



# 2023 **BUDGET**

---

## AT A GLANCE

261,600

Acres of Watershed Area

11,000

Acres of Owned Area

664,000

Watershed Population

↑1.3M+

Park Visits

13,600

Parks Memberships

\$42.5M

Annual Revenue

145

Permanent Staff

850

Seasonal Staff

\$4.8M

Seasonal Wages

278

Permits YTD

↑96%

Minor permits  
processed in 30 days

100%

Major permits  
processed in 90 days

55%

Area with enhanced  
flood forecasting

80%

Flood-prone area  
with rain gauges

70%

Area with real-time  
climate stations

325+

Stations Monitored

116

Kilometers of Trail

28,600

Education Participants

34,200

Hazard Trees Removed  
since 2017

78,200

Trees and Shrubs Planted

7,000m

Stream Restored

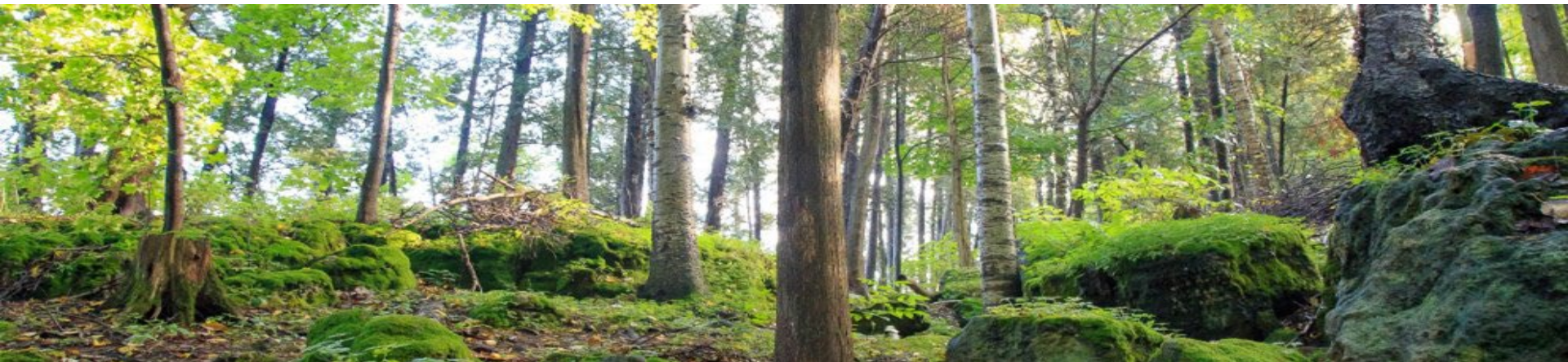




## BILL 23 (*More Homes, Built Faster Act, 2022*) and Greenbelt Plan

---

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



# STRATEGIC PLAN

---

