City of Hamilton
GENERAL ISSUES COMMITTEE (BUDGET)
AGENDA

Meeting #: 24-001(b)
Date: January 22, 2024
Time: 9:30 a.m.
Location: Council Chambers (GIC)
Hamilton City Hall
71 Main Street West

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

Pages

1. APPROVAL OF AGENDA

2. DECLARATIONS OF INTEREST

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

4. COMMUNICATIONS

5. CONSENT ITEMS

6. PRESENTATIONS

6.1	Hamilton Public Library (9:45 a.m.)	3
6.2	Hamilton Conservation Authority (10:15 a.m.)	61
6.3	Hamilton Police Services Board (10:45 a.m.)	94

7. DISCUSSION ITEMS

7.1	Conservation Halton	217
7.2	Grand River Conservation Authority	245
7.3	Hamilton Beach Rescue	304

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

7.4 Hamilton Farmers' Market 307

7.5 Niagara Peninsula Conservation Authority 318

7.6 Royal Botanical Gardens 391

8. MOTIONS

9. NOTICES OF MOTION

10. GENERAL INFORMATION / OTHER BUSINESS

11. PRIVATE & CONFIDENTIAL

12. ADJOURNMENT

Hamilton Public Library

DATE: November 15, 2023

TO: Chair and Members of the Board

FROM: Tony Del Monaco, Director, Finance and Facilities

SUBJECT: **2024 Operating Budget (2nd Review) - TD**

RECOMMENDATION:

That the Hamilton Public Library Board approve for submission to the City of Hamilton the 2024 Operating Budget at a net increase of $1,483,378 or 4.4%.

That the Hamilton Public Library Board approve the use of $1,000,000 in reserve funding from the Library General Development Reserve #106007 as part of the 2024 Operating Budget submission.

ATTACHMENTS:

2024OperatingBudget_2nd Review.pdf

Table 1 - 2024 Budget Summary.pdf

Table 2 - Operating Budget Changes.pdf

Table 3 - Three Year Forecast.pdf

Hamilton Public Library

Date: November 15, 2023
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **2024 Operating Budget Submission (2nd Review)**

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

The 2024 Operating Budget is being submitted at a 4.4% increase which would result in a $1,483,378 increase. The net levy municipal contribution would be $35,015,701.

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 4.4% 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:

	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%	2.0%
2021	2.0%	1.5%
2022	2.0%	2.5%
2023	-----	3.5%
2024	-----	4.4%

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 previous 10 budget cycles, the average annual increase in HPL's operating budget has been limited to 1.8% per year.

HPL's 2024 operating budget increase is at 4.4%.

2024 Budget Outlook:
The 2024 Operating Budget request is at a municipal contribution of $35,015,701 which is an increase of $1,483,378 or 4.4% over the 2023 Operating Budget of $33,532,323.

Attached as Table 1 to this report is a 2024 Budget Outlook summarizing the changes by cost category.

Employee-related expenses are the primary driver and are budgeted to increase by $2,027,827.

A 2.5% and 3.0% cost of living adjustment (COLA) for non-union and union employee salary and wages respectively has been built into the budget for 2024. This is higher than the COLA we have been using in recent years and higher than what was budgeted last year in 2023. As part of last year's budget, we included a 2.5% COLA factor for all employees; however, actual union increases were 3.75% and non-union increases were variable depending on the position, but above 2.5% in all cases. The non-union increases included modifications to pay scales to remain in-line with our comparator municipalities. As a result, the 2024 budget includes not only the cost of living adjustment for 2024, but also an adjustment for the actual cost of living factors applied in 2023, versus what was budgeted for.

Several positions were also added to the budget, bringing our Full-Time Equivalent (FTE) count from 303.5 up to 309.5. The positions relate to public service and in-house security. 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, without adding additional staff. 2022 was also the year we returned to in-person programming. We started with much fewer programs than before the pandemic and we have been slowly building up our offerings. With increased service hours and the demand for in-person programming growing over the course of 2022 and into 2023, staffing deficiencies in this area became evident. Having achieved consistent service hours across the city, we now need to address the community's needs for programming and outreach. By filling these positions, we will be able to more closely meet those needs. We anticipate that the demand will continue to increase in some areas, as our offerings are still below pre-pandemic levels. We will provide updates when additional resources are required.

As mentioned, the budget includes the addition of two in-house security guard positions. Currently we have one in-house security supervisor that oversees a team of contracted security guards. In recent years we have seen an increase in demand for security guards, both at Central, where security guards have been onsite for many years, and at some branches that have never had security guards before. The increased use of security guards has also allowed us to offer the "After Hours

Study Hall" model of operations where the Central Library and our six Regional branches remain open for quiet study, from regular closing at 8pm until midnight Monday through Thursday. The service model operates with one or two guards onsite (except for Central, which uses four due to its size). Adding in-house security will help with scheduling and other administrative tasks of the expanded guard contract, while also providing increased coverage time so that an HPL-employed guard can be onsite at Central to lead the contracted guard team. These on-staff guards will not only be leading the contracted guard team, but will also be performing regular guard duties to offset the number of contracted guards required.

As for Employee Benefits, our share of OMERS employer-paid contributions are budgeted to increase by $265,000. As of last year, the 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 will provide matching pension contributions. About 50 part-time employees and 1/3 of our Pages have elected to join the plan so far, and we have adjusted the budget accordingly.

Security Contract

As mentioned earlier, we have increased our use of contracted security guards to help deal with behaviour-related incidents at our branches. Three of our branches now have security on site on a regular basis – Central, Barton and Parkdale. At Barton we have a guard onsite during all open hours. At Parkdale a guard is onsite for about half of the open hours. Central, being our biggest and busiest location, has a complement of between 4 and 10 guards at any given time. Various branches may also have guards temporarily onsite to help staff deal with spikes in unwanted behaviour.

With the rollout of our After Hours Study Halls at Central and Regional branches, the requirement for budgeted guard hours has increased. Study Hall service operates at these locations from close of normal operations at 8pm, until midnight Mondays to Thursdays. Regional locations operate with one or two guards onsite, while Central operates with four due to its size.

The Board has also committed to making sure our guards are paid a living wage. With the combination of increased hours and increases to living wage, we are expecting our next security contract, which will be put out for tender later this year, to come in higher than in the past. For this reason, we have included a $100,000 budget increase for security in 2024, with further increases budgeted in the three-year projection.

Other Budget Areas

We have moved $25,000 from the software budget (Materials and Supplies) to Service Contracts budget (Contractual Services). Occasionally we buy software, but it is more likely that we subscribe to it, and pay an annual fee through the Service

Contracts budget. The majority of other budget adjustments relate to City-driven costs, which are charged back to us via a direct or indirect cost allocation.

Revenues

On the revenue side, we have incorporated minor changes to the budget, including expected increases in Newcomer Learning Centre grant funding ($20,000); Print and Copy revenue increases ($30,000) as well as miscellaneous revenue increases ($4,000) for things such as filming requests.

Reserve Funding

Two years ago, as part of the operating budget, we introduced a transfer from library reserves to offset operating budget impacts. For the 2023 budget, that transfer was set at $200,000. As part of the 2024 budget, and in line with the Mayoral directive, we have increased that reserve contribution to $1,000,000. We are expecting library reserves will contribute $2.7 million to help offset and smooth out operating budget increases over the next six years. The phase-out strategy is outlined below in the three-year outlook.

Table 2 provides a line-by-line breakdown of proposed budget changes for 2024.

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 three-year forecast is for information purposes only and is presented in Table 3.

We forecast an average increase of 4.5% from 2025 to 2027 to maintain levels of service. The following are key drivers of the 2025 to 2027 forecast:

- A 4.0% increase in employee-related costs has been assumed over the three-year period to cover estimated 3.0% cost of living increases, as well as step increases and increases in benefit costs.

- Building and Ground shows an increase for security contract costs. Our security contract will be put out for tender in the coming months. We are expecting we will need to continue to increase the budget provision for potential increases under the new contract.

- A provision for other general contract cost increases has been included as part of Contractual Services at $50,000 to $125,000 per year.

- A provision of $80,000 to $100,000 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 3.0% inflation.

- Fees & General revenues are projected to remain stable with modest increases in grant revenue for the Newcomer Learning Centre program and Printer/Copier usage.

- Contribution from Library Reserves to support Operations is forecast to decrease by $200,000, $300,000, and $200,000 in each of 2025, 2026, and 2027 respectively. Further decreases of $100,000 in each of 2028, 2029, and 2030 would eliminate the reliance on Library Reseve funding over a 6-year period.

Table 1 - 2024 Operating Budget Summary

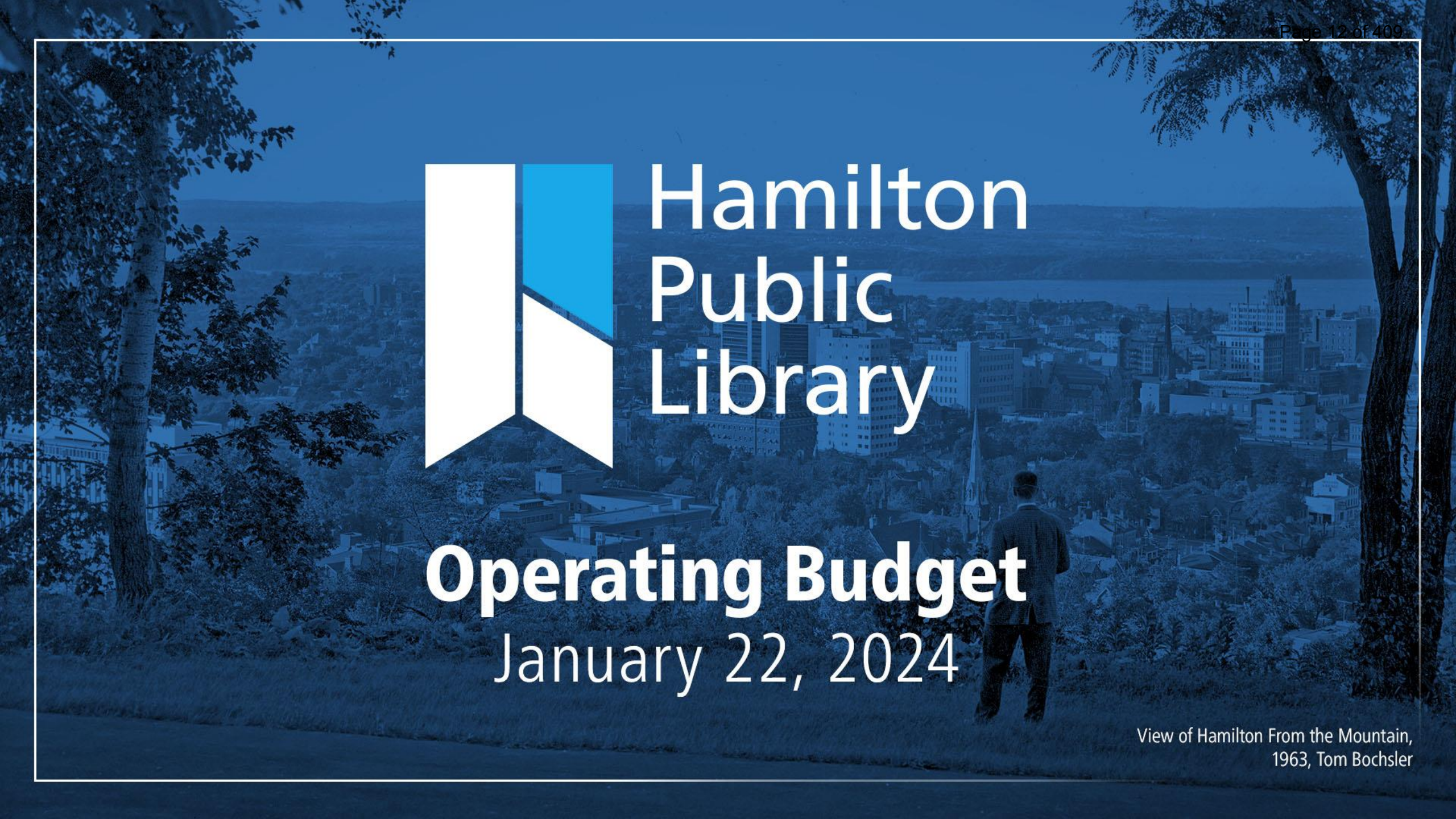
	2023 Budget	2024 Budget	2024 $ Budget Variance	2024 % Budget Variance
Hamilton Public Library				
Expenses Total	**35,404,853**	**37,743,231**	**2,338,378**	**6.6%**
Employee Related Cost Total	24,025,876	26,053,702	2,027,827	8.4%
Material & Supply Total	3,721,840	3,696,840	(25,000)	(0.7%)
Vehicle Expenses Total	91,801	101,930	10,129	11.0%
Building & Ground Total	2,014,610	2,112,707	98,097	4.9%
Contractual Total	1,721,770	1,766,770	45,000	2.6%
Reserves/Recoveries Total	3,042,372	3,265,140	222,767	7.3%
Cost Allocations Total	411,164	370,722	(40,442)	(9.8%)
Financial Total	375,420	375,420	-	0.0%
Revenues Total	**(1,872,530)**	**(2,727,530)**	**(855,000)**	**45.7%**
Fees & General Total	(383,080)	(418,080)	(35,000)	9.1%
Grants & Subsidies Total	(1,289,450)	(1,309,450)	(20,000)	1.6%
Reserves Total	(200,000)	(1,000,000)	(800,000)	400.0%
Net Levy	**33,532,323**	**35,015,701**	**1,483,378**	**4.4%**

Table 2 - 2024 Operating Budget Changes

Category	Budget Change $	Drivers
EMPLOYEE-RELATED COST	**2,027,827**	
Salaries & Wages	1,642,165	COLA adjustments, staffing changes, step increases
Benefits	385,662	OMERS, Vacation Pay, Health Benefits
MATERIAL AND SUPPLY	**(25,000)**	
Software Purchases	(25,000)	Budget moved to Contractual Services
VEHICLE EXPENSES	**10,129**	
Central Fleet Charges	10,175	Charges from City for vehicle maintenance
Licenses	470	Charges from City
Fuel-Diesel	(1,177)	Fuel for Bookmobiles
Fuel-Unleaded Gasoline	660	Fuel for Courier Trucks & Vans
BUILDING AND GROUND	**98,097**	
Heating Fuel	870	
Hydro	5,070	
IP Telephony Charges	(7,843)	City driven change
Security	100,000	Increased guard hours; Contract increases
CONTRACTUAL SERVICES	**45,000**	
Lease & Service Contracts	45,000	Contract increases
RESERVES / RECOVERIES	**222,767**	
Transfer to Vehicle/ Equipment Reserve	15,560	City charge for future replacement of vehicles
City Direct Vehicle Insurance Recovery	743	Charges from City
City Direct Insurance Recovery	(134,328)	Charges from City
City Direct Facilities Recovery	340,295	Charges from City
City Postage/Freight/Courier Recovery	498	
COST ALLOCATIONS	**(40,442)**	
Facilities Helpdesk	(46,449)	City driven cost
Driver Training	463	City driven cost
City Indirect Accounting Services Recovery	1,707	City driven cost
City Indirect Financial Applications Recovery	598	City driven cost
City Indirect Payroll Recovery	1,743	City driven cost
City Indirect Accounts Payable Recovery	621	City driven cost
City Indirect Procurement Recovery	388	City driven cost
City Indirect Budgets Recovery	402	City driven cost
City Legal Services Recovery	84	City driven cost
FINANCIAL EXPENSES	**-**	
EXPENSES	**2,338,378**	
FEES, GENERAL, & OTHER GRANTS	**(35,000)**	
Administration Fees	(1,000)	Lease revenue related to Carlisle branch ATM
Research Fees	(70)	
Photocopier Revenue	(30,000)	Projected increase in printer/copier usage
Miscellaneous Revenues	(3,930)	Filming Requests
GOVERNMENT GRANTS & SUBSIDIES	**(20,000)**	
Federal Grants	(20,000)	Newcomer Learning Centre grant
RESERVES	**(800,000)**	
Contribution from Reserves	(800,000)	Contribution from Library Reserves increased from $200,000 to $1,000,000
REVENUES	**(855,000)**	
NET LEVY	**$ 1,483,378**	

Table 3 - Three Year Forecast

	2023	2024	2024	2025	2026	2027
	Budget	Budget	Change	Change	Change	Change
Total Expenses	**35,404,853**	**37,743,231**	**2,338,378**	**1,437,081**	**1,427,240**	**1,468,609**
EMPLOYEE-RELATED COST	24,025,876	26,053,702	2,027,827	1,172,148	1,089,034	1,132,595
MATERIAL AND SUPPLY	3,721,840	3,696,840	(25,000)	5,000	10,000	10,000
VEHICLE EXPENSES	91,801	101,930	10,129	2,548	(20,000)	2,112
BUILDING AND GROUND	2,014,610	2,112,707	98,097	100,000	100,000	100,000
CONTRACTUAL	1,721,770	1,766,770	45,000	50,000	125,000	100,000
RESERVES / RECOVERIES	3,042,372	3,265,140	222,767	80,000	100,000	100,000
COST ALLOCATIONS	411,164	370,722	(40,442)	11,122	11,455	11,799
FINANCIAL	375,420	375,420	-	16,263	11,750	12,103
Total Revenue	**(1,872,530)**	**(2,727,530)**	**(855,000)**	**180,000**	**280,000**	**180,000**
FEES, GENERAL & OTHER GRANTS	(383,080)	(418,080)	(35,000)	(10,000)	(10,000)	(10,000)
GOVERNMENT GRANTS AND SUBSIDIES	(1,289,450)	(1,309,450)	(20,000)	(10,000)	(10,000)	(10,000)
RESERVES	(200,000)	(1,000,000)	(800,000)	200,000	300,000	200,000
$ Net Levy	**33,532,323**	**35,015,701**	**1,483,378**	**1,617,081**	**1,707,240**	**1,648,609**
% increase			**4.4%**	**4.6%**	**4.7%**	**4.3%**



Hamilton Public Library

Operating Budget

January 22, 2024

View of Hamilton From the Mountain, 1963, Tom Bochsler

PRESENTATION OUTLINE

2024 Operating Budget Overview

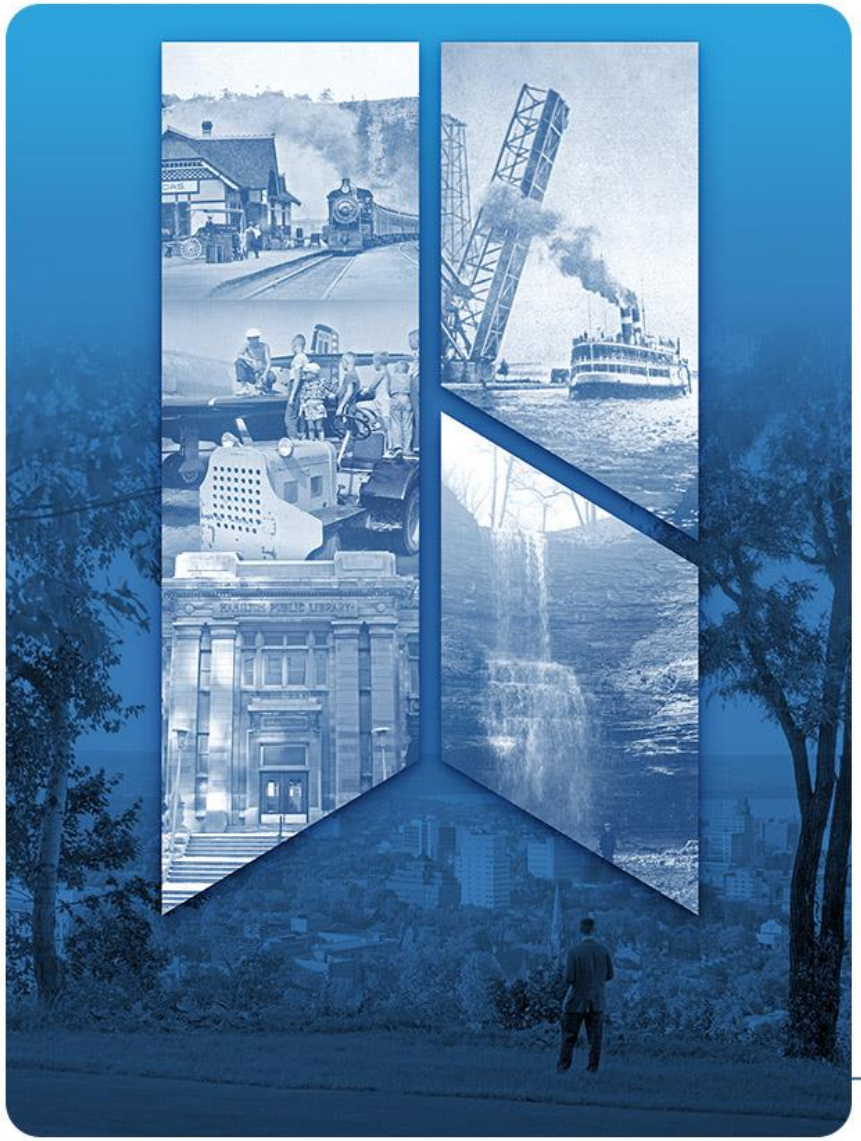
Review of Recent Budgets

Proposing 4.4% Increase for 2024 = $1,483,378

2023 Highlights and Looking Ahead

Acknowledgements

ABOUT HPL

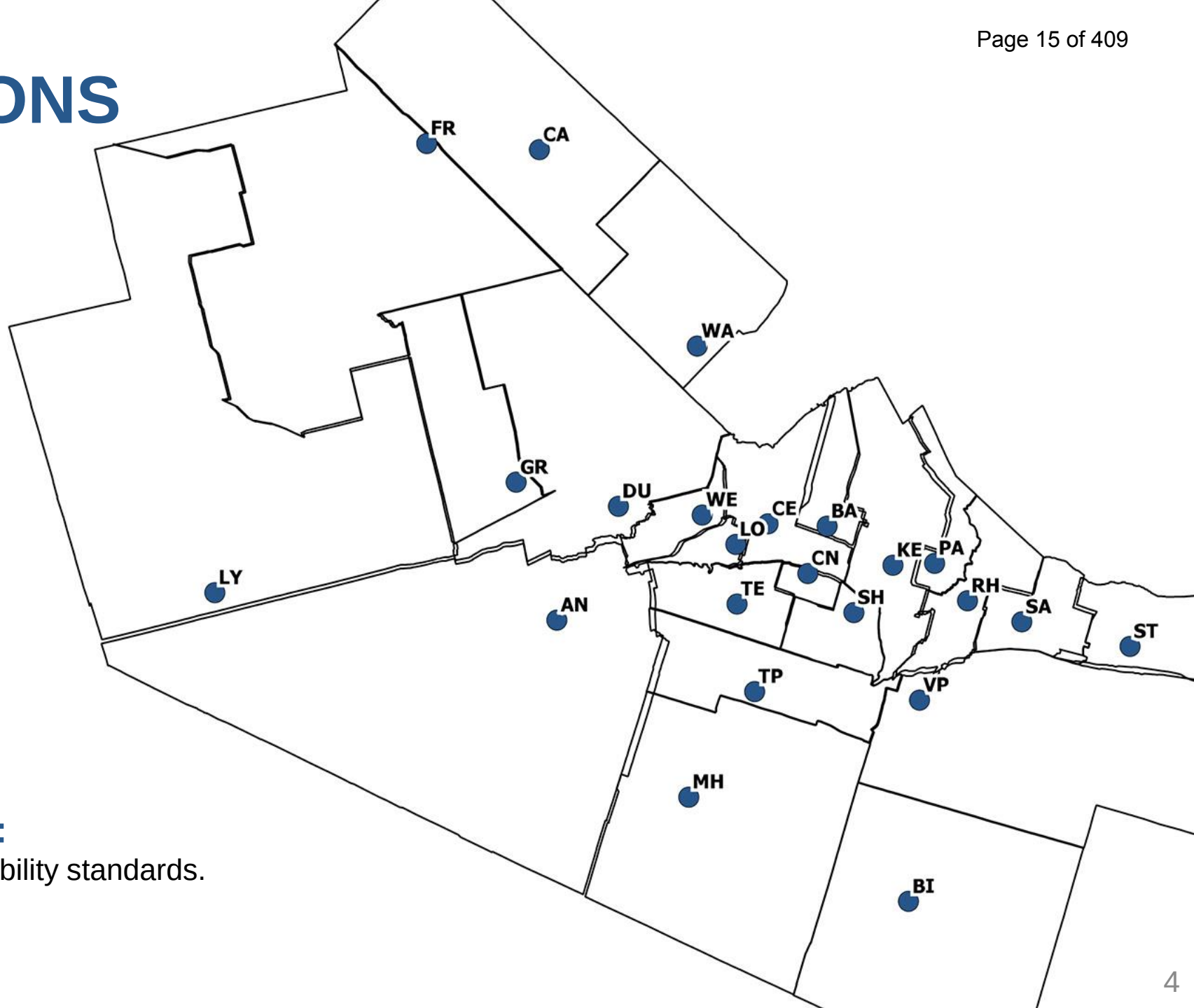


- 23 Branches and 2 Bookmobiles
- Nearly 1 in 3 Hamiltonians are Active Members (30%)
- 3 Million Visits in 2023
- 5 Million+ Items Circulated in 2023
- Over 300 Public Computers Available
- Free Wi-Fi Connectivity

Images sourced and provided by Hamilton Public Library's Local History and Archives department.

HPL LOCATIONS

AN = Ancaster
BA = Barton
BI = Binbrook
CA = Carlisle
CE = Central
CN = Concession
DU = Dundas
FR = Freelton
GR = Greensville
KE = Kenilworth
LO = Locke
LY = Lynden
MH = Mount Hope
PA = Parkdale
RH = Red Hill
SA = Saltfleet
SH = Sherwood
ST = Stoney Creek
TE = Terryberry
TP = Turner Park
VP = Valley Park
WA = Waterdown
WE = Westdale



Facility Renewal - Mount Hope:

Only branch not yet up to current accessibility standards.
2024 Submission for Capital Funding.

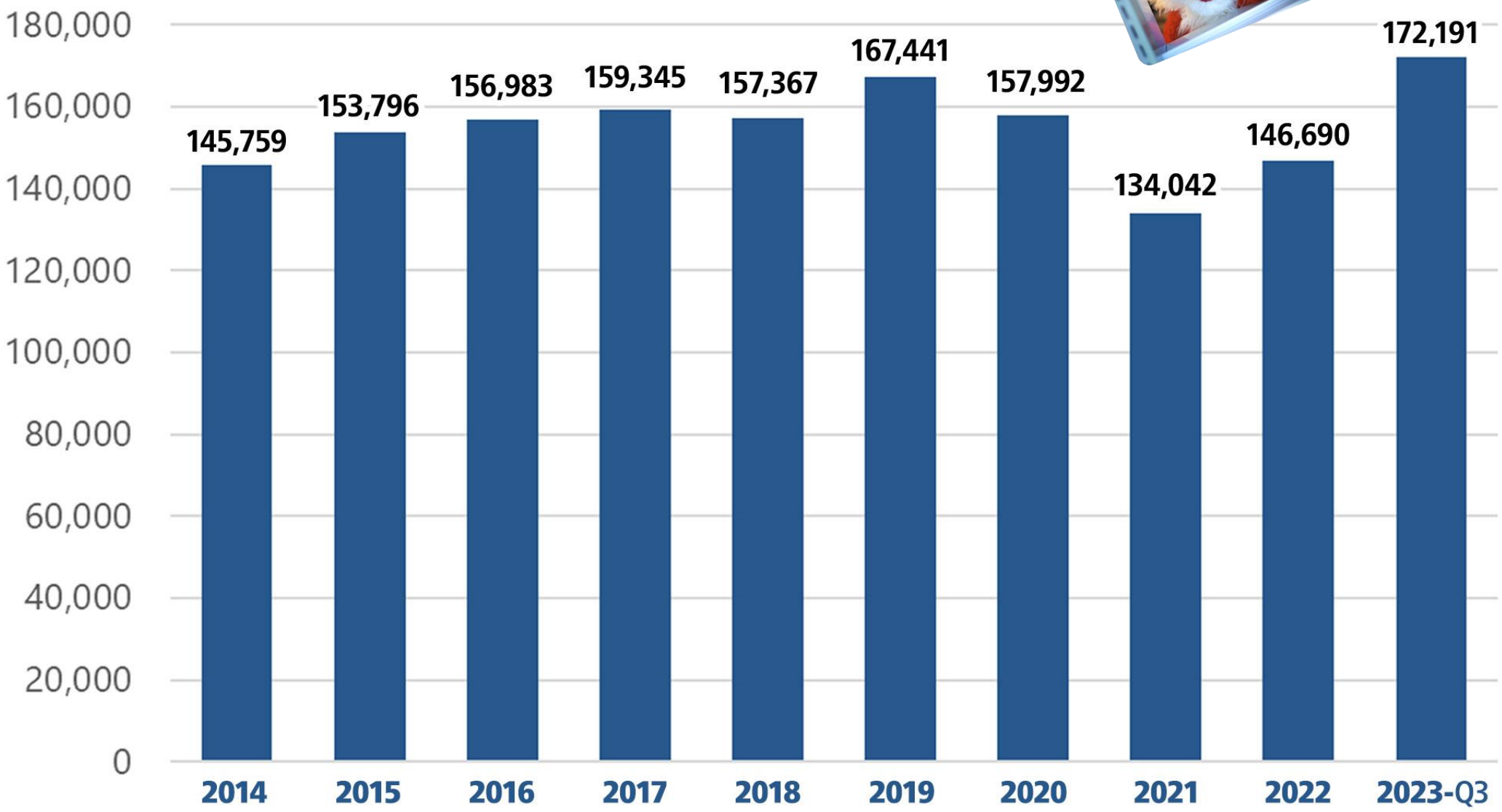
CORE ACTIVITIES BUILT AROUND OUR VALUES

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

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

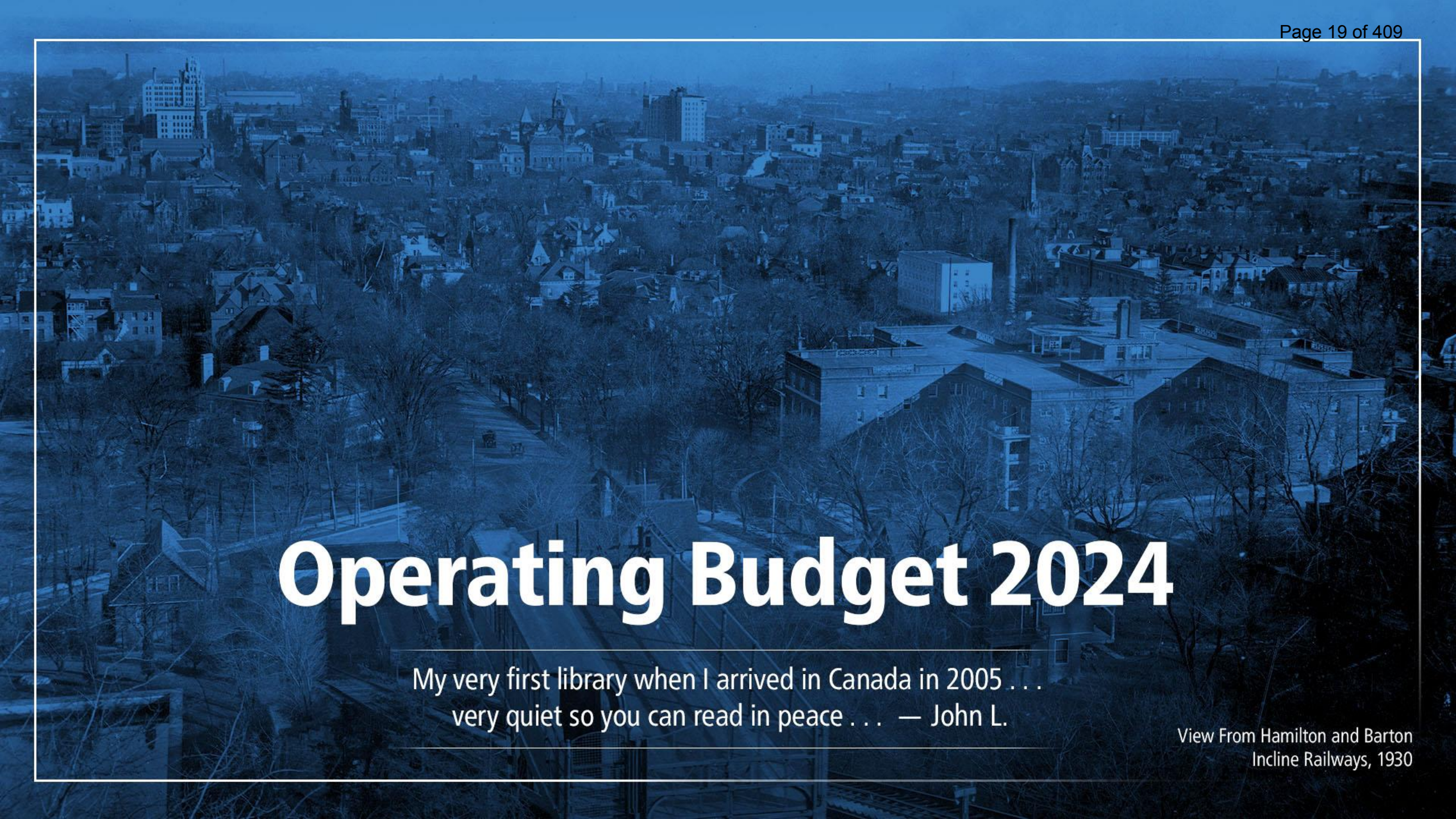
1. Literacy
2. Numeracy
3. Digital Problem Solving

ACTIVE CARDHOLDERS



PUBLIC LIBRARY AS COMMUNITY INFRASTRUCTURE

- HPL is an institution that provides public library service to the community, however we are focused on ensuring we do not do our work in isolation
- We see our role as being a part of **community infrastructure** - working with others to advance our social and economic health
- HPL has a long history of **creating effective partnerships**
- 3 Reasons HPL Partners – **Working with Us Policy**
- Currently prioritizing partner led programs to complement our offerings



Operating Budget 2024

My very first library when I arrived in Canada in 2005 . . .
very quiet so you can read in peace . . . — John L.

View From Hamilton and Barton
Incline Railways, 1930

2024 OPERATING BUDGET AND RECENT HISTORY

2024 Budget Request: 4.4% Increase

Total = $1,483,378

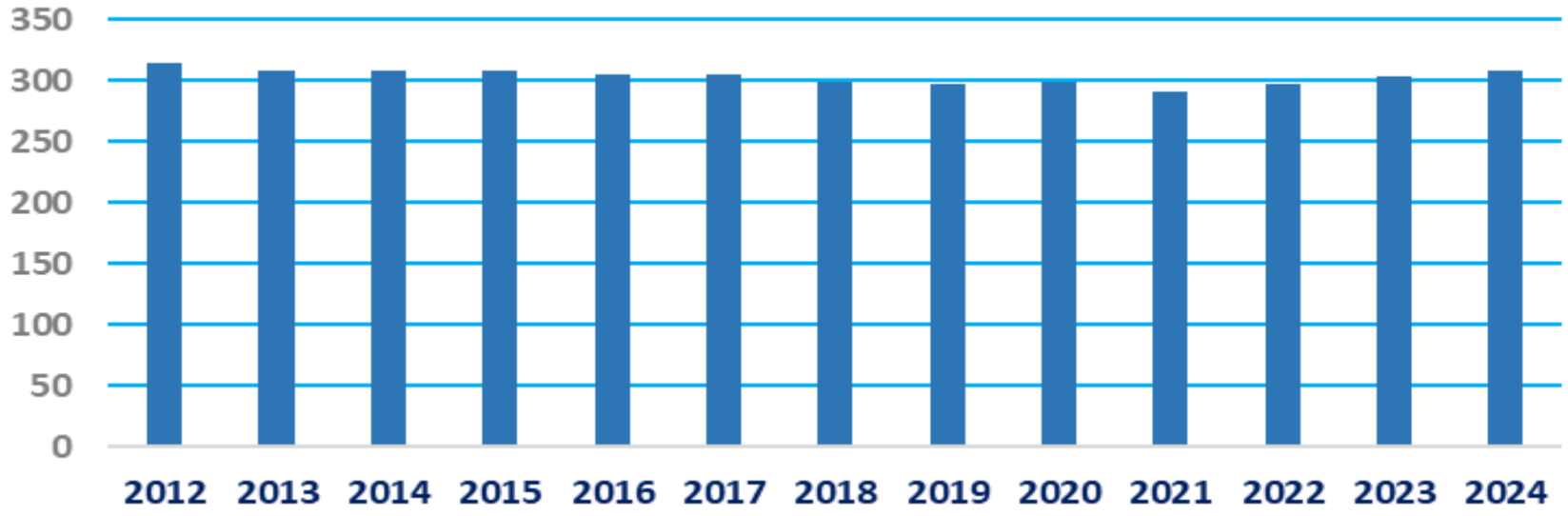
BUDGET YEAR	DIRECTION	LIBRARY
2014	0.0%	0.2%
2015	—	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%
2019	—	2.4%
2020	2.0%	2.5%
2021	2.0%	1.5%
2022	2.0%	2.0%
2023	—	3.5%
2024	—	4.4%

2024 BUDGET OVERVIEW

	2023 Budget	2024 Budget Submission	2024 Budget Submission vs. 2023 Budget	
Expense	**35,404,853**	**37,743,231**	**2,338,378**	**6.6%**
EMPLOYEE-RELATED COST	24,025,876	26,053,702	2,027,827	8.4%
MATERIAL AND SUPPLY	3,721,840	3,696,840	(25,000)	(0.7%)
VEHICLE EXPENSES	91,801	101,930	10,129	11.0%
BUILDING AND GROUND	2,014,610	2,112,707	98,097	4.9%
CONTRACTUAL	1,721,770	1,766,770	45,000	2.6%
RESERVES / RECOVERIES	3,042,372	3,265,140	222,767	7.3%
COST ALLOCATIONS	411,164	370,722	(40,442)	(9.8%)
FINANCIAL	375,420	375,420	—	— %
Revenue	**(1,872,530)**	**(2,727,530)**	**(855,000)**	**45.7%**
FEES AND GENERAL	(383,080)	(418,080)	(35,000)	9.1%
GRANTS AND SUBSIDIES	(1,289,450)	(1,309,450)	(20,000)	1.6%
RESERVES	(200,000)	(1,000,000)	(800,000)	400.0%
Net Levy	**33,532,323**	**35,015,701**	**1,483,378**	**4.4%**

CONTROL OF STAFFING LEVELS

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
314	309	309	309	306	305	299	298	299	291	297	304	309



	2020	2021	2022	2023	2024
Weekly Open Hours	1,071	1,148	1,314	1,364	1,364
Full Time Equivalent Staff	299	291	297	304	309
Full Time Headcount	156	157	160	165	176
Part Time Headcount	113	112	121	121	118
Pages Headcount	Varies – Currently at about 130 Pages				

COUNCIL PRIORITIES

Sustainable Economic and Ecological Development

- Reduce the burden on residential taxpayers
- Facilitate the growth of key sectors
- Accelerate our response to climate change
- Protect green space and waterways

Safe and Thriving Neighbourhoods

- Increase the supply of affordable and supportive housing and reduce chronic homelessness
- Make sure people can safely and efficiently move around by foot, bike, transit or car
- Provide vibrant parks, recreation and public spaces

Responsiveness and Transparency

- Prioritize customer service and proactive communications
- Get more people involved in decision making and problem solving
- Build a high performing public service
- Modernize city systems

Speak Up, We're Listening
COMMUNITY SURVEY

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

HPL'S ALIGNMENT WITH CITY PRIORITIES

CITY PRIORITY	HPL ACTION	2024 BUDGET IMPACT
REDUCE BURDEN ON RESIDENTIAL TAXPAYERS	✓ Use of Library Reserves to offset tax impact	✓ $1m in Library Reserves being used to offset impact in 2024 ✓ $2.7m in Library Reserves planned to be used over next 5 yrs
HEALTHY & SAFE COMMUNITIES	✓ Onsite Social Workers ✓ Friendly Security Guards ✓ Trained in De-escalation	✓ Operating Budget increase of $100,000 for Security
ACCELERATE OUR RESPONSE TO CLIMATE CHANGE	✓ PA Branch Passive House Certified ✓ VP Branch built to LEED Gold standard ✓ Plans for MH to be built to Net Zero standard	✓ MH Capital Project Submission ✓ Using over $1m from Library reserves ✓ Net City Ask of $1m

Hamilton 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

HPL'S ALIGNMENT WITH CITY PRIORITIES

CITY PRIORITY	HPL ACTION	2024 BUDGET IMPACT
PROVIDE VIBRANT PARKS, RECREATION, AND PUBLIC SPACES	✓ 1,364 Open Hours per Week ✓ Rural Extended Access Hours ✓ After Hours Study Hall Access ✓ Online Resources	✓ $2m related to Salaries, Wages, & Benefits
SENSATIONAL SERVICE	✓ Invest in Strong IT Infrastructure ✓ Free WiFi utilization increasing year over year	
COMMUNITY ENGAGEMENT & PARTICIPATION	✓ Free PRESTO Cards for Children Aged 6 to 12 ✓ Newcomer Integration Services	
ECONOMIC PROSPERITY & GROWTH	✓ Supporting Entrepreneurs & Small Business ✓ Open Central At 8 am ✓ Extended Access Hours & Study Hall Hours	
CULTURE & DIVERSITY	✓ Learning Partnerships ✓ Advancing Indigenous Reconciliation	

LEVERAGING 3RD PARTY FUNDING

Grant / Program Area	Area of Focus	Amount	Outcome
Provincial	General Operations	$949,500	Offsets Operating Budget Impacts
Newcomer Learning Centre	Newcomers	$300,000	Enhanced Newcomer Integration
New Horizons	Seniors	$25,000	Reducing Social Isolation for Seniors
Redbook / Ontario 211 / FindHelp	Information Services	$60,000	Connecting People to Services available in their Community
Community Action Program for Children	Youth Services	$15,000	Advancing children's literacy, getting kids ready for kindergarten, storytimes for newcomers.
Internships / Summer jobs	Summer Jobs	$30,000	Facilitating a skilled and adaptable workforce; providing students with skills to complement their studies

HPL'S ALIGNMENT WITH CITY'S EDAP

EDAP PRIORITY	HPL ACTION
FACILITATING A SKILLED AND ADAPTABLE WORKFORCE	✓ Expand Study Hall Access ✓ Learning Partnerships ✓ Online Learning Resources ✓ Newcomer Integration Services
ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES	✓ New Service Hours Model ✓ Add IT Service Staff To Larger Branches ✓ Invest in Strong IT Infrastructure ✓ Free WiFi utilization increasing year over year
MOVING GOODS AND PEOPLE	✓ Free PRESTO Cards for Children Aged 6 to 12 with a Library Card
REVITALIZING PRIORITY AREAS AND PLACEMAKING	✓ Sustainable Facility Renewal ✓ Open Central At 8am ✓ Extended Access Hours & Study Hall Hours

Hamilton 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

HPL Highlights 2023

"Love that it has extended Sunday and study hours . . .
I am so grateful to have such a good library system." — Heather H.

Kenilworth Branch
Grand Opening, 1932

STRATEGIC PLAN UPDATE HIGHLIGHTS

MISSION STATEMENT

Freedom to Belong and Discover

VISION STATEMENT

A vibrant and welcoming community place where people learn, connect, share, and discover.

FACILITY RENEWAL 2023

LEADERSHIP IN ENERGY & ENVIRONMENTAL DESIGN
LEED
GOLD • OR
2023

VALLEY PARK LIBRARY

HAMILTON, ON

HAS FULFILLED THE REQUIREMENTS OF THE LEED GREEN BUILDING RATING SYSTEM CERTIFICATION ESTABLISHED BY THE U.S. GREEN BUILDING COUNCIL AND VERIFIED BY THE CANADA GREEN BUILDING COUNCIL.

LEED v4

BUILDING DESIGN AND CONSTRUCTION: NEW CONSTRUCTION AND MAJOR RENOVATION

GOLD

AUGUST 31, 2023
AWARDED

THOMAS MUELLER
PRESIDENT & CEO
CANADA GREEN BUILDING COUNCIL

BRANCH REFRESHES

- Barton Branch: Interior Refresh
- Barton Branch: Landscaping (funded by Green Venture)
- Kenilworth Branch: Interior Refresh
- Waterdown Branch: New Makerspace
- Ancaster Branch: Furniture Replacements
- Greensville Branch: Patio Furniture
- Central Library: Study Pods
- Saltfleet Branch: Security Cameras

RURAL EXTENDED ACCESS OPEN+ SERVICE

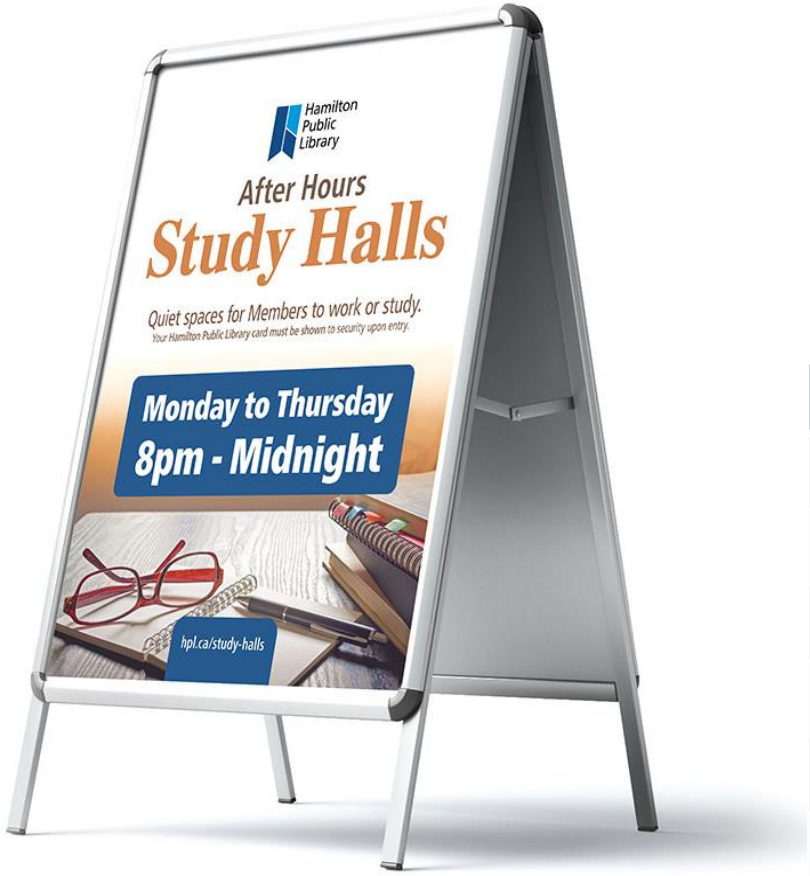
- Access to Library outside of core hours for registered users.
- Staff available remotely.
- Four-fold increase in open hours for these communities.
- Service added to Carlisle Branch in 2023.
- 4 of 5 Rural locations now operating under this service model.
- Plan to add Mount Hope Branch once renovations complete.

HOURS ACROSS THE SYSTEM

Current Open Hours

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total Hours/ Week
Central Library*	8-8	8-8	8-8	8-8	8-6	8-5	12-5	72
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	9-8	9-8	9-8	9-8	9-6	9-5	---	63
Rural – No Extended Access (Mount Hope)	1-6	10-3	1-6	10-3	1-6	12-5	---	30

EXPANDED STUDY HALL HOURS



- Many residents face challenges studying at home, including accessing the internet, adequate bandwidth and a computer.
- First offered at Terryberry Branch in 2015. Now offered at Central Library and all Regional locations. Open Monday - Thursday 8pm - Midnight for quiet, independent study.

Location	Study Hall Hours	Days Per Week	Hours Per Week
Central	8pm - midnight	Mon – Thurs	16
Dundas	8pm - midnight	Mon - Thurs	16
Red Hill	8pm - midnight	Mon - Thurs	16
Terryberry	8pm - midnight	Mon - Thurs	16
Turner Park	8pm - midnight	Mon – Thurs	16
Valley Park	8pm - midnight	Mon - Thurs	16
Waterdown	8pm - midnight	Mon - Thurs	16

ADAPTING SERVICE TO MEET COMMUNITY NEEDS

In 2023, HPL continued to reintroduce and expand **in-person programs**.

Popular events such as Hamilton Reads, Noon Hour Concerts, Summer Reading Club and community partner events allowed HPL to again connect with Hamiltonians of all ages.

2023 HIGHLIGHTS CARD CAMPAIGN

- HPL partnered with Hamilton Wentworth District School Board (HWDSB) on a card campaign by adding a registration option for an HPL card via HWDSB's Parent Portal.
- Parents/Guardians who opt their child into this campaign receive a Welcome Package in the mail.
- Goal is to provide every elementary school student with the opportunity to be an HPL cardholder, simplify HPL registration, and support HWDSB's Reading Strategy and Right to Read program.

Phase 1 – June to Aug 2023
2 elementary schools
21 opt-ins for an HPL card.

Phase 2 – Sept to Nov 2023
19 elementary schools
1091 opt-ins for an HPL card.

Phase 3 – TBD
Review pilot data and processes.
Explore rolling out to remaining HWDSB elementary schools.

2023 HIGHLIGHTS YOUTH PRESTO CARD

Youth aged 6-12 receive a free PRESTO card with a library card.

Decision to continue program in partnership with the HSR.

6,350
PRESTO Cards Issued

4,300
New Library Members Registered

HPL to support the purchase of PRESTO cards for youth aged 6-12.

2023 HIGHLIGHTS SUPPORTING STATES OF EMERGENCY

- HPL Branches open as designated **Warm Places and Cool Places.**
- Central Library open as warming centre on winter **statutory holidays.**

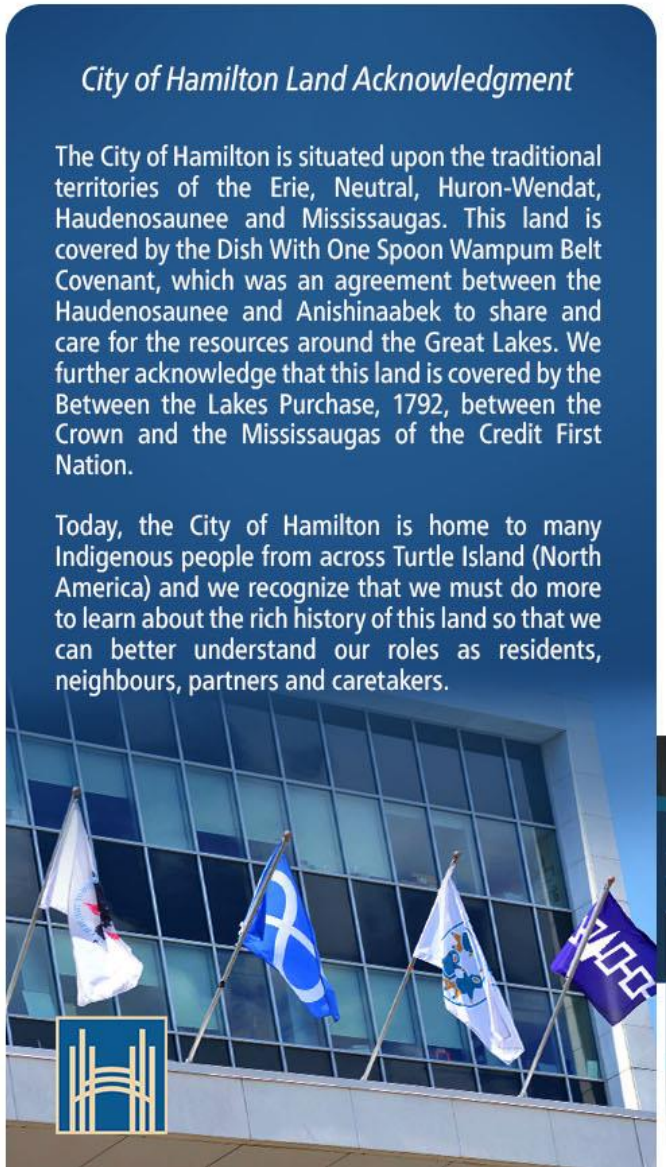
Partnership with Public Health Social Workers

Looking Ahead 2024

"It does more than just provide books and a quiet place for the community. . . it provides temporary shelter from the elements . . ." — Sophie V.

Ancaster Falls, 1895

HPL PRIORITIES FOR 2024

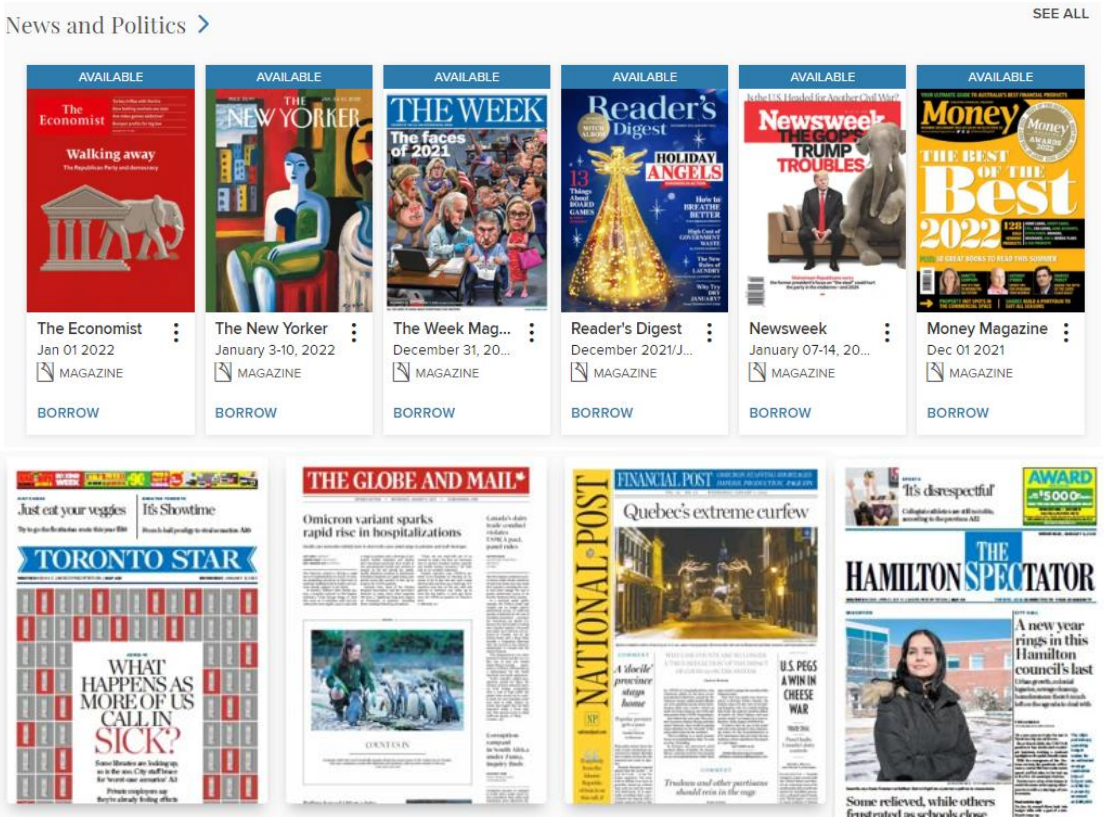


- Operationalize the **new Strategic Plan**
- Detailed design and begin construction of **Mount Hope Branch**
- Advance **Discovery Centre** opportunity
- Continue work on **Truth and Reconciliation** and the City's Urban Indigenous Strategy with our Indigenous Relations partner
- Continue to **remove barriers** to Library access
- Expand **outreach services**
- Continuing to support the **Recovery** from the pandemic

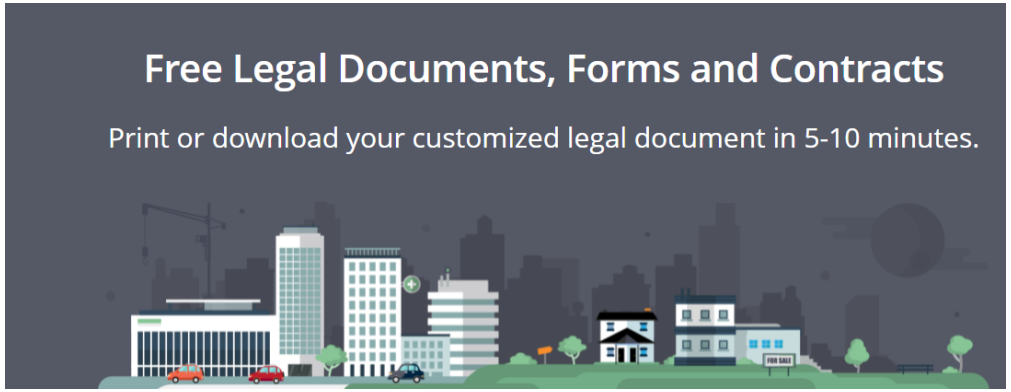
ACCESS TO QUALITY COLLECTIONS

Hamiltonians Love Books

Growth in digital reading over the past two years.
Physical book borrowing on the rise.



- Reading Programs
- Internet Archives Open Library
- Local Authors
- Local History and Archives
- Children's Express Bestsellers and Perennial Favourites



GROWING PROGRAMS AND SERVICES

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

BRANCH RENOVATIONS SHERWOOD & CONCESSION

Sherwood Branch
Cost: $700,000

Concession Branch
Cost: $200,000

NEW BOOKMOBILES

Electric vehicles are under consideration to replace our existing vehicles.

Exploring vehicles with the following criteria:

- Electric or hybrid vehicles are preferred
- Capacity to provide power for additional technology, such as printers and WiFi.
- Charging station installed in the tunnel at the Central branch.
- Grants available at the provincial and federal level for vehicles and charging stations.

INTELLECTUAL FREEDOM CHALLENGES

Intellectual Freedom is a core HPL value and is the bedrock of the Library's mission statement, "Freedom to Belong and Discover."

HPL **recognizes the right of individuals to express opposition** to an author or artist's ideas or their creative expression in items and programs selected for the library.

Library governance ensures that the principles of intellectual freedom and expression of thought are **upheld and are further outlined** through numerous policies.

HPL will include programs and items in our collection that some may find controversial and offensive.

In 2023, the American Library Association reported a **20% increase** in documented book challenges at Public Libraries

With challenges on the rise, HPL is committed to **ensuring frontline staff are equipped to manage challenges and have support** in place.

THANK YOU, LIBRARY STAFF AND COUNCIL

Pictured Left to Right: HPL CEO Paul Takala, Kojo Damptey, Brie Berry, Councillor Ted McMeekin, Carly Whitmore, Nicolas van Velzen, Jennifer Horwath, Gagan Batra, Lynne Serviss

Absent: Councillor Nrinder Nann, Dayna Firth, Alison Griggs

ADDITIONAL QUESTIONS

THE FOLLOWING SLIDES PROVIDE ADDITIONAL INFORMATION AND CONTEXT.

Additional Information

"I live in Guelph, but I had to go Mohawk College with my son for an exam . . .
It's so refreshing to meet people who aren't just there as a job."— Robin K.

Carnegie Library in Dundas,
Circa 1950

2023 STAFFING AND ACTIVITY SUMMARY

	2020	2021	2022	2023	% Change from 2022
Staffing in FTE	299	291	297	304	2.4%
Weekly Open Hours	1,071	1,148	1,314	1,364	3.8%
In-Person Visits	1.1 million	800,000	1.7 million	2.7 million	57%
Circulation of Materials	4.9 million	2.6 million	5.1 million	5.4 million	6%
Computer Sessions	242,000	116,000	315,000	440,000	39%
Wi-Fi Sessions	477,000	264,000	767,000	1.7 million	127%

MAKING AN IMPACT THROUGH SUPPORTING HAMILTONIANS 2023

5.4M
circulation

3.1M
hours Wi-Fi use

2.7M
In-person visits

2.6M
pages printed

440K
computer sessions

740K
print jobs

58K
AskHPL questions

2,200
Presto Passes Issued

45K
new members

DISCOVERY CENTRE STUDY

A **gathering** place defined, led and staffed by local Indigenous peoples

A modern Library Branch with a full range of **services**

Shared spaces that create a welcoming, accessible building

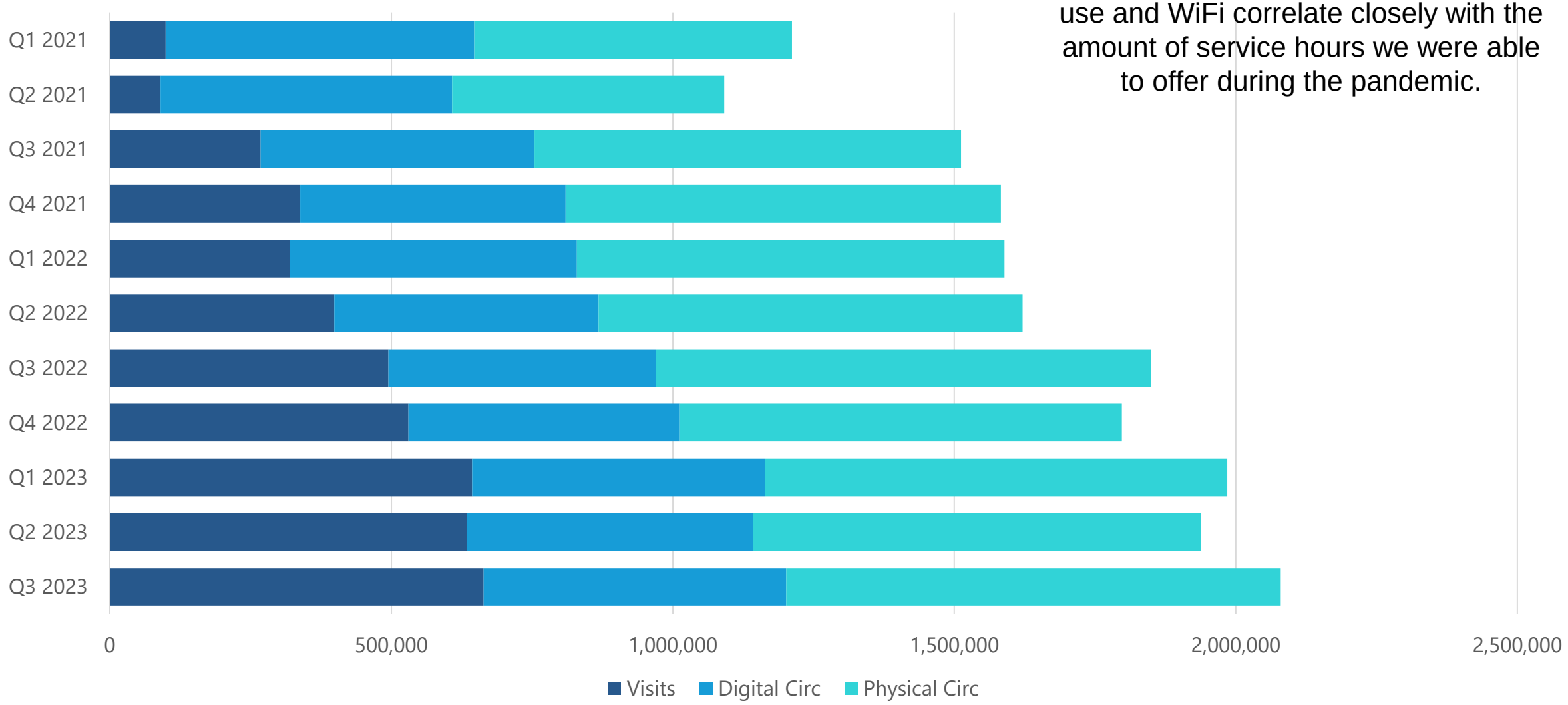
A showcase for captivating cultural heritage-based experiences and **exhibitions**

A relaxing café to **connect** with friends and colleagues

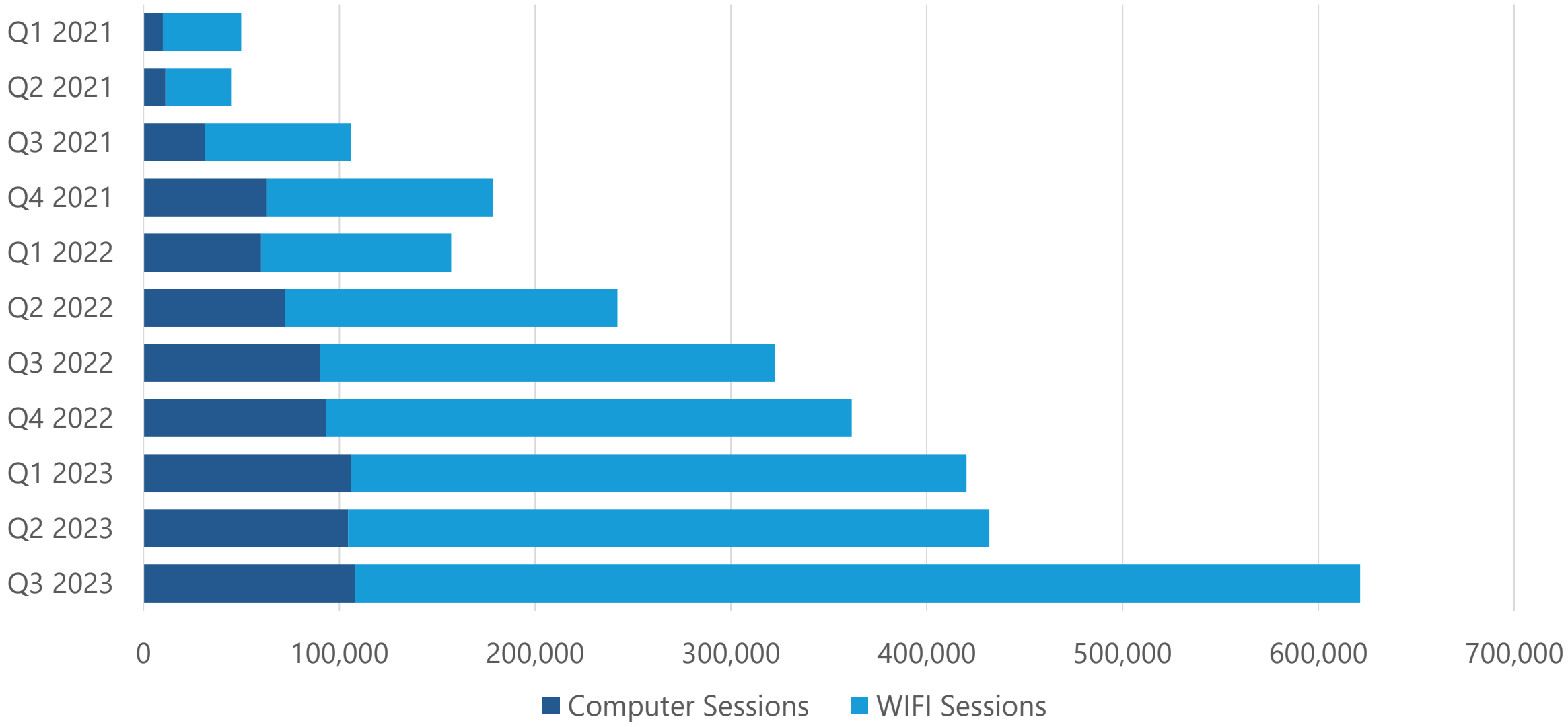
- **Program Design and Development Study** to answer key questions – what will the space look like, what will it cost to build and run, how does the space operate and what makes it special
- **Aim to begin work with an external consultant in Q2 2024** with a draft report complete by Q4 2025 and a presentation to Council and HPL Board in Q2 2026
- **Focus on Indigenous community consultation, public engagement and stakeholder input in 2024**

VISITS AND CIRCULATION SINCE 2021

Activity levels such as visits, computer use and WiFi correlate closely with the amount of service hours we were able to offer during the pandemic.



COMPUTER AND WIFI USAGE SINCE 2021



MOUNT HOPE BRANCH PROJECT

MOUNT HOPE BRANCH PROJECT

Mount Hope Branch Renovation 7501941800	Previously Approved	2024 Capital Budget Request	Total
Gross Capital Cost	$2,400,700	$2,913,300	$5,314,000
Library Reserve Funding	1,075,000	-	1,075,000
Development Charge Funding	558,200	1,833,100	2,391,300
City Unallocated Capital Levy	767,500	-	767,500
2024 Net Capital Cost	**$-**	**$1,080,200**	**$1,080,200**

WATERDOWN MAKERSPACE

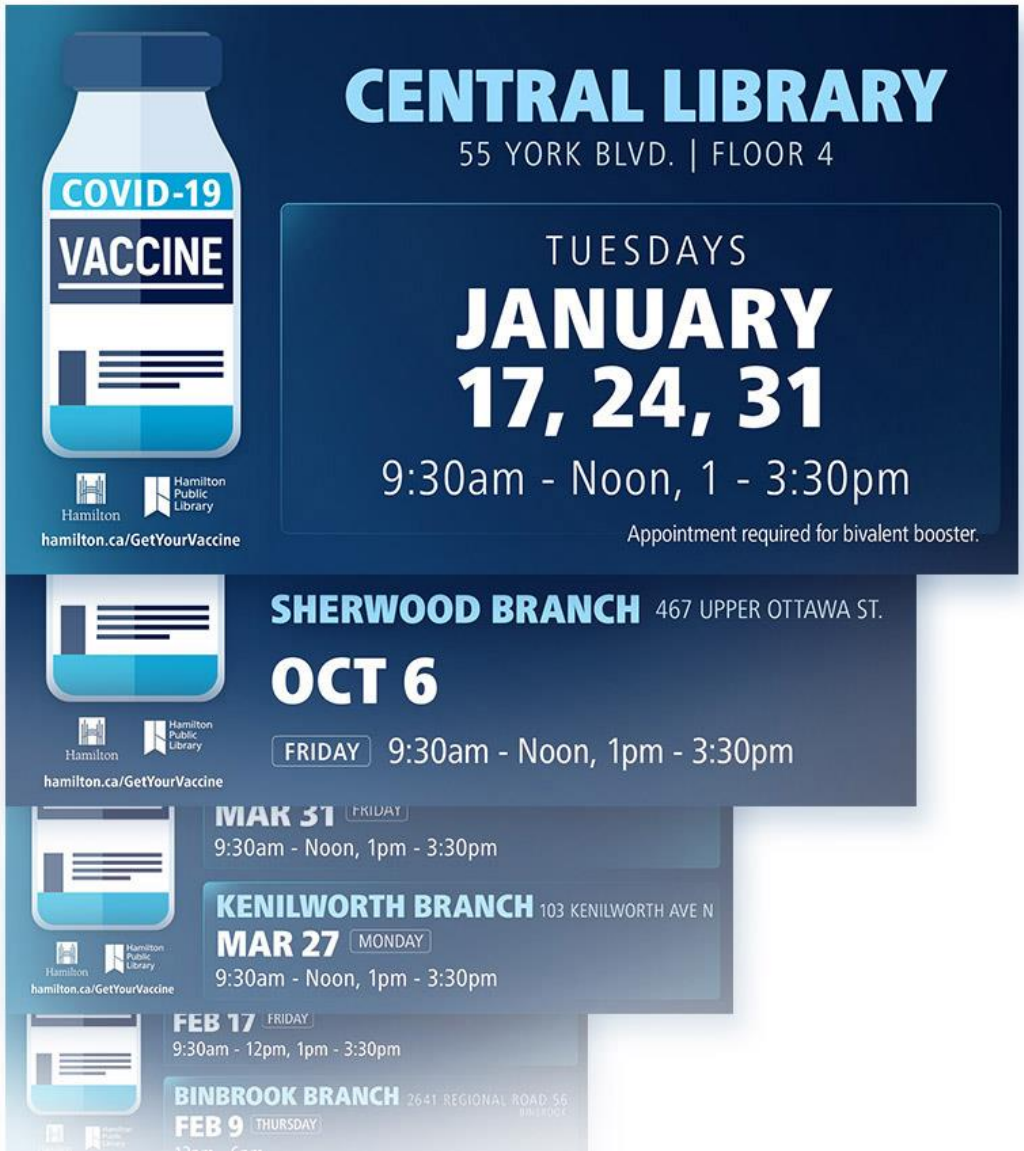
- Grand opening week held July 3-7.
- Makerspace entails core items such as a Cricut and a 3D printer.
- Focus on community driven items such as sewing and embroidery machines.

RE-IMAGINING MAKERSPACES

Continuous improvement of Makerspaces through:

- Achieving consistency in asset purchases.
- Placing a focus on both core and community driven equipment.
- Creating a uniform Makerspace experience across all branches.
- Developing an effective standard upon which new Makerspaces are developed.

SUPPORTING PUBLIC HEALTH



HPL continues to provide spaces for Public Health Vaccine clinics.

167 Clinics

resulting in over

11,000 vaccines

administered

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
- 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
- Multi-Year Business Plan
- (granicus-azmop-peak.s3.ca-central-1.amazonaws.com)
- 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

Hamilton Conservation Authority

2024 Draft Budget

As approved by

the Board of Directors on

October 5, 2023

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 (A Balanced Budget). This requires maintaining and growing the 70% of the funding revenues that come from non-levy sources, primarily the commercial operations at conservation areas and supplimented 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 supplimenting as needed to complete specific projects with seasonal or contract help.

2) Construct budget with a zero-based approach in areas where actuals have experienced variances from budget in the past. With extra focus placed on Staffing expenditures, HCA's biggest expense, and self-generated revenues, HCA's biggest revenue source, as well as other areas of importance.

