 1: NPCA 2023 Draft Budgets & Municipal Levies

Appendix 2: Current Organizational Chart (adapted for CA Act changes and corporate realignment)

Available upon request:

1. Land Securement Strategy – 2022 to 2032
2. Strategic Plan – 2021 to 2031

**Links To Policy/Strategic Plan:**

Partner of Choice

Goal 4.1 Strengthen government relations toward collective outcomes and impact

Organizational Excellence

Goal 5.2 Improve internal operations and processes

Financial Sustainability:

Goal 6.1 Ensure responsible, sustainable, and sound fiscal practices

Goal 6.3 Improve asset management and close the state of good repair gap

**Authored by:**

*Original Signed by:*

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

**Submitted by:**

*Original Signed by:*

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Chandra Sharma, MCIP, RPP  
Chief Administrative Officer/Secretary-Treasurer

# Budget Presentation City of Hamilton January 11, 2023



Hamilton  
Conservation  
Authority

A Healthy Watershed for Everyone



# HCA Watershed

- Our watershed is comprised of two member municipalities
- City of Hamilton (provides 99.3% of funding) and Township of Puslinch (provides 0.7% funding)

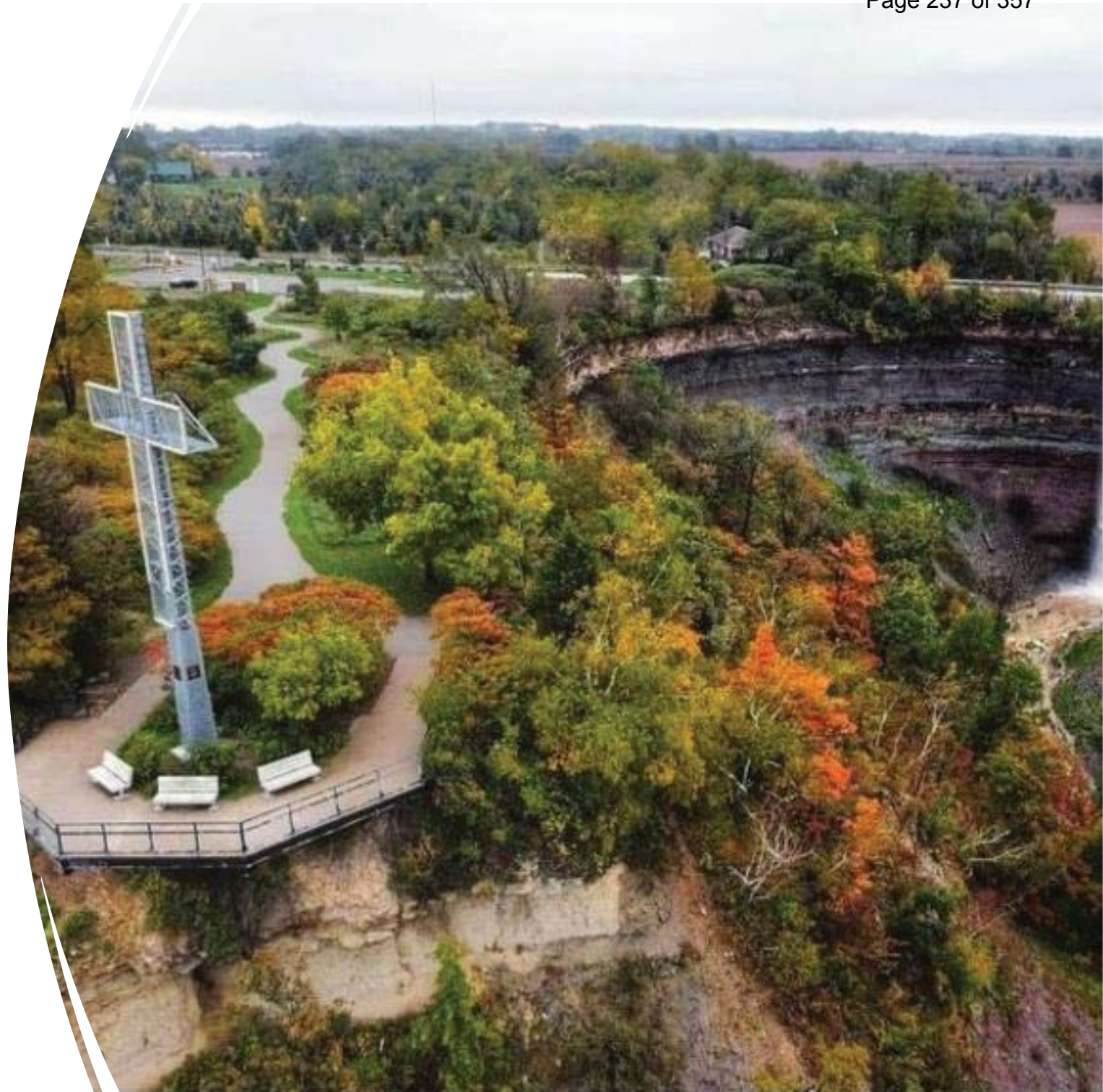




# HCA Landholdings

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- Major land owner within our watershed area owning/managing over 11,000 acres which represents 10% of our watershed
- These lands are unique pockets of local greenspace that help the city and watershed thrive and connect people to nature
- Added 48.81 acres in 2022 for a total of 315 acres to our land holdings for Saltfleet wetland restoration project





# Value of our Conservation Lands

- Wide range of natural lands and passive recreation for residents of Hamilton and beyond in our green spaces
- Ecological benefits of our green spaces for a sustainable environment, climate change adaptation which contributes to healthy communities
- Source of self-generated revenue to offset their operating expenses and support projects





# COVID – Navigating Impacts into the Future

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- Benefits of being in conservation areas and green spaces was appreciated like never before
- Record annual pass sales but also ongoing higher costs for maintenance
- Normalized reservations for our special events at Westfield and has become part of our peak operations at Spencer Gorge to manage visitation for both visitor experience and the community
- What new levels of sustained visitation and events to be expected remains TBD





# Environmental Education Programs

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- Beginning in the Fall of 2022 and into 2023, we have experienced the return to in person classes
- Grade 8 students from Lake Avenue were enthralled by the sighting of a young four-point buck along the trail
- Outdoor education program sessions are funded from our Foundation's support and school board partner fees





# Information Technology

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- Modernization upgrades in 2023 throughout HCA's operation for efficiency and security, including upgrades to:
  - Server
  - Networking
  - Telephones
  - Workstations





# Coming Soon – Valens Lake Cabins

- 8 cabins will be available for rent year round
- Adds to our 225 available campsites at Valens Lake
- First CA in the Province to offer cabins with washroom





# Master Planning

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- Master planning over the next decade will provide updated guiding documents for all areas
- Fifty Point Conservation finalized and approved in 2022
- Master plans for Saltfleet and Devil's Punchbowl will be finalized in 2023



## **Fifty Point Conservation Area Master Plan 2020**

Final- January 2022



# Saltfleet Wetland Restoration Project

- A milestone in the development of the new Saltfleet Conservation Area has taken place with the completion of the first of four wetland areas on the upper Stoney Creek and Battlefield watersheds
- Will reduce the impacts of flooding and erosion in lower urban Stoney Creek, will provide larger natural areas and adds trails for the public while protecting properties and residents downstream





# Saltfleet Conservation Area

- A new trail, known as the Heritage Green Community Trust Trail gives visitors a view of the eastern wetland and connects the area to the Dofasco 2000 trail
- Once the Saltfleet Masterplan is completed, further trails and interpretive signage will be added to enhance public access, nature appreciation and educational opportunities
- Design plans will be finalized for the second wetland area in 2023 and design tender awarded for third wetland





# Natural Hazard Projects to Protect People & Property

- Completion of Red Hill Creek floodplain mapping study
- Completion of the Lake Ontario shoreline management plan
- Addressing flooding issues on Windemere Road through completion of Fifty Point wetland design





# Christie and Valens Lake Dam Safety Public Safety Initiatives

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- Updates to the Operation Manual and Emergency Preparedness Plan for both the Christie and Valens dams will be undertaken in 2023
- Dam safety review for the Christie dam will also be undertaken





# Watershed Restoration

- Continuing with progress made in 2022 on our lands with removal, mapping and updating HCA Invasive Species Strategy with over 22 different species managed
- Enhancing natural heritage features across our watershed with over 3,500 native species planted
- 6339 stems of invasives covering 2.5 hectares removed





# Stewardship Programs

- HCA continues to help private landowners protect, enhance and restore natural areas and waterways on their properties
- 1 Well decommissioned
- 2 LID projects to address stormwater completed
- 9 Projects funded through the Water Quality and Habitat Improvement Program
- Over 670 metres of riparian area improved
- Habitat creation and enhancement for Species at Risk (Barn Swallow, Bobolink)





2023  
Operating  
Budget  
Goals

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Engage in those activities identified in HCA's 2019-2023 Strategic Plan

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Hold the municipal levy at 2% (historical level of past few years)

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In areas of uncertainty, budget conservatively to mitigate risk

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Operate on a cash neutral basis (A Balanced Budget)

# Levy Increase

- HCA Board approved operating budget November 3, 2022, with a levy increase of 2%
- Province provides allocation percentages annually, this year virtually unchanged from 2022
  - City of Hamilton 99.36%
  - Township of Puslinch 00.64%
- Total Levy for 2023 \$ 4,777,680 (\$4,684,000 in 2022)
  - City of Hamilton **\$ 4,747,080**
  - Township of Puslinch **\$ 30,600**
- Year over year impact on levy is an **\$94,680** increase (2%)



# Operate on a Cash Neutral Basis (Break-Even)

## Revenues are a combination of:

- Self-generated sales (\$9.3)
- Equipment, intracompany (\$1.3)
- Grants and donations (\$0.5)
- Municipal levy (\$4.8)
- 2023 total \$15.9 million

## Expenses are a combination of:

- Salaries, wages and staff expenses (\$9.9)
- Fleet operation, repair and maintenance, facility operating costs including utilities, third party contracting and consulting services, marketing and promotion, etc. (\$6.0)
- 2023 total \$15.9 million

# Operating Budget 2023

<u>Division</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>% Split</u>	<u>Revenue Description</u>
<b>Watershed Management Services</b>	\$ 2,911	\$ 2,211 700		Levy Other Revenues
<b>Conservation Areas Operations</b>	6,004	- 7,397		Levy Other Revenues
<b>Westfield Heritage Village</b>	881	636 245		Levy Other Revenues
<b>Central Support Services</b>	6,140	1,931 2,816		Levy Other Revenues
<b>Total</b>		4,778 11,158	30.0% 70.0%	Levy Other Revenues
	\$ 15,936	\$ 15,936	100.0%	
<b>Budget Surplus</b>		\$ -		

2022 Levy	\$ 4,684
2023 Levy *	4,778
Levy Increase	\$ 94
% Increase	2.0%

\* Township of Puslinch will contribute \$30.6 in 2023 (\$30.0 in 2022)

# Revenue Highlights

	Budget (\$'000)	Budget <u>2023</u>	Budget <u>2022</u>	% <u>Change</u>
Held to historical 2% level		\$ 4,778	\$ 4,684	2.0%
Reflects the new plateau with increase		3,309	3,253	1.7%
Limited by # of slips / storage area		1,538	1,507	2.1%
Expanded new cabins & weekday use		1,929	1,409	36.9%
Equipment rental (Intra-company)		1,325	1,141	16.1%
CBP and regulating fees		880	820	7.3%
Rentals, programs, film shoots, grants, etc.		<u>2,177</u>	<u>1,275</u>	70.7%
		<b>\$ 15,936</b>	<b>\$ 14,089</b>	<b>13.1%</b>

# Expense Highlights

	Budget (\$'000)	Budget <u>2023</u>	Budget <u>2022</u>	% <u>Change</u>
2/3 of expenses are people related	Staff expenses	\$ 9,959	\$ 9,227	7.9%
Higher rates	Utilities	1,020	1,003	1.7%
Maintenance, parts, etc.	Equipment/garage	907	768	18.1%
Inflationary Pressures across HCA	Supplies	815	580	40.5%
Supplimenting staff efforts	Contractors	478	405	18.0%
Rising costs (concessions, marina fuel)	Resale goods	358	293	22.2%
Services, vehicles, legal/audit, insurance, taxes, IT, etc.	Other	<u>2,399</u>	<u>1,409</u>	70.3%
		<u>\$ 15,936</u>	<u>\$ 13,685</u>	16.4%



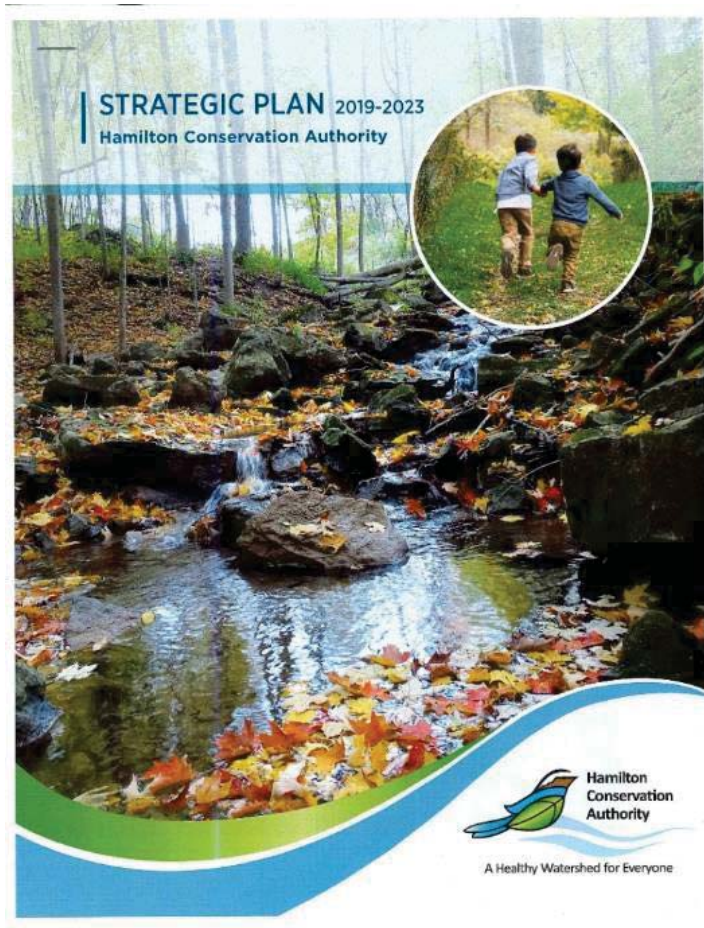
# Confederation Beach Park

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- Owned by the City of Hamilton, managed by the HCA
- Only monetary benefit to HCA is the management fee, calculated as a percentage of expenses
- In 2022, following a 2-year COVID closure, the waterpark and Lakeland pool faced challenges with a national shortage of lifeguards and competitive summer student market resulting in the waterpark on a reduced operating schedule and Lakeland closed
- For the purpose of preparing the 2023 HCA Budget, it has been planned for a full reopening of the Wild Waterworks waterpark and Lakeland pool



# Support the Strategic Plan



## Vision

- A Healthy Watershed for Everyone

## Mission

- To lead in the conservation of our watershed and connect people to nature

- 2023 budget continues to direct resources to achieve initiatives outlined
- We are retaining existing contract staff and adding a few staff in areas of need





## Budget Summary Provisions

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Sufficient combined revenues to meet expenses

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Programs to maintain a healthy watershed and help protect residents and property from flooding

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Invasive species initiatives & continued development steps for Saltfleet wetlands

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Return to on site education programs, events, and continued modernizing of technology

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Vibrant conservation areas that connect people to nature

# Thank You for Your Continued Support

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A Healthy Watershed for Everyone



### Executive Summary

The Hamilton Region Conservation Authority has five major sub-watersheds within its boundaries. They are the Spencer, Red Hill and Stoney-Battlefield Creeks as well as the Stoney Creek Numbered Watercourses and Urban Hamilton.

As the region's largest environmental management agency, owning, leasing or managing 4,500 hectares (11,000 acres) of environmentally significant land, our watershed covers portions of two municipalities - Township of Puslinch and the City of Hamilton.

Properties owned and managed by the HRCA include 14 Niagara Escarpment properties, 25 waterfalls, an award-winning marina, 2 recreational lakes, 145 kilometres of park and rail trails, 12 significant wetlands, an ecological preserve and an 18,000 year old muskeg bog.

**The goals for this coming fiscal year are four in number as follows:**

**1) Operate on a cash neutral or positive basis.** This requires maintaining and growing the two thirds of the funding revenues that come from non-levy sources, primarily the commercial operations at conservation areas and supplemented by the Hamilton Conservation Foundation, corporate and government grants. The expenditure side of the equation is dominated by the cost of salaries, wages and staff expenses; demonstrating the importance of maintaining tight control over the core complement and only supplementing as needed to complete specific projects with seasonal or contract help.

**2) Require no greater levy increase than 2%, the percentage which has historically been asked by Hamilton Council.** As has been the practice over the past decade, the HRCA will construct its budget to operate within the suggested guidelines provided by the City (2%).

**3) Support HRCA's 2019 - 2023 Strategic Plan, as herein described:**

Vision - A healthy watershed for everyone

Mission - To lead in the conservation of our watershed and connect people to nature

Strategic Plan - Five areas of strategic priority have been identified. The five being Organizational Excellence, Water Management, Education & Environmental Awareness, Conservation Area Experience and Natural Heritage Conservation. These broad areas of priority will be advanced through the development and implementation of related programs.

**4) Execute the requirements of the Conservation Authorities Act.** While clarification on the exact interpretation of these requirements is awaited, it will no doubt be within our abilities to accomplish.

Of note, capital and major maintenance expenditures and amortization expenses are not included in this budget as capital is dealt with separately through the City of Hamilton's block funding process and amortization is not included as it is non-cash expense.

# BUDGET 2023

## CONSOLIDATED HAMILTON REGION CONSERVATION AUTHORITY

<u>Division</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>% Split</u>	<u>Revenue Description</u>
<b>Watershed Management Services</b>	\$ 2,911	\$ 2,211 700		Levy Other Revenues
<b>Conservation Areas Operations</b>	6,004	- 7,397		Levy Other Revenues
<b>Westfield Heritage Village</b>	881	636 245		Levy Other Revenues
<b>Central Support Services</b>	6,140	1,931 2,816		Levy Other Revenues
<b>Total</b>		4,778 11,158	30.0% 70.0%	Levy Other Revenues
	\$ 15,936	\$ 15,936	100.0%	
Budget Surplus		\$ -		

2022 Levy	\$ 4,684
2023 Levy *	4,778
Levy Increase	\$ 94
% Increase	2.0%

\* Township of Puslinch will contribute \$30.6 in 2023 (\$30.0 in 2022)

## Central Support Services

---

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staff	\$ 3,467	Municipal levy	\$ 1,931
Equipment	83	Equipment rental	1,325
Supplies	107	Management fees	500
Utilities	402	Other	991
Other	2,081		
<b>Total</b>	<b><u>\$ 6,140</u></b>	<b>Total</b>	<b><u>\$ 4,747</u></b>

---

## Watershed Management Services

---

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 2,585	Municipal levy	\$ 2,211
Contractors	30	Permits, fees	380
Supplies	115	Grants	242
Other	181	Other	78
<b>Total</b>	<b><u>\$ 2,911</u></b>	<b>Total</b>	<b><u>\$ 2,911</u></b>

---

## Conservation Areas

---

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 3,349	Admissions	\$ 3,309
Equipment	824	Marina	1,538
Materials/supplies	451	Camping	1,929
Utilities	558	Other	621
Other	822		
<b>Total</b>	<b><u>\$ 6,004</u></b>	<b>Total</b>	<b><u>\$ 7,397</u></b>

---

## Westfield Heritage Village

---

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 558	Municipal levy	\$ 636
Promotion	100	Admissions	72
Materials/supplies	33	Events	78
Utilities	60	Other	95
Other	130		
<b>Total</b>	<b><u>\$ 881</u></b>	<b>Total</b>	<b><u>\$ 881</u></b>

---



**Hamilton  
Public  
Library**

# **Operating Budget**

January 11, 2023





# 2023 OPERATING BUDGET OVERVIEW

Review of Recent Budgets

Proposing 3.5% Increase for 2023 = \$1,151,341

## 2022 Highlights and Looking Ahead

## Acknowledgements





# ABOUT HPL

- **23 Branches and 2 Bookmobiles**
- **1 in 4 Hamiltonians are Active Members**
- **3 Million+ Visits Per Year**
- **7 Million Items Circulated Annually**
- **Over 300 Public Computers**
- **Free Wi-Fi**

## FREEDOM TO DISCOVER



OUR VALUES

Intellectual  
Freedom

Inclusiveness

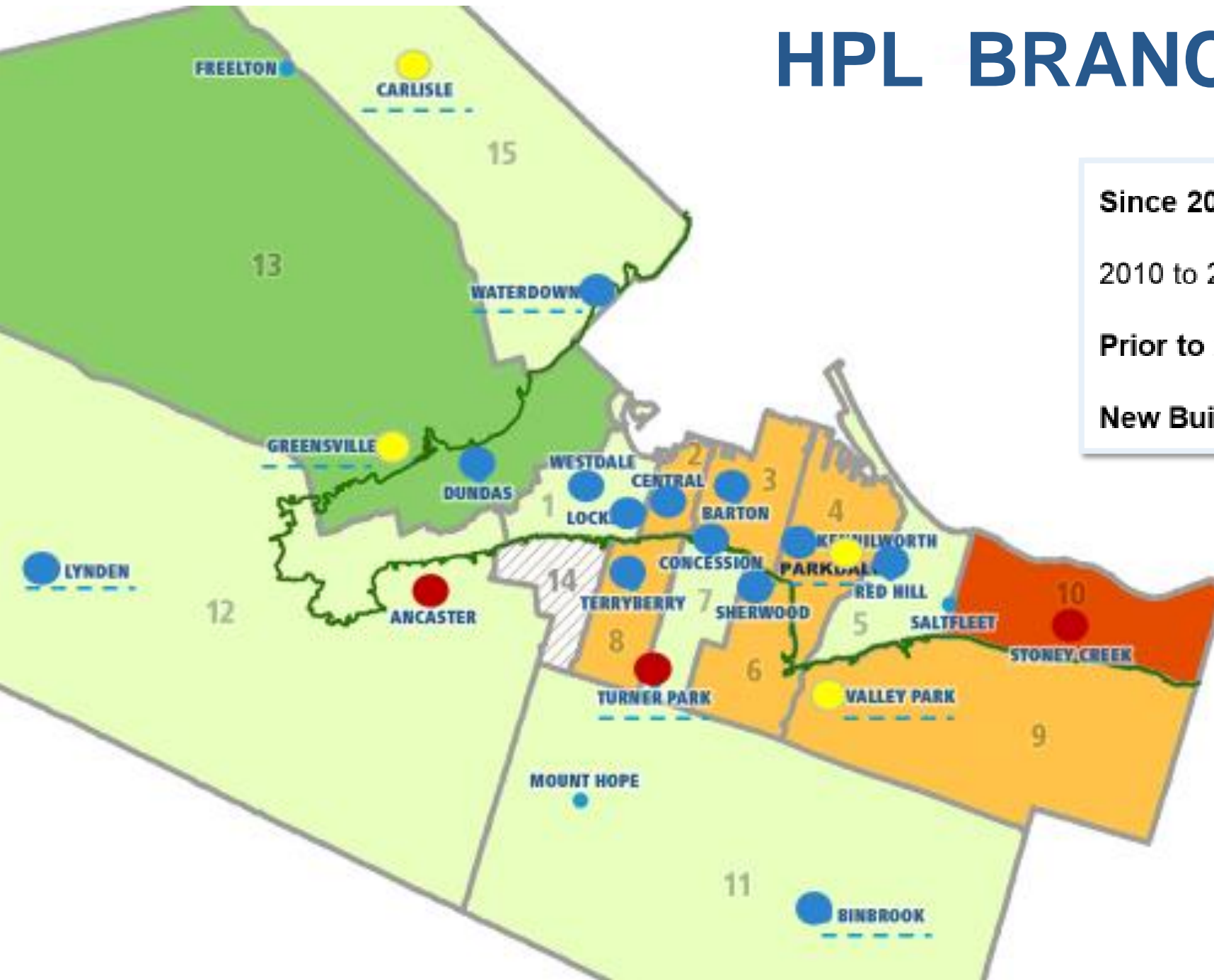
Innovation

Respect

Accountability



# HPL BRANCH LOCATIONS



Since 2020     ●

2010 to 2019   ●

Prior to 2010   ●

New Building   - - - -

## FACILITY RENEWAL

**Mount Hope –**  
Only branch not yet up to current accessibility standards. Currently doing a Feasibility Study.



# CORE ACTIVITIES BUILT AROUND OUR VALUES



- **Intellectual Freedom is a Human Right**
- **HPL'S Mission: Freedom to Discover**
- **Libraries Adapt to Changing Needs**

**Focus of the Organization for Economic Co-operation and Development's (OECD) Survey of Adult Skills:**

1. Literacy
2. Numeracy
3. Digital Problem Solving





## SURVEY RESULTS

# SATISFACTION

*Satisfied is defined as 5 or higher on Likert 7 point scale.*

**91%**

SATISFIED

**Quality of  
HPL**

**91%**

SATISFIED

**Cleanliness  
and  
Attractiveness**

**92%**

SATISFIED

**Helpfulness  
of Library  
Staff**

**91%**

SATISFIED

**Knowledge  
of Library  
Staff**

**ROOM FOR IMPROVEMENT**

**71%**

Satisfied with  
eBook Selection

**71%**

Satisfied with  
Print on the Go

**69%**

Satisfied with  
Recent DVDs/CDs

**69%**

Satisfied with  
Programs



## SURVEY RESULTS

# VALUES

*Agreement is defined as 5 or higher on Likert 7 point scale.*

**98%**

AGREE

**Libraries are important for the community**

**96%**

AGREE

**Libraries support lifelong learning**

**95%**

AGREE

**Libraries are a trustworthy source of information**

**93%**

AGREE

**I really like using public libraries in Hamilton**

## SHIFTING VALUES

**82%**

Agree that libraries play an important role in Truth and Reconciliation

**89%**

Agree that HPL should be a community resource that supports diverse opinions and perspectives

**92%**

Agree that libraries should preserve local history





A big **thank you** to all the wonderful, kind, caring and friendly staff of Hamilton Central Library. And for all your extra help and patience through these troubled times. — *William and Linda R.*

# Operating Budget 2023



# 2023 OPERATING BUDGET AND RECENT HISTORY

2023 Budget Request: 3.5% Increase

Total = \$1,151,341

BUDGET YEAR	DIRECTION	LIBRARY
2014	0.0%	0.2%
2015	—	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%
2019	—	2.4%
2020	2.0%	2.5%
2021	2.0%	1.5%
2022	2.0%	2.0%
2023	—	3.5%

FREEDOM  
TO  
DISCOVER



<b>2023 BUDGET OVERVIEW</b>	2022 Budget	2023 Budget Submission	2023 Budget Submission vs. 2022 Budget	
<b>Expense</b>	<b>34,530,374</b>	<b>35,733,855</b>	<b>1,203,481</b>	<b>3.5%</b>
EMPLOYEE-RELATED COST	23,099,408	24,215,099	1,115,691	4.8%
MATERIAL AND SUPPLY	3,751,280	3,721,840	(29,440)	(0.8%)
VEHICLE EXPENSES	108,541	90,024	(18,516)	(17.1%)
BUILDING AND GROUND	2,604,130	2,014,610	(589,520)	(22.6%)
CONTRACTUAL	1,696,770	1,721,770	25,000	1.5%
RESERVES / RECOVERIES	2,495,188	3,183,928	688,740	27.6%
COST ALLOCATIONS	399,637	411,164	11,527	2.9%
FINANCIAL	375,420	375,420	—	— %
<b>Revenue</b>	<b>(1,820,390)</b>	<b>(1,872,530)</b>	<b>(52,140)</b>	<b>2.9%</b>
FEES AND GENERAL	(380,940)	(383,080)	(2,140)	0.6%
GRANTS AND SUBSIDIES	(1,279,450)	(1,289,450)	(10,000)	0.8%
RESERVES	(160,000)	(200,000)	(40,000)	25.0%
<b>Net Levy</b>	<b>32,709,984</b>	<b>33,861,325</b>	<b>1,151,341</b>	<b>3.5%</b>

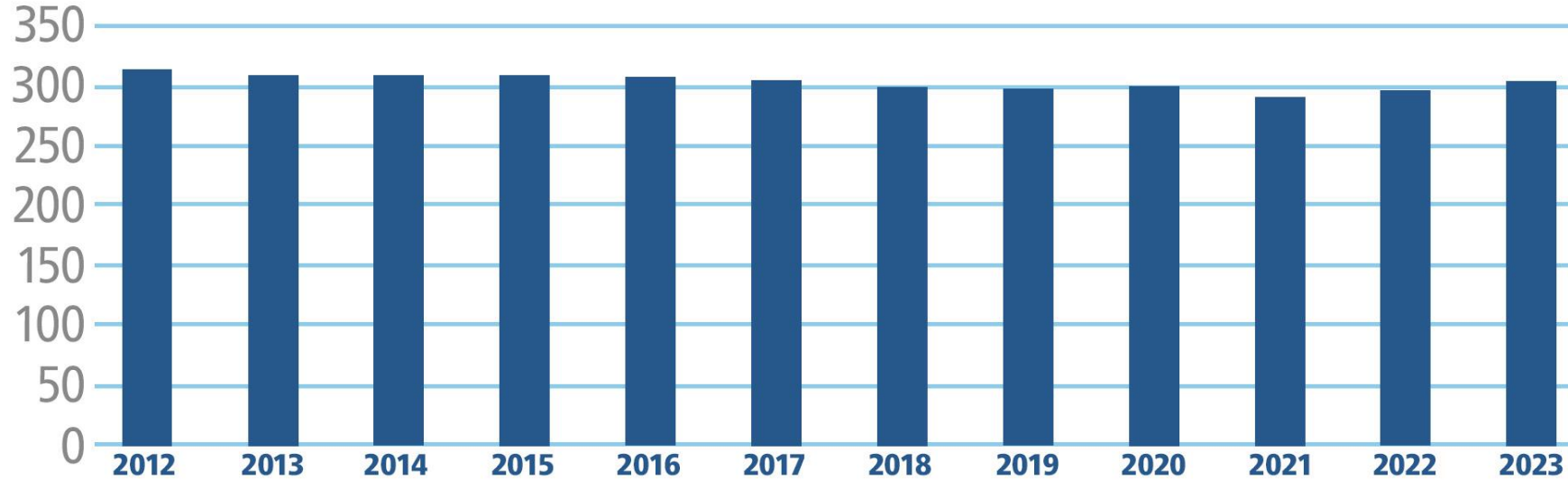


# 2023 BUDGET DRIVERS

PRESSURES	POSITIVE DRIVERS
<p><b>Salaries, Wages, Benefits</b>  <b>\$1,093,000</b>            COLA, salary, wages, benefits</p>	<p><b>Increase in Gapping</b>  <b>\$110,000</b>            Expected vacancies during year.</p>
<p><b>Change to OMERS Opt-in Eligibility</b>  <b>\$132,000</b>            Increase in city-wide insurance premiums.</p>	<p><b>Use of Reserve Funding</b>  <b>\$200,000</b>            Using recent surpluses to offset budget impacts.</p>
	<p><b>Improved Technology</b>  <b>Shift to Higher-Value Work</b>            Control of FTE.</p>

# CONTROL OF STAFFING LEVELS

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
314	309	309	309	306	305	299	298	299	291	297	304



	2020	2021	2022	2023
<b>Weekly Open Hours</b>	<b>1,071</b>	<b>1,148</b>	<b>1,314</b>	<b>1,386</b>
<b>Full Time Equivalent Staff</b>	<b>299</b>	<b>291</b>	<b>297</b>	<b>304</b>
<b>Full Time Headcount</b>	<b>156</b>	<b>157</b>	<b>160</b>	<b>165</b>
<b>Part Time Headcount</b>	<b>113</b>	<b>112</b>	<b>121</b>	<b>121</b>
<b>Pages Headcount</b>	<b>Varies – Currently at about 130 Pages</b>			






... this institution has pretty much kept me sane during this mind-boggling pandemic, I'm not sure how well I would have fared without the Library . . . — Diana K.

# HPL Highlights 2022



# SUPPORTING THE COMMUNITY DURING COVID-19



**We're Here to Help**  
and in Your Neighbourhood.

VACCINE CLINICS AT HPL

*\*Gifts only at Red Hill and Barton Branches.*

Cliniques de vaccination à la bibliothèque publique de Hamilton.  
Nous sommes là pour vous aider dans votre quartier.

ایچ پی ایل (HPL) میں ویکسین کے کلینک۔ ہم یہاں  
مدد کے لیے اور آپ کے قرب و حوار میں ہیں۔


Clínicas de vacunación en HPL. Estamos a su disposición para  
ayudarlo en su vecindario.

عدة في منطقتك السكنية. عيادات إعطاء اللقاح في المكتبة  
نحن هنا للمسا

Rugaha Tallaalka ee HPL. Halkan waxaan u  
Joognaa inaan ku Caawinno Adiga iyo  
Deriskaaga/Xaafaddaada.

ਐਚ.ਪੀ.ਐਲ. (HPL) ਵਿਖੇ ਵੈਕਸੀਨ ਕਲੀਨਿਕ ਉਪਲੱਬਧ ਹੈ। ਅਸੀਂ  
ਤੁਹਾਡੀ ਸੇਵਾ ਕਰਨ ਲਈ ਤੁਹਾਡੇ ਗੁਆਂਢ ਵਿੱਚ ਹਾਂ।

[hpl.ca/vaccine-clinics](https://hpl.ca/vaccine-clinics)



HPL provided as **many Library services as it safely could** and made supporting the City's COVID-19 pandemic response a high priority.

Several branches hosted clinics where more than **10,000 COVID-19 vaccines** were administered.

Staff also printed and laminated vaccine certificates for the public.