3) Support HRCA's 2019 - 2024 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) In areas of uncertainty, budget conservatively to mitigate risk. When making assumptions with significant unknowns, budget to cover unfavorable financial scenarios to mitigate the risk of an operating deficit in 2023.

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. Lastly, amortization is not included as it is non-cash expense.

2024 Draft Budget

Operating Budget (in 000's)

Division	Expenditures	Revenues	% Split	Revenue Description
Watershed Management Services	$ 2,903	$ 2,157		Levy
		746		Other Revenues
Conservation Areas Operations	6,067	-		Levy
		7,510		Other Revenues
Westfield Heritage Village	1,012	654		Levy
		358		Other Revenues
Central Support Services	6,611	2,098		Levy
		3,071		Other Revenues
Total		4,909	29.6%	Levy
		11,684	70.4%	Other Revenues
	$ 16,593	$ 16,593	100.0%	
Budget Surplus (Deficit)		$ -		

2023 Levy	$ 4,778
2024 Levy	4,909
Levy Increase	$ 131
% Increase	2.75%

Capital Budget (in 000's)

Capital	Expenditures	Revenues	
Special Projects	$ 1,130	$ 1,130	
Major Maintenance	870	870	
Total		2,000	City of Hamilton Capital Block Funding
	$ 2,000	$ 2,000	
Budget Surplus (Deficit)		$ -	

Consolidated Budget (in 000's)

Consolidated	Expenditures	Revenues
Operating	$ 16,593	$ 16,593
Capital	2,000	2,000
Total	$ 18,593	$ 18,593
Budget Surplus (Deficit)		$ -

2024 Divisional Summary (in 000's)

Watershed Management Services

Expenses			Revenues		
Staffing	$	2,430	Municipal levy	$	2,157
Contractors		164	Permits, fees		388
Supplies		113	Grants		163
Other		196	Other		195
Total	**$**	**2,903**	**Total**	**$**	**2,903**

Conservation Areas

Expenses			Revenues		
Staffing	$	3,397	Admissions	$	3,357
Equipment		796	Marina		1,563
Materials/supplies		340	Camping		2,035
Utilities		352	Other		555
Other		1,182			
Total	**$**	**6,067**	**Total**	**$**	**7,510**

Westfield Heritage Village & Conservation Area

Expenses			Revenues		
Staffing	$	637	Municipal levy	$	654
Promotion		109	Admissions		67
Materials/supplies		48	Events		157
Utilities		58	Other		134
Other		160			
Total	**$**	**1,012**	**Total**	**$**	**1,012**

Central Support Services

Expenses			Revenues		
Staff	$	3,918	Municipal levy	$	2,098
Equipment		82	Equipment rental		1,345
Supplies		102	Management fees		500
Utilities		387	Other		1,226
Other		2,122			
Total	**$**	**6,611**	**Total**	**$**	**5,169**

2024 Programs & Services

Category	Inventory Key Program Areas	Total Expenses	Program Revenue	%	Other Funding	%	Provincial Funding	%	Reserve Funding	%	City of Hamilton Capital Block Funding	%	Municipal Levy	%	Balance
1	Natural Hazards Management	2,232,343	387,600	17%	26,000	1%	89,996	4%	5,100	0%		0%	1,723,647	77%	-
	Conservation Lands and Conservation Areas	4,156,566	1,539,048	37%		0%		0%	150,000	4%	1,007,500	24%	1,460,018	35%	-
	Water Quality & Quantity Monitoring	448,968		0%		0%		0%		0%		0%	448,968	100%	-
	Core Watershed-based Resource Management Strategy	64,547		0%		0%		0%		0%		0%	64,547	100%	-
	Drinking Water Source Protection	1,470		0%	1,470	100%		0%		0%		0%		0%	-
	Total Category 1	**6,903,894**	**1,926,648**	**28%**	**27,470**	**0%**	**89,996**	**1%**	**155,100**	**2%**	**1,007,500**	**15%**	**3,697,180**	**54%**	**-**
2	Conservation Lands and Conservation Areas	1,193,666	500,000	42%	40,000	3%		0%		0%		0%	653,666	55%	-
	Water Quality & Quantity Monitoring	173,674		0%	56,000	32%		0%		0%		0%	117,674	68%	-
	Core Watershed-based Resource Management Strategy	580,546	120,000	21%		0%		0%	20,000	3%		0%	440,546	76%	-
	Drinking Water Source Protection	-													-
	Total Category 2	**1,947,886**	**620,000**	**32%**	**96,000**	**5%**	**-**	**0%**	**20,000**	**1%**	**-**	**0%**	**1,211,886**	**62%**	**-**
3	Conservation Lands and Conservation Areas	9,741,705	8,599,205	88%		0%		0%	150,000	2%	992,500	10%	-	0%	-
	Total Category 3	**9,741,705**	**8,599,205**	**88%**	**-**	**0%**	**-**	**0%**	**150,000**	**2%**	**992,500**	**10%**	**-**	**0%**	**-**
Total Programs and Services		**18,593,485**	**11,145,853**	**60%**	**123,470**	**<1%**	**89,996**	**<1%**	**325,100**	**2%**	**2,000,000**	**11%**	**4,909,066**	**26%**	**-**

Programs & Services Municipal Levy Allocation

Category	Inventory Key Program Areas	City of Hamilton Municipal Levy	%	Township of Puslinch Municipal Levy	%	Total
1	Natural Hazards Management	1,710,557	99.24%	13,090	0.76%	1,723,647
	Conservation Lands and Conservation Areas	1,448,930	99.24%	11,088	0.76%	1,460,018
	Water Quality & Quantity Monitoring	445,559	99.24%	3,410	0.76%	448,968
	Core Watershed-based Resource Management Strategy	64,057	99.24%	490	0.76%	64,547
	Drinking Water Source Protection					-
	Total Category 1	**3,669,103**	**99%**	**28,077**	**1%**	**3,697,180**
2	Conservation Lands and Conservation Areas	653,666	100.00%		0.00%	653,666
	Water Quality & Quantity Monitoring	116,780	99.24%	894	0.76%	117,674
	Core Watershed-based Resource Management Strategy	437,200	99.24%	3,346	0.76%	440,546
	Drinking Water Source Protection					-
	Total Category 2	**1,207,646**	**100%**	**4,239**	**0%**	**1,211,886**
3	Conservation Lands and Conservation Areas	-		-		-
	Total Category 3	-		-		-
Total Municipal Levy		**4,876,750**	**99%**	**32,316**	**1%**	**4,909,066**

Hamilton Conservation Authority

DRAFT CAPITAL BUDGET 2024

#	Specific Projects Location	$ Amount	Subtotal By Area	Percent of Projects	Percent of Total
	Christie Lake				
1	Beach House Accessibility Improvements	$ 75,000			
			$ 75,000	6.6%	
	Dundas Valley / Woodend				
2	Woodend Office Renovations	$ 100,000			
3	Dundas Valley Entrance Sign Replacement	40,000			
			140,000	12.4%	
	Fifty Point				
4	Entry Road Reconstruction	$ 250,000			
5	Dock Repairs	25,000			
			275,000	24.3%	
	Hamilton Mountain				
6	DBP Site Development	$ 150,000			
7	Saltfleet Parking Expansion	100,000			
8	Felkers Falls Fencing	50,000			
			300,000	26.5%	
	Valens Lake				
9	Campground Expansion	$ 300,000			
			300,000	26.5%	
	Westfield Heritage Village				
10	Westfield Entrance Sign Replacement	$ 40,000			
			40,000	3.5%	
			1,130,000	**100.0%**	**56.5%**
	General Projects - Major Maintenance				
	Roads & Parking	$ 250,000			
	Bridges	200,000			
	Masterplans	100,000			
	Utilities & Services	100,000			
	Building Maintenance	70,000			
	Fencing	50,000			
	Signage	50,000			
	Trails	50,000			
			870,000	**100.0%**	**43.5%**
	Total Capital and Major Maintenance (Block Funding)		**$ 2,000,000**		**100.0%**

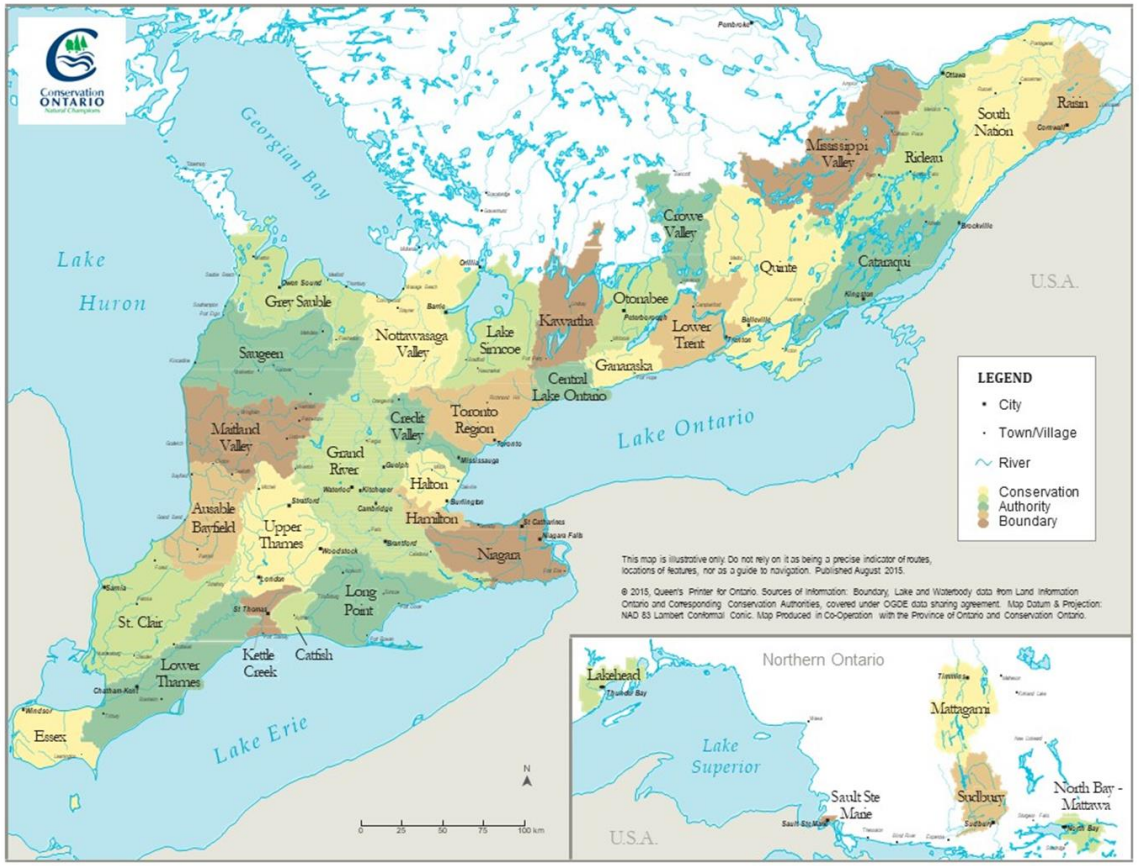
HCA
2024 Operating Budget Presentation
City of Hamilton
January 22, 2024

Hamilton Conservation Authority

A Healthy Watershed for Everyone

Conservation Authorities

- Unique to Ontario
- Conservation Authorities are governed by the *Conservation Authorities Act* and its regulations under the Act
- Set up on a watershed basis



HCA Watershed

- City of Hamilton has four Conservation Authorities within its municipal area: Grand River CA, Conservation Halton, Hamilton CA and Niagara Peninsula CA
- HCA watershed is comprised of two member municipalities:
  - City of Hamilton
  - Township of Puslinch

HCA Watershed

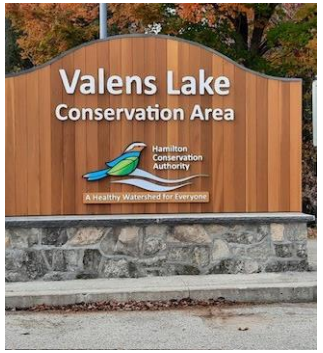
- Watercourses in our watershed that flow into Hamilton Harbour:
  - Spencer Creek
  - Borer's Creek
  - Chedoke Creek
  - Redhill Creek
- Watercourses in our watershed that flow into Lake Ontario:
  - Battlefield Creek
  - Stoney Creek
  - Numbered watercourses in Stoney Creek

HCA Landholdings

- Major landowner within our watershed area owning/managing over 11,000 acres which represents 10% of our watershed
- 7 major conservation areas within the City and 1 within Puslinch and more than a dozen smaller areas / trails
- These lands are locally, provincially and in some cases, internationally significant and include features such as forests, prairie, wetlands, watercourses, karst, Lake Ontario shoreline and the Niagara Escarpment

Conservation Area Enhancements

- Enhanced parking with initiatives to optimize entry, parking and signage at several areas
- Improved accessible features for parking and beach access at Chirstie Lake, fishing dock at Fifty Point and final design/tender for viewing platform at Valens Lake
- Trail improvements – added 2.4km of trails at Westfield in 2023; focus for 2024 on boardwalks, trail maintenance, bridges and way finding signage

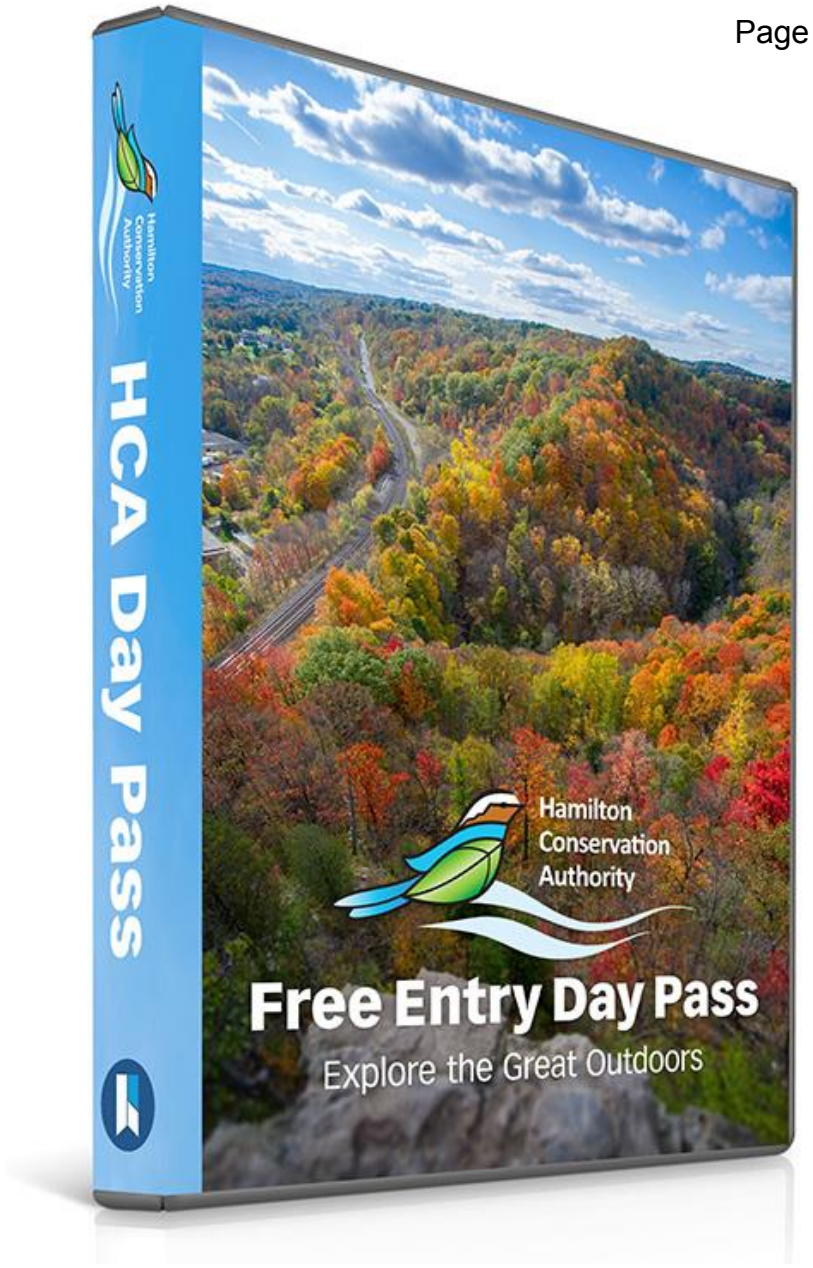


Value of our Conservation Lands

- Wide range of natural lands and passive recreation for residents of Hamilton and beyond in our green spaces
- These lands are unique pockets of local greenspace that help the city and watershed thrive and connect people to nature
- 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

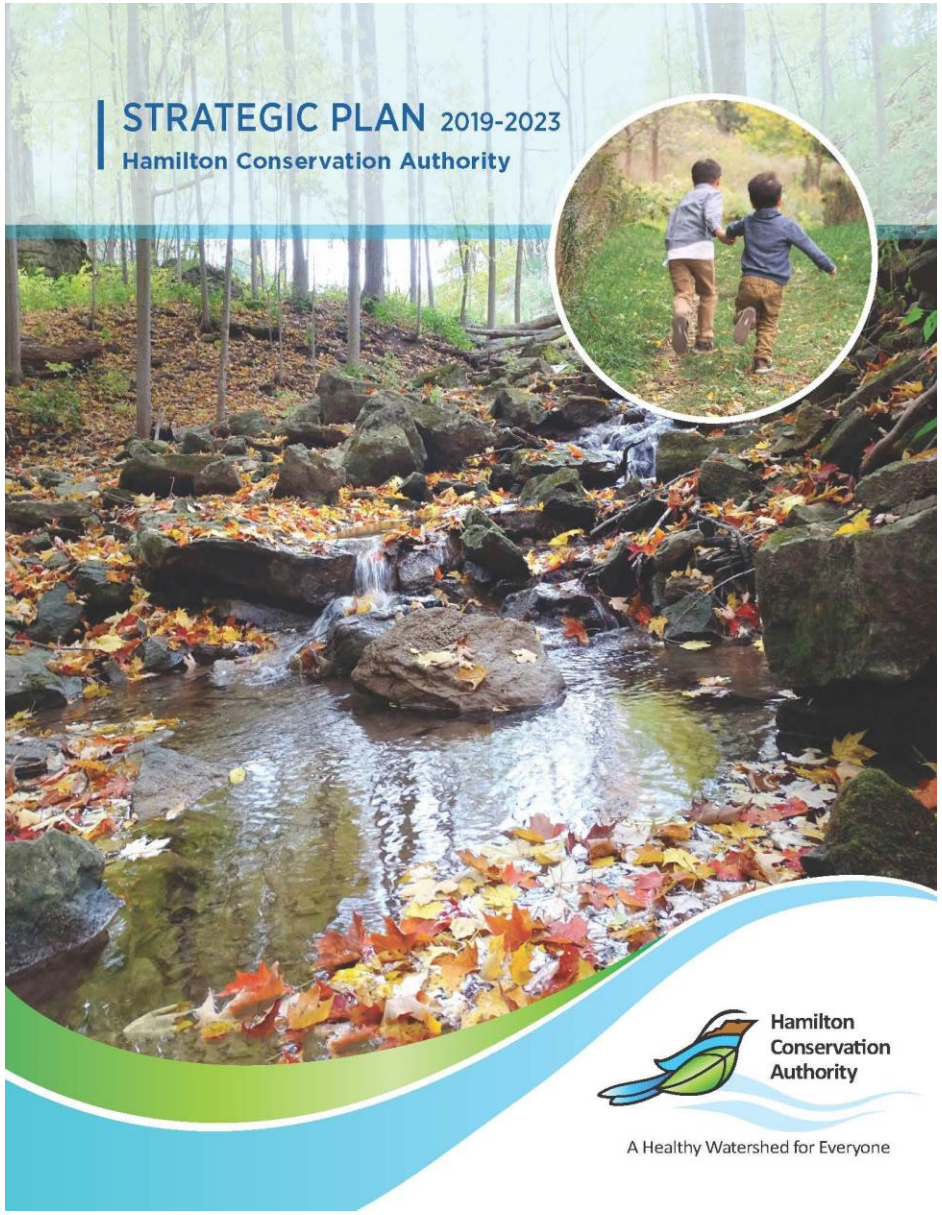
Partnership with Hamilton Public Library

- Continue to expand relationship with HPL to support accessibility to our conservation areas to ensure entry fees are not a financial barrier
- Enhancements in 2024 to increase number of passes to 100 within the HPL system
- Passes also provided to County of Wellington and Town of Grimsby library systems



Strategic Plan

- Key document directing priorities
- 2024 budget continues to direct resources to achieve initiatives outlined
- A renewed strategic plan will be completed and adopted in 2024 for a new 5-year period
- Programs, projects and future budgets will be developed based on this guiding document



Environmental Education Programs – Dundas Valley

- Welcomed close to 4,000 students to our programs in 2023 and successfully returned our summer camp program
- Collaborated with the HWDSB consultant of Reconciliation and Indigenous Education to run an outdoor education program that included Indigenous learning
- Outdoor education program sessions are fully funded from our Foundation's support and school board partner fees

Information Technology & Digital Initiatives

- Enhancements in 2024/2025 throughout HCA's operation for efficiency, service delivery and security, related to:
  - Network infrastructure
  - Content management systems
  - Records management

Climate Change & Watershed Management

Corporate Climate change initiatives to reduce HCA footprint with electric vehicle and charging station, energy audits and associated upgrades

Understanding climate change impacts through natural hazard projects to protect people and property with updates to floodplain mapping for Stoney Creek, Battlefield and Redhill and will be engaging in consultation to finalize lakeshore management plan

Increasing climate change resiliency through wetland creation and restoration and stewardship efforts

Saltfleet Wetland Restoration Project

- Successfully acquired the last parcel of land required to finalize the Saltfleet Wetland restoration program which will ultimately see four wetlands built
- This comprehensive initiative aims to create and enhance wetlands and their associated ecosystems has been a focal point for HCA's watershed management and natural heritage goals
- Will reduce the impacts of flooding and erosion in lower urban Stoney Creek, provide larger natural areas and adds trails for the public while protecting properties and residents downstream
- Project has been funded through self -generated revenue and key donors including the Heritage Green Community Trust

Fifty Point Conservation Area Wetland

- Wetland construction will also take place in 2024 on the west side of the pond at Fifty Point which will provide additional natural area and habitat diversity
- The project is expected to help reduce flooding on nearby residential properties associated with the watercourse in the area
- It will promote the establishment of a self-sustaining fishery in the pond, providing visitors with additional fishing opportunities
- Project has been funded through self - generated revenue

Stewardship Programs

- 12 projects funded through the Water Quality and Habitat Improvement Program which resulted in:
  - 5,400 trees, shrubs and perennials planted on private lands
  - 153lbs of native seed were dispersed in meadow and wetland restoration projects
  - 60 volunteers, 16 students, 43 landowners and families contributed to efforts
- Public Education and Outreach: Presentations at Hamilton Public Library branches and collaborations with McMaster, City of Hamilton, Bruce Trail and others

Watershed Restoration

- Progress in 2023 continued with 29 different invasive species managed and/or mapped on HCA lands
- Removed 3200 stems of invasive species filling 16 garbage bags full and 1.14 Ha of area sprayed
- Planted 1000 shrubs, trees and perennials with 50 volunteers engaged on HCA property

2024 Operating Budget Drivers

- Staffing Review and Wage increases for staff
  - Implement Board approved Job Evaluation results
  - Legislated minimum wage increase
  - Conversion of some contract staff to full-time permanent, to assist with staff retention
- Ongoing inflationary pressures
- IT infrastructure upgrades related to initiatives for digital and information modernization
- Development of a self-generated funding stream for corporate climate change initiatives
- CA Act requirements for Watershed strategies
- Municipal Levy, keep as close to historical 2% increase as possible
- Ongoing balancing act attempting to project revenues from our Conservation Areas reflecting new higher visitation levels becoming the 'new normal'

Levy Increase

HCA Board approved operating budget December 7, 2023, with a levy increase of 2.75%

Province provides allocation percentages annually

- City of Hamilton **99.24%**
- Township of Puslinch **0.76%**

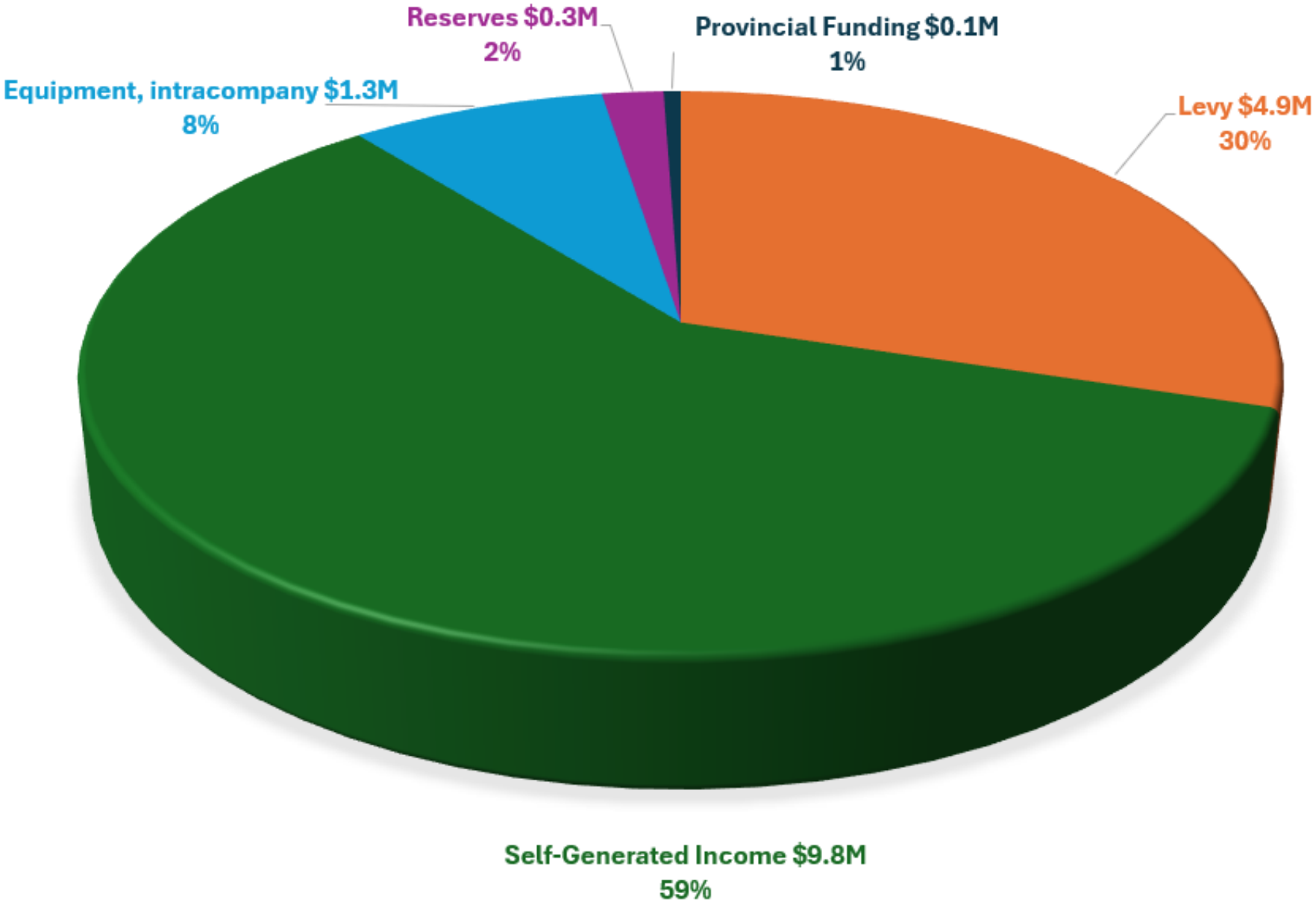
2024 Municipal Levy $4,909,000

- City of Hamilton **$ 4,876,750**
- Township of Puslinch **$ 32,316**

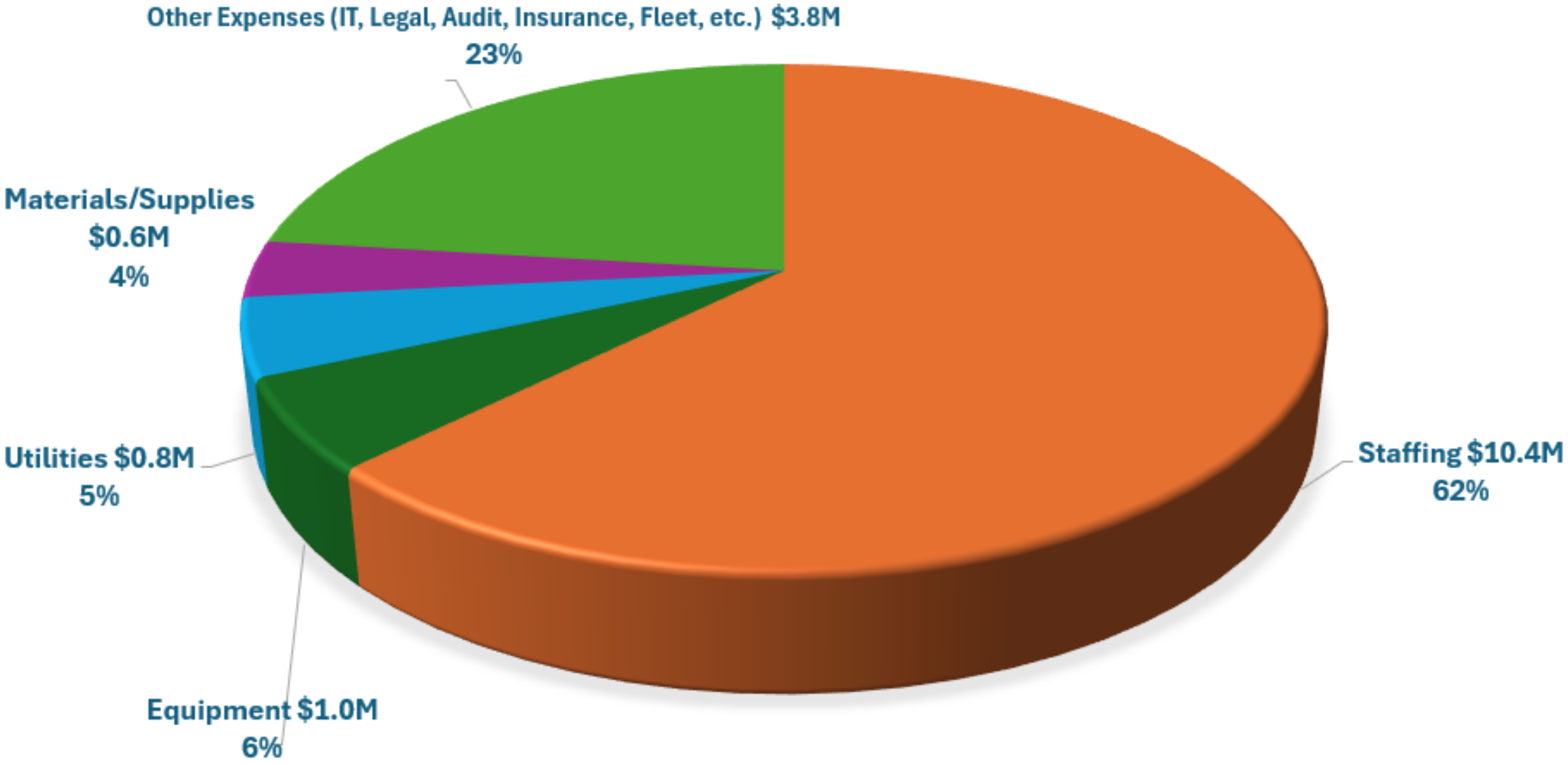
Year over year impact on levy is an **$131,386** increase (**2.75%**)

- 2023 Municipal Levy **$ 4,777,680**
- 2024 Municipal Levy **$ 4,909,066**

Operating Revenues $16.6M



Operating Expenses $16.6M



2024 Operating Budget (in 000s)

Division	2024 Expenditures	2024 Revenues	2024 % Split	2023 Expenditures	2023 Revenues	2023 % Split	Revenue Description
Watershed Management Services	$ 2,903	$ 2,157		$ 2,911	$ 2,211		Levy
		746			700		Other Revenues
Conservation Areas Operations	6,067	-		6,004	-		Levy
		7,510			7,397		Other Revenues
Westfield Heritage Village	1,012	654		881	636		Levy
		358			245		Other Revenues
Central Support Services	6,611	2,098		6,140	1,931		Levy
		3,071			2,816		Other Revenues
Total		4,909	29.6%		4,778	30.0%	Levy
		11,684	70.4%		11,158	70.0%	Other Revenues
	$ 16,593	$ 16,593	100.0%	$ 15,936	$ 15,936	100.0%	
Budget Surplus (Deficit)		$ -			$ -		

2023 Levy	$ 4,778
2024 Levy	4,909
Levy Increase	$ 131
% Increase	2.75%

2024
Capital Budget

Capital Category	$	%
Special Projects	$ 1,130,000	56.5%
Major Maintenance	$ 870,000	43.5%
Total Capital Budget (Block Funding)	$ 2,000,000	100.0%

MOU Agreements in Place

Recent changes to the *CA Act* require that CAs categorize their programs and services as follows: 1) mandatory 2) municipally requested 3) Other as a CA deems advisable

Category 2 (municipally requested) and category 3 (CA advised) programs and services that use municipal funding require an MOU/Agreement

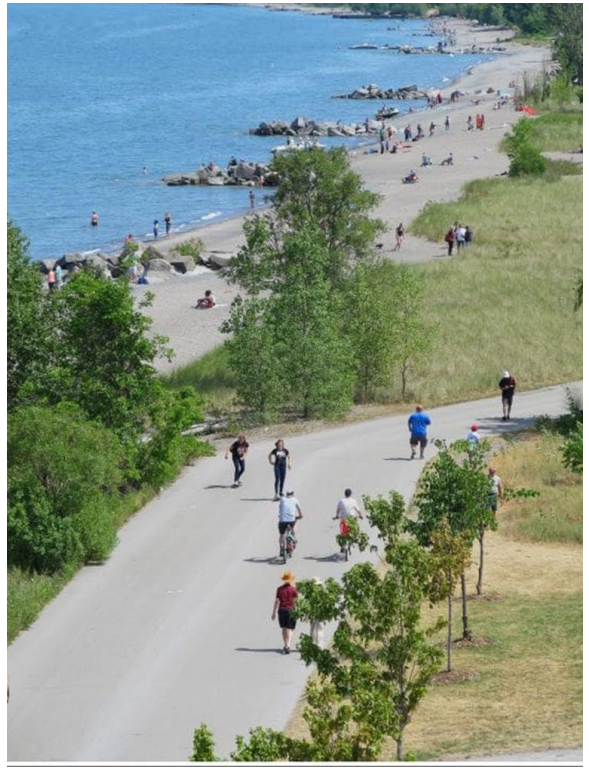
HCA and City staff worked collaboratively to secure Agreements for these programs and services

2024 Programs & Services

Category	Inventory Key Program Areas	Total Expenses	Program Revenue	%	Other Funding	%	Provincial Funding	%	Reserve Funding	%	City of Hamilton Capital Block Funding	%	Municipal Levy	%	Balance
1	Natural Hazards Management	2,232,343	387,600	17%	26,000	1%	89,996	4%	5,100	0%		0%	1,723,647	77%	-
	Conservation Lands and Conservation Areas	4,156,566	1,539,048	37%		0%		0%	150,000	4%	1,007,500	24%	1,460,018	35%	-
	Water Quality & Quantity Monitoring	448,968		0%		0%		0%		0%		0%	448,968	100%	-
	Core Watershed-based Resource Management Strategy	64,547		0%		0%		0%		0%		0%	64,547	100%	-
	Drinking Water Source Protection	1,470		0%	1,470	100%		0%		0%		0%		0%	-
	Total Category 1	**6,903,894**	**1,926,648**	**28%**	**27,470**	**0%**	**89,996**	**1%**	**155,100**	**2%**	**1,007,500**	**15%**	**3,697,180**	**54%**	**-**
2	Conservation Lands and Conservation Areas	1,193,666	500,000	42%	40,000	3%		0%		0%		0%	653,666	55%	-
	Water Quality & Quantity Monitoring	173,674		0%	56,000	32%		0%		0%		0%	117,674	68%	-
	Core Watershed-based Resource Management Strategy	580,546	120,000	21%		0%		0%	20,000	3%		0%	440,546	76%	-
	Drinking Water Source Protection	-													-
	Total Category 2	**1,947,886**	**620,000**	**32%**	**96,000**	**5%**	**-**	**0%**	**20,000**	**1%**	**-**	**0%**	**1,211,886**	**62%**	**-**
3	Conservation Lands and Conservation Areas	9,741,705	8,599,205	88%		0%		0%	150,000	2%	992,500	10%	-	0%	-
	Total Category 3	**9,741,705**	**8,599,205**	**88%**	**-**	**0%**	**-**	**0%**	**150,000**	**2%**	**992,500**	**10%**	**-**	**0%**	**-**
Total Programs and Services		**18,593,485**	**11,145,853**	**60%**	**123,470**	**<1%**	**89,996**	**<1%**	**325,100**	**2%**	**2,000,000**	**11%**	**4,909,066**	**26%**	**-**

Confederation Beach Park

- Owned by the City of Hamilton, managed by the HCA; only monetary benefit to HCA is the revenue received from the management fee
- In 2023, continued to face challenges with a national shortage of lifeguards and competitive summer student market resulting in the waterpark on a reduced operating schedule
- For the purpose of preparing the 2024 HCA Operating Budget, reopening of the Wild Waterworks waterpark and Lakeland pool planned with strong possibility of waterpark again operating on a reduced schedule



Budget Summary Provisions

Sufficient combined revenues to meet expenses
Programs to maintain a healthy watershed and help protect residents and property from flooding
Climate change initiatives & continued development steps for Saltfleet wetlands and at Fifty Point
Education programs, restoration and stewardship programs, and continued modernizing of technology
Vibrant conservation areas that connect people to nature

Hamilton Conservation Authority

A Healthy Watershed for Everyone

Thank You for Your Continued Support

HAMILTON POLICE SERVICE

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Services Board
BOARD MEETING DATE:	December 14, 2023
SUBJECT:	2024 Operating and Capital Budget
REPORT NUMBER:	23-109
SUBMITTED BY: **SIGNATURE:**	Frank Bergen, Chief of Police

RECOMMENDATION(S)

That the Hamilton Police Service Board (Board):

1. Approve the proposed 2024 Hamilton Police Service (HPS) operating and capital budget, representing an increase of 6.88% over the approved 2023 HPS budget, for a total combined budget of $206,921,005.
2. Approve the inclusion of the proposed *PSA Section 4(3)* budget items, representing a 3.36% increase, in the 2024 HPS combined budget subject to a reduction for all such items included in the City of Hamilton's (City) approved 2024 Target Tax (operating & capital) Budget.
3. Submit the proposed 2024 combined budget to the City Council for approval.

Key Facts:

- Police services in Ontario are governed and legislatively mandated to comply with the *Ontario Police Services Act (PSA)*.
- Under *Section 4(1)* of the *PSA,* every municipality is responsible for providing adequate and effective police services.
- Under *Section 4(3)* of the *PSA,* a municipality is also responsible for providing all infrastructure and administration necessary for providing police services, including vehicles, boats, equipment, communication devices, building and supplies. In the 2024 budget, *PSA Section 4(3)* expenditures account for a 3.36% budget increase.

- In accordance with the *PSA*, the Board is required to submit operating and capital estimates that show the amount required to maintain the police service.
- The Board submits the funding request to City Council for the upcoming year after reviewing and approving the Service's detailed budget submission.
- The proposed 2024 combined budget of $206.9M reflects the cost of providing adequate and effective police services in the City.
- The proposed 2024 combined budget is a 6.88% increase from the approved 2023 budget.
- The operating and capital budget increases relating to the recommendations set out in this report is summarized as follows:

	Recommendation 1		Recommendation 2	
Description	**HPS**	**%**	**PSA Section 4(3)**	**%**
Operating Budget	$202,129,230	6.25%	$ 529,640	0.27%
Capital Budget	$ 4,791,775	0.63%	$5,972,000	3.09%
Total HPS Budget	**$206,921,005**	**6.88%**	**$6,501,640**	**3.36%**

% change over the approved 2023 combined budget, anomalies due to rounding.

EXECUTIVE SUMMARY

The proposed 2024 combined budget includes resources necessary to support adequate and effective policing for the City. This resource requirement is based on adequacy standards as mandated under the *PSA* best practices developed within the policing industry in response to public safety concerns and the Board's Strategic Plan.

The HPS is consistently looking for innovative and fiscally responsible approaches to better provide services to the community as well as processes to most efficiently and effectively utilize the existing resources.

The 2024 budget development process included an environmental scan, as well as an internal scan, to identify any potential cost pressures on existing expenditures and/or opportunities from emerging best practices in policing. An internal scan included a line-by-line program review that compares program budgets to historical spending patterns, identifying pressures from workload demand and consideration for strategies to provide a more efficient service delivery model.

The HPS Senior Leadership Team (SLT) has performed comprehensive budget submissions, planning and budget reviews of their Division, Branches, Units and program areas as part of the proposed 2024 budget.

The proposed 2024 budget was presented to the Board's Budget Committee on November 23 and December 1. The proposed 2024 combined budget represents increases to both operating and capital expenses, which is an increase of 6.88% ($206.92M) over the approved 2023 combined budget. This increase is detailed in the sections below.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:

Table below shows the proposed 2024 combined budget (operating & capital) representing an overall increase of $13.32M or 6.88% over the approved 2023 combined budget.

Description	Approved 2023 Budget	Proposed Increase	2024 Proposed Budget	% Change
Operating Budget	$190,020,482	$12,638,388	$202,658,870	6.53%
Capital Budget	$ 3,575,526	$ 7,188,249	$ 10,763,775	3.71%
Less: PSA Section 4(3) Items		$(6,501,640)	$ (6,501,640)	(3.36)%
Total HPS Budget	**$193,596,008**	**$13,324,997**	**$206,921,005**	**6.88%**

% change over the approved 2023 combined budget, anomalies due to rounding.

Staffing:

In order to sustain core services, meet legislative and technology requirements, implement jury inquest recommendations and support the Board's Strategic Plan, additional staffing resources are required.

The proposed 2024 budget requests the following FTEs:

- 2 Sworn Detective Constables and 1 Civilian Support Worker (Inquest Recommendation)
- 4 Civilian Communications Operators (NG911 – Legislative Requirements)
- 9 Civilian – Service wide (Supporting the Board's Strategic Plan)

In addition, the proposed 2024 budget reflects 13 Sworn Constables FTEs as previously approved as part of the 10-year Human Capital deployment.

Legal Implications:

Not applicable.

INFORMATION

In accordance with Section 39 of the *PSA*, the Board is required to approve annual budget allocations to provide the funding necessary for police service operations. The annual operating and capital budgets, in alignment with the Board's Strategic Plan, establish the means and methods for the successful execution of the Service's strategic priorities, while meeting the policing needs of the community, in an adequate, effective and efficient manner.

A comprehensive budget review was conducted which involved analyzing all expense and revenue categories for the past three (3) years, reviewing current year-to-date actuals, as well as evaluating additions for mandatory and non-discretionary expenses. The challenge is to identify sustainable reductions of non-essential items and services while balancing evolving legislative requirements of the *PSA*. This remains a complex and challenging undertaking as staffing costs account for approximately 90.32% of the total 2024 gross operating budgeted expenditures.

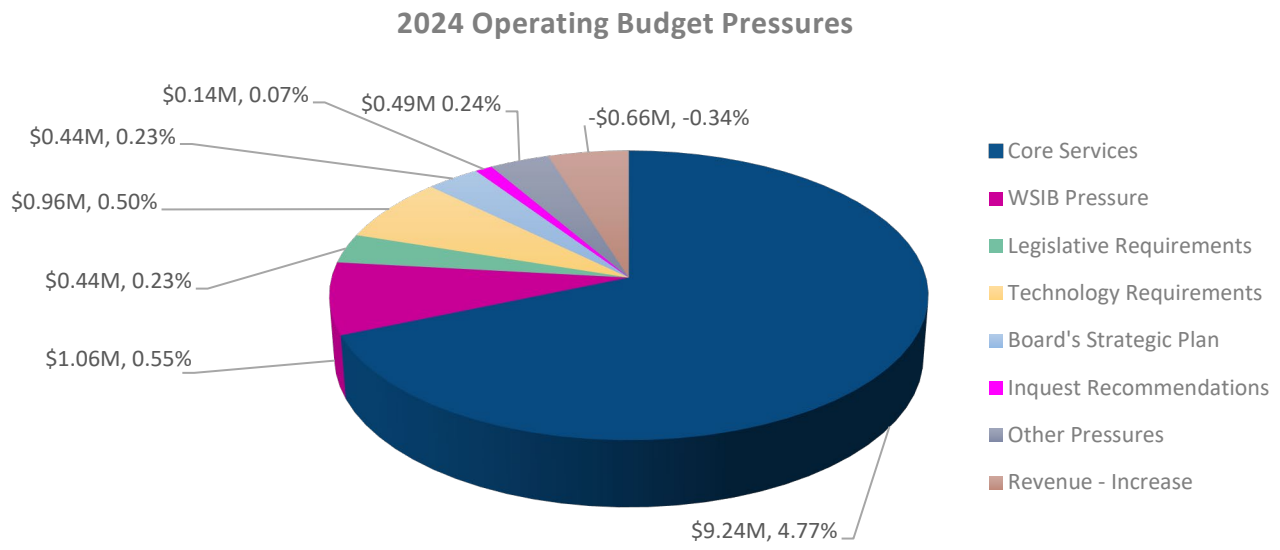
The following categories represent the major cost pressures contributing to the increase in the proposed 2024 budget:

- Sustaining Core Services
- WSIB Pressures
- Legislative Requirements
- Technology Requirements
- Supporting the Board's Strategic Plan
- Inquest Recommendations

2024 OPERATING BUDGET *(Appendix A)*

The proposed 2024 operating budget is $202.13M, which is a $12.11M or 6.25% increase to the 2023 approved combined budget.

The chart below summarizes the key drivers for this increase, which are explained in sections to follow.



Sustaining Core Services

Sustaining core services accounts for $9.24M or 4.77% increase. This category reflects and represents our human resource costs which is approximately 90.32% of the total 2024 gross operating budgeted expenditures. Human resource costs represent the most significant budget pressure each year and are mainly related to negotiated collective agreements impacts.

Description	Increase	%
Collective Agreement Wage Settlements	$3.32M	1.71%
Statutory Deductions and Employer Benefits	$1.96M	1.01%
2023 Program Changes Annualized (Sworn & Civilian, PSB 22-109)	$2.54M	1.31%
2023 Approved Backfills (Sworn & Civilian, PSB 23-037 & 23-070)	$0.90M	0.47%
2024 Sworn FTEs (10-year Human Capital Deployment)	$0.44M	0.23%
Other Inflationary Pressures	$0.08M	0.04%
Total Sustaining Core Services – Incremental Increase	**$9.24M**	**4.77%**

% change over the approved 2023 combined budget, anomalies due to rounding.

The following are the major contributors to the increase in this category:

- Collective agreement salary adjustment, performance pay, natural step/grade progressions, service pay, overtime, merit and job evaluation increases. The front-line premium for Sworn members assigned to front-line patrol duties is increasing to 1.50% and 2.0% during 2024, as set out in the Sworn Collective Agreement. An estimated percentage increase is used to reflect a potential contractual increase for the 2024 budget. The increase was determined by reviewing Ontario's Big 12 Police Services with Collective Agreements already in place.

- The Service is subject to significant increases to employer provided and statutory benefits (ie. OMERS, health & dental benefits, EI & enhanced CPP), as well as retiree benefits. The 2024 budget includes a year-over-year (YOY) increase of 10% in employer provided benefit rates, which reflect the cost of inflationary health and dental product and service pricing as well as an increase in member claims and benefits usage. Statutory employer paid benefits, such as Canada Pension Plan (CPP) and Employment Insurance (EI), are scheduled to increase, resulting in a YOY increase of 9.98%. The combined impact of employer provided and statutory benefits imposes a pressure of $1.96M or 1.01% on the 2024 budget.

- An additional $2.54M or 1.31% has been added to the 2024 budget to reflect annualization of 2023 program changes with respect to thirteen (13) Sworn and eighteen (18) Civilian FTEs. The increase to the 2024 budget represents the remaining compensation costs required to fund these positions for a full year.

- During 2023, the Board approved, through Board Reports 23-037 and 23-070, a total of eighteen (18) backfills, which consists of sixteen (16) Sworn and two (2) Civilian members. This will provide much needed staffing support for any Sworn or Civilian members on WSIB leave for 5-years or more and for which there is no current prognosis for a return to work. The salary and benefits of the backfills increase the 2024 budget by approximately $0.90M or 0.47%, with an effective start date of September 2024 for Sworn and January 2024 for Civilian.

	Sworn	Civilian
Salary	$1,591,215	$179,280
Benefits	421,880	48,490
Total – Annual Impact	**$2,013,095**	**$227,770**
Total – 2024 Impact	**$671,032**	**$227,770**
2024 Impact %	**0.35%**	**0.12%**

- The budget reflects an additional thirteen (13) 4th Class Constables in 2024, with an effective start date of September 2024 – an impact of 0.23%. These represent the 2024 cohort of the Board's 10-year Human Capital deployment FTEs intended to help ensure that the number of Police Officers increases commensurate to the expected population growth in the City.

	Amount
Salary	$1,016,317
Benefits	293,710
Total – Annual Impact	**$1,310,027**
Total – 2024 Impact	**$436,676**
2024 Impact %	**0.23%**

- Other inflationary pressures represent costs associated with staff development. Contributing factors are increase in 2023 FTEs, higher training/professional development registration fees as well as increased travel costs.

WSIB Pressure

Ever since the introduction of presumptive post-traumatic stress disorder (PTSD) legislation for first responders in 2016, the HPS has experienced significantly higher WSIB costs which has resulted in an increased level of both workplace and non-workplace related leaves. In addition, and as instructed from the City's Corporate Finance department, the accounting methodology for WSIB recoveries for 2024 has changed and revised from 2023. This has resulted in additional budgetary pressures with a net impact of $1.06M or a 0.55% increase to the 2024 budget. This increase is to account for a rise in claims experienced and wage settlements. Below is a summary of the change in the accounting methodology along with the 2024 WSIB impact.

	Amount
WSIB Payments	$5,933,023
WSIB Benefit Recovery	(2,761,100)
Total WSIB Expenditure	**3,171,923**
Contribution from City's Workplace Health & Safety Reserve	(2,114,600)
Total – 2024 Impact	**$1,057,323**
2024 Impact %	**0.55%**

Legislative Requirements

The Ministry of the Solicitor General has presented a proposed regulation under the Community Safety and Policing Act, 2019 (CSPA), as part of the Comprehensive Ontario Police Services Act, 2019. The proposed CSPA outlines regulatory requirements including mandatory additional training for both Sworn and Civilian members of Police Services. As a result, additional training resources are required to support the new CSPA requirements and the new Ontario Police College Basic Constable Training program which create a higher need for specialized training courses Service-wide to meet and comply with these legislative requirements. The cost associated is approximately $0.27M or 0.14% increase to the 2024 budget.

The Canadian Radio-television and Telecommunications Commission (CRTC) mandated that all telephone companies update the network to provide Next Generation 911 (NG911) service to all Canadians, with full project completion by March 2025. HPS Communications Branch is the primary Public Safety Answering Point (PSAP) for all emergency 911 calls across the City. The City commissioned Federal Engineering, an external consultant, to study the current environment, monitor CRTC and other legislative requirements and provide guidance and recommendations to implement NG911, including staffing requirements. This review of the Service's Communications Branch staffing levels concluded that it was not sufficient to meet increasing calls for service or the additional demands that new technology, case law, and Ministry requirements place on Communications Operators. Based on this review, four (4) additional Communications Operators will be added in 2024, with an effective start date of September 2024, to ensure the HPS meets the service delivery requirements under the Public Emergency Report Services agreement and the future needs of NG911. The operating impact of the NG911 implementation accounts for approximately $0.17M or 0.09% increase.

	Amount
Salary	$408,600
Benefits	105,250
Total – Annual Impact	**$513,850**
Total – 2024 Impact	**$171,283**
2024 Impact %	**0.09%**

Technology Requirements

The major drivers for technology cost pressures include the Digital Evidence Management (DEMs), increases in the cost and number of licenses required for various existing program hardware and software, and mobile devices deployment. These cost pressures result in a $0.96M or 0.50% increase over the 2023 approved budget. Specifically:

- As of October 2023, a total of 78 uniform patrol vehicles have been outfitted with the In-Car Camera (ICC) and Automated License Plate Reader (ALPR) technology. This technology allows for the capture of evidence and enables police vehicles to alert an officer when a license plate is flagged. The collected evidence/videos get uploaded into the HPS DEMs, a Cloud based solution, which allows for efficient data gathering, organizing and sharing with partner agencies and courts. This results in additional DEMs licenses costs which was approved by the Board through PSB 22-096.
- Additional Microsoft Office365 software licenses have been added to the 2024 budget to reflect funds required for a full year due to the 2023 program changes.
- Currently, there are three hundred (300) mobile phones deployed to members of the Service. Officers rely on the use of mobile devices to conduct interviews in the field and upload data directly into DEMs. This allows for quick turn-around times, workload efficiencies as well as increased productivity on the front-line. As a result, the HPS plans to rollout additional mobile devices in 2024, which will result in additional data plans and data line costs. This initiative seeks to address and improve Officer workload, increase operational efficiency, and support the electronic note/ticket project.

Supporting the Board's Strategic Plan

Every four (4) years, Police Services across Ontario are required to develop a Strategic Plan. This work is an important part of the Board's governance role as the Strategic Plan establishes goals, priorities, and direction of the HPS. A total of forty-five (45) actionable projects were identified, which are designed to move the HPS forward. The strategic roadmap for 2023-2026 is anchored in five (5) essential priorities with nine (9) key objectives.

Priorities	Objectives
Community Safety	Reduce Crime Severity Increase Public Perception of Safety Decrease Victimization/Re-Offence Rate
Collaborative Engagement	Enhance Community Engagement
Culture and Capacity	Improve Member Engagement Succession Planning Service Delivery Strategy
Core Assets	Commitment to Modernization & Member Satisfaction
Trusting Change	Community Satisfaction

The Service has identified the need for nine (9) additional Civilian FTEs to support the implementation and completion of strategic initiatives identified for 2024, with an impact of $0.38M or 0.20% to the 2024 budget. A breakdown of the costs related to nine (9) Civilian positions is provided below.

	Amount
Salary	$848,980
Benefits	305,520
Total – Annual Impact	**$1,154,500**
Total – 2024 Impact	**$384,833**
2024 Impact %	**0.20%**

Completing these actionable projects will not only significantly enhance the Service's performance but also better align strategic projects with the overall vision of the Service.

Positions	# of FTEs	
Community Safety • Crime Analyst Supervisor	1	Identify emerging crime trends, implement effective means to manage all crime through analytics, address the current gap in data analysis
Collaborative Engagement • Corporate Communications Coordinator	1	Build relationships and foster genuine, comprehensive and transparent communication with communities as well as promoting information sharing and strengthening mutual respect.
Culture and Capacity • Organizational Development Specialist • Recruitment & Outreach Specialist • Special Constable	1 0.50 1	Attract and retain, deploy resources to effectively manage workload, continue to implement employee wellness initiatives, foster and demonstrate exemplary leadership, deliver effective training and succession planning.
Core Assets • Automotive Technician/Upfitter • Court Document Clerks • Financial Analyst • Niche Trainer	1 2 0.50 1	Develop and implement long-term plan for technology, facilities and fleet, create internal and external efficiencies, implement digital solutions and new processes that improve service delivery, provide members with the required uniforms/equipment to effectively perform their duties and meet all legislated requirements.
Total Civilian FTEs	**9**	

Furthermore, one of the Strategic Plan's objectives is to enhance community involvement, engagement, and satisfaction. As a result, an annual Community Satisfaction Survey will be conducted by a third party to gather input from the community on key issues, such as perception of safety in the City, community satisfaction, trust, and confidence in the HPS as a policing partner. This accounts for $0.06M or 0.03% of the 2024 budget request. Over time, the survey results will help assess HPS's progress in improving community satisfaction and perception of safety in the City, which will allow the HPS to adjust strategic activities, as required, to achieve impactful results within the community.

Inquest Recommendations

Based on the Devon Freeman Inquest, the Jury made several recommendations. One of the recommendations was the establishment of a dedicated Missing Persons Unit (MPU) with the responsibility of coordinating and directing missing persons investigations. The recommendation aims to address the systemic issues that have hindered investigations of missing individuals and to improve HPS's response to cases of missing people. Having the MPU will provide several advantages for the HPS including specialization of staff, increased capacity for investigations, consistency in investigative approach, access to specialized techniques, tools, and greater ability to engage with community. To implement this recommended proposal, three (3) additional staffing resources are needed; one (1) Civilian

Support Worker and two (2) Sworn Detective Constables, with a combined cost impact of $0.14M or 0.07% increase to 2024 budget.

	Sworn	Civilian
Salary	$239,004	$102,150
Benefits	59,830	26,320
Total – Annual Impact	**$298,834**	**$128,470**
Total – 2024 Impact	**$99,611**	**$42,823**
2024 Impact %	**0.05%**	**0.02%**

Other Operating Budget Pressures

This category represents other operating expenditures not accounted for in the previous sections. Other operating expenditures will increase by $0.49M or 0.24%. The following is a summary of the cost pressures contributing to the increase over the approved 2023 budget:

- *Financial* – costs will increase due to higher costs associated with legal matters, inquest indemnification, and human rights tribunals.
- *Material and Supplies* – the cost is expected to increase mainly due to the new Tech Crime Unit (TCU) server, the PeerConnect wellness app, an attendance module for Parklane System (used to manage WSIB absences), and higher renewal costs associated with the annual maintenance software support contracts.
- *Buildings and Grounds* – increase in building and grounds category is mainly due to new contract prices for horticultural and dry-cleaning services. Also, reflected in this section are utility costs for natural gas and hydro, as per the City's budget guidelines.
- *Vehicle* – increases above are offset by a reduction in budgeted gasoline prices. The 2023 budgeted rate was set at $1.60/litre versus $1.35/litre for 2024, as recommended by the City.

Revenues

	Increase	%
Grants and Subsidies - increase		
CSP Grant	$(0.06)M	
Court Security & Prisoner Transportation (CSPT)	$(0.06)M	
Police Fees from Province	$(0.46)M	
	$(0.58)M	(0.30)%
Fees and General - increase	$(0.08)M	(0.04)%
Total Revenues – incremental increase	**$(0.66)M**	**(0.34)%**

% change over the approved 2023 combined budget, anomalies due to rounding.

Funding received by the HPS from third-party agencies, for participation in provincial grant programs, and funding related to secondment initiative positions, help offset gross expenditures. This funding makes up a significant portion of Service revenue. The revenue category also includes “fees and general” revenues related to Special Duty and fees for services related to employment and volunteer background checks. For the 2024 budget, the Service will recognize a gross revenue increase of $(0.66)M or (0.34)%. The following are the contributors to the increase in this category:

Grants and Subsidies:

- Grants and subsidies revenue is expected to increase mainly from HPS’s participation in two (2) additional provincial secondment initiatives. For the 2024 budget, secondee revenue will increase by $(0.46)M. During 2023, the HPS entered into two new secondment contracts; one contract for a Detective Constable assigned to the Provincial Weapons Enforcement Unit and a second contract for one Detective Constable and one Detective Sergeant assigned to the Golden Horseshoe Combined Forces Special Enforcement Unit. These funds are offset by employee compensation costs associated with these seconded members.
- There are also slight increases in the CSP and the CSPT grants. The increases are to align and reflect the actual 2023 funding levels.

Fees and General:

- The change in this category represents an increase in Special Duty revenue and transactional user fees. The increase in transactional user fees is to remain in check with increases to costs related to service delivery. This increase has no impact to the budget as the increase is offset with an equal increase in the operating expenditures section.

Reserve Funding:

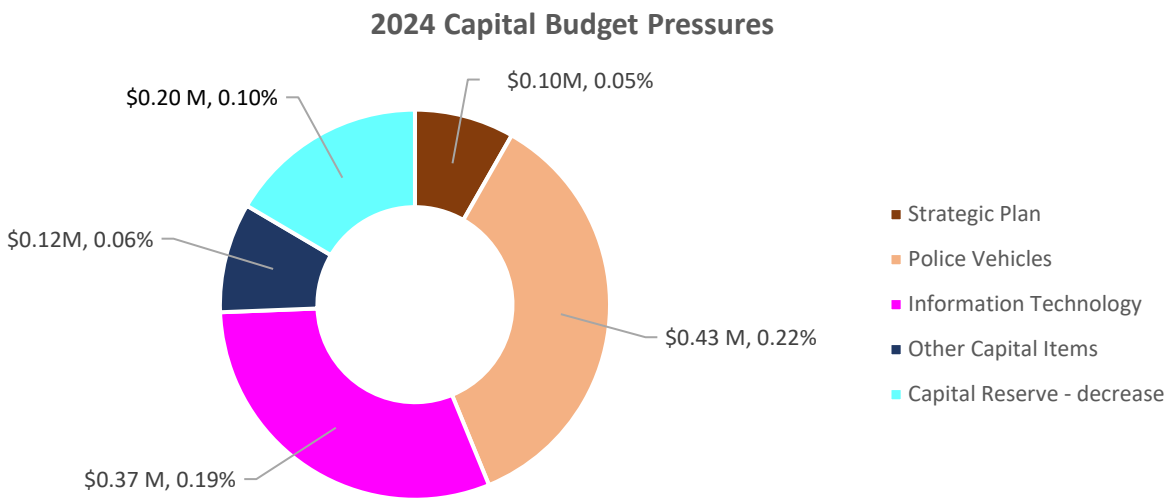
- The 2024 budget base revenue includes funding of $(0.58)M (2023 – $(0.58)M) from the Police Tax Stabilization Reserve to mitigate some of 2024 budgetary pressures.

2024 CAPITAL BUDGET *(Appendix B)*

The proposed 2024 capital budget is $4.79M, which is a $1.22M or 0.63% increase to the 2023 approved combined budget.

The HPS adheres to the City’s policy and practice for capital expenditures, which is defined as any capital asset greater than $50,000 with an estimated useful life greater than one (1) year. The proposed 2024 capital budget includes lifecycle replacement and growth requests for fleet, information technology hardware, portable issued radios, electric vehicle infrastructure etc.

The below chart summarizes the key drivers for the net increase of $1.22M, which are explained below.



Supporting the Board's Strategic Plan

One of the actionable projects identified under the Collaborative Engagement priority of the Board's Strategic Plan is launching a redesigned HPS external website. Costs associated with commencing this project in 2024 are budgeted at $0.10M or 0.05%, as the current site is reaching the end of its lifecycle.

Police Vehicles

The $2.71M request, an increase of $0.43M or 0.22% over the approved 2023 combined budget, was previously approved by the Board through PSB 23-063 & 23-063a. The funding is anticipated to be spent on the purchase and up-fitting of twenty-seven (27) vehicles. The make and model will be finalized and dependent on the 2024 Vendor of Record (VOR) pricing.

Information Technology

This category represents a request of $1.60M, an increase of $0.37M or 0.19% over the approved 2023 combined budget. Some of significant contributors to the increase in this category are server/storage expansion to accommodate ongoing growth of network shares, lifecycle replacement of computers, a LiveScan device (fingerprinting equipment), and an Enterprise Mapping solution replacing a legacy system.

Other Capital Items

This category represents a request of $0.69M, an increase of $0.12M or 0.06% over the approved 2023 combined budget. The increase is to fund the lifecycle replacements of existing equipment, systems, facility components and body armours.

Reserves – Capital

Contribution from reserves account for $(0.30)M in the 2024 budget, which is a decrease of $0.20M over the approved 2023 combined budget. A total of $(0.18)M is to come from the Police Capital Reserve and $(0.12)M from Police Tax Stabilization Reserve. The funding helps to offset the budget impact.

It is important to note that drawing on the HPS reserves to reduce budgetary pressures is not a recommended long-term strategy as it will not be sustainable and will have negative impacts on future budgets as well as reserve balances.

2024 BUDGET *(Combined Operating and Capital)*

Overall, the total 2024 budget request amounts to $206.92M, a combined budgetary increase of $13.32M or 6.88% over the approved 2023 combined budget. This requested increase represents the funding necessary to provide adequate and effective policing based on the needs of the City, meet collective agreement obligations and satisfy policing standards as mandated under the PSA and the proposed CSPA.

Description	Approved 2023 Budget	Proposed Change	% Change	2024 Proposed Budget
Operating Budget				
Sustaining Core Services		$9.24M	4.77%	
WSIB Pressures		1.06M	0.55%	
Legislative Requirements		0.44M	0.23%	
Technology Requirements		0.96M	0.50%	
Supporting the Board's Strategic Plan		0.44M	0.23%	
Inquest Recommendation		0.14M	0.07%	
Other Operating Expenditures		0.49M	0.24%	
Revenue – increase		(0.66)M	(0.34)%	
Total Operating Budget	**$190.02M**	**$12.11M**	**6.25%**	**$202.13**
Capital Budget				
Supporting the Board's Strategic Plan		0.10M	0.05%	
Police Vehicles		0.43M	0.22%	
Information Technology		0.37M	0.19%	
Other Capital		0.12M	0.06%	
Capital Reserve - decrease		0.20M	0.10%	
Total Capital Budget	**3.58M**	**1.21M**	**0.63%**	**4.79M**
Total HPS Budget	**$193.60M**	**$13.32M**	**6.88%**	**206.92M**

% change over the approved 2023 combined budget, anomalies due to rounding.

2024 PSA SECTION 4(3) ITEMS

Section 4(1) of the *PSA* states *every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. Section 4(3)* states that the municipality has the legislative responsibility *for providing all the infrastructure and administration necessary, including vehicles, boats, equipment, communication devices, building and supplies*. As such, the following items, representing an increase of $6.51M or 3.36%, have been submitted and are being considered by the City for funding in 2024.

Description	Capital Cost	2024 Proposed Increase	%
City's Insurance Cost Allocation		$0.53M	0.27%
Legislative Requirements (PSB 23-083)			
Hard Body Armours	$1.05M		
Carbines	0.71M		
Breaching Tool Packs	0.12M	1.88M	0.97%
Capital Items (PSB 23-083)			
Prisoner Escort Vehicle	0.19M		
Roof Replacement	2.83M		
Parking Lot Replacement	0.50M		
Standby Generator Diesel Fuel System Upgrade	0.30M		
Barrier Gates with Access Control	0.14M		
Chiller Overhaul	0.08M		
Structural Wall Waterproofing	0.06M	4.10M	2.12%
Total *PSA Section 4(3)* Items		**$6.51M**	**3.36%**

% change over the approved 2023 combined budget, anomalies due to rounding.

City's Insurance Cost Allocation

The City's insurance premiums have increased by approximately 16% YOY, which reflect inflationary increases on insurance premiums and also caused by claims and administration cost pressures. The YOY insurance cost allocation is set to increase by $0.53M or 0.27%. It is the Board Budget Committee's position that this cost allocation is the sole responsibility of the City as the vehicles and buildings are all owned by the City.

Capital Items

Earlier in 2023, PSB *Report 23-083*: *HPS Projected Capital Expenditures: 2024-2033* was forwarded to the City by the Board. This report contained, among other things, a list of HPS related capital items to be considered for funding by the City in 2024 and inclusion in their 2024-2033 Capital Budget Plan. This decision is expected to be before Council in January 2024. *PSB Report 23-083* is attached in *Appendix E*.

MULTI-YEAR BUDGET *(Appendix D)*

The City initiated the multi-year rolling budget process in an effort to increase accountability and transparency for all City departments, Boards and Agencies, including the HPS. It provides the Board and the public with a better understanding of HPS cost drivers, services, and performance for both current and future budget years. *Appendix D* provides a table of the multi-year rolling budget for HPS for the period 2025 – 2027.