**MOUNTAIN LOCATIONS**  
WALK-IN · AGES 5+

**LIMERIDGE MALL**  
599 UPPER WENTWORTH ST.  
DAILY  
8am - 8:30pm

**CHEDOKE TWIN PADS ARENA**  
99 GLEDHMAC DR.  
MAR 17, 24  
1pm-3:30pm, 5pm-7pm

**MOUNTAIN PUBLIC HEALTH CLINIC**  
491 UPPER JAMES ST. UNIT 100A  
MAR 15, 19, 20  
9:30am-11:30am, 1pm-3:10pm

**RED HILL BRANCH**  
695 Queenston Road  
TUESDAYS  
DEC 21, 28  
10:30am-Noon, 1pm-3pm

**WALK-IN SERVICE**  
[hplton.ca/GetYourVaccine](https://hplton.ca/GetYourVaccine)

**BARTON BRANCH**  
71 Barton Street East  
NOV 18  
10am-3pm

**WALK-IN SERVICE**  
[hplton.ca/GetYourVaccine](https://hplton.ca/GetYourVaccine)

**BARTON BRANCH**  
571 BARTON ST. E.  
MAY 7 - JUNE 4 (SATURDAYS)  
10am - 3pm

**CENTRAL LIBRARY**  
55 YORK BLVD.  
FLOOR 1 - HAMILTON ROOM  
MAY 3 (TUESDAY)  
10am - 12pm, 1pm - 3:30pm

**RED HILL BRANCH**  
695 QUEENSTON RD.  
MAY 11 (WEDNESDAY)  
10am - 4pm, 5pm - 8pm





# FACILITY RENEWAL – 2022 BRANCH OPEN HOUSES

As COVID-19 restrictions lifted, HPL celebrated renovations at **Valley Park, Greenville** and **Carlisle** on Saturday July 9.

**Parkdale** celebrated it's first birthday July 14.





# MORE CONSISTENCY ACROSS THE SYSTEM

## Target Open Hours - *No More Weekday Closures*

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total Hours/ Week
Central*	8-9	8-9	8-9	8-9	8-6	8-5	12-5	76
Regional Branches	9-8	9-8	9-8	9-8	9-6	9-5	1-5	65
Community Branches	9-7	9-7	9-7	9-7	9-6	9-5	---	57
Rural – Extended Access	8-8	8-8	8-8	8-8	8-6	9-5	---	66
Rural – No Extended Access	varies	varies	varies	varies	1-6	12-5	---	30

\*Central: Currently opens 9am; 8am opening coming in 2023 as is 9pm closing M-T, currently 8pm.



# EXPANDED OPEN HOURS

*300+ More Open Hours Each Week*

Branch	Before	After	Increase	Branch	Before	After	Increase
Ancaster	51	57	6	Mount Hope	18	29	11
Barton	43	57	14	Parkdale	---	57	57
Binbrook	51	57	6	Red Hill	60	65	5
Carlisle	32	66	34	Saltfleet	48	57	9
Central	69	76	7	Sherwood	48	57	9
Concession	43	57	14	Stoney Creek	48	57	9
Dundas	60	65	5	Terryberry	55	65	10
Freelton	60	66	6	Turner Park	63	65	2
Greensville	17	66	49	Valley Park	47	65	18
Kenilworth	43	57	14	Waterdown	55	65	10
Locke	35	57	22	Westdale	56	57	1
Lynden	60	66	6	<b>TOTAL</b>			<b>324</b>





# AFTER HOURS STUDY HALLS

- Many residents face challenges studying at home, including having access to the internet, adequate bandwidth and a computer.
- First offered at Terryberry in 2015; soon followed by Red Hill. Open Monday-Thursday 9pm-Midnight for quiet, independent study.

Location	Study Hall Hours	Days Per Week	Hours Per Week
Dundas	8pm to midnight	Mon - Thurs	16
Red Hill	8pm to midnight	Mon - Thurs	16
Terryberry	8pm to midnight	Mon - Thurs	16
Waterdown	8pm to midnight	Mon - Thurs	16

*Plan to offer at Central, Turner Park and Valley Park for an additional 44 hours per week*

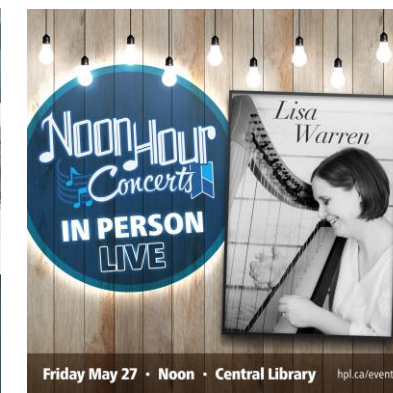
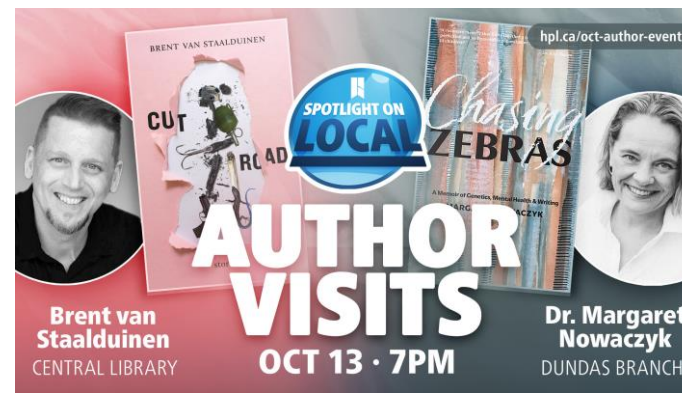
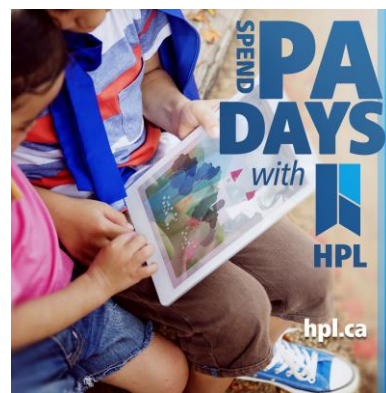


# ADAPTING SERVICE TO MEET COMMUNITY NEEDS



Join us in-person at your local Branch.

In May, HPL reintroduced in-person programs. Popular events such as Storytimes, Noon Hour concerts and community partner events allowed HPL to connect again to Hamiltonians of all ages.







# 2022 HIGHLIGHTS



**Home Library Service**



Amanda Leduc

Kateryna Babkina

MABEL PUGH TAYLOR  
**WRITERS IN RESIDENCE**







... If I could tell my grandmother, who was born in 1896 who was always borrowing books from the library, how things are now, she would never believe it! — Nancy R.

# Looking Ahead 2023





# HPL PRIORITIES FOR 2023

## City of Hamilton Land Acknowledgment

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

- Develop a new **Strategic Plan**
- Plan renovations to **Mount Hope Branch**
- Explore potential **Discovery Centre** opportunity
- Supporting the **Recovery** from the pandemic
- Continue work on **Truth and Reconciliation** with the Urban Indigenous Strategy
- Continue to **remove barriers** to Library Access
- Expand **outreach services**





# UPDATED STRATEGIC PLAN



- Literacy
- Digital Access
- Inclusion and Social Cohesion
- Integrating Newcomers
- Local History
- Barrier-free Access to Arts and Culture
- Alignment with City Strategy
- Environmental Sustainability







# THE POWER OF PARTNERSHIPS

- HPL has a long history of **creating effective partnerships**.
- Our vision is to work with organizations to create **meaningful and sustainable change**.
- Example: **A HPL card provides free admission to Hamilton Civic Museums**. Members can also borrow a pass for free entry to the **Art Gallery of Hamilton, Ontario Parks** and **Grand River Conservation Authority** sites.





# HPL ALIGNMENT WITH THE CITY'S EDAP

EDAP PRIORITY	HPL ACTION
FACILITATING A SKILLED AND ADAPTABLE WORKFORCE	<ul style="list-style-type: none"> <li>✓ Expand Study Hall Access</li> <li>✓ Learning Partnerships</li> <li>✓ Online Learning Resources</li> </ul>
ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES	<ul style="list-style-type: none"> <li>✓ New Service Hours Model</li> <li>✓ Add IT Service Staff To Larger Branches</li> <li>✓ Invest in Strong IT Infrastructure</li> </ul>
MOVING GOODS AND PEOPLE	<ul style="list-style-type: none"> <li>✓ Free Presto Cards for Children Age 6 to 12 with a Library Card</li> </ul>
REVITALIZING PRIORITY AREAS & PLACEMAKING	<ul style="list-style-type: none"> <li>✓ Facility Renewal</li> <li>✓ Open Central At 8am, Indigenous Market Grant for Central</li> </ul>



**2021-2025** ECONOMIC DEVELOPMENT  
**ACTION PLAN**

- ▶ FACILITATING A SKILLED AND ADAPTABLE WORKFORCE
- ▶ ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES
- ▶ GROWING BUSINESS AND INVESTMENTS
- ▶ MOVING GOODS AND PEOPLE
- ▶ REVITALIZING PRIORITY AREAS AND PLACEMAKING
- ▶ BUILDING TRANSFORMATIONAL PROJECTS

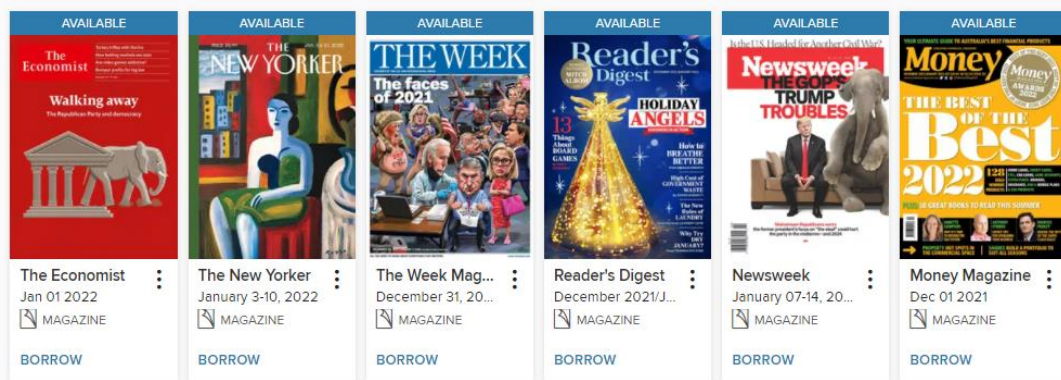
# ACCESS TO QUALITY COLLECTIONS

## Hamiltonians Love Books

- Growth in digital reading over the past two years. Physical book borrowing on the rise.
- Grab and Go bags popular.

News and Politics >

SEE ALL



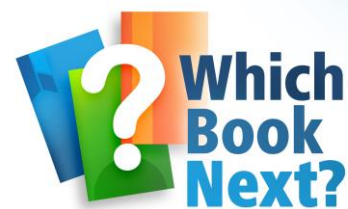
• Reading Programs

• Internet Archives

• Open Library

• Local Authors

• Local History and Archives



Book, Music and  
Movie Recommendations  
by HPL Staff



Free Legal Documents, Forms and Contracts

Print or download your customized legal document in 5-10 minutes.





# THANK YOU LIBRARY STAFF AND COUNCIL

**Gagan Batra**

**Councillor Nrinder Nann**

**Elly Bowen**

**John Kirkpatrick**

**Rob Coruzzi**

**Stu Laurie**

**C. A. Klassen**

**Lynne Serviss**

**Councillor Matt Francis**

**Lori-Anne Spence-Smith**

**Nick van Velzen**



# QUESTIONS

THE FOLLOWING  
SLIDES PROVIDE  
ADDITIONAL  
INFORMATION  
THAT ADD  
INFORMATION AND  
CONTEXT.





Love that when I need to have documents printed, I can use their printer for a reasonable cost. The staff is always helpful." — Louise S.

## Additional Information





## 2022 STAFFING AND ACTIVITY SUMMARY

	2019	2020	2021	2022	% Change from 2021
<b>Staffing in FTE</b>	298	299	291	297	2%
<b>Weekly Open Hours</b>	1,071	1,071	1,148	1,314	14%
<b>In-Person Visits</b>	3.6 million	1.1 million	800,000	1.7 million	117%
<b>Circulation of Materials</b>	7.2 million	4.9 million	2.6 million	5.1 million	99%
<b>Computer Sessions</b>	770,000	242,000	116,000	311,000	169%
<b>Wi-Fi Sessions</b>	1.3 million	477,000	264,000	757,000	208%



## MAKING AN IMPACT THROUGH SUPPORTING HAMILTONIANS 2022

**5.1 million**  
circulation

**2 million**  
hours Wi-Fi use

**1.7million**  
In-person visits

**75,700**  
pages printed

**311,000**  
computer sessions

**14,600**  
print jobs

**52,000**  
AskHPL questions

**4,550**  
Presto Passes Issued

**34,000**  
new members



# PROJECTS UNDER DEVELOPMENT



## Mount Hope Branch

Feasibility Study Underway  
Detailed Design planned for 2023



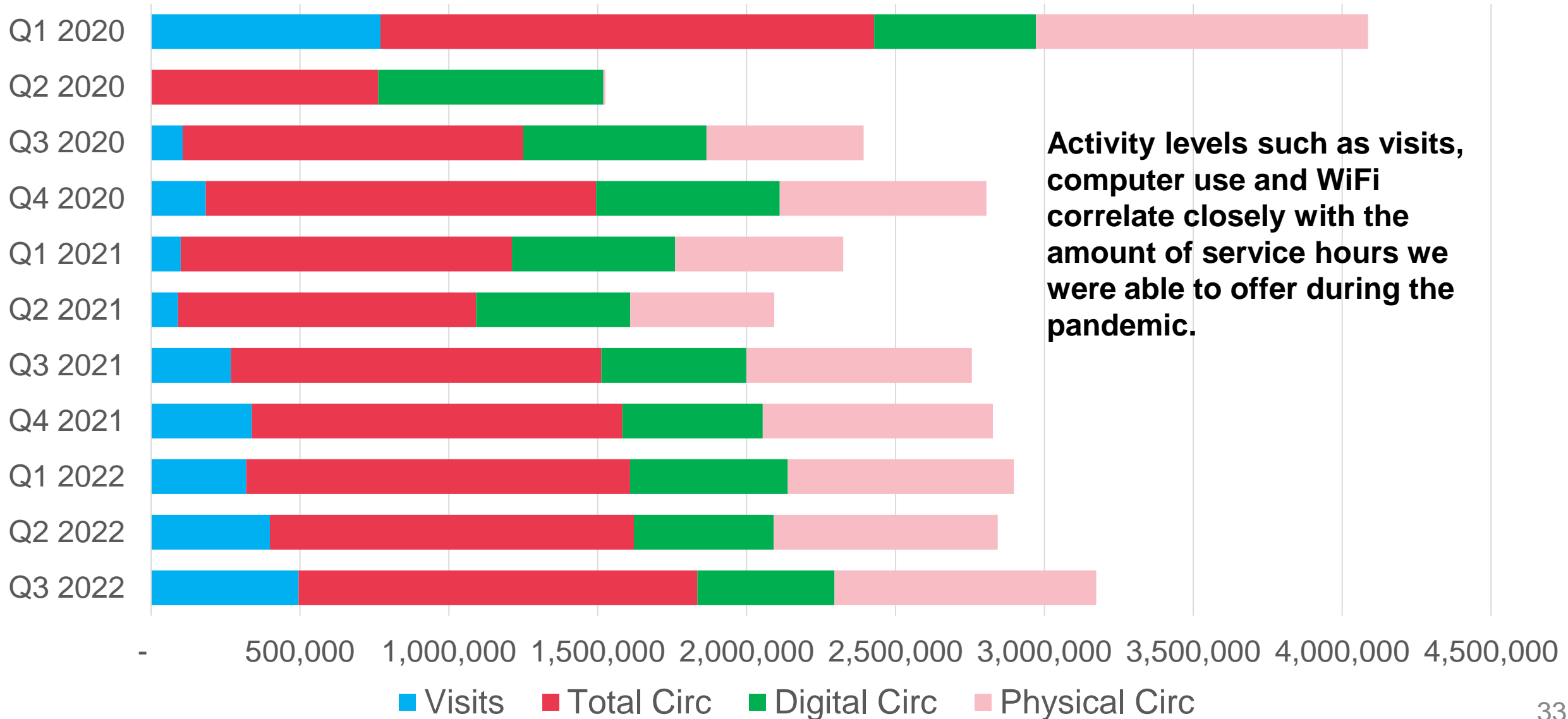
## Former Discovery Centre

Options being explored for consideration in 2023.



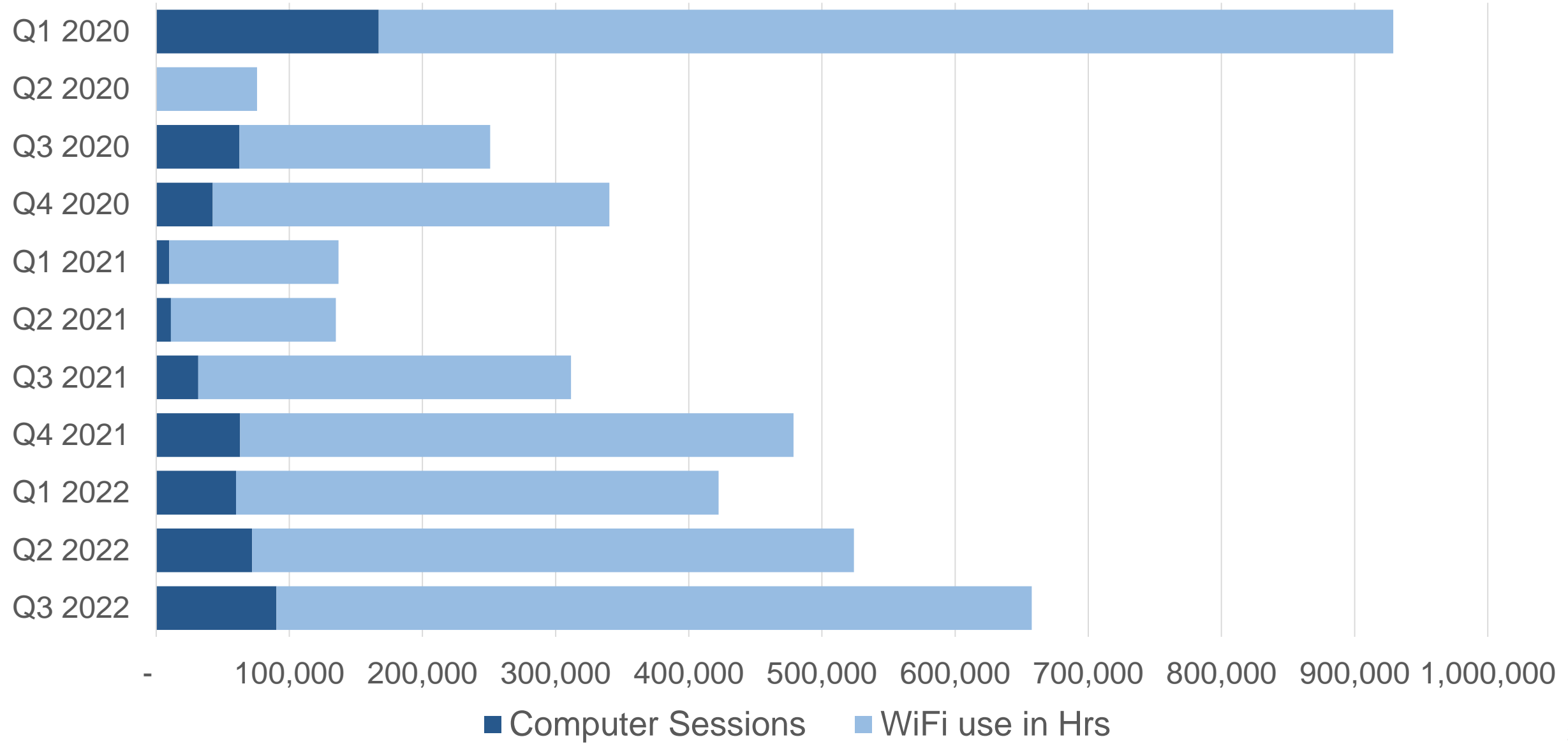


# VISITS AND CIRCULATION SINCE 2020





# COMPUTER AND WIFI USAGE SINCE 2020



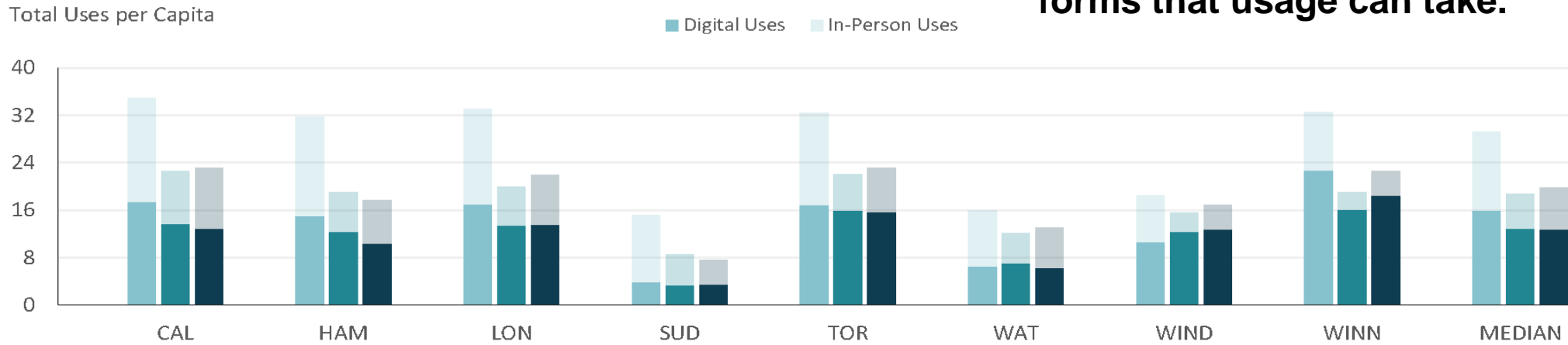


# MUNICIPAL BENCHMARKING NETWORK OF CANADA

## PLIB105 - Annual Library Uses (Digital and In-Person) per Capita

This graph shows the sum of digital uses (computer workstation uses, wireless connections, digital database uses, digital circulation, digital reference transactions, digital visits, etc.) and in-person uses (circulation, program attendance, in-library material use, standard reference transactions, library visits, etc.).

**This shows the number of times people use the library in all the many different forms that usage can take.**



### Digital Uses Per Capita (PLIB106)

2019	17.3	14.9	16.9	3.8	16.7	6.4	10.5	22.6	15.8
2020	13.6	12.2	13.3	3.2	15.8	7.0	12.2	16.0	12.8
2021	12.8	10.3	13.5	3.4	15.6	6.2	12.6	18.4	12.7

### In-Person Uses Per Capita (PLIB107)

2019	17.7	16.9	16.2	2.8	15.7	9.6	8.0	9.9	13.5
2020	9.0	6.8	6.7	5.4	6.3	5.1	3.4	3.9	5.9
2021	10.3	7.4	8.4	4.2	7.5	6.8	4.3	4.2	7.1



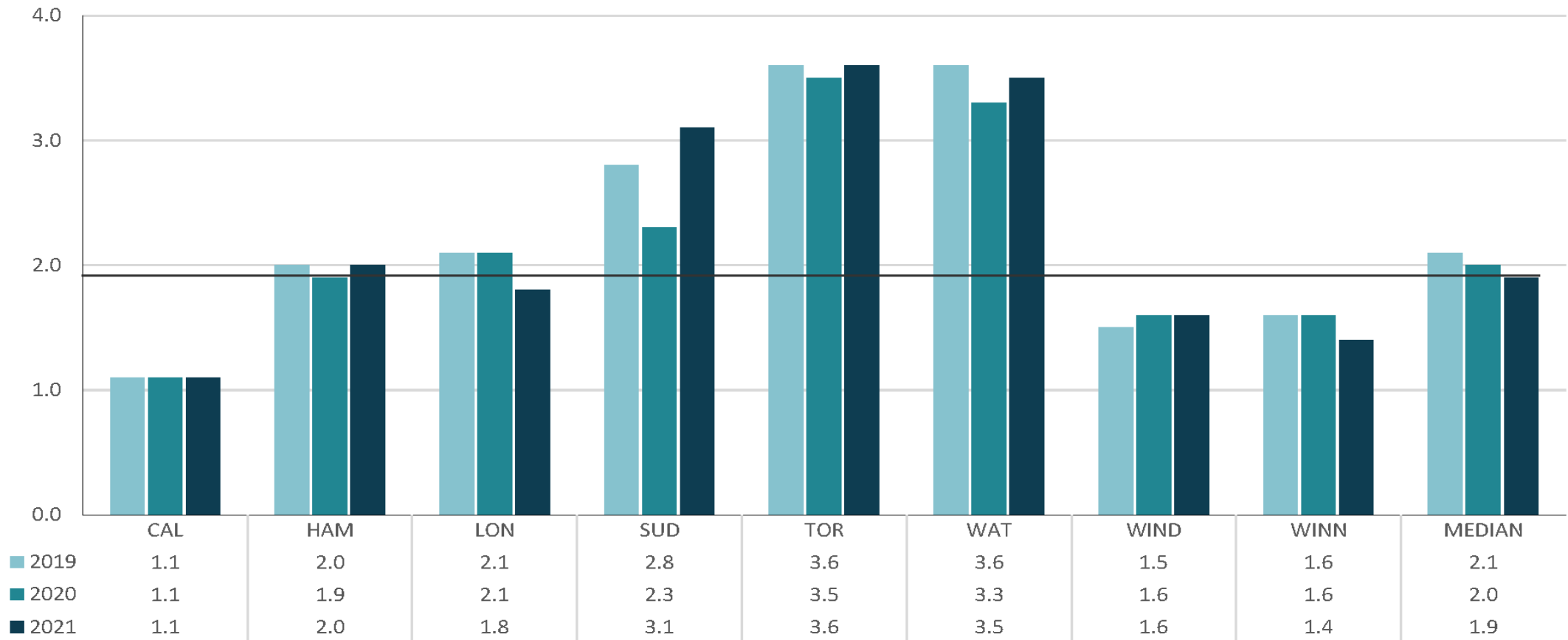


# MUNICIPAL BENCHMARKING NETWORK OF CANADA

This shows the number of items (Books, DVDs...) we have across the system. HPL has consistently had about 2 items per capita which is around the median of our comparator systems.

## PLIB205 - Number of Library Holdings Per Capita

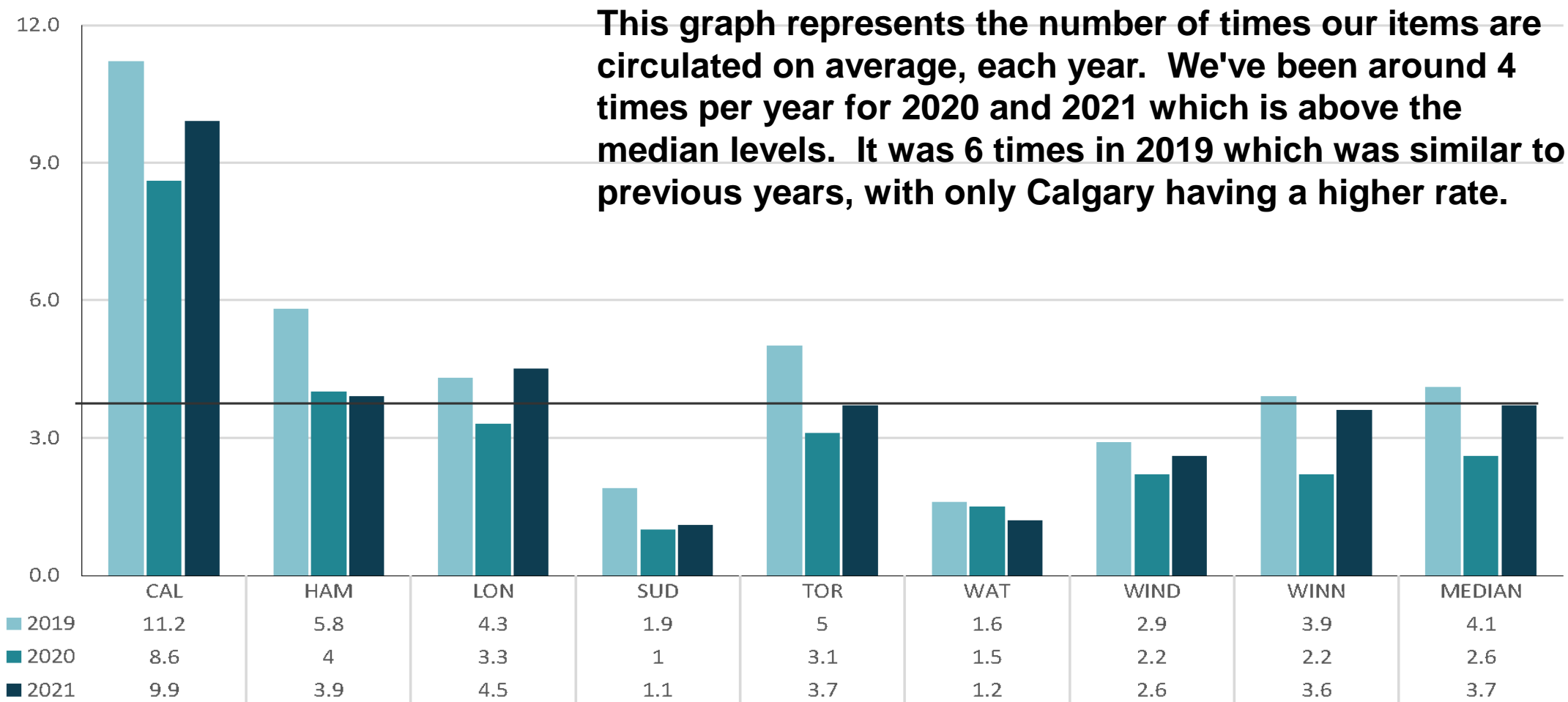
Library holdings include physical formats (reference collections, circulating/borrowing collections and periodicals); and digital media (CDs/DVDs, MP3 materials, audio books and eBooks).



# MUNICIPAL BENCHMARKING NETWORK OF CANADA

## PLIB405 - Average Number of Times in Year Circulating Items are Borrowed (Turnover)

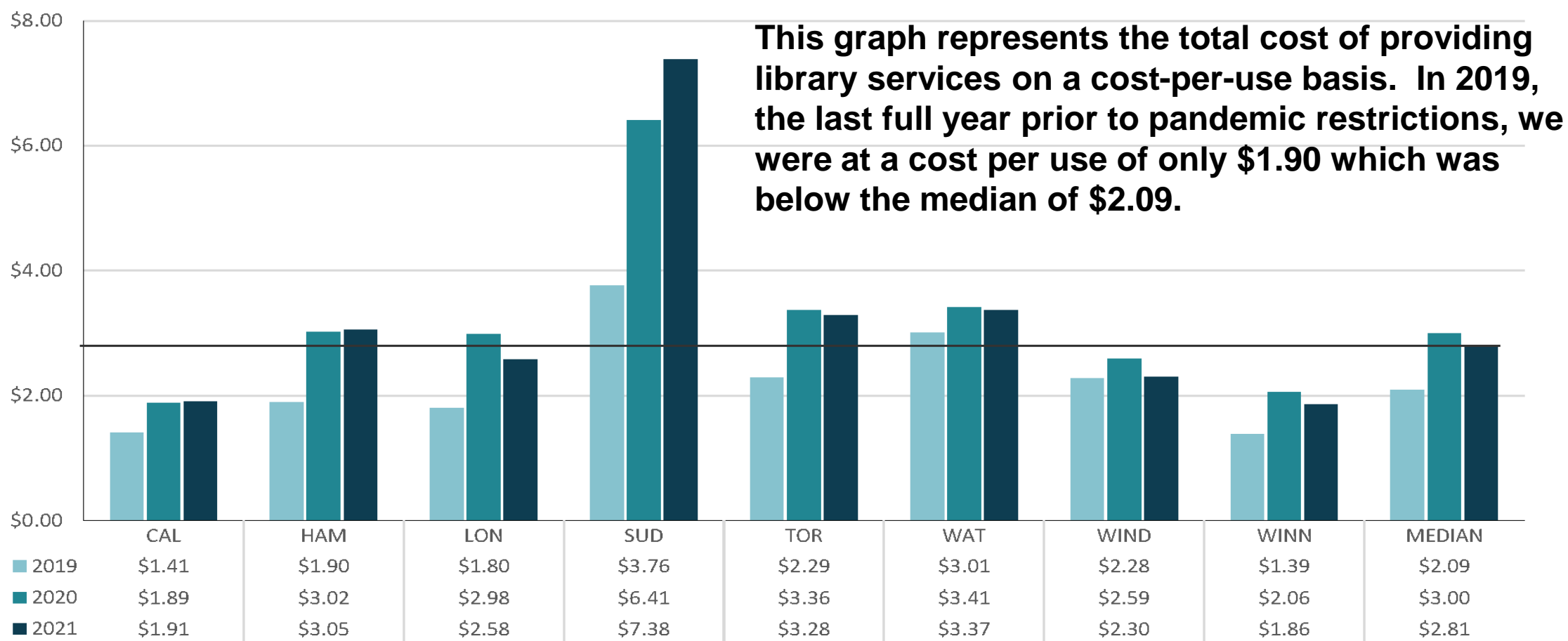
Circulating items include physical and digital media.



# MUNICIPAL BENCHMARKING NETWORK OF CANADA

## PLIB305T - Total Cost for Libraries per Use

This measure reflects all costs to provide a wide range of library services including access, collections, technology, programs and staff expertise.