APPENDICES AND SCHEDULES ATTACHED:

Appendix A – 2024 Operating Budget Analysis

Appendix B – 2024 Capital Budget Analysis

Appendix C – 2024 Detailed Budget

Appendix D – 2025 - 2027 Multi-Year Budget Forecast

Appendix E – PSB Report 23-083: HPS Projected Capital Expenditures: 2024-2033

FB/S.Dzaferi

cc: Frank Bergen, Chief of Police
Ryan Diodati, Deputy Chief – Operations
Paul Hamilton, Deputy Chief – Support
Sanela Dzaferi, Director - Finance

Hamilton Police Service
2024 Operating Budget Analysis

Appendix A

2024 Operating Budget	$202,658,870	**% over 2023**
2023 Operating Budget	190,020,482	**Total Budget**
Employee Related Costs - Increase	13,378,450	**6.91%**
Operating Expenditures - Increase	2,033,200	**1.05%**
Revenues - Increase	(2,773,262)	**-1.43%**
Total Operating Budget Increase	**$12,638,388**	**6.53%**

EMPLOYEE RELATED COSTS			**Change over 2023 Budget**	**% over 2023 Budget**
Collective Agreement Wage Settlements				
Salary Increase - Collective Agreement (includes Merit Increases, FLP, Perform Pay, etc.)		$2,960,640		
Part-Time Wages		85,833		
Court & Overtime		174,117		
Service Pay and Allowances		96,950	**$3,317,540**	**1.71%**
Statutory Deductions and Employer Benefits				
OMERS		352,510		
Government Benefits-CPP/EI/EHT		441,727		
Employer Benefits-Health&Dental/Group Life		810,253		
Retiree Benefits		250,000		
Vacation Pay / Pay in Lieu of Benefits		32,432		
Accumulated Sick Leave		75,500	**1,962,422**	**1.01%**
2023 Program Changes Annualized				
13 Sworn - 4th Class Constables - 10-Year Human Capital Deployment		882,641		
18 Civilian		1,655,648	**2,538,289**	**1.31%**
2023 Approved Backfills				
16 Sworn - PSB 23-070 - 3 Sergeants & 13 Constables		671,032		
2 Civilian - PSB 23-037 - Special Constables		227,770	**898,802**	**0.46%**
2024 Sworn FTEs (10-Year Human Capital Deployment - September 1, 2024)				
13 Sworn - 4th Class Constables		436,676	**436,676**	**0.23%**
*2024 New Sworn & Civilian Request - 16 FTEs**	***# of FTEs***			
Legislative Requirements				
Communications Operators	4	171,283		
Supporting the Board's Strategic Plan				
Automotive Technician/Up-Fitter	1	40,313		
Crime Analyst Supervisor	1	51,413		
Court Documents Clerks	2	71,527		
Corporate Communications Coordinator	1	37,963		
Financial Analyst	0.5	48,176		
Organization Development Specialist	1	40,313		
Recruitment & Outreach Specialist	0.5	16,850		
Niche Trainer	1	40,313		
Special Constable	1	37,963		
Inquest Recommendations				
Civilian Support Worker	1	42,823		
Detective Constables	2	99,611	**698,551**	**0.36%**
	16			
Other Employee Related Costs				
WSIB - *From City of Hamilton (City)*		3,171,923		
Training*		349,249		
Employer Paid Parking		5,000	**3,526,172**	**1.82%**
TOTAL EMPLOYEE RELATED COSTS			**$13,378,450**	**6.91%**

Hamilton Police Service
2024 Operating Budget Analysis

Appendix A

OPERATING EXPENDITURES		**Change over 2023 Budget**	**% over 2023 Budget**
Capital Financing		($21,349)	-0.01%
Financial		107,088	0.06%
Material and Supplies*		1,420,502	0.73%
Vehicle Expenses		(388,000)	-0.20%
Buildings and Grounds		54,481	0.03%
Consulting		7,400	0.00%
Contractual Services*		304,620	0.16%
Cost Allocations / Recoveries **		548,458	0.28%
TOTAL OPERATING EXPENDITURES		**$2,033,200**	**1.05%**
REVENUES/RESERVES & RECOVERIES - (Increase)			
Grants and Subsidies			
Community Safety and Policing (CSP) Grant	($57,455)		
Court Security & Prisoner Transportation (CSPT)	(63,204)		
Police Fees from Province	(459,003)	($579,662)	-0.30%
Fees and General		(79,000)	-0.04%
Reserves & Recoveries			
Contribution from City's Workplace Health & Safety Reserve	(2,114,600)	(2,114,600)	-1.09%
TOTAL REVENUES/RESERVES & RECOVERIES		**($2,773,262)**	**-1.43%**
TOTAL OPERATING BUDGET INCREASE		**$12,638,388**	**6.53%**

**Costs associated with strategic plan, technology and legislative requirements as well as inquest recommendation are embedded in numbers.*

***Includes PSA Section 4(3) item - City's Insurance Cost Allocation of $0.53M.*

Hamilton Police Service
2024 Capital Budget Analysis

Appendix B

2024 Capital Budget	$10,763,775	**% over 2023**
2023 Capital Budget	3,575,526	**Total Budget**
Police Vehicles - Increase	434,787	**0.22%**
Informaton Technology - Increase	366,677	**0.19%**
Other Capital Items - Increase	214,785	**0.11%**
Reserve/Capital Recoveries - Decrease	200,000	**0.10%**
PSA Section 4(3) Capital Items - Increase	5,972,000	**3.08%**
Total Capital Budget Increase	**$7,188,249**	**3.71%**

		Change over 2023 Budget	% over 2023 Budget
POLICE VEHICLES			
Police Vehicles Replacement	$434,787	**$434,787**	**0.22%**
INFORMATION TECHNOLOGY			
Server/Storage	141,500		
Computer Software - CIAU	100,000		
LifeScan Device Replacement	50,000		
Computers/Desktops/Tablets	75,177	**366,677**	**0.19%**
OTHER CAPITAL ITEMS			
HPS Website Redesign (Strategic Plan)*	100,000		
Forensic Crime Scene Equipment	61,785		
Building Entrance/Overhead Doors	60,000		
Body Armours	45,000		
Range PA Sound System	30,000		
Fire Alarm Replacement	25,000		
POU Helmets	(30,000)		
Electric Vehicle Infrastructure	(30,000)		
Sanitary Waste Copper Piping Replacement	(25,000)		
Conductive Energy Weapons (CEWs)	(22,000)	**214,785**	**0.11%**
RESERVE/CAPITAL RECOVERIES			
Contribution from Police Capital Reserve	200,000	**200,000**	**0.10%**
TOTAL CAPITAL ITEMS (Before PSA Section 4(3) Items)		**$1,216,249**	**0.63%**
PSA SECTION 4(3) CAPITAL ITEMS			
Hard Body Armours (CSPA Legislative Requirement)*	1,050,000		
Carbines (CSPA Legislative Requirement)*	709,000		
Breaching Tool Packs (CSPA Legislative Requirement)*	118,000		
Prisoner Escort Vehicle	190,000		
Roof Replacements	2,825,000		
Parking Lot Replacement	500,000		
Standy Generator Diesel Fuel System Upgrade	300,000		
Barrier Gates With Access Control	140,000		
Chiller Overhaul	80,000		
Structural Wall Waterproofing	60,000	**$5,972,000**	**3.08%**
TOTAL CAPITAL BUDGET INCREASE		**$7,188,249**	**3.71%**

**Represents costs associated with strategic plan and legislative requirements.*

HAMILTON POLICE SERVICE
2024 OPERATING & CAPITAL BUDGET

Appendix C

	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OPERATING EXPENDITURES - GROSS						
POLICE SERVICES BOARD	684,114	720,343	38,664	759,007	0.04%	74,893
OFFICE OF THE CHIEF	6,632,031	7,434,364	100,637	7,535,001	0.47%	902,970
UNALLOCATED EXPENSE	8,117,131	8,117,331	3,534,265	11,651,596	1.83%	3,534,465
POLICE OPERATIONS	114,037,529	117,828,827	341,568	118,170,394	2.13%	4,132,866
POLICE SUPPORT	71,100,132	75,985,008	1,902,928	77,887,936	3.51%	6,787,805
OPERATING EXPENDITURES	**200,570,936**	**210,085,874**	**5,918,061**	**216,003,935**	**7.97%**	**15,432,999**
GROSS CAPITAL FINANCING	1,534,780	1,534,780	(21,349)	1,513,431	-0.01%	(21,349)
TOTAL OPERATING EXPENDITURES	**202,105,716**	**211,620,654**	**5,896,712**	**217,517,366**	**7.96%**	**15,411,650**
OPERATING REVENUES - GROSS						
FEES AND GENERAL	(2,527,247)	(2,527,247)	(79,000)	(2,606,247)	-0.04%	(79,000)
POLICE FEES FROM PROVINCE	(1,297,789)	(1,297,789)	(459,003)	(1,756,792)	-0.24%	(459,003)
PROVINCIAL COURT SECURITY UPLOAD	(4,895,063)	(4,895,063)	(63,204)	(4,958,267)	-0.03%	(63,204)
COMMUNITY SAFETY AND POLICING GRANT	(2,488,268)	(2,488,268)	(57,455)	(2,545,723)	-0.03%	(57,455)
TOTAL OPERATING REVENUES	**(11,208,367)**	**(11,208,367)**	**(658,662)**	**(11,867,029)**	**-0.34%**	**(658,662)**
RESERVES/RECOVERIES						
CONTRIBUTION FROM POLICE TAX STABILIZATION RESERVE	(576,867)	(576,867)	-	(576,867)	0.00%	-
RECOVERY FROM DEVELOPMENT CHARGE RESERVE	(300,000)	(300,000)	-	(300,000)	0.00%	-
CONTRIBUTION FROM WORKPLACE HEALTH & SAFETY RESERVE	-	-	(2,114,600)	(2,114,600)	-1.09%	(2,114,600)
TOTAL RESERVES/RECOVERIES	**(876,867)**	**(876,867)**	**(2,114,600)**	**(2,991,467)**	**-1.09%**	**(2,114,600)**
TOTAL REVENUES	**(12,085,234)**	**(12,085,234)**	**(2,773,262)**	**(14,858,496)**	**-1.43%**	**(2,773,262)**
TOTAL NET OPERATING BUDGET	**190,020,482**	**199,535,420**	**3,123,450**	**202,658,870**	**6.53%**	**12,638,388**

HAMILTON POLICE SERVICE
2024 OPERATING & CAPITAL BUDGET

	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CAPITAL EXPENDITURES - GROSS						
Transfer to Reserve (Police Vehicle Purchases)	2,274,000	2,274,000	434,787	2,708,787	0.22%	434,787
Transfer to Reserve (Information Technology)	1,231,466	1,231,466	366,677	1,598,143	0.19%	366,677
Transfer to Reserve (Other Capital items)	570,060	570,060	214,785	784,845	0.11%	214,785
Transfer to Reserve (Other Capital items - COH)	-	-	5,782,000	5,782,000	2.99%	5,782,000
Transfer to Reserve (Prisoner Escort Vehicle - COH)	-	-	190,000	190,000	0.10%	190,000
TOTAL CAPITAL EXPENDITURES	**4,075,526**	**4,075,526**	**6,988,249**	**11,063,775**	**3.61%**	**6,988,249**
CAPITAL REVENUES - GROSS						
CONTRIBUTION FROM POLICE CAPITAL RESERVE	(375,000)	(375,000)	200,000	(175,000)	0.10%	200,000
CONTRIBUTION FROM POLICE VEHICLE RESERVE	(125,000)	(125,000)	-	(125,000)	0.00%	-
TOTAL CAPITAL REVENUES	**(500,000)**	**(500,000)**	**200,000**	**(300,000)**	**0.10%**	**200,000**
TOTAL NET CAPITAL BUDGET	**3,575,526**	**3,575,526**	**7,188,249**	**10,763,775**	**3.71%**	**7,188,249**
TOTAL NET BUDGET (OPERATING & CAPITAL)	**193,596,008**	**203,110,946**	**10,311,699**	**213,422,645**	**10.24%**	**19,826,637**

POLICE SERVICES BOARD

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
POLICE SERVICES BOARD	376005						
Salaries	51001	177,604	207,093	-	207,093	16.60%	29,489
Members Remuneration	51727	44,420	44,420	-	44,420	0.00%	-
Pension - OMERS	51802	18,480	22,570	-	22,570	22.13%	4,090
Government Benefits	51811	13,690	14,920	-	14,920	8.98%	1,230
Employer Benefits	51815	14,170	15,590	-	15,590	10.02%	1,420
Legal Fees	52425	325,000	325,000	50,000	375,000	15.38%	50,000
Office Supplies	53050	750	750	250	1,000	33.33%	250
Operating Expenses	53131	3,000	3,000	-	3,000	0.00%	-
Computer Software	53251	14,300	14,300	5,100	19,400	35.66%	5,100
Consulting Services	55801	47,600	47,600	(17,600)	30,000	-36.97%	(17,600)
Training	56401	20,000	20,000	-	20,000	0.00%	-
Rent - Cellulars Phones	55332	1,600	1,600	-	1,600	0.00%	-
Meeting Expense	57548	3,000	3,000	-	3,000	0.00%	-
Printing & Reproduction	55610	500	500	-	500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	914	914		914
Total Expenditures		**684,114**	**720,343**	**38,664**	**759,007**	**10.95%**	**74,893**

SUMMARY - OFFICE OF THE CHIEF

	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE CHIEF	872,230	920,122	5,092	925,214	6.07%	52,984
CORPORATE COMMUNICATIONS & PUBLIC AFFAIRS	359,238	550,661	468	551,129	53.42%	191,891
FINANCE	1,245,024	1,321,454	24,704	1,346,158	8.12%	101,134
LEGAL SERVICES	373,220	382,210	835	383,045	2.63%	9,825
HUMAN RESOURCES	3,258,815	3,414,551	41,296	3,455,847	6.05%	197,032
EQUITY, DIVERSITY & INCLUSION	523,504	845,366	28,242	873,608	66.88%	350,104
TOTAL EXPENDITURES	**6,632,031**	**7,434,364**	**100,637**	**7,535,001**	**13.62%**	**902,970**

OFFICE OF THE CHIEF

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE CHIEF	376105						
Salaries	51001	632,600	664,362	-	664,362	5.02%	31,762
Pension - OMERS	51802	87,930	93,480	-	93,480	6.31%	5,550
Government Benefits	51811	27,870	29,590	-	29,590	6.17%	1,720
Employer Benefits	51815	39,560	42,620	-	42,620	7.74%	3,060
Other Employee Allowances	51901	10,150	15,950	-	15,950	57.14%	5,800
Training	56401	11,000	11,000	-	11,000	0.00%	-
Membership Fees	55764	13,060	13,060	-	13,060	0.00%	-
Office Supplies	53050	4,000	4,000	750	4,750	18.75%	750
Miscellaneous Supplies	53039	46,060	46,060	2,700	48,760	5.86%	2,700
C.A. - DIR Insurance Recovery	59446	-	-	1,642	1,642		1,642
Total Expenditures		**872,230**	**920,122**	**5,092**	**925,214**	**6.07%**	**52,984**

OFFICE OF THE CHIEF
CORPORATE COMMUNICATIONS & PUBLIC AFFAIRS

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CORPORATE COMMUNICATIONS & PUBLIC AFFAIRS	376120						
Salaries	51001	256,468	407,387	-	407,387	58.85%	150,919
Pension - OMERS	51802	30,810	48,287	-	48,287	56.72%	17,477
Government Benefits	51811	15,240	26,107	-	26,107	71.30%	10,867
Employer Benefits	51815	18,170	30,030	-	30,030	65.27%	11,860
Other Employee Allowances	51901	850	1,150	-	1,150	35.29%	300
Miscellaneous Supplies	53039	1,000	1,000	-	1,000	0.00%	-
Advertising & Promotion	55401	29,000	29,000	-	29,000	0.00%	-
Training	56401	4,250	4,250	-	4,250	0.00%	-
Membership Fees	55764	3,450	3,450	-	3,450	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	468	468		468
Total Expenditures		**359,238**	**550,661**	**468**	**551,129**	**53.42%**	**191,891**

OFFICE OF THE CHIEF
FINANCE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
FINANCE	376130						
Salaries	51001	533,869	591,191	-	591,191	10.74%	57,322
Pension - OMERS	51802	61,881	67,955	-	67,955	9.82%	6,074
Government Benefits	51811	32,802	38,100	-	38,100	16.15%	5,298
Employer Benefits	51815	40,049	47,185	-	47,185	17.82%	7,136
Other Employee Allowances	51901	1,700	2,300	-	2,300	35.29%	600
Office Supplies	53050	1,600	1,600	400	2,000	25.00%	400
Membership Fees	55764	4,000	4,000	-	4,000	0.00%	-
Training	56401	6,300	6,300	3,700	10,000	58.73%	3,700
C.A. - IND Fin Accounting Services Recovery	59410	59,743	59,743	1,912	61,655	3.20%	1,912
C.A. - IND Fin Applications Support Recovery	59411	17,771	17,771	569	18,340	3.20%	569
C.A. - IND Fin Payroll Recovery	59412	251,384	251,384	9,195	260,579	3.66%	9,195
C.A. - IND Fin Accounts Payable Recovery	59413	41,259	41,259	1,320	42,579	3.20%	1,320
C.A. - IND Fin Purchasing Recovery	59414	77,299	77,299	2,474	79,773	3.20%	2,474
C.A. - IND Fin Accounts Receivable Recovery	59415	5,916	5,916	189	6,105	3.19%	189
C.A. - IND Current Budgets Recovery	59421	109,451	109,451	3,502	112,953	3.20%	3,502
C.A. - DIR Insurance Recovery	59446	-	-	1,443	1,443		1,443
Total Expenditures		**1,245,024**	**1,321,454**	**24,704**	**1,346,158**	**8.12%**	**101,134**

OFFICE OF THE CHIEF
LEGAL SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
LEGAL SERVICES	376131						
Salaries	51001	286,790	292,220	-	292,220	1.89%	5,430
Pension - OMERS	51802	34,670	35,330	-	35,330	1.90%	660
Government Benefits	51811	15,850	16,630	-	16,630	4.92%	780
Employer Benefits	51815	22,210	23,730	-	23,730	6.84%	1,520
Other Employee Allowances	51901	1,700	2,300	-	2,300	35.29%	600
Office Supplies	53050	6,000	6,000	-	6,000	0.00%	-
Training	56401	3,000	3,000	-	3,000	0.00%	-
Membership fees	55764	3,000	3,000	-	3,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	835	835		835
Total Expenditures		**373,220**	**382,210**	**835**	**383,045**	**2.63%**	**9,825**

OFFICE OF THE CHIEF
HUMAN RESOURCES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
HUMAN RESOURCES - ADMINISTRATION	376525						
Salaries	51001	601,358	636,147	-	636,147	5.79%	34,789
Pension - OMERS	51802	69,400	72,760	-	72,760	4.84%	3,360
Government Benefits	51811	56,260	61,237	-	61,237	8.85%	4,977
Employer Benefits	51815	44,480	50,750	-	50,750	14.10%	6,270
Part Time Wages	51101	185,252	192,260	-	192,260	3.78%	7,008
Vacation Pay	51706	12,680	13,160	-	13,160	3.79%	480
Pay In Lieu of Benefits	51821	25,940	26,920	-	26,920	3.78%	980
Court & Overtime	51741	12,210	12,716	-	12,716	4.14%	506
Other Employee Allowances	51901	1,700	2,300	-	2,300	35.29%	600
Office Supplies	53050	3,000	3,000	1,000	4,000	33.33%	1,000
Operating Expenses	53131	10,635	10,635	44,710	55,345	420.40%	44,710
Equipment	53415	40,000	40,000	(5,000)	35,000	-12.50%	(5,000)
Employee Assistance Program	54224	90,050	90,050	(4,000)	86,050	-4.44%	(4,000)
Medical /Lab Fees	55760	75,000	75,000	(5,000)	70,000	-6.67%	(5,000)
Training	56401	39,995	39,995	-	39,995	0.00%	-
Membership Fees	55764	11,810	11,810	-	11,810	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	4,662	4,662		4,662
Total Expenditures		**1,279,770**	**1,338,739**	**36,372**	**1,375,111**	**7.45%**	**95,341**
RECRUITMENT	376530						
Salaries	51001	772,262	828,945	-	828,945	7.34%	56,683
Pension - OMERS	51802	89,658	94,125	-	94,125	4.98%	4,467
Government Benefits	51811	52,330	57,893	-	57,893	10.63%	5,563
Employer Benefits	51815	55,362	63,810	-	63,810	15.26%	8,448
Other Employee Allowances	51901	850	1,150	-	1,150	35.29%	300
Advertising & Promotion	55401	46,860	46,860	-	46,860	0.00%	-
Personnel Tests	53125	21,485	21,485	3,000	24,485	13.96%	3,000
Medical/Lab Fees	55760	129,400	129,400	-	129,400	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,924	1,924		1,924
Total Expenditures		**1,168,207**	**1,243,669**	**4,924**	**1,248,593**	**6.88%**	**80,386**

OFFICE OF THE CHIEF
HUMAN RESOURCES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
HUMAN RESOURCES - OCC. HEALTH	376532						
Salaries	51001	647,968	660,364	-	660,364	1.91%	12,396
Pension - OMERS	51802	73,050	74,280	-	74,280	1.68%	1,230
Government Benefits	51811	43,320	45,540	-	45,540	5.12%	2,220
Employer Benefits	51815	46,500	50,810	-	50,810	9.27%	4,310
Other Employee Allowances	51901	-	1,150	-	1,150		1,150
Total Expenditures		**810,838**	**832,144**	**-**	**832,144**	**2.63%**	**21,306**
Total Expenditures - Human Resources		**3,258,815**	**3,414,551**	**41,296**	**3,455,847**	**6.05%**	**197,032**

OFFICE OF THE CHIEF
EQUITY, DIVERSITY & INCLUSION

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
EQUITY, DIVERSITY & INCLUSION	376540						
Salaries	51001	367,524	624,586	-	624,586	69.94%	257,062
Pension - OMERS	51802	43,510	74,570	-	74,570	71.39%	31,060
Government Benefits	51811	22,520	39,380	-	39,380	74.87%	16,860
Employer Benefits	51815	21,250	38,980	-	38,980	83.44%	17,730
Other Employee Allowances	51901	850	-	-	-	-100.00%	(850)
Operating Expenses	53131	12,000	12,000	3,000	15,000	25.00%	3,000
Membership Fees	55764	6,350	6,350	(800)	5,550	-12.60%	(800)
Consulting Services	55801	33,500	33,500	25,000	58,500	74.63%	25,000
Training	56401	16,000	16,000	-	16,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,042	1,042		1,042
Total Expenditures		**523,504**	**845,366**	**28,242**	**873,608**	**66.88%**	**350,104**

UNALLOCATED EXPENSE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
UNALLOCATED EXPENSE	376135						
Service Pay	51731	189,800	190,000	-	190,000	0.11%	200
Government Benefits	51811	3,710	3,710	-	3,710	0.00%	-
Employer Benefits - Retired Members	51815	3,014,025	3,014,025	250,000	3,264,025	8.29%	250,000
Accumulated Sick Leave	51807	1,442,170	1,442,170	75,500	1,517,670	5.24%	75,500
Vacation Pay	51706	559,126	559,126	11,742	570,868	2.10%	11,742
Meal Allowance	51906	29,900	29,900	100	30,000	0.33%	100
Legal Fees	52425	75,000	75,000	25,000	100,000	33.33%	25,000
Ceremonial Units	58201	42,300	42,300	-	42,300	0.00%	-
WSIB Benefit Recovery	51898	2,761,100	2,761,100	(2,761,100)	-	-100.00%	(2,761,100)
WSIB Payments	51808	-	-	5,933,023	5,933,023		5,933,023
C.A. - DIR Insurance Recovery	59446	-	-	-	-		-
Total Expenditures		**8,117,131**	**8,117,331**	**3,534,265**	**11,651,596**	**43.54%**	**3,534,465**

SUMMARY - POLICE OPERATIONS

	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE DEPUTY CHIEF	450,062	483,232	1,017	484,249	7.60%	34,187
PATROL DIVISIONS						
DIVISION 1	29,318,678	30,144,663	56,783	30,201,446	3.01%	882,768
DIVISION 2	26,688,671	27,976,325	53,773	28,030,098	5.03%	1,341,427
DIVISION 3	29,136,748	30,659,533	59,423	30,718,956	5.43%	1,582,209
INVESTIGATIVE SERVICES	28,443,370	28,565,074	170,572	28,735,645	1.03%	292,275
TOTAL EXPENDITURES	**114,037,529**	**117,828,827**	**341,568**	**118,170,394**	**3.62%**	**4,132,866**

POLICE OPERATIONS
OFFICE OF THE DEPUTY CHIEF

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE DEPUTY CHIEF	376202						
Salaries	51001	354,092	379,862	-	379,862	7.28%	25,770
Pension - OMERS	51802	46,910	50,780	-	50,780	8.25%	3,870
Government Benefits	51811	17,150	18,310	-	18,310	6.76%	1,160
Employer Benefits	51815	24,230	26,300	-	26,300	8.54%	2,070
Other Employee Allowances	51901	850	1,150	-	1,150	35.29%	300
Office Supplies	53050	980	980	-	980	0.00%	-
Operating Expenses	53131	2,850	2,850	-	2,850	0.00%	-
Training	56401	3,000	3,000	-	3,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,017	1,017		1,017
Total Expenditures		**450,062**	**483,232**	**1,017**	**484,249**	**7.60%**	**34,187**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 1

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ADMINISTRATION - DIVISION 1	376204						
Salaries	51001	522,363	536,332	-	536,332	2.67%	13,969
Pension - OMERS	51802	67,480	71,020	-	71,020	5.25%	3,540
Government Benefits	51811	30,990	32,810	-	32,810	5.87%	1,820
Employer Benefits	51815	39,100	42,130	-	42,130	7.75%	3,030
Other Employee Allowances	51901	18,550	30,100	-	30,100	62.26%	11,550
Office Supplies	53050	5,500	5,500	-	5,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,007	1,007		1,007
Total Expenditures		**683,983**	**717,892**	**1,007**	**718,899**	**5.10%**	**34,916**
PATROL AND SUPPORT STAFF	376208						
Salaries	51001	20,233,280	20,845,927	-	20,845,927	3.03%	612,647
Pension - OMERS	51802	2,362,980	2,427,030	-	2,427,030	2.71%	64,050
Government Benefits	51811	1,389,540	1,475,830	-	1,475,830	6.21%	86,290
Employer Benefits	51815	1,338,670	1,488,700	-	1,488,700	11.21%	150,030
Part Time Wages	51101	144,177	149,614	-	149,614	3.77%	5,437
Vacation Pay	51706	9,870	10,240	-	10,240	3.75%	370
Pay In Lieu of Benefits	51821	20,190	20,950	-	20,950	3.76%	760
Court & Overtime	51741	752,480	783,648	-	783,648	4.14%	31,168
Operating Expenses	53131	11,350	11,350	-	11,350	0.00%	-
Equipment	53415	3,213	3,214	(2,174)	1,040	-67.63%	(2,173)
Advertising & Promotion	55401	1,160	1,160	-	1,160	0.00%	-
Training	56401	7,960	7,960	-	7,960	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	57,950	57,950		57,950
Total Expenditures		**26,274,870**	**27,225,623**	**55,776**	**27,281,399**	**3.83%**	**1,006,529**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 1

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ACTION UNIT - DIVISION 1	376209						
Salaries	51001	1,816,315	1,673,729	-	1,673,729	-7.85%	(142,586)
Pension - OMERS	51802	221,050	201,160	-	201,160	-9.00%	(19,890)
Government Benefits	51811	114,010	110,810	-	110,810	-2.81%	(3,200)
Employer Benefits	51815	106,250	109,120	-	109,120	2.70%	2,870
Court & Overtime	51741	99,700	103,830	-	103,830	4.14%	4,130
Equipment	53415	500	500	-	500	0.00%	-
Training	56401	2,000	2,000	-	2,000	0.00%	-
Total Expenditures		**2,359,825**	**2,201,148**	**-**	**2,201,148**	**-6.72%**	**(158,677)**
Total Expenditures - Division 1		**29,318,678**	**30,144,663**	**56,783**	**30,201,446**	**3.01%**	**882,768**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 2

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ADMINISTRATION - DIVISION 2	376212						
Salaries	51001	483,542	493,262	-	493,262	2.01%	9,720
Pension - OMERS	51802	63,650	66,570	-	66,570	4.59%	2,920
Government Benefits	51811	27,680	29,250	-	29,250	5.67%	1,570
Employer Benefits	51815	35,560	38,230	-	38,230	7.51%	2,670
Other Employee Allowances	51901	18,550	30,100	-	30,100	62.26%	11,550
Office Supplies	53050	4,000	4,000	-	4,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	905	905		905
Total Expenditures		**632,982**	**661,412**	**905**	**662,317**	**4.63%**	**29,335**
STATION DUTY - DIVISION 2	376214						
Salaries	51001	346,197	348,191	-	348,191	0.58%	1,994
Pension - OMERS	51802	41,520	41,460	-	41,460	-0.14%	(60)
Government Benefits	51811	22,090	23,110	-	23,110	4.62%	1,020
Employer Benefits	51815	21,250	23,390	-	23,390	10.07%	2,140
C.A. - DIR Insurance Recovery	59446	-	-	952	952		952
Total Expenditures		**431,057**	**436,151**	**952**	**437,103**	**1.40%**	**6,046**
PATROL AND SUPPORT STAFF	376216						
Salaries	51001	18,281,995	19,128,881	-	19,128,881	4.63%	846,886
Pension - OMERS	51802	2,136,910	2,231,190	-	2,231,190	4.41%	94,280
Government Benefits	51811	1,245,790	1,341,010	-	1,341,010	7.64%	95,220
Employer Benefits	51815	1,211,180	1,363,990	-	1,363,990	12.62%	152,810
Court & Overtime	51741	795,770	828,731	-	828,731	4.14%	32,961
Operating Expenses	53131	5,380	5,380	-	5,380	0.00%	-
Advertising & Promotion	55401	2,250	2,250	-	2,250	0.00%	-
Training	56401	8,650	8,650	-	8,650	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	51,916	51,916		51,916
Total Expenditures		**23,687,925**	**24,910,082**	**51,916**	**24,961,998**	**5.38%**	**1,274,072**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 2

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ACTION UNIT - DIVISION 2	376217						
Salaries	51001	1,514,446	1,529,705	-	1,529,705	1.01%	15,259
Pension - OMERS	51802	182,140	182,930	-	182,930	0.43%	790
Government Benefits	51811	96,940	101,550	-	101,550	4.76%	4,610
Employer Benefits	51815	92,080	101,330	-	101,330	10.05%	9,250
Court & Overtime	51741	49,850	51,915	-	51,915	4.14%	2,065
Equipment	53415	250	250	-	250	0.00%	-
Training	56401	1,000	1,000	-	1,000	0.00%	-
Total Expenditures		**1,936,706**	**1,968,680**	**-**	**1,968,680**	**1.65%**	**31,974**
Total Expenditures - Division 2		**26,688,671**	**27,976,325**	**53,773**	**28,030,098**	**5.03%**	**1,341,427**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 3

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ADMINISTRATION	376220						
Salaries	51001	524,641	536,608	-	536,608	2.28%	11,967
Pension - OMERS	51802	67,840	71,060	-	71,060	4.75%	3,220
Government Benefits	51811	31,040	32,810	-	32,810	5.70%	1,770
Employer Benefits	51815	39,100	42,130	-	42,130	7.75%	3,030
Other Employee Allowances	51901	18,550	30,100	-	30,100	62.26%	11,550
Office Supplies	53050	5,000	5,000	-	5,000	0.00%	-
Membership Fees	55764	250	250	-	250	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,007	1,007		1,007
Total Expenditures		**686,421**	**717,958**	**1,007**	**718,965**	**4.74%**	**32,544**
STATION DUTY - DIVISION 3	376222						
Salaries	51001	458,404	464,255	-	464,255	1.28%	5,851
Pension - OMERS	51802	54,850	55,270	-	55,270	0.77%	420
Government Benefits	51811	29,380	30,810	-	30,810	4.87%	1,430
Employer Benefits	51815	28,340	31,180	-	31,180	10.02%	2,840
C.A. - DIR Insurance Recovery	59446	-	-	1,268	1,268		1,268
Total Expenditures		**570,974**	**581,515**	**1,268**	**582,783**	**2.07%**	**11,809**

POLICE OPERATIONS
PATROL DIVISION - DIVISION 3

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
PATROL AND SUPPORT STAFF	376224						
Salaries	51001	20,189,144	21,210,176	-	21,210,176	5.06%	1,021,032
Pension - OMERS	51802	2,359,120	2,474,140	-	2,474,140	4.88%	115,020
Government Benefits	51811	1,375,110	1,485,100	-	1,485,100	8.00%	109,990
Employer Benefits	51815	1,338,670	1,512,080	-	1,512,080	12.95%	173,410
Court & Overtime	51741	803,660	836,948	-	836,948	4.14%	33,288
Operating Expenses	53131	8,900	8,900	-	8,900	0.00%	-
Advertising & Promotion	55401	2,830	2,830	-	2,830	0.00%	-
Training	56401	8,000	8,000	-	8,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	57,148	57,148		57,148
Total Expenditures		**26,085,434**	**27,538,174**	**57,148**	**27,595,322**	**5.79%**	**1,509,888**
ACTION UNIT - DIVISION 3	376228						
Salaries	51001	1,400,648	1,413,282	-	1,413,282	0.90%	12,633
Pension - OMERS	51802	168,560	169,050	-	169,050	0.29%	490
Government Benefits	51811	89,610	93,850	-	93,850	4.73%	4,240
Employer Benefits	51815	85,000	93,540	-	93,540	10.05%	8,540
Court & Overtime	51741	49,850	51,915	-	51,915	4.14%	2,065
Equipment	53415	250	250	-	250	0.00%	-
Total Expenditures		**1,793,918**	**1,821,886**	**-**	**1,821,886**	**1.56%**	**27,968**
Total Expenditures - Division 3		**29,136,748**	**30,659,533**	**59,423**	**30,718,956**	**5.43%**	**1,582,209**

POLICE OPERATIONS
INVESTIGATIVE SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ADMINISTRATION	376300						
Salaries	51001	687,051	642,112	-	642,112	-6.54%	(44,939)
Pension - OMERS	51802	90,550	90,090	-	90,090	-0.51%	(460)
Government Benefits	51811	39,480	35,140	-	35,140	-10.99%	(4,340)
Employer Benefits	51815	51,220	47,240	-	47,240	-7.77%	(3,980)
Other Employee Allowances	51901	27,000	43,750	-	43,750	62.04%	16,750
Office Supplies	53050	1,000	1,000	-	1,000	0.00%	-
Operating Expenses	53131	266,070	266,070	(75,000)	191,070	-28.19%	(75,000)
Investigative Expenses	54361	15,000	15,000	(5,000)	10,000	-33.33%	(5,000)
C.A. - DIR Insurance Recovery	59446	-	-	1,983	1,983		1,983
Total Expenditures		**1,177,371**	**1,140,402**	**(78,017)**	**1,062,385**	**-9.77%**	**(114,986)**
VICTIMS OF CRIME	376302						
Salaries	51001	3,273,611	3,259,942	-	3,259,942	-0.42%	(13,669)
Pension - OMERS	51802	404,790	401,560	-	401,560	-0.80%	(3,230)
Government Benefits	51811	195,830	199,990	-	199,990	2.12%	4,160
Employer Benefits	51815	180,620	194,860	-	194,860	7.88%	14,240
Court & Overtime	51741	86,480	22,370	-	22,370	-74.13%	(64,110)
Office Supplies	53050	3,000	3,000	-	3,000	0.00%	-
Operating Expenses	53131	-	-	2,000	2,000		2,000
Membership Fees	55764	3,200	3,200	100	3,300	3.13%	100
Training	56401	4,900	4,900	7,300	12,200	148.98%	7,300
C.A. - DIR Insurance Recovery	59446	-	-	9,290	9,290		9,290
Total Expenditures		**4,152,431**	**4,089,822**	**18,690**	**4,108,512**	**-1.06%**	**(43,919)**

POLICE OPERATIONS
INVESTIGATIVE SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
B.E.A.R.	376305						
Salaries	51001	2,404,533	2,450,195	-	2,450,195	1.90%	45,662
Pension - OMERS	51802	296,400	301,240	-	301,240	1.63%	4,840
Government Benefits	51811	146,080	153,320	-	153,320	4.96%	7,240
Employer Benefits	51815	134,580	148,100	-	148,100	10.05%	13,520
Court & Overtime	51741	107,840	112,307	-	112,307	4.14%	4,467
Office Supplies	53050	2,000	2,000	-	2,000	0.00%	-
Operating Expenses	53131	-	-	1,000	1,000		1,000
Computer Software	53251	1,995	1,995	-	1,995	0.00%	-
Equipment	53415	1,055	1,055	-	1,055	0.00%	-
Membership Fees	55764	530	530	-	530	0.00%	-
Training	56401	10,000	10,000	-	10,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	6,957	6,957		6,957
Total Expenditures		**3,105,013**	**3,180,742**	**7,957**	**3,188,699**	**2.70%**	**83,686**
FINANCIAL CRIMES	376306						
Salaries	51001	1,154,226	1,583,284	-	1,583,284	37.17%	429,058
Pension - OMERS	51802	142,610	195,710	-	195,710	37.23%	53,100
Government Benefits	51811	68,820	97,290	-	97,290	41.37%	28,470
Employer Benefits	51815	63,750	93,540	-	93,540	46.73%	29,790
Court & Overtime	51741	16,160	58,486	-	58,486	261.92%	42,326
Office Supplies	53050	3,700	3,700	-	3,700	0.00%	-
Training	56401	8,000	8,000	-	8,000	0.00%	-
Membership Fees	55764	700	700	-	700	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	3,235	3,235		3,235
Total Expenditures		**1,457,966**	**2,040,710**	**3,235**	**2,043,945**	**40.19%**	**585,979**

POLICE OPERATIONS
INVESTIGATIVE SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
MAJOR CRIME (HOMICIDE)	376312						
Salaries	51001	2,470,944	2,767,951	-	2,767,951	12.02%	297,007
Pension - OMERS	51802	306,250	341,580	-	341,580	11.54%	35,330
Government Benefits	51811	151,840	173,017	-	173,017	13.95%	21,177
Employer Benefits	51815	134,580	163,670	-	163,670	21.62%	29,090
Court & Overtime	51741	336,580	246,379	-	246,379	-26.80%	(90,201)
Office Supplies	53050	2,600	2,600	-	2,600	0.00%	-
Operating Expenses	53131	-	-	4,000	4,000		4,000
Equipment	53415	8,150	8,150	(600)	7,550	-7.36%	(600)
Training	56401	10,000	10,000	6,955	16,955	69.55%	6,955
Membership Fees	55764	480	480	-	480	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	7,757	7,757		7,757
Total Expenditures		**3,421,424**	**3,713,827**	**18,112**	**3,731,939**	**9.08%**	**310,515**
VICE/DRUGS	376314						
Salaries	51001	2,643,925	2,696,148	-	2,696,148	1.98%	52,223
Pension - OMERS	51802	320,690	326,180	-	326,180	1.71%	5,490
Government Benefits	51811	168,430	176,880	-	176,880	5.02%	8,450
Employer Benefits	51815	155,830	171,480	-	171,480	10.04%	15,650
Court & Overtime	51741	228,390	237,850	-	237,850	4.14%	9,460
Office Supplies	53050	2,300	2,300	-	2,300	0.00%	-
Operating Expenses	53131	2,720	2,720	-	2,720	0.00%	-
Equipment	53415	8,000	8,000	-	8,000	0.00%	-
Investigative Expenses	54361	3,000	3,000	-	3,000	0.00%	-
Training	56401	12,500	12,500	4,000	16,500	32.00%	4,000
C.A. - DIR Insurance Recovery	59446	-	-	7,745	7,745		7,745
Total Expenditures		**3,545,785**	**3,637,058**	**11,745**	**3,648,803**	**2.91%**	**103,018**

POLICE OPERATIONS
INVESTIGATIVE SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
INTELLIGENCE	376316						
Salaries	51001	3,444,296	2,919,866	-	2,919,866	-15.23%	(524,430)
Pension - OMERS	51802	425,520	357,220	-	357,220	-16.05%	(68,300)
Government Benefits	51811	212,080	189,780	-	189,780	-10.51%	(22,300)
Employer Benefits	51815	191,240	179,270	-	179,270	-6.26%	(11,970)
Court & Overtime	51741	356,110	396,896	-	396,896	11.45%	40,786
Office Supplies	53050	4,000	4,000	-	4,000	0.00%	-
Operating Expenses	53131	610,970	610,970	-	610,970	0.00%	-
Computer Software	53251	24,871	24,871	-	24,871	0.00%	-
Equipment	53415	44,460	44,460	-	44,460	0.00%	-
Telephones	56145	43,000	43,000	-	43,000	0.00%	-
Training	56401	6,000	6,000	-	6,000	0.00%	-
Membership Fees	55764	4,100	4,100	-	4,100	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	12,247	12,247		12,247
Total Expenditures		**5,366,647**	**4,780,433**	**12,247**	**4,792,680**	**-10.70%**	**(573,967)**
FORENSIC SERVICES	376318						
Salaries	51001	3,189,493	3,049,524	-	3,049,524	-4.39%	(139,969)
Pension - OMERS	51802	372,355	347,830	-	347,830	-6.59%	(24,525)
Government Benefits	51811	209,293	213,480	-	213,480	2.00%	4,188
Employer Benefits	51815	201,873	218,240	-	218,240	8.11%	16,368
Court & Overtime	51741	74,840	87,969	-	87,969	17.54%	13,129
Office Supplies	53050	5,500	5,500	-	5,500	0.00%	-
Identification Supplies	53025	11,200	11,200	-	11,200	0.00%	-
Equipment	53415	55,050	55,050	-	55,050	0.00%	-
Training	56401	9,000	9,000	16,335	25,335	181.50%	16,335
Membership Fees	55764	375	375	-	375	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	9,010	9,010		9,010
Total Expenditures		**4,128,978**	**3,998,168**	**25,345**	**4,023,513**	**-2.55%**	**(105,465)**

POLICE OPERATIONS
INVESTIGATIVE SERVICES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
TECH CRIME	376319						
Salaries	51001	962,266	847,218	-	847,218	-11.96%	(115,048)
Pension - OMERS	51802	116,490	101,830	-	101,830	-12.58%	(14,660)
Government Benefits	51811	59,650	54,600	-	54,600	-8.47%	(5,050)
Employer Benefits	51815	56,670	54,560	-	54,560	-3.72%	(2,110)
Office Supplies	53050	1,500	1,500	-	1,500	0.00%	-
Equipment	53415	184,905	184,905	139,718	324,623	75.56%	139,718
Training	56401	38,025	38,025	-	38,025	0.00%	-
Membership Fees	55764	520	520	90	610	17.31%	90
C.A. - DIR Insurance Recovery	59446	-	-	3,130	3,130		3,130
Total Expenditures		**1,420,026**	**1,283,158**	**142,938**	**1,426,095**	**0.43%**	**6,069**
VICTIM SERVICES	376440						
Salaries	51001	515,709	539,871	-	539,871	4.69%	24,162
Pension - OMERS	51802	56,650	59,650	-	59,650	5.30%	3,000
Government Benefits	51811	35,700	37,820	-	37,820	5.94%	2,120
Employer Benefits	51815	35,420	38,980	-	38,980	10.05%	3,560
Court & Overtime	51741	4,450	4,634	-	4,634	4.14%	184
Operating Expense	53131	11,000	11,000	6,350	17,350	57.73%	6,350
Advertising & Promotion	55401	1,000	1,000	-	1,000	0.00%	-
Membership Fees	55764	50	50	-	50	0.00%	-
Training	56401	7,750	7,750	500	8,250	6.45%	500
C.A. - DIR Insurance Recovery	59446	-	-	1,470	1,470		1,470
Total Expenditures		**667,729**	**700,755**	**8,320**	**709,075**	**6.19%**	**41,346**
Total Expenditures - Investigative Services		**28,443,370**	**28,565,074**	**170,572**	**28,735,645**	**1.03%**	**292,275**

SUMMARY - POLICE SUPPORT

	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE DEPUTY CHIEF	543,742	579,983	1,209	581,192	6.89%	37,450
COMMUNITY SAFETY - ADMINISTRATION	1,102,801	616,782	(3,879)	612,903	-44.42%	(489,898)
TRAFFIC & EMERGENCY RESPONSE	9,990,301	10,572,234	398,411	10,970,646	9.81%	980,345
COMMUNITY MOBILIZATION	3,888,767	4,390,305	11,822	4,402,127	13.20%	513,360
PROFESSIONAL DEVELOPMENT	4,644,365	4,967,776	323,299	5,291,075	13.92%	646,710
FIELD SUPPORT	19,870,995	22,929,292	45,067	22,974,359	15.62%	3,103,364
BUSINESS & STRATEGIC INITIATIVES	15,981,876	16,675,207	1,135,202	17,810,409	11.44%	1,828,533
FLEET, FACILITIES & SUPPLIES	13,703,037	13,814,836	(11,623)	13,803,213	0.73%	100,176
SECONDMENTS	1,374,248	1,438,593	3,419	1,442,012	4.93%	67,764
TOTAL EXPENDITURES	**71,100,132**	**75,985,008**	**1,902,928**	**77,887,936**	**9.55%**	**6,787,805**

POLICE SUPPORT
OFFICE OF THE DEPUTY CHIEF

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OFFICE OF THE DEPUTY CHIEF	376405						
Salaries	51001	396,072	424,743	-	424,743	7.24%	28,671
Pension - OMERS	51802	53,790	58,070	-	58,070	7.96%	4,280
Government Benefits	51811	17,950	19,170	-	19,170	6.80%	1,220
Employer Benefits	51815	21,930	24,000	-	24,000	9.44%	2,070
Training	56401	54,000	54,000	-	54,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,209	1,209		1,209
Total Expenditures		**543,742**	**579,983**	**1,209**	**581,192**	**6.89%**	**37,450**

POLICE SUPPORT
COMMUNITY SAFETY - ADMINISTRATION

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
COMMUNITY SAFETY - ADMINISTRATION	376420						
Salaries	51001	850,801	456,422	-	456,422	-46.35%	(394,379)
Pension - OMERS	51802	111,920	63,110	-	63,110	-43.61%	(48,810)
Government Benefits	51811	47,780	25,810	-	25,810	-45.98%	(21,970)
Employer Benefits	51815	58,300	34,340	-	34,340	-41.10%	(23,960)
Other Employee Allowances	51901	27,000	30,100	-	30,100	11.48%	3,100
Miscellaneous Supplies	53039	500	500	-	500	0.00%	-
Operating Supplies	53050	5,000	5,000	(5,000)	-	-100.00%	(5,000)
Training	56401	1,500	1,500	-	1,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,121	1,121		1,121
Total Expenditures		**1,102,801**	**616,782**	**(3,879)**	**612,903**	**-44.42%**	**(489,898)**

POLICE SUPPORT
TRAFFIC & EMERGENCY RESPONSE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
EMERGENCY RESPONSE	376425						
Salaries	51001	1,435,318	1,866,307	-	1,866,307	30.03%	430,989
Court & Overtime	51741	75,530	78,658	-	78,658	4.14%	3,128
Pension - OMERS	51802	174,040	227,070	-	227,070	30.47%	53,030
Government Benefits	51811	90,780	119,520	-	119,520	31.66%	28,740
Employer Benefits	51815	85,000	116,920	-	116,920	37.55%	31,920
E.R.U. Equipment	53456	81,890	81,890	7,000	88,890	8.55%	7,000
Explosive Disposal Unit	53010	34,800	34,800	-	34,800	0.00%	-
Equipment - Public Order Unit	53415	21,000	21,000	330,000	351,000	1571.43%	330,000
Maintenance Contracts	54930	14,000	14,000	-	14,000	0.00%	-
Membership Fees	55764	1,050	1,050	-	1,050	0.00%	-
Training - Disaster Planning	56401	60,000	60,000	13,500	73,500	22.50%	13,500
C.A. - DIR Insurance Recovery	59446	-	-	4,529	4,529		4,529
Total Expenditures		**2,073,408**	**2,621,216**	**355,029**	**2,976,245**	**43.54%**	**902,837**
TRAFFIC	376430						
Salaries	51001	2,424,278	2,224,708	-	2,224,708	-8.23%	(199,570)
Pension - OMERS	51802	287,990	262,820	-	262,820	-8.74%	(25,170)
Government Benefits	51811	157,140	151,680	-	151,680	-3.47%	(5,460)
Employer Benefits	51815	152,290	151,990	-	151,990	-0.20%	(300)
Court & Overtime	51741	-	114,692	-	114,692		114,692
Office Supplies	53050	5,000	5,000	(500)	4,500	-10.00%	(500)
Operating Expenses	53131	10,000	10,000	(1,500)	8,500	-15.00%	(1,500)
Computer Software	53251	5,500	5,500	(5,500)	-	-100.00%	(5,500)
Equipment	53415	79,210	79,210	(19,500)	59,710	-24.62%	(19,500)
Materials Testing Fees	55758	3,700	3,700	1,358	5,058	36.71%	1,358
Training	56401	20,950	20,950	-	20,950	0.00%	-
Membership Fees	55764	360	360	(360)	-	-100.00%	(360)
C.A. - DIR Insurance Recovery	59446	-	-	7,131	7,131		7,131
Total Expenditures		**3,146,418**	**3,030,609**	**(18,871)**	**3,011,739**	**-4.28%**	**(134,679)**

POLICE SUPPORT
TRAFFIC & EMERGENCY RESPONSE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
TRAFFIC ENFORCEMENT	376431						
Salaries	51001	2,037,717	1,978,216	-	1,978,216	-2.92%	(59,501)
Pension - OMERS	51802	238,450	231,190	-	231,190	-3.04%	(7,260)
Government Benefits	51811	137,250	136,920	-	136,920	-0.24%	(330)
Employer Benefits	51815	134,580	140,300	-	140,300	4.25%	5,720
Court & Overtime	51741	21,640	22,536	-	22,536	4.14%	896
Equipment	53415	1,360	1,360	20,950	22,310	1540.45%	20,950
Training	56401	12,000	12,000	(4,000)	8,000	-33.33%	(4,000)
C.A. - DIR Insurance Recovery	59446	-	-	5,468	5,468		5,468
Total Expenditures		**2,582,997**	**2,522,522**	**22,418**	**2,544,940**	**-1.47%**	**(38,057)**
MOUNTED UNIT	376452						
Salaries	51001	590,918	598,186	-	598,186	1.23%	7,268
Pension - OMERS	51802	71,390	71,910	-	71,910	0.73%	520
Government Benefits	51811	37,080	38,860	-	38,860	4.80%	1,780
Employer Benefits	51815	35,420	38,980	-	38,980	10.05%	3,560
Operating Expenses	53131	117,240	117,240	30,000	147,240	25.59%	30,000
Training	56401	12,000	12,000	5,000	17,000	41.67%	5,000
C.A. - DIR Insurance Recovery	59446	-	-	1,892	1,892		1,892
Total Expenditures		**864,048**	**877,176**	**36,892**	**914,068**	**5.79%**	**50,020**

POLICE SUPPORT
TRAFFIC & EMERGENCY RESPONSE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
VOLUNTEER/AUXILIARY UNIT	376455						
Auxiliary Expenses	54362	10,000	10,000	-	10,000	0.00%	-
Training	56401	1,000	1,000	-	1,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	25	25		25
Total Expenditures		**11,000**	**11,000**	**25**	**11,025**	**0.23%**	**25**
CANINE PATROL	376435						
Salaries	51001	459,629	476,322	-	476,322	3.63%	16,694
Pension - OMERS	51802	55,040	57,180	-	57,180	3.89%	2,140
Government Benefits	51811	29,600	31,050	-	31,050	4.90%	1,450
Employer Benefits	51815	28,340	31,180	-	31,180	10.02%	2,840
Court & Overtime	51741	10,130	-	-	-	-100.00%	(10,130)
Training	56401	5,820	5,820	-	5,820	0.00%	-
Police Dogs	54370	39,200	39,200	-	39,200	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,386	1,386		1,386
Total Expenditures		**627,759**	**640,752**	**1,386**	**642,138**	**2.29%**	**14,380**

POLICE SUPPORT
TRAFFIC & EMERGENCY RESPONSE

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
MARINE UNIT	376210						
Salaries	51001	455,192	598,186	-	598,186	31.41%	142,995
Court & Overtime	51741	83,840	87,313	-	87,313	4.14%	3,473
Pension - OMERS	51802	54,340	71,910	-	71,910	32.33%	17,570
Government Benefits	51811	30,960	40,570	-	40,570	31.04%	9,610
Employer Benefits	51815	28,340	38,980	-	38,980	37.54%	10,640
Miscellaneous Supplies	53039	3,000	3,000	-	3,000	0.00%	-
Equipment	53415	18,000	18,000	-	18,000	0.00%	-
Training	56401	5,000	5,000	-	5,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,518	1,518		1,518
Total Expenditures		**678,672**	**862,959**	**1,518**	**864,477**	**27.38%**	**185,805**
POLICE LIAISON TEAM - PLT	376343						
Operating Expense	53131	1,000	1,000	-	1,000	0.00%	-
Equipment	53415	1,000	1,000	-	1,000	0.00%	-
Training	56401	4,000	4,000	-	4,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	14	14		14
Total Expenditures		**6,000**	**6,000**	**14**	**6,014**	**0.23%**	**14**
Total Expenditures - Traffic & Emergency Response		**9,990,301**	**10,572,234**	**398,411**	**10,970,646**	**9.81%**	**980,345**

POLICE SUPPORT
COMMUNITY MOBILIZATION

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
COMMUNITY MOBILIZATION - ADMINISTRATION	376451						
Salaries	51001	-	411,436	-	411,436		411,436
Pension - OMERS	51802	-	53,410	-	53,410		53,410
Other Employee Allowances	51901	-	13,650	-	13,650		13,650
Government Benefits	51811	-	24,610	-	24,610		24,610
Employer Benefits	51815	-	28,500	-	28,500		28,500
Office Supplies	53050	-	-	5,000	5,000		5,000
C.A. - DIR Insurance Recovery	59446	-	-	1,712	1,712		1,712
Total Expenditures		**-**	**531,606**	**6,712**	**538,318**		**538,318**
CRISIS NEGOTATIONS	376426						
Equipment	53415	500	500	-	500	0.00%	-
Training	56401	4,250	4,250	-	4,250	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	6	6		6
Total Expenditures		**4,750**	**4,750**	**6**	**4,756**	**0.13%**	**6**
CRISES RESPONSE UNIT (MCRRT)	376446						
Salaries	51001	1,951,643	1,907,890	-	1,907,890	-2.24%	(43,753)
Court & Overtime	51741	29,090	30,295	-	30,295	4.14%	1,205
Pension - OMERS	51802	228,710	224,050	-	224,050	-2.04%	(4,660)
Government Benefits	51811	130,610	130,260	-	130,260	-0.27%	(350)
Employer Benefits	51815	127,500	132,510	-	132,510	3.93%	5,010
Contractual Services	55916	499,313	499,313	(2,200)	497,113	-0.44%	(2,200)
Training	56401	8,000	8,000	-	8,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	4,864	4,864		4,864
Total Expenditures		**2,974,866**	**2,932,318**	**2,664**	**2,934,982**	**-1.34%**	**(39,884)**

POLICE SUPPORT
COMMUNITY MOBILIZATION

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CRIMESTOPPERS	376310						
Salaries	51001	160,070	163,222	-	163,222	1.97%	3,152
Pension - OMERS	51802	18,570	18,880	-	18,880	1.67%	310
Government Benefits	51811	10,980	11,350	-	11,350	3.37%	370
Employer Benefits	51815	10,630	11,700	-	11,700	10.07%	1,070
Court & Overtime	51741	9,630	-	-	-	-100.00%	(9,630)
Training	56401	2,500	2,500	-	2,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	477	477		477
Total Expenditures		**212,380**	**207,652**	**477**	**208,129**	**-2.00%**	**(4,251)**
YOUTH COORDINATOR	376342						
Salaries	51001	131,334	250,595	-	250,595	90.81%	119,261
Pension - OMERS	51802	16,360	30,560	-	30,560	86.80%	14,200
Government Benefits	51811	7,680	15,770	-	15,770	105.34%	8,090
Employer Benefits	51815	7,090	15,590	-	15,590	119.89%	8,500
Miscellaneous Supplies	53039	1,000	1,000	-	1,000	0.00%	-
Training	56401	5,000	5,000	-	5,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	374	374		374
Total Expenditures		**168,464**	**318,515**	**374**	**318,889**	**89.29%**	**150,425**

POLICE SUPPORT
COMMUNITY MOBILIZATION

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CRIME PREVENTION COORDINATION	376445						
Salaries	51001	371,282	262,417	-	262,417	-29.32%	(108,865)
Part Time Wages	51101	17,054	17,697	-	17,697	3.77%	643
Pension - OMERS	51802	43,260	30,140	-	30,140	-30.33%	(13,120)
Government Benefits	51811	26,850	20,520	-	20,520	-23.58%	(6,330)
Employer Benefits	51815	24,800	19,490	-	19,490	-21.41%	(5,310)
Vacation Pay	51706	1,170	1,220	-	1,220	4.27%	50
Pay In Lieu of Benefits	51821	2,390	2,480	-	2,480	3.77%	90
Equipment	53415	500	500	-	500	0.00%	-
Advertising & Promotion	55401	35,000	35,000	-	35,000	0.00%	-
Training	56401	6,000	6,000	-	6,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,589	1,589		1,589
Total Expenditures		**528,307**	**395,464**	**1,589**	**397,053**	**-24.84%**	**(131,253)**
Total Expenditures - Community Mobilization		**3,888,767**	**4,390,305**	**11,822**	**4,402,127**	**13.20%**	**513,360**

POLICE SUPPORT
PROFESSIONAL DEVELOPMENT

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
PROFESSIONAL STANDARDS	376110						
Salaries	51001	691,052	849,377	-	849,377	22.91%	158,325
Pension - OMERS	51802	88,610	109,480	-	109,480	23.55%	20,870
Government Benefits	51811	39,230	49,520	-	49,520	26.23%	10,290
Employer Benefits	51815	41,150	52,600	-	52,600	27.83%	11,450
Other Employee Allowances	51901	10,100	16,450	-	16,450	62.87%	6,350
Office Supplies	53050	4,500	4,500	-	4,500	0.00%	-
Training	56401	7,500	7,500	-	7,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,941	1,941		1,941
Total Expenditures		**882,142**	**1,089,427**	**1,941**	**1,091,368**	**23.72%**	**209,226**
TRAINING	376535						
Salaries	51001	1,294,973	1,358,047	-	1,358,047	4.87%	63,074
Pension - OMERS	51802	155,600	162,547	-	162,547	4.46%	6,947
Government Benefits	51811	81,460	88,127	-	88,127	8.18%	6,667
Employer Benefits	51815	77,920	88,340	-	88,340	13.37%	10,420
Office Supplies	53050	1,200	1,200	-	1,200	0.00%	-
Ammunition	53005	147,426	147,426	25,000	172,426	16.96%	25,000
Equipment	53415	31,080	31,080	22,538	53,618	72.52%	22,538
Operating Equipment - CEW's	53445	325,749	325,749	(5,884)	319,864	-1.81%	(5,885)
Repairs	54715	24,070	24,070	-	24,070	0.00%	-
Medical /Lab Fees	55760	1,028	1,028	-	1,028	0.00%	-
Training	56401	556,187	556,187	270,959	827,146	48.72%	270,959
Membership Fees	55764	1,500	1,500	-	1,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	6,225	6,225		6,225
Total Expenditures		**2,698,193**	**2,785,299**	**318,837**	**3,104,137**	**15.05%**	**405,944**

POLICE SUPPORT
PROFESSIONAL DEVELOPMENT

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CADET PROGRAM	376526						
Salaries	51001	839,930	859,910	-	859,910	2.38%	19,980
Government Benefits	51811	106,500	112,750	-	112,750	5.87%	6,250
Pay In Lieu of Benefits	51821	117,600	120,390	-	120,390	2.37%	2,790
C.A. - DIR Insurance Recovery	59446	-	-	2,521	2,521		2,521
Total Expenditures		**1,064,030**	**1,093,050**	**2,521**	**1,095,571**	**2.96%**	**31,541**
Total Expenditures - Professional Development		**4,644,365**	**4,967,776**	**323,299**	**5,291,075**	**13.92%**	**646,710**

POLICE SUPPORT
FIELD SUPPORT

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
COURT SERVICES - ADMINISTRATION	376329						
Salaries	51001	438,532	456,244	-	456,244	4.04%	17,712
Pension - OMERS	51802	58,940	63,190	-	63,190	7.21%	4,250
Government Benefits	51811	24,250	25,810	-	25,810	6.43%	1,560
Employer Benefits	51815	32,020	34,340	-	34,340	7.25%	2,320
Other Employee Allowances	51901	18,550	30,100	-	30,100	62.26%	11,550
Total Expenditures		**572,292**	**609,684**	**-**	**609,684**	**6.53%**	**37,392**
CENTRAL CUSTODY	376206						
Office Supplies	53050	1,330	1,330	1,000	2,330	75.19%	1,000
Operating Expenses	53131	4,000	4,000	(1,000)	3,000	-25.00%	(1,000)
Equipment	53415	1,525	1,525	-	1,525	0.00%	-
Food for Prisoners	53607	50,400	50,400	2,800	53,200	5.56%	2,800
C.A. - DIR Insurance Recovery	59446	-	-	88	88		88
Total Expenditures		**57,255**	**57,255**	**2,888**	**60,143**	**5.04%**	**2,888**
COURT DOCUMENTS	376330						
Salaries	51001	989,911	1,061,919	-	1,061,919	7.27%	72,008
Pension - OMERS	51802	110,190	117,090	-	117,090	6.26%	6,900
Government Benefits	51811	70,560	78,730	-	78,730	11.58%	8,170
Employer Benefits	51815	70,830	83,150	-	83,150	17.39%	12,320
Court & Overtime	51741	7,810	-	-	-	-100.00%	(7,810)
Office Supplies	53050	29,765	29,765	-	29,765	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	3,550	3,550		3,550
Total Expenditures		**1,279,066**	**1,370,654**	**3,550**	**1,374,204**	**7.44%**	**95,138**

POLICE SUPPORT
FIELD SUPPORT

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CASE PREPARATION UNIT	376331						
Salaries	51001	1,529,994	2,519,368	-	2,519,368	64.67%	989,374
Pension - OMERS	51802	184,600	307,650	-	307,650	66.66%	123,050
Government Benefits	51811	96,270	158,070	-	158,070	64.19%	61,800
Court & Overtime	51741	-	8,133	-	8,133		8,133
Employer Benefits	51815	92,080	155,890	-	155,890	69.30%	63,810
C.A. - DIR Insurance Recovery	59446	-	-	4,227	4,227		4,227
Total Expenditures		**1,902,944**	**3,149,111**	**4,227**	**3,153,338**	**65.71%**	**1,250,394**
COURT SECURITY	376332						
Salaries	51001	4,363,637	4,631,028	-	4,631,028	6.13%	267,391
Pension - OMERS	51802	459,200	492,950	-	492,950	7.35%	33,750
Government Benefits	51811	424,170	449,320	-	449,320	5.93%	25,150
Employer Benefits	51815	339,980	374,130	-	374,130	10.04%	34,150
Part Time Wages	51101	920,428	955,210	-	955,210	3.78%	34,782
Vacation Pay	51706	62,960	65,340	-	65,340	3.78%	2,380
Pay In Lieu of Benefits	51821	128,860	133,730	-	133,730	3.78%	4,870
Court & Overtime	51741	42,930	48,947	-	48,947	14.02%	6,017
Office Supplies	53050	2,680	2,680	-	2,680	0.00%	-
Equipment	53415	980	980	-	980	0.00%	-
Training	56401	1,500	1,500	-	1,500	0.00%	-
Transport of Prisoners	56630	1,000	1,000	-	1,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	15,001	15,001		15,001
Total Expenditures		**6,748,325**	**7,156,815**	**15,001**	**7,171,816**	**6.28%**	**423,491**

POLICE SUPPORT
FIELD SUPPORT

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
COURT SECURITY - SUMMON SERVERS	376334						
Salaries	51001	271,000	277,170	-	277,170	2.28%	6,170
Pension - OMERS	51802	24,650	25,130	-	25,130	1.95%	480
Government Benefits	51811	25,730	27,170	-	27,170	5.60%	1,440
Employer Benefits	51815	28,340	31,180	-	31,180	10.02%	2,840
Total Expenditures		**349,720**	**360,650**	**-**	**360,650**	**3.13%**	**10,930**
COMMUNICATIONS	376450						
Salaries	51001	6,303,099	7,235,706	-	7,235,706	14.80%	932,607
Pension - OMERS	51802	692,078	789,753	-	789,753	14.11%	97,676
Government Benefits	51811	513,138	600,173	-	600,173	16.96%	87,036
Employer Benefits	51815	435,603	544,307	-	544,307	24.95%	108,704
Part Time Wages	51101	732,146	759,798	-	759,798	3.78%	27,652
Vacation Pay	51706	50,080	51,980	-	51,980	3.79%	1,900
Pay In Lieu of Benefits	51821	102,510	106,380	-	106,380	3.78%	3,870
Court & Overtime	51741	103,450	107,735	-	107,735	4.14%	4,285
Office Supplies	53050	4,000	4,000	-	4,000	0.00%	-
Operating Expenses	53131	6,180	6,180	-	6,180	0.00%	-
Repairs	54715	1,500	2,000	-	2,000	33.33%	500
Training	56401	11,000	11,000	-	11,000	0.00%	-
Membership fees	55764	610	610	-	610	0.00%	-
Equipment	53415	3,000	2,500	-	2,500	-16.67%	(500)
Equipment Lease/Rental	55310	3,000	3,000	-	3,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	19,401	19,401		19,401
Total Expenditures		**8,961,393**	**10,225,123**	**19,401**	**10,244,524**	**14.32%**	**1,283,131**
Total Expenditures - Field Support		**19,870,995**	**22,929,292**	**45,067**	**22,974,359**	**15.62%**	**3,103,364**

POLICE SUPPORT
BUSINESS & STRATEGIC INITIATIVES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
ADMINISTRATION	376655						
Salaries	51001	244,850	276,140	-	276,140	12.78%	31,291
Pension - OMERS	51802	28,420	32,820	-	32,820	15.48%	4,400
Government Benefits	51811	15,020	16,290	-	16,290	8.46%	1,270
Employer Benefits	51815	19,230	20,730	-	20,730	7.80%	1,500
Other Employee Allowances	51901	-	1,150	-	1,150		1,150
Office Supplies	53050	-	-	500	500		500
Computer Software	53251	-	-	1,900	1,900		1,900
Contractual Services	55916	-	-	60,000	60,000		60,000
Training	56401	-	-	7,000	7,000		7,000
Membership Fees	55764	-	-	1,300	1,300		1,300
Meeting Expense	57548	-	-	7,000	7,000		7,000
Total Expenditures		**307,520**	**347,130**	**77,700**	**424,830**	**38.15%**	**117,311**
QUALITY ASSURANCE	376145						
Salaries	51001	286,234	291,876	-	291,876	1.97%	5,642
Pension - OMERS	51802	36,440	37,080	-	37,080	1.76%	640
Government Benefits	51811	15,810	16,570	-	16,570	4.81%	760
Employer Benefits	51815	14,170	15,590	-	15,590	10.02%	1,420
Membership Fees	55764	395	395	-	395	0.00%	-
Training	56401	1,100	1,100	-	1,100	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	402	402		402
Total Expenditures		**354,149**	**362,611**	**402**	**363,013**	**2.50%**	**8,864**
RISK MANAGEMENT	376111						
Training	56401	1,265	1,265	(1,265)	-	-100.00%	(1,265)
Total Expenditures		**1,265**	**1,265**	**(1,265)**	**-**	**-100.00%**	**(1,265)**

POLICE SUPPORT
BUSINESS & STRATEGIC INITIATIVES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
POLICY DEVELOPMENT	376505						
Salaries	51001	131,334	133,931	-	133,931	1.98%	2,597
Pension - OMERS	51802	16,360	16,650	-	16,650	1.77%	290
Government Benefits	51811	7,680	8,060	-	8,060	4.95%	380
Employer Benefits	51815	7,090	7,800	-	7,800	10.01%	710
Miscellaneous Supplies	53039	2,400	2,400	-	2,400	0.00%	-
Training	56401	-	-	1,265	1,265		1,265
C.A. - DIR Insurance Recovery	59446	-	-	368	368		368
Total Expenditures		**164,864**	**168,841**	**1,633**	**170,474**	**3.40%**	**5,610**
INFORMATION TECHNOLOGY	376659						
Salaries	51001	2,207,184	2,624,050	-	2,624,050	18.89%	416,867
Pension - OMERS	51802	243,273	287,400	-	287,400	18.14%	44,128
Government Benefits	51811	151,903	187,420	-	187,420	23.38%	35,518
Employer Benefits	51815	154,523	198,900	-	198,900	28.72%	44,378
Court & Overtime	51741	12,120	12,622	-	12,622	4.14%	502
Other Employee Allowances	51901	1,700	1,150	-	1,150	-32.35%	(550)
Office Supplies	53050	2,780	2,780	(1,000)	1,780	-35.97%	(1,000)
Computer Hardware	53405	85,000	85,000	(10,000)	75,000	-11.76%	(10,000)
Computer Software	53251	969,740	969,740	720,000	1,689,740	74.25%	720,000
Repairs - Communications	54715	233,410	233,410	(100,000)	133,410	-42.84%	(100,000)
Rent - Air Cards	55331	38,700	38,700	(38,700)	-	-100.00%	(38,700)
Rent - Cellulars Phones	55332	126,000	126,000	241,000	367,000	191.27%	241,000
Rent - Operating Equipment	55365	140,000	140,000	-	140,000	0.00%	-
Repairs/Maintenance - Computer	54705	1,170,675	1,170,675	116,775	1,287,450	9.98%	116,775
Data Lines	56110	173,310	173,310	6,690	180,000	3.86%	6,690
Training	56401	20,000	20,000	11,000	31,000	55.00%	11,000
Membership Fees	55764	3,000	3,000	17,000	20,000	566.67%	17,000
Telephone	56145	303,556	303,556	(11,356)	292,200	-3.74%	(11,356)
C.A. - Communications	58934	660,250	660,250	-	660,250	0.00%	-
DIR_Hardware Lease	59433	1,064	1,064	15	1,079	1.41%	15
C.A. - DIR Insurance Recovery	59446	-	-	12,240	12,240		12,240
Total Expenditures		**6,698,186**	**7,239,027**	**963,664**	**8,202,691**	**22.46%**	**1,504,505**

POLICE SUPPORT
BUSINESS & STRATEGIC INITIATIVES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CRIME INFORMATION & ANALYSIS	376320						
Salaries	51001	951,510	1,010,900	-	1,010,900	6.24%	59,390
Pension - OMERS	51802	105,480	111,960	-	111,960	6.14%	6,480
Government Benefits	51811	64,560	70,503	-	70,503	9.21%	5,943
Employer Benefits	51815	67,750	76,800	-	76,800	13.36%	9,050
Other Employee Allowances	51901	850	1,150	-	1,150	35.29%	300
Office Supplies	53050	1,000	1,000	-	1,000	0.00%	-
Equipment	53415	6,000	6,000	-	6,000	0.00%	-
Membership Fees	55764	700	700	-	700	0.00%	-
Training	56401	8,000	8,000	-	8,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	2,475	2,475		2,475
Total Expenditures		**1,205,850**	**1,287,013**	**2,475**	**1,289,488**	**6.94%**	**83,638**
PROPERTY	376633						
Salaries	51001	474,360	488,450	-	488,450	2.97%	14,090
Pension - OMERS	51802	46,880	48,300	-	48,300	3.03%	1,420
Government Benefits	51811	39,910	42,160	-	42,160	5.64%	2,250
Employer Benefits	51815	42,500	46,770	-	46,770	10.05%	4,270
Office Supplies	53050	2,700	2,700	-	2,700	0.00%	-
Equipment	53415	5,000	5,000	-	5,000	0.00%	-
Membership Fees	55764	120	120	-	120	0.00%	-
Contractual Services	55916	36,250	36,250	50,000	86,250	137.93%	50,000
Training	56401	1,000	1,000	-	1,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	1,414	1,414		1,414
Total Expenditures		**648,720**	**670,750**	**51,414**	**722,164**	**11.32%**	**73,444**

POLICE SUPPORT
BUSINESS & STRATEGIC INITIATIVES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
RECORDS ADMINISTRATION	376650						
Salaries	51001	711,934	724,760	-	724,760	1.80%	12,826
Pension - OMERS	51802	81,700	82,990	-	82,990	1.58%	1,290
Government Benefits	51811	44,560	46,790	-	46,790	5.00%	2,230
Employer Benefits	51815	46,840	51,170	-	51,170	9.24%	4,330
Other Employee Allowances	51901	850	1,150	-	1,150	35.29%	300
Equipment	53415	750	750	-	750	0.00%	-
Office Furniture & Fixtures	53591	5,000	5,000	-	5,000	0.00%	-
Membership Fees	55764	600	600	400	1,000	66.67%	400
Training	56401	9,150	9,150	6,000	15,150	65.57%	6,000
C.A. - DIR Insurance Recovery	59446	-	-	2,147	2,147		2,147
Total Expenditures		**901,384**	**922,360**	**8,547**	**930,907**	**3.28%**	**29,523**
FIREARMS	376652						
Salaries	51001	242,941	247,763	-	247,763	1.98%	4,822
Pension - OMERS	51802	29,600	30,110	-	30,110	1.72%	510
Government Benefits	51811	14,960	15,710	-	15,710	5.01%	750
Employer Benefits	51815	14,170	15,590	-	15,590	10.02%	1,420
C.A. - DIR Insurance Recovery	59446	-	-	679	679		679
Total Expenditures		**301,671**	**309,173**	**679**	**309,852**	**2.71%**	**8,181**
QUALITY CONTROL	376654						
Salaries	51001	822,465	700,030	-	700,030	-14.89%	(122,435)
Pension - OMERS	51802	75,330	63,850	-	63,850	-15.24%	(11,480)
Government Benefits	51811	77,360	68,050	-	68,050	-12.03%	(9,310)
Employer Benefits	51815	85,000	77,950	-	77,950	-8.29%	(7,050)
C.A. - DIR Insurance Recovery	59446	-	-	2,552	2,552		2,552
Total Expenditures		**1,060,155**	**909,880**	**2,552**	**912,432**	**-13.93%**	**(147,723)**