# KEY REFERENCES

- Meeting Community & Member Needs - 2022: Thoughts on the Next Decade  
<https://www.hpl.ca/sites/default/files/MeetingCommunityMemberNeeds2022.pdf>
- Major Accomplishments of the 2018-2021 Strategic Plan  
[https://www.hpl.ca/sites/default/files/Update\\_Report\\_on\\_Strategic\\_Plan\\_2018-2021.pdf](https://www.hpl.ca/sites/default/files/Update_Report_on_Strategic_Plan_2018-2021.pdf)
- Municipal Benchmarking Network Canada - Libraries  
<http://mbncanada.ca/practice/libraries/>
- Background Board Readings for Strategic Plan Development (2022)  
[https://www.hpl.ca/sites/default/files/Background\\_Briefing\\_Readings\\_2022-Selected\\_Readings\\_Version.pdf](https://www.hpl.ca/sites/default/files/Background_Briefing_Readings_2022-Selected_Readings_Version.pdf)
- Final Report on 2022 Goals – (1<sup>st</sup> Draft)  
<https://granicus-azmop-peak.s3.ca-central-1.amazonaws.com/uploads/attachment/pdf/7177/2022-12-FinalReportonGoal.pdf>
- About the HPL Library Board  
<https://www.hpl.ca/articles/hamilton-public-library-board>
- HPL Management Team Members and Contacts  
<https://www.hpl.ca/articles/management>



**Date:** November 23, 2022  
**To:** Chair and Members of the Board  
**c.c.:** Paul Takala, Chief Librarian/CEO  
**From:** Tony Del Monaco, Director of Finance & Facilities  
**Subject:** **2023 Operating Budget Report (2<sup>nd</sup> Review)**

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### **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The 2023 Operating Budget is being submitted at a 3.5% increase which would result in a \$1,151,341 increase. The net levy municipal contribution would be \$33,861,325.

The Board passed a Statement on Sustainability, committing the library to maintaining investment in 5 key areas. Those key areas are: Collections; Facilities; Technology; Staff; and Programs and Services. A 3.5% budget increase allows the Library to achieve these priorities and meet customer service demands.

### **BACKGROUND:**

Over the last several years, the following direction has been received by Council and subsequent submissions by the Library Board:

	<b><u>Direction</u></b>	<b><u>Library</u></b>
2014	0.0%	0.2%
2015	-----	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%
2019	-----	2.4%
2020	2.0%	2.0%
2021	2.0%	1.5%
2022	2.0%	2.5%
2023	-----	3.5%

As can be seen from past operating budget submissions, the Library has a strong track record of meeting City Council's budget guidelines (no Council direction given this budget year). Over the past 10 budget cycles, the average annual increase in HPL's operating budget has been limited to 1.8% per year (including this 2023 year).

HPL's 2023 operating budget increase is at 3.5%.

**2023 Budget Outlook:**

The 2023 Operating Budget request is at a municipal contribution of \$33,861,325 which is an increase of \$1,151,341 or 3.5% over the 2022 Operating Budget of \$32,709,984.

Attached as Table 1 to this report is a 2023 Budget Outlook summarizing the changes by cost category.

Employee-related expenses are the primary driver and are budgeted to increase by \$1,115,691.

A 2.5% cost of living adjustment (COLA) for employee salary & wages has been built into the budget. This is higher than the COLA we've been using in recent years which was 1.6%. No formal budget direction has been received from City Council. The COLA of 2.5% is being used for budgeting purposes only. About \$480,000 of the staffing increase is related to the COLA adjustment factor.

The actual COLA for 2023 will be dependent on the outcome of contract negotiations between the City and their Union, CUPE 5167. Per the Library's contract with CUPE 932, we will match the COLA increases negotiated by the City and CUPE 5167 as they are our pay equity comparators. These negotiations are anticipated to take place sometime in 2023 with contracts being retroactive to January 2023.

Several positions were added to the budget bringing our Full-Time Equivalent (FTE) count from 297 up to 304. Positions added are a combination of management and customer service staff. In 2022 we made sweeping changes to our service hours system-wide. We listened to community member feedback and eliminated closed days during the week and expanded Sunday hours to include all regional branches in addition to Central. Operating under this model for a year has allowed us to identify needs in our staffing model that will be addressed with these additional positions. Salary and Wages of added positions total \$470,000. While FTE levels have fluctuated from year to year, overall levels have remained relatively controlled and stable over the past 10 years at an average of 302 FTE per year.

As for Employee Benefits, these are budgeted to increase \$277,000 overall. A driver that's new for the 2023 budget is the ability of more part-time staff to opt in to the OMERS pension plan. The current eligibility requirements for non-full-time employees have been removed so now all non-full-time employees may elect to join the OMERS Plan at any time. For those staff that elect to opt in, the Library would provide matching pension contributions. This will allow up to 80 part-time staff plus about 130 Pages to join. We have estimated that 30% of those eligible will opt to join the plan and have included a budgeted provision of \$132,000 to cover these expected costs.



To offset these expenses, we've increased our budget for gapping - ie. a budget provision for positions that remain vacant for a period of time during the year - from \$490,000 to \$600,000. This is based on past experience as well as expectation that higher than normal staff vacancy levels we're currently experiencing will continue to persist, albeit at much lower vacancy levels, into the first quarter of 2023.

### **Other Budget Areas**

We've moved \$25,000 from the software budget (Materials & Supplies) to Service Contracts budget (Contractual Services). Occasionally we buy software, but it's more likely that we subscribe to it, and pay an annual fee through the Service Contracts budget. This is an area we'll need to monitor for future years' budgets for potential contract and inflationary increases.

The Vehicle Repairs for Auto Equipment budget has been reduced by \$20,000. This is something that was added to budget several years ago when Central Fleet charges kept coming in over budget. Central Fleet has since adjusted their budget for our vehicle repairs and actuals are now more consistently coming in close to budget which is allowing us to eliminate this budget item.

City charges for our share of the increase in City insurance premiums is resulting in a \$47,000 budget increase. There is a result of a city-wide increase in insurance premiums for 2023 over 2022.

Building and Ground – the City has changed the way they charge us for Hydro and Gas related to the Central Library. The Central Library's hydro and gas, along with many other downtown buildings, is provided by the Central Utilities Plant. Rather than charging the library budget directly for energy costs, the City will be charging first to a City Cost Centre which is then subsequently recovered from the Library. From a budgeting perspective, this is a neutral change. Charges will now be coming through the "Reserve Recoveries" budget line instead of the "Building & Grounds" budget line. This change has been reflected by a reduction in the Building & Grounds line and increase in the City Direct Facility Recoveries line.

### **Revenues**

On the revenue side, minor changes include budgeted increases for expected increases in Newcomer Learning Centre grant funding (\$10,000). Photocopier revenue is expected to increase slightly (\$5,000) as operations continue to normalize after the pandemic.

### **Reserve Funding**

Last year as part of the operating budget we introduced a transfer from library reserves to offset operating budget impacts. That budgeted transfer was for \$160,000 and was to be phased out over 5 years for a total reserve contribution to operating of \$500,000.

Due to higher than usual staffing vacancies that we continue to experience, we are expecting another larger than normal operating surplus again this year. Given that, we would like to use some of our surplus to offset a portion of the net City impact of our budget and have increased the budgeted reserve contribution for 2023 to \$200,000 and plan to extend the phase out period to 7 years for a total reserve contribution of \$700,000.

Table 2 provides a line by line breakdown of proposed budget changes for 2023.

### **Three Year Outlook**

The Library participates in the City's multi-year budgeting initiative. Operating budgets are still approved on an annual basis, however a three-year forecast – in addition to the current budget year - now accompanies the annual budget. The 3-year forecast is for information purposes only and is presented in Table 3.

We are forecasting an average increase of 2.8% from 2024 to 2026 to maintain levels of service. The following are key drivers of the 2024 to 2026 forecast:

- COLA has been budgeted at 2.5% for the three-year forecast period. A 3.0% percent increase in employee related costs has been assumed over the 3-year period to cover estimated 2.5% cost of living increases as well as increases in benefit costs.
- Building and Ground shows an increase for lease costs and security contract costs. Our security contract is coming up for renewal during the three-year period. We are expecting we will need to increase the budget provision for potential increases under the new contract.
- After Hours Study Halls is a service we're re-introducing. Pre-pandemic the service was offered at select branches from the closing of regular open hours until midnight. The cost of this service is about \$20,000 per year per location. The goal is to offer this service at Central and the six Regional branches. This would allow us to provide 108 Study Hall hours per week once it's fully rolled out. Costs of that service are built into the forecast as well.
- A provision for other general contract cost increases has been included as part of Contractual Services at \$25,000 to \$75,000 per year.
- A provision of \$30,000 to \$80,000 per year has been included in the Reserves/Recoveries budget as an estimate for City cost recovery increases and increased reserve provisions for capital enhancements.
- Indirect City Cost allocations have been estimated to increase by 2.5% inflation.
- Fees & General revenues are projected to remain stable with modest increases in grant revenue for the Newcomer Learning Centre program.
- Contribution from Reserves to support Operations is forecast to decrease by \$30,000 to \$40,000 per year until fully eliminated over a 7-year period.





Table 1 - 2023 Operating Budget Summary

	2022 Budget	2023 Budget	2023 \$ Budget Variance	2023 % Budget Variance
<b>Hamilton Public Library</b>				
<b>Expenses Total</b>	<b>34,530,374</b>	<b>35,733,855</b>	<b>1,203,481</b>	<b>3.5%</b>
Employee Related Cost Total	23,099,408	24,215,099	1,115,691	4.8%
Material & Supply Total	3,751,280	3,721,840	(29,440)	(0.8%)
Vehicle Expenses Total	108,541	90,024	(18,516)	(17.1%)
Building & Ground Total	2,604,130	2,014,610	(589,520)	(22.6%)
Contractual Total	1,696,770	1,721,770	25,000	1.5%
Reserves/Recoveries Total	2,495,188	3,183,928	688,740	27.6%
Cost Allocations Total	399,637	411,164	11,527	2.9%
Financial Total	375,420	375,420	0	0.0%
<b>Revenues Total</b>	<b>(1,820,390)</b>	<b>(1,872,530)</b>	<b>(52,140)</b>	<b>2.9%</b>
Fees & General Total	(380,940)	(383,080)	(2,140)	0.6%
Grants & Subsidies Total	(1,279,450)	(1,289,450)	(10,000)	0.8%
Reserves Total	(160,000)	(200,000)	(40,000)	25.0%
<b>Net Levy</b>	<b>32,709,984</b>	<b>33,861,325</b>	<b>1,151,341</b>	<b>3.5%</b>

**Table 2 - 2023 Operating Budget Changes**

Category	Budget Change \$	Drivers
<b>EMPLOYEE RELATED COST</b>	<b>1,115,691</b>	
Salaries & Wages	948,224	COLA adjustment, staffing changes
Benefits	277,467	OMERS, Vacation Pay, Health Benefits
Gapping	(110,000)	expected vacancies
<b>MATERIAL AND SUPPLY</b>	<b>(29,440)</b>	
Software Purchases	(25,000)	Budget moved to Contractual Services
Equipment Repairs	(4,440)	
<b>VEHICLE EXPENSES</b>	<b>(18,516)</b>	
Central Fleet Charges	(899)	Charges from City for vehicle maintenance
Licenses	(177)	Charges from City
Fuel-Diesel	1,220	Fuel for Bookmobiles
Fuel-Unleaded Gasoline	1,340	Fuel for Courier Trucks & Vans
Repairs - Auto Equipment	(20,000)	Already covered off in Central Fleet Charges
<b>BUILDING AND GROUND</b>	<b>(589,520)</b>	
Heating Fuel	(77,230)	Change to billing process; now charges to Recoveries Budget
Hydro	(505,260)	Change to billing process; now charges to Recoveries Budget
Water & Sewer	(15,260)	Change to billing process; now charges to Recoveries Budget
Security	8,680	Contract increases
IP Telephony Charges	(450)	City driven change
<b>CONTRACTUAL SERVICES</b>	<b>25,000</b>	
Lease & Service Contracts	25,000	Contract increases
<b>RESERVES / RECOVERIES</b>	<b>688,740</b>	
Transfer to Vehicle/ Equipment Reserve	4,000	City charge for future replacement of vehicles
City Direct Vehicle Insurance Recovery	4,644	Charges from City
City Direct Insurance Recovery	46,648	Charges from City
City Direct Facilities Recovery	635,543	Charges from City -- offset by reductions to Hydro, Gas, Water/Sewer budgets
City Postage/Freight/Courier Recovery	(2,095)	
<b>COST ALLOCATIONS</b>	<b>11,527</b>	
Facilities Helpdesk	5,813	City driven cost -- offset by Facilities Recovery decrease above
Driver Training	295	City driven cost
City Indirect Accounting Services Recovery	1,669	City driven cost
City Indirect Financial Applications Recovery	584	City driven cost
City Indirect Payroll Recovery	1,703	City driven cost
City Indirect Accounts Payable Recovery	607	City driven cost
City Indirect Procurement Recovery	379	City driven cost
City Indirect Budgets Recovery	393	City driven cost
City Legal Services Recovery	82	City driven cost
<b>FINANCIAL EXPENSES</b>	<b>-</b>	
<b>EXPENSES</b>	<b>1,203,481</b>	
<b>FEES, GENERAL, &amp; OTHER GRANTS</b>	<b>(2,140)</b>	
Administration Fees	(1,000)	Lease revenue related to Carlisle branch ATM
Book Sales	4,000	Book sales being phased out
Photocopier Revenue	(5,000)	
Research Fees	(140)	
<b>GOVERNMENT GRANTS &amp; SUBSIDIES</b>	<b>(10,000)</b>	
Federal Grants	(10,000)	Newcomer Learning Centre grant
<b>RESERVES</b>	<b>(40,000)</b>	
Contribution from Reserves	(40,000)	Contribution from Library Reserves now at \$200,000 for 2023
<b>REVENUES</b>	<b>(52,140)</b>	
<b>NET LEVY</b>	<b>1,151,341</b>	

Table 3 - Three Year Forecast

	2022	2023	2023	2024	2025	2026
	Budget	Budget	Change	Change	Change	Change
<b>Total Expenses</b>	<b>34,530,374</b>	<b>35,733,855</b>	<b>1,203,481</b>	<b>923,983</b>	<b>995,783</b>	<b>963,300</b>
EMPLOYEE RELATED COST	23,099,408	24,215,099	1,115,691	726,453	748,247	770,694
MATERIAL AND SUPPLY	3,751,280	3,721,840	(29,440)	5,000	5,000	8,000
VEHICLE EXPENSES	108,541	90,024	(18,516)	2,251	(20,000)	1,807
BUILDING AND GROUND	2,604,130	2,014,610	(589,520)	100,000	100,000	25,000
CONSULTING	-	-	-		20,000	
CONTRACTUAL	1,696,770	1,721,770	25,000	50,000	50,000	75,000
RESERVES / RECOVERIES	2,495,188	3,183,928	688,740	30,000	80,000	70,000
COST ALLOCATIONS	399,637	411,164	11,527	10,279	10,536	10,799
FINANCIAL	375,420	375,420	-	-	2,000	2,000
<b>Total Revenue</b>	<b>(1,820,390)</b>	<b>(1,872,530)</b>	<b>(52,140)</b>	<b>20,000</b>	<b>10,000</b>	<b>10,000</b>
FEES, GENERAL, & OTHER GRANTS	(380,940)	(383,080)	(2,140)	(10,000)	(10,000)	(10,000)
GOVERNMENT GRANTS AND SUBSIDIES	(1,279,450)	(1,289,450)	(10,000)	(10,000)	(10,000)	(10,000)
RESERVES	(160,000)	(200,000)	(40,000)	40,000	30,000	30,000
<b>\$ Net Levy</b>	<b>32,709,984</b>	<b>33,861,325</b>	<b>1,151,341</b>	<b>943,983</b>	<b>1,005,783</b>	<b>973,300</b>
<b>% increase</b>			<b>3.5%</b>	<b>2.8%</b>	<b>2.9%</b>	<b>2.7%</b>





# 2023 Hamilton Farmers' Market Operating Budget





## Contents

- Post COVID Challenges
- Year Over Year HFM Foot Traffic
- Foot Traffic Key to Market Success
- Multi-year Financial Trends
- Market Budget Struggles Continue
- 2023 HFM Budget Proposal
- Mixed Outlook for 2023
- Questions



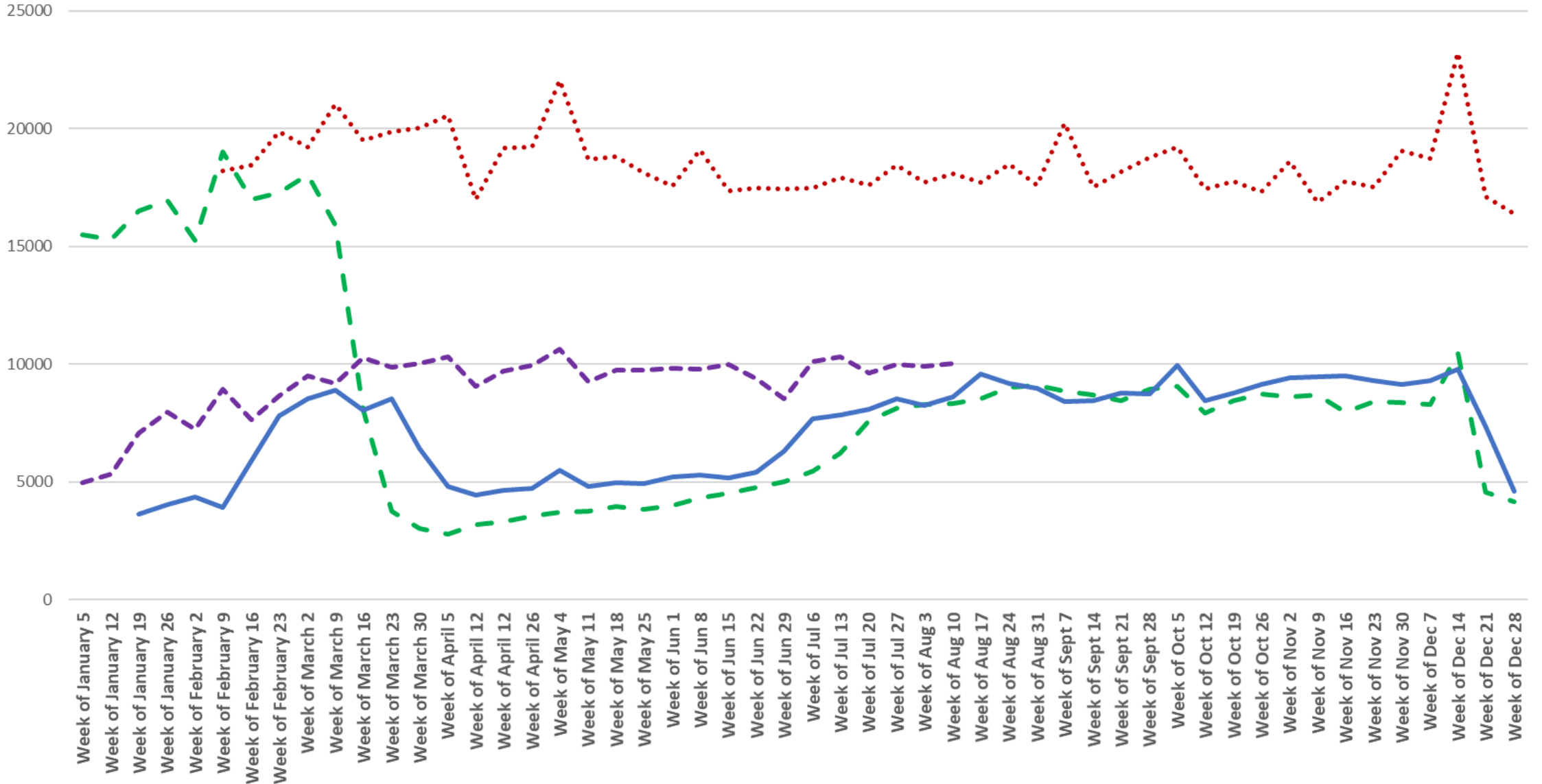
## Post COVID Challenges

- COVID continues to impose hardships on the Market and its businesses
- Hybrid work schedules have quieted the downtown core and reduced opportunities to rebuild foot traffic
- Foot traffic to the Market through Jackson Square has diminished greatly throughout the pandemic
- No fee increase to Market vendors in 2023
- Market stall vacancy has increased going into 2023
- Changes to the City Parkade technology in September 2022 have challenged Market shoppers



### Weekly customer visits to the Hamilton Farmers' Market

●●●● 2019 Weekly Traffic   
 — — — — 2020 Weekly Traffic   
 — — — — 2021 Weekly Traffic   
 - - - - 2022 Weekly Traffic

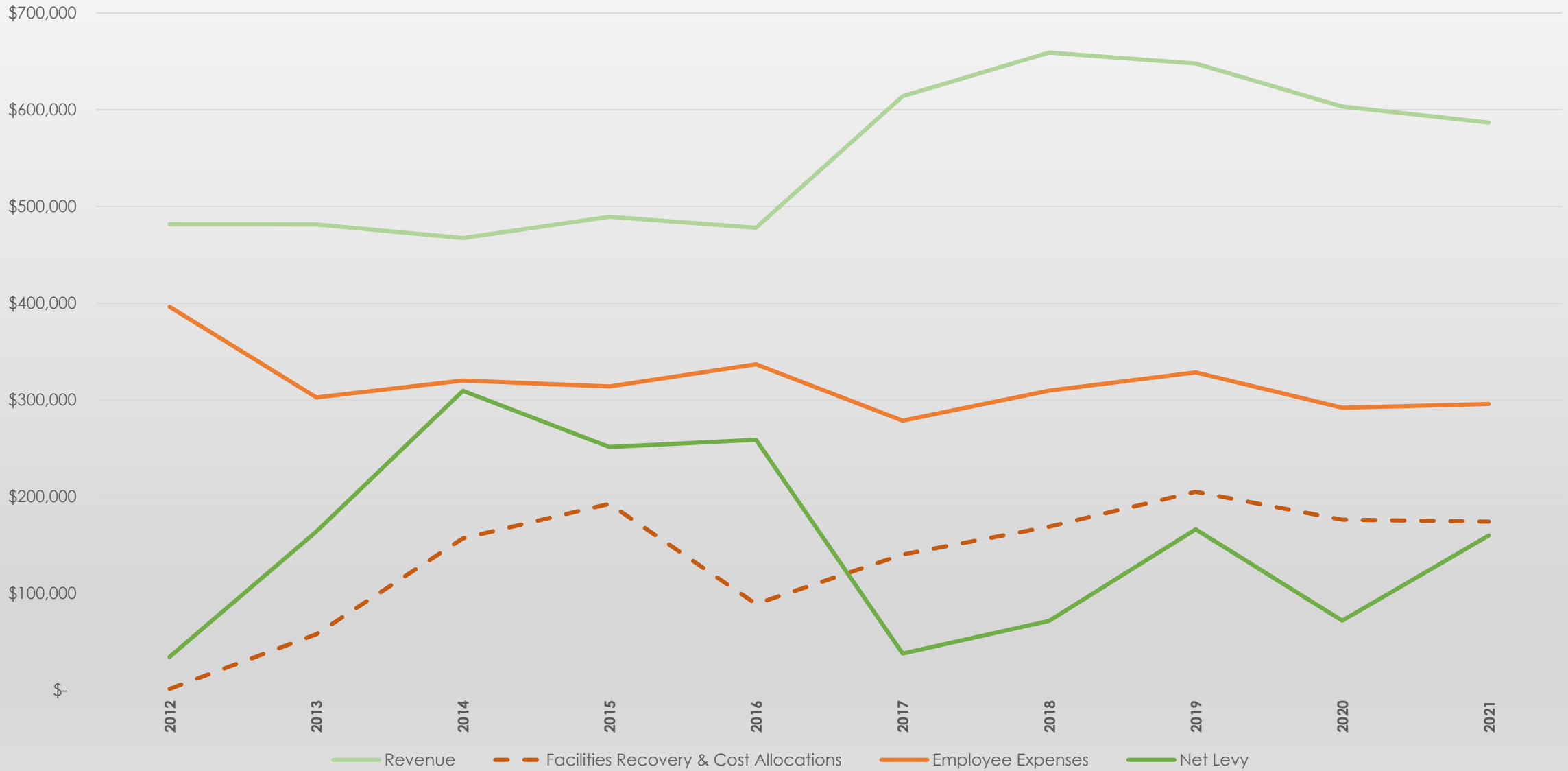




## Foot Traffic Key to Market Success

- **Weekly Pre-COVID Foot Traffic was 17K - 20K**
- **March 2020, Weekly Foot Traffic dropped to less than 4K with the onset of COVID**
- **2022 presented improvement but we've stalled in the 50% - 60% of Weekly pre-COVID foot traffic counts**
- **2022 Holiday period (Nov. thru Dec.) weekly average of 9,657 vs 9,159 (2021) & vs 17,017 (2019)**

### Hamilton Farmers' Market Multi-Year Actuals





## Market Budget Struggles Continue

- The primary source of HFM revenue comes from vendor fees (98% excluding Corporate Sponsorship)
- Total revenues continue to be impacted by a slow post-pandemic recovery and have yet to regain full stall occupancy
  - 2019 (\$509K) ... 2020 (\$473K) ... 2021 (\$453K)
  - 2022 (\$464K) ... Forecast
  - 2023 (\$487.8K) ... Unexpected vacancies
- Corporate Sponsorship agreement (\$125k) expired in April '22
- New Corporate Sponsor signed on for 2022-24 (\$25K) Annual



2023 OPERATING BUDGET - HFM	2022 BUDGET	2023 BUDGET - PROPOSED	VARIANCE
<b>REVENUE:</b>			
MARKET FEES	\$ 510,000	\$ 487,830	-\$ 22,170
SPONSORSHIP	\$ -	\$ 25,000	\$ 25,000
CART RENTAL	\$ 5,000	\$ 5,000	\$ -
MERCHANDISE	\$ 4,500	\$ 4,500	\$ -
<b>TOTAL REVENUE:</b>	<b>\$ 519,500</b>	<b>\$ 522,330</b>	<b>\$ 2,830</b>
<b>LABOUR:</b>	<b>\$ 339,800</b>	<b>\$ 359,864</b>	<b>\$ 20,064</b>
<b>KEY EXPENSES:</b>			
Garbage Collection	\$ 36,400	\$ 27,300	-\$ 9,100
Heating Fuel	\$ 20,540	\$ 18,700	-\$ 1,840
Hydro	\$ 80,520	\$ 84,500	\$ 3,980
Facilities/CUP Op's Charges	\$ 29,178	\$ 35,879	\$ 6,701
Facilities Recovery	\$ 89,155	\$ 94,386	\$ 5,231
Advertising & Promotion	\$ 64,260	\$ 55,500	-\$ 8,760
Parking	\$ 45,000	\$ 35,000	-\$ 10,000
<b>TOTAL KEY EXPENSES:</b>	<b>\$ 365,053</b>	<b>\$ 351,265</b>	<b>-\$ 13,788</b>
<b>OTHER EXPENSES:</b>	<b>\$ 57,007</b>	<b>\$ 53,482</b>	<b>\$ 3,525</b>
<b>COUNCIL LEVY:</b>	<b>\$ 242,360</b>	<b>\$ 242,281</b>	<b>-\$ 79</b>



## Mixed Outlook For 2023

- Renewed interest in available stall opportunities
- Planned collaborations with the Hamilton Public Library, the Hamilton Bulldogs and the Toronto Rock sports franchises
- Working with our new corporate sponsor Rogers
- Continue promoting the “Shop Local” theme
- Activating York Blvd space at the front of the Market
- Market visioning exercise being finalized
- Governance review to be concluded based on an approved vision





THANK YOU & QUESTIONS

HAMILTON POLICE SERVICE

2023

BUDGET



HAMILTON POLICE SERVICE  
Together. Stronger. Safer.



# ANNUAL BUDGET PROCESS



\*Prior year line by line budgets are available at [www.hamiltonpolice.on.ca](http://www.hamiltonpolice.on.ca)

# 2023-2026 STRATEGIC DIRECTIONS



Community Safety



Collaborative Engagement



Culture and Capacity



Core Assets



Trusting Change



# POLICING OUR COMMUNITY



Authorized Strength

855 Sworn

331 Civilian Positions



Population 583,963



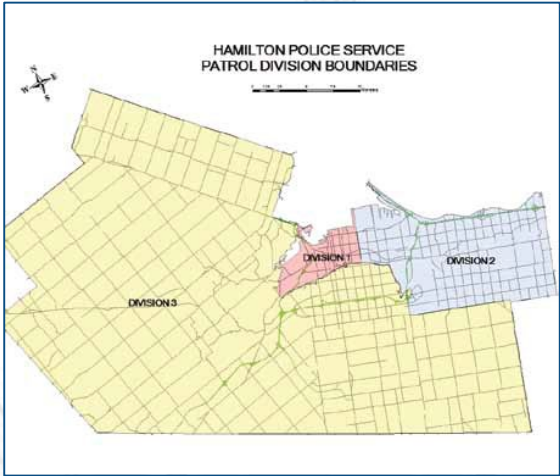
Youth Population 105,755



Households 211,595



Area 112,710 hectares 1,113 km<sup>2</sup>



# BUDGET REQUEST



## Hamilton Police Service Budget Request

Operating  
**5.39%**

Capital  
**1.32%**

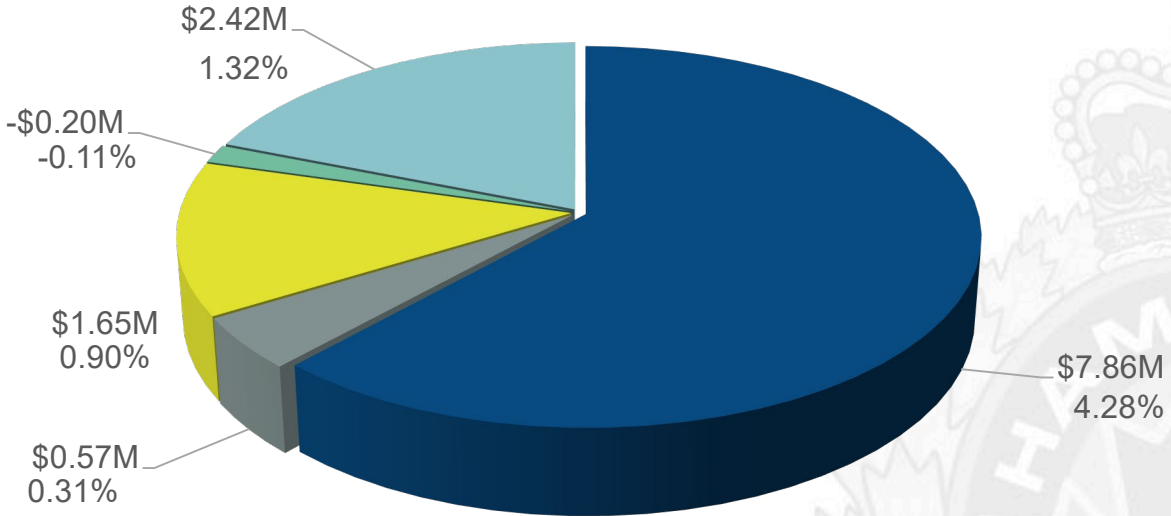
**6.71%**





# 2023 BUDGET PRESSURES

TOTAL PRESSURE  
**6.71%**



- Employee-Related / Base Costs
- Employee-Related / 18 Civilian FTE
- Operating
- Revenue - Increase
- Capital - Increase

# 2023 EMPLOYEE RELATED PRESSURES



Category	Increase	%
Salary/Wages/Court & Overtime – Collective Agreements, Merit, Performance Pay etc.	\$3.17M	1.72%
Benefits – OMERS, Gov't, Employer Benefits etc.	\$1.95M	1.05%
Annualization of 2022 FTEs – Sworn (10-year Human Capital, Salary + Benefits)	\$0.99M	0.54%
New 2023 FTEs – Sworn (10-year Human Capital & Backfills, Salary + Benefits)	\$0.72M	0.40%
Front-Line Premium	\$0.41M	0.23%
WSIB – Budget Recovery (Allocation from City)	\$0.62M	0.34%
<b>Total Employee Related / Base Cost</b>	<b>\$7.86M</b>	<b>4.28%</b>
New 2023 FTEs – Civilian (Salary + Benefits)	\$0.57M	0.31%
<b>Total Employee Related Cost (Incremental Increase)</b>	<b>\$8.43M</b>	<b>4.59%</b>

*\*Anomalies due to rounding*

# 2023 COMBINED BUDGET



<b>2023 Combined Budget % (before reduction)</b>	<b>\$195.85M</b>	<b>6.71%</b>
Less: Potential items funded by the City of Hamilton		
➤ Parking lot replacement – Station 10	\$(0.85)M	
➤ Roof replacement – Station 20	\$(0.68)M	
➤ Generator/Diesel Tank – Station 30	\$(0.32)M	
➤ Marine Vessel Engine Replacement	\$(0.20)M	
➤ Court Security/Prisoner Vehicle	\$(0.16)M	
➤ Pedestrian Pavers – Station 20	\$(0.05)M	
<b>Total</b>	<b>\$(2.26)M</b>	<b>(1.23)%</b>
<b>2023 Combined Budget</b>	<b>\$193.59M</b>	<b>5.48%</b>