POLICE SUPPORT
BUSINESS & STRATEGIC INITIATIVES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
RECORDS DOCUMENTS	376656						
Salaries	51001	2,935,612	2,835,097	-	2,835,097	-3.42%	(100,515)
Pension - OMERS	51802	288,745	272,640	-	272,640	-5.58%	(16,105)
Government Benefits	51811	271,750	279,497	-	279,497	2.85%	7,747
Employer Benefits	51815	265,613	287,090	-	287,090	8.09%	21,477
Part Time Wages	51101	223,462	231,897	-	231,897	3.77%	8,435
Vacation Pay	51706	15,290	15,870	-	15,870	3.79%	580
Pay In Lieu of Benefits	51821	31,290	32,470	-	32,470	3.77%	1,180
Court & Overtime	51741	15,850	16,507	-	16,507	4.14%	657
Credit Card Charges	52873	32,000	32,000	18,000	50,000	56.25%	18,000
Office Supplies	53050	6,700	6,700	-	6,700	0.00%	-
Contractual Services	55916	4,500	4,500	-	4,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	8,851	8,851		8,851
Total Expenditures		**4,090,811**	**4,014,267**	**26,851**	**4,041,118**	**-1.21%**	**(49,693)**
ACCESS TO INFORMATION	376658						
Salaries	51001	197,042	347,740	-	347,740	76.48%	150,698
Pension - OMERS	51802	22,020	35,430	-	35,430	60.90%	13,410
Government Benefits	51811	14,070	28,540	-	28,540	102.84%	14,470
Employer Benefits	51815	14,170	31,180	-	31,180	120.04%	17,010
C.A. - DIR Insurance Recovery	59446	-	-	550	550		550
Total Expenditures		**247,302**	**442,890**	**550**	**443,440**	**79.31%**	**196,138**
Total Expenditures - Business & Strategic Initiatives		**15,981,876**	**16,675,207**	**1,135,202**	**17,810,409**	**11.44%**	**1,828,533**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
FLEET ADMINISTRATION	376550						
Salaries	51001	319,770	325,830	-	325,830	1.90%	6,060
Pension - OMERS	51802	39,480	40,240	-	40,240	1.93%	760
Government Benefits	51811	16,490	17,280	-	17,280	4.79%	790
Employer Benefits	51815	23,230	24,770	-	24,770	6.63%	1,540
Other Employee Allowances	51901	1,700	2,300	-	2,300	35.29%	600
C.A. - DIR Insurance Recovery	59446	-	-	857	857		857
Total Expenditures		**400,670**	**410,420**	**857**	**411,277**	**2.65%**	**10,607**
DIVISION 1 - BUILDING	376600						
Salaries	51001	452,860	540,130	-	540,130	19.27%	87,271
Pension - OMERS	51802	47,470	55,850	-	55,850	17.65%	8,381
Government Benefits	51811	39,670	48,680	-	48,680	22.71%	9,010
Employer Benefits	51815	35,420	46,770	-	46,770	32.04%	11,350
Part Time Wages	51101	49,756	51,632	-	51,632	3.77%	1,876
Vacation Pay	51706	3,410	3,540	-	3,540	3.81%	130
Pay In Lieu of Benefits	51821	6,970	7,230	-	7,230	3.73%	260
Court & Overtime	51741	13,240	13,788	-	13,788	4.14%	548
Office Supplies	53050	1,500	1,500	(500)	1,000	-33.33%	(500)
Equipment	53415	-	-	87,000	87,000		87,000
Office Furniture & Fixtures	53591	83,520	83,520	7,700	91,220	9.22%	7,700
Cleaning Supplies	53059	35,000	35,000	10,000	45,000	28.57%	10,000
Horticultural Services	54810	98,000	98,000	6,000	104,000	6.12%	6,000
Repairs - Buildings	54401	396,741	396,741	-	396,741	0.00%	-
Cable TV	55402	6,000	6,000	-	6,000	0.00%	-
Heating Fuel	56115	95,000	95,000	11,000	106,000	11.58%	11,000
Water & Sewer	56180	52,000	52,000	(1,000)	51,000	-1.92%	(1,000)
Hydro	56120	425,000	425,000	(83,000)	342,000	-19.53%	(83,000)
Contractual Services	55916	143,000	143,000	(37,000)	106,000	-25.87%	(37,000)
Training	56401	2,000	2,000	-	2,000	0.00%	-
Telephones	56145	2,000	2,000	(500)	1,500	-25.00%	(500)
C.A. - DIR Insurance Recovery	59446	240,706	240,706	(234,263)	6,443	-97.32%	(234,263)
Total Expenditures		**2,229,262**	**2,348,088**	**(234,563)**	**2,113,525**	**-5.19%**	**(115,737)**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
MATA - TRAINING ADMINISTRATION BUILDING	376602						
Cleaning Supplies	53059	5,000	5,000	(1,000)	4,000	-20.00%	(1,000)
Repairs - Building	54401	35,500	35,500	500	36,000	1.41%	500
Contractual Services	55916	40,000	40,000	2,000	42,000	5.00%	2,000
C.A. - Utilities (Fire)	58986	61,360	61,360	(360)	61,000	-0.59%	(360)
C.A. - DIR Insurance Recovery	59446	3,557	3,557	(3,366)	191	-94.63%	(3,366)
Total Expenditures		**145,417**	**145,417**	**(2,226)**	**143,191**	**-1.53%**	**(2,226)**
DIVISION 2 - BUILDING	376606						
Salaries	51001	154,400	78,670	-	78,670	-49.05%	(75,730)
Pension - OMERS	51802	15,090	7,650	-	7,650	-49.30%	(7,440)
Government Benefits	51811	13,240	6,980	-	6,980	-47.28%	(6,260)
Employer Benefits	51815	14,170	7,800	-	7,800	-44.95%	(6,370)
Cleaning Supplies	53059	8,500	8,500	(1,000)	7,500	-11.76%	(1,000)
Repairs - Buildings	54401	57,000	57,000	5,000	62,000	8.77%	5,000
Cable TV	55402	2,000	2,000	(400)	1,600	-20.00%	(400)
Horticultural Services	54810	49,000	49,000	10,000	59,000	20.41%	10,000
Internet Line	55502	1,500	1,500	(1,000)	500	-66.67%	(1,000)
Heating Fuel	56115	20,000	20,000	2,000	22,000	10.00%	2,000
Water & Sewer	56180	12,000	12,000	-	12,000	0.00%	-
Hydro	56120	125,002	125,002	(28,002)	97,000	-22.40%	(28,002)
Contractual Services	55916	55,000	55,000	-	55,000	0.00%	-
Telephone	56145	1,500	1,500	-	1,500	0.00%	-
C.A. - DIR Insurance Recovery	59446	7,344	7,344	(6,107)	1,237	-83.16%	(6,107)
Total Expenditures		**535,746**	**439,946**	**(19,509)**	**420,437**	**-21.52%**	**(115,309)**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
DIVISION 3 - BUILDING	376608						
Cleaning Supplies	53059	8,000	8,000	-	8,000	0.00%	-
Repairs - Buildings	54401	46,000	46,000	5,000	51,000	10.87%	5,000
Horticultural Services	54810	40,000	40,000	8,500	48,500	21.25%	8,500
Rent - Air Cards	55331	1,500	1,500	500	2,000	33.33%	500
Cable TV	55402	2,000	2,000	1,000	3,000	50.00%	1,000
Heating Fuel	56115	23,000	23,000	(4,000)	19,000	-17.39%	(4,000)
Water & Sewer	56180	15,000	15,000	1,000	16,000	6.67%	1,000
Hydro	56120	122,000	122,000	(46,000)	76,000	-37.70%	(46,000)
Contractual Services	55916	60,000	60,000	(5,000)	55,000	-8.33%	(5,000)
Equipment	53415	10,000	10,000	10,000	20,000	100.00%	10,000
C.A. - DIR Insurance Recovery	59446	5,875	5,875	(5,018)	857	-85.41%	(5,018)
Total Expenditures		**333,375**	**333,375**	**(34,018)**	**299,357**	**-10.20%**	**(34,018)**
INVESTIGATIVE SERVICES - FORENSIC BUILDING	376611						
Cleaning Supplies	53059	15,000	15,000	-	15,000	0.00%	-
Repairs - Buildings	54401	87,801	87,801	165,649	253,450	188.66%	165,649
Horticultural Services	54810	63,000	63,000	(12,000)	51,000	-19.05%	(12,000)
Cable TV	55402	5,000	5,000	1,000	6,000	20.00%	1,000
Heating Fuel	56115	513,735	513,735	42,000	555,735	8.18%	42,000
Water & Sewer	56180	10,000	10,000	5,000	15,000	50.00%	5,000
Hydro	56120	170,000	170,000	(52,000)	118,000	-30.59%	(52,000)
Contractual Services	55916	65,000	65,000	(4,000)	61,000	-6.15%	(4,000)
C.A. - DIR Insurance Recovery	59446	-	-	1,974	1,974		1,974
Total Expenditures		**929,536**	**929,536**	**147,623**	**1,077,159**	**15.88%**	**147,623**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
MARINE BUILDING	376612						
Repairs - Buildings	54401	7,000	7,000	-	7,000	0.00%	-
Horticultural Services	54810	20,000	20,000	2,000	22,000	10.00%	2,000
Cable TV	55402	1,000	1,000	-	1,000	0.00%	-
Hydro	56120	14,000	14,000	(2,000)	12,000	-14.29%	(2,000)
Contractual Services	55916	14,000	14,000	(1,000)	13,000	-7.14%	(1,000)
C.A. - DIR Insurance Recovery	59446	666	666	3,257	3,923	489.04%	3,257
Total Expenditures		**56,666**	**56,666**	**2,257**	**58,923**	**3.98%**	**2,257**
LEASED FACILITIES	376614						
Rent - Office & Buildings	55358	210,233	210,233	33,420	243,653	15.90%	33,420
Contractual Services	55916	12,000	12,000	5,000	17,000	41.67%	5,000
Repairs - Buildings	54401	5,000	5,000	-	5,000	0.00%	-
Internet Line	55502	3,000	3,000	-	3,000	0.00%	-
Cable TV	55402	2,000	2,000	-	2,000	0.00%	-
Heating Fuel	56115	1,500	1,500	500	2,000	33.33%	500
Hydro	56120	3,000	3,000	2,000	5,000	66.67%	2,000
Telephone	56145	2,000	2,000	(500)	1,500	-25.00%	(500)
C.A. - DIR Insurance Recovery	59446	229	229	283	512	123.58%	283
Total Expenditures		**238,962**	**238,962**	**40,703**	**279,665**	**17.03%**	**40,703**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
FLEET OPERATIONS	376622						
Salaries	51001	711,590	757,377	-	757,377	6.43%	45,787
Pension - OMERS	51802	74,060	78,620	-	78,620	6.16%	4,560
Government Benefits	51811	54,760	60,097	-	60,097	9.75%	5,337
Employer Benefits	51815	56,670	64,960	-	64,960	14.63%	8,290
Employer Paid Parking	51909	130,000	130,000	5,000	135,000	3.85%	5,000
Office Supplies	53050	1,000	1,000	500	1,500	50.00%	500
Fuel - Unleaded Gasoline	54130	1,998,000	1,998,000	(398,000)	1,600,000	-19.92%	(398,000)
Tires & Tubes	54070	110,000	110,000	15,000	125,000	13.64%	15,000
Oil & Lubricants	54040	15,000	15,000	(5,000)	10,000	-33.33%	(5,000)
Miscellaneous Supplies	53039	60,890	60,890	15,000	75,890	24.63%	15,000
Repairs - Auto Equipment	55135	576,000	576,000	-	576,000	0.00%	-
Repairs - Tires/Tows/Washes	54720	90,000	90,000	(5,000)	85,000	-5.56%	(5,000)
Training	56401	6,000	6,000	-	6,000	0.00%	-
C.A. - DIR Vehicle Insurance Recovery	59445	-	-	546,254	546,254		546,254
C.A. - DIR Insurance Recovery	59446	2,995,391	2,995,391	(148,823)	2,846,568	-4.97%	(148,823)
Total Expenditures		**6,879,361**	**6,943,334**	**24,931**	**6,968,265**	**1.29%**	**88,904**

POLICE SUPPORT
FLEET, FACILITIES & SUPPLIES

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
SUPPLY SERVICES	376632						
Salaries	51001	397,510	405,060	-	405,060	1.90%	7,550
Pension - OMERS	51802	39,390	39,960	-	39,960	1.45%	570
Government Benefits	51811	33,310	35,100	-	35,100	5.37%	1,790
Employer Benefits	51815	35,420	38,980	-	38,980	10.05%	3,560
Clothing Allowance	51902	185,000	185,000	-	185,000	0.00%	-
Laundry/Dry Cleaning Services	54615	133,000	133,000	22,000	155,000	16.54%	22,000
Office Supplies	53050	254,550	254,550	5,000	259,550	1.96%	5,000
Outerwear	53942	60,000	60,000	-	60,000	0.00%	-
Shirts	53943	70,000	70,000	20,000	90,000	28.57%	20,000
Footwear	53910	121,000	121,000	-	121,000	0.00%	-
Miscellaneous Supplies	53039	73,100	73,100	10,000	83,100	13.68%	10,000
Training	56401	2,000	2,000	-	2,000	0.00%	-
Uniforms	53940	252,000	252,000	20,000	272,000	7.94%	20,000
Membership Fees	55764	260	260	-	260	0.00%	-
Contractual Services	55916	5,000	5,000	-	5,000	0.00%	-
C.A. - DIR Insurance Recovery	59446	-	-	3,731	3,731		3,731
Total Expenditures		**1,661,540**	**1,675,010**	**80,731**	**1,755,741**	**5.67%**	**94,201**
GRAPHICS	376634						
Salaries	51001	175,960	179,280	-	179,280	1.89%	3,320
Pension - OMERS	51802	18,240	18,510	-	18,510	1.48%	270
Government Benefits	51811	13,740	14,380	-	14,380	4.66%	640
Employer Benefits	51815	14,170	15,590	-	15,590	10.02%	1,420
Court & Overtime	51741	4,070	-	-	-	-100.00%	(4,070)
Office Supplies	53050	25,000	25,000	(4,000)	21,000	-16.00%	(4,000)
Maintenance Contracts	54930	4,000	4,000	(2,000)	2,000	-50.00%	(2,000)
Postage	59460	36,822	36,822	(13,980)	22,842	-37.97%	(13,980)
Training	56401	500	500	1,000	1,500	200.00%	1,000
C.A. - DIR Insurance Recovery	59446	-	-	571	571		571
Total Expenditures		**292,502**	**294,082**	**(18,409)**	**275,673**	**-5.75%**	**(16,829)**
Total Expenditures - Fleet, Facilities & Supplies		**13,703,037**	**13,814,836**	**(11,623)**	**13,803,213**	**0.73%**	**100,176**

POLICE SUPPORT
SECONDMENTS

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
SECONDMENTS	376520						
Salaries	51001	1,107,478	1,155,133	-	1,155,133	4.30%	47,655
Pension - OMERS	51802	135,430	141,830	-	141,830	4.73%	6,400
Government Benefits	51811	67,590	71,480	-	71,480	5.76%	3,890
Employer Benefits	51815	63,750	70,150	-	70,150	10.04%	6,400
C.A. - DIR Insurance Recovery	59446	-	-	3,419	3,419		3,419
Total Expenditures		**1,374,248**	**1,438,593**	**3,419**	**1,442,012**	**4.93%**	**67,764**

CAPITAL FINANCING

	DeptID/ Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CAPITAL FINANCING	376640						
External Debt Principal - ISD Building	52015	997,621	997,621	-	997,621	0.00%	-
External Debt Interest - ISD Building	52016	447,159	447,159	-	447,159	0.00%	-
Internal Debt Charges - Facilities (Roofs/HVAC)	58122	90,000	90,000	(21,349)	68,651	-23.72%	(21,349)
Capital Financing - Gross		**1,534,780**	**1,534,780**	**(21,349)**	**1,513,431**	**-1.39%**	**(21,349)**
Development Charge Reserve Funding	48450	(300,000)	(300,000)	-	(300,000)	0.00%	-
Net Capital Financing		**1,234,780**	**1,234,780**	**(21,349)**	**1,213,431**	**-1.73%**	**(21,349)**

CAPITAL BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CAPITAL EXPENDITURES							
Transfer to Reserve (Police Vehicle Purchases)	58102	2,274,000	2,274,000	434,787	2,708,787	19.12%	434,787
Transfer to Reserve (Information Technology)	58002	1,231,466	1,231,466	366,677	1,598,143	29.78%	366,677
Transfer to Reserve (Other Capital items)	58002	570,060	570,060	214,785	784,845	37.68%	214,785
Transfer to Reserve (Other Capital items - COH)	58002	-	-	5,782,000	5,782,000		5,782,000
Transfer to Reserve (Prisoner Escort Vehicle - COH)	58002	-	-	190,000	190,000		190,000
Capital Expenditures - Gross		**4,075,526**	**4,075,526**	**6,988,249**	**11,063,775**	**171.47%**	**6,988,249**
Contribution from Police Capital Reserve	47101	(375,000)	(375,000)	200,000	(175,000)	-53.33%	200,000
Contribution from Police Vehicle Reserve	47113	(125,000)	(125,000)	-	(125,000)	0.00%	-
Total Reserve Contributions		**(500,000)**	**(500,000)**	**200,000**	**(300,000)**	**-40.00%**	**200,000**
Net Capital Budget		**3,575,526**	**3,575,526**	**7,188,249**	**10,763,775**	**201.04%**	**7,188,249**

REVENUES

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
FEES AND GENERAL REVENUE							
Witness Fees	45534	(1,000)	(1,000)	-	(1,000)	0.00%	-
False Alarms Fees	45503	(120,000)	(120,000)	(30,000)	(150,000)	25.00%	(30,000)
Tow Fees	45633	(150,000)	(150,000)	-	(150,000)	0.00%	-
File Closure Fees	45509	(2,000)	(2,000)	-	(2,000)	0.00%	-
Police Fees	45573	(42,384)	(42,384)	-	(42,384)	0.00%	-
Special Duty Revenues	45572	(500,000)	(500,000)	-	(500,000)	0.00%	-
Union Fee Billings	45641	(179,190)	(179,190)	(31,000)	(210,190)	17.30%	(31,000)
Sale Of Accident Reports	47609	(58,000)	(58,000)	-	(58,000)	0.00%	-
Gen Occur/ID Photo Sales	47610	(16,000)	(16,000)	-	(16,000)	0.00%	-
Police Visa Clearances	45575	(1,458,673)	(1,458,673)	(18,000)	(1,476,673)	1.23%	(18,000)
Total Fees and General Revenue		**(2,527,247)**	**(2,527,247)**	**(79,000)**	**(2,606,247)**	**3.13%**	**(79,000)**
GRANTS AND SUBSIDIES							
Police Fees from Province	43459	(1,297,789)	(1,297,789)	(459,003)	(1,756,792)	35.37%	(459,003)
Provincial Court Security Upload	43459	(4,895,063)	(4,895,063)	(63,204)	(4,958,267)	1.29%	(63,204)
Community Safety and Policing Grant	43550	(2,488,268)	(2,488,268)	(57,455)	(2,545,723)	2.31%	(57,455)
Total Grants and Subsidies		**(8,681,120)**	**(8,681,120)**	**(579,662)**	**(9,260,782)**	**6.68%**	**(579,662)**
Total Revenue		**(11,208,367)**	**(11,208,367)**	**(658,662)**	**(11,867,029)**	**5.88%**	**(658,662)**

2024 OPERATING BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
EMPLOYEE RELATED COSTS							
Salaries	51001	131,658,980	138,218,253	-	138,218,253	4.98%	6,559,273
Part Time Wages	51101	2,272,274	2,358,107	-	2,358,107	3.78%	85,833
Court & Overtime	51741	4,203,700	4,377,817	-	4,377,817	4.14%	174,117
Members Remuneration	51727	44,420	44,420	-	44,420	0.00%	-
Service Pay	51731	189,800	190,000	-	190,000	0.11%	200
Pension - OMERS	51802	15,285,839	16,017,887	-	16,017,887	4.79%	732,048
Government Benefits	51811	9,102,475	9,829,020	-	9,829,020	7.98%	726,545
Employer Benefits	51815	8,672,991	9,792,572	-	9,792,572	12.91%	1,119,580
Employer Benefits - Retired Members	51815	3,014,025	3,014,025	250,000	3,264,025	8.29%	250,000
Accumulated Sick Leave	51807	1,442,170	1,442,170	75,500	1,517,670	5.24%	75,500
Vacation Pay	51706	714,586	720,476	11,742	732,218	2.47%	17,632
Pay In Lieu of Benefits	51821	435,750	450,550	-	450,550	3.40%	14,800
WSIB Benefit Recovery	51898	2,761,100	2,761,100	(2,761,100)	-	-100.00%	(2,761,100)
WSIB Payments	51808	-	-	5,933,023	5,933,023		5,933,023
Other Employee Allowances	51901	162,050	258,700	-	258,700	59.64%	96,650
Clothing Allowance	51902	185,000	185,000	-	185,000	0.00%	-
Meal Allowance	51906	29,900	29,900	100	30,000	0.33%	100
Employer Paid Parking	51909	130,000	130,000	5,000	135,000	3.85%	5,000
Training	56401	1,066,552	1,066,552	349,249	1,415,801	32.75%	349,249
Transport for Prisoners	56630	1,000	1,000	-	1,000	0.00%	-
TOTAL EMPLOYEE RELATED COSTS		**181,372,612**	**190,887,548**	**3,863,514**	**194,751,062**		**13,378,450**
OPERATING EXPENDITURES							
External Debt Charges	52010	1,534,780	1,534,780	(21,349)	1,513,431	-1.39%	(21,349)
CAPITAL FINANCING		**1,534,780**	**1,534,780**	**(21,349)**	**1,513,431**		**(21,349)**
Legal Fees	52425	400,000	400,000	75,000	475,000	18.75%	75,000
Credit Card Charges	52873	32,000	32,000	18,000	50,000	56.25%	18,000
Material Testing Fees	55758	3,700	3,700	1,358	5,058	36.71%	1,358
Medical/Lab Fees	55760	205,428	205,428	(5,000)	200,428	-2.43%	(5,000)
Membership Fees	55764	60,470	60,470	17,730	78,200	29.32%	17,730
FINANCIAL		**701,598**	**701,598**	**107,088**	**808,686**		**107,088**

2024 OPERATING BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
Ammunition	53005	147,426	147,426	25,000	172,426	16.96%	25,000
Explosive Disposal Unit	53010	34,800	34,800	-	34,800	0.00%	-
Identification Supplies	53025	11,200	11,200	-	11,200	0.00%	-
Miscellaneous Supplies	53039	187,950	187,950	27,700	215,650	14.74%	27,700
Office Supplies	53050	405,135	405,135	3,400	408,535	0.84%	3,400
Cleaning Supplies	53059	71,500	71,500	8,000	79,500	11.19%	8,000
Personnel Tests	53125	21,485	21,485	3,000	24,485	13.96%	3,000
Operating Expenses	53131	1,083,295	1,083,295	13,560	1,096,855	1.25%	13,560
Computer Software	53251	1,016,406	1,016,406	721,500	1,737,906	70.99%	721,500
Computer Hardware	53405	85,000	85,000	(10,000)	75,000	-11.76%	(10,000)
Equipment	53415	525,739	525,239	582,931	1,108,170	110.78%	582,432
Operating Equipment - CEW's	53445	325,749	325,749	(5,884)	319,864	-1.81%	(5,884)
E.R.U. Equipment	53456	81,890	81,890	7,000	88,890	8.55%	7,000
Office Furniture & Fixtures	53591	88,520	88,520	7,700	96,220	8.70%	7,700
Food for Prisoners	53607	50,400	50,400	2,800	53,200	5.56%	2,800
Footwear	53910	121,000	121,000	-	121,000	0.00%	-
Uniforms	53940	252,000	252,000	20,000	272,000	7.94%	20,000
Outerwear	53942	60,000	60,000	-	60,000	0.00%	-
Shirts	53943	70,000	70,000	20,000	90,000	28.57%	20,000
Employee Assistance Program	54224	90,050	90,050	(4,000)	86,050	-4.44%	(4,000)
Investigative Expenses	54361	18,000	18,000	(5,000)	13,000	-27.78%	(5,000)
Auxiliary Expenses	54362	10,000	10,000	-	10,000	0.00%	-
Police Dogs	54370	39,200	39,200	-	39,200	0.00%	-
Repairs/Maintenance - Computer	54705	1,170,675	1,170,675	116,775	1,287,450	9.98%	116,775
Repairs - Communications / Other	54715	258,980	259,480	(100,000)	159,480	-38.42%	(99,500)
Repairs - Tires/Tows/Washes	54720	90,000	90,000	(5,000)	85,000	-5.56%	(5,000)
Maintenance Contracts	54930	18,000	18,000	(2,000)	16,000	-11.11%	(2,000)
Postage	59460	36,822	36,822	(13,980)	22,842	-37.97%	(13,980)
Printing & Reproduction	55610	500	500	-	500	0.00%	-
Meeting Expenses	57548	3,000	3,000	7,000	10,000	233.33%	7,000
MATERIAL AND SUPPLIES		**6,374,721**	**6,374,722**	**1,420,502**	**7,795,224**		**1,420,502**

2024 OPERATING BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
Oil & Lubricants	54040	15,000	15,000	(5,000)	10,000	-33.33%	(5,000)
Tires & Tubes	54070	110,000	110,000	15,000	125,000	13.64%	15,000
Fuel - Unleaded Gasoline	54130	1,998,000	1,998,000	(398,000)	1,600,000	-19.92%	(398,000)
Repairs - Auto Equipment	55135	576,000	576,000	-	576,000	0.00%	-
VEHICLE EXPENSES		**2,699,000**	**2,699,000**	**(388,000)**	**2,311,000**		**(388,000)**
Repairs - Buildings	54401	635,042	635,042	176,149	811,191	27.74%	176,149
Laundry/Dry Cleaning Service	54615	133,000	133,000	22,000	155,000	16.54%	22,000
Horticultural Services	54810	270,000	270,000	14,500	284,500	5.37%	14,500
Data Lines	56110	173,310	173,310	6,690	180,000	3.86%	6,690
Heating Fuel	56115	653,235	653,235	51,500	704,735	7.88%	51,500
Hydro	56120	859,002	859,002	(209,002)	650,000	-24.33%	(209,002)
Telephone	56145	352,056	352,056	(12,356)	339,700	-3.51%	(12,356)
Water & Sewer	56180	89,000	89,000	5,000	94,000	5.62%	5,000
BUILDINGS AND GROUNDS		**3,164,645**	**3,164,645**	**54,481**	**3,219,126**		**54,481**
Consulting Services	55801	81,100	81,100	7,400	88,500	9.12%	7,400
CONSULTING		**81,100**	**81,100**	**7,400**	**88,500**		**7,400**
Equipment Lease/Rental	55310	3,000	3,000	-	3,000	0.00%	-
Rent - Air Cards	55331	40,200	40,200	(38,200)	2,000	-95.02%	(38,200)
Rent - Cellulars Phones	55332	127,600	127,600	241,000	368,600	188.87%	241,000
Rent - Office & Buildings	55358	210,233	210,233	33,420	243,653	15.90%	33,420
Rent - Operating Equipment	55365	140,000	140,000	-	140,000	0.00%	-
Advertising & Promotion	55401	118,100	118,100	-	118,100	0.00%	-
Cable TV	55402	18,000	18,000	1,600	19,600	8.89%	1,600
Internet Line	55502	4,500	4,500	(1,000)	3,500	-22.22%	(1,000)
Contractual Services	55916	934,063	934,063	67,800	1,001,863	7.26%	67,800
CONTRACTUAL		**1,595,696**	**1,595,696**	**304,620**	**1,900,316**		**304,620**

2024 OPERATING BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
Ceremonial Units	58201	42,300	42,300	-	42,300	0.00%	-
AGENCIES AND SUPPORT PAYMENTS		**42,300**	**42,300**	**-**	**42,300**		**-**
C.A. - Utilities - MATA (Fire)	58986	61,360	61,360	(360)	61,000	-0.59%	(360)
C.A. - IND Fin Accounting Services Recovery	59410	59,743	59,743	1,912	61,655	3.20%	1,912
C.A. - IND Fin Applications Support Recovery	59411	17,771	17,771	569	18,340	3.20%	569
C.A. - IND Fin Payroll Recovery	59412	251,384	251,384	9,195	260,579	3.66%	9,195
C.A. - IND Fin Accounts Payable Recovery	59413	41,259	41,259	1,320	42,579	3.20%	1,320
C.A. - IND Fin Purchasing Recovery	59414	77,299	77,299	2,474	79,773	3.20%	2,474
C.A. - IND Fin Accounts Receivable Recovery	59415	5,916	5,916	189	6,105	3.19%	189
C.A. - IND Current Budgets Recovery	59421	109,451	109,451	3,502	112,953	3.20%	3,502
C.A. -DIR_Hardware Lease/Mtce Recov	59433	1,064	1,064	15	1,079	1.46%	16
C.A. - DIR Vehicle Insurance Recovery	59445	-	-	546,254	546,254		546,254
C.A. - DIR Insurance Recovery	59446	3,253,767	3,253,768	(16,614)	3,237,154	-0.51%	(16,613)
COST ALLOCATIONS - OTHERS		**3,879,013**	**3,879,015**	**548,456**	**4,427,471**		**548,458**
C.A. - Communications	58934	660,250	660,250	-	660,250	0.00%	-
COST ALLOCATIONS - COMMUNICATIONS		**660,250**	**660,250**	**-**	**660,250**		**-**
TOTAL OPERATING EXPEDITURES (W/O EE RELATED COSTS)		**20,733,104**	**20,733,106**	**2,033,198**	**22,766,304**		**2,033,200**
TOTAL OPERATING EXPENDITURES		**202,105,716**	**211,620,654**	**5,896,712**	**217,517,366**		**15,411,650**

2024 OPERATING BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
OPERATING REVENUES							
Police Fees from Province	43459	(1,297,789)	(1,297,789)	(459,003)	(1,756,792)	35.37%	(459,003)
Provincial Court Security Upload	43459	(4,895,063)	(4,895,063)	(63,204)	(4,958,267)	1.29%	(63,204)
Community Safety and Policing Grant	43550	(2,488,268)	(2,488,268)	(57,455)	(2,545,723)	2.31%	(57,455)
GRANTS AND SUBSIDIES		**(8,681,120)**	**(8,681,120)**	**(579,662)**	**(9,260,782)**		**(579,662)**
False Alarm Fees	45503	(120,000)	(120,000)	(30,000)	(150,000)	25.00%	(30,000)
File Closure Fees	45509	(2,000)	(2,000)	-	(2,000)	0.00%	-
Witness Fees	45534	(1,000)	(1,000)	-	(1,000)	0.00%	-
Special Duty Revenues	45572	(500,000)	(500,000)	-	(500,000)	0.00%	-
Union Fee Billings	45641	(179,190)	(179,190)	(31,000)	(210,190)	17.30%	(31,000)
Police Fees	45573	(42,384)	(42,384)	-	(42,384)	0.00%	-
Police Visa Clearances	45575	(1,458,673)	(1,458,673)	(18,000)	(1,476,673)	1.23%	(18,000)
Tow Fees	45633	(150,000)	(150,000)	-	(150,000)	0.00%	-
Sale of Accident Reports	47609	(58,000)	(58,000)	-	(58,000)	0.00%	-
Gen Occur/ID Photo Sales	47610	(16,000)	(16,000)	-	(16,000)	0.00%	-
FEES AND GENERAL REVENUE		**(2,527,247)**	**(2,527,247)**	**(79,000)**	**(2,606,247)**		**(79,000)**
Recovery from Development Charge Reserve	48450	(300,000)	(300,000)	-	(300,000)	0.00%	-
Contribution from Police Tax Stabilization Reserve	47120	(576,867)	(576,867)	-	(576,867)	0.00%	-
Contribution from Workplace Health & Safety Reserve	49412	-	-	(2,114,600)	(2,114,600)		(2,114,600)
RESERVES/RECOVERIES		**(876,867)**	**(876,867)**	**(2,114,600)**	**(2,991,467)**		**(2,114,600)**
TOTAL OPERATING REVENUES		**(12,085,234)**	**(12,085,234)**	**(2,773,262)**	**(14,858,496)**	**-1.43%**	**(2,773,262)**
TOTAL NET OPERATING EXPENDITURES		**190,020,482**	**199,535,420**	**3,123,450**	**202,658,870**	**6.53%**	**12,638,388**

2024 CAPITAL BUDGET

	Account #	2023 BUDGET	2024 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2024 BUDGET	% CHANGE	YOY CHANGE
CAPITAL EXPENDITURES							
Transfer to Reserve (Police Vehicle Purchases)	58102	2,274,000	2,274,000	434,787	2,708,787	19.12%	434,787
Transfer to Reserve (Information Technology)	58002	1,231,466	1,231,466	366,677	1,598,143	29.78%	366,677
Transfer to Reserve (Other Capital items)	58002	570,060	570,060	214,785	784,845	37.68%	214,785
Transfer to Reserve (Other Capital items - COH)	58002	-	-	5,782,000	5,782,000		5,782,000
Transfer to Reserve (Prisoner Escort Vehicle - COH)	58002	-	-	190,000	190,000		190,000
TOTAL CAPITAL EXPENDITURES		**4,075,526**	**4,075,526**	**6,988,249**	**11,063,775**		**6,988,249**
CAPITAL REVENUES							
Contribution from Police Capital Reserve	47101	(375,000)	(375,000)	200,000	(175,000)	-53.33%	200,000
Contribution from Police Vehicle Reserve	47113	(125,000)	(125,000)	-	(125,000)	0.00%	-
TOTAL RESERVE CONTRIBUTIONS		**(500,000)**	**(500,000)**	**200,000**	**(300,000)**		**200,000**
TOTAL NET CAPITAL BUDGET		**3,575,526**	**3,575,526**	**7,188,249**	**10,763,775**	**3.71%**	**7,188,249**
TOTAL 2024 OPERATING & CAPITAL BUDGET		**193,596,008**	**203,110,946**	**10,311,699**	**213,422,645**	**10.24%**	**19,826,637**

Hamilton Police Service
Multi-Year Budget Forecast
2024 to 2027
$ in Million

Appendix D

OPERATING BUDGET	2024	2025	2026	2027
Operating Revenues				
Grants and Subsidies	$ (9.26)	$ (9.26)	$ (9.26)	$ (9.26)
Fees and General Revenues	(2.61)	(2.61)	(2.61)	(2.62)
Reserves/Capital Recoveries	(2.99)	(2.99)	(2.99)	(2.99)
Total Operating Revenues	**(14.86)**	**(14.86)**	**(14.87)**	**(14.87)**
Operating Expenses				
Employee Related Costs	194.75	207.47	214.64	221.63
Capital Financing	1.51	1.51	1.51	1.51
Financial	0.81	0.90	0.97	1.02
Material and Supplies	7.80	7.97	8.16	8.35
Vehicle Expenses	2.31	2.40	2.50	2.60
Buildings and Grounds	3.22	3.32	3.42	3.52
Consulting	0.09	0.09	0.15	0.15
Contractual	1.90	1.94	1.99	2.03
Agencies and Support Payments	0.04	0.04	0.04	0.04
Reserves/Recoveries	4.43	4.53	4.63	4.74
Cost Allocations	0.66	0.66	0.66	0.66
Total Operating Expenditures	**217.52**	**230.85**	**238.67**	**246.25**
Total Net Operating Expenditure	**$ 202.66**	**$ 215.98**	**$ 223.81**	**$ 231.38**
% change over PY (Total Budget)	***6.53%***	***6.24%***	***3.46%***	***3.24%***
CAPITAL BUDGET				
Capital Revenues				
Police Capital Reserve	$ (0.18)	$ (0.18)	$ (0.18)	$ (0.18)
Police Vehicle Reserve	(0.13)	(0.13)	(0.13)	(0.13)
Total Capital Revenues	**(0.30)**	**(0.30)**	**(0.30)**	**(0.30)**
Capital Expenditures				
Transfer to Reserve (Police Vehicle Purchases)	2.71	2.80	2.90	3.00
Transfer to Reserve (Information Technology)	1.60	1.32	1.36	1.40
Transfer to Reserve (Other Capital items)	0.78	5.78	5.75	5.44
Transfer to Reserve (Other Capital items - COH)	5.78	0.33	0.30	1.10
Transfer to Reserve (Prisoner Escort Vehicle - COH)	0.19	0.35	-	-
Total Capital Expenditures	**11.06**	**10.59**	**10.31**	**10.94**
Total Net Capital Expenditures	**$ 10.76**	**$ 10.29**	**$ 10.01**	**$ 10.64**
% change over PY (Total Budget)	***3.71%***	***-0.22%***	***-0.12%***	***0.27%***
Total Police Budget (Operating + Capital)	**$ 213.42**	**$ 226.27**	**$ 233.82**	**$ 242.02**
Total % change over PY (Total Budget)	***10.24%***	***6.02%***	***3.34%***	***3.51%***

Assumptions:

1) Collective Agreement increases were estimated based on anticipated "Big 12" Police Services comparators.
2) Forecasting for 2025 - 2027 includes current staffing members which reflects the 2024 new staffing enhancements and the additional Officers projected as part of the 10-year Human Capital Plan.
3) Grants/Revenues remain constant for multi-year forecasting.
4) Operating expenditures are based on current costing with no CPI adjustements.
5) Forecasting for 2025 - 2027 includes items under the *PSA Section 4(3).*

HAMILTON POLICE SERVICE

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Services Board
BOARD MEETING DATE:	September 28, 2023
SUBJECT:	HPS Projected Capital Expenditures: 2024-2033
REPORT NUMBER:	23-083 (PSB 22-085,21-098, PSB20-099,PSB15-002, PSB 15-002a, PSB 15-002x, PSB 16-113, PSB 17-122, PSB 18-108, PSB 19-103)
SUBMITTED BY: **SIGNATURE:**	Frank Bergen, Chief of Police

RECOMMENDATION(S)

a) That the Hamilton Police Service Board (Board) approves the list of 2024-2033 Projected Police Capital Expenditures included in this report and Appendix “A”; and

b) That the Board approves that Capital Projects under Section 1 of this report and Appendix “A” be considered by the City of Hamilton (COH) for funding in 2024; and

c) That the Board forwards Report 23-083 HPS Projected Capital Expenditures 2024 – 2033 and Appendix “A” to the COH for inclusion in their 2024-2033 Capital Budget Plan

EXECUTIVE SUMMARY

The report, along with Appendix “A”, includes a summary of the 10-year major capital projects for the Hamilton Police Service (HPS) from 2024 to 2033. A brief description of each item including the estimated cost and anticipated funding year(s) for each project are provided in the report below.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: See the details below, including Appendix “A”.

Staffing: N/A

Legal Implications: N/A

INFORMATION

Each year the COH requests that the HPS identifies capital projects for the next 10 years. These projects are submitted to the COH for consideration, priority and funding approval through the COH's annual capital budget process. The capital projects listed below represent HPS's projection of expected capital expenditures for the next 10 years.

In addition to capital projects, the HPS developed a 10-year Human Capital plan in 2022. The plan will add 13 net new Police Officers to the authorized sworn strength each year until 2030, to help ensure that the number of Police Officers increases commensurate to the expected population growth in the COH.

This report separates capital projects into three sections: 1) requests to the COH for consideration to fund the expenditures on HPS's behalf, 2) projects HPS will include in its 2024 annual budget submission and 3) future forecasted capital projects for inclusion in COH's 2024-2033 Capital Budget Plan.

1. CAPITAL PROJECTS FOR CONSIDERATION BY THE COH FOR FUNDING

2024 – Roof Replacements – Central and Mountain Stations – $2,825,000

The roof replacement is an on-going multi-year project that began in 2019. The roofing systems are in need of replacement as they have exceeded or are approaching the end of their expected useful life. Comprehensive reviews of HPS facility roofs were conducted by various parties and the estimated costs and phasing plans in Appendix "A" are based on the recommendations resulting from these reviews.

The roof replacement strategy for Central station is to be completed in four phases. Phase 1 was completed in 2020, while phase 2 and 3 are still in the progress. These three phases have already been approved and funded as part of the COH's annual capital budget process in prior years. Phase 4 is set to commence in 2024 at an estimated cost of $525,000.

The initial recommendation, provided by the MTE consultants, was to replace the roof for the Mountain station in 2026. In 2023, the MTE consultants were engaged and requested to reassess the roof condition. The new report found the roof to be in fair condition with several locations of significant deterioration. Given the extent of repairs that would be required to address the significantly deteriorated areas, and the minimal useful life gained from the repairs, the recommendation is to instead replace the roof in 2024 at an estimated cost of $2,300,000. The cost is significantly higher than other recent HPS roof replacements due to the more complex roof system at the Mountain station and an inability to complete the replacement in multiple phases over time.

2024-2026 – Parking Lot – Central and Mountain Stations – $500,000 in 2024 ($800,000 total)

Stantec's Facilities report (2016) identified the need for a complete parking lot replacement and resurfacing at all three Police Stations (Central/East End/Mountain) as they had exceeded or were approaching their end of life conditions.

Based on the most recent 2022 BCA review completed by Walter Feddy, the Central and Mountain station parking lots appeared to be in fair condition with visible surface cracking and deterioration. The recommendation is to defer the replacement of these lots into the future and complete significant repairs over the next few years to address areas of deterioration.

The Mountain station parking lot repair will take place in 2024 at an estimated cost of $500,000. The Central station parking lot repair is expected to occur in 2026 at an estimated cost of $300,000. Complete replacement is expected to be required in the next 20 years.

Last year, HPS requested funding to replace the East End station parking lot, which the COH approved and included in its 2023 10-year Capital Plan. HPS asks for the same consideration be given to funding for the proposed Mountain and Central station parking lots in 2024 and 2026.

2024 – Standby Generator Diesel Fuel System Upgrade – Central Station – $300,000

The standby generator diesel fuel system is a backup power generator in the event of an emergency. The generator fuel system at the Central station does not meet current Technical Standards Safety Authority (TSSA) standard requirements and requires repairs/upgrades to be legislatively compliant. A variance application has been submitted and approved by TSSA to maintain operational requirements until upgrades are completed. The TSSA has approved variance applications for Central station until December 1, 2024.

HPS recently requested, and the COH approved and included in its 10-year Capital Plan, the previous funding request for 2022 and 2023. As such, HPS requests the same consideration for 2024 at an estimated cost of $300,000.

2024 – Personal Issued Portable Radios Replacement (PIPR) – $1,400,000

The HPS, together with the COH, negotiated a contract with Motorola in 2019, which resulted in significant discounts with respect to equipment. The replacement plan includes the mobile communication devices in each patrol vehicle. The HPS is in its last year of the five-year deployment strategy for the replacement of the PIPRs.

The related funding requests for 2020-2023 were approved and included in the COH's 10-year Capital Plan. As such, HPS requests the same consideration for 2024.

2024 – Prisoner Escort Vehicle – $190,000

The HPS Court Security Branch is responsible for transportation of prisoners to and from Central station, the Hamilton Wentworth Detention Centre (HWDC) and on occasion to facilities outside its jurisdiction.

The court custody transportation wagons have reached the end of their useful life. The prisoner compartments have been reconditioned, however, hinges, latches, wiring and air conditioning are failing. The HPS considered replacing only the prisoner compartment but the chassis of the current E450 is not compatible with the current prisoner compartments.

These vehicles must be highly protected and feature bars or wire mesh over the windows, bulletproof glass, segregated prisoner compartments, and additional seating for escorting officers. Vehicles also must be equipped with radio communications, global positioning units, additional restraints and other emergency equipment. The optimal vehicle size for current operations includes 4 compartments, capable of holding 16 prisoners. The cost of a new prisoner escort vehicle is estimated to be $190,000. This estimate is slightly higher than the 2023 request, due to and increased cost for upfitting.

The previous funding request for one of the court custody transportation wagon was approved and included in the COH's 2023 annual capital budget. As such, HPS requests the same consideration be given for 2024.

2024 – CSPA Active Attacker Equipment – Legislative Requirement – $1,877,000

In March 2019, the government passed the Community Safety and Policing Act, 2019 (CSPA), as part of the Comprehensive Ontario Police Services Act, 2019. In 2021, the Ministry of the Solicitor General (Ministry) released a draft regulation, "Response to Active Attacker Incidents", under the CSPA. The draft regulation establishes requirements for the response to, and management of, incidents involving an active attacker. These incidents have the potential for significant injury and loss of life.

The Ministry has taken into account the recommendation from the Mass Casualty Commission Report (Nova Scotia) and feedback from stakeholders and is proposing to make amendments to the regulations with respect to required equipment for police officers.

The regulation states that every police officer who performs patrol function, and who may be required to respond to an incident involving an active attacker, shall have ready access to:

- Hard body armour
- A semi-automatic rifle (Carbine), and
- Breaching tool packs

The current HPS issued body armour is designed to stop handgun ammunition of limited calibers. It does not provide any protection from most rifle caliber ammunition used in many popular combat style rifles.

The HPS is considering deploying ballistic armour plates to the police officers. A ballistic plate is a protective armoured plate that can be inserted into a carrier or bulletproof vest

on its own or in conjunction with other amour. The armour plates increase the level of protection for officers in highly dangerous situations, such as active shooter events or any event, in which there is a threat from rifle caliber bullets. The plates are capable of stopping all calibers of handgun ammunition, in addition to rifle ammunition. They also afford better protection for the crushing affect of shotgun ammunition. In addition, armour plates protect against the potentially lethal affects of a slashing edged weapon, increasing the officer's likelihood of survival in these lethal encounters.

The armour plates will not only provide proper protection in these situations but will ensure that HPS is compliant with the proposed regulations under the CPSA. The proposed CPSA states that Police services will have one year to comply with this requirement. The cost for the ballistic armour plates is approximately $1,050,000.

The HPS currently has carbine rifles, with some being deployed operationally and others to the Training Branch for ongoing training and armouring requirements. The deployed carbines are not enough to comply with the new requirement under the proposed CPSA. An additional 102 carbines are necessary to ensure that each police officer, who may be required to respond to an incident involving an active attacker, has ready access to the semi-automatic rifle.

In addition to the 102 new carbines, a minimum of two full magazines will need to be maintained in each vehicle that can be reasonably expected to arrive promptly at the location of an active attacker incident. Similarly, the HPS will need to purchase all the necessary accessories and parts and tools for the carbines. For example, rifle cases, gun lights, slings, mounts, magazine pouches and metal lockers to ensure that the carbines are safety and securely stored and transported to/from the outdoor ranges.

The Ministry is proposing a two year timeline to be in compliance with the new requirements. Based on the current supply and demand, it takes about four to seven months to receive the equipment. Delaying the ordering process will likely extend this period to eight to ten months. The cost associated with the carbines is estimated at $709,000.

The proposed legislation also directs that at least one breaching tool pack is available in every patrol vehicle responding to an active attacker situation. Currently, only the divisional Supervisor vehicles are equipped with a breaching tool pack, which consists of a CQB ram, Halligan tool, sledgehammer and a set of bolt cutters. To comply with this requirement, the HPS will need to ensure a breaching kit is deployed and readily available not only in the front-line patrol vehicle but also in traffic safety vehicles. This will enable officers to quickly respond in an active attacker situation. The estimated costs is approximately $118,000.

It is of critical importance that HPS members are provided with the uniforms, tools and equipment required to effectively perform their duties, meet all legislated requirements and ensure their safety, as well as that of the public.

2024 – Chiller Overhaul – Central Station – $80,000

The chiller located in the mechanical room has exceeded the recommended 25,000 hours of operation. No service to the vanes, bearing or motor in the chiller cavity have been completed. Generally, it is recommended that chillers be overhauled and inspected every 25,000 operating hours to ensure peak performance. This service is crucial in preventing future failure or shortening the useful lifespan of the chiller, which is the primary source of cooling at the Central station. If this chiller was to fail, it would cause significant damage and there would be no cooling provided to the occupants of this building during the warmer months.

2024 – Structural Wall Waterproofing – Central Station – $60,000

There is a need to have structural waterproofing done for the outside wall located at the east side patio which is the fleet garage wall. Patio, concrete removal and excavation is required in order to waterproof the wall and stop water migration through foundation walls/joints. An estimated cost of $60,000 is required to complete this remedial work.

2024 – Barrier Gates with Access Control – Mountain Station – $140,000

A public, as well as officer, safety issue has been raised in relation to the rear parking lot at the Mountain station. Community members are using the back lot as a throughway to access the YMCA and speed through this corridor is a safety issue. This poses a risk to not only police but public as well, as the risk of vehicle/pedestrian accidents is raised when officers are responding suddenly to emergency calls for service. To mitigate this risk, the installation of barrier gates with access control at this site is proposed.

2. CAPITAL PROJECTS TO BE INCLUDED IN HPS's ANNUAL BUDGET SUBMISSION

2024-2026 9MM Conversion (Glock Program) – $183,060 in 2024 ($549,180 total)

The HPS started transitioning from a .40-caliber magazine to a Glock 9mm platform in 2022. The HPS negotiated a total Service conversion, with a rent-to-own, five-year plan at $183,060 per year. 2024 represents the third year of the five-year deployment strategy.

Transitioning to a Glock platform was deemed necessary due to a limited supply of .40 caliber ammunition and that it no longer being manufactured. In addition, transitioning to a Glock platform offers substantial long-term cost savings due to the 9mm ammunition being generally cheaper than .40 caliber.

2024 – Electric Vehicle (EV) Charging Station – Police Stations – $100,000

The Board approved, through the PSB 22-074, the installation of twelve EV charging stations through the cost-sharing contribution agreement with the Natural Resources Canada (NRCan), in accordance with the terms and conditions associated with the Zero

Emission Vehicle Infrastructure Program (ZEVIP). The PSB 22-074 stated that any further site preparation and infrastructure costs over and above the grant contribution will be requested though the HPS annual capital budgets. Final costing has been received, and as such, an additional $100,000 is required for site preparation and infrastructure requirements to complete the work.

2024 – Digital Storage – Investigative Service Division (ISD) – $164,500

The data storage servers are critical core assets for the HPS Tech Crime Unit (TCU). The TCU examines, analyzes and extracts evidence from all devices for the entire Service.

The current servers maintained on premises are either old, approaching maximum storage capacities or both. One server is considered to be “legacy equipment” that is no longer supported by the vendor nor repairable in the event of a failure. Replacement of the legacy equipment and an increase to the total storage capacity is necessary.

The HPS proposed a hybrid on-site/cloud based solution to solve the data evidence storage challenges and minimize the risk of lost evidence data. The HPS was able to secure pricing for a new on-site server with a two-year plan. This resulted in cost savings, an increase in TCU’s data storage capacity by 145% and solved the near-term capacity challenge. 2024 is the final year of the deployment strategy.

3. FUTURE FORECASTED CAPITAL PROJECTS FOR INCLUSION IN COH’s 2024-2033 CAPITAL BUDGET PLAN

2025 – Cooling Tower Replacement – Central Station – $175,000

The Central station cooling tower, which is original to the building, shows signs of aging and deterioration. Based on the 2022 BCA completed by Walter Feddy consultants, the cooling tower has been identified for replacement. The cooling tower provides large scale air-conditioning and ventilation to the Central station. This cooling tower works in tandem with the chiller system where it provides evaporation for the cooling system and the two together create a central cooling for the Central station. If the cooling tower was to breakdown there would be no cooling provided to the occupants during the cooling season.

2025 – Reseal Concrete Floors – Central and Mountain Stations – $105,000

A portion of the service area, at both Central and Mountain stations, and parking garage floor at Central station are finished with sealed concrete. Upon inspection, the finish appeared to be in fair condition with signs of wear and aging. All of these areas experience high foot and machinery traffic and are exposed to chemical agents causing cracking, staining and other damage to the floor which risks shortening the useful life of the floor. The floors need to be resealed in order to maintain their durability and colour while maintaining or extending the life of the floor. If left untreated, loss of sealed surface will increase the likelihood of slips and falls, and prematurely degrade the integrity of the

concrete beneath it. The estimated cost to reseal the concrete floors at the Central station is approximately $90,000 and $15,000 for the Mountain station.

2025 – Carpet Replacement – East End Station – $50,000

The office areas at the East End station are finished with carpeted flooring. Based on the most recent 2022 BCA review, the carpets appear to be in fair condition with some visible signs of wear and tear. The recommendation is to replace these carpets to hard surface in 2025, with an estimated cost of $50,000. Hard surface flooring will extend the life of the floor and it is considered to be more sturdy and durable.

2025 – Marine Vessel – Rigid Hull Inflatable Boat (RHIB) – $350,000

The Marine Unit provides vital support on the waterways within Hamilton Harbour, Lake Ontario, conservation areas and other water ways within the COH. The Marine Unit is responsible for enforcement on the water, search and rescue, criminal investigations and assisting other vessels in distress.

The current RHIB was purchased in 2015. The expected life expectancy for the vessel is about 10 years. The 8 metre RHIB is capable of wading into shallow water to rescue or recover persons, smaller watercraft and vessels. The open platform design provides the ability to easily conduct vessel stops and interact with boaters at a distance. The vessel is equipped with sonar, radar and FLIR in order to fulfil the search and rescue mandate.

The HPS will continue to perform preventative maintenance to extend the life expectancy of the vessel. Once ongoing repairs no longer extend the service life of the vessel a replacement will the required, which is expected to occur in 2025.

2027-2033 – Motor Control Centre – Central and East End Stations – $100,000

The motor control center (MCC), which provides electrical power and control to various pumps and fans on all manner of mechanical equipment, shows signs of wear and aging. This equipment is critical for the mechanical systems and if failure was to occur it could result in significant downtime and loss of control of mechanical equipment. This can also cause heating, cooling and ventilation systems to cease to function causing discomfort to occupants and possible property damage.

The HPS will be required to replace the MCC at both Central and East End stations, at an estimated cost of $50,000 each in 2027 and 2033, respectively.

2027-2029 – Central Air System – Make-Up Air Handling Unit (AHU) – Central and East End Stations – $1,010,000

Make-up air is designed to make up the air in interior space that has been removed due to process exhaust fans. This type of HVAC solution pulls in fresh, tempered air from outside of the building to replace existing air that cannot be recirculated. This not only improves the quality of air within the building, but also protects the health of those inside. The system is comprised of 8 AHU's, 8 supply fans and 8 return fans.

Based on the 2022 BCA, the system appears to be in fair condition with some signs of wear and aging. If the system was to fail, refurbishment would be needed which includes replacement of the AHUs, supply fans and return fans. The replacement will not be required all at once but rather on an as needed basis. The estimated cost per AHU unit is $60,000 and $5,000 per supply/return fan. The HPS will continue to perform regular preventative maintenance to contribute to the longevity of the system.

2027-2032 – Flooring Replacement – Mountain Station – $160,000

Based on the BCA review completed by Walter Feddy in 2022, the rubber and vinyl flooring at the Mountain station will need to be replaced as it shows some visible signs of wear and tear. The rubber flooring is to be replaced in 2027 and vinyl flooring in 2032, at estimated costs of $40,000 and $120,000, respectively.

2028-2031 – Windows Replacements – Police Stations – $600,000

The exterior windows for all the buildings are comprised of aluminum-framed windows which are original to all buildings. Based on the 2022 BCA, the windows are showing normal signs of wear and tear. The HPS will continue to regularly monitor their condition. However, as they approach the end of their useful life expectancy a full window replacement will be required.

The window replacements for the Central and East End stations are anticipated to occur in 2028 at an estimated cost of $300,000 and $100,000, respectively. Window replacements for the Mountain station is anticipated to occur in 2031, at an estimated cost of $200,000.

2029-2033 – Gym Floor Replacements – Central and East End Stations – $187,500

The floor in both gyms, located at the Central and East End stations, is finished with hardwood. Based on the 2022 BCA, the wood appears to be in fair condition overall. The floors do display some scratched and gouged areas which are reflective of gyms being a high-traffic area and their frequent use. The HPS will continue to perform preventative maintenance as required to contribute to their longevity. Even with the proper preventative maintenance, the hardwood floor still has a maximum life expectancy. Over time, floors begin to show their age. The boards may begin to feel soft and bouncy, the wood may fracture and crack in places. The accumulation of these issues create more than just cosmetic concerns, but also could make the use of these facilities dangerous for members.

As such, the gym floor replacements for Central and East End stations are expected to occur in 2029 and 2033 at an estimated cost of $125,000 and $62,500, respectively.

2030 – Building Improvements – Central Station – $360,000

The 2022 BCA review identified the need to replace various components at the Central station. At the time of the inspection, all of the components were deemed to be in good condition with recommendations for replacement by 2030. The recommendations were based on their estimated remaining useful life.

There are approximately 35 painted metal washroom partitions located throughout the Central station that will need to be replaced at an estimated cost of $60,000.

A portion of the third floor walls are finished with wood paneling. These will approximately cost $60,000 to replace.

A portion of the common area floors are finished with either VCT or laminate sheet flooring. A total of $240,000 is estimated for flooring replacement.

2030 – Kitchen Replacement – Mountain Station – $60,000

There are multiple kitchens located throughout the Mountain station that will need refurbishment in the next nine years due to their deteriorating state. The kitchen replacement is inclusive of cabinetry, countertops, refrigerators, sinks, faucets and flooring.

2031 – Curtain Walls – Mountain Station – $210,000

A portion of the exterior walls are cladded with curtain walls. The curtain wall acts as a protective, weatherproof shield that keeps air and water out of the building. Curtain walls are designed to disperse stress from sources such as high winds, improve the overall steadiness of the building and increase energy efficiency. The 2022 BCA review revealed that the curtain wall appeared in good condition, however, a replacement will be needed at the end of its useful life expectancy. The replacement cost is estimated to be $210,000.

2031 – Armoured Vehicle – $530,000

The HPS purchased a Terradyne MPV Armoured Rescue Vehicle (ARV) in 2013. The ARV is designed to provide ballistic protection to police in response to high-risk armed calls for service including hostage or officer rescue. The ARV is deployed by the Emergency Response Unit (ERU) to execute high risk search, arrest warrants or to help resolve armed and barricaded/critical incidents. The ARV allows the ERU to contain armed suspects and move closer to the crisis point safely under the cover of its ballistic protection. ARV's are deployed by police agencies around the world and they have even been used to rescue injured civilians or officers in active shooting situations.

The life expectancy of the vehicle is approximately 15 years depending on use, wear, tear and required maintenance. The HPS will continue to perform routine maintenance to extend the longevity of the current vehicle. Once it is no longer economical to extend the service life of the vehicle through repairs and maintenance, replacement will be required which is estimated at approximately $530,000.

2032-2033 – Interior Lighting Replacements – East End and Mountain Stations – $320,000

Interior lighting, for both the East End and Mountain stations, is provided by bulb and tube fixtures which are either ceiling or wall mounted. As per the 2022 BCA review, the HPS plans to replace the current interior lighting at the end of their useful life expectancy with LED bulbs or fixtures, at an estimated cost of $160,000 per station. Upgrade to LED

lighting is highly energy-efficient, has longer running hours and lifespan and it also saves on maintenance cost over time.

2033 – Building Improvements – Mountain Station – $323,000

The 2022 BCA review identified the need to replace various components at the Mountain station. The BCA review recommended that all of these be replaced by 2033, which is based on their remaining useful life.

Aluminum lockers, approximately 206, at an estimated cost of $103,000.

Approximately 70 hollow-metal and solid wood interior doors, with or without inset glazing, will need to be replaced at an estimated cost of $100,000.

The BCA report also identified the need for a replacement of the heating water boiler, at an estimated cost of $100,000.

2033 – Marine Vessel – Interceptor – $1,000,000

The COH has a number of conservation areas with bodies of water, with some being used in winter months. The Marine Unit is responsible for all bodies of water within COH. The necessity to respond rapidly and appropriately is required.

The current Interceptor vessel was purchased in 2019. The 12 meter Interceptor provides a closed cabin configuration that allows for operations in inclement weather and provides the ability to operate later in the season. The larger deck provides space to evacuate more people from a vessel in distress and provides a safe platform for search and rescue technicians to be dropped in and recovered by helicopter. The cabin provides the essential space and radio communications to act as a command post for Marine critical incidents. The vessel is equipped with sonar, radar and FLIR in order to fulfill the search and rescue mandate, and conduct the duties safely, efficiently and effectively.

The HPS continues to perform preventative maintenance to extend the life expectancy of the vessel. Once ongoing repairs are no longer extending the service life of the vessel a replacement will be required, which currently is expected to occur in 2034.

ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED:

Appendix “A” – 2024-2033 Hamilton Police Service 10-Year Capital Plan

FB/S.Dzaferi

c: Ryan Diodati, Deputy Chief – Operations
Paul Hamilton, Deputy Chief – Support
Sanela Dzaferi, Director – Finance

Hamilton Police Service
10 Year Capital Plan 2024-2033

Appendix A to Report 23-083

Item / Description	Division	Pre - 2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
1) CAPITAL PROJECTS FOR CONSIDERATION BY THE COH FOR FUNDING												
Roof Replacement	Station 10 - Central	$ 680,000	$ 525,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Roof Replacement	Station 30 - Mountain	-	2,300,000	-	-	-	-	-	-	-	-	-
Parking Lot	Station 30 - Mountain	-	500,000	-	-	-	-	-	-	-	-	-
Parking Lot	Station 10 - Central	-	-	-	300,000	-	-	-	-	-	-	-
Standby Generator Diesel Fuel System Upgrade	Station 10 - Central	-	300,000	-	-	-	-	-	-	-	-	-
Personal Issued Portable Radio Replacement	Service-Wide	4,120,000	1,400,000	-	-	-	-	-	-	-	-	-
Prisoner Escort Vehicles	Court Security	160,000	190,000	-	-	-	-	-	-	-	-	-
CSPA Active Attacker Equipment - Legislative Requirement												
Hard Body Armours	Service-Wide	-	1,050,000	-	-	-	-	-	-	-	-	-
Carbines	Service-Wide	-	709,000	-	-	-	-	-	-	-	-	-
Breaching Tool Packs	Service-Wide	-	118,000	-	-	-	-	-	-	-	-	-
Chiller Overhaul	Station 10 - Central	-	80,000	-	-	-	-	-	-	-	-	-
Structural Wall Waterproofing	Station 10 - Central	-	60,000	-	-	-	-	-	-	-	-	-
Barrier Gates With Access Control	Station 30 - Mountain	-	140,000	-	-	-	-	-	-	-	-	-
		4,960,000	7,372,000	-	300,000	-	-	-	-	-	-	-
2) CAPITAL PROJECTS TO BE INCLUDED IN HPS's ANNUAL BUDGET SUBMISSION												
9MM Conversion (Glock Program)	Service-Wide	366,120	183,060	183,060	183,060	-	-	-	-	-	-	-
EV Charging Station	Station 10, 20 & ISD	-	100,000	-	-	-	-	-	-	-	-	-
Digital Storage	ISD	-	164,500	-	-	-	-	-	-	-	-	-
		366,120	447,560	183,060	183,060	-	-	-	-	-	-	-
3) FUTURE FORECASTED CAPITAL PROJECTS FOR INCLUSION IN COH's 2024-2033 CAPITAL BUDGET PLAN												
Cooling Tower Replacement	Station 10 - Central	-	-	175,000	-	-	-	-	-	-	-	-
Reseal Concrete Floors	Station 10 & 30	-	-	105,000	-	-	-	-	-	-	-	-
Carpet Replacement	Station 20 - East End	-	-	50,000	-	-	-	-	-	-	-	-
Marine Vessel - Rigid Hull Inflatable Boat	Marine	-	-	350,000	-	-	-	-	-	-	-	-
Motor Control Centre	Station 10 & 20	-	-	-	-	50,000	-	-	-	-	-	50,000
Central Air System - Make-Up Air Handling Unit (AHU)	Station 10 & 20	-	-	-	-	1,010,000	-	-	-	-	-	-
Flooring Replacement	Station 30 - Mountain	-	-	-	-	40,000	-	-	-	-	120,000	-
Windows Replacements	Station 10, 20 & 30	-	-	-	-	-	400,000	-	-	200,000	-	-
Gym Floor Replacements	Station 10 & 20	-	-	-	-	-	-	125,000	-	-	-	62,500
Building Improvements	Station 10 - Central	-	-	-	-	-	-	-	360,000	-	-	-
Kitchen Replacement	Station 30 - Mountain	-	-	-	-	-	-	-	60,000	-	-	-
Curtain Walls	Station 30 - Mountain	-	-	-	-	-	-	-	-	210,000	-	-
Armoured Vehicle	Fleet	-	-	-	-	-	-	-	-	530,000	-	-
Interior Lighting Replacements	Station 20 & 30	-	-	-	-	-	-	-	-	-	160,000	160,000
Building Improvements	Station 30 - Mountain	-	-	-	-	-	-	-	-	-	-	323,000
Marine Vessel - Interceptor	Marine	-	-	-	-	-	-	-	-	-	-	1,000,000
		-	-	680,000	-	1,100,000	400,000	125,000	420,000	940,000	280,000	1,595,500
TOTAL		**$ 5,326,120**	**$ 7,819,560**	**$ 863,060**	**$ 483,060**	**$ 1,100,000**	**$ 400,000**	**$ 125,000**	**$ 420,000**	**$ 940,000**	**$ 280,000**	**$ 1,595,500**

2024
BUDGET

HAMILTON POLICE SERVICE
Together. Stronger. Safer.

ANNUAL BUDGET PROCESS

HAMILTON POLICE SERVICE BOARD BUDGET COMMITTEE

PUBLIC SESSION

HAMILTON POLICE SERVICE BOARD

PUBLIC SESSION

HAMILTON CITY COUNCIL

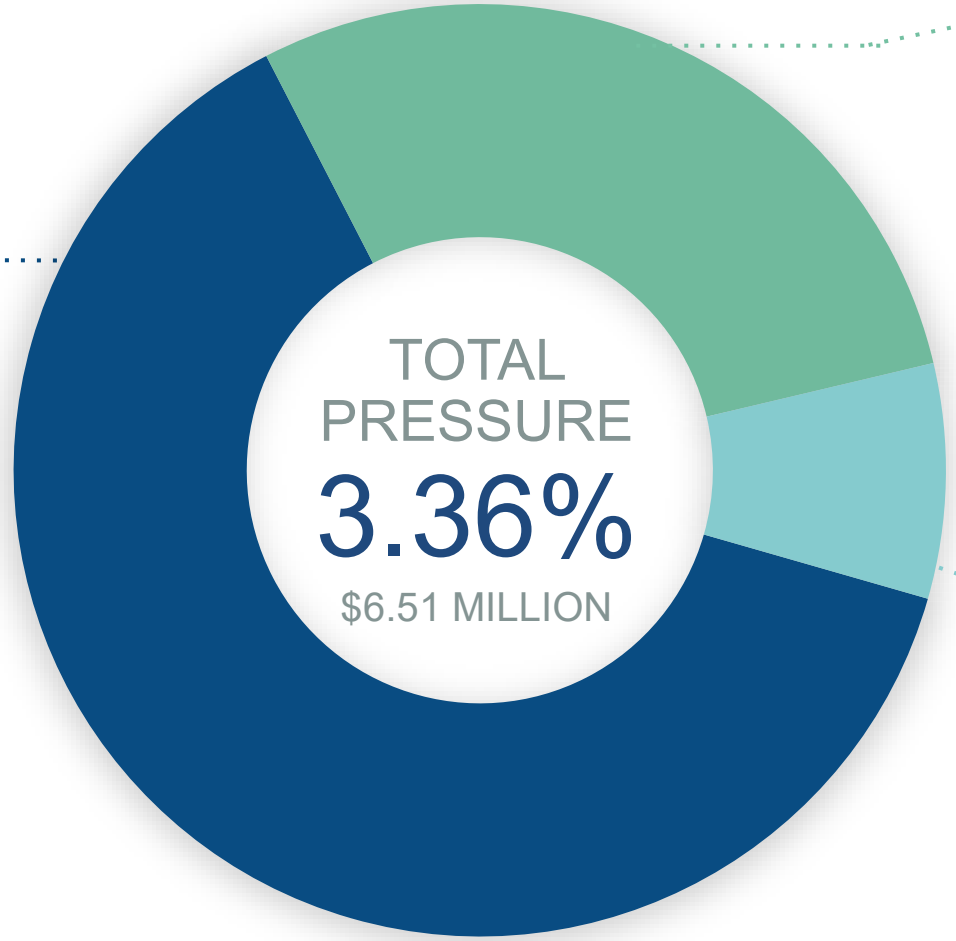
2023-2026 STRATEGIC PRIORITIES

- Community Safety
- Collaborative Engagement
- Culture and Capacity
- Core Assets
- Trusting Change

2024 PSA SECTION 4(3)

Capital Items
2.12%

$4.10 MILLION



$1.88 MILLION

Legislative Requirements
0.97%

$0.53 MILLION

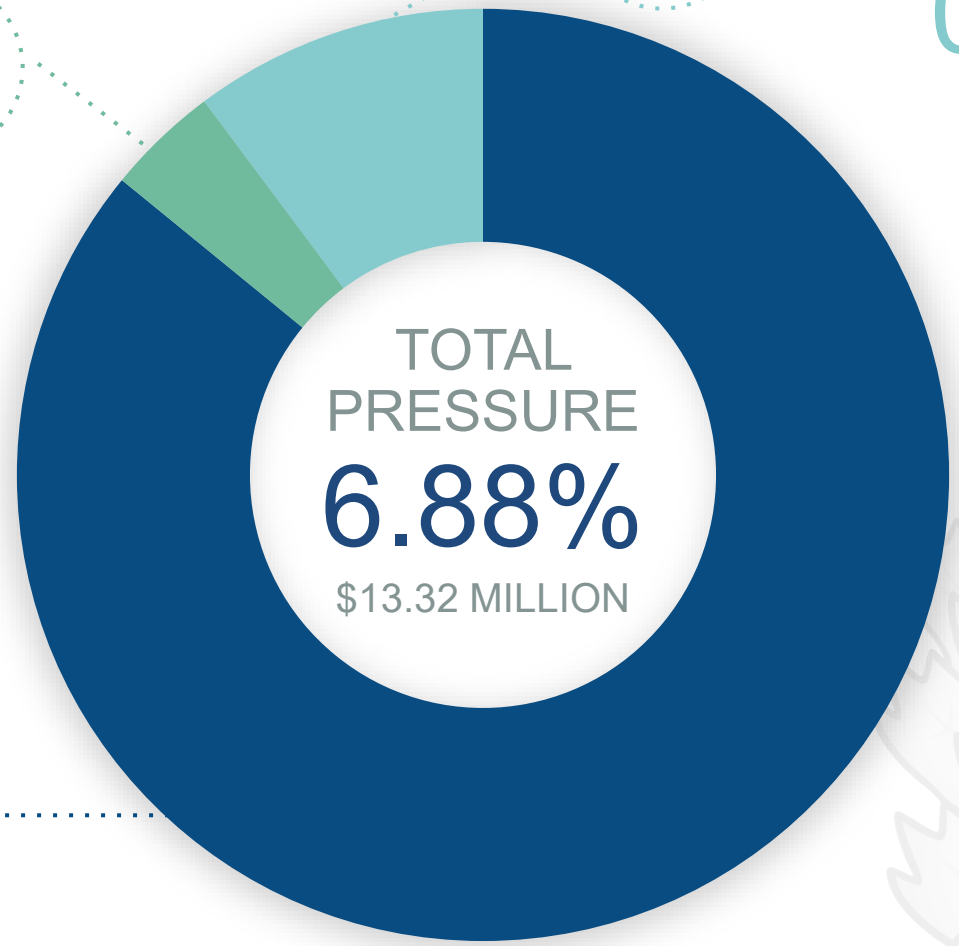
COH Insurance Cost Allocation
0.27%

*Anomalies due to rounding

2024 BUDGET PRESSURES

New Pressures
0.70%
$1.36 MILLION

Growth Related
0.27%
$0.52 MILLION



Base Budget
5.92%
$11.45 MILLION

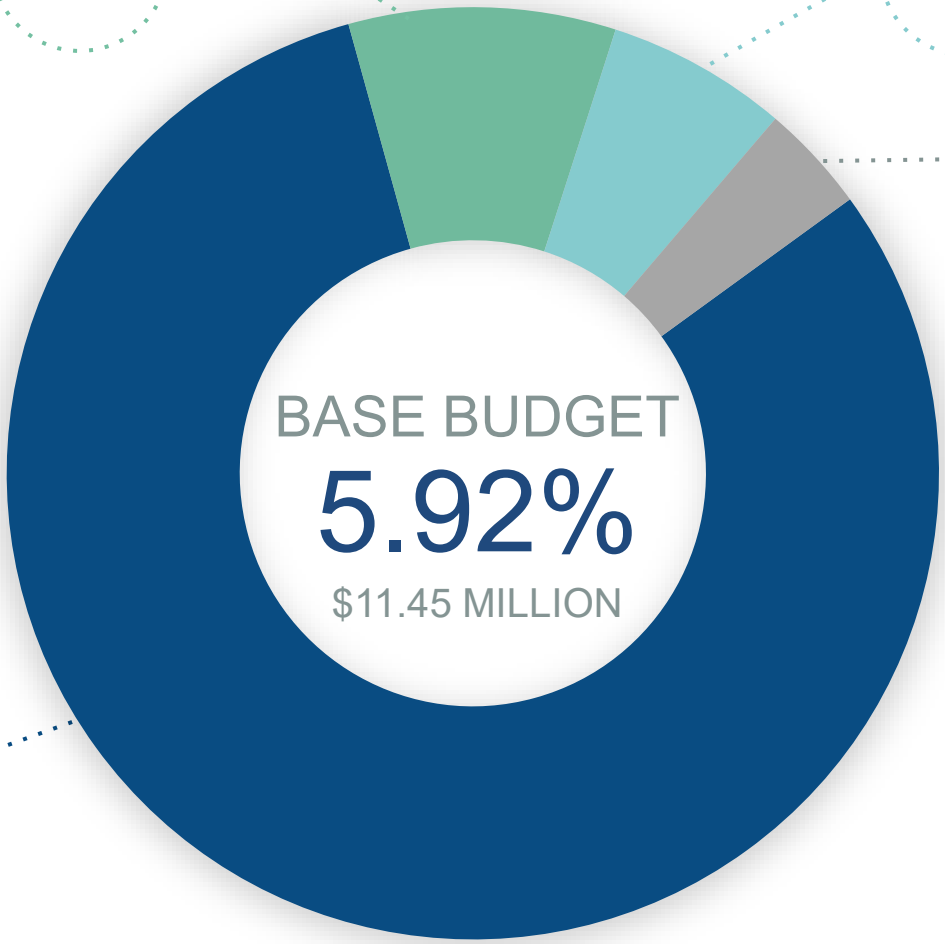
*Anomalies due to rounding

2024 BUDGET PRESSURES

WSIB Pressure
0.55%
$1.06 MILLION

Technology Requirement
(Board Pre-Approved)
0.37%
$0.72 MILLION

$0.43 MILLION
Maintenance
0.22%



Sustaining Core Services
(Human Resource Costs)
4.77%
$9.24 MILLION

**Anomalies due to rounding*

Policing Hamilton at a Glance

POLICING OUR COMMUNITY

Authorized Strength

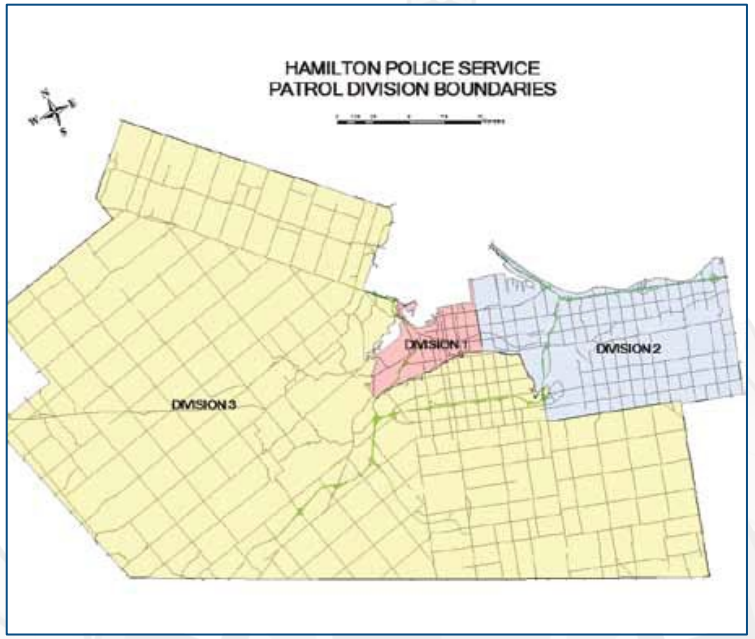
868 Sworn

349 Civilian Positions

Population **592,000**

Households **245,175**

Area **112,710** hectares



Source (City Demographics): Municipal Financial Information Report (FIR 2022)
Source (Authorized Strength): Internal numbers

PUBLIC SAFETY ACCESS POINT (PSAP)

POLICE

Total Calls Received*

453,592

16.8%
INCREASE OVER 5 YEARS

264,185 911 Calls Received

28.9% INCREASE OVER 5 YEARS

189,407 Non Emergency Calls Received

3.3% INCREASE OVER 5 YEARS

Dispatched for Service (HPS)

94,872

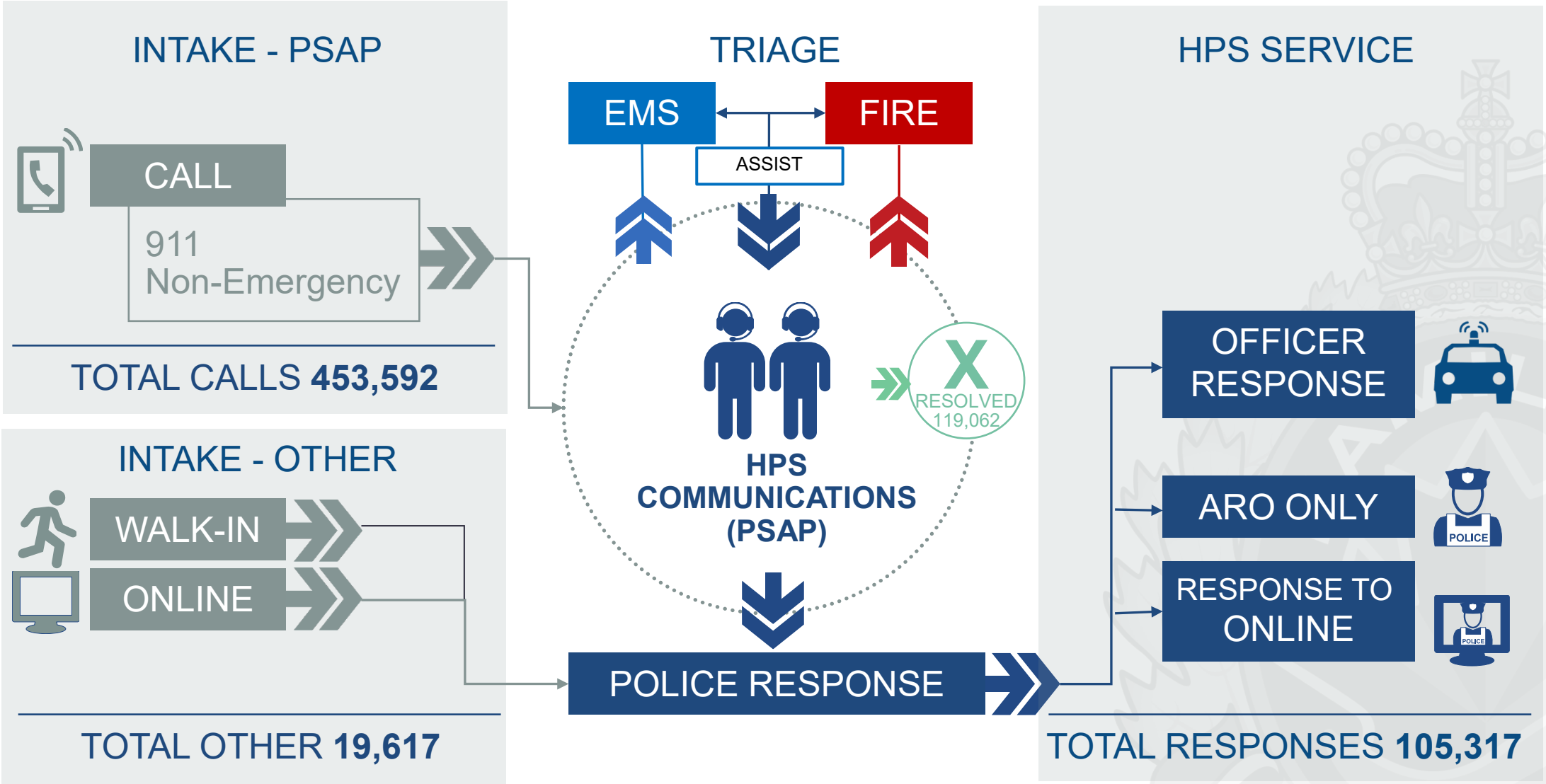
-8.0%
DECREASE OVER 5 YEARS

*2023 PSAP calls includes police, fire and ambulance

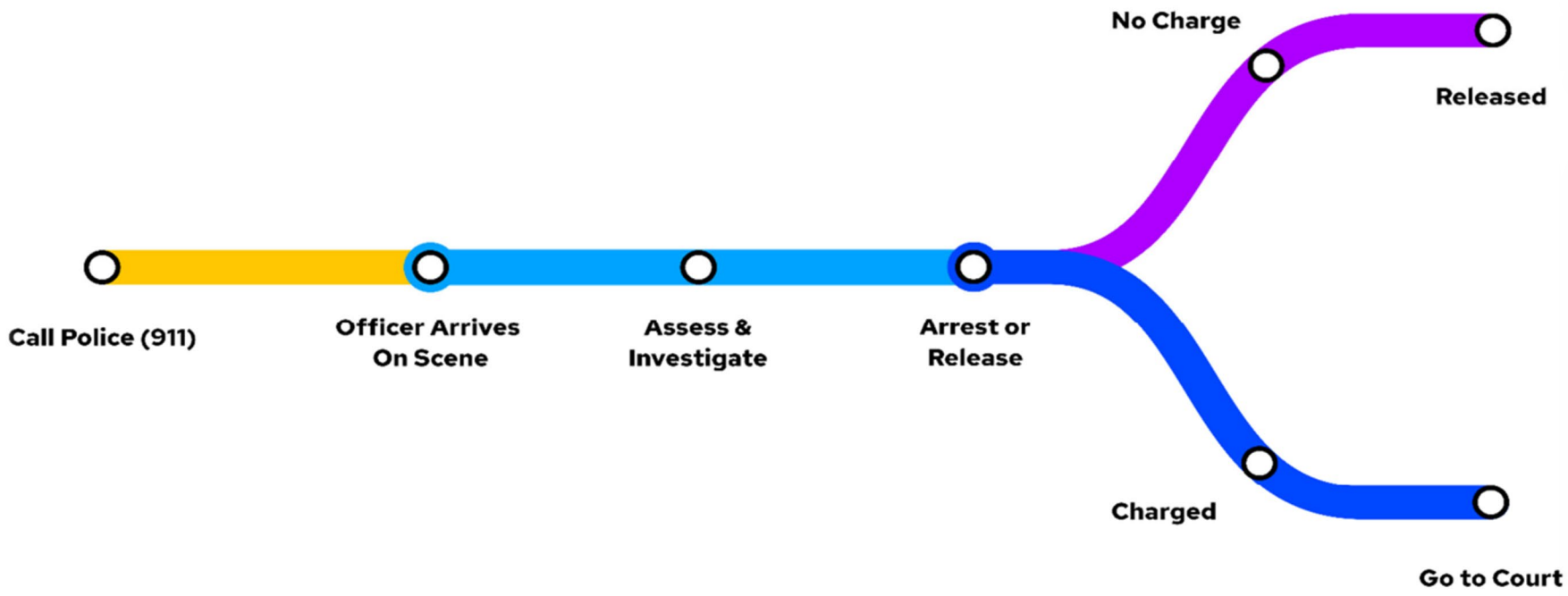
DISPATCH TIMES

	Priority 0	Priority 1	Priority 2	Priority 3	Priority 4
	HIGHEST PRIORITY	IN PROGRESS EVENTS	JUST OCCURED EVENTS	REPORT EVENTS	REPORT EVENTS
	▪ Immediate Response Required	▪ Domestic ▪ Suicide / Person in Crisis ▪ Disturbance on Premise	▪ Suspicious Activity ▪ Driving Complaints ▪ Disturbance on Premise	▪ Trespassing ▪ Residence / Compassion ▪ Disorderly	▪ Noise Complaints ▪ Break and Enter Report ▪ Neighbour Trouble
Dispatch Time:	00:01:03 FROM 2022	00:02:58 FROM 2022	00:13:12 FROM 2022	01:41:05 FROM 2022	02:08:42 FROM 2022
	Target: 30 sec	Target: 3 min	Target: 15 min	Target: 60 min	Target: 180 min

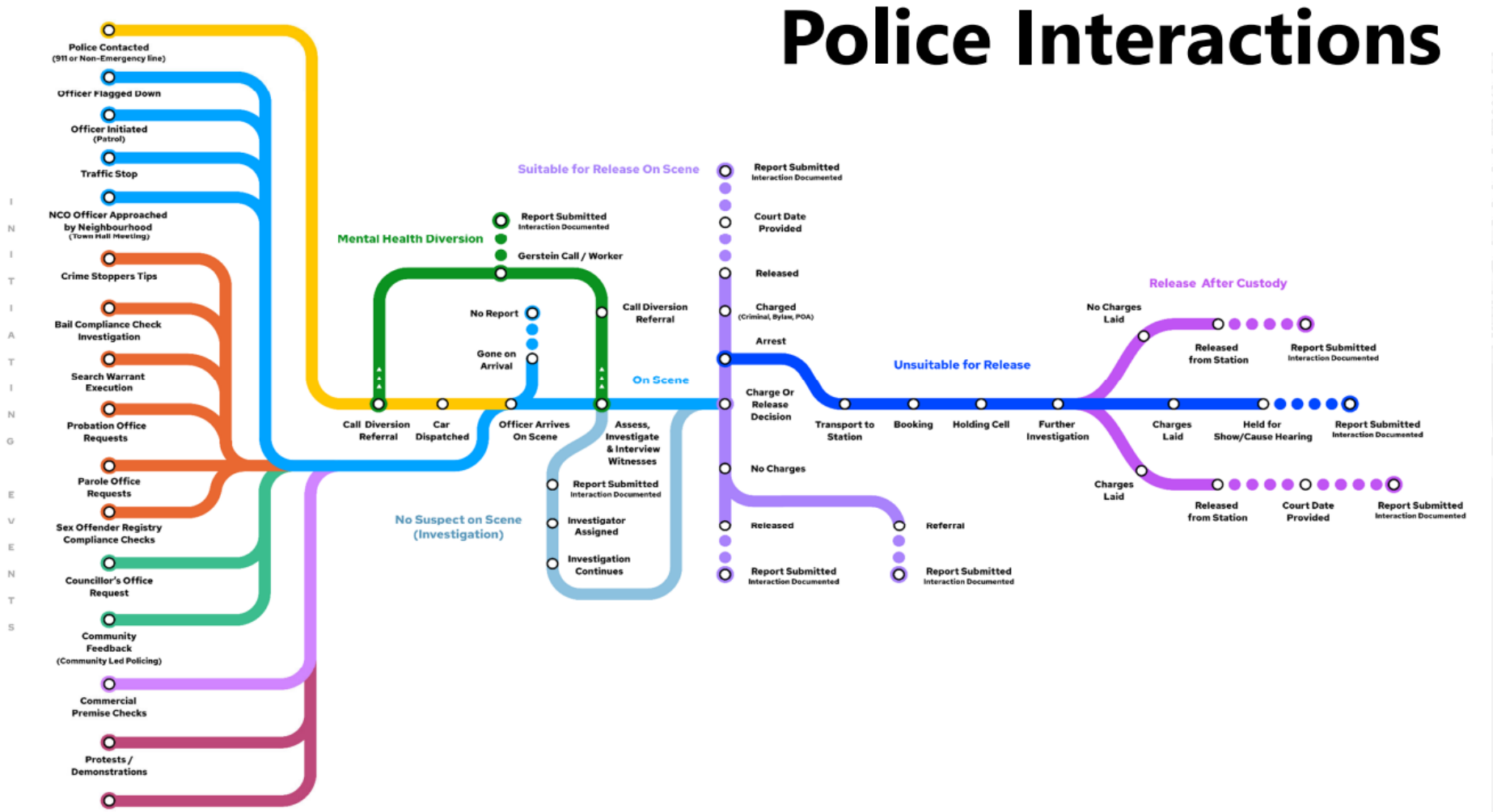
CALL INTAKE


INTAKE - PSAP
CALL
911
Non-Emergency
TOTAL CALLS 453,592
INTAKE - OTHER
WALK-IN
ONLINE
TOTAL OTHER 19,617
TRIAGE
EMS
FIRE
ASSIST
HPS COMMUNICATIONS (PSAP)
RESOLVED 119,062
POLICE RESPONSE
HPS SERVICE
OFFICER RESPONSE
87,406
ARO ONLY
7,466
RESPONSE TO ONLINE
10,445
TOTAL RESPONSES 105,317

HOW POLICING IS THOUGHT OF



POLICING COMPLEXITY



COMPLEXITY OF A 'CALL'

TOTAL: 65

PATROL: 51
CRIMINAL INVESTIGATION DIVISION: 4
SPECIAL CONSTABLES: 5
FORENSICS ASSISTANT: 1
FORENSICS SPECIAL CONSTABLES: 2
DUTY OFFICER: 1
EXPLOSIVE DISPOSAL UNIT: 1

DAY 1

Call comes in for reports of a subject with a gunshot wound at a local hospital

- Officers guard victim at hospital
- Officers attend subject's address believed to be scene

DAY 2

Police investigate subject's residence* and find evidence.

DAY 3

Search warrant executed at subject's business*

- Search warrant executed at subject's residence with Explosive Disposal Unit
- Search warrant executed on two cars

DAY 4

Officers continue to guard subject at hospital

DAY 5

Retrieve video from an address near subject's business

DAY 6

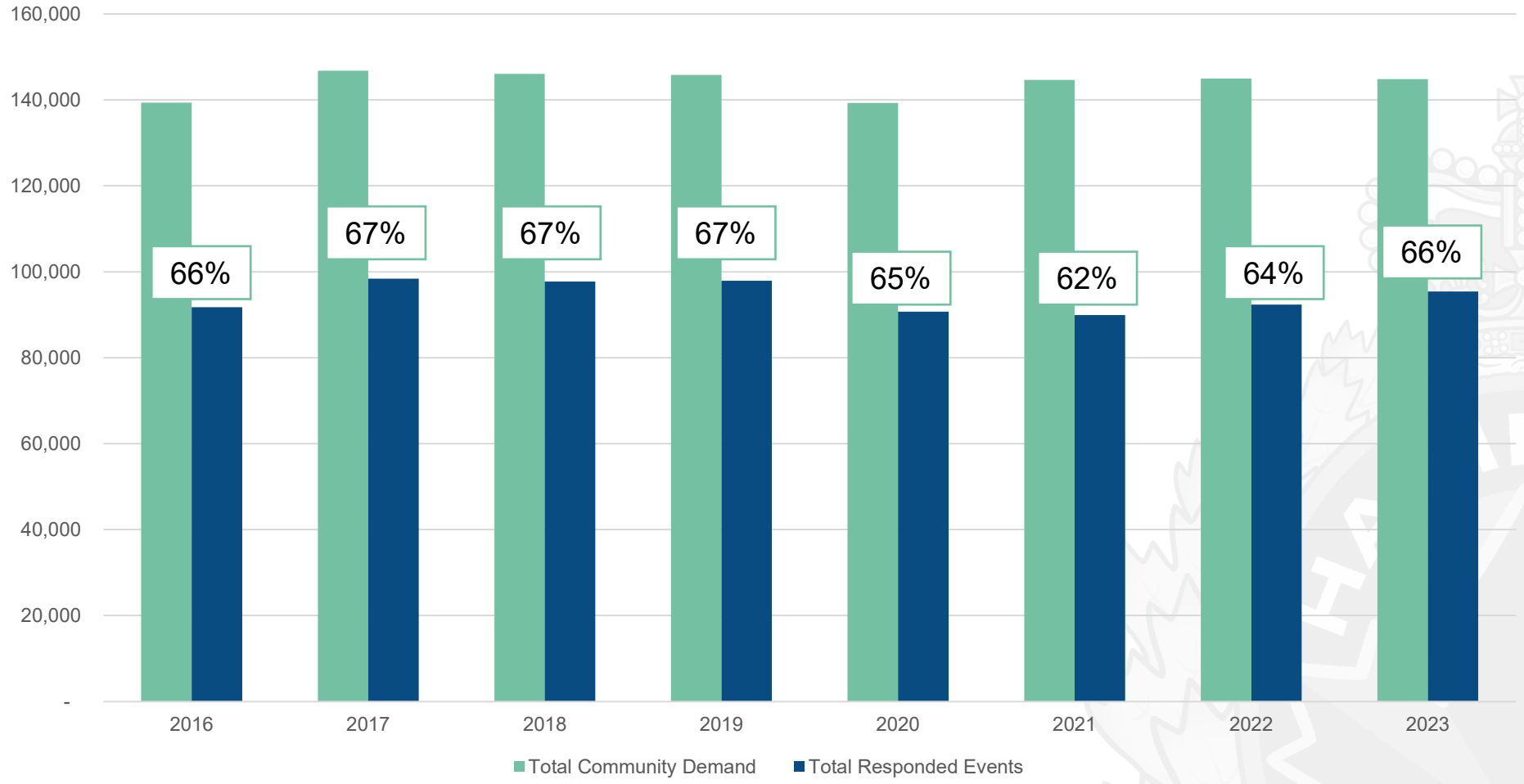
Review video and arrest subject

DAY 7

Remove property from subject's residence

*Officers required to hold scenes for the duration of the investigation

TOTAL COMMUNITY DEMAND



Total Community Demand = CAD Events Created (excl. advised events, interagency not requiring HPS, and admin codes) + Online Reports
Total Responded Events = HPS Call for Service 2023 Definition + Online Reports

MOST FREQUENT CALL TYPES

Ambulance Assist
1.8%
2023
5,546

Break & Enters
1.1%
2023
2.489

Motor Vehicle Collisions
9.9%
2023
4,416

Partner/Family Violence
4.0%
2023
9,459

Person In Crisis
23.0%
2023
3,329

Road Safety
11.3%
2023
2,703

Suspicious Activity
8.9%
2023
9,513

Trespassing
8.5%
2023
7,090

FRONTLINE REALITIES

11 — 120% 2023
Homicide Victims

35 — 22.2% 2023
Shooting Occurrences

24 — 41.2% 2023
Shooting Victims

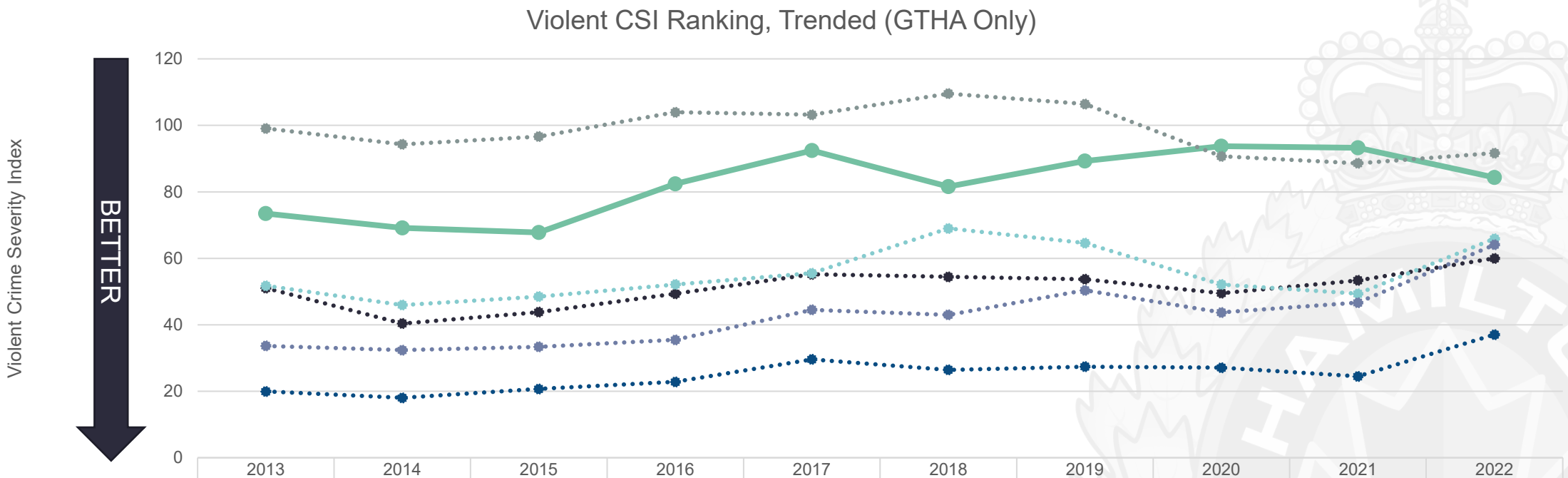
273 — 46.5% 2023
Guns Seized

15 — 37.5% 2023
MVC Fatal Victims

93 — 43.1% 2023
Hate Crime Victims

1,455 — 9.7% 2023
Auto Thefts

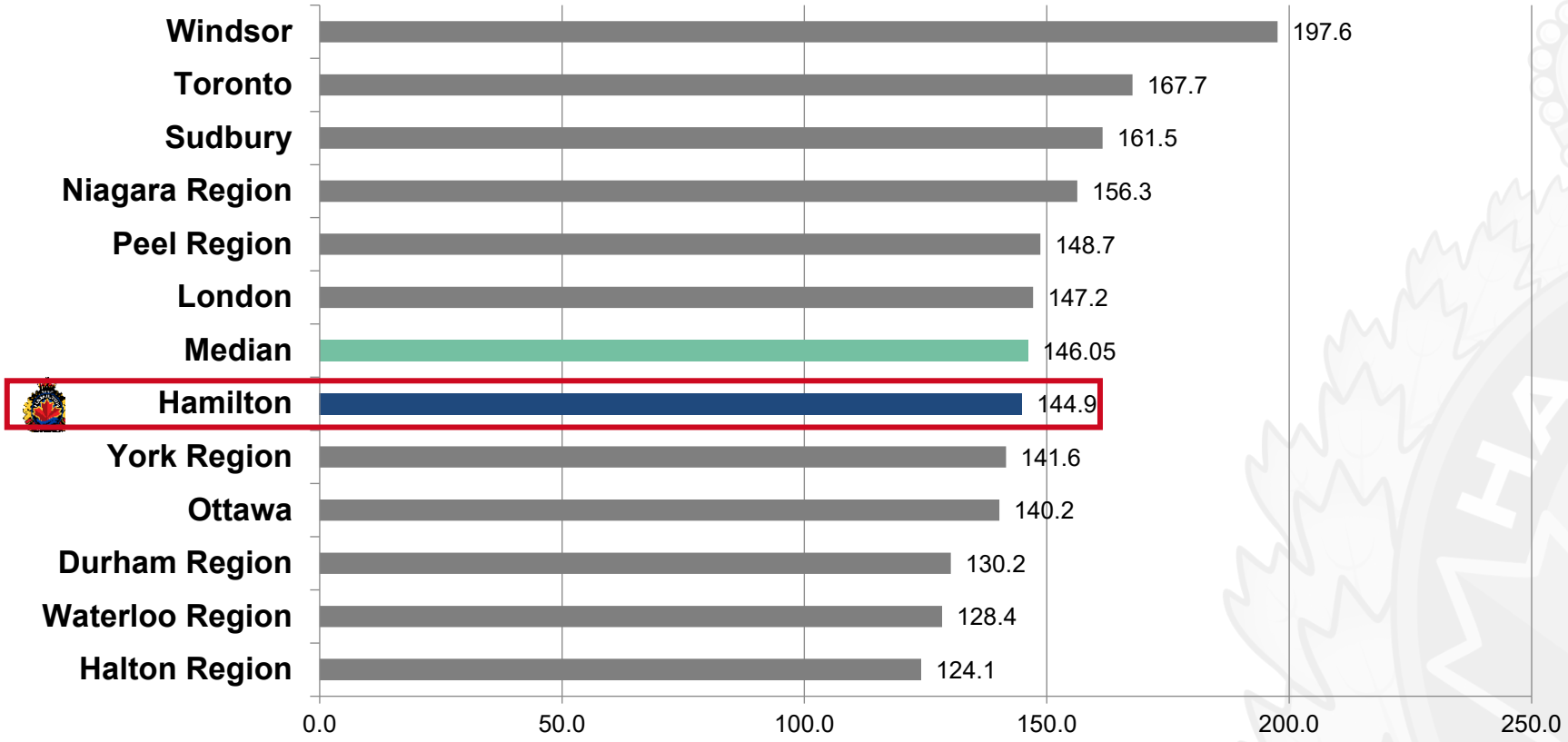
INVESTMENT IN POLICING AND IMPACT ON CRIME RATE



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Durham Region	51.08	40.39	43.84	49.34	55.18	54.45	53.7	49.54	53.36	60.01
Halton Region	19.97	18.04	20.71	22.85	29.63	26.46	27.41	27.09	24.5	37.05
Hamilton	73.48	69.17	67.77	82.37	92.4	81.55	89.28	93.71	93.23	84.31
Peel Region	51.76	45.97	48.49	52.14	55.52	68.98	64.59	52.14	49.37	65.92
Toronto	99.09	94.31	96.62	103.94	103.19	109.55	106.43	90.7	88.6	91.66
York Region	33.67	32.41	33.38	35.47	44.51	43	50.39	43.73	46.68	64.08

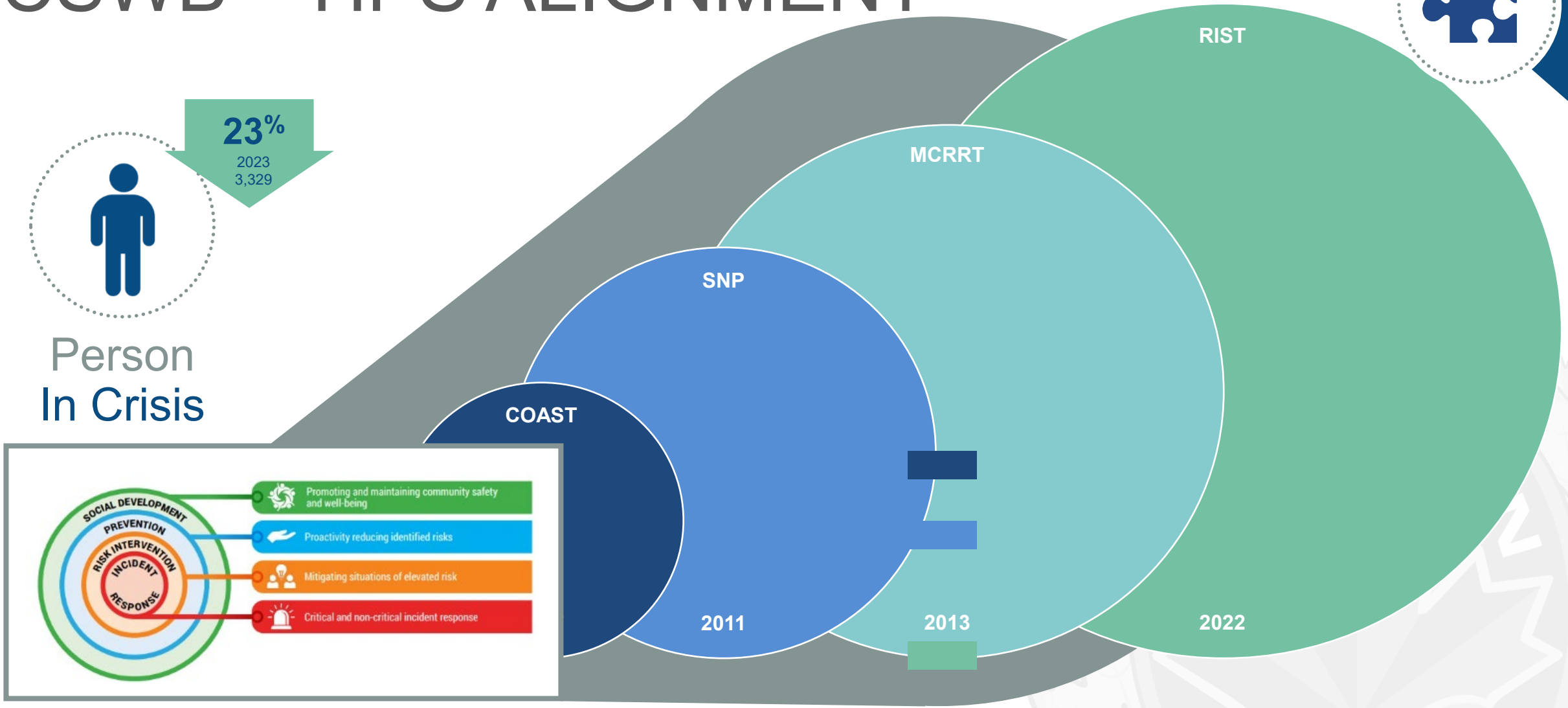
BENCHMARKING – BIG 12

Officers per 100,000 Population



Source: Stats Canada 35-10-0077-01 & Municipal Financial Information Report (FIR 2022)

CSWB – HPS ALIGNMENT



CSWB = Community Safety and Well-being Plan

WORKLOAD EFFICIENCIES

Officer Hours Saved:

5,609 hrs (ARO Diversions)
+ 1,519 hrs (Noise Complaints)
+ 7,008 hrs (Online Reports)
+ 808 hrs (CRC Reporting)

14,944 hours

=

Full Time Employee Savings:

14,944 hours
÷ 1,456 FTE hours per year

10.2 FTE

2024 BUDGET PRESSURES

Sustaining Core Services

- Represents human resource costs

Legislative Requirements

- New regulations from the Community Safety and Policing Act
- NG911

WSIB Pressure

- Higher WSIB costs due to legislation

Technology Requirements

- DEMS
- Software Licenses
- Connected Officer

2024 BUDGET PRESSURES

Supporting the Strategic Plan

- Costs and resources for moving the 2023-2026 Strategic Plan forward

Community Safety
Crime Analyst Supervisor

Collaborative Engagement
Corporate Communications Coordinator

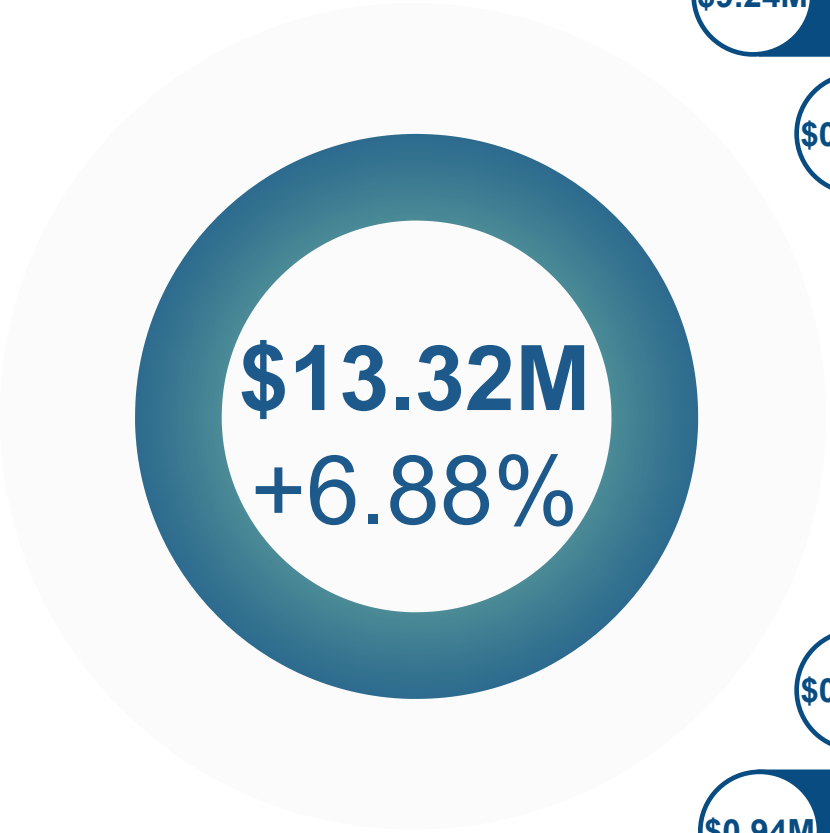
Culture and Capacity
Organizational Development Specialist
Recruitment & Outreach Specialist
Special Constable

Core Assets
Automotive Technician/Upfitter
Court Document Clerks
Financial Analyst
Niche Trainer

Inquest Recommendation

- Missing Person Unit to fulfill recommendations from the *Missing and Missed* Gloria Epstein inquiry and Devon Freeman inquest.
  - 2 Detective Constables & 1 Civilian Support Worker

BUDGET ASK

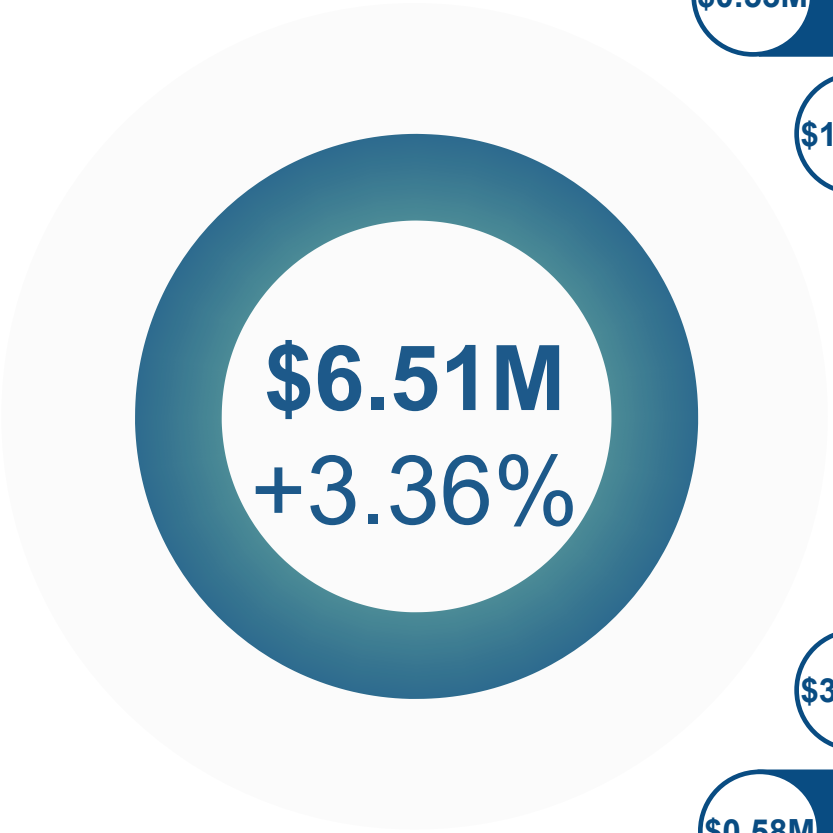


- $9.24M Sustaining Core Services
- $0.44M Legislative Requirements
- $1.06M WSIB Pressure
- $0.96M Technology Requirements
- $0.54M Supporting the Strategic Plan
- $0.14M Inquest Recommendations
- $0.94M Other

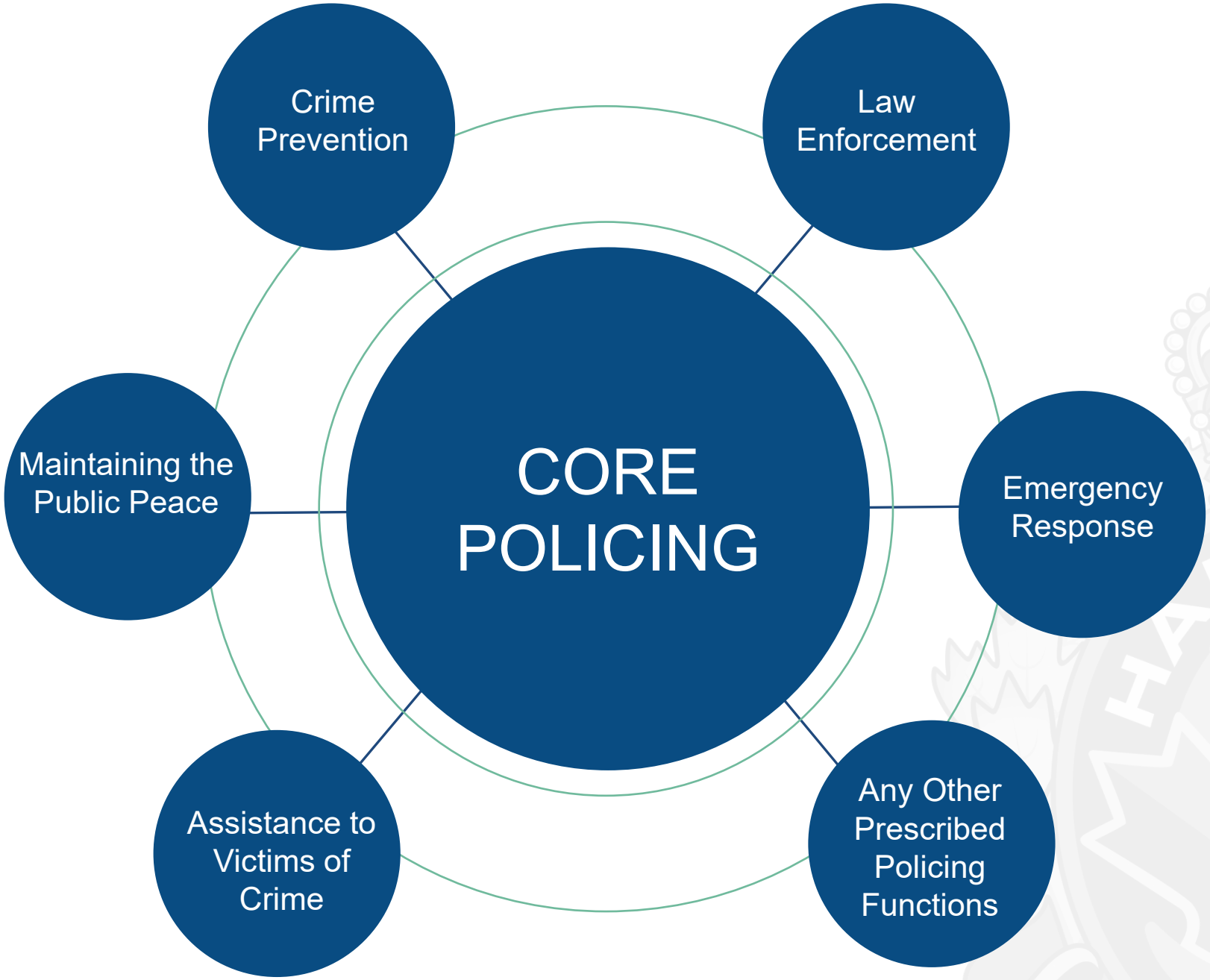
PSA SECTION 4(3)

Section 4(3) states that the municipality has the legislative responsibility for providing all the infrastructure and administration necessary, including vehicles, boats, equipment, communications devices, buildings and supplies.

PSA SECTION 4(3) ITEMS



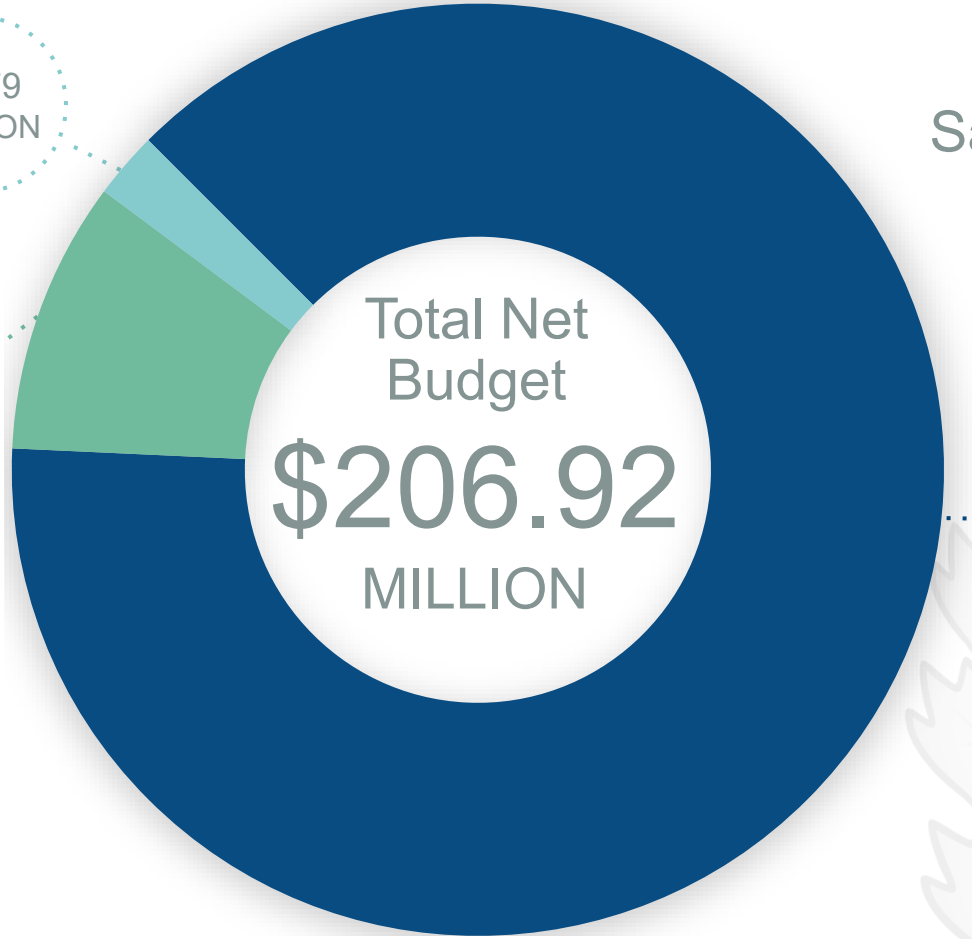
- $0.53M COH Insurance Cost Allocation
- $1.05M Hard Body Armour
- $0.71M Carbines
- $0.12M Breaching Tool Packs
- $0.19M Prisoner Escort Vehicle
- $3.33M Roof and Parking Lot Replacements
- $0.58M Other Capital Items


CORE POLICING
Crime Prevention
Law Enforcement
Maintaining the Public Peace
Emergency Response
Assistance to Victims of Crime
Any Other Prescribed Policing Functions

2024 BUDGET

Capital Expenditure
2.31%

$4.79 MILLION



Salary/Wages/Benefits
88.23%

$182.56 MILLION

$19.57 MILLION

Operating Expenditure
9.46%

*Anomalies due to rounding

RECOMMENDATION

City of Hamilton approve the 2024 HPS Budget

6.88%

Conservation Halton
2024 Budget

Budget Summary	2024 Budget	2023 Budget	Increase / (Decrease)
Revenue			
Program Revenue	$ 20,687,260	$ 18,713,896	$ 1,973,365
Municipal Funding	11,774,197	11,298,835	475,362
Grants, Other Funding & Other Municipal Funding	9,487,756	6,244,081	3,243,675
Internal Chargeback Recoveries	3,342,554	3,022,997	319,557
Transfers from Reserves	3,977,827	2,411,299	1,566,528
Provincial Funding	920,820	810,438	110,382
Total Revenue	**$ 50,190,414**	**$ 42,501,546**	**$ 7,688,868**
Expenses			
Corporate Administration & Operations	$ 7,084,698	$ 6,968,715	$ 115,983
Natural Hazards & Watershed Management	7,465,809	6,127,595	1,338,214
Permitting & Planning	5,117,089	5,322,854	(205,765)
Conservation Lands			
Land Management	1,988,579	2,128,364	(139,785)
Parks & Recreation	16,360,173	15,207,419	1,152,754
Debt Financing	631,576	580,126	51,450
Transfers to Reserves	1,898,763	992,337	906,426
Capital	9,643,727	5,174,136	4,469,591
Total Expenses	**$ 50,190,414**	**$ 42,501,546**	**$ 7,688,868**
Total Budget Surplus	$ -	$ -	$ -

Conservation Halton Programs & Services Inventory (Financial Summary)
Budget 2024

	Key Service Areas	Total Expenses ($)	Program Revenue	Provincial Funding	Other	Internal Chargeback Recoveries	Reserve Funding	Municipal Funding	Total Revenues ($)	Comments
CAT 1	Natural Hazards & Watershed Management	8,713,526	1%	9%	34%	10%	6%	40%	100%	
	Permitting & Planning	5,766,089	56%	0%	21%	1%	0%	23%	100%	Flood Plain Mapping funding $649,000 included in "Other" (special funding arrangement)
	Conservation Lands - Forestry & Land Management	3,611,008	3%	3%	36%	12%	5%	41%	100%	Emerald Ash Borer $834,000 funding included in "Other" (special funding arrangement)
	Conservation Lands - Parks & Recreation	1,407,240	100%	0%	0%	0%	0%	0%	100%	
	Corporate Administration & Operations	9,368,619	2%	0%	17%	17%	11%	53%	100%	
	Total Category 1	**28,866,482**	**5,251,686**	**920,820**	**6,681,686**	**2,968,603**	**1,740,872**	**11,302,815**	**28,866,482**	
CAT 2	Natural Hazards & Watershed Management	105,326	1%	0%	0%	3%	0%	96%	100%	
	Conservation Lands - Education & Awareness	1,976,601	76%	0%	4%	0%	1%	19%	100%	
	Total Category 2	**2,081,927**	**1,139,354**	**-**	**85,000**	**3,003**	**383,188**	**471,382**	**2,081,927**	
CAT 3	Natural Hazards & Watershed Management	430,233	0%	0%	100%	0%	0%	0%	100%	
	Conservation Lands - Forestry & Land Management	3,933,310	0%	0%	90%	5%	5%	0%	100%	Includes CRL Boardwalk and other DCR costs
	Conservation Lands - Parks & Recreation	14,655,461	78%	0%	0%	0%	22%	0%	100%	
	Corporate Administration & Operations	223,000	0%	0%	0%	100%	0%	0%	100%	
	Total Category 3	**19,242,005**	**14,296,220**	**-**	**2,721,070**	**370,948**	**1,853,767**	**-**	**19,242,005**	
	Total Programs and Services	**50,190,414**	**20,687,260**	**920,820**	**9,487,756**	**3,342,554**	**3,977,827**	**11,774,197**	**50,190,414**	

Deliverables to be completed by December 31, 2024:**

- Watershed-based Resource Management Strategy, Operational & Asset Management Plans for Natural Hazard Infrastructure***, Ice Management Plan, Conservation Area Strategy, & Land Inventory

***CH Asset Management (AM) Plan completed through a phased approach 2017-2020; Dams & Channels AM plan updated June 2022

Corporate Administration & Operations:

Corporate Administration & Operations program expenses have been categorized for the most part to Category 1 and are funded municipally and/or by other self generated revenues for costs allocated to programs.

Costs are assessed to specific programs for time spent by staff and funded through internal chargeback recoveries, primarily for Conservation Lands & Recreation active recreation programs and are funded by self generated program fees.

2024 P&S Inventory Summary:

58% of the 2024 budget is Category 1 P&S
96% of the 2024 base municipal levy is allocated to Category 1 P&S
61% of Category 1 P&S in the 2024 budget are funded by self generated revenue, grants, internal chargeback recoveries and reserves

Conservation Halton

Municipal Funding	2024 Budget	2024 Municipal Funding	2023 Municipal Funding	Increase / (Decrease) $	Increase / (Decrease) %
Operating	$ 39,947,087	$ 11,029,597	$ 10,376,835	$ 652,762	6.3%
Capital	9,643,727	145,000	382,000	(237,000)	(62.0%)
Subtotal	49,590,814	11,174,597	10,758,835	415,762	3.9%
Add: State of Good Repair (SOGR) Levy - Dams & Channels, Buildings	599,600	599,600	540,000	59,600	11.0%
Total Municipal Funding (Apport	**$ 50,190,414**	**$ 11,774,197**	**$ 11,298,835**	**$ 475,362**	**4.2%**

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

*MCVA = Modified Current Value Assessment

Conservation Halton

	Municipality and MCVA Apportionment				
	Halton Region	City of Hamilton	Peel Region	Township of Puslinch	Total
Municipal Funding by CA Act Category	**87.9309%**	**7.2191%**	**4.6278%**	**0.2222%**	**100.0000%**
1	$ 9,938,667	$ 815,961	$ 523,072	$ 25,115	$ 11,302,815
2	$ 414,491	$ 34,030	$ 21,814	$ 1,047	$ 471,382
3	$ -	$ -	$ -	$ -	$ -
Total Municipal Funding by CA Act Category	**$ 10,353,158**	**$ 849,991**	**$ 544,886**	**$ 26,162**	**$ 11,774,197**

Conservation Halton
2024 Budget Municipal Funding Forecast

	BUDGET			
Municipal Funding	**2024**	**2025**	**2026**	**2027**
Operating	$ 11,029,597	$ 11,381,110	$ 11,824,941	$ 12,095,673
Capital	$ 145,000	$ 252,000	$ 252,000	$ 459,000
Municipal Funding - Total excluding SOGR Levy	$ 11,174,597	$ 11,633,110	$ 12,076,941	$ 12,554,673
State of Good Repair (SOGR) Levy	$ 599,600	$ 667,000	$ 743,700	$ 830,600
Muncipal Funding - Total including SOGR Levy	**$ 11,774,197**	**$ 12,300,110**	**$ 12,820,641**	**$ 13,385,273**
% Change	**4.2%**	**4.5%**	**4.2%**	**4.4%**

Financial Statements of

CONSERVATION HALTON

Year ended December 31, 2022

CONSERVATION HALTON

Financial Statements

Year ended December 31, 2022

Independent Auditor's Report

Statement of Financial Position 1

Statement of Operations and Changes in Accumulated Surplus 2

Statement of Changes in Net Financial Assets 3

Statement of Cash Flows 4

Notes to Financial Statements 5-16

KPMG LLP
120 Victoria Street South
Suite 600
Kitchener ON N2G 0E1
Canada
Tel 519-747-8800
Fax 519-747-8811

INDEPENDENT AUDITOR'S REPORT

To the Members of Conservation Halton

Opinion

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

- the statement of financial position as at December 31, 2022
- the statement of operations and changes in accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in accumulated surplus, its changes in net financial assets and its cash flows year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.
KPMG Canada provides services to KPMG LLP.

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

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

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

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

April 24, 2023

CONSERVATION HALTON

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
Financial assets:		
Cash	$ 7,024,283	$ 203,167
Short-term investments (note 2)	18,575,926	27,661,061
Investment - Water Management System (note 3)	12,731,960	12,351,617
Accounts receivable (note 4)	3,012,568	2,425,816
	41,344,737	42,641,661
Financial liabilities:		
Accounts payable and accrued charges	3,513,322	2,527,046
Deferred revenue (note 5)	10,088,949	16,462,058
Deferred revenue - capital and major projects (note 6)	921,462	812,536
Deferred revenue - Water Management System (note 3)	12,731,960	12,351,617
Long-term liabilities (note 7)	4,792,167	4,999,813
	32,047,860	37,153,070
Net financial assets	9,296,877	5,488,591
Non-financial assets:		
Tangible capital assets (note 8)	74,117,179	72,175,194
Prepaid expenses	396,028	440,606
Inventory	146,883	116,422
	74,660,090	72,732,222
Contingencies (note 11)		
Commitments (note 12)		
Accumulated surplus (note 9)	$ 83,956,967	$ 78,220,813

See accompanying notes to financial statements.

On behalf of the Board:

_____ Chair

_____ Vice-Chair

CONSERVATION HALTON

Statement of Operations and Changes in Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget (Note 10)	2022 Actual	2021 Actual
Revenue (note 15):			
Municipal grants	$ 10,533,636	$ 10,533,636	$ 10,173,881
Ministry of Natural Resources and Forestry	155,034	155,034	155,034
Corporate services	222,000	464,488	1,178,950
Natural hazards and watershed management	2,925,248	3,107,352	2,707,427
Permitting and planning	3,423,750	4,443,400	4,068,515
Conservation lands management	303,000	354,616	434,793
Conservation lands recreation	13,946,430	16,407,384	10,001,894
Major projects	4,303,735	4,400,374	2,513,571
Total revenue	35,812,833	39,866,284	31,234,065
Expenses (note 15):			
Corporate services	6,477,240	7,026,238	5,916,608
Natural hazards and watershed management	5,602,373	5,726,867	4,952,398
Permitting and planning	4,748,905	5,082,614	5,310,126
Conservation lands management	1,794,466	1,644,155	1,628,136
Conservation lands recreation	13,647,445	13,136,513	10,642,224
Major projects	820,000	1,350,825	1,576,310
Debt financing charges	180,155	162,918	166,798
Total expenses	33,270,584	34,130,130	30,192,600
Annual surplus (note 9)	2,542,249	5,736,154	1,041,465
Accumulated surplus, beginning of year		78,220,813	77,179,348
Accumulated surplus, end of year		$ 83,956,967	$ 78,220,813

See accompanying notes to financial statements.

CONSERVATION HALTON

Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget (Note 10)	2022 Actual	2021 Actual
Annual surplus	$ 2,542,249	$ 5,736,154	$ 1,041,465
Acquisition of tangible capital assets	(5,397,123)	(3,914,802)	(2,232,482)
Amortization of tangible capital assets	1,918,000	1,918,384	2,010,853
Proceeds on disposal of tangible capital assets	–	19,786	84,011
Loss on disposal of tangible capital assets	–	34,647	74,527
	(936,874)	3,794,169	978,374
Change in prepaid expenses	–	44,578	(71,573)
Change in inventories	–	(30,461)	9,755
Net change in net financial assets	–	3,808,286	916,556
Net financial assets, beginning of year		5,488,591	4,572,035
Net financial assets, end of year		$ 9,296,877	$ 5,488,591

See accompanying notes to financial statements.

CONSERVATION HALTON

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual surplus	$ 5,736,154	$ 1,041,465
Items not involving cash:		
Amortization	1,918,384	2,010,853
Loss on disposal of tangible capital assets	34,647	74,527
	7,689,185	3,126,845
Change in non-cash working capital balances:		
Accounts receivable	(586,752)	(345,774)
Prepaid expenses	44,578	(71,573)
Inventory	(30,461)	9,755
Accounts payable and accrued charges	986,276	90,899
Deferred revenue	(6,373,109)	9,003,382
Deferred revenue - capital and major projects	108,926	(123,878)
	1,838,643	11,689,656
Capital transactions:		
Acquisition of tangible capital assets	(3,914,802)	(2,232,482)
Proceeds on disposal of tangible capital assets	19,786	84,011
	(3,895,016)	(2,148,471)
Investing activities:		
Net (purchase) sale of investments	9,085,135	(9,879,638)
Investment - Water Management System	(380,343)	(389,710)
	8,704,792	(10,269,348)
Financing transactions:		
Deferred revenue - Water Management System	380,343	389,710
Proceeds from long-term debt	203,436	314,532
Repayment of long-term debt	(411,082)	(406,416)
	172,697	297,826
Net change in cash	6,821,116	(430,337)
Cash, beginning of year	203,167	633,504
Cash, end of year	$ 7,024,283	$ 203,167

See accompanying notes to financial statements.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

Purpose of Organization:

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

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

1. Significant accounting policies:

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

(a) Basis of accounting:

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

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

(b) Investments:

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

(c) Non-financial assets:

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

(i) Inventory:

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

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

1. Significant accounting policies (continued):

(c) Non-financial assets (continued):

(ii) Tangible capital assets:

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

The following rates are used:

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

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

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

(d) Deferred revenue - Capital and Major Projects:

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

(e) Deferred revenue - Water Management System:

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

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

1. Significant accounting policies (continued):

(f) Investment income:

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

(g) Revenue recognition:

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

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

(h) Employee future benefits:

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

(i) Use of estimates:

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

2. Short-term investments:

	2022	2021
Business investment	$ 14,361	$ 5,203,184
Notice plan investment	5,327,616	10,085,806
High interest savings	31,662	2,314,090
Guaranteed investment certificates	8,000,000	5,000,000
Pooled fund - Provincial and Corporate bonds	4,537,113	4,443,377
Pooled fund - Equity	665,174	614,604
Total	$ 18,575,926	$ 27,661,061

The guaranteed investment certificates have effective rates that range between 0.75% and 5.00% (2021 - 0.64% and 1.20%). Interest is receivable on the date of maturity. Maturity dates range from March 3, 2023 to December 29, 2025.The business investment account and pooled funds (which include money market, bond and equity funds) earn interest at variable rates which is paid monthly.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

2. Short-term investments (continued):

The notice plan investment has accrued interest rate of 4.90% that is tied to bank reference rates that are subject to change and withdrawals require 31 days' notice.

Market value of short-term investments are $18,877,502 (2021 - $28,523,879).

3. Investment/Deferred revenue - Water Management System:

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

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

The funds are invested as follows:

	2022	2021
Cash	$ 205	$ 203
Provincial and provincially regulated agency bonds	10,431,382	7,952,991
Guaranteed investment certificates	2,300,373	4,398,423
Total	$ 12,731,960	$ 12,351,617

The provincial and provincially regulated agency bonds have effective yields of 3.11% to 4.22% (2021 - 3.11% to 4.15%). Interest is receivable on the date of maturity. Maturity dates range from July 16, 2027 to October 17, 2050.

The guaranteed investment certificate has an effective interest rate of 0.95% (2021 - 0.64% and 2.33%). Interest is receivable on the date of maturity. Maturity date is January 13, 2023.

Market value of investments are $12,069,035 (2021 - $13,495,435).

4. Accounts receivable:

Included in accounts receivable is $192,629 (2021 - $375,708) due from Conservation Halton Foundation.

During 2022, the Foundation contributed $711,347 (2021 - $938,950) to fund projects carried out by Conservation Halton.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

5. Deferred revenue:

(a) Deferred revenue includes the following amounts:

	Balance at December 31, 2022	Additions	Revenue recognized	Balance at December 31, 2021
Watershed management	$ 2,876,558	$ 699,522	$ 813,152	$ 2,990,188
Partnership projects	919,430	185,608	254,015	987,837
Source water protection	38,800	208,555	240,585	70,830
Conservation areas	6,254,161	6,900,177	5,621,408	4,975,392
Canada Emergency Wage Subsidy (note 5 (b))	–	(7,437,811)	–	7,437,811
	$ 10,088,949	$ 556,051	$ 6,929,160	$ 16,462,058

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

(b) Conservation Halton applied for funding through the Canada Emergency Wage Subsidy (CEWS) program. In 2021, Conservation Halton received funding totaling $7,437,811 and the amount was recorded as deferred revenue until the year ended December 31, 2021. The Canada Revenue Agency (CRA) through an audit determined that the Conservation Halton was not eligible for this subsidy. The subsidy was refunded to the CRA during 2022 in the full amount of $7,437,811. The assessment resulted in interest owing of $702,544 and was expensed in Corporate Services on the statement of operations in 2022. Conservation Halton is appealing this assessment and has also requested that interest charges be waived. A final decision by the CRA is pending as at December 31, 2022.

6. Deferred revenue - Capital and Major Projects:

	Balance at December 31, 2022	Contributions received	Revenue recognized	Balance at December 31, 2021
Capital - Ministry of Natural Resources	$ 104,882	$ 344,705	$ 324,372	$ 84,549
Capital - Municipal	816,580	262,000	173,407	727,987
	$ 921,462	$ 606,705	$ 497,779	$ 812,536

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

7. Long-term liabilities:

	2022	2021
5 year term loan at 2.95% interest compounded annually, with a registered collateral mortgage covering 54.36 acres of land, due November 30, 2025	$ 123,498	$ 168,588
Municipal debt financing and interest payments due annually at variable current interest rates of 3.0% to 3.2% annual principal repayments, due December 2023 to December 2050	4,668,669	4,831,225
	$ 4,792,167	$ 4,999,813

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

2023	$ 382,828
2024	366,149
2025	289,570
2026	192,268
2027	173,472
Thereafter	3,387,880
	$ 4,792,167

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

8. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Transfers	Balance at December 31, 2022
Land	$ 36,465,678	$ 1,617,769	$ –	$ –	$ 38,083,447
Land Improvements	564,806	97,030	–	30,779	692,615
Buildings and building improvements	16,071,563	279,803	–	13,274	16,364,640
Machinery and equipment	8,898,400	276,267	(74,113)	–	9,100,554
Furniture and fixtures	480,621	4,283	(4,193)	–	480,711
Infrastructure	35,870,066	523,029	–	49,791	36,442,886
Vehicles	2,613,430	55,246	(105,977)	–	2,562,699
Computer hardware and software	1,538,494	79,335	(42,980)	–	1,574,849
Assets under construction	148,669	982,041	(37,154)	(93,844)	999,712
	$ 102,651,727	$ 3,914,803	$ (264,417)	$ –	$106,302,113

Accumulated Amortization	Balance at December 31, 2021	Additions	Disposals	Transfers	Balance at December 31, 2022
Land	$ –	$ –	$ –	$ –	$ –
Land Improvements	352,911	11,562	–	–	364,473
Buildings and building improvements	6,620,774	426,811	–	–	7,047,585
Machinery and equipment	5,014,070	367,609	(67,851)	–	5,313,828
Furniture and fixtures	240,386	22,313	(3,774)	–	258,925
Infrastructure	15,138,262	755,451	–	–	15,893,713
Vehicles	1,949,095	192,460	(95,379)	–	2,046,176
Computer hardware and software	1,161,035	142,178	(42,980)	–	1,260,233
Assets under construction	–	–	–	–	–
	$ 30,476,533	$ 1,918,384	$ (209,984)	$ –	$ 32,184,933

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

8. Tangible capital assets (continued):

	Net book value, Balance at December 31, 2021	Net book value Balance at December 31, 2022
Land	$ 36,465,678	$ 38,083,447
Land Improvements	211,895	328,142
Buildings and building improvements	9,450,789	9,317,055
Machinery and equipment	3,884,330	3,786,726
Furniture and fixtures	240,235	221,786
Infrastructure	20,731,804	20,549,173
Vehicles	664,335	516,523
Computer hardware and software	377,459	314,616
Assets under construction	148,669	999,711
	$ 72,175,194	$ 74,117,179

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

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

8. Tangible capital assets (continued):

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

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

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

9. Accumulated surplus:

Accumulated surplus consists of operating surplus and reserves as follows:

	Balance at December 31, 2022	Excess of Revenue over expenses	Transfers (to) from reserves	Balance at December 31, 2021
Surplus (deficit) - investment in tangible capital assets	$ 74,117,179	$ (1,972,817)	$ 3,914,802	$ 72,175,194
Surplus (deficit) - current funds	(4,887,985)	7,708,971	(7,214,733)	(5,382,223)
Total surplus	69,229,194	5,736,154	(3,299,931)	66,792,971
Reserves:				
Conservation areas capital	5,015,734	–	2,386,044	2,629,690
Conservation areas stabilization	1,146,490	–	416,000	730,490
Vehicle and equipment	744,296	–	39,395	704,901
Building	511,151	–	194,279	316,872
Building - state of good repair	485,404	–	66,730	418,674
Watershed management capital - municipal funds	773,270	–	32,910	740,360
Watershed management capital - self generated funds	469,109	–	34,200	434,909
Watershed management and support services stabilization	1,789,212	–	–	1,789,212
Digital transformation	285,700	–	7,300	278,400
Debt financing charges capital	518,146	–	46,550	471,596
Legal - planning and watershed management	941,995	–	–	941,995
Legal - corporate	200,000	–	–	200,000
Water festival	179,334	–	(9,577)	188,911
Property management	1,112,642	–	28,600	1,084,042
Land securement	116,239	–	27,500	88,739
Stewardship and restoration	439,051	–	30,000	409,051
Total reserves	14,727,773	–	3,299,931	11,427,842
Accumulated surplus	$ 83,956,967	$ 5,736,154	$ –	$ 78,220,813

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

10. Budget amounts:

The 2022 budget amounts approved by Conservation Halton on October 21, 2021 were not prepared on a basis consistent with that used to report actual results under the Public Sector Accounting Standards. The budget was prepared on a modified accrual basis while Public Sector accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenses in excess of current year revenues to $nil. In addition, the budget expensed all tangible capital expenses rather than including amortization expenses. As a result, the budget figure presented in the statements of operations and changes in net financial assets represent the budget adopted by Conservation Halton on October 21, 2021, with adjustments as follows:

	2022	2021
Budget deficit for the year	$ (1,377,270)	$ (347,926)
Less: Amortization of tangible capital assets	(1,918,000)	(2,010,000)
Less: Municipal debt financing	5,397,123	2,510,180
Add: Acquisition of tangible capital assets	440,396	388,057
Add: Debt financing charges - principal portion	–	(526,500)
Budget surplus per Statement of Operations	$ 2,542,249	$ 13,811

11. Contingencies:

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

Conservation Halton has entered into an agreement related to the implementation of a monitoring and mitigation plan for the future rehabilitation of lands adjacent to a provincially significant wetland. The agreement requires a trust account to be established by the funder to ensure funds are available for the rehabilitation plan implementation. Conservation Halton is a member of the Investment Committee that oversees management of the trust account with a balance of $2,901,595 (2021 - $2,323,319) as at December 31, 2022. A deposit to the trust account by the funder required to be made by March 31, 2023 for $322,640 (2021 - $542,511) was completed. Conservation Halton will release their interest in the trust account when the implementation plan is completed.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2022

12. Commitments:

Conservation Halton has entered into contracts related to projects at Glen Eden, various dam studies and repairs, and leases for office equipment and vehicles. Commitments outstanding on these contracts to be paid beyond December 31, 2022 are as follows:

2023	$ 1,761,488
2024	75,614
2025	34,150
2026	35,175
	$ 1,906,427

13. Pension agreements:

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

The latest available report for the OMERS plan was December 31, 2022. At that time the plan reported a $6.7 billion actuarial deficit (2021 - $3.1 billion actuarial deficit), based on actuarial liabilities of $128.8 billion (2021 - $119.3 billion) and actuarial assets of $122.1 billion (2021 - $116.2 billion). Ongoing adequacy of the current contribution rates will need to be monitored and may lead to increased future funding requirements.

The 2022 employer portion of OMERS pension contributions was $1,330,243 (2021 - $1,284,600).

14. Comparative information:

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

CONSERVATION HALTON

Notes to Financial Statements (continued)

Year ended December 31, 2022

15. Revenue and expenses by program:

2022	Corporate Services	Natural Hazards and Watershed Management	Permitting and Planning	Conservation Lands Management	Conservation Lands Recreation	Major Projects	Debt Financing	Reserve Funding	Total
Revenue:									
Municipal funding	$ 4,159,550	$ 2,179,008	$ 1,614,635	$1,114,836	$ 339,556	$ –	$ 620,551	$ 505,500	$10,533,636
Provincial transfer payments	–	155,034	–	–	–	–	–	–	155,034
Program fees and other	464,488	3,107,352	4,443,400	354,616	16,407,384	4,400,374	–	–	29,177,614
	4,624,038	5,441,394	6,058,035	1,469,452	16,746,940	4,400,374	620,551	505,500	39,866,284
Expenses:									
Salaries, wages and benefits	4,777,012	3,665,486	4,462,322	1,279,841	7,751,483	168,168	–	–	22,104,312
Members per diems and expenses	20,425	–	–	–	–	–	–	–	20,425
Materials and supplies	147,793	610,815	45	98,393	1,549,123	728,087	–	–	3,134,256
Property taxes	–	–	–	61,013	5,126	–	–	–	66,139
Purchased services	1,063,716	763,245	24,635	93,676	2,374,288	420,416	–	–	4,739,976
Legal	24,635	124,455	595,612	13,734	12,686	–	–	–	771,122
Finance and rent	726,776	886	–	10,812	439,477	–	–	–	1,177,951
Debt financing charges	–	–	–	–	–	–	162,918	–	162,918
Amortization of tangible– capital assets	265,461	561,980	–	87,996	1,002,947	–	–	–	1,918,384
Loss (gain) on disposal of tangible capital assets	420	–	–	(1,310)	1,383	34,154	–	–	34,647
	7,026,238	5,726,867	5,082,614	1,644,155	13,136,513	1,350,825	162,918	–	34,130,130
Annual surplus (deficit)	$ (2,402,200)	$ (285,473)	$ 975,421	$ (174,703)	$ 3,610,427	$3,049,549	$ 457,633	$ 505,500	$ 5,736,154

CONSERVATION HALTON

Notes to Financial Statements (continued)

Year ended December 31, 2022

15. Revenue and expenses by program (continued):

2021	Corporate Services	Natural Hazards and Watershed Management	Permitting and Planning	Conservation Lands Management	Conservation Lands Recreation	Major Projects	Debt Financing	Reserve Funding	Total
Revenue:									
Municipal funding	$ 3,978,472	$ 2,001,375	$ 1,692,231	$1,023,776	$ 355,282	$ –	$ 619,245	$ 503,500	$10,173,881
Provincial transfer payments	–	155,034	–	–	–	–	–	–	155,034
Program fees and other	1,178,950	2,707,427	4,068,515	434,793	10,001,894	2,513,571	–	–	20,905,150
	5,157,422	4,863,836	5,760,746	1,458,569	10,357,176	2,513,571	619,245	503,500	31,234,065
Expenses:									
Salaries, wages and benefits	4,308,148	3,130,707	4,447,430	1,207,196	6,262,910	111,850	–	–	19,468,241
Members per diems and expenses	21,850	–	–	–	–	–	–	–	21,850
Materials and supplies	201,017	369,656	253	143,032	934,786	1,112,408	–	–	2,761,152
Property taxes	–	–	–	–	5,031	–	–	–	5,031
Purchased services	1,023,369	783,818	107,149	112,651	1,856,752	352,052	–	–	4,235,791
Legal	19,480	121,187	755,294	–	122,199	–	–	–	1,018,160
Finance and rent	26,810	1,028	–	15,312	387,047	–	–	–	430,197
Debt financing charges	–	–	–	–	–	–	166,798	–	166,798
Amortization of tangible– capital assets	270,905	546,002	–	143,147	1,050,799	–	–	–	2,010,853
Loss on disposal of tangible capital assets	45,029	–	–	6,798	22,700	–	–		74,527
	5,916,608	4,952,398	5,310,126	1,628,136	10,642,224	1,576,310	166,798	–	30,192,600
Annual surplus (deficit)	$ (759,186)	$ (88,562)	$ 450,620	$ (169,567)	$ (285,048)	$ 937,261	$ 452,447	$ 503,500	$ 1,041,465

Grand River Conservation Authority

Report number: GM-10-23-80

Date: October 27, 2023

To: Members of the Grand River Conservation Authority

Subject: Budget 2024 – Draft #1

Recommendation:

THAT Report Number GM-10-23-80 - Budget 2024 - Draft #1 be approved for consultation purposes, circulated to all participating municipalities, and posted to the GRCA website.

Summary:

This report summarizes the first draft of the 2024 Budget. The final budget for 2024 will be presented for approval at the February 24, 2024 Annual General Meeting. See Attachment A "Budget 2024 Timetable" for additional details on budget timelines.

Budget 2024- Draft #1 reflects the continuation of programs and services delivered in 2023 and maintains breakeven results. Total draft expenditures for 2024 are $34,442,188. For context, the October 2022 draft budget for 2023 included expenditures of $33,279,188. Preliminary budget financial figures are outlined in Attachment G which includes the Statement of Operations and detailed Program and Services statements. The individual programs and services budgets have been categorized as Operating, Capital Maintenance, and Special projects.

Grand River Conservation Authority (GRCA) programs and services are funded by:

- Municipal Apportionment (in prior years referred to as Municipal General Levy)
- Municipal Funding as per Memorandum of Understandings (MOUs)
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

Overall, the municipal funding request has been increased by 2.5% (or $324,000) to $13,292,000 in 2024. For a breakdown of municipal funding by Category 1, 2, and general operating expenses see Attachment C "Budget 2024 Municipal funding breakdown".

As required under *O.Reg.687/21 Transition Plans and Agreements for Programs and Services Under Section 21.2.2 of the Act,* the GRCA has developed an Inventory of Programs and Services based on the categories identified in the Regulation. These categories include: (1) Mandatory, (2) Municipally requested, (3) Other (Authority determines are advisable), and General Operating Expenses.

Attachment B "Programs & Services Inventory" outlines the expenditures and funding sources applicable to each category, along with the reallocation of program surplus between programs and services.

Appendix D "Summary of Municipal Apportionment" details the municipal apportionment and MOU funding requests by participating municipalities.

TABLE A -BUDGET 2024 EXPENDITURES

-	2024	2023 (Oct draft)	Increase/(decrease)
EXPENDITURES			
Operating Expenses	$29,066,688	$28,148,688	$918,000
Capital Expenses	$4,419,000	$4,104,000	$315,000
Special Projects	$840,000	$840,000	$0
Funding to Reserve (hydro)	$116,500	$116,500	$0
TOTAL	**$34,442,188**	**$33,209,188**	**$1,233,000**

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

Report:

A. CONSERVATION AUTHORITIES ACT - NEW REGULATIONS

The Conservation Authorities Act (CA Act) outlines three categories of programs and services: (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable).

O. Reg. 402/22 - Budget and Apportionment also defines "general operating expense or capital cost" as an operating expense or capital cost that is not related to the provision of a program or service that an authority provides. The regulations require that these costs be identified separately, and municipal funding be apportioned using Modified Current Value Assessment (MCVA).

O. Reg. 402/22 requirements came into force for the 2024 budget process. See Attachment A – Budget 2024 Timetable for timeline details. This regulation outlines Four Phases to the budget process

- Phase 1: Categorizing revenue and expenses as per the categories listed above, and amounts of municipal apportionment
- Phase 2: Board approval of draft budget for consultation (vote required), distribution to participating municipalities, and posting on the GRCA's Governance section on the website. Consultation with municipalities will occur as required.
- Phase 3: Board apportionment approval process (weighted vote required)
- Phase 4: Final budget approval process (vote required)

B. OPERATING BUDGET

In general, the 2024 budget assumes the same level of program and service delivery as provided in 2023. Any exceptions to specific program areas are included in the commentary below as applicable.

(a) Resource Planning

- Resource Planning fee revenue declined in 2023 and therefore this draft of the budget reduced revenue by $100,000.
- Compensation and benefits costs reduced by $50,000 to recognize vacancy and/or rate savings which have resulted historically (budget assumes no change in staffing complement).

(b) Residential Property Rental Program

- The Residential Property Rental Program is in the process of winding down. The budgeted 2023 revenue of $110,000 assumes no decrease in occupancy during 2024.
- The budgeted net result for this program is a $25,000 deficit.