# BUDGET PRESSURES



Maintaining Adequate Service Delivery



Increasing Workload Demands



Increasing Complexity of Policing



Severity of Crime



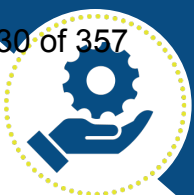
Supporting Frontline Operations





# Maintaining Adequate Service Delivery





# CALLS AND EVENTS




Total Calls Received  
**419,690**




**11.7%**  
INCREASE OVER 5 YEARS

 **226,918**

911 Calls  
Received

 **14.6%**  
INCREASE OVER 5 YEARS

 **192,772** Non Emergency  
Calls Received

 **8.4%**  
INCREASE OVER 5 YEARS

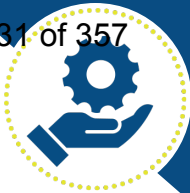


Dispatched for Service  
**100,579**



**-1.3%**  
DECREASE OVER 5 YEARS

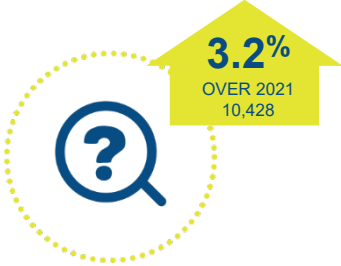
\*Does not include traffic stops



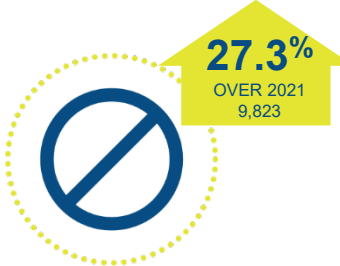
# MOST FREQUENT CALL TYPES



Partner/Family Violence



Suspicious Activity



Trespassing



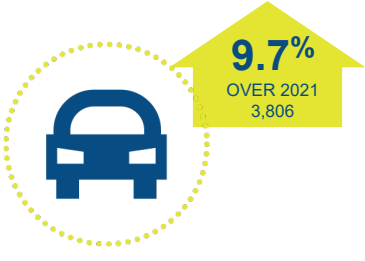
Ambulance Assist



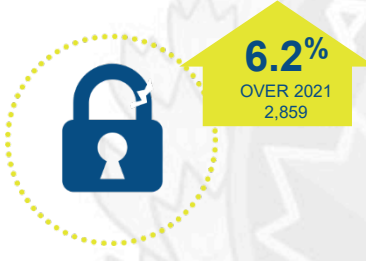
Motor Vehicle Collisions



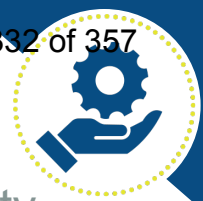
Person In Crisis



Road Safety



Break & Enters



# RESPONSE TIMES



Priority  
**0**  
HIGHEST  
PRIORITY

- Immediate Response Required



Target: 30 sec

Dispatch  
Time:

Priority  
**1**  
IN PROGRESS  
EVENTS

- Domestic
- Suicide / Person in Crisis
- Disturbance on Premise



Target: 3 min

Priority  
**2**  
JUST  
OCCURED  
EVENTS

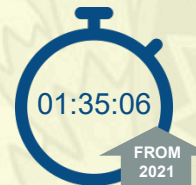
- Suspicious Activity
- Driving Complaints
- Disturbance on Premise



Target: 15 min

Priority  
**3**  
REPORT  
EVENTS

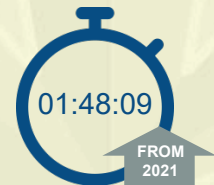
- Trespassing
- Residence / Compassion
- Disorderly



Target: 60 min

Priority  
**4**  
REPORT  
EVENTS

- Noise Complaints
- Break and Enter Report
- Neighbour Trouble



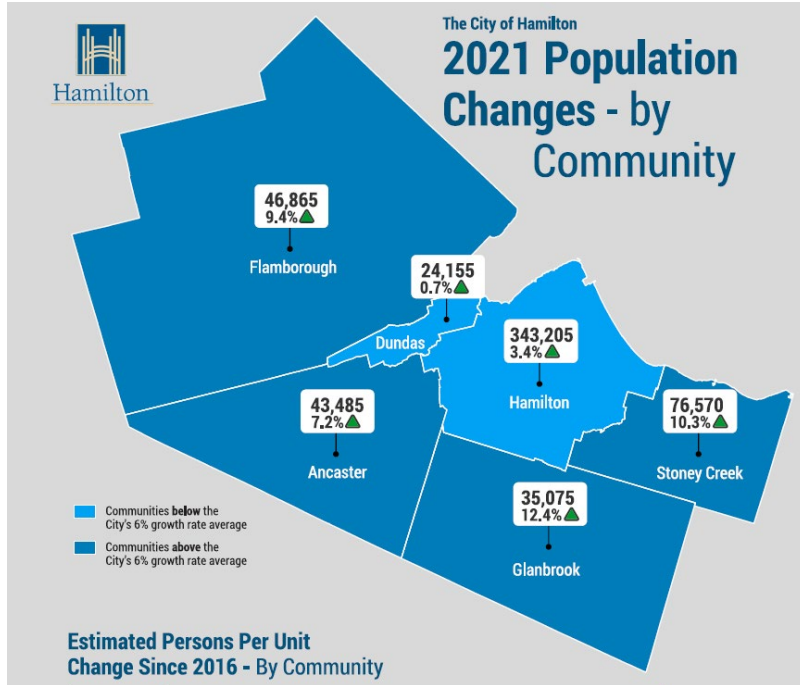
Target: 180 min



# Increasing Workload Demands



# WORKLOAD STUDY - COMMUNITY



- Hamilton has had a 6% growth in population and in 2021 reported a total population of 583,963
- The population is expected to grow between 11-12% in the next decade and 26-27% in the next 20 years
- 2020 6<sup>th</sup> highest violent crime severity index & 5<sup>th</sup> in 2021



# CALL VOLUME



# 7.5%

**INCREASE IN CALLS ANSWERED THROUGH THE PUBLIC SAFETY ANSWERING POINT (PSAP)**

**PSAP FACING PRESSURE TO KEEP PACE WITH THE INCREASED CALL VOLUME**

### Total 911 & Non Emergency Calls Answered Trended, 2019-2022



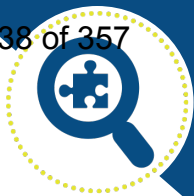
# STAFFING & FINANCIAL IMPACTS



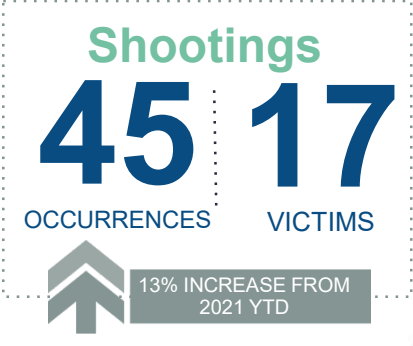
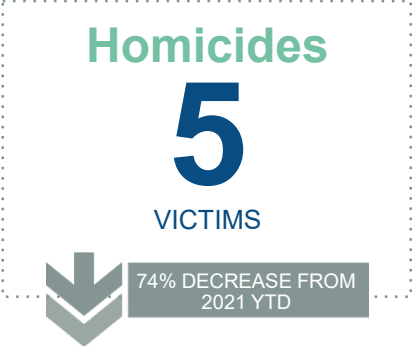


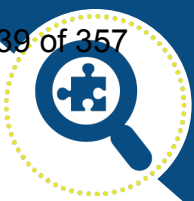
# Increasing Complexity of Policing





# A YEAR IN NUMBERS





# COST OF A FATAL MVC



## Locke Street Fatality

On May 5, 2022, a 49-year-old female operating a DARTS bus stopped to pick up a passenger on Main St West near Locke Street, when a female driving a Honda Civic struck and killed her. The following is a breakdown of the Police resources and economic impact of a motor vehicle fatality.



**632**  
Total Investigative  
Hours

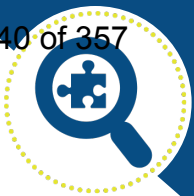


**\$31,208\***  
Total Cost

INCREASE FROM 2019

\*Although multiple ranks are involved in the investigation, costs are calculated based on a 1<sup>st</sup> Class Constable.

<p>Involved</p> <p><b>39</b></p> <p>MEMBERS</p>	<ul style="list-style-type: none"> <li>• Patrol</li> <li>• Duty Officer</li> <li>• Traffic Safety Unit</li> <li>• Media</li> <li>• CID</li> </ul>	<ul style="list-style-type: none"> <li>• Collision Recon</li> <li>• Mechanics</li> <li>• Forensics</li> <li>• ACTION</li> </ul>
---	---	---



# COST OF HOMECOMING



## McMaster Student Celebration

Unsanctioned and illegal street parties are a spreading epidemic affecting universities across Canada, including Hamilton. On October 1, 2022, emergency service providers, McMaster University, and numerous City resources worked together to provide community and public safety. These events unnecessarily drew on all emergency services and City of Hamilton resources.



**2034**  
Total Operational Hours



**\$134,904**  
Total Cost

Involved  
**207**  
MEMBERS

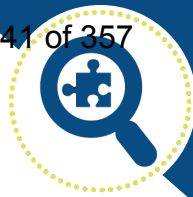
- Patrol
- Incident Commander
- Operational Command
- ISD Members
- POU
- HEAT

- Forensics
- ACTION
- Crime Managers
- Mounted Patrol
- Special Constables
- Drone Operators



**Partnerships:** City of Hamilton, Hamilton Municipal Law Enforcement, Hamilton Fire, Hamilton Paramedics, McMaster University





## Digital Evidence Management Software (DEMS)

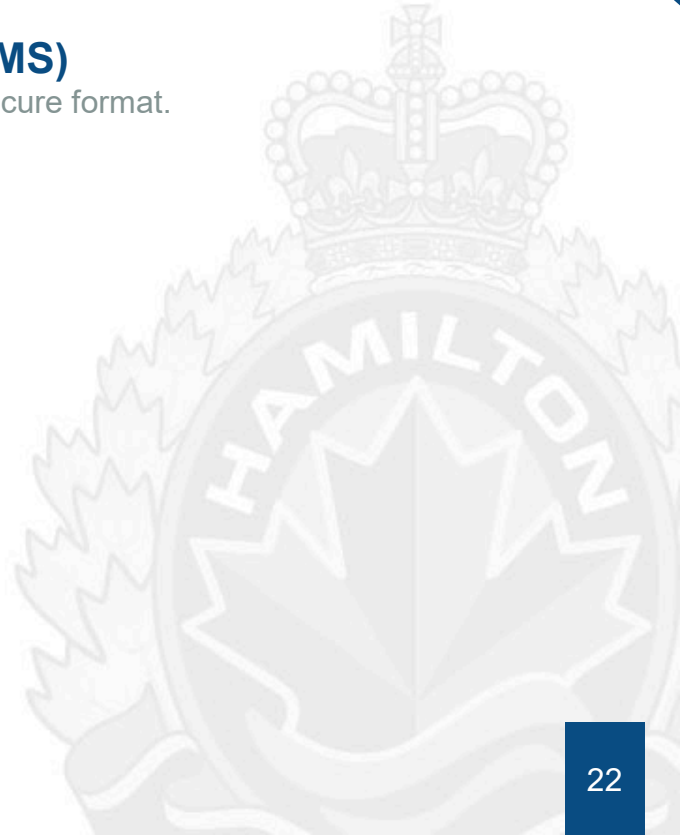
to maintain digital evidence in an organized, searchable and secure format.



## NG911 (Next Generation 911)



## E-notes, e-tickets, Public Safety Broadband Network, in-car cameras

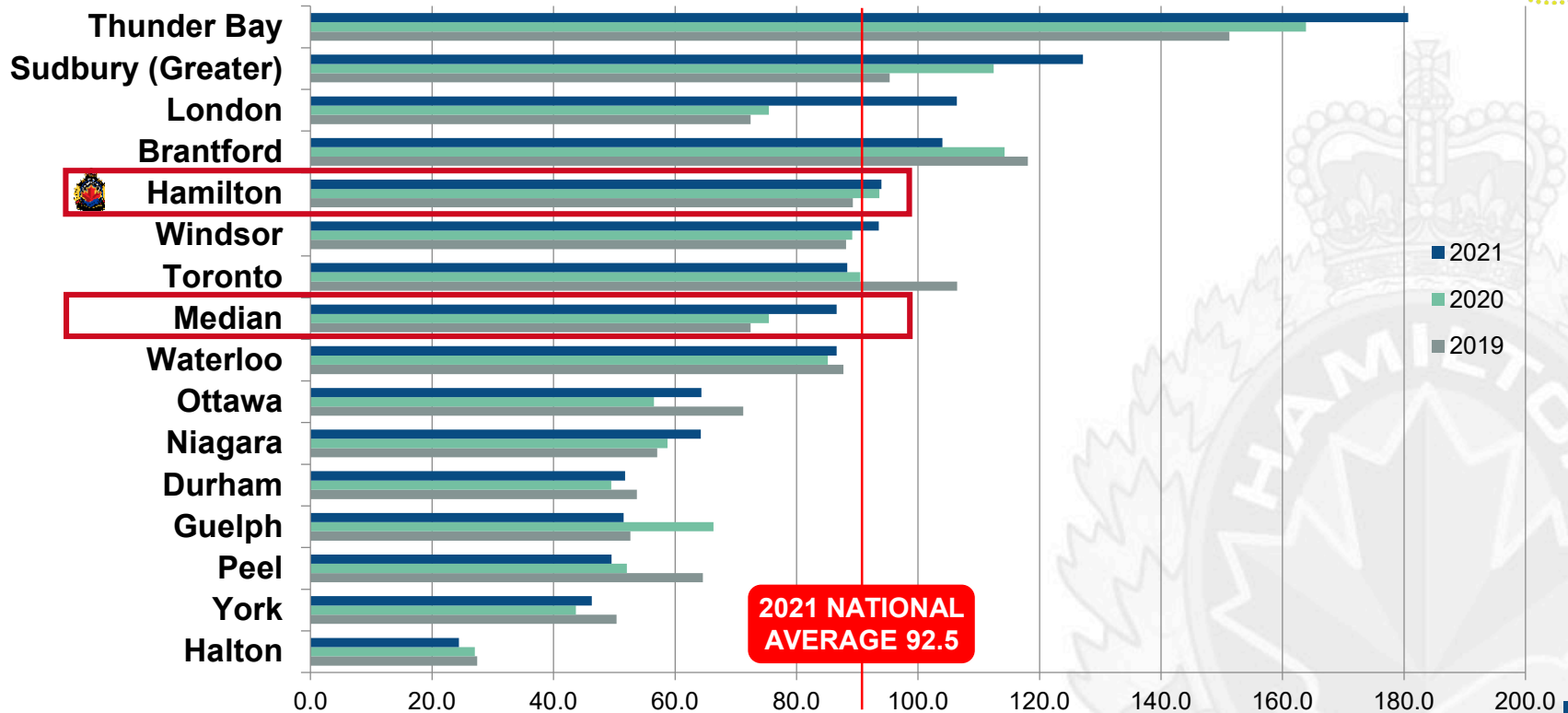


# Severity of Crime

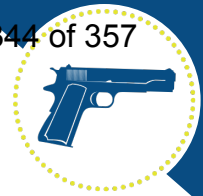




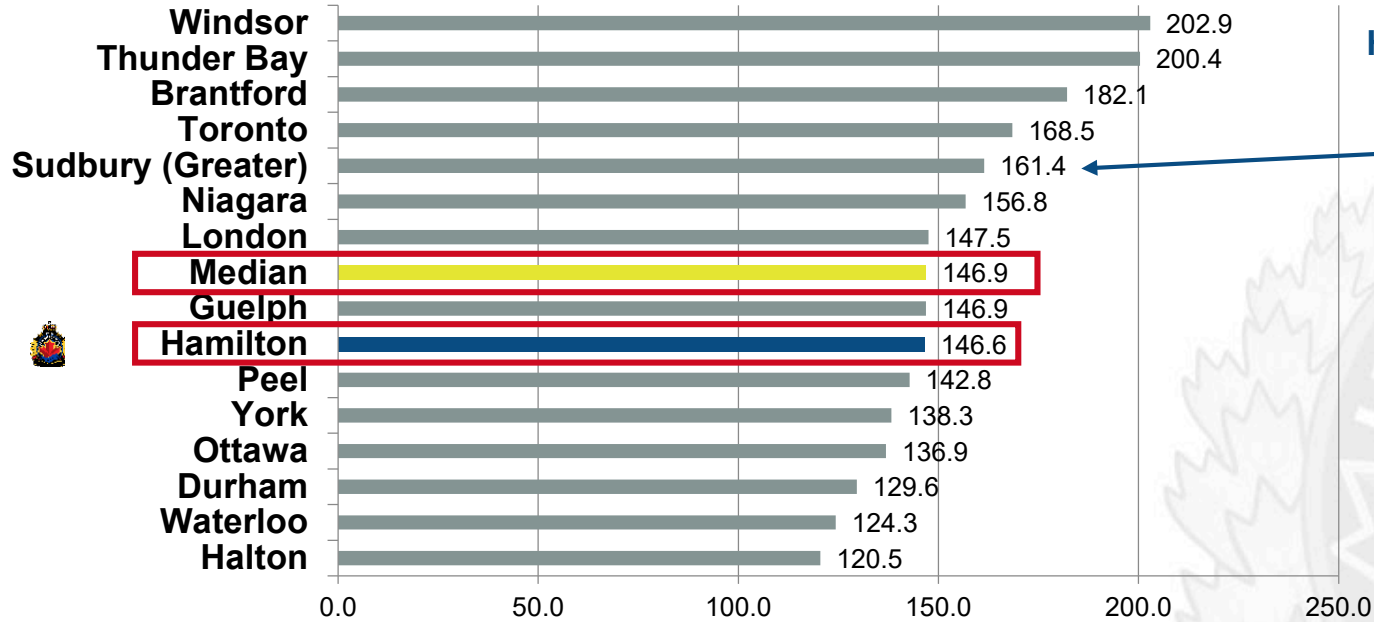
# VIOLENT CRIME SEVERITY INDEX 2021



Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE170 & Stats Canada 35-10-0188-01



## Officers per 100,000 Population

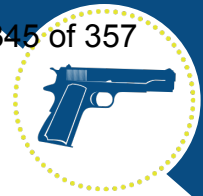


Hamilton ranks 5<sup>th</sup> on the 2021 Violent Crime Severity Index. For HPS to rank 5<sup>th</sup> in officers per 100,000 population, we would require:

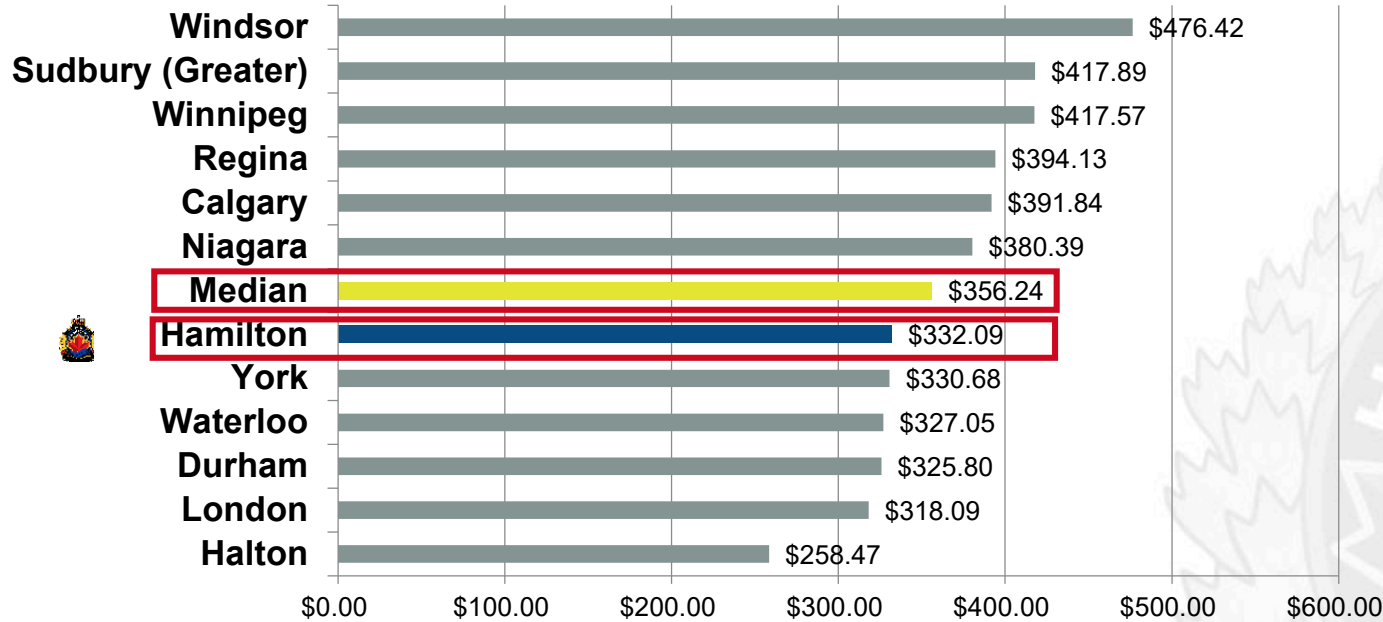
**84**  
more officers

Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE170 & Stats Canada 35-10-0077-01





## Cost of Police Service per Capita



**\$332**  
per capita cost

**6.8%**  
**BELOW**  
National Median

Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE227

# Supporting Frontline Operations





# HUMAN CAPITAL (CIVILIAN)

## Members Required in 2023:

COMMUNICATIONS



8

FULL-TIME MEMBERS

SPECIAL FORENSIC ASSISTANTS



2

FULL-TIME MEMBERS

INFORMATION TECHNOLOGY



7

FULL TIME MEMBERS

FINANCIAL COORDINATOR



1

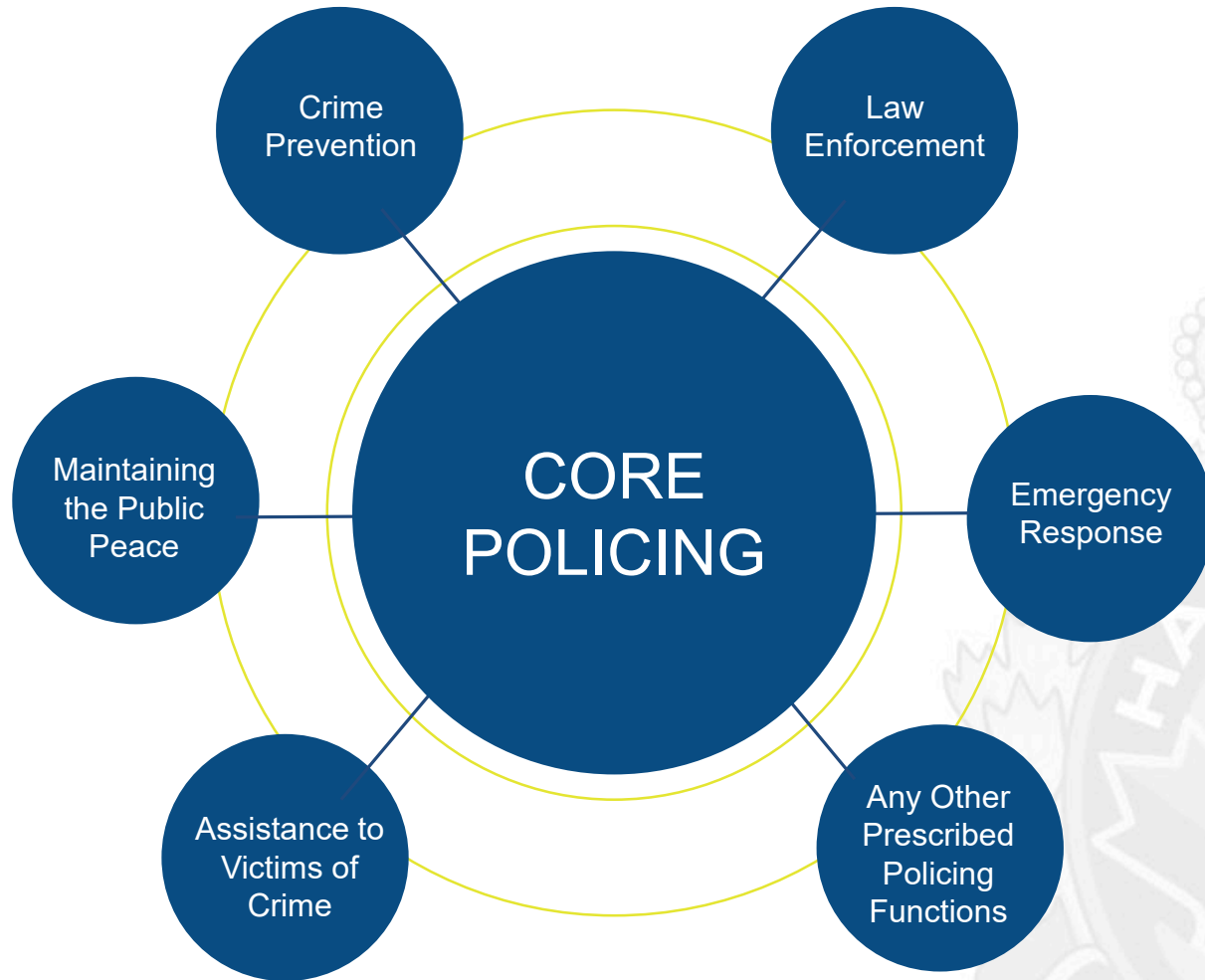
PART-TIME MEMBER

RECRUITMENT OUTREACH SPECIALIST



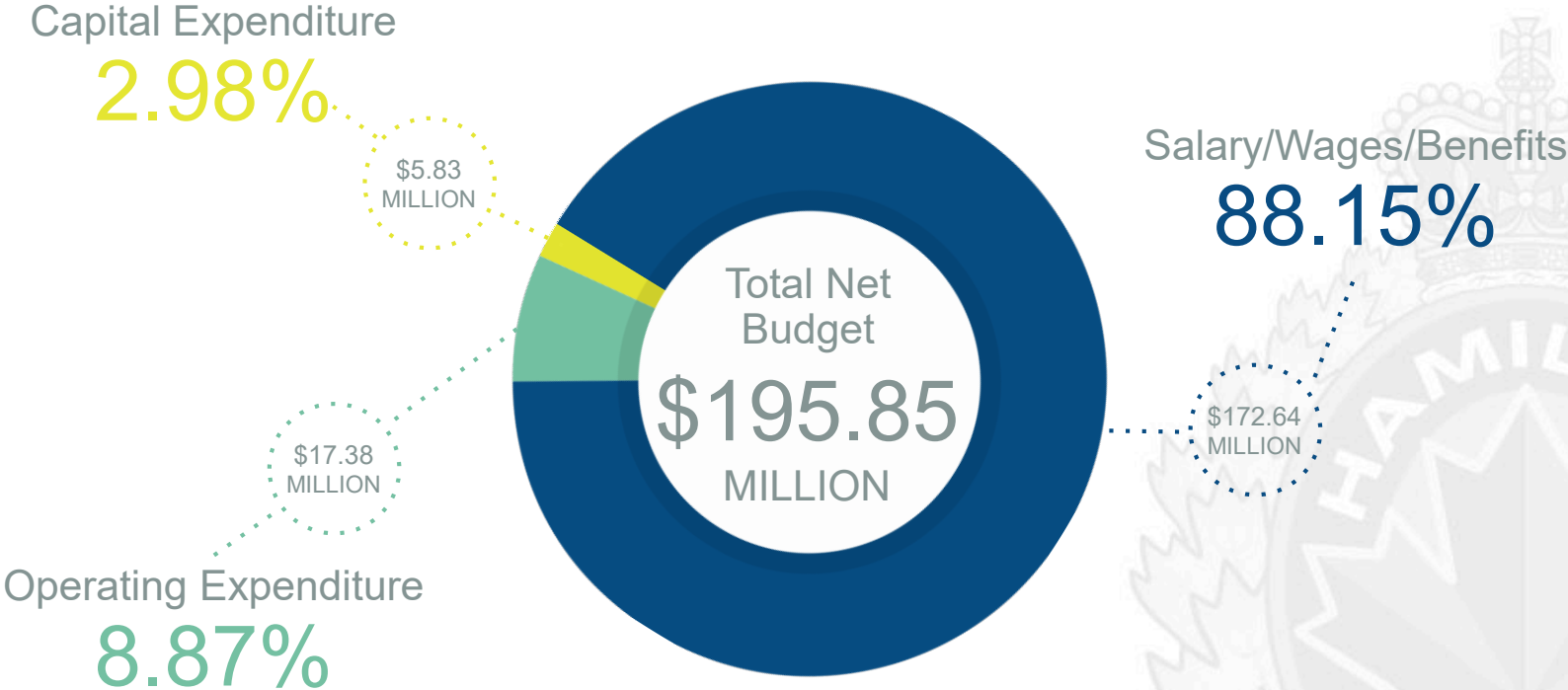
1

PART-TIME MEMBER





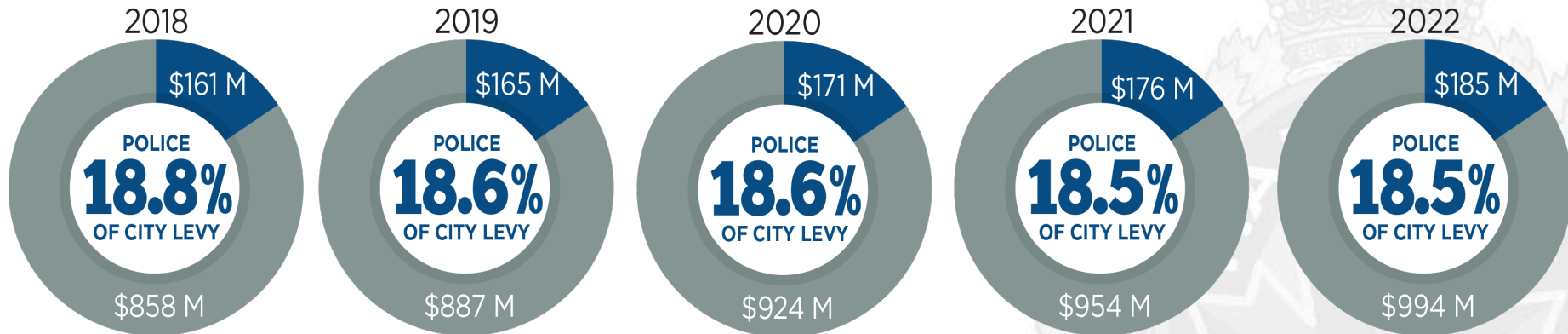
# 2023 BUDGET



*\*Anomalies due to rounding*

# HPS BUDGET AS % OF TOTAL COH LEVY

## PAST 5 YEARS AT A GLANCE



■ CITY OF HAMILTON LEVY    ■ POLICE PERCENTAGE

# RECOMMENDATION

Hamilton City Council approve  
the 2023 Budget of

**6.71%**

*\*Should the City fund the capital items in the 2023 budget, there will be a reduction of 1.23% to the 2023 budget to **5.48%**.*

*\*If the Board considers a 1% assessment growth projection as provided by the City of Hamilton, the 2023 budget would be further reduced to **4.48%**.*



## HAMILTON POLICE SERVICES BOARD

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### Board Members

Pat Mandy, Chair  
Fred Bennink, Vice Chair  
Mel Athulathmudali  
Geordie Elms  
Andrea Horwath  
Cameron Kroetsch  
Esther Pauls

Kirsten Stevenson, Administrator

December 23, 2022

### DELIVERED BY EMAIL

Angela McRae  
[angela.mcrae@hamilton.ca](mailto:angela.mcrae@hamilton.ca)  
Legislative Coordinator, Office of the City Clerk  
City of Hamilton

**SUBJECT: Item 8.2 on the Police Services Board Public Agenda of December 15, 2022:  
2023 Hamilton Police Service Operating and Capital Budgets (22-109)**

Dear Angela:

Please be advised at its public meeting of December 15, 2022, the Hamilton Police Services Board passed the following motion:

**Moved by: Vice Chair Bennink**  
**Seconded by: Member Elms**

That the Hamilton Police Services Board (Board) approve the 2023 Hamilton Police Service (HPS) operating and capital budgets, representing a 6.71% increase over 2022.

**CARRIED.**



Should you have any questions or concerns, please let me know.

Thanks & regards,

A handwritten signature in black ink, appearing to be 'Kirsten', followed by a long horizontal line extending to the right.

Kirsten Stevenson  
Administrator  
Hamilton Police Services Board  
[kirsten.stevenson@hamilton.ca](mailto:kirsten.stevenson@hamilton.ca)



## 2023 Budget Submission





December 6, 2022

Mr. Cyrus Patel  
Senior Financial Analyst, Current Budget  
71 Main Street West  
City of Hamilton, ON L8P 4Y5

Dear Sir,

RE: 2023 Budget, Operating and Capital

As per your request of August 24, 2022, please find a draft 2023 budget request enclosed. The audited financial statement for 2021 will be forwarded as soon as it has been returned.

On your letter dated August 24, 2022 Council has not provided a specific direction for an increase for the year 2023, The Hamilton Beach Rescue Unit is respectfully requesting a 15% increase in our budget submission. The proposed operating budget for 2023 is outlined in Appendix 'B'.

The Hamilton Beach Rescue Unit has maintained a 2% or less increase over the past number of years, however with the escalation in costs due to the across the board increase on all goods and services, caused by the effects of Covid as well as supply and demand shortages, we are requesting this increase in order to be able to continue to provide our services to the Hamilton Wentworth Region.

A capital allotment of \$65,000.00 in addition to an operating budget was granted in 2022. The operating budget was paid in three installments. The 2022 budget is attached as Appendix 'A'. We request a capital allotment of approximately \$65,000.00 for 2023, to be finalized by December 20<sup>th</sup>, 2022.

The above operating budget is with a 15% increase. The capital allotment has remained the same to reflect the 10-year plan.

Although we did not fully use the 2022 Capital Allotment funding, we respectfully request that the money left over from 2022, be carried over into the 2023 budget funding.

I respectfully ask for your support in moving forward with the 2023 budget and capital allotment.

I believe this meets with the City of Hamilton's expectation for 2023.

Yours truly,

Steve Laing  
Treasurer ~ HBRU Inc.

- cc. Marcel Cerminara – Senior Financial Analyst RE: Capital Projects
  - Councillor Matt Francis
  - Councillor Maria Pearson
  - Councillor Brenda Johnson
  - Brian McMullen – Acting General Manager Finance & Corporate Services



## 2022 Operating Budget

### Appendix 'A'

Insurance	\$18,580
Professional Fees	4,800
Telephones and Pagers	4,800
Rent and Taxes	7,800
Repairs and Maintenance	9,780
Fuel (Boat and Vehicles)	7,460
Volunteer Expenses	6,000
Utilities	2,300
Training Seminars	3,700
<u>Office and General</u>	<u>2,650</u>
	\$67,870

## Proposed 2023 Operating Budget

### Appendix 'B'

Insurance	\$20,438
Professional Fees	5,520
Telephones and Pagers	5,280
Rent and Taxes	9,360
Repairs and Maintenance	11,247
Fuel (Boat and Vehicles)	9,325
Volunteer Expenses	6,600
Utilities	3,163
Training Seminars	4,070
<u>Office and General</u>	<u>3,048</u>
	\$78,051