(c) Outdoor Environmental Education

- Negotiations with school boards for 2023/24 contracts have been completed. The first draft of the budget assumes that 2023/24 school contracts will be extended for the 2024/25 school year. This draft does not include any community or day camp program delivery. Decisions regarding the future format and scope of the Outdoor Environmental Education program will be incorporated into future budget drafts as applicable.

(d) Conservation Areas

- Conservation Area 2024 budgeted revenue of $10,500,000 is approximately $1,000,000 less than projected revenue of $11,500,000 for 2023.
- Operating expenses are being increased by $350,000.
- Conservation Area program and services expenses have been expanded to include 100% of Manager of Conservation Area Operations, 50% of Luther Marsh operations, and 100% of hazard tree management in the Conservation Areas. The funding for these three additional components is being funded with surplus from other Category 3 programs.
- The Conservation Areas budget excludes any allocation for corporate services overhead expenses.
- The revenue and cost assumptions will be revisited once actuals for the full 2023 season are available. Any adjustments to operating revenue or expenses will be the transfer to/from the Conservation Areas Reserve.

(e) Investment Income

- Income increased $50,000 due to higher interest being earned on cash balances.

(f) 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 is anticipated to remain at $449,688.

(g) Municipal Funding

- The 2024 Budget includes $12,275,000 of funding for Category 1 Mandatory Programs and General Operating Expenses along with $1,017,000 for Category 2 MOU Programs for a total of $13,292,000 which is a $324,000 (or 2.5%) increase over the 2023 General Municipal Levy of $12,968,000.

(h) Surplus Assumption

- The draft budget assumes a $100,000 surplus carry forward from 2023. If additional surplus is applicable, staff will recommend that it be incorporated in the final budget and used for non-recurring expense demands (i.e. consulting, professional development, and other administrative costs).

(i) Transition Reserve (created in 2021)

- The purpose of the reserve is to fund expenditures related to the transitioning of the 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, 2022, the reserve balance is approximately $2.0 million.
- The strategy for Budget 2024 draft #1 is to utilize the transition reserve to fund one staff position ($100,000) to assist with some of the deliverables required by the new regulations and to fund the Outdoor Environmental Education program deficit ($312,000).

(j) Compensation and Benefits and Staffing Comments:

- The 2024 draft budget includes a 3% increase for compensation and benefits which allows for a general wage increase, grid steps within wage scales, and benefit cost increases. In addition, one administrative position is being added to the budget.
- 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.
- Union wage adjustments have been incorporated into the budget in accordance with the Collective Agreement which is effective until December 31, 2025.

(k) Source Protection Program

- The province has identified that this program is considered a Category 1 mandatory program that is required to be delivered by Conservation Authorities. Funding until March 2024 was secured. The province, which currently fully funds this program, has not guaranteed funding for future years, nor has it announced an end to program funding.

C. CAPITAL & MAJOR MAINTENANCE BUDGET

(a) Major Maintenance Spending Water Control Structures

- The budget is set at $1,500,000. Any demands that arise more than 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. Government funding included in budget 2024 relates to provincial Water and Erosion Control Infrastructure (WECI) funding which is subject to provincial approval of projects. Changes to this budget line will not impact the request for municipal funding. Any additional spending will be funded with WECI funding or reserves.

(b) Capital Spending Conservation Areas

- The budget is set at $2,000,000. This spending is budgeted to be funded with $1,650,000 of fee revenue and $350,000 from the conservation area reserve. Future budget drafts will be revised as capital projects are prioritized. Any increases in budgeted spending will be facilitated by either increased revenue or use of the conservation area reserve. Any decrease in budgeted expenses would be offset by a transfer to the conservation reserve.

(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 Category 1 Municipal Apportionment funding.

(d) Information Systems and Motor Pool

- Costs of $379,000 for Information Systems and $240,000 for Motor Pool represent the costs not funded through internal cost allocations to programs and services and are funded through the IS reserve and MP reserve respectively. See Attachment G 'P&S #16 - Supplemental Information – IS and MP' for detailed expense information.

D. SPECIAL PROJECTS

(a) Special projects do not rely on Municipal Apportionment 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 $840,000 in spending. By the time the 2024 budget is finalized, special project spending, along with

matching revenue, is expected to increase as projects are approved and carryover amounts are confirmed.

(c) The $840,000 in special projects included in this draft budget are:
- $800,000 Rural Water Quality Capital Grants
- $40,000 Species at Risk Program

(d) New Guelph Lake Nature Centre Building
To date, the purchasing process for this project has not commenced, therefore, a reliable cost estimate is not available. The final budget draft will incorporate this project as applicable with funding to be provided via donations and potentially using GRCA reserves.

E. RESERVES

For 2024, reserves are budgeted to decrease by $331,500. Significant budgeted drawdowns to reserves include $350,000 for Conservation Area capital projects, $315,000 to fund the Environmental Education deficit, $100,000 to fund one staff position, $379,000 for Information Systems, and $240,000 for Motor Pool. See Attachment E 'Summary of Reserves' for details of reserve movements budgeted for 2024. The use of reserves is integral to GRCA operations. The 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. Conservation Area revenue in excess of budget)
- Contingency funds for unplanned expenditures
- Legislated amounts to be used in accordance with regulations (i.e. land sale proceeds

A detailed report on reserves will be presented at the November 24, 2023 meeting.

F. CATEGORY 2 – WATERSHED SERVICES

The programs and services included under watershed services are:
- Subwatershed Studies
- Conservation Services
- Water Quality
- Wastewater Optimization Program
- Groundwater Resources
- Watershed Services

See Attachment F 'Budget 2024 Category 2 - Watershed Services Program Breakdown'
This budget assumes that all participating municipalities will enter into a Memorandum of Agreement with the GRCA and agree to apportioning the funding requirements using MCVA, the same as Category 1 apportionment and the same method that was used in prior years.

G. MUNICIPAL APPORTIONMENT (referred to as General Municipal Levy in prior years)

Where municipal funding is applicable, namely, Category 1, 2, and General Operating Expenses, the methodology of apportionment used is Modified Current Value Assessment (MCVA) on the basis that there is a watershed benefit for all participating municipalities from the programs and services. See Attachment D 'Budget 2024 Summary of Municipal Apportionment' for details.

The methodology for calculating the MCVA and distributing apportionment is outlined *in O. Reg. 402/22 Section (7).* Agreements with participating municipalities for Category 2 programs and services have not been finalized therefore the funding allocation is subject to change and would be communicated and agreed to accordingly if applicable.

OTHER MAJOR ASSUMPTIONS

(a) Cottage Lot Rental Program revenue increased by 2.5% or $57,000 in accordance with the Residential Tenancy Act.
(b) Total Insurance expense increased by 5% or $24,000 to reflect 2023 rate increases and projected 2024 rate increases.
(c) Total Property Tax expense increased $20,000.
(d) Admin Operating expense held constant.
(e) Other Operating expenses increased between 0% and 5% as applicable.
(f) Motor Pool charge-out rates held constant.
(g) Computer charge-out rates held constant.

H. SIGNIFICANT OUTSTANDING BUDGET ITEMS

(a) Year 2023 Carry forward Adjustments
2023 Surplus carry forward - this draft of the 2024 Budget assumes a $100,000 surplus carryover from year 2023. The actual “2023 Net Surplus” will be incorporated into the 2024 budget.

(b) 2023 Special Projects carry forward
Any projects commenced in year 2023 and not completed by December 31, 2023 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 2024 (i.e. unspent amounts from 2023, new projects) will be made, including use of reserves for 2024 projects. Any decisions to increase spending should not impact the general municipal apportionment request but would be funded with reserves, WECI funding, and/or new funding sources, as applicable.

(d) Conservation Area Revenue and Expenses
Final revenue, operating, and capital expense figures are to be determined following the year-end actuals review.

(e) Environmental Education
Final revenue and operating expense figures are to be determined following further information on program delivery developments.

The following are attached:

Attachment A: Budget 2024 Timetable
Attachment B: Budget 2024 Program and Services Inventory
Attachment C: Budget 2024 Municipal Funding Breakdown
Attachment D: Budget 2024 Summary of Municipal Apportionment
Attachment E: Budget 2024 Summary of Reserves
Attachment F: Budget 2024 Category 2 - Watershed Services Program breakdown
Attachment G: Statement of Operations & Detailed Program and Services Statements

Financial Implications:

Budgeted spending for 2024 is $34,442,188 (2023: $33,279,188) which includes transfers of $116,500 to reserves. This first draft of the budget includes a municipal general levy increase of $324,000 (or 2.5%).

The main budgetary challenges faced by the GRCA are:

- Cost pressures created by the economic environment including inflation, supply chain issues, and labour force shortages.
- 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 aging Nature Centre facilities.
- Increased demands on managing passive lands (i.e. land use decisions, hazard tree management, trespassing, infrastructure).
- Keeping pace with digital innovation and technological advancements.
- Meeting new regulation reporting requirements (Conservation Area Strategy, etc.)

Other Department Considerations:

None

Prepared by:

Sonja Radoja
Manager of Corporate Services

Karen Armstrong
Deputy CAO/Secretary-Treasurer

Approved by:

Samantha Lawson
Chief Administrative Officer

ATTACHMENT A
Grand River Conservation Authority
Budget 2024 Timetable
October 27, 2023

- Oct 27, 2022: Draft Budget #1 to General Meeting and Board approval of the draft budget for consultation purposes
- November 2023: Distribute Draft Budget #1 to Participating Municipalities and post it on the GRCA website in the Governance section
- Nov & Dec 2023: Consultation with Participating Municipalities as requested
- December 15, 2023: Board Motion to send 30 days' notice to Participating Municipalities of Municipal Apportionment Vote at January 26, 2024 General Meeting
- December 22, 2023: Send Notice to Participating Municipalities of Municipal Apportionment Vote and include apportionment amounts and most recent draft Budget
- Jan 26, 2024: Draft Budget #2 to General Meeting and Municipal Apportionment Vote – weighted majority and recorded. Once approved, distribute to Participating Municipalities.
- Feb 23, 2024: Final 2024 Budget Vote – weighted majority (as per by-law) and recorded. Once approved, distribute to Participating Municipalities, post on the GRCA website, and send to MNRF

Grand River Conservation Authority

ATTACHMENT B

PROGRAMS AND SERVICES INVENTORY

BUDGET 2024

to General Meeting October 27th, 2023

	Programs & Services Inventory	TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOA FUNDING	MUNICIPAL-0THER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs& Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Resources-Planning	**1,416,100**	1,303,600			37,500	75,000		**1,416,100**	-
	FFW & Flood Plain Mapping	**1,101,000**	911,662			164,338	25,000		**1,101,000**	-
	Water Control Structures	**3,628,700**	2,593,350			985,350	50,000		**3,628,700**	-
	Resource Planning	**2,609,600**	1,525,600		1,044,000	40,000			**2,609,600**	-
	Conservation Lands Mgmt	**2,871,900**	2,629,900		42,000		200,000		**2,871,900**	-
	Source Protection Planning	**640,000**	-			640,000			**640,000**	-
	Total Category 1	**12,267,300**	**8,964,112**		**1,086,000**	**1,867,188**	**350,000**	**-**	**12,267,300**	**-**
			73%	*0%*	*9%*	*15%*	*3%*	*0%*	*100%*	
General Operating	**General Operating Expenses (note 5)**	**4,449,188**	**3,310,888**		**250,000**		**684,000**	**204,300**	**4,449,188**	-
			74%	*0%*	*6%*	*0%*	*15%*	*5%*	*100%*	
CATEGORY 2	**CATEGORY 2 Watershed Services**	**1,868,000**	**1,017,000**	**850,000**			**1,000**		**1,868,000**	-
			54%	*46%*	*0%*	*0%*	*0%*	*0%*	*100%*	
CATEGORY 3	Tree Planting/Nursery Program	**892,900**			580,000			312,900	**892,900**	-
	Conservation Services	**82,200**				30,000		52,200	**82,200**	-
	Environmental Education	**912,000**			600,000		312,000		**912,000**	-
	Property Rentals	**1,109,200**			3,038,000			(1,928,800)	**1,109,200**	-
	Hydro Production	**212,000**			580,000			(368,000)	**212,000**	-
	Conservation Areas	**11,432,000**			10,571,000		351,000	510,000	**11,432,000**	-
	Administrative Support (note 6)	**1,217,400**						1,217,400	**1,217,400**	-
	Total Category 3	**15,857,700**	**-**	**-**	**15,369,000**	**30,000**	**663,000**	**(204,300)**	**15,857,700**	**-**
			0%	*0%*	*97%*	*0%*	*4%*	*-1%*	*100%*	
	TOTAL Programs & Services	**34,442,188**	**13,292,000**	**850,000**	**16,705,000**	**1,897,188**	**1,698,000**	**-**	**34,442,188**	**-**
			39%	*2%*	*49%*	*6%*	*5%*	*0%*	*100%*	
			NOTE 1, NOTE 4		**NOTE 2**			**NOTE 3**		

COMMENTARY:

NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 39% by the combined total of mandatory municipal apportionment and Category 2 MOA municipal funding.

NOTE 2 Almost 50% of total expenses is funded with self-generated revenue.

NOTE 3 Category 3 'Property Rentals' and 'Hydro Production' generate a surplus which is allocated to Category 3 programs and General Operating expenses to achieve breakeven results for each P&S.

NOTE 4 In 2023 General Municipal Levy funding totalled $12,968,000. Therefore Municipal funding is increasing by $324,000 (or 2.5%) to $13,292,000 in 2024 compared to 2023.

NOTE 5 **General Operating Expense**s include administrative expenses related to Office of the CAO, communications, capital support, finance, payroll, human resources, Health and Safety, head Office facility, and other administrative expenses that suport the provision of programs and services.

NOTE 6 **Administrative Support** include administrative expenses related to finance, communications, capital support and other administrative expenses that support category 3 programs and services.

Grand River Conservation Authority

ATTACHMENT C

MUNICIPAL FUNDING BREAKDOWN (note 1)

BUDGET 2024

to General Meeting October 27th, 2023

	2024 Municipal Apportionment	2023 Municipal Levy
CATEGORY 1 - Mandatory	8,964,112	
General Operating Expenses	3,310,888	
CATEGORY 2 - Municipally Requested MOU's (note 2)	1,017,000	
Matching Admin & Mtce Levy		449,688
Non-Matching Admin & Mtce Levy		11,568,312
Capital Maintenance Levy		950,000
	13,292,000	**12,968,000**
	dollar Increase	*324,000*
	percentage Increase	*2.5%*

Note 1

Funding under special agreements with Municipalites is not included in above municipal funding breakdown (i.e. RWQP, Subwatershed studies)

Note 2

Participation of all member municipalities for Category 2 programs and services has not been confirmed as at Oct 27/23. Adjustments may be applicable.

Grand River Conservation Authority
Summary of Municipal Apportionment - 2024 Budget

DRAFT - October 27th, 2023

	% CVA in Watershed	2023 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2024 Budget General Operating Expenses*	2024 Budget Category 1 Operating Expenses*	2024 Budget Category 2 Operating Expenses*	2024 Budget Total Apportionment	Actual 2023	% Change
Brant County	82.9%	7,651,609,216	6,343,184,040	2.98%	98,549	266,819	30,271	395,639	378,509	4.5%
Brantford C	100.0%	15,830,835,062	15,830,835,062	7.43%	245,952	665,906	75,549	987,407	959,163	2.9%
Amaranth Twp	82.0%	836,304,475	685,769,670	0.32%	10,654	28,846	3,273	42,773	41,929	2.0%
East Garafraxa Twp	80.0%	659,250,495	527,400,396	0.25%	8,194	22,184	2,517	32,895	32,145	2.3%
Town of Grand Valley	100.0%	629,306,057	629,306,057	0.30%	9,777	26,471	3,003	39,251	37,414	4.9%
Melancthon Twp	56.0%	621,036,905	347,780,667	0.16%	5,403	14,629	1,660	21,692	21,055	3.0%
Southgate Twp	6.0%	1,171,985,196	70,319,112	0.03%	1,092	2,958	336	4,386	4,082	7.4%
Haldimand County	41.0%	7,540,022,556	3,091,409,248	1.45%	48,029	130,037	14,753	192,819	188,187	2.5%
Norfolk County	5.0%	9,936,265,436	496,813,272	0.23%	7,719	20,898	2,371	30,988	30,398	1.9%
Halton Region	10.6%	49,388,040,845	5,220,626,448	2.45%	81,109	219,600	24,914	325,623	317,066	2.7%
Hamilton City	26.7%	98,248,255,488	26,281,408,343	12.33%	408,315	1,105,497	125,421	1,639,233	1,605,656	2.1%
Oxford County	36.1%	4,704,097,710	1,696,921,269	0.80%	26,364	71,379	8,098	105,841	103,618	2.1%
North Perth T	2.0%	2,497,940,188	49,958,804	0.02%	776	2,101	238	3,115	2,933	6.2%
Perth East Twp	40.0%	2,108,636,244	843,454,498	0.40%	13,104	35,479	4,025	52,608	51,654	1.8%
Waterloo Region	100.0%	107,591,348,898	107,591,348,898	50.49%	1,671,568	4,525,707	513,453	6,710,728	6,542,324	2.6%
Centre Wellington Twp	100.0%	5,519,221,813	5,519,221,813	2.59%	85,748	232,160	26,339	344,247	335,603	2.6%
Erin T	49.0%	2,632,734,184	1,290,039,750	0.61%	20,042	54,264	6,156	80,462	79,394	1.3%
Guelph C	100.0%	28,678,588,984	28,678,588,984	13.46%	445,558	1,206,332	136,861	1,788,751	1,757,601	1.8%
Guelph Eramosa Twp	100.0%	2,990,332,288	2,990,332,288	1.40%	46,459	125,785	14,271	186,515	182,089	2.4%
Mapleton Twp	95.0%	1,936,823,480	1,839,982,306	0.86%	28,586	77,397	8,781	114,764	111,066	3.3%
Wellington North Twp	51.0%	1,842,795,052	939,825,477	0.44%	14,601	39,533	4,485	58,619	57,083	2.7%
Puslinch Twp	75.0%	2,856,920,480	2,142,690,360	1.01%	33,289	90,130	10,225	133,644	129,031	3.6%
Total		**355,872,351,049**	**213,107,216,762**	**100.00%**	**3,310,888**	**8,964,112**	**1,017,000**	**13,292,000**	**12,968,000**	**2.5%**

**Operating Expenses include maintenance of capital infrastructure, studies, and/or equipment.*

Grand River Conservation Authority

ATTACHMENT E

BUDGET 2024 - SUMMARY of RESERVES

General Meeting - October 27th, 2023

	BUDGET 2023	"NET CHANGE" INCREASE/(DECREASE) 2023 VS 2024	DETAILS OF "NET CHANGE" BUDGET 2023: Transfer In (Interest Income)	Transfer In	Transfer Out	Description of Transfer	BUDGET 2024
Type A: GRCA Controlled							
Operating Reserves (designated)							
Property & Liability Insurance	270,383	0	0				270,383
Building & Mechanical Equipment	1,231,833	0	0				1,231,833
Small Office Equipment	8,013	0	0				8,013
Personnel	1,039,112	(65,000)	0		(65,000)	**OUT- Vacation Accrual, Wages**	974,112
Transition	2,003,704	(357,000)	55,000		(412,000)	**OUT-$100K Staff Position, $312,000 Environmental Education**	1,646,704
Forestry	1,347,640	35,000	35,000				1,382,640
Information Systems and Technology	1,063,602	(344,000)	35,000	1,437,000	(1,816,000)	**IN-Chargebacks; OUT-Operating/Capital costs**	719,602
Cottage Operations	1,215,650	35,000	35,000				1,250,650
Grand River Watershed Management Plan	116,939	3,000	3,000				119,939
Planning Enforcement	542,179	16,000	16,000				558,179
Property Rental Expenses	757,976	20,000	20,000				777,976
Watershed Restoration	276,275	8,000	8,000				284,275
Master Planning	439,958	15,000	15,000				454,958
Water Management Operating NEW-2022	850,000	25,000	25,000				875,000
Motor Pool Equipment	1,445,368	(185,000)	55,000	1,300,000	(1,540,000)	**IN-Chargebacks;OUT-Operating/Capital costs**	1,260,368
Motor Pool Insurance	95,064	3,000	3,000				98,064
Capital Reserves (designated)							
Water Control Structures	2,759,473	25,000	75,000		(50,000)	**OUT-Water Control Structures major repairs**	2,784,473
Cambridge Desiltation Pond	4,709	(1,000)	0		(1,000)	**OUT-Cambrige Desiltation Pond costs**	3,709
Completion of Capital Projects	162,000	0	0				162,000
Conservation Areas-Stabilization/Capital	7,049,262	(140,000)	210,000		(350,000)	**OUT-Cons Area Capital costs**	6,909,262
Gauges	901,275	(70,000)	30,000		(100,000)	**OUT-Gauge costs**	831,275
Capital Reserves (undesignated)							
General Capital Reserve	1,314,608	151,500	35,000	116,500		**IN-Hydro Generation Revenue**	1,466,108
Total Type A: GRCA Controlled	**24,895,023**	**(825,500)**	**655,000**	**2,853,500**	**(4,334,000)**		**24,069,523**
Type B: Reserves with Outside Control/Interest							
With MNRF Interest (Capital Reserves)							
Gravel	263,716	4,000	5,000		(1,000)	**OUT-Gravel Pit License**	267,716
Land Sale Proceeds Reserve	22,606,367	479,000	579,000		(100,000)	**OUT-$100K Demolition costs**	23,085,367
With School Board Interest (Operating Reserves)							
App's Nature Centre	75,501	2,000	2,000				77,501
Laurel Creek Nature Centre	123,611	3,000	3,000				126,611
Guelph Lake Nature Centre	142,487	3,000	3,000				145,487
Taquanyah Nature Centre	23,197	1,000	1,000				24,197
Shade's Mills Nature Centre	79,836	2,000	2,000				81,836
Total Type B: Outside Control/Interest	**23,314,715**	**494,000**	**595,000**	**0**	**(101,000)**		**23,808,715**
TOTAL	**$48,209,738**	**(331,500)**	**$1,250,000**	**$2,853,500**	**($4,435,000)**		**$47,878,238**

ATTACHMENT F

BUDGET 2024 - CATEGORY 2 - WATERSHED SERVICES PROGRAM BREAKDOWN

Draft October 27, 2023 to General Meeting

Programs & Services	Cost	Offsetting Funding	NET COST	Description of Funding
Sub-watershed Services	$ 285,000	$ (50,000)	$ 235,000	Municipal Funding
Conservation Services	$ 1,339,000	$ (800,000)	$ 539,000	Municipal Funding
Water Quality	$ 148,000	$ (1,000)	$ 147,000	
Water Quality - Waste Water Optimization Program	$ 87,600		$ 87,600	
Water Quality - Groundwater Resources	$ 8,400	$ -	$ 8,400	
Watershed Sciences & Collaborative Planning *				
TOTAL	**$ 1,868,000**	**$ (851,000)**	**$ 1,017,000**	

** Costs related to this activity integrated in the above listed programs and services.*

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
BUDGET 2024

	New Regulations Category	P&S Ref #	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
REVENUE				
Municipal				
Municipal Apportionment	Category 1	various	11,976,000	12,275,000
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000
Other	Category 2	8	850,000	850,000
			13,818,000	**14,142,000**
Government Grants				
MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	640,000	640,000
Other Provincial	Category 1	various	737,500	737,500
Other Provincial	Category 3	various	30,000	30,000
Federal	Category 1	various	40,000	40,000
			1,897,188	**1,897,188**
Self Generated				
User Fees and Sales				
Resource Planning	Category 1	4	1,144,000	1,044,000
Tree Planting	Category 3	9	580,000	580,000
Conservation Lands Income	Category 3	14	71,000	71,000
Conservation Lands Income	Category 1	5	15,000	15,000
Conservation Areas User Fees	Category 3	14	10,000,000	10,500,000
Environmental Education	Category 3	11	500,000	600,000
Property Rentals	Category 3	12	2,981,000	3,038,000
Hydro Generation	Category 3	13	580,000	580,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	27,000
Investment Income	General Operating	7	1,350,000	1,400,000
Total Self-Generated Revenue			**17,248,000**	**17,855,000**
TOTAL REVENUE			**32,963,188**	**33,894,188**

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
BUDGET 2024

	New Regulations Category	P&S Ref #	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
EXPENSES				
OPERATING				
Watershed Management	Category 1	1	1,276,000	1,306,100
Flood Forecasting and Warning	Category 1	2	895,000	911,000
Water Control Structures	Category 1	3	2,143,200	2,128,700
Resource Planning	Category 1	4	2,551,800	2,569,600
Conservation Lands Management	Category 1	5	2,954,600	2,871,900
Source Protection Program	Category 1	6	640,000	640,000
General Operating Expenses	General Operating	7	3,495,788	3,830,188
Watershed Services	Category 2	8	1,043,000	1,068,000
Tree Planting	Category 3	9	867,300	892,900
Conservation Services	Category 3	10	81,200	82,200
Environmental Education	Category 3	11	775,100	912,000
Property Rentals	Category 3	12	1,095,200	1,109,200
Hydro Production	Category 3	13	95,500	95,500
Conservation Areas	Category 3	14	9,037,000	9,432,000
Administrative Support	Category 3	15	1,198,000	1,217,400
Total OPERATING Expenses			**28,148,688**	**29,066,688**
CAPITAL				
Watershed Management	Category 1	1	110,000	110,000
Flood Forecasting and Warning	Category 1	2	190,000	190,000
Water Control Structures	Category 1	3	1,500,000	1,500,000
Conservation Areas	Category 3	13	2,000,000	2,000,000
Information Systems	General Operating	16	290,000	379,000
Motor Pool	General Operating	16	14,000	240,000
Total Capital Expenses			**4,104,000**	**4,419,000**
SPECIAL				
Resource Planning	Category 1	4	40,000	40,000
Conservation Services	Category 2	8	800,000	800,000
Total SPECIAL PROJECTS Expenses			**840,000**	**840,000**
Total Expenses			**33,092,688**	**34,325,688**
Gross Surplus			**(129,500)**	**(431,500)**
Prior Year Surplus Carryforward			**100,000**	**100,000**
Net Funding FROM/(TO) Reserves			**29,500**	**331,500**
NET SURPLUS			**0**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #1 - Watershed Management
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?	**draft Bud 2023(Oct)**	
Expenditures and Funding to Reserves		
Compensation and Benefits	1,013,900	1,044,000
Administration Expenses	197,000	197,000
Other Operating Expenses	65,100	65,100
Total OPERATING Expenditures	**1,276,000**	**1,306,100**
Instrumentation	60,000	60,000
Water Quality Monitoring Equipment	50,000	50,000
Total CAPITAL Expenditures	**110,000**	**110,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,386,000**	**1,416,100**
Funding		
Municipal		
Municipal Apportionment (levy)	1,273,500	1,303,600
Government Grants		
Other Provincial	37,500	37,500
Funding From Reserves		
Gauges	75,000	75,000
TOTAL FUNDING	**1,386,000**	**1,416,100**
Net Surplus/(Deficit)	**0**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #2 - Flood Forecasting and Warning
BUDGET 2024

	NEW REGS Budget 2023	NEW REGS Budget 2024
	(draft Oct version)	
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	551,000	567,000
Administration Expenses	236,000	236,000
Other Operating Expenses	108,000	108,000
Total OPERATING Expenditures	**895,000**	**911,000**
Hardware	88,000	88,000
Stream Gauges	102,000	102,000
Total CAPITAL Expenditures	**190,000**	**190,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,085,000**	**1,101,000**
Funding		
Municipal		
Municipal Apportionment (levy)	835,662	911,662
Government Grants		
MNRF Transfer Payments	164,338	164,338
Funding From Reserves		
Floodplain Mapping Projects & Gauges	25,000	25,000
Water Management Operating	60,000	0
TOTAL REVENUE	1,085,000	1,101,000
Net Surplus/(Deficit)	0	0

GRAND RIVER CONSERVATION AUTHORITY
P&S #3 - Water Control Structures
BUDGET 2024

	NEW REGS Budget 2023	NEW REGS Budget 2024
	(draft Oct version)	
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	1,399,500	1,441,000
Administration Expenses	29,200	29,200
Insurance	199,000	143,000
Property Taxes	170,700	170,700
Other Operating Expenses	344,800	344,800
Total OPERATING Expenditures	**2,143,200**	**2,128,700**
Total CAPITAL Expenditures	**1,500,000**	**1,500,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**3,643,200**	**3,628,700**
Funding		
Municipal		
Municipal Apportionment (levy)	2,537,850	2,593,350
Government Grants		
MNRF Transfer Payments	285,350	285,350
Provincial	700,000	700,000
Funding From Reserves		
Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000
TOTAL REVENUE AND FUNDING FROM RESERVES	**3,643,200**	**3,628,700**
Net Surplus/(Deficit)	**0**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #4 - Resource Planning
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	2,275,200	2,293,000
Administration Expenses	221,900	221,900
Other Operating Expenses	54,700	54,700
Total OPERATING Expenditures	**2,551,800**	**2,569,600**
Species at Risk	40,000	40,000
Total SPECIAL PROJECT Expenditures	**40,000**	**40,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,591,800**	**2,609,600**
Funding		
Municipal		
Municipal Apportionment (levy)	1,362,800	1,525,600
Government Grants		
Federal	40,000	40,000
Self Generated		
Solicitor Enquiry Fees	90,000	80,000
Permit Fees	500,000	470,000
Plan Review Fees	554,000	494,000
Funding from Reserves		
Water Management Operating Reserve	45,000	-
TOTAL REVENUE	**2,591,800**	**2,609,600**
Net Surplus/(Deficit)	**0**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #5 - Conservation Lands Management
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures and Funding to Reserves		
Compensation and Benefits	1,789,700	1,813,000
Administration Expenses	165,100	165,100
Insurance	201,000	60,000
Property Taxes	285,200	305,200
Other Operating Expenses	513,600	528,600
Total OPERATING Expenditures	**2,954,600**	**2,871,900**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,954,600**	**2,871,900**
Funding		
Municipal		
Municipal Apportionment (levy)	2,712,600	2,629,900
Self Generated		
Timber Sales	15,000	15,000
Donations - Foundation	27,000	27,000
Funding From Reserves		
Land (Demolitions)	100,000	100,000
Transition Reserve (Staffing)	100,000	100,000
TOTAL REVENUE	**2,954,600**	**2,871,900**
Net Surplus/(Deficit)	**0**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #6 - Source Protection Program
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures		
Compensation and Benefits	490,000	490,000
Administration Expenses	50,000	50,000
Other Operating Expenses	90,000	90,000
Water Budget - Technical Studies	10,000	10,000
TOTAL EXPENDITURES	**640,000**	**640,000**
Funding		
Government Grants		
Provincial	640,000	640,000
TOTAL FUNDING	**640,000**	**640,000**

GRAND RIVER CONSERVATION AUTHORITY
P&S #7 General Operating Expense
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	2,327,500	2,441,000
Administration Expenses	370,000	370,000
Insurance	63,500	284,500
Other Operating Expenses	804,788	804,688
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)
Total OPERATING Expenditures	**3,495,788**	**3,830,188**
Interest Income	1,250,000	1,250,000
Total FUNDING to RESERVES	**1,250,000**	**1,250,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**4,745,788**	**5,080,188**
Funding		
Municipal		
Municipal Apportionment (levy)	3,253,588	3,310,888
Self Generated		
Investment Income	1,350,000	1,400,000
Personnel	65,000	65,000
TOTAL REVENUE	4,668,588	4,775,888
Net Surplus/(Deficit)	(77,200)	(304,300)

GRAND RIVER CONSERVATION AUTHORITY
P&S #8 - Watershed Services - CAT 2
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	825,100	850,000
Administration Expenses	117,900	118,000
Other Operating Expenses	100,000	100,000
Total OPERATING Expenditures	**1,043,000**	**1,068,000**
RWQP Grants	800,000	800,000
Total SPECIAL PROJECT Expenditures	**800,000**	**800,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,843,000**	**1,868,000**
Funding		
Municipal		
Memorandums of Understanding Apportionment	992,000	1,017,000
Municipal Other	850,000	850,000
Funding From Reserves		
Cambridge Desiltation Pond	1,000	1,000
TOTAL REVENUE	1,843,000	1,868,000
Net Surplus/(Deficit)	0	0

GRAND RIVER CONSERVATION AUTHORITY
P&S #9 Tree Planting Program
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	278,000	287,000
Administration Expenses	30,900	30,900
Other Operating Expenses	558,400	575,000
Total OPERATING Expenditures	**867,300**	**892,900**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**867,300**	**892,900**
Funding		
Self Generated		
Nursery	400,000	400,000
Landowner Contributions (Tree Planting)	180,000	180,000
TOTAL REVENUE	580,000	580,000
Net Surplus/(Deficit)	(287,300)	(312,900)

GRAND RIVER CONSERVATION AUTHORITY
P&S #10 - Conservation Services
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	26,000	27,000
Administration Expenses	33,200	33,200
Other Operating Expenses	22,000	22,000
Total OPERATING Expenditures	**81,200**	**82,200**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**81,200**	**82,200**
Funding		
Government Grants		
Other Provincial	30,000	30,000
TOTAL REVENUE	30,000	30,000
Net Surplus/(Deficit)	(51,200)	(52,200)

GRAND RIVER CONSERVATION AUTHORITY
P&S #11 - Environmental Education
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures and Funding to Reserves		
Compensation & Benefits	574,500	642,000
Administration Expenses	57,000	57,000
Other Operating Expenses	143,600	213,000
Total OPERATING Expenditures	**775,100**	**912,000**
Guelph Lake Nature Centre		
Total SPECIAL PROJECT Expenditures	**0**	**0**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**775,100**	**912,000**
Funding		
Self Generated		
Nature Centre Revenue - Schools	500,000	600,000
Funding from Reserves		
Transition Reserve		312,000
TOTAL REVENUE	**500,000**	**912,000**
Net Surplus/(Deficit)	**(275,100)**	**0**

GRAND RIVER CONSERVATION AUTHORITY
P&S #12 - Property Rentals
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures and Funding to Reserves		
Compensation and Benefits	456,000	470,000
Administration Expenses	37,500	37,500
Other Operating Expenses	601,700	601,700
Total OPERATING Expenditures	**1,095,200**	**1,109,200**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,095,200**	**1,109,200**
Funding		
Self Generated		
Belwood	1,040,000	1,066,000
Conestogo	1,245,000	1,276,000
Agricultural	250,000	250,000
Residential	110,000	110,000
Miscellaneous	336,000	336,000
TOTAL REVENUE	2,981,000	3,038,000
Net Surplus/(Deficit)	1,885,800	1,928,800

GRAND RIVER CONSERVATION AUTHORITY
P&S #13 - Hydro Production
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures and Funding to Reserves		
Compensation and Benefits	70,000	70,000
Other Operating Expenses	25,500	25,500
Total OPERATING Expenditures	**95,500**	**95,500**
General Capital/Land Sale Proceeds	116,500	116,500
Total FUNDING to RESERVES	**116,500**	**116,500**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**212,000**	**212,000**
Revenue		
Government Grants		
Provincial	0	0
Self Generated		
Hydro Production-Belwood	265,000	265,000
Hydro Production-Conestogo	260,000	260,000
Hydro Production-Guelph	40,000	40,000
Hydro Production-Elora	15,000	15,000
Miscellaneous Income	0	0
Funding from Reserves		
Land Sale Proceeds	0	0
TOTAL REVENUE	580,000	580,000
Net Surplus/(Deficit)	368,000	368,000

GRAND RIVER CONSERVATION AUTHORITY
P&S #14 - Conservation Areas
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures and Funding to Reserves		
Compensation and Benefits	5,033,000	5,224,000
Administration Expenses	215,000	220,000
Property Tax	65,000	65,000
Other Operating Expenses	3,724,000	3,923,000
Total OPERATING Expenditures	**9,037,000**	**9,432,000**
Total CAPITAL Expenditures	**2,000,000**	**2,000,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**11,037,000**	**11,432,000**
Funding		
Self Generated		
Brant	1,100,000	1,175,000
Byng Island	1,000,000	1,100,000
Belwood Lake	400,000	375,000
Conestogo Lake	550,000	600,000
Elora Gorge	2,000,000	2,100,000
Elora Quarry	450,000	450,000
Guelph Lake	1,300,000	1,400,000
Laurel Creek	650,000	650,000
Pinehurst Lake	850,000	900,000
Rockwood	1,250,000	1,300,000
Shade's Mills	450,000	450,000
Total Fee Revenue	10,000,000	10,500,000
Miscellaneous Income (Luther)	71,000	71,000
Funding From Reserves		
Gravel	1,000	1,000
Conservation Areas - Capital Projects	500,000	350,000
TOTAL REVENUE	10,572,000	10,922,000
Net Surplus/(Deficit)	(465,000)	(510,000)

GRAND RIVER CONSERVATION AUTHORITY
P&S #15 - Administrative Support - CATEGORY 3
BUDGET 2024

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
How much does it cost, and who pays for it?		
Expenditures and Funding to Reserves		
Compensation and Benefits	648,600	668,000
Administration Expenses	100,900	100,900
Insurance	208,500	208,500
Other Operating Expenses	240,000	240,000
LESS: Recovery of Corporate Services Expenses		
Total OPERATING Expenditures	**1,198,000**	**1,217,400**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,198,000**	**1,217,400**
Funding		
TOTAL REVENUE	0	0
Net Surplus/(Deficit)	(1,198,000)	(1,217,400)

GRAND RIVER CONSERVATION AUTHORITY
P&S #16 - Supplemental Information - Information Systems and Motor Pool
BUDGET 2024

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
Expenditures		
Information Systems		
Compensation and Benefits	1,290,000	1,329,000
Administrative Expenses	25,500	25,500
Software and Hardware Maintenance	187,500	187,500
Supplies and Services	54,000	54,000
Total OPERATING Expenditures	**1,557,000**	**1,596,000**
Capital Expenses	**170,000**	**220,000**
LESS Internal Charges	**(1,437,000)**	**(1,437,000)**
NET Unallocated Expenses	**290,000**	**379,000**
Motor Pool		
Compensation and Benefits	312,000	321,000
Administrative Expenses	26,000	26,000
Insurance	50,600	63,000
Motor Pool Building and Grounds Maintenance	10,400	10,000
Equipment, Repairs and Supplies	286,000	336,000
Fuel	254,000	284,000
Total OPERATING Expenditures	**939,000**	**1,040,000**
Capital Expenses	**375,000**	**500,000**
LESS Internal Charges	**(1,300,000)**	**(1,300,000)**
NET Unallocated Expenses	**14,000**	**240,000**
TOTAL EXPENDITURES	**304,000**	**619,000**
Funding		
TOTAL REVENUE	**0**	**0**
Gross Surplus (Deficit)	(304,000)	(619,000)
Funding From Reserves	3,041,000	3,356,000
Funding to Reserves	(2,737,000)	(2,737,000)
Net Surplus/(Deficit)	**0**	**0**

Grand River Conservation Authority

Report number: GM-10-23-81

Date: October 27, 2023

To: Members of the Grand River Conservation Authority

Subject: Budget 2024 – Draft #1 – Municipal Apportionment

Recommendation:

THAT Report Number GM-10-23-81 – Budget 2024 – Draft #1 – Municipal Apportionment be received as information.

Summary:

The distribution of the proposed 2024 Municipal Apportionment to participating municipalities is attached, based on the first draft of the 2024 Budget.

Report:

Ontario Regulation 402/22: Budget and Apportionment, which came into effect July 1, 2023, details the Conservation Authority (CA) budget process and municipal apportionment methods and requirements. This regulation replaced O.Reg.139/96 Municipal Levies and O.Reg.670/0 Conservation Authority Levies.

Different apportionment methodologies are available depending on the category of expense. General operating expenses are to be apportioned using Modified Current Value Assessment (MCVA). General capital expenses may be apportioned using MCVA or by agreement. Category 1 operating and capital expenses may be apportioned using MCVA or by benefit-based apportionment agreements. Category 2 operating and capital costs are to be apportioned based on the methodology agreed to in the Memorandum of Understanding (MOU). Where Category 3 operating and capital costs are apportioned to municipalities, that calculation may be determined by MCVA, MOU, or benefit-based apportionment agreement.

At the Grand River Conservation Authority, municipal apportionment is allocated to participating municipalities based on Modified Current Value Assessment information in the watershed, which the Ministry of Natural Resources and Forestry (MNRF) provided.

Using the 2023 assessment information provided, the resulting allocation of the proposed 2024 Municipal Apportionment based on the first draft of the 2024 budget is attached. The expenses are categorized separately as General Operating Expenses, Category 1 Operating Expenses, and Category 2 Operating Expenses. Although not all participating municipalities have signed the Category 2 MOU at this point, the MCVA allocation for Category 2 reflects an assumption of agreement by all participating municipalities.

Financial Implications:

The first draft of the 2024 Budget proposes a total municipal apportionment amount of $13,292,000, representing an increase of $324,000, or 2.5%, over 2023. After allocating this amount in accordance with O.Reg. 402/22, individual municipalities will experience increases ranging from 1.3% to 7.4% compared to 2023.

Other Department Considerations:

Not Applicable

Prepared by:

Karen Armstrong
Deputy CAO/Secretary-Treasurer

Approved by:

Samantha Lawson
Chief Administrative Officer

Grand River Conservation Authority
Summary of Municipal Apportionment - 2024 Budget

DRAFT - October 27th, 2023

	% CVA in Watershed	2023 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2024 Budget General Operating Expenses*	2024 Budget Category 1 Operating Expenses*	2024 Budget Category 2 Operating Expenses*	2024 Budget Total Apportionment	Actual 2023	% Change
Brant County	82.9%	7,651,609,216	6,343,184,040	2.98%	98,549	266,819	30,271	395,639	378,509	4.5%
Brantford C	100.0%	15,830,835,062	15,830,835,062	7.43%	245,952	665,906	75,549	987,407	959,163	2.9%
Amaranth Twp	82.0%	836,304,475	685,769,670	0.32%	10,654	28,846	3,273	42,773	41,929	2.0%
East Garafraxa Twp	80.0%	659,250,495	527,400,396	0.25%	8,194	22,184	2,517	32,895	32,145	2.3%
Town of Grand Valley	100.0%	629,306,057	629,306,057	0.30%	9,777	26,471	3,003	39,251	37,414	4.9%
Melancthon Twp	56.0%	621,036,905	347,780,667	0.16%	5,403	14,629	1,660	21,692	21,055	3.0%
Southgate Twp	6.0%	1,171,985,196	70,319,112	0.03%	1,092	2,958	336	4,386	4,082	7.4%
Haldimand County	41.0%	7,540,022,556	3,091,409,248	1.45%	48,029	130,037	14,753	192,819	188,187	2.5%
Norfolk County	5.0%	9,936,265,436	496,813,272	0.23%	7,719	20,898	2,371	30,988	30,398	1.9%
Halton Region	10.6%	49,388,040,845	5,220,626,448	2.45%	81,109	219,600	24,914	325,623	317,066	2.7%
Hamilton City	26.7%	98,248,255,488	26,281,408,343	12.33%	408,315	1,105,497	125,421	1,639,233	1,605,656	2.1%
Oxford County	36.1%	4,704,097,710	1,696,921,269	0.80%	26,364	71,379	8,098	105,841	103,618	2.1%
North Perth T	2.0%	2,497,940,188	49,958,804	0.02%	776	2,101	238	3,115	2,933	6.2%
Perth East Twp	40.0%	2,108,636,244	843,454,498	0.40%	13,104	35,479	4,025	52,608	51,654	1.8%
Waterloo Region	100.0%	107,591,348,898	107,591,348,898	50.49%	1,671,568	4,525,707	513,453	6,710,728	6,542,324	2.6%
Centre Wellington Twp	100.0%	5,519,221,813	5,519,221,813	2.59%	85,748	232,160	26,339	344,247	335,603	2.6%
Erin T	49.0%	2,632,734,184	1,290,039,750	0.61%	20,042	54,264	6,156	80,462	79,394	1.3%
Guelph C	100.0%	28,678,588,984	28,678,588,984	13.46%	445,558	1,206,332	136,861	1,788,751	1,757,601	1.8%
Guelph Eramosa Twp	100.0%	2,990,332,288	2,990,332,288	1.40%	46,459	125,785	14,271	186,515	182,089	2.4%
Mapleton Twp	95.0%	1,936,823,480	1,839,982,306	0.86%	28,586	77,397	8,781	114,764	111,066	3.3%
Wellington North Twp	51.0%	1,842,795,052	939,825,477	0.44%	14,601	39,533	4,485	58,619	57,083	2.7%
Puslinch Twp	75.0%	2,856,920,480	2,142,690,360	1.01%	33,289	90,130	10,225	133,644	129,031	3.6%
Total		**355,872,351,049**	**213,107,216,762**	**100.00%**	**3,310,888**	**8,964,112**	**1,017,000**	**13,292,000**	**12,968,000**	**2.5%**

**Operating Expenses include maintenance of capital infrastructure, studies, and/or equipment.*

GRAND RIVER CONSERVATION AUTHORITY

AUDITED FINANCIAL STATEMENTS

AND INDEPENDENT AUDITORS' REPORT THEREON

DECEMBER 31, 2022

GRAND RIVER CONSERVATION AUTHORITY

INDEX TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

Independent Auditors' Report

Statements

1. Statement of Financial Position
2. Statement of Operations and Changes in Accumulated Surplus
3. Statement of Cash Flows
4. Statement of Changes in Net Financial Assets

Notes to the Financial Statements

KPMG LLP
120 Victoria Street South
Suite 600
Kitchener ON N2G 0E1
Canada
Tel 519-747-8800
Fax 519-747-8811

INDEPENDENT AUDITOR'S REPORT

To the Members of Grand River Conservation Authority

Opinion

We have audited the financial statements of Grand River Conservation Authority (the "Authority"), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations and change in accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.
KPMG Canada provides services to KPMG LLP.

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

February 27, 2023

STATEMENT 1

GRAND RIVER CONSERVATION AUTHORITY

(Established by the Conservation Authorities Act)

Statement of Financial Position

As at December 31, 2022

(with comparative information for 2021)

		2022	2021
Financial Assets			
Cash		$ 9,532,451	$ 16,439,071
Investments (Note 2)		46,306,659	22,831,954
Accounts Receivable - Government Grants		787,775	545,121
Accounts Receivable - Municipal Levies and Other		365,437	172,116
Other Receivables		882,427	1,041,643
		57,874,749	41,029,905
Financial Liabilities			
Accounts Payable and Accrued Liabilities (Note 5)		3,699,510	2,741,353
Deferred Revenue (Note 3)		4,812,932	7,519,618
Deposits		427,367	367,063
		8,939,809	10,628,034
Net Financial Assets		48,934,940	30,401,871
Non-Financial Assets			
Tangible Capital Assets (Note 4)		91,376,903	91,173,334
Prepaid Expenses and Inventory		386,800	287,114
		91,763,703	91,460,448
ACCUMULATED SURPLUS		$ **140,698,643**	$ **121,862,319**

ACCUMULATED SURPLUS COMPRISED OF

Accumulated Surplus - Reserves - Operating	(Note 9)	$ 11,979,896	$ 10,000,408
Accumulated Surplus - Reserves - Motor Pool	(Note 9)	1,971,432	2,252,933
Accumulated Surplus - Other		562,502	567,177
Accumulated Surplus - Tangible Capital Assets		91,376,903	91,173,334
ACCUMULATED SURPLUS		$ **140,698,643**	$ **121,862,319**

Commitments and Contingencies (Notes 7 and 8)

(see accompanying notes to the financial statements)

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
For the Year Ended December 31, 2022
(with comparative figures for 2021)

STATEMENT 2

	Budget 2022 Note 6	Actual 2022	Actual 2021
Revenue			
Municipal			
Grants:			
General-Operating	$ 11,580,000	$ 11,580,000	$ 11,275,000
General-Capital	950,000	950,000	950,000
Special	130,000	99,593	96,139
Other	800,000	536,972	645,375
Total Municipal Revenue	**13,460,000**	**13,166,565**	**12,966,514**
Government Grants			
MNR Transfer Payments	449,688	449,688	449,688
Source Protection Program-Provincial	640,000	569,995	569,655
Other Provincial	1,587,500	688,888	961,274
Federal	320,000	431,023	409,607
Total Government Grants	**2,997,188**	**2,139,594**	**2,390,224**
Self-Generated			
User Fees and Sales:			
Enquiries and Permits	599,000	591,330	720,304
Plan Input and Review	445,000	598,852	470,256
Nursery and Woodlot Management	415,000	636,388	505,659
Conservation Lands Income	71,000	65,050	80,640
Conservation Areas User Fees	9,000,000	11,232,461	9,504,504
Nature Centres and Camps	500,000	519,747	362,455
Property Rentals	2,921,000	2,910,172	2,892,673
Hydro Generation	530,000	589,334	601,942
Grand River Conservation Foundation	767,000	435,142	141,534
Donations	100,000	23,473	68,772
Landowner Contributions	180,000	163,602	175,304
Investment Income	475,000	866,001	457,806
Miscellaneous Income	8,000	28,693	12,001
Gain on Sale of Tangible Capital Assets (Note 4)	-	15,176,165	-
Total Self-Generated Revenue	**16,011,000**	**33,836,410**	**15,993,850**
Total Revenue	**$ 32,468,188**	**$ 49,142,569**	**$ 31,350,588**
Expenditures			
Watershed Management and Monitoring	7,485,761	6,946,382	6,581,825
Source Protection Program	640,000	569,995	569,655
Resource Planning	2,351,200	2,229,262	1,971,193
Watershed Stewardship	3,667,554	3,004,021	3,001,456
Conservation Land Management	4,527,737	3,793,701	4,089,860
Recreation and Education	9,775,794	9,739,662	8,845,719
Corporate Services / Information Systems and Motor Pool	3,896,815	4,023,222	3,194,890
Total Expenditures	**$ 32,344,861**	**$ 30,306,245**	**$ 28,254,598**
Annual Surplus	**123,327**	**18,836,324**	**3,095,990**
Accumulated Surplus, Beginning of Year		**121,862,319**	**118,766,329**
Accumulated Surplus, End of Year		**$ 140,698,643**	**$ 121,862,319**

(see accompanying notes to the financial statements)

STATEMENT 3

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2022
(with comparative information for 2021)

	Actual 2022	Actual 2021
Operating Activities		
Annual surplus	$ 18,836,324	$ 3,095,990
Items not involving cash:		
Amortization	3,422,288	3,255,909
Loss (gain) on sale of tangible capital assets	(15,176,165)	215,879
Change in non-cash operating assets and liabilities:		
Accounts receivable	(276,759)	(96,805)
Prepaid expenses and inventory	(99,686)	(40,812)
Accounts payable and accrued liabilities	958,157	(460,390)
Deferred revenue and deposits	(2,646,382)	3,443,299
Decrease in deferred revenue and deposits		
Net change in cash from operating activities	5,017,777	9,413,070
Capital Activities		
Cash used to acquire tangible capital assets	(3,697,300)	(2,322,226)
Proceeds on sale of tangible capital assets (Note 4)	15,247,608	(178,933)
Net change in cash from capital activities	11,550,308	(2,501,159)
Investing Activities		
Change in investments	(23,474,705)	(1,511,817)
Net change in cash from investing activities	(23,474,705)	(1,511,817)
Net change in cash	**(6,906,620)**	**5,400,094**
Cash, beginning of year	16,439,071	11,038,977
Cash, end of the year	$ **9,532,451**	$ **16,439,071**

(see accompanying notes to the financial statements)

STATEMENT 4

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2022
(with comparative information for 2021)

		Actual 2022		Actual 2021
Annual surplus	$	18,836,324	$	3,095,990
Acquisition of tangible capital assets		(3,697,300)		(2,322,226)
Amortization of tangible capital assets		3,422,288		3,255,909
Loss (gain) on sale of tangible capital assets		(15,176,165)		215,879
Proceeds on sale of tangible capital assets		15,247,608		(178,933)
		18,632,755		4,066,619
Net changes in prepaid expenses and inventory		(99,686)		(40,812)
Net change in financial assets		18,533,069		4,025,807
Net financial assets, beginning of year		**30,401,871**		**26,376,064**
Net financial assets, end of year	$	**48,934,940**	$	**30,401,871**

(see accompanying notes to the financial statements)

GRAND RIVER CONSERVATION AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

(1) Summary of Significant Accounting Policies

The financial statements of Grand River Conservation Authority (the "Authority") are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Chartered Professional Accountants. Significant aspects of the accounting policies adopted by the Authority are as follows:

(a) Basis of Accounting

The Authority follows the accrual method of accounting for revenues and expenditures. Revenues are normally recognized in the year in which they are earned and measurable. Expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(b) Deferred Revenue and Deposits

Balance includes funds that have been advanced to the Authority from government agencies and/or the general public and as at year end the funds have not been expended for the purpose for which they were received. In most instances, service and/or product delivery is anticipated to be performed in the following fiscal period. Typical balances include tree planting cash receipts, rural water quality program funding from municipalities, advance payments on conservation area camping reservations and special projects funding that has been paid in advance of project completion. These amounts will be recognized as revenues in the fiscal year the services are performed.

(c) Classification of Expenditures

Expenditures are reported in nine main categories, which follow the format adopted by Conservation Ontario. By following these guidelines, there will be consistency of reporting by all Conservation Authorities in Ontario. These are further explained as follows:

Watershed Management and Monitoring

Watershed Management and Monitoring includes expenditures and revenues for programs which provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed. Also included are the maintenance and operations of all Flood and Erosion Control Structures and the operations of the Flood Forecasting and Warning system.

Source Protection Program

The Source Protection Program includes expenditures and revenues for the development of a “Drinking Water Source Protection” plan for the Lake Erie Source Protection Region (includes Grand River, Long Point Region, Kettle Creek, and Catfish Creek Conservation Authorities).

Resource Planning

Resource Planning includes expenditures and revenues associated with reviewing official plans, zoning bylaws, development plans and other planning proposals, in accordance with Conservation Authority and Municipal Agreements. It also includes, administration of floodplain regulations and watershed management consulting outside of the Grand River watershed, which is performed on a fee-for-service basis and generates a profit.

Watershed Stewardship

Watershed Stewardship includes those activities associated with providing service and/or assistance to private and public landowners, and community groups on sound environmental practices that will enhance, restore or protect natural heritage features on their properties.

Conservation Land Management

Conservation Land Management includes all expenditures and revenues associated with the acquisition and management of land owned/managed by the Authority. This includes the protection of provincially significant conservation lands, woodlot management, rental/lease agreements and other revenues generated from managing lands and facilities. These expenditures do not include those associated with recreation and education programs on Authority lands.

Recreation and Education

Recreation and Education includes expenditures and revenues associated with delivering recreational and educational programs on Authority lands at a number of active conservation areas and nature centres.

Corporate Services

Corporate services include the costs associated with head office facilities and functions other than technical staff and associated programs.

Information Systems and Motor Pool

Net Information Systems and Motor Pool usage charges includes the support areas that are charged out to other cost centres on an “as used” basis. Information Systems consists of the head office, conservation area and nature centre computer systems. User cost centres incur a charge for their computer use. Motor Pool is the vehicles and equipment that are used for operations and capital projects by other cost centres. When equipment or vehicles are used, the cost centre is charged for the use of the asset.

(d) Investments

Investments include term deposits and Federal and Provincial Government bonds in accordance with the investment policy that was approved by the general membership. Investments are carried at the redemption amount adjusted for unamortized purchase premiums or discounts. Premiums and discounts are amortized on an effective-yield basis over the term to maturity. Interest income is recorded as it accrues. When the value of any investment is identified as impaired, the carrying amount is adjusted to the estimated realizable value and any adjustments are included in investment income in the year the impairment is recognized.

(e) Accounts Receivable

Accounts Receivable is reported net of any allowance for doubtful accounts.

(f) Inventory

Inventory is valued at the lower of cost or replacement cost.

(g) Interest Allocation

The Authority follows the policy of consolidating funds on hand for investment purposes. Interest income is generally recognized into income unless the provisions of a relevant agreement or legislation require that the income be restricted, then restricted interest income is recognized in deferred revenue until used for the purpose or purposes specified.

(h) Use of Estimates

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

(i) Tangible Capital Assets

Tangible capital assets are recorded at cost which include amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized in a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Site Improvements	10 - 50
Buildings	10 - 50
Furniture and Equipment	10 - 15
Motor Pool	5 - 10
Communications and Computer	5
Water Control Structures	20 - 80

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

(i) Contributions of tangible capital assets

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

(ii) Natural resources

Natural resources that have not been purchased are not recognized as assets in the financial statements.

(iii) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as assets in the financial statements.

(j) Non-Financial Assets

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

(k) Contaminated Sites

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

a) An environmental standard exists

b) Contamination exceeds the environmental standard

c) The Authority is directly responsible or accepts responsibility for the liability

d) Future economic benefits will be given up, and

e) A reasonable estimate of the liability can be made.

(l) Employee Future Benefits

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

(2) Investments

Investments include the following amounts:

	2022	2021
Term Deposit maturing within one year Market value at December 31, 2022 - $1,959,882 (2021 – $nil)	$ 2,050,356	$ -
Term Deposit maturing within one to five years Market value at December 31, 2022 - $1,975,010 (2021 – $4,118,788)	2,300,000	4,350,356
GIC maturing within one year (Interest rates vary between 3.4% and 3.5%) Market value at December 31, 2022 - $6,895,835 (2021 – $nil)	6,850,532	-
Bonds maturing within one year (Interest rates vary between 2.333% and 3.45%) Market value at December 31, 2022 - $9,703,959 (2021 - $1,722,520)	$9,829,000	1,700,000
Bonds maturing within one to five years (Interest rates vary between 2.597% and 3.3%) Market value at December 31, 2022 - $18,059,662 (2021 - $10,559,017)	18,760,000	10,331,000
Bonds maturing within six to ten years (Interest rate is 2.237%) Market Value at December 31, 2022 - $1,855,390 (2021 - $2,012,098)	2,000,000	2,000,000
High interest savings account (Interest rates vary between 3.65% and 4.715%) Market value at December 31, 2022 - $4,889,673 (2021 - $4,446,903)	4,889,673	4,446,903
Sub-Total	$ 46,679,561	$ 22,828,259
Plus: Unamortized purchase net premiums and discounts	(372,902)	3,695
Total	$ 46,306,659	$ 22,831,954

(3) Deferred Revenue

(a) Deferred revenue includes the following amounts:

		2022		2021
Balance, end of year:				
Source Protection Program	$	219,740	$	407,281
Rural Water Quality Program		972,846		955,949
Water and Erosion Control Infrastructure		197,254		22,070
Canada Emergency Wage Subsidy (Note 3(b))		-		3,157,379
Other Watershed Programs		1,883,874		1,408,998
Cottage Rent		472,554		479,131
Other Miscellaneous		1,066,664		1,088,810
Total Deferred Revenue	$	4,812,932	$	7,519,618
Balance, beginning of year:				
Source Protection Program	$	407,281	$	194,481
Rural Water Quality Program		955,949		970,780
Water and Erosion Control Infrastructure		22,070		92,297
Canada Emergency Wage Subsidy (Note 3 (b))		3,157,379		-
Other Watershed Programs		1,408,998		1,583,376
Cottage Rent		479,131		485,114
Other Miscellaneous		1,088,810		775,560
		7,519,618		4,101,608
Grant Contributions		(125,041)		3,030,934
CEWS Contributions		-		3,157,379
Other		2,567,655		2,734,841
Total Contributions Received		2,442,614		8,923,154
CEWS Contributions Used		3,157,379		-
Contributions Used		1,991,921		5,505,144
Total Contributions Used		5,149,300		5,505,144
Balance, end of year	$	4,812,932	$	7,519,618

(b) The Authority applied for funding through the Canada Emergency Wage Subsidy (CEWS). The Authority received funding totalling $3,157,379 in 2021 and the amount was recorded as deferred revenue until the year ended December 31, 2021. The Canada Revenue Agency (CRA) through an audit determined that the Authority was not eligible for this subsidy. The subsidy was refunded to the CRA during 2022 in the full amount of $3,157,379 plus interest charges of $245,573. During the year, the interest of $245,573 was expensed in Corporate Services on the statement of operations. The Authority is appealing this assessment and has also requested that interest charges be waived. A final decision by the CRA is pending as at December 31, 2022.

(4) Tangible Capital Assets

Cost	Balance at 31-Dec-21	Additions	Disposals/ Transfers	Balance at 31-Dec-22
Land and Land Improvements	$ 30,918,340	$ -	$ (25,817)	$ 30,892,523
Site Improvements	17,074,824	1,861,857	(4,893)	18,931,788
Buildings	18,827,478	274,838	(96,224)	19,006,092
Furniture and Equipment	2,373,429	207,259	(10,542)	2,570,146
Motor Pool	5,191,097	692,803	(256,553)	5,627,347
Communications and Computers	1,923,592	39,757	-	1,963,349
Water Control Structures	100,282,697	2,281,412	-	102,564,109
Assets Under Construction	4,470,527	2,193,255	(3,853,881)	2,809,901
	$ 181,061,984	$ 7,551,181	$ (4,247,910)	$ 184,365,255

Accumulated Amortization	Balance at 31-Dec-21	Disposals	Amortization Expense	Balance at 31-Dec-22
Site Improvements	$ 10,263,522	$ (4,848)	$ 527,443	$ 10,786,117
Buildings	10,507,966	(74,166)	440,173	10,873,973
Furniture and Equipment	1,225,760	(10,542)	178,300	1,393,518
Motor Pool	3,686,033	(233,030)	345,956	3,798,959
Communications and Computers	1,649,483	-	97,682	1,747,165
Water Control Structures	62,555,886	-	1,832,734	64,388,620
	$ 89,888,650	$ (322,586)	$ 3,422,288	$ 92,988,352

	Net Book Value 31-Dec-21	Net Book Value 31-Dec-22
Land and Land Improvements	$ 30,918,340	$ 30,892,523
Site Improvements	6,811,301	8,145,671
Buildings	8,319,512	8,132,119
Furniture and Equipment	1,147,669	1,176,628
Motor Pool	1,505,064	1,828,388
Communications and Computers	274,110	216,184
Water Control Structures	37,726,811	38,175,489
Assets Under Construction	4,470,527	2,809,901
	$ 91,173,334	$ 91,376,903

Cost	Balance at 31-Dec-20	Additions	Disposals/ Transfers	Balance at 31-Dec-21
Land and Land Improvements	$ 30,918,340	$ -	$ -	$ 30,918,340
Site Improvements	16,841,302	240,522	(7,000)	17,074,824
Buildings	17,754,921	1,194,011	(121,454)	18,827,478
Furniture and Equipment	2,220,359	213,862	(60,792)	2,373,429
Motor Pool	5,224,296	232,138	(265,337)	5,191,097
Communications and Computers	1,782,667	140,925	-	1,923,592
Water Control Structures	100,238,228	44,469	-	100,282,697
Assets Under Construction	4,214,228	1,467,796	(1,211,497)	4,470,527
	$ 179,194,341	$ 3,533,723	$ (1,666,080)	$ 181,061,984

Accumulated Amortization	Balance at 31-Dec-20	Disposals	Amortization Expense	Balance at 31-Dec-21
Site Improvements	$ 9,861,247	$ (7,000)	$ 409,276	$ 10,263,523
Buildings	10,173,679	(96,833)	431,120	10,507,966
Furniture and Equipment	1,121,836	(59,578)	163,502	1,225,760
Motor Pool	3,583,612	(254,226)	356,647	3,686,033
Communications and Computers	1,561,177	-	88,305	1,649,482
Water Control Structures	60,748,827	-	1,807,059	62,555,886
	$ 87,050,378	$ (417,637)	$ 3,255,909	$ 89,888,650

	Net Book Value 31-Dec-20	Net Book Value 31-Dec-21
Land and Land Improvements	$ 30,918,340	$ 30,918,340
Site Improvements	6,980,055	6,811,301
Buildings	7,581,242	8,319,512
Furniture and Equipment	1,098,523	1,147,669
Motor Pool	1,640,684	1,505,064
Communications and Computers	221,490	274,110
Water Control Structures	39,489,401	37,726,811
Assets Under Construction	4,214,228	4,470,527
	$ 92,143,963	$ 91,173,334

Assets Under Construction

Assets under construction having a value of $2,809,901 (2021 - $4,470,527) have not been amortized. Amortization of these assets will commence when the asset is put into service.

Write-down of Tangible Capital Assets

The write-down of tangible capital assets during the year was $14,450 (2021 - $16,518).

Gain on Sale of Tangible Capital Assets

During the year, the Authority disposed of three significant properties (land) with a total carrying value of $25,817. The total proceeds on these sales were $15,184,309, which resulted in a gain on sale of $15,158,492.

In 2021, net outflow of cash for proceeds on sale of tangible capital assets of $178,933 on the Statement of Cashflows represents proceeds of $75,698 net of demolition costs of $254,631.

(5) Contaminated Site Liability

The Authority has an estimated liability of $812,912 as at December 31, 2022 (2021 - $812,912) for future remediation of two of its properties. During the year, there was no activity or events impacting the liability estimate from prior year. The properties include a former landfill site in the City of Brantford, and a former residential site in the City of Cambridge. The properties were purchased by the Authority in the 1970s under flood control projects. The Ministry of the Environment, Conservation and Parks has requested remediation on the Brantford and Cambridge properties. The estimated future cost of the work at Brantford is based on a detailed remediation plan prepared by a qualified external consultant. Staff have estimated the future cost of remediation for the Cambridge property based on preliminary investigations carried out by an environmental consulting firm.

(6) 2022 Budget

The budget figures are those adopted at the General Meeting of the Authority held February 25, 2022. The Authority only prepares a budget for the statement of operations, the budget figures in the statement of change in net financial assets has not been provided.

(7) Commitments

The Authority is committed under contracts for various infrastructure projects. The amount expected to be incurred in 2023 under contracts is approximately $3,507,162.

(8) Contingencies

The Authority recognizes that liabilities may arise due to certain contract and labour relations matters that were outstanding at year end, in the normal course of business. Legal action may be taken against the Authority for personal injury claims, property damage and other contractual matters. The outcome of these actions is not presently determinable. It is management's opinion that the Authority's insurance coverage and/or accumulated surplus will adequately cover any potential liabilities arising from these matters.

(9) Accumulated Surplus

Accumulated surplus consists of tangible capital asset and other surplus and reserve funds. Details of the reserve funds are as follows:

	2022	2021
Operating		
Property and Liability Insurance	$ 270,383	$ 270,383
Building and Mechanical Equipment	1,231,833	1,231,833
Small Office Equipment	8,013	7,831
Personnel	1,104,112	1,349,112
Transition	2,048,704	1,562,180
Apps' Mill Nature Centre	73,501	64,982
Laurel Creek Nature Centre	120,611	111,016
Guelph Lake Nature Centre	139,487	129,459
Shade's Mills Nature Centre	77,836	69,219
Taquanyah Nature Centre	22,197	14,849
Computer Replacement	1,318,602	1,329,784
Forestry Management	1,312,640	1,078,801
Cottage Operations	1,180,650	983,652
Property Rental	737,976	706,458
Planning Enforcement	526,179	475,071
Master Plan	424,958	327,307
Grand River Management Plan	113,939	111,336
Watershed Restoration	268,275	177,135
Water Management	1,000,000	-
Total Operating Reserves	**$ 11,979,896**	**$ 10,000,408**
Capital		
Completion of Capital Projects	$ 162,000	$ 162,000
Cambridge Desiltation Pond	5,709	6,237
Gravel	259,716	253,783
General Capital	1,163,108	1,116,991
Major Dam Maintenance	2,734,473	3,466,428
Gauges	971,275	905,113
Conservation Area	7,339,262	4,971,802
Land Reserves	22,172,367	6,986,113
Total Capital Reserves	**$ 34,807,910**	**$ 17,868,467**
Motor Pool		
Motor Pool Equipment Replacement	$ 1,879,368	$ 2,162,973
Vehicle Insurance	92,064	89,960
Total Motor Pool Reserves	**$ 1,971,432**	**$ 2,252,933**
Total Reserves	**$ 48,759,238**	**$ 30,121,808**

Land reserves represent the net proceeds of land sales and are available for approved projects including purchases of conservation lands within the Watershed in accordance with Authority policies and Provincial Regulations.

(10) Pension and Retirement Benefits

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of all eligible members of its staff. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

Because OMERS is a multi-employer pension plan, any pension plan surpluses or deficits are the joint responsibility of Ontario municipal organizations and their employees. As a result, the Authority does not recognize any share of the OMERS pension surplus or deficit.

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

In 2022, the Authority's contribution to OMERS was $1,204,260 (2021 - $1,174,248).

(11) Related Entity

The Grand River Conservation Foundation ("the Foundation") is an independent organization and a Registered Charity that raises funds to finance selected operating and capital expenditures of the Authority. Although the Foundation disburses funds at the discretion of its own Board of Directors, it only funds approved projects of the Authority and the Chair of the Authority is a permanent member of the Foundation Board. The accounts of The Grand River Conservation Foundation are not included in these financial statements.

During 2022, the Foundation contributed $435,142 (2021 - $141,534) to fund projects carried out by the Authority. At December 31, 2022, the amount due from the Foundation to the Authority is $291,227 (2021 - $129,781). This receivable is included in “Other Receivables” on the Statement of Financial Position.

(12) Public Sector Salary Disclosure

Grand River Conservation Authority is subject to The Public Sector Salary Disclosure Act, 1996. Salaries and benefits that have been paid by the Authority and reported to the Province of Ontario in compliance with this legislation are listed on the Ontario Ministry of Finance website at https://www.ontario.ca/page/public-sector-salary-disclosure#section-0 or can be provided in an alternate format upon request from the Authority.

(13) Segmented Information

2022	Watershed Management and Monitoring	Source Protection Program	Resource Planning	Watershed Stewardship	Conservation Land Management	Recreation and Education	Corporate Services/IS and Motor Pool	Total
Revenue:								
Levies	$ 5,445,505	$ -	$ 1,307,200	$ 1,906,200	$ -	$ 284,600	$ 3,686,088	$ 12,629,593
Grants	1,314,841	569,995	-	760,181	225	30,874	450	2,676,566
User fees and Other	-	-	1,190,182	663,392	18,877,319	11,755,215	891,687	33,377,795
Donations	-	-	-	67,498	252,053	111,741	27,323	458,615
Total Revenue	6,760,346	569,995	2,497,382	3,397,271	19,129,597	12,182,430	4,605,548	49,142,569
Expenses:								
Salaries, Wages and Benefits	3,381,584	464,091	1,987,108	1,330,896	1,941,251	5,118,667	3,368,620	17,592,217
Operating Expenses	1,806,702	105,904	242,154	1,659,521	1,630,327	3,839,875	2,569,958	11,854,441
Amortization	1,758,096	-	-	13,604	222,123	781,120	647,345	3,422,288
Less: Chargebacks	-	-	-	-	-	-	(2,562,701)	(2,562,701)
Total Expenses	6,946,382	569,995	2,229,262	3,004,021	3,793,701	9,739,662	4,023,222	30,306,245
Annual surplus/ (deficit)	$ (186,036)	$ -	$ 268,120	$ 393,250	$ 15,335,896	$ 2,442,768	$ 582,326	$ 18,836,324

2021	Watershed Management and Monitoring	Source Protection Program	Resource Planning	Watershed Stewardship	Conservation Land Management	Recreation and Education	Corporate Services/IS and Motor Pool	Total
Revenue:								
Levies	$ 5,369,151	$ -	$ 1,223,200	$ 2,038,700	$ -	$ 340,600	$ 3,349,488	$ 12,321,139
Grants	1,457,047	569,655	-	822,030	-	186,367	500	3,035,599
User fees and Other	-	-	1,190,560	600,015	3,666,203	9,867,416	459,350	15,783,544
Donations	-	-	-	98,933	71,675	39,698	-	210,306
Total Revenue	6,826,198	569,655	2,413,760	3,559,678	3,737,878	10,434,081	3,809,338	31,350,588
Expenses:								
Salaries, Wages and Benefits	3,231,453	462,068	1,736,286	1,298,525	1,788,904	4,564,710	3,218,357	16,300,303
Operating Expenses	1,636,656	107,587	234,907	1,689,011	2,075,809	3,637,458	1,790,246	11,171,674
Amortization	1,713,716	-	-	13,920	225,147	643,551	659,575	3,255,909
Less: Chargebacks	-	-	-	-	-	-	(2,473,288)	(2,473,288)
Total Expenses	6,581,825	569,655	1,971,193	3,001,456	4,089,860	8,845,719	3,194,890	28,254,598
Annual surplus/ (deficit)	$ 244,373	$ -	$ 442,567	$ 558,222	$ (351,982)	$ 1,588,362	$ 614,448	$ 3,095,990

HAMILTON BEACH
RESCUE UNIT

316 Beach Blvd. Hamilton, Ont. L8H 6W2
(905)544-8947
FAX (905) 544-8905

2024 Budget Submission

HAMILTON BEACH
RESCUE UNIT
316 Beach Blvd. Hamilton, Ont. L8H 6W2
(905)544-8947
FAX (905) 544-8905

December 6, 2023

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

Dear Sir,

RE: 2024 Budget, Operating and Capital

As per your request of October 25, 2023, please find a draft 2024 budget request enclosed. The audited financial statement for 2022 will be forwarded as soon as it has been returned.

On your letter dated October 25, 2023 you requested us to maintain an increase of 0% for the year 2024, The Hamilton Beach Rescue Unit is respectfully maintaining a 0% increase as requested in our budget submission. The proposed operating budget for 2024 is outlined in Appendix 'B'.

A capital allotment of $78,051.00 in addition to an operating budget was granted in 2023. The operating budget was paid in three installments. The 2023 budget is attached as Appendix 'A'. We request a capital allotment of approximately $78,051.00 for 2023, to be finalized by December 20th, 2023.

Although we did not fully use the 2023 Capital Allotment funding, we respectfully request that the money left over from 2023, be carried over into the 2024 budget funding.

I respectfully ask for your support in moving forward with the 2024 budget and capital allotment.

I believe this meets with the City of Hamilton's expectation for 2024.

Yours truly,

Steve Laing
Treasurer ~ HBRU Inc.

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

2023 Operating Budget

Appendix 'A'

Insurance	$20,438
Professional Fees	8,520
Telephones and Pagers	3,280
Rent and Taxes	12,360
Repairs and Maintenance	8,247
Fuel (Boat and Vehicles)	9,325
Volunteer Expenses	3,600
Utilities	7,163
Training Seminars	3,070
Office and General	2,048
	$78,051

Proposed 2024 Operating Budget

Appendix 'B'

Insurance	$20,438
Professional Fees	8,520
Telephones and Pagers	3,280
Rent and Taxes	12,360
Repairs and Maintenance	8,247
Fuel (Boat and Vehicles)	9,325
Volunteer Expenses	3,600
Utilities	7,163
Training Seminars	3,070
Office and General	2,048
	$78,051

CITY OF HAMILTON
2024 CURRENT BUDGET
TAX SUPPORTED GROSS AND NET OPERATING BUDGET

by Cost Category

Hamilton Farmers' Market

OTHER BOARDS & AGENCIES

	2023 Restated Budget	2023 Projected Actual	2024 Current Budget	2024 Current Budget vs. 2023 Restated Change $	Change %
EMPLOYEE RELATED COST	362,090	306,970	388,980	26,890	7.4%
MATERIAL & SUPPLY	22,300	26,390	29,550	7,250	32.5%
BUILDING & GROUND	194,630	207,650	207,570	12,940	6.6%
CONSULTING	0	16,440	0	0	0.0%
CONTRACTUAL	88,370	118,170	102,480	14,110	16.0%
RESERVES/RECOVERIES	105,940	107,580	102,920	(3,020)	(2.9)%
COST ALLOCATIONS	21,060	26,200	21,060	0	0.0%
FINANCIAL	10,450	22,450	60,520	50,070	479.1%
CAPITAL EXPENDITURES	5,000	2,500	5,000	0	0.0%
RECOVERIES FROM CAPITAL	0	(9,530)	0	0	0.0%
TOTAL EXPENSES	**809,840**	**824,820**	**918,080**	**108,240**	**13.4%**
FEES & GENERAL	(565,330)	(518,080)	(586,180)	(20,850)	(3.7)%
RESERVES	0	(6,910)	0	0	0.0%
TOTAL REVENUES	**(565,330)**	**(524,990)**	**(586,180)**	**(20,850)**	**(3.7)%**
NET LEVY	**244,510**	**299,830**	**331,900**	**87,390**	**35.7%**

EST. 1837

HAMILTON FARMERS'

MARKET

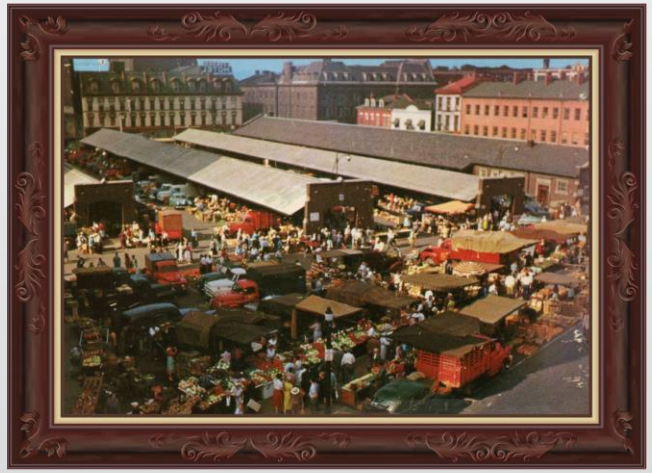
OPEN YEAR ROUND

PROUDLY SUPPORTED BY ROGERS

HFM GIC BUDGET SUPPLEMENTAL MATERIAL

January 22, 2024

EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND



Contents:

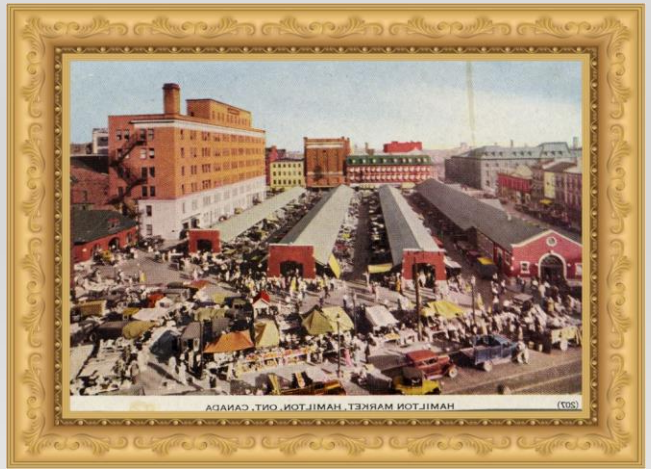
- **Challenges continue for the HFM** (Pg 3)
- **HFM Foot Traffic tells the Story** (Pg 4-5)
- **HFM Vision Report & Actions** (Pg 6-7)
- **2024 HFM Budget: Budget Highlights** (Pg 8-9)
- **Reasons for Optimism in 2024** (Pg 10)

EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND

Challenges Continue for the HFM

- The aftermath of COVID continues to impose hardships on the Market and its businesses:
- Downtown safety is a growing concern
- 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 and is slow to rebound

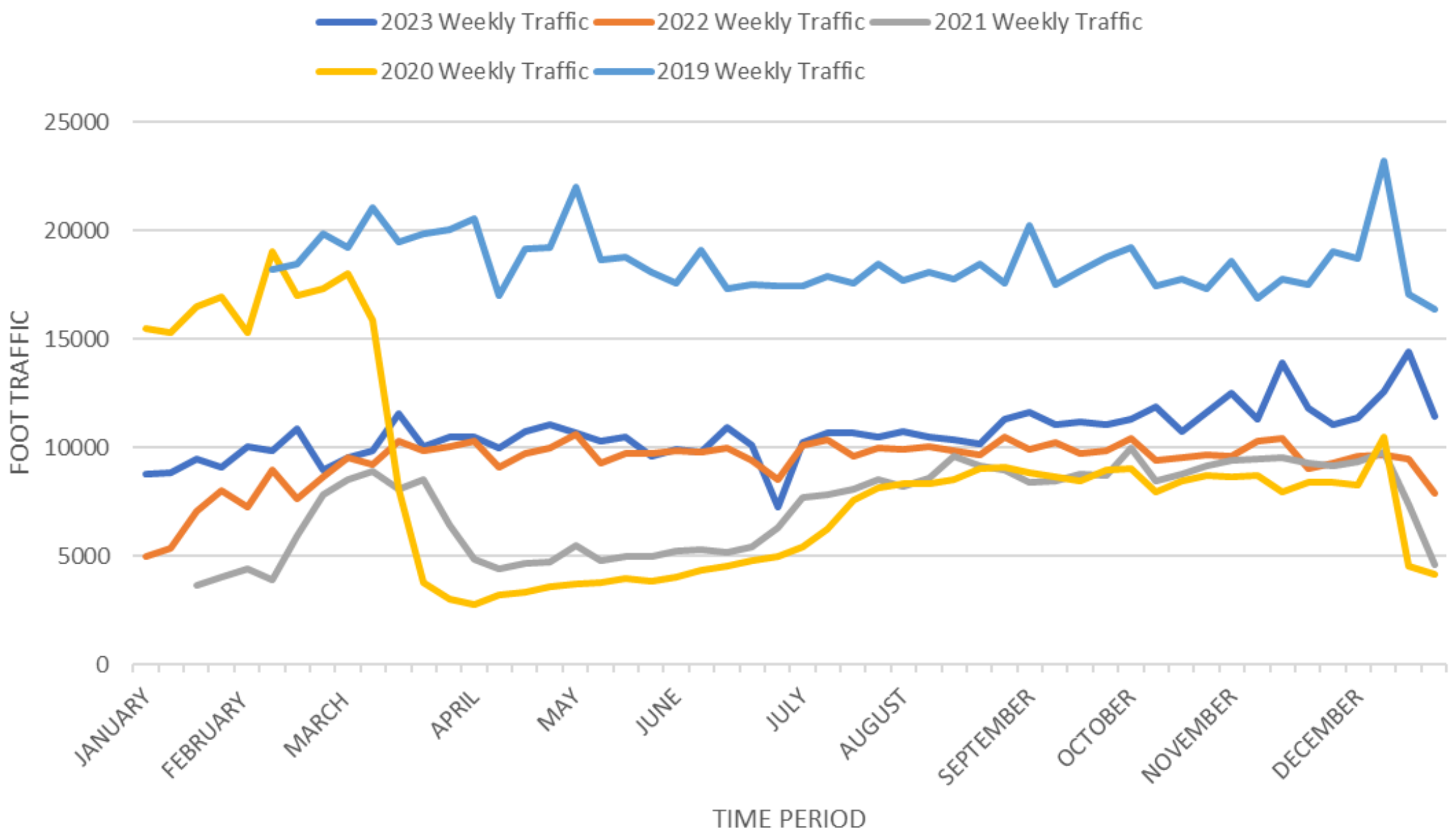
EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND



HFM Foot Traffic Tells the Story

- Weekly Pre-COVID Foot Traffic was 17K - 20K
- March 2020, Weekly Foot Traffic dropped 83% to less than 4K with the onset of COVID
- Each year since has presented continuous improvement to weekly foot traffic counts
- 2023 showed a 13.6% annual improvement over 2022 HFM foot traffic counts
- 2023 annual foot traffic count represents 63% of the Market's pre-COVID annual count (554,648 vs 871,599)
- Moving in the right direction, more work to do

Weekly Customer Visits to the Hamilton Farmers' Market



EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND

VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

Hamilton

KEY IMMEDIATE ACTIONS:

- Undertake design and layout review
- Invest in additional Staffing resources
- Complete governance review
- Create community engagement opportunities

EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND

The Hamilton Farmers Market
CELEBRATING
185 YEARS

VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

RECOMMENDATION: Investment in Market Staff

1. Provide funding for additional Market Staff in support of Event planning and execution, the Marketing and Supervisory functions

EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND

2024 Market Budget Highlights

- The primary source of HFM revenue comes from vendor fees (98% excluding Corporate Sponsorship)
- Total revenues are expected to increase 3.5% due to the momentum experienced in 2023 Q4
- Rogers Communications signed on as a corporate sponsor of the Market for 2022-24 ($25K) Annual
- Increase to staffing with the addition of the Market Programming Coordinator position ($49,800 in 2024)
- Budget increase in Marketing & Events programming to $75K

CITY OF HAMILTON
2024 CURRENT BUDGET
TAX SUPPORTED GROSS AND NET OPERATING BUDGET

by Cost Category

Hamilton Farmers' Market

OTHER BOARDS & AGENCIES

	2023 Restated Budget	2023 Projected Actual	2024 Current Budget	2024 Current Budget vs. 2023 Restated Change $	Change %
EMPLOYEE RELATED COST	362,090	306,970	388,980	26,890	7.4%
MATERIAL & SUPPLY	22,300	26,390	29,550	7,250	32.5%
BUILDING & GROUND	194,630	207,650	207,570	12,940	6.6%
CONSULTING	0	16,440	0	0	0.0%
CONTRACTUAL	88,370	118,170	102,480	14,110	16.0%
RESERVES/RECOVERIES	105,940	107,580	102,920	(3,020)	(2.9)%
COST ALLOCATIONS	21,060	26,200	21,060	0	0.0%
FINANCIAL	10,450	22,450	60,520	50,070	479.1%
CAPITAL EXPENDITURES	5,000	2,500	5,000	0	0.0%
RECOVERIES FROM CAPITAL	0	(9,530)	0	0	0.0%
TOTAL EXPENSES	**809,840**	**824,820**	**918,080**	**108,240**	**13.4%**
FEES & GENERAL	(565,330)	(518,080)	(586,180)	(20,850)	(3.7)%
RESERVES	0	(6,910)	0	0	0.0%
TOTAL REVENUES	**(565,330)**	**(524,990)**	**(586,180)**	**(20,850)**	**(3.7)%**
NET LEVY	**244,510**	**299,830**	**331,900**	**87,390**	**35.7%**

EST. 1837
HAMILTON FARMERS'
MARKET
OPEN YEAR ROUND

Reasons for Optimism in 2024

- HFM Vision report has provided guidance and recommendations for clear direction to improvement
- Renewed interest in available stall opportunities in Q4 2023 providing momentum as we enter 2024
- On December 1st, 2023, all stalls on contract for the first time since the onset of the COVID pandemic
- 13.6% increase in 2023 Market foot traffic over 2022
- Working to solidify our corporate sponsor relationship and provide new sponsorship opportunities for others
- Activating York Blvd space at the front of the Market
- Governance review to be concluded in 2024
- New Market Programming Coordinator planned to drive community events and York Blvd space activations

Niagara Peninsula CONSERVATION

November 23, 2023

Mayor Andrea Horwath and Council
City of Hamilton
71 Main Street West
Hamilton, ON
L8P 4Y5

Dear Mayor Horwath and Council,

Please be advised that at its meeting of October 20, 2023, the Board of Directors of the Niagara Peninsula Conservation Authority adopted the following as Resolution No. FA-104-2023:

Moved by Board Member Brad Clark
Seconded by Board Member Diana Huson

THAT Report No. FA-41-23 RE: 2024 Draft Budget and Municipal Levies **BE APPROVED** with weighted and recorded vote on Item 2b. 2024 Draft Municipal Levies.

1. **THAT** Report No. FA-41-23 RE: 2024 Draft Budgets and Municipal Levies **BE RECEIVED**;

2. **THAT** the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:

   a. **THAT** the 2024 Draft Budgets **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, in accordance with Board-approved Budget Assumptions.

   b. **THAT** the 2024 Draft Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff.

   c. **THAT** the targeted Land Securement contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item in the Special Levy envelope.

   d. **THAT** the list of 2024 unfunded budget priorities **BE PROVIDED** to partner municipalities for any future opportunities outside the 2024 budget through collaborative projects or external funding.

   e. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2024 Q2 Finance Committee and Board of Directors meetings.

Niagara Peninsula CONSERVATION

f. **AND FURTHER THAT** a copy of the 2024 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the October 20th, 2023, NPCA Board of Directors meeting and the weighted levy vote.

CARRIED UNANIMOUSLY

Included herewith for reference is a copy of the aforementioned Report No. FA-41-23:

Should you have any questions on this matter, please feel free to contact CAO, Chandra Sharma at csharma@npca.ca or 905-788-3135.

Respectfully,

Robert Foster, Chair, NPCA

Encl/

Niagara Peninsula CONSERVATION nature for all

250 Thorold Rd 3rd Floor, Welland, ON L3C 3W2
905.788.3135 | info@npca.ca | npca.ca

Report To: **Board of Directors**

Subject: **2024 Draft Budgets and Municipal Levies**

Report No: **FA-41-23**

Date: **October 20, 2023**

Recommendation:

1. **THAT** Report No. FA-41-23 RE: 2024 Draft Budgets and Municipal Levies **BE RECEIVED**;

2. **THAT** the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:

   a. **THAT** the 2024 Draft Budgets **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, in accordance with Board-approved Budget Assumptions.

   b. **THAT** the 2024 Draft Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff.

   c. **THAT** the targeted Land Securement contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item in the Special Levy envelope.

   d. **THAT** the list of 2024 unfunded budget priorities **BE PROVIDED** to partner municipalities for any future opportunities outside the 2024 budget through collaborative projects or external funding.

   e. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2024 Q2 Finance Committee and Board of Directors meetings.

   f. **AND FURTHER THAT** a copy of the 2024 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the October 20th, 2023, NPCA Board of Directors meeting and the weighted levy vote.

Purpose:

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

- 2024 General Levy Apportionment
- 2024 Draft Budgets & Municipal Levies
- 2024 Unfunded Budget Priorities

Background:

In the development of the recommended budget assumptions for the 2024 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
- 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 September 27, 2023, the Finance Committee endorsed the 2024 Draft Budgets and Municipal Levies for approval by the Board of Directors (Recommendation No FC-16-2023).

Discussion:

2024 Draft Operating Budgets

Full details of the 2024 Draft Operating Budget are outlined in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

NPCA's overall 2024 operating budget of $13,303M is supported by 52.9% ($7.041M) municipal levy, 41.4% ($5.51M) self-generated revenue, and 5.7% (753K) other revenues and grants including provincial and federal funding. Overall, the operating volume in this zero-based budget is projected to increase by 3.26% ($421K). While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy:

- 2024 – 52.9%

- 2023 – 53.9%
- 2022 – 58.4%
- 2021 – 63.0%
- 2020 – 64.5%

The key drivers contributing to the 3.26% (levy only 3%) operating increase include COLA provisions in the OPSEU collective agreement of 2.25%, coupled with current inflation levels.

2024 Capital, Special Projects and Land Securement

The 2024 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 2023 for Capital and Special Projects of $54,735. Other sources of funding represent an additional $425,952, for a total proposed capital envelope for 2024 of $2,305,211.

A summary of the 2024 Draft Capital and Special Projects Budget are outlined in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

In 2023, NPCA requested a special levy contribution to support land securement, in accordance with the provisions of the Board approved Land Securement Strategy (2022-2032). Haldimand County approved a provision of $13,252, as requested in the 2023 budget cycle. Niagara Region Council approved 50% of the requested contribution ($250,000), with the residual to be considered with 2024 budgets. NPCA's 2024 budgets include a provision for land securement from each municipality as follows:

- Niagara $250,000
- Hamilton $148,039
- Haldimand $ 13,252

Summary - 2024 Draft Municipal Levy

NPCA has carefully considered levy strategies provided by municipal partners in drafting the 2024 Draft Budgets and Municipal Levies.

The levy apportionment ratios are calculated from assessment data provided by MPAC and further revised based on the Conservation Authority Levies Regulation. 2024 Levy Apportionment Ratios break down as follows:

Municipality	2024 Levy Apportionment	2023 Levy Apportionment	Variance
Haldimand	1.8989%	1.8931%	0.0058%
Hamilton	21.1370%	21.1484%	-0.0114%
Niagara	76.9641%	76.9585%	0.0056%
Total	100.0000%	100.0000%	0.0000%

Levy Summary by Municipality – 2024:

	2024	2023
NIAGARA		
General Levy	5,418,955	5,235,095
Special Levy - Capital	1,601,271	1,576,703
Special Levy - Land Securement	250,000	250,000
SUB TOTAL	**7,270,226**	**7,061,798**
Pandemic Funding	-	111,292
TOTAL	**7,270,226**	**7,173,090**
HAMILTON		
General Levy	1,488,232	1,469,201
Special Levy - Capital	263,309	232,786
Special Levy - Land Securement	148,039	148,039
TOTAL	**1,899,580**	**1,850,026**
HALDIMAND		
General Levy	133,699	131,516
Special Levy - Capital	14,679	15,035
Special Levy - Land Securement	13,252	13,252
TOTAL	**161,630**	**159,803**
CONSOLIDATED		
General Levy	7,040,886	6,835,812
Special Levy - Capital	1,879,259	1,824,524
Special Levy - Land Securement	411,291	411,291
SUB TOTAL	9,331,436	9,071,627
Pandemic Funding	-	111,292
TOTAL	**9,331,436**	**9,182,919**

Additional details are included in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

2024 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) 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; this includes a significant number of investments in updating conservation areas management plans, Shoreline and coastal resilience technical updates and flood & erosion hazard mitigation projects.

An assessment of current unfunded budget priorities was prioritized by Staff. These initiatives ($13.340M), classified in 6 categories are detailed in Appendix 2 and 3.

Financial Implications:

NPCA's 2024 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of *The Conservation Authorities Act (CAA).* Conservation Authorities Act regulations specify the programs and services that CA's must provide, requirements for service level agreements with partner municipalities, levy and budgets. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

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 budget priorities are currently not included in the 2024 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: Presentation – 2024 Draft Budgets and Municipal Levies

Appendix 2: 2024 Budget Book

Appendix 3: NPCA 2024 Draft Budgets & Municipal Levies – Historical Format

Appendix 4: NPCA 2024 Draft Budgets & Municipal Levies – CA Programs and Services Format

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:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

Niagara Peninsula CONSERVATION
nature for all

2024 DRAFT BUDGETS & MUNICIPAL LEVIES

NPCA BOARD OF DIRECTORS – OCTOBER 20, 2023

2024 KEY HIGHLIGHTS

- 2024 zero-based operating budget - $13.303M ($12.883M – 2023) supported by:
  - Municipal levy: 52.9% - $7.041M (53.9% - 2023)
  - Authority generated revenues: 41.4% - $5.51M (39.8% - 2023)
  - Other revenues: 5.7% - $753K (6.3% - 2023)
- Operating volume increased 3.26%, or $421K - address gaps & achieve required service levels, increases in authority generated activity.
- Reliance on municipal levy reducing (64.5% in 2020 – 52.9% in 2024)
- Increased authority generated revenues (25.2% in 2020 – 41.4% in 2024)
- Key drivers:
  - COLA *(OPSEU collective agreement)* – 2.25% + salary grid/step increases
  - Inflation

2024 – OPERATING REVENUES

Operating Budget - Revenues	2024 Budget	2023 Budget	Variance
Municipal Funding	7,040,886	6,947,104	93,782
Provincial Funding	540,660	538,760	1,900
Federal Funding	212,323	268,000	- 55,677
Program Revenue	4,077,247	4,084,201	- 6,954
Other	1,432,053	1,044,418	387,635
Total - Operating Revenues	13,303,169	12,882,483	420,686

2024 - EXPENSES

Operating Budget - Expenses	2024 Budget	2023 Budget	Variance
Salaries and benefits, Employee Related	8,972,903	8,641,201	331,702
Governance	41,000	41,000	-
Professional Fees, Contractor Services	1,043,691	1,071,133	- 27,442
Materials & Supplies, Vehicles & Equipment	701,109	663,790	37,319
Occupancy Costs	795,892	630,522	165,370
Park Maintenance	654,143	626,300	27,843
Information Management/GIS	455,112	473,487	- 18,375
Marketing, Advertising, Printing, Signs	91,680	92,000	- 320
Special Events (Festival, Holiday Trail)	211,260	331,000	- 119,740
Flood Forecasting & Water Quality	144,400	131,500	12,900
Miscellaneous	191,979	180,550	11,429
Total - Operating Expenses	13,303,169	12,882,483	420,686

LEVY APPORTIONMENT

Calculated from current value assessment data provided by MPAC and modified by MNRF based on CA Levies Regulation

Municipality	2024 Levy Apportionment	2023 Levy Apportionment	Variance
Haldimand	1.8989%	1.8931%	0.0058%
Hamilton	21.1370%	21.1484%	-0.0114%
Niagara	76.9641%	76.9585%	0.0056%
Total	100.0000%	100.0000%	0.0000%

2024 SPECIAL LEVY

Capital and Special Projects	2024 Budget	2023 Budget	Variance
Corporate Administration	-	54,026	- 54,026
Corporate Services	305,002	124,259	180,743
Land Operations - Balls Falls	184,053	189,089	- 5,036
Land Operations - Binbrook	315,520	64,831	250,689
Land Operations - Chippawa Creek	-	108,050	- 108,050
Land Operations - Long Beach	315,520	135,064	180,456
Land Operations - Passive Parks	762,505	875,442	- 112,937
Watershed	422,611	467,398	- 44,787
Total - Capital & Special Projects	2,305,211	2,018,159	287,052

2024 UNFUNDED BUDGET PRIORITIES

2024 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	3,010,267	137,391	12,343	-	3,160,000
Natural Hazard Management	975,000	-	-	-	975,000
Conservation Authority Act Transition	115,446	31,706	2,848	-	150,000
Corporate Services and Asset Management	792,730	217,711	19,559	-	1,030,000
Corporate Administration	38,482	10,569	949	-	50,000
State of Good Repair (SOGR) / Health and Safety	6,659,469	1,168,913	46,618	100,000	7,975,000
	11,591,394	**1,566,289**	**82,317**	**100,000**	**13,340,000**

LEVY SUMMARY - 2024

LEVY SUMMARY - 2024				
			Variance	
	2024	2023	Amount	%
NIAGARA				
General Levy	5,418,955	5,235,095	183,860	3.51%
Special Levy - Capital	1,601,271	1,576,703	24,568	1.56%
Special Levy - Land Securement	250,000	250,000	-	0.00%
SUB TOTAL	**7,270,226**	**7,061,798**	**208,428**	**2.95%**
Pandemic Funding	-	111,292	- 111,292	-100.00%
TOTAL	**7,270,226**	**7,173,090**	**97,136**	**1.35%**
HAMILTON				
General Levy	1,488,232	1,469,201	19,031	1.30%
Special Levy - Capital	263,309	232,786	30,523	13.11%
Special Levy - Land Securement	148,039	148,039	-	0.00%
TOTAL	**1,899,580**	**1,850,026**	**49,554**	**2.68%**
HALDIMAND				
General Levy	133,699	131,516	2,183	1.66%
Special Levy - Capital	14,679	15,035	- 356	-2.37%
Special Levy - Land Securement	13,252	13,252	-	0.00%
TOTAL	**161,630**	**159,803**	**1,827**	**1.14%**
CONSOLIDATED				
General Levy	7,040,886	6,835,812	205,074	3.00%
Special Levy - Capital	1,879,259	1,824,524	54,735	3.00%
Special Levy - Land Securement	411,291	411,291	-	0.00%
SUB TOTAL	9,331,436	9,071,627	259,809	2.86%
Pandemic Funding	-	111,292	- 111,292	-100.00%
TOTAL	**9,331,436**	**9,182,919**	**148,517**	**1.62%**

THANK YOU / QUESTIONS?

Niagara Peninsula
CONSERVATION
nature for all

Budget Book

2024

Rockway Conservation Area

INTRODUCTION

Ontario's conservation authorities are governed by the Conservation Authorities Act, which is administered by the Ministry of the Ministry of Natural Resources and Forestry (MNRF). 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 MNRF 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 km2, 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

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

Watershed Management by the Numbers (Annual Average)

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

Conservation Areas by the Numbers (Annual Average)

110,500	Paid Day-Use Visitors At All Parks
1,600	Natureplus Memberships Sold
40,000	People Attended NPCA's Signature Events
12	Research Permits For Sustainable, Safe, And Ecological Studies Within Conservation Areas

Restoration by the Numbers (Annual Average)

61	Restoration Projects Completed
70,000	Trees Planted
4,347	Shrubs Planted
26.77	Hectares Of Reforestation
1.12	Hectares Of Hedgerow Establishment
2.26	Hectares Of Riparian Area/Shoreline Enhancement
1.21	Hectares Of Wetland Constructed
4,000	Wetland Plants
2.39	Hectares Of Enhanced Wetland Area
3	Agricultural Best Management Practises Projects Completed

Niagara Peninsula CONSERVATION *nature for all*

Strategic Plan 2021-31

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.

St. Johns Conservation Area

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.

Category3:

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.

Ball's Falls Conservation Area

NPCA BUDGET & FUNDING BREAKDOWN

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 represents 53 percent of the total conservation authority budget.

2. SELF-GENERATED FUNDS
   41 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 provides programs and services in the following areas:

- **Natural Hazard Management**
- **Watershed Resource Management and Climate Change**
- **Other Watershed Related Programs**
- **Conservation Authority Lands and Conservation Areas**
- **Enabling Services**

Appendix 1 provides a full description of each of the 35 individual programs and services delivered by the NPCA.

Beamer Memorial Conservation Area

NPCA 2024 BUDGET

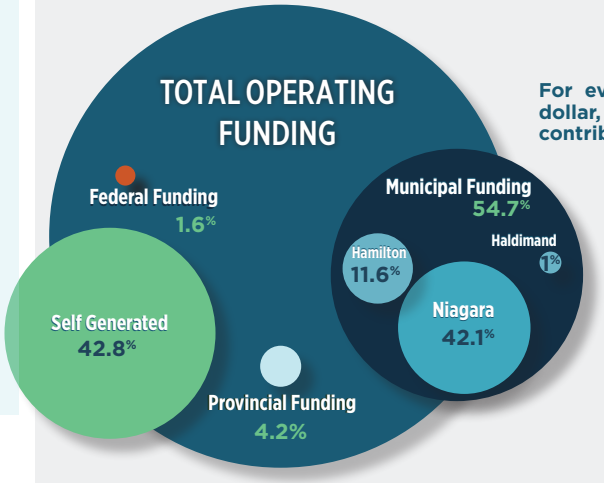
In the development of the 2024 budgets, the following issues were considered:

- 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

2024 Draft Operating Budgets

NPCA's overall 2024 operating budget of $13.303 million is supported by 52.9% ($7.041M) municipal levy, 41.4% ($5.51M) self-generated revenue, and 5.7% ($753K) other revenues in addition to grants including provincial and federal funding.

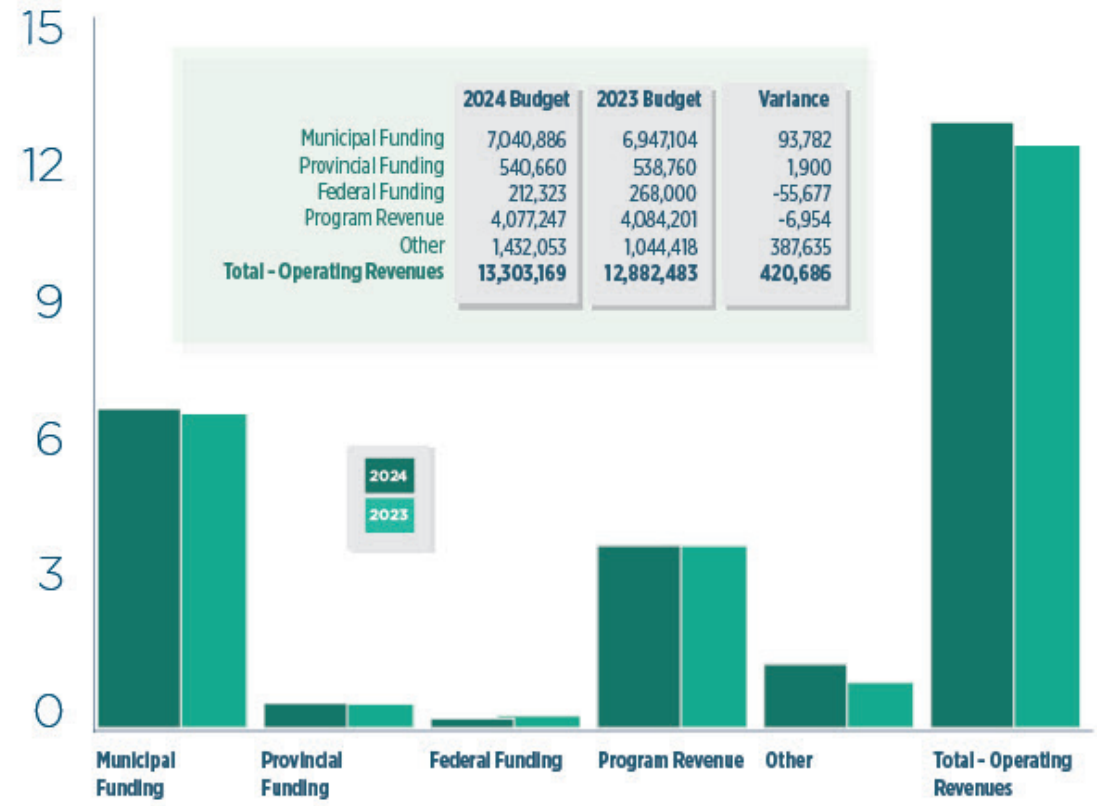
Overall, the operating volume in this zero-based budget is projected to increase by 3.26% ($421K). While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy:
2024 - 52.9% | 2023 – 53.9% | 2022 – 58.4%
2021 – 63.0% | 2020 – 64.5%.



For every municipal dollar, other sources contribute:

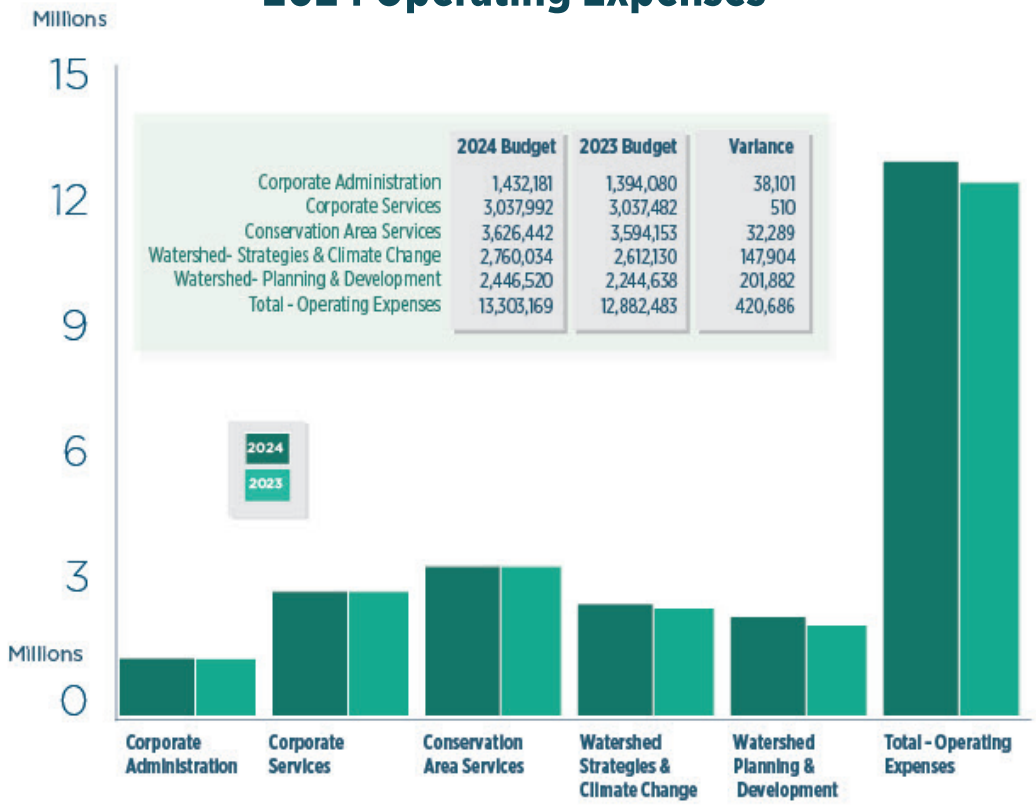
$1.89

Sources of Operating Revenue 2024



	2024 Budget	2023 Budget	Variance
Municipal Funding	7,040,886	6,947,104	93,782
Provincial Funding	540,660	538,760	1,900
Federal Funding	212,323	268,000	-55,677
Program Revenue	4,077,247	4,084,201	-6,954
Other	1,432,053	1,044,418	387,635
Total - Operating Revenues	**13,303,169**	**12,882,483**	**420,686**

2024 Operating Expenses



	2024 Budget	2023 Budget	Variance
Corporate Administration	1,432,181	1,394,080	38,101
Corporate Services	3,037,992	3,037,482	510
Conservation Area Services	3,626,442	3,594,153	32,289
Watershed- Strategies & Climate Change	2,760,034	2,612,130	147,904
Watershed- Planning & Development	2,446,520	2,244,638	201,882
Total - Operating Expenses	13,303,169	12,882,483	420,686

2024 Municipal Special Levy

The 2024 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Staff is recommending a very conservative Special Levy Budget increase over 2023 for Capital and Special Projects of $54,735. Other sources of funding represent an additional $425,952, for a total proposed capital envelope for 2024 of $2,305,211. Land securement contributions are flat against 2023 ask.

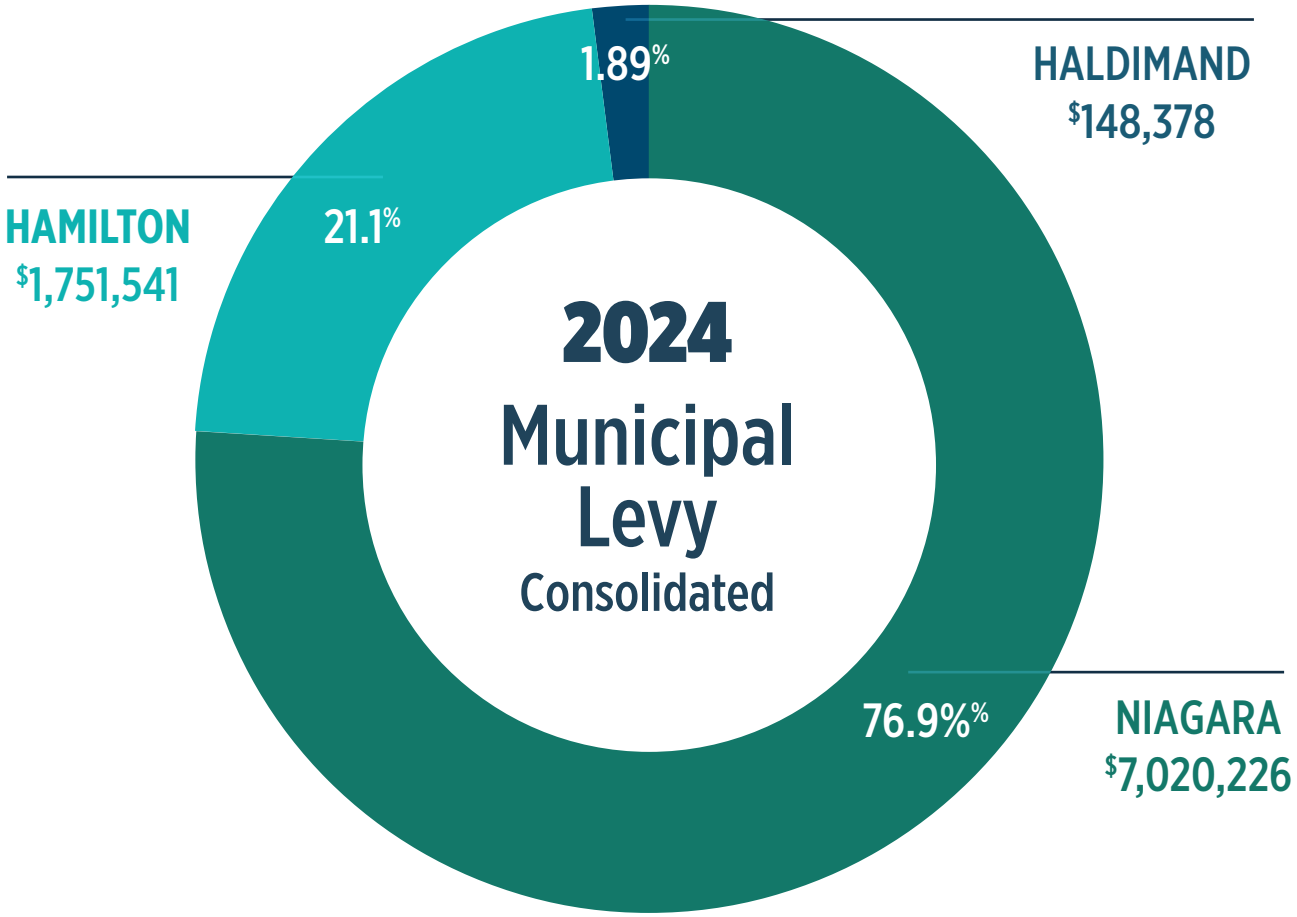
Capital and Special Projects	2023 Budget	2024 Budget
Corporate Administration	54,026	-
Corporate Services	124,259	305,002
Land Operations - Balls Falls	189,089	184,053
Land Operations - Binbrook	64,831	315,520
Land Operations - Chippawa Creek	108,050	-
Land Operations - Long Beach	135,064	315,520
Land Operations - Passive Parks	875,442	762,505
Watershed	467,398	422,611
Total - Capital & Special Projects	2,018,159	2,305,211

Land Securement	2023 Budget	2024 Budget
Niagara	250,000	250,000
Hamilton	148,039	148,039
Haldimand	13,252	13,252
Total - Land Securement	411,291	411,291

Municipal Funding

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 2024 is $9,331,436. Levy apportionment based on Current Value Assessment is:



Levy Summary 2024

NIAGARA	2024	2023	Variance Amount	Variance %
General Levy	5,418,955	5,235,095	183,860	3.51%
Special Levy- Capital	1,601,271	1,576,703	24,568	1.56%
Special Levy - Land Securement	250,000	250,000	-	0.00%
SUB TOTAL	7,270,226	7,061,798	208,428	2.95%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	7,270,226	7,173,090	97,136	1.35%

HAMILTON	2024	2023	Variance Amount	Variance %
General Levy	1,488,232	1,469,201	19,031	1.30%
Special Levy - Capital	263,309	232,786	30,523	13.11%
Special Levy - Land Securement	148,039	148,039	-	0.00%
TOTAL	1,899,580	1,850,026	49,554	2.68%

HALDIMAND	2024	2023	Variance Amount	Variance %
General Levy	133,699	131,516	2,183	1.66%
Special Levy - Capital	14,679	15,035	-356	-2.37%
Special Levy - Land Securement	13,252	13,252	-	0.00%
TOTAL	161,630	159,803	1,827	1.14%

CONSOLIDATED	2024	2023	Variance Amount	Variance %
General Levy	7,040,886	6,835,812	205,074	3.00%
Special Levy - Capital	1,879,259	1,824,524	54,735	3.00%
Special Levy - Land Securement	411,291	411,291	-	0.00%
SUB TOTAL	9,331,436	9,071,627	259,809	2.86%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	9,331,436	9,182,919	148,517	1.62%

Morgans Point Conservation Area

2024 Unfunded Priorities (Outside 2024 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:

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. This includes a substantial number of investment in updating conservation areas management plans.

An assessment of current unfunded pressures was prioritized by staff; these initiatives totaling $10.19M, classified in six categories are summarized below.

Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	3,010,267	137,391	12,343	-	3,160,000
Natural Hazard Management	575,000	-	-	-	575,000
Planning and Growth Pressures	400,000	-	-	-	400,000
Conservation Authority Act Transition	115,446	31,706	2,848	-	150,000
Corporate Services and Asset Management	792,730	217,711	19,559	-	1,030,000
Corporate Administration	38,482	10,569	949	-	50,000
State of Good Repair (SOGR) / Health and Safety	6,659,469	1,168,913	46,618	100,000	7,975,000
	11,591,394	1,566,289	82,317	100,000	13,340,000

Unfunded pressures are currently not included in the 2024 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.

APPENDIX 1

To deliver on our mandate and commitment, the NPCA provides programs and services in the following areas.

Natural Hazard Management

Protecting people and properties from flood, erosion, and other natural hazards. Ontario's long-term prosperity, environmental health and social well-being depend on reducing the potential for public cost or risk to Ontario's residents from natural hazards. Natural hazards include dynamic beach hazard, erosion hazard, flooding hazard, hazardous lands, hazardous sites and low water or drought conditions. The Niagara Peninsula Conservation Authority (NPCA) provides mandatory natural hazard management programs and services to develop an awareness of the areas that are important for the management of natural hazards, such as wetlands and river valleys, understand the risks related to natural hazards and how these risks may be affected by climate change, manage risks including preventing or mitigating those risks, and promote public awareness of the risks related to natural hazards.

Flood and Erosion Management

To better understand the risks of natural hazards on our watersheds, the NPCA collects data, conducts analysis, prepares mapping, and undertakes projects and operations to mitigate those risks. In particular, the NPCA undertakes:

- Flood and erosion risk and mitigation studies
- Floodplain mapping projects
- Projects that support the management and monitoring of riverine erosion
- Operation and maintenance of flood control infrastructure
- Ice management operations

NPCA's floodplain mapping program focuses on preparing regulatory floodplain mapping for areas within the watershed where floodplain information is outdated or incomplete. In 2023, floodplain mapping was completed for the Big Forks Creek and Beaver Creek, and mapping projects were launched for the Coyle and Draper's Creeks, and Oswego Creek. Future mapping projects will focus on the Upper Welland River tributaries. The NPCA actively operates and maintains flood control infrastructure such as the Binbrook Dam (in the City of Hamilton) and the three Shriner's Creek dams (in the City of Niagara Falls). In conjunction with the NPCA's Flood Forecasting and Warning Program, the NPCA monitors and maps the locations of these natural hazards and undertakes to coordinate a response to mitigate the hazard.

Flood Forecasting and Warning

It is the objective of the NPCA to ensure development and infrastructure shall be directed away from areas of natural hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards. There are areas within the watershed that are prone to flooding where there has been historical development and where there continue to be growth pressures. To help protect existing development located in areas prone to riverine and Great Lakes flooding, the NPCA has an established Flood Forecasting and Warning Program. The objective of this program is to provide the delivery of timely and accurate flood forecasting information to the public, municipalities, first responders, and the media. Should conditions require that the NPCA issue a Flood Warning bulletin, the NPCA posts these messages on the NPCA website, social media platforms, and via email directly to municipalities, first responders, and the media. The NPCA also utilizes the free mobile app 'Alertable' to send messages directly to the public's mobile devices. These flood messages detail the location, magnitude, and duration of a flood event and provide instructions on what actions should be taken. The Flood Warning bulletins that NPCA issues are invaluable to municipal operations and flood response.

The NPCA's Flood Forecasting and Warning Program's Hydrometric Network consists of 19 stream gauge stations, 11 climate stations and 7 snow survey stations. NPCA staff coordinate closely with the Provincial Surface Water Monitoring Center and Environment Canada to understand the long- and short-term weather forecasts and then analyze the impacts on a saturated or arid watershed. NPCA staff also closely follow the Lake Erie and Lake Ontario Operational Forecasts issued by the Canadian Hydrographic Service and the U.S National Oceanic and Atmospheric Administration (NOAA). Both agencies have sophisticated models that predict storm surges and wave actions that have the potential to flood and erode the Great Lakes shoreline within the NPCA's jurisdiction.

Water Resources

The NPCA provide waters resources engineering services related to our legislated mandate to review and comment on proposals made under the Planning Act and other applicable legislation for the purpose of commenting on natural hazard risks and for the review and issuance of development and site alteration permits under O. Reg. 155/06. Technical review services include, but are not limited to, environmental assessment reports, master drainage plans, stormwater management reports, floodplain mapping reports, geotechnical engineering reports, engineering design drawings and other relevant documents as required. Additionally, this service area project manages NPCA watershed studies related to natural hazard management including engineering studies and construction contracts, such as floodplain mapping, shoreline hazard assessments and remediation projects.

The water resource engineering section collaborates with internal staff regarding Planning Act and other legislation processes and applications, and permit applications, and supports the implementation of watershed programs. Engineering design services and advice are also provided to other NPCA departments as part of a multi-discipline team in an effort to conceive, design, and implement NPCA projects and strategic plan priorities.

Shoreline Hazard Management

The NPCA's core mandate is to protect people and property from the impacts of natural hazards such as those found on the shoreline of the Great Lakes, which include flooding, wave effects, dynamic beaches, erosion, and back dune hazards. The first step in understanding the location of the flood hazard is to update the Lake Erie and Lake Ontario Shoreline Hazard mapping. The generation of updated Lake Erie Shoreline hazard maps provides critical information to landowners, developers, and the municipalities regarding the extent of natural hazards along the great lake shorelines. Maintaining updated shoreline hazard mapping and updating the Lake Ontario (2009) and Lake Erie (2010) Management Plans are also required for NPCA to effectively administer its planning and permitting policies and regulation. This work will incorporate the effects of climate change and shoreline resiliency, and more recent studies including the Niagara Region climate change modelling and Haldimand County Lake Erie Shoreline Hazard Mapping and Risk Assessment Study.

Environmental Planning and Policy

As a commenting agency, the NPCA provides input to the review and approval processes for public infrastructure under the Environmental Assessment Act and Planning Act, related to work permit requirements under Section 28 of the Conservation Authorities Act, and natural hazards. The NPCA is also a regulator and issues development and site alteration permits under Section 28 of the Conservation Authorities Act. For proponents for whom NPCA permits are non-binding, such as crown agencies, NPCA may undertake a Voluntary Project Review (VPR) to ensure similar standards of review and evaluation are applied to areas of public interest.

NPCA's pre- and post-submission environmental assessment review and permitting services are extended to public and private proponents on a fee-for-service or contract basis. NPCA's value-added environmental assessment review and consulting services reduce proponent uncertainty and risk. By entering into dedicated service agreements with partner municipalities, and operating on a full cost-recovery model, NPCA is able to maintain and provide dedicated review teams; review teams ensure that high levels of in-house expertise are available such that faster and higher quality service can be provided to all clients.

This program area also ensures that NPCA's planning and permitting policies, procedures and regulatory mapping are maintained and updated as required.

Planning and Permitting

The NPCA is responsible for providing comments on planning applications through the vehicle of an MOU between the Ministry of Natural Resources and Forestry (MNRF), and Conservation Authorities in Ontario (January 2001) regarding delegated Provincial responsibility for natural hazards policies in the policy statements issued under the Planning Act, but not including those policies related to hazardous forest types for wildland fire. As such, NPCA is a commenting agency under several pieces of legislation such as the Planning Act, Ontario Building Code, Niagara Escarpment Planning and Development Act, and Aggregates Resources Act. The NPCA is also a regulator and issues development, and site alteration permits under Section 28 of the Conservation Authorities Act. Under Ontario Regulation 155/06 (O. Reg. 155/06), NPCA reviews and approves studies and detailed designs associated with permits for projects approved through the Planning Act and works that only require permits.

While the Planning and Permitting services are identified as mandatory services, NPCA's Planning and Permitting services are extended to public and private proponents on a fee-for-service basis. The NPCA approved a new Planning and Permitting administrative fee schedule in November 2022 and is moving towards operating on a full cost-recovery model to maintain and provide dedicated review teams; review teams ensure that high levels of in-house expertise are available such that faster and higher quality service can be provided to all clients.

Compliance and Enforcement

Section 28 of the Conservation Authorities Act provides for Conservation Authorities to make regulations in the areas under its jurisdiction which includes the regulation of development and interference on, in and around hazards lands such as floodplains, valley land slopes, wetlands and along all watercourses within the watershed. The Niagara Peninsula Conservation Authority is responsible for the administration and enforcement of Ontario Regulation 155/06 pursuant to the Conservation Authorities Act.

The Compliance and Enforcement business unit of the NPCA manages, coordinates, and implements multiple program services in order to fulfill their mandated responsibilities including:

- Receiving, assessing, and responding to complaints regarding potential unauthorized works within NPCA's regulated areas.
- Inspections for concerns pertaining to potential contraventions of the Conservation Authorities Act and Regulation, NPCA development policies or NPCA conditional permits.
- Education for landowners and the public respecting the Conservation Authorities Act and Regulation.
- Resolution of occurrences through negotiated remediation, issuance of permission for unauthorized works would have otherwise been permitted, or issuance of permission for the undertaking of any restoration or remediation works where the works are unauthorized and would not have been permitted.
- Facilitation and coordination with other enforcement bodies such as municipalities and provincial or federal ministries.

Planning and Ecology

The duties carried out by the Planning Ecology department are part of the NPCA's legislated mandate to review and comment on proposals made under the Planning Act and other applicable legislation for the purpose of commenting on natural hazard risks and for the review and issuance of development and site alteration permits under O. Reg. 155/06. Additionally, this service area plays a pivotal role in the protection and conservation of wetlands, watercourses, valleylands, hazard lands, shorelines, and escarpment areas in the NPCA jurisdiction.

The planning ecology program collaborates with internal staff regarding Planning Act and other legislation processes and applications, and permit applications, and supports the implementation of watershed programs. This department works with internal and external clients to maintain, enhance, protect, and conserve the ecological diversity and integrity of the watershed as it relates to natural hazards.

Watershed Resource Management and Climate Change

Ecological Monitoring

Ecological monitoring services contribute to NPCA's Integrated Watershed Monitoring and Reporting Program, which aims to improve our understanding of the current conditions, cumulative impacts, and risks to NPCA's watersheds. The NPCA manages 2,982 ha of land, including 41 conservation areas essential to management, environmental protection, cultural heritage, and recreation. The NPCA has developed several ecological monitoring programs such as Species at Risk, invasive species, wetland monitoring, restoration monitoring and natural resource inventories for its Conservation Areas to assess a variety of management areas.

The NPCA's Ecological Monitoring Program produces technical ecological reports and summaries related to Conservation Area land management and monitoring programs as required. Monitoring and inventory results may also be reported and used to support watershed and subwatershed planning and research initiatives.

Community Engagement and Stewardship

In recent years, increased awareness of the linkages between human health, ecosystem health, and climate impacts has reinforced the need for more targeted environmental action. With municipal growth pressures and climate impacts, there is an increased need for private and public action towards nature conservation and innovative ways to ensure projects and programs related to habitat and climate action are prioritized.

For over two decades, the NPCA has been an environmental stewardship leader, engaging hundreds of volunteers, community members, corporations, and student volunteers in numerous opportunities to connect with nature and improve the environment. For example, community tree plantings and/or pollinator gardens planted on public lands, community-based scientific monitoring, delivery of the Yellow Fish Road™ program to local school children and community groups, environmental education programming (Niagara Children's Water Festival, Niagara Envirothon), and knowledge sharing through outreach events and activities (i.e., handouts, presentations, guided hikes).

Engaging various private landowners, municipal partners, Indigenous communities, non-government organizations, and local businesses on these important stewardship initiatives is one of the ways that NPCA can create meaningful opportunities for people to care for the environment while supporting the reversal of biodiversity loss, water quality improvements, and flood & erosion reduction.

Regulatory Mapping Technical Studies

The NPCA regulates development in the Great Lakes shorelines, riverine valleys, flood plains, hazardous lands, wetlands, and watercourses in accordance with Ontario Regulation 155/06. These regulated areas are either defined in the Conservation Authorities Act and/or described in Provincial Technical Guidelines. In all cases, the comprehensive delineation of regulated areas for mapping purposes requires additional technical study rooted in sound science.

The NPCA's regulatory mapping is an essential tool for decision making by NPCA staff. It also provides important data for municipal Planning Departments, other levels of government and the public in understanding the extent of areas regulated under Ontario Regulation 155/06. Ensuring the information that forms the basis for the regulatory mapping is as accurate as possible is a key objective. The diverse nature of the areas regulated under Ontario Regulation 155/06 requires different approaches and disciplines for each technical study. Experts in the areas of hydraulics, hydrology, ecology, engineering, geoscience, and GIS are usually involved depending on the specific area being mapped.

Natural Asset Management

Natural asset management is being integrated into NPCA's asset management and planning to account for and incorporate natural assets (e.g., forests, wetlands, trails, etc.). The NPCA is also supporting municipal partners in their natural asset initiatives. Nature is being recognized as a valuable infrastructure asset critical for adapting to and mitigating the effects of climate change. Natural or green infrastructure (also called nature-based solutions) are those natural or human-made elements that provide important ecological and hydrological functions using natural processes. Natural asset infrastructure examples include natural heritage features and systems (forests, wetlands, meadows), parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs. Natural assets provide essential services to people and the environment such as carbon uptake, protecting against flood and erosion, supporting biodiversity, providing shade/cooling effects, improving water quality, and many human health and recreational benefits. It is imperative to include nature and other green infrastructure into the traditional asset management planning and processes to ensure that natural assets as well as their ecosystem services are valued and maintained much like capital assets.

Special Projects

From time to time, the NPCA will undertake special projects watershed resource management. Currently, the NPCA participates in the ongoing monitoring and maintenance of the NPCA Expanded Groundwater Monitoring Network, which is in addition to the Provincial Groundwater Monitoring Network. This includes routine inspections of all groundwater monitoring wells and associated equipment as well as annual groundwater quality samples. Additional programs may include water resources data collection or monitoring in areas of interest to the NPCA.

Ecological Restoration

In December 2002, the NPCA Board of Directors approved an 'Enhanced Watershed Restoration and Stewardship Program' that was designed to build and expand upon the historical/current work of NPCA restoration and stewardship programs and initiatives. Through the new program, the NPCA aims to add 600 hectares of natural cover and plant 1 million native trees across the watershed by 2031.

NPCA's ecological restoration services center on three areas:

- Internal Restoration Services is specific to leading restoration initiatives on NPCA-owned or managed lands to improve habitat and ecological function. This service area provides support across the organization on all matters related to ecological restoration, including creating restoration plans to support the development of Conservation Area management plans and watershed strategies to identify priority areas for terrestrial and aquatic habitat restoration.

- Watershed Restoration Services formalizes when the Authority will provide municipal partners and other stakeholders with ecosystem restoration expertise and knowledge. Through service level agreements and/or fee-for-services, the NPCA provides project management services for external ecological restoration projects, plans, and strategies with municipal and private partners, including habitat creation and enhancement projects, Class Environmental Assessment (EA) flood and erosion control projects, and invasive species management.

- An updated version of the existing Private Land Restoration Grant Program will continue the NPCA's long legacy of working with private landowners. The grant categories will be focused on improving habitat, biodiversity, water resources and forest cover.

Water Monitoring (surface and groundwater)

The NPCA is currently developing an Integrated Watershed Monitoring Program that will incorporate the NPCA Water Quality Monitoring Program with NPCA's other monitoring services. The Integrated Watershed Monitoring Program will use a holistic approach with a variety of ecosystem components to assess watershed health and changes over time and space. This robust program will benefit NPCA's partners by generating a variety of environmental monitoring data that can be used by our municipalities to assist with growth area planning, assessing the impacts of climate change and inform watershed planning.

The NPCA Water Quality Monitoring Program, in particular, was implemented to assess ambient surface water and groundwater quality of local watersheds. To accomplish this, the NPCA has developed a network of 80-plus surface water monitoring stations throughout the NPCA watershed. For groundwater, the NPCA operates a monitoring network of 46 wells in locally significant hydrogeological areas. NPCA monitors groundwater levels with datalogging technologies and collects annual water quality samples that are sent to laboratories and analyzed for general chemistry, nutrients, and metals.

The NPCA also monitors the water quality at its Conservation Areas, and these include Chippawa Creek (Dils Lake), Jordan Harbour, Binbrook (Lake Niapenco), Mud Lake, St. John's, Virgil Reservoir, Wainfleet Wetlands and Wainfleet Bog. Surface water grab samples are collected seasonally during the year and analyzed for general chemistry, nutrients, metals, and bacteria.

In addition, the NPCA delivers the Provincial Water Quality Monitoring Program and the Provincial Groundwater Monitoring Network within its watersheds, which is a mandatory program identified by the province.

This program also delivers regular reporting components of water quality information through the release of Annual Water Quality Summary Reports, a Watershed Report Card with Conservation Ontario, and other special studies. The NPCA also provides water quality data when requested. The NPCA's Water Quality Monitoring Program networks make up one of the most comprehensive water quality sampling and analysis programs within the NPCA jurisdiction. This program is highly flexible, allowing for opportunities for special monitoring projects and fees for services where requested.

Climate Change Resilience

Climate change is a critical issue affecting individuals and systems around the world; however, the impacts are noticeable on a local scale. The responsibility to act is collective and requires immediate on-the-ground action at all levels (i.e., personal, organizational, government, etc.). The NPCA, with its role in watershed-based natural resource management, is a key regional agency in implementing local climate change adaptation and mitigation initiatives such as water monitoring, flood forecasting and warning, floodplain mapping, flood infrastructure risk management, ecosystem restoration and stewardship, and land securement.

The NPCA is committed to demonstrating leadership in addressing climate change. In 2019, the NPCA Board of Directors declared a climate change emergency, recognizing the critical need to act on the impacts and effects of climate change across the NPCA watershed. More recently, climate change was identified as a critical priority under the NPCA's 2021-2031 strategic plan and includes numerous climate-related actions across six strategic priorities. The relevant strategic plan's actions are being integrated within the NPCA's Climate Change Action Plan (CCAP), which will guide the implementation of relevant projects and initiatives. The CCAP will provide a roadmap to address future watershed challenges faced by growth and extreme weather impact and supports activities to enable the NPCA in becoming a net-zero organization.

This program includes climate change research to support forecasting, watershed vulnerability and risk assessments, watershed impact assessment, and baseline scenarios using the best available scientific information.

Watershed and Sub-watershed Resources Planning

The watershed and sub-watershed resource planning program facilitates the preparation of studies, analysis, science-based decision-making tools, and recommendations for watershed-based resource management. Integrated watershed management is the process of managing human activities and natural resources on a watershed basis, considering social, economic, and environmental issues, as well as local community interests. Heavily predicated on adaptive management principles, it is a fundamental cycle of natural resources inventory, assessment, and management activities. Watershed and sub-watershed level analysis helps to inform land use planning decisions and resource management recommendations that supports NPAC and partner programs.

This program enables the NPCA to provide watershed planning consulting services to municipalities required to produce watershed and subwatershed plans in the local watershed planning framework and/or conduct the background scientific watershed studies and strategic initiatives supporting the development of integrated watershed management recommendations for the Niagara Watershed. Ultimately the program will help facilitate a common and trusted local technical watershed science knowledge base that all partners and watershed stakeholders can benefit from.

Watershed-Based Resource Management Strategy

The NPCA is required by the province to prepare a Watershed-based Resource Management Strategy. The purpose of the Strategy is to assist NPCA with evolving or enhancing its programs and services to address or manage local watershed triggers, issues, and risks.

The Watershed-based Resource Management Strategy must be completed by December 31, 2024, and will include the following information:

- Guiding principles and objectives that inform the design and delivery of the NPCA's mandatory programs and services.
- Set goals and objectives that inform the design and delivery of NPCA's mandatory programs and services.
- The goals and objectives should directly relate to the scope of the watershed strategy, reflecting category 1 programs and services and, where supported through agreements, category 2 and 3 programs and services.
- A summary of existing technical studies, monitoring programs and other information on the natural resources the authority relies on within its area of jurisdiction or in specific watersheds that directly informs and supports the delivery of the NPCA's mandatory programs and services.
- A review of the NPCA's mandatory programs and services for the purposes of determining if they comply with

the Mandatory Programs and Services regulation through performing an assessment of the effectiveness of the Category 1 programs in addressing the issues and risks in the watershed and identifying actions to address the issues and mitigate the risks and providing a cost estimate for the implementation of those actions (i.e., assessing for gaps).

- The Strategy may include both category 2 and 3 programs and services provided by the CA, where the agreement which provides for the delivery of these programs or services permits the inclusion of these programs or services in the Strategy.

- A process for periodic review and updates to the Strategy by the CA, including procedures to consult with stakeholders and the public during these periodic reviews.

  In accordance with Provincial requirements, the Strategy must include the opportunity for a public consultation on the Strategy.

Other Watershed Related Programs

Drinking Source Water Protection

As part of the Clean Water Act, 2006 and its associated Regulations, the NPCA acts as the lead Source Protection Authority for the Niagara Peninsula Source Protection Area. NPCA's responsibilities include:

- Establishing and maintaining the Source Protection Committee.
- Provide administrative, technical and scientific support to the SPC.
- Carry out locally initiated amendments to the applicable assessment report and source protection plan such as for the inclusion of new or changing municipal residential Drinking Water Systems.
- Maintain and make accessible source protection program data to inform local decision-making.
- Monitor source protection plan implementation.
- Prepare annual progress reports for the Minister to report on local progress
- Support municipalities in fulfilling their source protection plan implementation responsibilities, and undertake other functions related to their role including providing advice and technical services to municipal staff, businesses, landowners or other persons about the source protection plan and the overall drinking water source protection program.

Niagara River Remedial Action Plan

The Niagara River Remedial Action Plan (NRRAP) is a special program at the NPCA involving a community-based partnership of various stakeholders working together to improve the Niagara River's water quality and ecosystem health. The NRRAP was first established in 1988 based on commitments of the Canada-U.S. Great Lakes Water Quality Agreement (GLWQA) to restore the biological, chemical, and physical integrity of the waters of Great Lakes. The agreement called for the development and implementation of Remedial Action Plans to identify and address water quality and ecosystem health problems at 43 severely degraded locations (called Areas of Concern) across the Great Lakes basin, including the Niagara River. The NRRAP program further supports meeting the federal and provincial goals of the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health.

The NPCA has been the lead coordinator of this program with funding support from the Canadian and Ontario governments since 1999. Through relevant funding agreements with federal and provincial ministries, the NPCA is responsible for coordinating local partners (i.e., federal, provincial, and municipal governments, environmental organizations, industry, scientists, non-government organizations, First Nations and Métis communities, and the public) and implementing projects that aim to improve Niagara River's water quality and ecosystem health. NPCA staff provide project management, stakeholder engagement, communications, work planning activities, and administrative support

for the entire Niagara River RAP structure (i.e., committees and technical working groups).

Other Projects/Programs – External Funding

As opportunities arise, the NPCA seeks out external funding to support new projects or programs that benefit partners within the watershed. For example, the Federal Government's 2 Billion Trees Commitment program seeks to partner with local governments and organizations to plant two billion trees across Canada by 2031 — trees that will capture and store carbon, improve water quality, support biodiversity, and provide other community well-being benefits to support proposed growth in our watershed. In 2022, NPCA secured a $150,000 capacity building grant under this program to launch our "Trees for All" campaign with an aim to develop a 10-year watershed-wide restoration initiative. By actively seeking out external funding sources, the NPCA is able to supplement and grow existing programs and services and develop new ones to advance innovative research and best practices that strengthen our relationships with partners in delivering services with collective outcomes and impacts.

Conservation Authority Lands and Conservation Areas

Land Acquisition And Disposition

Implementation of NPCA Land Securement Strategy (LSS) and active pursuit of priority parcels for acquisition to support NPCA programs and services. Working with watershed partners to acquire lands that would support municipal strategies and initiatives such as parks, recreation, and trail strategies. Acquisition will also provide greater and more equitable access to greenspace while mitigating impacts from increased visitation. Protecting more greenspace will also support various other programs and initiatives such as restoration, recreation, climate change mitigation, and natural asset management.

1. Land Securement Strategy – implementation of NPCA's LSS through use of approved criteria and methods with focus on properties within one of six priority areas while also pursuing acquisitions that support the wide range of programs and services offered by NPCA.
2. Landowner Contact Program – implementation of a proactive outreach program to connect with landowners in one of six priority areas or in areas where opportunities arise and will support NPCA programs and services.
3. Acquisition of Properties – completion of related studies (e.g. appraisal, survey, legal, environmental site assessments) and required reports to support acquisition of priority properties.
4. Fundraising – working with staff to implement the Nature For All campaign with land acquisition as one of the four main pillars.
5. Incorporation of LSS and related activities into associated NPCA strategies and plans including: CA Strategy, Land Inventory, Management Plans as well as other programs and services such as restoration and climate change.

The land acquisition and disposition program will also support other NPCA programs and services such as Planning and Development, Restoration, Conservation Areas, and Community Outreach.

Land Management Planning

The NPCA manages 41 Conservation Areas within the Niagara Peninsula watershed and includes forests, wetlands, areas of natural and scientific interest, recreational lands, natural heritage, and cultural sites, and land for flood and erosion control. Each of the 41 properties require management plans to guide their daily management and development to achieve the NPCA mandate while fulfilling the needs of our watershed residents and visitors. Management plans will be informed by the Conservation Areas Strategy that will establish a set of guiding statements and directions to ensure each plan is designed to achieve and enhance the vision, goals, and objectives of NPCA's conservation area system.

1. Conservation Areas Strategy – development mandated by Provincial legislative changes. This Strategy will provide high level, strategic direction for the long-term management of the NPCA conservation area system. Critical components include goals, objectives, strategic directions, land classification, acquisition criteria, and natural heritage information.
2. Conservation Areas Land Inventory – development mandated by Provincial legislative changes. The Inventory will identify and document baseline data on NPCA land ownership including location, method of acquisition, funding sources, and suitability of lands to meet Provincial housing initiatives. In addition, work will also be

undertaken to secure NPCA title interest in our properties. This includes surveys, title searches, legal work, and GIS expertise.

3. Completion of management plans for priority properties. NPCA is required to complete management plans for all properties owned by the Authority. This also involves comprehensive engagement with all stakeholders and partners in the watershed.
4. General land management program involves effort to ensure NPCA land ownership interests are protected during internal and external projects. Work includes plan review, easements and management agreements, land access, trail management expertise, and participating in capital projects.
5. Developing an Invasive Species Strategy for NPCA properties. This work will also be completed in collaboration with various municipal and NGO partners within the watershed. The focus will be on identifying goals, objectives, and strategic directions as well as priority projects or species focus. Also working with partners to identify roles and responsibilities as well as resource needs to implement the Strategy within the watershed.

NPCA's Land Planning Program will also provide services or guidance to other programs including planning and development, land care, and capital development.

Active Recreation Programs

The NPCA owns 41 conservation areas and 2,946 hectares of property. They currently offer active recreation services at 4 conservation areas that include Ball's Falls, Binbrook, Chippawa Creek, and Long Beach. The recreation services include day use, camping, weddings, events, and facility rentals.

Camping

The NPCA owns and manages 2 campgrounds which are located at Chippawa Creek CA and Long Beach CA. The campgrounds offer day use admission to the park, pavilion rentals and both seasonal and transient camping.

Weddings, Facility Rentals and Special Events

The NPCA has several facilities at active conservation areas that offer facility rentals for family events or corporate bookings. These facilities include pavilions, picnic areas and indoor rooms. The NPCA also has an extensive wedding service at Ball's Falls where they offer 2 facilities for wedding receptions, a bridal suite as well as outdoor and indoor venues for wedding ceremonies.

The NPCA hosts and manages an annual Thanksgiving Festival, which is a Niagara tradition which has been in operation since 1974. The festival offers unique craft and artisan vendors, food and beverage, local farmers market, heritage tours and guided nature hikes.

Education Programs

The NPCA delivers a diverse range of education programs including day or field trips for students in kindergarten to grade 12, as well as overnight camping programs for junior and intermediate students and after-school programs. These programs are delivered primarily at NPCA conservation areas including Ball's Falls, Binbrook and St. Johns Valley Centre. NPCA delivers seasonal environmental and heritage programming based on the unique qualities and features of each conservation area. These educational and recreational programs are designed and delivered to align with Ontario school curriculum and are repeatedly selected by educators across the watershed.

Day Camps

The NPCA delivers day camps at Ball's Falls and St. Johns VC during March Break and Summer Break. Day camps offer children ages five to 11 an opportunity to experience nature in a fun, safe, inclusive way, with daily activities including nature-based play, arts and crafts, recreation and daily hikes and exploration within the conservation area.

Nature School

In 2020 the NPCA developed a full-time Nature School program, receiving designation and BSID from the Ministry of Education. NPCA delivers Nature School on a single-day basis, once per week over the course of the school year. This program is attended by students and families seeking alternative learning opportunities for their children, who are either enrolled in other alternative programs, homeschooled, or are attending public school part-time.

Heritage Programs

Within two of its 41 conservation areas (Ball's Falls and St. Johns VC), the NPCA delivers heritage-based and cultural programming, including day/field trips for students, guided interpretation and tours.

Education Events

The NPCA also delivers educative events within its conservation areas throughout the year and in partnership with community groups and environmental organizations. Each of these events features educational and recreational components, such as guided hikes, programming on sustainable angling, and natural heritage. Programs and events such as these are offered for free or at minimal cost to attendees, creating greater access to greenspace and connecting the community to nature.

Land Care Program (conservation areas)

The land care program is an initiative aimed at ensuring the optimal upkeep and management of conservation areas withing the Niagara Peninsula Watershed. The program encompasses a range of activities designed to preserve, enhance, and sustain the natural beauty, recreational opportunities, and overall usability of NPCA's green spaces. These activities include overseeing horticulture work and forestry including grass cutting, trail maintenance and removal of hazards to ensure safety of visitors. It also includes inspection and repairs of all park amenities including bridges, benches, signage, washroom buildings and heritage buildings.

Section 29 Enforcement and Compliance

The NPCA owns and protects 2946 hectares of land, including forests, wetlands, areas of natural and scientific interest, as well as recreational lands. Under the Conservation Authorities Act, conservation authorities are required to conduct conservation and land management of these owned lands. This includes regulations made under Section 29 of the Conservation Authorities Act regarding public use of authority's property by the public.

Conservation Authority staff are effectively trained and designated as Provincial Offences Officers, with the capacity to enforce, ticket and first of all educate conservation area visitors on the important regulations set in place to keep visitors and the environment safe. Some primary regulations include enforcement of open fire rules, time of access and type of use, littering and disposal of waste, as well as enforcing the Highway Traffic Act on conservation area roadways.

Land Lease and Agreement Management

The NPCA owns 41 conservation areas and 2946 hectares of property. They currently have land use agreements at 6 conservations areas. NPCA staff collaborate with these involved parties to ensure the effective implementation of these agreements and the delivery of services to the utmost of their capabilities.

Enabling Services

Corporate Services

Corporate services are a broad range of specialized support functions and administrative tasks that NPCA requires to operate efficiently and effectively. These services are essential for managing various aspects of NPCA's operations, compliance, and overall well-being.

The primary goal of corporate services is to enable the core business functions to operate smoothly, efficiently, and in compliance with all relevant regulations while supporting the overall strategic objectives of the company.

Corporate services include but are not limited to:

- Finance and Accounting: handles financial planning, budgeting, bookkeeping, tax management, financial reporting, auditing, and treasury functions, ensuring NPCA's financial health and compliance with financial regulations.

- Facilities' Management: oversees the maintenance and management of physical office spaces, including building security, utilities, janitorial services, and workspace optimization.

- Compliance and Regulatory Affairs: ensures that NPCA adheres to all relevant laws, regulations, and industry standards as well as ongoing monitoring of changes in regulations and implementation of necessary adjustments to stay compliant.
-
- Risk Management: Risk management teams identify, assess, and mitigate various risks that could impact the organization, such as financial risks, operational risks, and strategic risks.

- Corporate Social Responsibility (CSR): CSR departments focus on the company's ethical and social responsibilities, including sustainability initiatives, community engagement, and philanthropic efforts.

- Administrative Support: Administrative functions encompass tasks like office administration, reception services, document management, and travel coordination.

Financial Services

Financial Services encompasses a wide range of activities and strategies aimed at managing NPCA's financial resources efficiently and effectively. Effective corporate financial management is essential for NPCA's growth and sustainability. It requires a deep understanding of financial markets, risk management, and strategic decision-making to optimize financial resources and achieve long-term financial success.

Financial Services include:

- Capital Budgeting: evaluating investment opportunities and deciding which projects or assets to invest in. This process aims to allocate financial resources to projects that are expected to generate the highest returns and add value.

- Working Capital Management: Efficient management of current assets (such as cash, accounts receivable, and inventory) and current liabilities (such as accounts payable) is essential to ensure that NPCA has enough liquidity to meet its short-term financial obligations.

- Financial Planning and Forecasting: NPCA engages in financial planning by creating budgets and financial forecasts. These tools set financial goals, monitor performance, and make necessary adjustments to achieve objectives.

- Financial Reporting and Analysis: Analyzing financial statements and financial ratios is crucial to assess NPCA's financial performance, profitability, and financial health.

- Regulatory Compliance: NPCA must adhere to financial regulations and reporting standards. The Financial Services team ensures compliance with accounting principles and regulatory requirements.

People and Performance

Organizational Structure: Works with senior leadership team to determine an appropriate organizational structure to meet the organization's current and future needs. Consideration is given to the goals and objects of the Authority, considering potential for changes within legislative framework as well as organizational growth.

Talent Acquisition: Works with appropriate managers and directors to design and update job descriptions including identification of required qualifications. The Human Resources team will additionally identify and use appropriate strategies to attract, source and hire the right talent for the organization including job posting, interviews and selection criteria and a smooth and welcoming onboarding for the successful candidate.

Employee and Labour Relations: This team acts as a bridge between employees and management and between management and the union, coaching managers, and mediating conflict where necessary. Responsible for advising on interpretation and application of the collective agreement, human resources additionally lead the collective bargaining process, grievance process and arbitrations ensuring compliance with legal requirements.

Compensation and Benefits: Human Resources maintains the Human Resources Information System (HRIS) which stores employee data and records. This includes setting up payroll, payroll codes, dealing with pay discrepancies, processing compensation increases and records of employment. Human Resources is responsible for conducting salary and benefit reviews to ensure competitive compensation and facilitates the job evaluation process. This team also administers and manages the corporate health care benefits and pension plan.

Performance Management: Human Resources establishes, implements, and coaches leaders on the performance management process including goal setting, performance evaluations, performance coaching and management to ensure staff have the resources, training, and meaningful feedback to achieve elevated levels of performance.

Training and Development: Responsible for identifying training needs, organizing corporate training, and coordinating employee development programs to enhance skills and knowledge. The HR team also works closely with the senior leadership team to develop, support, and guide the succession planning program.

Health, Safety and Wellness: Ensuring the health, safety, and well-being of staff in the workplace is a prime responsibility of the Human Resources team. Participation on the health and safety committee and ensuring compliance with various regulations and standards through policy development, implementation and ensuring organizational adherence is necessary to protect both staff and the organization. Supporting employee wellness through participation in various wellness initiatives, promoting work-life balance and ensuring support is available for employee's emotional and mental well-being is essential to promote employee satisfaction and retention.

Employee Engagement & Organizational Culture: Human Resources supports the facilitation of various engagement initiatives and has a pulse on the organizational climate. Through the design and implementation of employee surveys, HR works with the senior leadership team to develop and implement plans to increase employee morale, job satisfaction, engagement, and retention.

Strategic Planning: HR plays a strategic role in workforce planning, aligning HR strategies with the organizational goals and ensuring the workforce is positioned to meet future challenges as well as ensuring risk management through anticipating potential organizational workforce challenges.

Information Management and Technology, GIS

Information Technology (IT) services include managing NPCA's hardware, software, networks, cybersecurity, data storage, IT support for employees and Geographic Information Systems (GIS) within NPCA business environments. IT is crucial for maintaining a secure and efficient digital infrastructure.

Roles, responsibilities, and functions:

- Hardware and Software Support: provide technical support for NPCA's hardware (computers, servers, printers, etc.) and software (operating systems, applications, etc.). This includes installation, maintenance, troubleshooting, and repairs.
- Network Management: oversee NPCA's computer networks, including maintenance of the network infrastructure, ensuring data connectivity, and managing network security.
- Cybersecurity: protect the organization's digital assets from cyber threats. This involves implementing security measures, monitoring for vulnerabilities, and responding to security incidents.
- Data Management: manage data storage, backup, and recovery, ensuring that data is properly stored and can be retrieved in the event of data loss or system failure.
- Server and Data Center Management: manage NPCA's servers and data centers, ensuring the availability, performance, and reliability of these critical resources.
- User Support: provide technical assistance to end users within the organization. This includes resolving issues, answering questions, and providing training on technology use.

- Technology Procurement: selection and procurement of IT equipment, software, and services. This involves evaluating technology options, negotiating contracts, and managing vendor relationships.
- IT Strategy and Planning: work closely with NPCA's leadership to align technology initiatives with the overall business strategy. Plan for future technology needs and ensure that IT investments support corporate strategic objectives.
- Compliance and Regulatory Requirements: responsible for ensuring that NPCA complies with relevant laws and regulations regarding data privacy, security, and technology use.
- Disaster Recovery and Business Continuity: develop and maintain plans to ensure that NPCA can recover from technology-related disasters and continue operations with minimal disruption.
- Project Management: manage technology-related projects, such as system upgrades, migrations, and implementations.
- Budget Management: responsible for managing the IT budget, which includes allocating funds for equipment, software licenses, staff salaries, and ongoing maintenance.
- Documentation: Maintaining thorough documentation of NPCA's IT systems, configuration, and procedures.
- Training and Knowledge Sharing: provide training to employees on technology best practices and promote knowledge sharing within the organization.

Communications, Marketing and Public Relations

The Department of Strategic Business Planning and Public Relations is an interdepartmental and enabling service provider that partners with almost every NPCA department to ensure that the public and key stakeholders are aware, educated and engaged with our products, programs, and services, as well as our policies, procedures, and governance. Our goal is to create high-quality and compelling marketing, communications, media and public relations, and community engagement solutions that strongly support and bring to life NPCA's strategic plan and brand to enhance its reputation.

The Department of Strategic Business Planning and Public Relations is a small, but mighty and diverse group of experienced communicators, marketers, designers, and public engagement practitioners that work collaboratively across NPCA departments to help advance organizational priorities through effective strategies and tactics. The team also provides brand management expertise and invaluable institutional knowledge gained from working with teams across the organization. We collaborate with departments, key stakeholders, and the community to support NPCA's strategic goals, objectives, and initiatives.

Corporate Administration and Governance

NPCA Governance Support: Provide guidance, advice, recommendations, support and reports to the Board of Directors and advisory boards to ensure that decisions are based on accurate and timely information. Translate Board direction into responsive, effective policies and procedures for approval by the Board, and oversee the implementation of approved policies and procedures. Establish and sustain relationships with the Board of Directors, government agencies and stakeholders and providing strategic oversight for watershed management, environmental programs, and Conservation Authority properties.

Strategic Corporate Leadership: Create a culture of collaboration, communication, accountability, and transparency for internal and external stakeholders. Working closely with staff, stakeholders and elected officials in the planning and execution of a strategic vision and collaborating with all levels of government, non-government organizations, community groups, and individuals to promote the goals and objectives of NPCA's Strategic Plan, Conservation Authority legislation and good governance. Evaluate, coach and mentor staff.

Business Planning, Fiscal Responsibility, and Operational Leadership: Provide Business and Budget Planning Leadership as a Secretary-Treasurer as per Conservation Authorities Act. Management, update, and implementation of

NPCA's Administration by-laws and Policies according to the Conservation Authorities Act. Overseeing recruitment, performance management, succession planning and professional development in accordance with the Authority's Policies and Procedures or as delegated by the Board. Leading NPCA staff in accordance with the NPCA Strategic Mission and Vision, ensuring annual performance objectives are established, and performance appraisals are completed.

Corporate Support

Corporate Support consists of fleet and facilities management, corporate procurement, contract management, administration of corporate credit card program and risk management.

Key aspects and functions include:

- Procurement and Supply Chain Management: these services focus on sourcing materials, negotiating supplier contracts, inventory management, and optimizing the supply chain to reduce costs and ensure a smooth flow of goods and services.
- Facilities Management: Facilities management oversees the physical workspace and infrastructure. It includes maintenance, safety and security, space planning, and environmental sustainability efforts.
- Risk Management: Risk management identifies, assesses, and mitigates risks that could affect the organization. This business unit handles insurance, business continuity planning, and safety programs.
- Contract Management: Contract management is the process of creating, organizing, and overseeing contracts between NPCA and its suppliers, customers, partners, or other stakeholders. It involves various stages, from contract creation and negotiation to execution, monitoring, and, eventually, contract renewal or termination.

Asset Management, Capital Projects & Land Asset Coordinator

In an effort to efficiently and effectively manage the NPCA's assets, the NPCA is currently implementing a Strategic Asset Management Plan which utilizes specialized software and equipment to document and inventory Asset Classes such as: Land, Land Improvements (e.g. roads, bridges), Buildings, Water Control Infrastructure, Gauge Stations, Equipment, and Vehicles.

The Strategic Asset Management Plan will also include a framework, guiding principles, goals, and methodology for the acquisition, use, control, protection, maintenance, and disposal of assets.

The NPCA is implementing a long-term Capital Plan to strategically plan and implement new and expanded flood and conservation land infrastructure in an efficient and cost-effective manner.

Vehicles and Equipment

Fleet management consists of overseeing and controlling NPCA's vehicle fleet to ensure efficient and cost-effective operations.

Key aspects and functions of fleet management include:

- Acquisition and Procurement: selection and acquisition of vehicles suitable to meet NPCA's operational needs, including considerations like vehicle type, size, fuel efficiency, and any specialized features required.
- Vehicle Maintenance: Regular maintenance and repairs are crucial to keep the fleet running smoothly and safely. Maintenance includes: scheduling maintenance services, tracking vehicle maintenance histories, and ensuring that all vehicles are in good working condition.
- Fuel Management: Managing fuel costs is a significant component of fleet management. This involves monitoring fuel consumption, fuel economy, and fuel card management. Efforts are made to reduce fuel expenses through efficient driving practices and vehicle selection.

- Compliance and Regulatory Management: ensure that vehicles and drivers comply with relevant regulations, such as safety regulations, emissions standards, and hours of service requirements.

- Asset Lifecycle Management: Decisions about when to retire or replace vehicles are made based on factors like depreciation, maintenance costs, and fuel efficiency. Fleet management involves planning for the acquisition of new vehicles and the disposal of old ones.

- Data Analysis and Reporting: involves collecting and analyzing data related to vehicle performance and overall fleet operations. This data is used to make informed decisions and implement improvements.

- Environmental Impact: Reducing the environmental impact of the fleet is a growing concern. Fleet management involves implementing strategies to reduce emissions, such as adopting electric or hybrid vehicles.

Niagara Peninsula Conservation Authority

2024 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2023

Niagara Peninsula CONSERVATION

TABLE OF CONTENTS

	Page No.
2024 Draft Budget Summary	1
2024 Municipal Levy Apportionment and Summary	2
2024 Unfunded Budget Priorities	3,4,5

2024 DRAFT BUDGET SUMMARY

Operating Budget - Revenues	2024 Budget	2023 Budget	Variance
Municipal Funding	7,040,886	6,947,104	93,782
Provincial Funding	540,660	538,760	1,900
Federal Funding	212,323	268,000	- 55,677
Program Revenue	4,077,247	4,084,201	- 6,954
Other	1,432,053	1,044,418	387,635
Total - Operating Revenues	13,303,169	12,882,483	420,686

Operating Budget - Expenses	2024 Budget	2023 Budget	Variance
Salaries and benefits, Employee Related	8,972,903	8,641,201	331,702
Governance	41,000	41,000	-
Professional Fees, Contractor Services	1,043,691	1,071,133	- 27,442
Materials & Supplies, Vehicles & Equipment	701,109	663,790	37,319
Occupancy Costs	795,892	630,522	165,370
Park Maintenance	654,143	626,300	27,843
Information Management/GIS	455,112	473,487	- 18,375
Marketing, Advertising, Printing, Signs	91,680	92,000	- 320
Special Events (Festival, Holiday Trail)	211,260	331,000	- 119,740
Flood Forecasting & Water Quality	144,400	131,500	12,900
Miscellaneous	191,979	180,550	11,429
Total - Operating Expenses	13,303,169	12,882,483	420,686

Capital and Special Projects	2024 Budget	2023 Budget	Variance
Corporate Administration	-	54,026	- 54,026
Corporate Services	305,002	124,259	180,743
Land Operations - Balls Falls	184,053	189,089	- 5,036
Land Operations - Binbrook	315,520	64,831	250,689
Land Operations - Chippawa Creek	-	108,050	- 108,050
Land Operations - Long Beach	315,520	135,064	180,456
Land Operations - Passive Parks	762,505	875,442	- 112,937
Watershed	422,611	467,398	- 44,787
Total - Capital & Special Projects	2,305,211	2,018,159	287,052

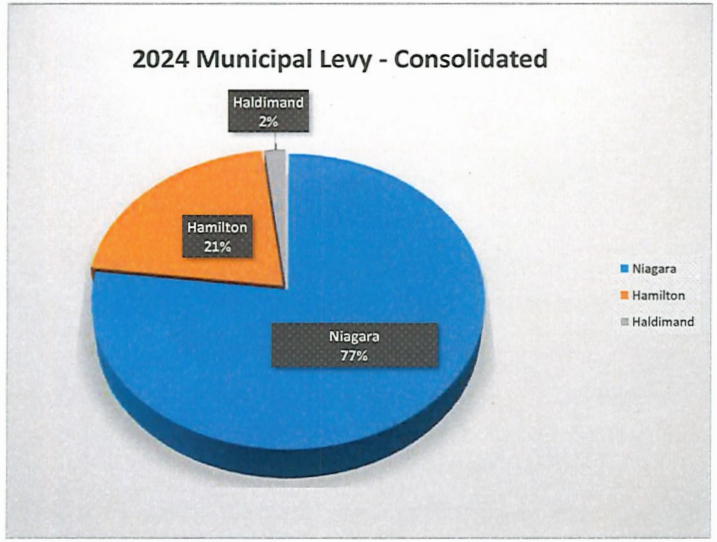
Land Securement	**411,291**	**700,000**	**- 288,709**
TOTAL	**16,019,671**	**15,600,642**	**419,029**

2024 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2024

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	2024 Levy Apportionment	2023 Levy Apportionment	Variance
Haldimand	25%	41,896	10,348	$1.862B	1.8989%	1.8931%	0.0058%
Hamilton	21%	449,119	94,764	$20.730B	21.1370%	21.1484%	-0.0114%
Niagara	100%	370,919	370,919	$74.483B	76.9641%	76.9585%	0.0056%
Total		861,934	476,031	$95.170B	100.0000%	100.0000%	0.0000%



LEVY SUMMARY - 2024

	2024	2023	Variance Amount	Variance %
NIAGARA				
General Levy	5,418,955	5,235,095	183,860	3.51%
Special Levy - Capital	1,601,271	1,576,703	24,568	1.56%
Special Levy - Land Securement	250,000	250,000	-	0.00%
SUB TOTAL	**7,270,226**	**7,061,798**	**208,428**	**2.95%**
Pandemic Funding	-	111,292	- 111,292	-100.00%
TOTAL	**7,270,226**	**7,173,090**	**97,136**	**1.35%**
HAMILTON				
General Levy	1,488,232	1,469,201	19,031	1.30%
Special Levy - Capital	263,309	232,786	30,523	13.11%
Special Levy - Land Securement	148,039	148,039	-	0.00%
TOTAL	**1,899,580**	**1,850,026**	**49,554**	**2.68%**
HALDIMAND				
General Levy	133,699	131,516	2,183	1.66%
Special Levy - Capital	14,679	15,035	- 356	-2.37%
Special Levy - Land Securement	13,252	13,252	-	0.00%
TOTAL	**161,630**	**159,803**	**1,827**	**1.14%**
CONSOLIDATED				
General Levy	7,040,886	6,835,812	205,074	3.00%
Special Levy - Capital	1,879,259	1,824,524	54,735	3.00%
Special Levy - Land Securement	411,291	411,291	-	0.00%
SUB TOTAL	9,331,436	9,071,627	259,809	2.86%
Pandemic Funding	-	111,292	- 111,292	-100.00%
TOTAL	**9,331,436**	**9,182,919**	**- 140,193**	**-1.48%**

2024 UNFUNDED BUDGET PRIORITIES

Description	2024 Unfunded Priority	2024 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			
		Niagara	Hamilton	Haldimand	Other
Integrated Watershed Strategies					
Four Mile Creek Water Budget	40,000	30,786	8,455	760	
Invasive Species Strategy - Phase 2	20,000	20,000			
Climate Change Action Program Corporate Risk & Vulnerability Assessment	150,000	115,446	31,706	2,848	
Lakewood CA Restoration Plan Implementation	250,000	250,000			
Flood and Erosion Mitigation - Phase 1 Assessment and Design Options	2,000,000	2,000,000			
Non-Point Source Water Quality Best Management Practices Stewardship	200,000	153,928	42,274	3,798	
Sustainable Technologies Program	260,000	200,107	54,956	4,937	
Urban Climate Stewardship for Nearshore Watershed (Land to Lake Initiative)	240,000	240,000			
Total - Integrated Watershed Strategies	**3,160,000**	**3,010,267**	**137,391**	**12,343**	**-**
Natural Hazard Management					
Lake Ontario Shoreline Hazard Mapping - Phase 2	125,000	125,000			
Shoreline Climate Modeling and Risk Assessment	450,000	450,000			
Upper Virgil Dam Erosion Protection	200,000	200,000			
Lower Virgil Dam Erosion Protection	200,000	200,000			
Total - Natural Hazard Management	**975,000**	**975,000**	**-**	**-**	**-**
Conservation Authority Act Transition					
Watershed Based Resource Management Strategy	25,000	19,241	5,284	475	
Land Management Plan Updates	125,000	96,205	26,421	2,374	
Total - Conservation Authority Act Transition	**150,000**	**115,446**	**31,706**	**2,848**	**-**
Corporate Services and Asset Management					
Strategic Asset Management Policy/Planning	80,000	61,571	16,910	1,519	
Sustainable Technologies and Green Infrastructure	100,000	76,964	21,137	1,899	
Operationalize Digital Strategy	500,000	384,821	105,685	9,495	
Corporate Support - Process Reviews	100,000	76,964	21,137	1,899	
Facilities - furniture, upgrades, EV Stations, etc.	250,000	192,410	52,843	4,747	
Total - Corporate Services and Asset Management	**1,030,000**	**792,730**	**217,711**	**19,559**	**-**
Corporate Administration					
NPCA Website Technical Maintenance & Redesign	50,000	38,482	10,569	949	
Total - Corporate Administration	**50,000**	**38,482**	**10,569**	**949**	**-**

. . . / continued

2024 UNFUNDED BUDGET PRIORITIES

Description	2024 Unfunded Priority	2024 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			
		Niagara	Hamilton	Haldimand	Other
State of Good Repair (SOGR) / Health and Safety					
Asset replacement and sustainment (amortization)	875,000	673,436	184,949	16,615	
Barn Storage Facility	50,000	50,000			
Argo (Bog & Wainfleet Wetlands)	20,000	20,000			
Automated Gates	330,000	330,000			
Furniture	25,000	19,241	5,284	475	
Lime Restoration	40,000	40,000			
New Metal Stairs for Bruce Trail	100,000				100,000
Interpretive and Wayfinding Sigange	500,000	384,821	105,685	9,495	
Pavilion 1 Demolition	50,000		50,000		
Playground Upgrade	300,000		300,000		
New Washroom Facility	200,000		200,000		
Main Boat Launch Upgrade	100,000		100,000		
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Long Beach Workshop	200,000	200,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Beach Washroom Renovations	15,000	15,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
New Playground Equipment	150,000	150,000			
Tile Drain in Day Use	125,000	125,000			
Roadway Improvements	500,000	384,821	105,685	9,495	
St. Johns Valley Centre Septic System	225,000	225,000			
St. Johns Valley Centre Post Office & House Restoration	115,000	115,000			
St Johns Valley Centre Retaining Wall	225,000	225,000			
St Johns Valley Centre Pedestrian Bridges	100,000	100,000			
Fencing for All Parks	300,000	230,892	63,411	5,697	
Waste bins for All Parks	30,000	23,089	6,341	570	
Picnic tables for passive parks	50,000	38,482	10,569	949	
Washroom Renovations - Morgan's Point	75,000	75,000			
Outdoor Education Natural and Cultural Heritage Campus	1,000,000	1,000,000			
Morgan's Point Washroom Renovations	300,000	300,000			
EV Charging Stations	100,000	76,964	21,137	1,899	
NPCA Net Zero Headquarters Planning, Feasibility Assessment & Design	75,000	57,723	15,853	1,424	
Ball Home Roof Replacement	50,000	50,000			
Total - State of Good Repair / Health and Safety	**7,975,000**	**6,659,469**	**1,168,913**	**46,618**	**100,000**
TOTAL 2024 UNFUNDED BUDGET PRIORITIES	**13,340,000**	**11,591,394**	**1,566,289**	**82,317**	**100,000**

2024 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	3,010,267	137,391	12,343	-	3,160,000
Natural Hazard Management	#REF!	-	-	-	975,000
Conservation Authority Act Transition	115,446	31,706	2,848	-	150,000
Corporate Services and Asset Management	792,730	217,711	19,559	-	1,030,000
Corporate Administration	38,482	10,569	949	-	50,000
State of Good Repair (SOGR) / Health and Safety	6,659,469	1,168,913	46,618	100,000	7,975,000
	11,591,394	**1,566,289**	**82,317**	**100,000**	**13,340,000**

Niagara Peninsula Conservation Authority

2024 Budgets and Municipal Levies *(Budget by Programs and Services)*

Appendix 4 - Report No. FA-41-23			Levy				Non-Levy			TOTAL
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	BUDGET
General Levy - Category 1 and 2										
Natural Hazard Management										
301	Flood Forecasting and Warning	1	177,431	48,729	4,378	230,538	31,000			261,538
157	Flood and Erosion Management	1	43,554	11,961	1,075	56,590	5,200			61,790
323	Water Resources	1	79,522	21,840	1,962	103,324				103,324
329	Shoreline Hazard Management	1	18,772	5,155	463	24,390				24,390
345	Environmental Planning and Policy	1 & 2	210,237	57,738	5,187	273,162			153,000	426,162
361	Planning and Permitting	1 & 2	262,711	72,149	6,482	341,342	38,600		576,000	955,942
371	Compliance and Enforcement	1	450,929	123,841	11,126	585,895			40,800	626,695
391	Planning Ecology	1 & 2	80,852	22,205	1,995	105,052				105,052
TOTAL			**1,324,008**	**363,618**	**32,667**	**1,720,293**	**74,800**	**-**	**769,800**	**2,564,893**
Watershed Resource Management and Climate Change										
New	Watershed-based Resource Management Strategy	1	-	-	-	-	-	-	-	-
265	Watershed Monitoring and Reporting	1	251,576	69,091	6,207	326,874			12,000	338,874
217	Special Projects (groundwater sampling)	1	12,699	3,488	313	16,500				16,500
125	Regulatory Mapping Technical Studies	1	43,820	12,035	1,081	56,936				56,936
303	Climate Change Resilience	1	94,555	25,968	2,333	122,856		29,323		152,179
TOTAL			**402,650**	**110,582**	**9,934**	**523,166**	**-**	**29,323**	**12,000**	**564,489**
Other Watershed Related Programs										
205	Drinking Source Water Protection	1				-	155,909			155,909
TOTAL			**-**	**-**	**-**	**-**	**155,909**	**-**	**-**	**155,909**
Conservation Authority Lands and Conservation Areas										
489	Section 29 Enforcement and Compliance	1	52,418	14,396	1,293	68,107				68,107
427	Land Care Program	1	98,333	27,006	2,426	127,765			862,306	990,071
357	Land Management Planning	1	205,205	56,356	5,063	266,624			85,000	351,624
119	Ecology	1	108,058	29,676	2,666	140,400				140,400
TOTAL			**464,013**	**127,434**	**11,448**	**602,896**	**-**	**-**	**947,306**	**1,550,202**
Enabling Services										
101/107/127	Corporate Services (incl HR, Corp Sup, AM)	1	820,734	225,402	20,250	1,066,386	27,646	25,000	665,144	1,784,176
105	Financial Services	1	243,464	66,864	6,007	316,334				316,334
109/131	Information Management and Technology	1	584,157	160,430	14,413	758,999	9,900			768,899
103/150	Governance and Corporate Administration	1	412,284	113,228	10,172	535,684	32,377			568,061
111	Communications, Marketing and Public Relations	1	265,876	73,019	6,560	345,455				345,455
801	Vehicles and Equipment	1	201,338	55,294	4,968	261,600				261,600
153/155	Asset Management	1	15,544	4,269	384	20,197			189,966	210,163
TOTAL			**2,543,398**	**698,505**	**62,752**	**3,304,655**	**69,923**	**25,000**	**855,110**	**4,254,688**
TOTAL GENERAL LEVY			**4,734,069**	**1,300,139**	**116,802**	**6,151,010**	**300,632**	**54,323**	**2,584,216**	**9,090,181**

Niagara Peninsula Conservation Authority

2024 Budgets and Municipal Levies *(Budget by Programs and Services)*

Appendix 4 - Report No. FA-41-23			Levy				Non-Levy			TOTAL
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	BUDGET
General Levy - Category 3 - Cost Apportionment MOU										
Watershed Resource Management and Climate Change										
227	Restoration	3	258,495	70,992	6,378	335,864			202,553	538,417
123	Community Engagement and Stewardship	3	224,042	61,530	5,528	291,100				291,100
343	Integrated Watershed Planning	3	202,348	55,572	4,992	262,912				262,912
TOTAL			**684,885**	**188,093**	**16,898**	**889,876**	**-**	**-**	**202,553**	**1,092,429**
TOTAL GENERAL LEVY - CATEGORY 3			**684,885**	**188,093**	**16,898**	**889,876**	**-**	**-**	**202,553**	**1,092,429**
Special Levy										
TDB	Capital and Special Projects	1	1,601,271	263,309	14,679	1,879,259			425,952	2,305,211
TDB	Land Securement	2	250,000	148,039	13,252	411,291				411,291
TOTAL SPECIAL LEVY			**1,851,271**	**411,348**	**27,931**	**2,290,550**	**-**	**-**	**425,952**	**2,716,502**
Fee for Service - Schedule A										-
265	Watershed Monitoring and Reporting						-	-	178,500	178,500
TOTAL FEE FOR SERVICE - SCHEDULE A			**-**	**-**	**-**	**-**	**-**	**-**	**178,500**	**178,500**
Provincial, Federal, Authority Generated										
Other Watershed Related Programs										-
241	Niagara River Remedial Action Plan	3					240,028	158,000		398,028
TBD	Other (new projects/programs - i.e. 2BT)	3					-			-
TOTAL							**240,028**	**158,000**	**-**	**398,028**
Conservation Authority Lands and Conservation Areas										-
395/401/403/405 407/411	Active Recreation Programs	3							2,104,031	2,104,031
413	Educational Programming	3							440,000	440,000
New	Land Management, Other Agencies	3					-			-
TOTAL							**-**	**-**	**2,544,031**	**2,544,031**
TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED							**240,028**	**158,000**	**2,544,031**	**2,942,059**
										-
GRAND TOTAL			**7,270,226**	**1,899,580**	**161,630**	**9,331,436**	**540,660**	**212,323**	**5,935,252**	**16,019,671**

SUMMARY								
Operating	5,418,955	1,488,232	133,699	7,040,886	540,660	212,323	5,509,300	13,303,169
Capital	1,601,271	263,309	14,679	1,879,259	-	-	425,952	2,305,211
Land Securement	250,000	148,039	13,252	411,291	-	-	-	411,291
TOTAL	**7,270,226**	**1,899,580**	**161,630**	**9,331,436**	**540,660**	**212,323**	**5,935,252**	**16,019,671**

Financial Statements of

NIAGARA PENINSULA CONSERVATION AUTHORITY

And Independent Auditor's Report thereon

Year ended December 31, 2022

KPMG LLP
80 King Street, Suite 620
St. Catharines ON L2R 7G1
Canada
Tel 905-685-4811
Fax 905-682-2008

INDEPENDENT AUDITOR'S REPORT

To the Board of Niagara Peninsula Conservation Authority

Opinion

We have audited the financial statements of Niagara Peninsula Conservation Authority (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.
KPMG Canada provides services to KPMG LLP.

KPMG

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada
April 21, 2023

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Financial Position

As at December 31, 2022, with comparative information for 2021

	2022	2021
Financial assets		
Cash and cash equivalents	$ 1,536,665	$ 2,278,107
Investments	4,552,509	4,509,668
Accounts receivable	606,745	1,407,215
	6,695,919	8,194,990
Liabilities		
Accounts payable and accrued liabilities	825,398	1,224,615
Employee future benefits (note 2)	103,300	95,500
Deferred revenue (note 3)	2,350,242	1,906,117
	3,278,940	3,226,232
Net financial assets	3,416,979	4,968,758
Non-financial assets		
Prepaid expenses	199,490	49,131
Tangible capital assets (note 4)	26,917,698	24,212,871
	27,117,188	24,262,002
Accumulated surplus (note 5)	$ 30,534,167	$ 29,230,760

See accompanying notes to financial statements

Robert Foster, Chair

Chandra Sharma, CAO/Secretary-Treasurer

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 8)	2022 Actual	2021 Actual
Revenues:			
Government transfers			
Province of Ontario - Ministry of Natural Resources and Forestry ("MNRF")	$ 90,000	$ 90,083	$ 90,083
Province of Ontario - Other	301,978	429,973	262,686
Government of Canada	120,000	389,311	173,531
Municipal levies:			
General	6,337,748	6,337,748	6,213,470
Special	1,751,173	1,859,958	2,427,557
Authority generated:			
User fees, sales and admissions	2,894,838	3,063,049	2,536,411
Administration fees	549,000	495,932	539,310
Interest	73,385	106,082	57,904
Other	491,100	788,605	408,047
OPG - Welland river watershed	-	81,861	162,698
	12,609,222	13,642,602	12,871,697
Expenses:			
CAO and Administration	1,408,522	1,219,784	1,475,920
Watershed	3,907,600	3,655,997	3,232,796
Corporate Resources	2,764,698	2,896,486	2,221,389
Conservation Areas	3,987,623	4,566,928	3,660,561
	12,068,443	12,339,195	10,590,666
Annual surplus	540,779	1,303,407	2,281,031
Accumulated surplus, beginning of year	29,230,760	29,230,760	26,949,729
Accumulated surplus, end of year	$ 29,771,539	$ 30,534,167	$ 29,230,760

See accompanying notes to financial statements

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Change in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual surplus	$ 1,303,407	$ 2,281,031
Acquisition of tangible capital assets	(3,915,221)	(3,912,290)
Amortization of tangible capital assets	1,210,394	951,986
Proceeds on disposal of tangible capital assets	43,368	114,424
Gain on disposal of tangible capital assets	(43,368)	(37,455)
Increase in prepaid expenses	(150,359)	(11,968)
	(1,551,779)	(614,272)
Net financial assets, beginning of year	4,968,758	5,583,030
Net financial assets, end of year	$ 3,416,979	$ 4,968,758

See accompanying notes to financial statements

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Changes in Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Annual surplus	$ 1,303,407	$ 2,281,031
Items not involving cash:		
Amortization of tangible capital assets	1,210,394	951,986
Gain on disposal of tangible capital assets, net	(43,368)	(37,455)
Employee future benefits	7,800	21,300
Accrued interest on investments	44,299	1,860
Change in non-cash operating working capital:		
Accounts receivable	800,470	(674,664)
Prepaid expenses	(150,359)	(11,968)
Accounts payable and accrued liabilities	(399,217)	(430,793)
Deferred revenue	444,125	(60,182)
Net change in cash and cash equivalents from operations	3,217,551	2,041,115
Capital activities:		
Purchases of tangible capital assets	(3,915,221)	(3,912,672)
Proceeds from disposal of tangible capital assets	43,368	114 806
Net change in cash and cash equivalents from capital activities	(3,871,853)	(3,797,866)
Investing activities:		
Proceeds from sale of investments	4,465,369	4,465,369
Purchases of investments	(4,552,509)	(4,509,668)
Net change in cash and cash equivalents from investing activities	(87,140)	(44,299)
Net change in cash and cash equivalents	(741,442)	(1,801,050)
Cash and cash equivalents, beginning of year	2,278,107	4,079,157
Cash and cash equivalents, end of year	$ 1,536,665	$ 2,278,107

See accompanying notes to financial statements.

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements

Year ended December 31, 2022

The Niagara Peninsula Conservation Authority ("the Authority") is established under The Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources within the watershed boundary established for the Authority.

1. Significant accounting policies:

The financial statements of Niagara Peninsula Conservation Authority (the "Authority") are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"). Significant accounting policies adopted by the Authority are as follows:

(a) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand, balances with banks and guaranteed investment certificates that mature within three months.

(c) Investments:

Investments consist of term deposits and are recorded at amortized cost. Investments held by the Authority have a market value that approximates cost given their fixed interestrate nature and maturity date within one year. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. Investment income earned on investments are reported as revenue inthe period earned.

(d) Deferred revenue:

Deferred revenues represent government transfers and user fees which have been collected but for which related expenses or related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

(e) Non-financial assets:

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

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2022

1 . Significant accounting policies (continued):

(e) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset. The Authority does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

Cost, less residual value of tangible capital assets are amortized on a straight line basis over their estimated useful life. Land is considered to have an infinite life without amortization. Full year amortization is charged in the year of acquisition. Work-in-progress assets are not amortized until the asset is available for productive use.

Amortization is based on the following classifications and useful lives:

Asset	Useful Life - Years
Land Improvements	20 years
Buildings	30 years
Dams	15 to 100 years
Gauge stations	15 to 30 years
Equipment	10 years
Vehicles	5 years
Office Equipment	5 years

Contributed tangible capital assets are capitalized at their estimated fair value upon acquisition and recognized as revenue in the year of contribution.

1. Significant accounting policies (continued):

(f) Revenue recognition:

i) Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except when, and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

ii) Municipal levies

Municipal levies are recognized as revenue in the year in which they meet the definition of an asset, the levy is authorized and the levy event has occurred.

iii) Authority generated

User fees, sales and admissions and other income is reported as revenue in the period earned.

(g) Employee future benefits:

The Authority provides certain employee benefits which will require funding in future periods. These benefits include extended health and dental benefits for early retires to age 65. The employee future benefits represent management's best estimates of the cost of premiums on benefits up to the date of retirement.

(h) Use of estimates:

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in future. Significant estimates include assumptions used in the estimation of employee future benefits.

2. Employee future benefits:

The Authority provides extended life, health and dental benefits to a closed group of early retirees to age 65 which will require funding in future periods. The Authority recognizes these retirement benefit costs in the period in which the service is rendered. The accrued benefit liability at December 31, 2022 was estimated by management to be $103,300 (2021 - $95,500). Information about the Authority's benefit plan is as follows:

	2022	2021
Accrued benefit obligation:		
Balance, beginning of year	$ 95,500	$ 74,200
Current benefit cost	14,083	28,672
Benefits paid	(6,283)	(7,372)
Accrued benefit obligation, end of year	$ 103,300	$ 95,500

3. Deferred revenue:

Deferred revenues consist of the following:

	Balance at December 31, 2021	Externally restricted inflows	Revenue earned	Balance at December 31, 2022
User fees and other	$ 274,785	$ 285,732	$ (214,699)	$ 345,818
District School Board of Niagara	–	750 000	–	750,000
Government grants	278,671	266,162	(66,844)	477,989
Canada Emergency Wage Subsidy	494,365	(494,365)	–	–
Welland river watershed-Ontario Power Generation ("OPG")	858,296	–	(81,861)	776,435
Total	$1,906,117	$ 807,529	$ (363,404)	$2,350,242

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2022

4. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Transfers/ Disposals	Balance at December 31, 2022
Land	$ 9,982,909	$ 848,901	$ –	$10,831,810
Land improvements	5,641,718	1,653,304	–	7,295,022
Buildings	6,956,929	45,971	–	7,002,900
Dams	5,164,330	109,188	–	5,273,518
Gauge stations	403,351	–	–	403,351
Equipment	2,822,328	1,487,236	(36,950)	4,272,614
Vehicles	78,740	–	(9,783)	68,957
Office equipment	843,495	257,171	–	1,100,666
Work-in-progress	1,672,861	3,915,221	(4,401,771)	1,186,311
Total	$33,566,661	$ 8,316,992	$ (4,448,504)	$37,435,149

Accumulated Amortization	Balance at December 31, 2021	Additions	Transfers/ Disposals	Balance at December 31, 2022
Land	$ –	$ –	$	$ –
Land improvements	2,640,393	354,328	–	2,994,721
Buildings	2,652,183	231,369	–	2,883,552
Dams	1,919,908	73,891	–	1,993,799
Gauge stations	264,181	19,009	–	283,190
Equipment	1,178,205	426,336	(36,950)	1,567,591
Vehicles	78,740	–	(9,783)	68,957
Office equipment	620,180	105,461	–	725,641
Total	$ 9,353,790	$ 1,210,394	$ (46,733)	$10,517,451

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2022

4. Tangible capital assets (continued):–

	Net Book Value December 31, 2021	Net Book Value December 31, 2022
Land	$ 9,982,909	$10,831,810
Land improvements	3,001,325	4,300,301
Buildings	4,304,746	4,119,348
Dams	3,244,422	3,279,719
Gauge stations	139,170	120,161
Equipment	1,644,123	2,705,023
Vehicles	–	–
Office equipment	223,315	375,025
Work-in-progress	1,672,861	1,186,311
Total	$24,212,871	$26,917,698

Work-in-process, having a value of $1,186,311 (2021 - $1,672,861) has not been amortized. Amortization of these assets will commence when the asset is put into service.

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The fair value of contributed assets received during the year is $nil (2021 - $nil). Tangible capital assets recognized at nominal value include land used in the operations and conservation management. There were no amounts recognized at nominal value during the year or 2022.

During the year, the Authority disposed of assets in the normal course of operations, recognizing a gain on disposal of $43,368 (2021 - $37,445).

5. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
Invested in tangible capital assets	$26,917,698	$24,212,871
Reserves set aside by the Board of the Authority for specific purpose	3,719,769	5,113,389
Unfunded employee future benefits liability	(103,300)	(95,500)
	$30,534,167	$29,230,760

5. Accumulated surplus (continued):

Reserves set aside by the Board of the Authority for specific purpose consists of the following:

	2022	2021
General capital	$ 606,012	$ 715,886
Operating reserve	1,158,096	1,536,894
Flood protection	255,390	253,268
Levy differential	32,632	32,361
Land acquisitions	1,365,361	2,195,865
Restoration	302,278	299,766
Tree by-law	-	79,349
	$ 3,719,769	$ 5,113,389

6. Credit facility:

The Authority's credit facility includes an overdraft lending account of $765,000 bearing interest at prime. As at December 31, 2022, $nil (2021 - $nil) was drawn on this facility. As at December 31, 2022, $11,667 (2021 - $23,333) was issued by way of a letter of credit to a municipality for which the Authority receives levies in exchange for construction work on-going within the municipal boundaries.

7. Pension plan:

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the 68 (2021 – 61) members of its staff. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Authority does not recognize any share of the pension plan deficit of $6.7 billion (2021 - $3.1 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2022 calendar year at rates ranging from 9.0% to 14.6% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the Statement of Operations. Employer contributions to OMERS for 2022 current and past service was $506,023 (2021 - $487,552) and were matched by employee contributions.

8. Budget data:

The budget data presented in these financial statements is based upon the 2022 operating budget approved by the Board of the Authority on April 22, 2022 and capital budget approved April 22, 2022. Amortization was not incorporated in the development of the budget and, as such, were not provided on the statement of changes in net financial assets. The chart below reconciles the approved budget to the budget figures reported in these financial statements:

	Budget Amount
Revenues	
Operating	
Approved budget	$ 10,858,049
Capital	1,751,173
Less:	
Transfers from reserves	-
Total revenues	$ 12,609,222
Expenses:	
Operating	
Approved budget	$ 10,858,049
Capital	
Approved budget	1,751,173
Add:	
Amortization	1,210,394
Less:	
Tangible capital assets included in operating expense	(1,751,173)
Debt principal payments	–
Total expenses	12,068,443
Annual surplus	$ 540,779

9. Contingencies:

The Authority is involved from time to time in litigation, which arises in the normal course of business. The exact outcome of these actions is not determinable as at the date of reporting. In respect of certain outstanding claims, the Authority believes that insurance coverage is adequate and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the accompanying financial statements.

10. Related party transactions:

During the year, the Authority incurred $27,482 (2021 - $28,110) in expenditures for per diems, honorariums, and mileage which was paid to and on behalf of members of the Board of Directors for the Authority.

11. Contractual rights:

The Authority has contractual rights under contract with various Ministry agencies to receive funds in exchange for services to be provided under those contracts. The Authority is expecting up to $190,634 in future revenues based on anticipated services to be performed.

12. Contractual obligations and commitments:

The Authority has entered into a contract for provision of reservation and park system services until December 2025 with an annual financial requirement of $30,000. This will be financed by the Authority's operating reserves.

13. Segmented information:

The Authority provides a wide range of services which are categorized by department. Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

Corporate Administration

Corporate administration services is comprised of the administration services of the Authority.

Watershed

The watershed department is the umbrella for three divisions dedicated to monitoring, regulating, protecting and improving the health and safety of our watersheds.

Corporate Resources

The corporate resources department is development and managing the Authority’s vehicles and equipment. Thevehicles and equipment department accounts for the cost of maintaining the vehicles and equipment.

Conservation Areas

The conservation areas department is the umbrella for two divisions dedicated to conservation land management and conservation land programming. Conservation land management is the administration department for the conservation areas. Conservation land programming and development is responsible for maintenance and improvements to the conservation areas.

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2022

13. Segmented information (continued):

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Municipal levies have been allocated to the segments based upon budgeted levies for the segment. Interest earned on investments has been allocated to the corporate resources segment.

	2022				
	Corporate Administration	Watershed	Corporate Resources	Conservation Areas	2022 Total
Revenues:					
MNRF transfers	$ 15,200	$ 38,600	$ 36,283	$ -	$ 90,083
Government transfers	11,368	422,077	84,200	301,639	819,284
Municipal levies	1,274,931	2,967,783	2,617,947	1,337,045	8,197,706
User fees, sales and administration	-	-	-	3,063,049	3,063,049
Administration fees	-	495,932	-	-	495,932
Interest	-	-	106,082	-	106,082
Other	105	369,854	66,580	70,117	506,656
Gain on disposal	-	-	43,368	-	43,368
Gain on insurance proceeds	-	-	238,581	-	238,581
OPG-Welland River Watershed	-	77,975	3,886	-	81,861
Total revenues	**$ 1,301,604**	**$ 4,372,221**	**$ 3,196,927**	**$ 4,771,850**	**$13,642,602**
Expenses:					
Salaries and benefits	906,189	2,961,023	964,263	2,371,089	7,202,564
Materials and supplies	73,229	217,026	479,976	1,256,214	2,026,445
Contracted services	-	229,959	5,529	-	235,488
Professional fees	65,976	185,119	319,312	100,910	671,317
Rent and financial expenses	4,434	-	721,896	-	726,330
Marketing and promotion	71,258	18,660	176,739	-	266,657
Amortization	98,698	44,210	228,771	838,715	1,210,394
Total expenses	**1,219,784**	**3,655,997**	**2,896,486**	**4,566,928**	**12,339,195**
Annual surplus	**$ 81,820**	**$ 716,224**	**$ 300,441**	**$ 204,922**	**$ 1,303,407**

NIAGARA PENINSULA CONSERVATION AUTHORITY
Notes to Financial Statements (continued)

Year ended December 31, 2022

13. Segmented information (continued):

	2021				
	Corporate Administration	Watershed	Corporate Resources	Conservation Areas	2021 Total
Revenues:					
MNRF transfers	$ 15,200	$ 74,883	$ -	$ -	$ 90,083
Government transfers	22,291	352,571	61,355	-	436,217
Municipal levies	1,576,671	2,247,436	2,158,607	2,658,313	8,641,027
User fees, sales and administration	-	-	-	2,536,411	2,536,411
Administration fees	-	539,310	-	-	539,310
Interest	-	-	57,904	-	57,904
Other	11,749	265,957	27,877	65,009	370,592
Gain on disposal	-	-	37,455	-	37,455
OPG-Welland River Watershed	-	162,698	-	-	162,698
Total revenues	**$ 1,625,911**	**$ 3,642,855**	**$ 2,343,198**	**$ 5,259,733**	**$12,871,697**
Expenses:					
Salaries and benefits	1,105,978	2,539,938	837,047	2,149,543	6,632,506
Materials and supplies	136,230	261,539	304,457	1,006,275	1,708,501
Contracted services	-	138,607	-	-	138,607
Professional fees	36,104	110,045	240,174	-	386,323
Rent and financial expenses	-	-	562,536	-	562,536
Marketing and promotion	91,769	-	118,438	-	210,207
Amortization	105,839	182,667	158,737	504,743	951,986
Total expenses	**1,475,920**	**3,232,796**	**2,221,389**	**3,660,561**	**10,590,666**
Annual surplus	**$ 149,991**	**$ 410,059**	**$ 121,809**	**$ 1,599,172**	**$ 2,281,031**

14. Comparative Figures:

Certain comparative figures included in these financial statements have been reclassified to conform with the presentation adopted for the current year.

Royal Botanical Gardens CANADA

Royal Botanical Gardens
680 Plains Road West
Burlington, ON
Canada L7T 4H4

Tel: 905-527-1158
Toll-free: 1-800-694-4769
Fax: 905-577-0375

rbg.ca

November 27, 2023

Cyrus Patel
Senior Financial Analyst
Budget and Finance Division
City of Hamilton
71 Main Street West
Hamilton, ON L8P 4Y5

Email: cyrus.patel@hamilton.ca

SUBJECT: 2024 Budget Submission for Royal Botanical Gardens (RBG)

Dear Mr. Patel:

Thank you, for the invitation to submit RBG's financial information in support of the City of Hamilton's 2024 Budget preparation.

Attached, please find RBG's Board approved budget for 2024 and our most recent audited financial statements, for 2022.

Should you have any questions in advance of the city's budget meeting in January, please contact Emily Walker, RBG's Director of Finance at 905-527-1158, ext 242 or ewalker@rbg.ca.

Sincerely,

Nancy Rowland
Chief Executive Officer

cc: Emily Walker, Director, Finance, Royal Botanical Gardens

Attachments

Royal Botanical Gardens

2024 Budget Summary

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2023 Budget	2024 Budget	Notes
REVENUE								
Government Operational Funding								
Province of Ontario	4,036,000	4,036,000	4,036,030	4,036,060	4,036,060	4,036,000	4,036,060	1
Halton Region	786,756	802,491	818,541	834,912	859,959	859,959	894,357	1
City of Hamilton	634,715	634,738	647,410	647,408	660,352	660,356	673,559	1
	5,457,471	5,473,229	5,501,981	5,518,380	5,556,371	5,556,315	5,603,976	
Operations								
Admissions	1,142,804	764,211	590,970	1,160,083	1,470,000	1,450,000	1,911,000	2
Membership	1,204,852	910,215	1,192,609	1,492,750	1,524,000	1,425,000	1,722,120	3
Group Tours	46,184	267	5,793	13,547	13,072	20,000	20,000	
Retail	977,638	512,198	604,596	1,109,981	1,235,000	1,013,000	1,367,000	4
Food and Beverage	475,537	89,028	682,592	2,845,747	2,860,871	3,180,819	2,696,719	5
Sales	542,774	192,392	378,528	760,862	547,922	960,000	608,256	6
Site Rentals	0	0	0	0	0	0	70,000	7
Education Programs	257,616	64,172	180,734	151,597	230,200	265,200	205,000	8
Camp Programs	494,343	30,855	221,043	512,339	565,000	595,000	550,000	8
Public Programs	216,141	24,047	111,587	174,249	100,511	171,576	126,500	8
Special Events	544,492	275,934	428,524	585,291	1,154,728	950,317	1,912,424	9
Parking	72,448	191,735	362,001	295,054	192,500	315,000	295,000	10
	5,974,828	3,055,053	4,758,977	9,101,500	9,893,804	10,345,912	11,484,019	
Contributed Revenues								
Fundraising and Major Gifts	1,033,190	544,967	952,312	815,901	1,105,281	1,215,750	1,007,000	11
Annual Giving	196,413	314,310	376,892	385,477	396,000	475,100	492,500	12
Grants	754,724	525,006	734,157	907,650	1,262,777	649,206	693,317	
Sponsorship	16,500	3,000	50,000	55,000	160,000	150,000	200,000	11
	2,000,826	1,387,282	2,113,361	2,164,028	2,924,058	2,490,056	2,392,817	
Other Revenue								
Restricted Fund Revenue	1,369,500	0	3,524	5,418	1,234,000	1,234,000	626,000	13
Other	400,708	310,559	568,365	266,284	681,925	279,457	367,310	
CEWS Subsidy	0	2,491,578	1,101,122	1,526,000	0	0	0	
Emergency Stabilization Funding	0	0	0	0	0	0	0	
	1,770,208	2,802,137	1,673,011	1,797,702	1,915,925	1,513,457	993,310	
Total Revenue	**15,203,333**	**12,717,702**	**14,047,331**	**18,581,610**	**20,290,158**	**19,905,740**	**20,474,122**	
EXPENSES								
Salaries and Benefits	9,004,433	8,340,979	9,176,808	10,846,431	12,300,000	12,546,571	11,691,451	
Administration & Strategic Initiatives	1,468,365	917,724	720,114	1,153,506	1,563,879	1,265,215	1,182,700	14
Operations	225,227	104,504	285,138	559,613	698,923	622,864	734,407	15
Retail Cost of Sales	502,277	282,410	303,184	570,310	617,500	506,500	683,500	
Food and Beverage Cost of Sales	0	0	207,286	696,283	821,568	830,929	828,635	5
Education Programs	23,230	4,310	9,919	13,333	17,700	17,700	23,850	
Camp Programs	33,392	942	7,296	15,532	24,050	25,050	41,400	
Public Programs	112,195	35,760	115,844	62,862	44,441	94,200	36,250	
Special Events	487,856	302,828	266,300	859,599	1,204,831	941,787	1,492,319	9
Fundraising	270,280	187,720	235,353	270,367	400,733	440,695	374,580	11
Marketing	573,739	510,496	530,474	643,400	691,727	767,727	760,027	
Sponsorship	65	0	2,000	1,250	1,000	3,500	8,500	
Biodiversity Expenses	592,296	393,442	429,270	433,062	873,099	599,385	600,679	
Maintenance	1,171,396	821,288	968,353	1,274,940	1,221,304	1,183,250	1,039,150	
Utilities	610,647	535,448	518,055	585,228	726,500	610,000	625,000	
Garden Maintenance	93,693	111,189	154,570	269,691	324,013	331,850	350,750	
Total Expenses	**15,169,090**	**12,549,040**	**13,929,964**	**18,255,406**	**21,531,267**	**20,787,223**	**20,473,198**	
NET POSITION	**34,243**	**168,662**	**117,367**	**326,204**	**-1,241,109**	**-881,483**	**924**	
Board Restricted Funds (COVID Recovery)	0	0	0	0	905,630	905,630	0	16
Board Restricted Funds (Master Plan)	0	0	0	0	399,211	0	0	
Effect on Unrestricted Net Assets	**34,243**	**168,662**	**117,367**	**326,204**	**63,732**	**24,147**	**924**	

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2022

BROWNLOW PARTNERS
CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Royal Botanical Gardens

Opinion

We have audited the financial statements of Royal Botanical Gardens (the Organization), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

BROWNLOW PARTNERS
CHARTERED PROFESSIONAL ACCOUNTANTS

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Brownlow Partners

Ancaster, Ontario
March 30, 2023

Chartered Professional Accountants
Licensed Public Accountants

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2022

ASSETS

	2022	2021
CURRENT ASSETS		
Cash	$ 271,562	$ 610,915
Accounts receivable	815,986	1,284,210
Government remittances receivable	-	120,581
Inventory	324,541	243,397
Prepaid expenses and deposits	361,285	436,046
	1,773,374	2,695,149
INVESTMENTS (note 3)	14,457,679	17,442,204
CAPITAL ASSETS (note 5)	38,638,004	40,378,373
	$ 54,869,057	$ 60,515,726

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 1,068,868	$ 1,789,666
Government remittances payable	26,180	-
Deferred revenue	1,174,538	2,306,060
Deferred capital funding	597,325	340,431
Deferred operating contributions (note 6)	5,309,017	6,781,630
	8,175,928	11,217,787
DEFERRED CAPITAL CONTRIBUTIONS (note 7)	37,269,759	39,189,364
	45,445,687	50,407,151
NET ASSETS		
Unrestricted (note 8)	2,958,204	3,180,786
Internally restricted (note 9)	4,045,948	4,551,774
Endowments (note 10)	2,419,218	2,376,015
	9,423,370	10,108,575
	$ 54,869,057	$ 60,515,726

Commitments and contingencies (note 11)

Approved by the Board

Director

Director

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2022

	2022	2021
REVENUE		
Operating grants		
Ministry of Heritage, Sport, Tourism and Culture Industries	$ 4,036,060	$ 4,036,030
City of Hamilton	647,408	647,410
Regional Municipality of Halton	834,912	818,541
Other government support (note 2a(v))	1,526,000	1,101,122
	7,044,380	6,603,103
Admissions, memberships and other program revenue (note 14a)	8,524,624	4,435,858
Mandated activities (note 14b)	1,647,530	1,249,786
Development - donations (note 14c)	1,250,810	1,371,761
Investment income (note 14d)	114,265	386,822
Amortization of deferred capital contributions (note 5)	3,880,689	3,874,741
	22,462,298	17,922,071
EXPENSES		
Admissions, memberships and other program expenses	6,564,586	3,592,773
Maintenance and equipment	3,038,386	2,514,472
Administration	2,524,448	2,305,291
Development fundraising	698,864	695,195
Mandated activities		
Horticulture - gardens, parklands and collections	2,613,407	2,249,226
Conservation and environmental programs	1,076,402	1,067,895
Scientific and research programs	468,075	411,661
Education programs	1,271,237	1,093,451
Amortization of capital assets (note 5)	3,880,689	3,874,741
	22,136,094	17,804,705
EXCESS OF REVENUE OVER EXPENSES FOR OPERATIONS	326,204	117,366
Change in unrealized gain (loss) on investments	(473,111)	291,642
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	$ (146,907)	$ 409,008

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2022

	Unrestricted (note 8)	Internally restricted (note 9)	Endowments (note 10)	Total 2022	Total 2021
NET ASSETS, BEGINNING OF THE YEAR	$ 3,180,786	$ 4,551,774	$ 2,376,015	$ 10,108,575	$ 9,284,019
Excess of revenue over expenses for operations	326,204	-	-	326,204	117,366
Endowment contributions	-	-	24,271	24,271	1,500
Amortization of investment in capital assets	(75,675)	-	-	(75,675)	(19,702)
Investment income allocations	-	111,085	18,932	130,017	263,482
Change in unrealized gain (loss) on investments	(473,111)	(616,911)	-	(1,090,022)	461,910
NET ASSETS, END OF THE YEAR	$ 2,958,204	$ 4,045,948	$ 2,419,218	$ 9,423,370	$ 10,108,575

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2022

	2022	2021
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses for the year	$ (146,907)	$ 409,008
Adjustments for:		
- amortization of deferred capital contributions	(3,805,014)	(3,855,039)
- amortization of investment in capital assets	(75,675)	(19,702)
- deferred operating contributions recognized as revenue	(189,265)	(69,545)
- amortization of capital assets	3,880,689	3,874,741
- change in unrealized gain on investments	473,111	(291,642)
	136,939	47,821
Net changes in non-cash working capital balances from operations	(986,822)	807,370
Cash provided by (used in) operating activities	(849,883)	855,191
INVESTING ACTIVITIES		
Acquisition of capital assets	(2,140,320)	(3,302,858)
Increase in endowments	43,203	20,061
Allocated investment income to internally restricted net assets	111,085	244,921
Deferred operating contributions and allocated investment income	268,678	534,998
Capital contributions used during the year	1,885,409	3,006,982
Decrease (increase) in cost of investments	342,475	(1,362,100)
Cash provided by (used in) investing activities	510,530	(857,996)
DECREASE IN CASH DURING THE YEAR	(339,353)	(2,805)
CASH AT BEGINNING OF THE YEAR	610,915	613,720
CASH AT END OF THE YEAR	$ 271,562	$ 610,915

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

1. DESCRIPTION

Royal Botanical Gardens (the "RBG") is one of Canada's premier cultural, educational and scientific institutions, comprised of more than 1,100 hectares of horticultural display gardens, arboretum, woodlands, wetlands and 30 kilometres of trails. The RBG receives transfer payments from the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries and receives additional support from the City of Hamilton (the "City"), the Regional Municipality of Halton, the RBG members, many corporations, foundations and individuals.

The RBG is a registered charity under the Income Tax Act (Canada) and, as such, is exempt from income taxes.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations applied within the framework of the significant accounting policies summarized below:

(a) Revenue Recognition

(i) Grants are recorded as revenue when the related expenses have been incurred and the applications for the grants have been approved by the relevant government agencies. Grants received in advance of incurring the related expenses are included on the statement of financial position as deferred revenue.

(ii) Unrestricted donations, admission fees, membership fees, other program fees, event revenue, food and beverage revenue, rental revenue and garden shop revenue are recognized as revenue in the year in which they are received. Restricted donations are deferred and recognized as revenue in the year in which the related expenses are incurred.

(iii) Externally restricted contributions for depreciable capital assets are deferred and amortized over the life of the related assets. Externally restricted contributions for non-depreciable capital assets are recorded as a direct increase in unrestricted net assets. Externally restricted capital asset contributions that have not been spent are recorded as part of deferred capital funding on the statement of financial position.

Self-funded contributions for depreciable capital assets are deferred and amortized over the life of the related assets. Self-funded capital asset contributions that have not been expended are recorded as part of net assets invested in capital assets on the statement of financial position.

(iv) Endowment contributions are recognized as a direct increase in endowment net assets in the year in which they are received.

(v) Government assistance is recognized as revenue when the RBG has complied with the terms and conditions of the applicable legislation. During the year, the Organization received an emergency stabilization grant from the Ministry of Heritage, Sport, Tourism and Culture Industries in the amount of $1,526,000 (2021: nil). During the year, the RBG did not receive any assistance relating to the Canada Emergency Wage Subsidy (2021: $1,101,122).

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) Contributed Services

Volunteers contribute numerous hours per year to assist RBG in carrying out its activities. Due to the difficulty in determining their fair value, contributed services have not been recognized in the financial statements.

(c) Donations In-Kind

Donations in-kind are recorded at the estimated fair market value at the date of donation. The RBG did not receive any donations in-kind during the year (2021: $95,873).

(d) Measurement of Financial Instruments

The RBG initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The RBG subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments as described in note 2(e).

Financial assets measured at amortized cost include cash and accounts receivable. Financial liabilities measured at amortized cost include accounts payable. The RBG has designated all portfolio investments to be measured at fair value as described in note 2(e).

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(e) Investments

All investments are recorded at fair value. The quoted market price was used to estimate the fair value of the financial instruments held as investments.

Investment income, net of investment management fees, is allocated to the restricted deferred funds and statement of operations on a prorated basis. The ratio of total endowments, internally restricted net assets and deferred operating contributions at the beginning of the month divided by the total average investment cost for the month is calculated. This ratio is then applied to the total net investment income earned for the month to determine the amount of investment income to apply to the deferred operating contributions, internally restricted net assets and endowments. Remaining unallocated net investment income is recorded in the statement of operations.

Unrealized gains and losses on investments are allocated to the restricted deferred funds and unrestricted net assets on a prorated basis. The ratio, described above, is applied to the total unrealized gains and losses at month end to determine the amount of unrealized gains and losses to apply to the deferred operating contributions, internally restricted net assets and endowments. Remaining unallocated unrealized gains and losses are included in unrestricted net assets. The change in unrestricted unrealized gains and losses are recorded in the statement of operations. When investments are sold, realized gains and losses are recognized in investment income.

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(f) Inventory

Inventory, consisting of food and beverage and items available for sale in the RBG gift shop, is valued at the lower of cost or net realizable value. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business, less any applicable variable selling costs.

Included in admissions, memberships and other program expenses is $1,266,591 (2021: $510,471) of inventory expensed during the year.

(g) Capital Assets

Capital assets are recorded at cost, except for donated assets, which are recorded at fair market value at the date of contribution. The fair market value of previously donated land could not be determined and therefore, the total 1,100 hectares of land have been recorded at a nominal value of $9,428.

Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	40 years
Mechanical equipment	20 years
Gardens and natural area infrastructures	20 years
Roadways and parking lots	20 years
Vehicles and equipment	5 years
Furniture and fixtures	10 years
Computer equipment	3 years
Software	5 years
Media stock	5 years
Exhibits	3 years

Contributed capital assets are recognized at the fair value at the date of contribution. The contribution is recognized as revenue on the same basis as the amortization expense of the contributed capital asset.

When a capital asset no longer has any long term service potential to the RBG, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations.

(h) Use of Estimates

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Such estimates include the useful lives of capital assets, allowances for inventory obsolescence, allowances for doubtful accounts and accruals. Actual results may vary from the current estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known.

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

3. INVESTMENTS

The investments consist of funds that are professionally managed, diversified and are invested in the following categories: cash and near cash securities, fixed income securities and equity securities.

		2022		2021
Cost of investments at December 31	$	13,263,872	$	13,606,347
Unrealized gain on investments		1,193,807		3,835,857
Market value of investments at December 31	$	14,457,679	$	17,442,204

Investments are valued at market as at yearend and are composed of the following types of securities:

Cash, cash equivalents and accrued interest	$	928,659	$	1,188,978
Fixed income securities		4,991,271		5,648,087
Equity securities		8,537,749		10,605,139
	$	14,457,679	$	17,442,204

4. DEMAND LOAN

The RBG has the following facilities available:

- Credit facility #1 & #2 - Shared authorization up to $2,000,000. Facility #1 - Revolving loan to provide bridge financing for general capital requirements. Interest rate is determined at the time of borrowing. Repayable in full on the maturity date determined at the time of borrowing, to maximum term of one year. As at December 31, 2022, the facility was not drawn upon (2021: not drawn). Facility #2 - Non-revolving demand loan to provide bridge financing for general capital requirements. The facility bears interest at prime plus 0.75%. Repayment terms are determined at time of borrowing. As at December 31, 2022, the facility was not drawn upon (2021: not drawn).
- Credit facility #3 - Overdraft lending account up to $2,000,000 for general operating requirements. The facility bears interest at prime plus 0.5%. Repayable on demand. As at December 31, 2022, the facility was not drawn upon (2021: not drawn).

Security for the facilities includes the following:

- General Security Agreement providing a first charge over all accounts receivable, inventory and equipment other than leased assets, land and buildings, plants, living collections, library artifacts, patents and investments;
- Bank to be named as loss payee on business and fire insurance;
- Signed Environmental Review Checklist and Indemnity Agreement;
- Assignment and pledge of investment portfolio registered in Ontario under the Personal Property Security Act (PPSA) with enabling resolution. The market value of the investment portfolio pledged as collateral at December 31, 2022 is $4,201,198 (2021: $4,659,364), which are included with investments on the statement of financial position;

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

4. DEMAND LOAN (CONT'D)

Security for the facilities includes the following:

- Solicitor's Letter of Opinion together with a Conflict of Interest Letter from the Solicitor confirming the Bank has good and valid assignment of the funds;
- Letter of acknowledgement confirming that existing pledged investment portfolio continues to contain no trust funds or otherwise restricted funds; and
- Letter of acknowledgement that moving funds in and/or out of the pledged investment portfolio is allowed subject to bank prior approval and the minimum lending value of the pledged investment portfolio has to be equal or more than the outstanding loan balance.

5. CAPITAL ASSETS

The change in net book value of capital assets is due to the following:

	2022	2021
Balance, beginning of the year	$ 40,378,373	$ 40,950,256
Purchase of capital assets funded by deferred capital contributions	1,864,085	3,004,952
Purchase of internally funded capital assets	276,235	297,906
Amortization of capital assets	(3,880,689)	(3,874,741)
Balance, end of the year	$ 38,638,004	$ 40,378,373

Amortization of capital assets agrees to amortization of deferred capital contributions of $3,805,014 (2021: $3,855,039) and amortization of investment in capital assets of $75,675 (2021: $19,702), which has been recognized as revenue during the year.

Capital assets consist of the following:

	2022			2021
	Cost	Accumulated Amortization	Net	Net
Land	$ 876,681	$ -	$ 876,681	$ 876,681
Buildings	33,886,294	18,169,698	15,716,596	16,563,754
Mechanical equipment	7,618,072	4,021,450	3,596,622	3,765,066
Gardens and natural area infrastructures	27,914,701	12,634,398	15,280,303	16,080,553
Roadways and parking lots	4,927,934	3,172,777	1,755,157	1,855,590
Vehicles and equipment	4,920,791	4,515,921	404,870	252,941
Furniture and fixtures	4,067,335	3,499,850	567,485	712,445
Computer equipment	2,858,299	2,606,397	251,902	271,343
Software	209,320	20,932	188,388	-
Media stock	252,244	252,244	-	-
Exhibits	985,806	985,806	-	-
	$ 88,517,477	$ 49,879,473	$ 38,638,004	$ 40,378,373

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

6. DEFERRED OPERATING CONTRIBUTIONS

The change in deferred operating contributions is due to the following:

	2022	2021
Balance, beginning of the year	$ 6,781,630	$ 5,921,939
Contributions received from corporate and private sources	7,804	1,500
Amount drawn from funds during the year	(189,265)	(69,545)
Investment income allocation	153,848	275,813
Restricted investment income earned on endowments	107,026	257,685
Change in market value of investments	(1,552,026)	394,238
Balance, end of the year	$ 5,309,017	$ 6,781,630

Deferred operating contributions consist of the following major external restrictions:

Operations	$ 73,503	$ 128,373
Gardens and natural lands	3,225,589	3,866,449
Collections	399,348	522,742
Science and education	938,408	1,318,306
Staffing and administration	672,169	945,760
	$ 5,309,017	$ 6,781,630

7. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions consist of the following:

	2022	2021
Balance, beginning of the year	$ 39,189,364	$ 40,037,421
Capital contributions used during the year	1,885,409	3,006,982
Amortization of deferred capital contributions	(3,805,014)	(3,855,039)
Balance, end of the year	$ 37,269,759	$ 39,189,364

8. UNRESTRICTED NET ASSETS

Unrestricted net assets consists of the following:

	Unrestricted	Invested in capital assets	Total
Balance, beginning of the year	$ 2,860,472	$ 320,314	$ 3,180,786
Excess of revenues over expenses for operations	326,204	-	326,204
Purchase of internally funded capital assets	(276,235)	276,235	-
Amortization of investment in capital assets	-	(75,675)	(75,675)
Funds received relating to prior years' internally funded capital assets	21,325	(21,325)	-
Change in unrealized gain on investments	(473,111)	-	(473,111)
Balance, end of the year	$ 2,458,655	$ 499,549	$ 2,958,204

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

9. INTERNALLY RESTRICTED NET ASSETS

During the 2020 fiscal year, the RBG received an unrestricted estate donation in the amount of $905,630. The donation was internally restricted by the RBG. The RBG Board will approve the use of these funds. During the year, no amounts were drawn from the internally restricted net assets (2021: no amounts). Internally restricted net assets consist of the following major internal restrictions:

		2022		2021
Maintaining garden areas and strategic initiatives	$	3,140,318	$	3,646,144
COVID-19 recovery		905,630		905,630
	$	4,045,948	$	4,551,774

10. ENDOWMENTS

Contributions restricted for endowments consist of donations received by the RBG where the endowment principal is required to remain intact. Accordingly, these amounts are classified as long term investments. The investment income generated from the endowments must be used in accordance with the purposes established by donors.

		2022		2021
Balance, beginning of the year	$	2,376,015	$	2,355,954
Endowments received from private sources		24,271		1,500
Investment income required to be held as endowment		18,932		18,561
Balance, end of the year	$	2,419,218	$	2,376,015

11. COMMITMENTS AND CONTINGENCIES

In the ordinary course of business, the RBG may be contingently liable for litigation and claims with customers, suppliers and former employees. Management believes that adequate provisions have been recorded in the accounts where required. Although it is not possible to accurately estimate the extent of potential costs and losses, if any, management believes, but can provide no assurance, that the ultimate resolution of such contingencies would not have a material adverse effect on the financial position of the RBG.

12. RECLASSIFICATION

Certain 2021 comparative amounts were reclassified to conform to the current year's financial statement presentation.

13. PRIOR YEAR COMPARATIVES

Due to the impacts of the COVID-19 global pandemic during the fiscal years 2020 and 2021, fiscal year 2019 is a more accurate comparative year when assessing changes in attendance and financial performance.

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

14. REVENUE

		2022		2021
Admissions, memberships and other program revenue consists of:				
Admissions and special events	$	1,976,341	$	1,115,198
Membership fees		1,492,750		1,192,609
Rentals		764,334		394,841
Food and beverage		2,842,274		666,279
Garden shop sales		1,109,981		604,596
Parking		295,054		410,565
Other income		43,890		51,770
a) Total admissions, memberships and other programs	$	8,524,624	$	4,435,858
Mandated activities consists of:				
Horticulture - gardens, parklands and collections	$	40,141	$	59,398
Conservation and environmental programs		564,711		399,828
Scientific and research programs		141,773		127,461
Education programs		900,905		663,099
b) Total mandated activities	$	1,647,530	$	1,249,786
Donations and grants received during the year	$	2,593,048	$	2,289,733
Add:				
Restricted donations received in the prior year recognized into development - donations revenue		74,168		222,433
Less:				
Grants deferred and recognized into mandated activities revenue once qualifying expenses incurred		(933,115)		(1,022,208)
Green Angel donations recognized in deferred revenue		(108,744)		(62,328)
Restricted donations recognized in deferred revenue		(363,582)		(31,488)
Restricted donations recognized in deferred operating contributions and endowments		(3,000)		(3,000)
Restricted donations recognized in deferred capital contributions		(7,965)		(21,381)
c) Total development - donations	$	1,250,810	$	1,371,761
Investment income earned during the year	$	597,355	$	1,278,153
Less: Investment management fees		(92,199)		(94,351)
Net investment funds available for allocation		505,156		1,183,802
Allocation to deferred operating contributions		(260,874)		(533,498)
Allocation to internally restricted net assets		(111,085)		(244,921)
Allocation to endowments		(18,932)		(18,561)
d) Total investment income	$	114,265	$	386,822

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2022

15. FINANCIAL INSTRUMENTS

Risks and Concentrations

The RBG is exposed to various risks through its financial instruments. The following analysis provides a measure of the RBG's risk exposure and concentrations at December 31, 2022.

(a) Liquidity Risk

Liquidity risk is the risk that the RBG will encounter difficulty in meeting obligations associated with financial liabilities. The RBG is exposed to this risk mainly in respect of its accounts payable. The RBG's objective in managing liquidity risk is to maintain sufficient readily available reserves in order to meet its liquidity requirements at any point in time. The RBG achieves this by maintaining sufficient cash and cash equivalents. This risk has not changed from the prior year.

(b) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The RBG's main credit risks relate to its accounts receivable. The RBG provides credit to its clients in the normal course of its operations. This risk has not changed from the prior year.

(c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The RBG is exposed to currency risk and other price risk. This risk has not changed from the prior year.

(i) Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Some of the RBG's assets are exposed to foreign exchange fluctuations. As at December 31, 2022, bank indebtedness of $45,158 (2021: $26,331) is recorded in US dollars and converted into Canadian dollars. Approximately 35% (2021: 39%) of the RBG's investments are held in US dollars and converted into Canadian dollars.

(ii) Other Price Risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). The RBG is exposed to other price risk due to a substantial portion of its assets being held in investments, which are susceptible to fluctuations in market values. To manage this risk, RBG management and the Board of Directors reviews its investment strategies at least annually with the RBG's investment advisor.

15. FINANCIAL INSTRUMENTS (CONT'D)

(d) Inflationary Risk

The RBG is significantly impacted by current inflation rates and its impact on supplies and materials, food and beverage costs, utilities, labour and the procurement of capital assets. To manage this risk, RBG management employs a number of tactics including monitoring trends and incorporating economic forecasts in the development of the business plan and budget, monthly review of operating budgets and reprioritization of deliverables, changing the scope of programs or capital projects to reflect increased costs and adjusting pricing specifically for ticketed programs and food services.