## momentum

GREEN • RESILIENT • CONNECTED



**NATURAL HAZARDS  
AND WATER**



**SCIENCE, CONSERVATION  
AND RESTORATION**



**EDUCATION,  
EMPOWERMENT AND  
ENGAGEMENT**



**NATURE AND PARKS**



**ORGANIZATIONAL  
SUSTAINABILITY**



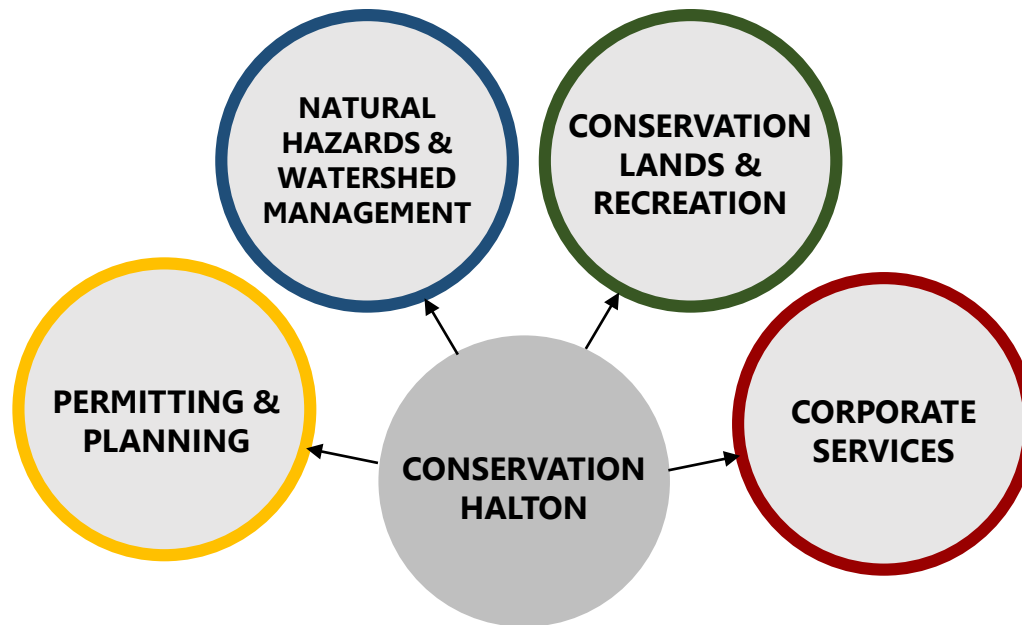
**DIGITAL TRANSFORMATION  
AND INNOVATION**



**PEOPLE  
AND TALENT**

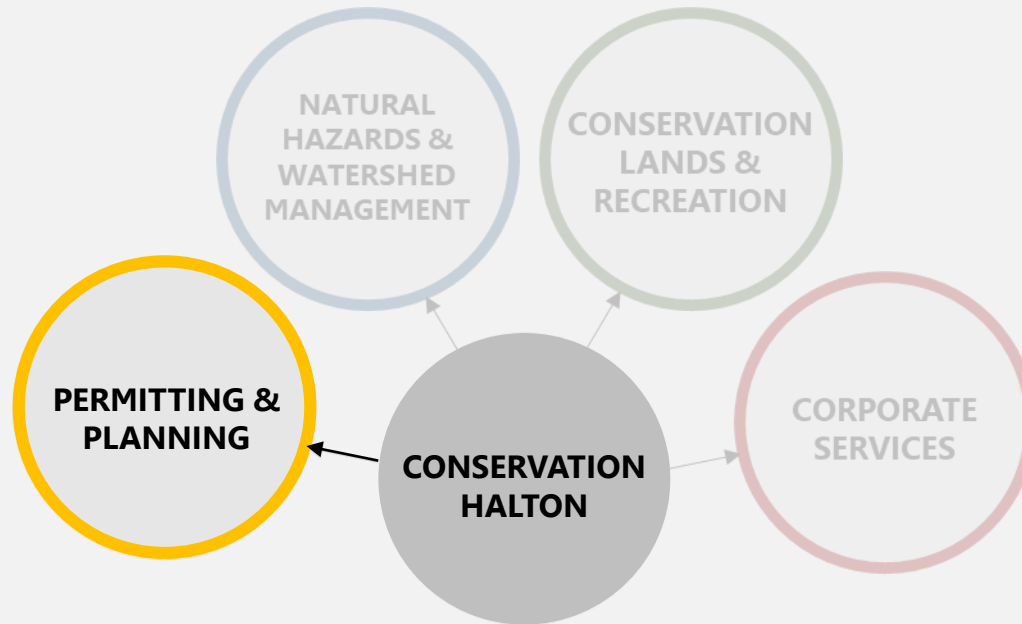
# CA ACT: PROGRAMS AND SERVICES INVENTORY

---



# PERMITTING AND PLANNING

---



# PERMITTING AND PLANNING – FOCUS ON SERVICE DELIVERY

---

**17% increase** in planning reviews YTD

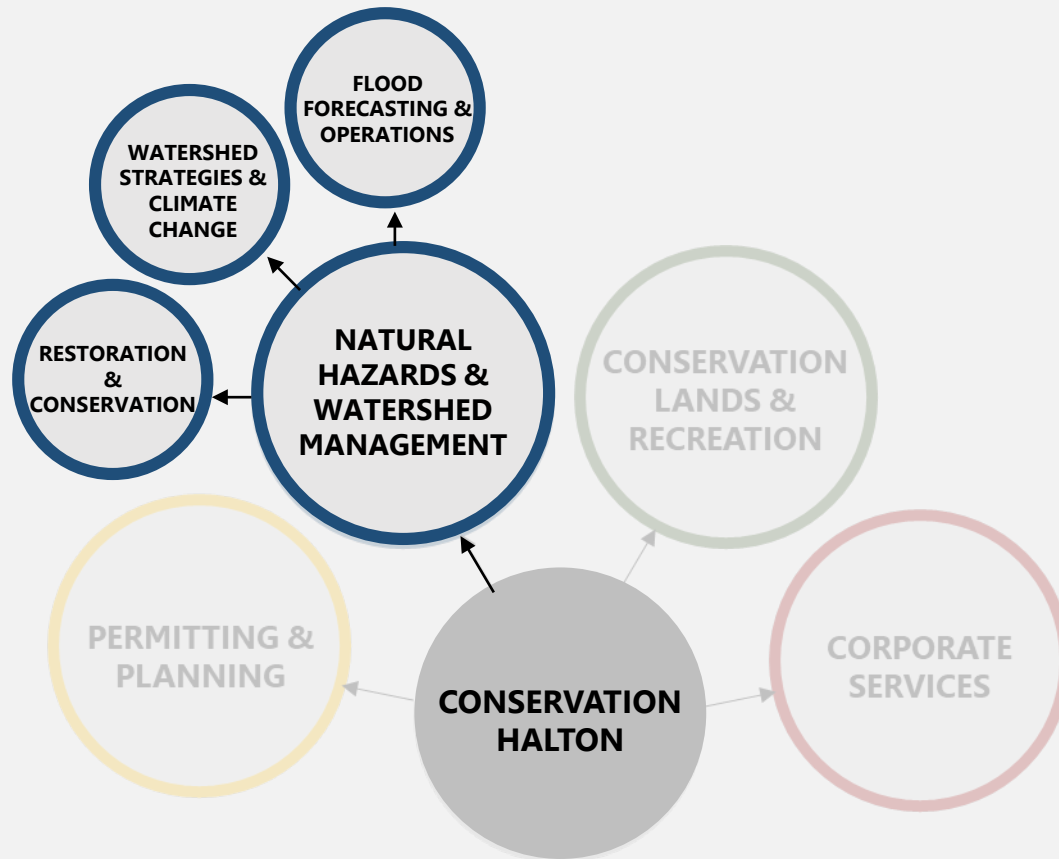
↑ **96%** of minor permits approved within 30 days

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



# NATURAL HAZARDS AND WATERSHED MANAGEMENT

---





# 2022 ASSET MANAGEMENT PLAN: DAMS AND CHANNELS

---

**\$310.9M** total replacement cost

**\$1.13M** annual lifecycle requirements

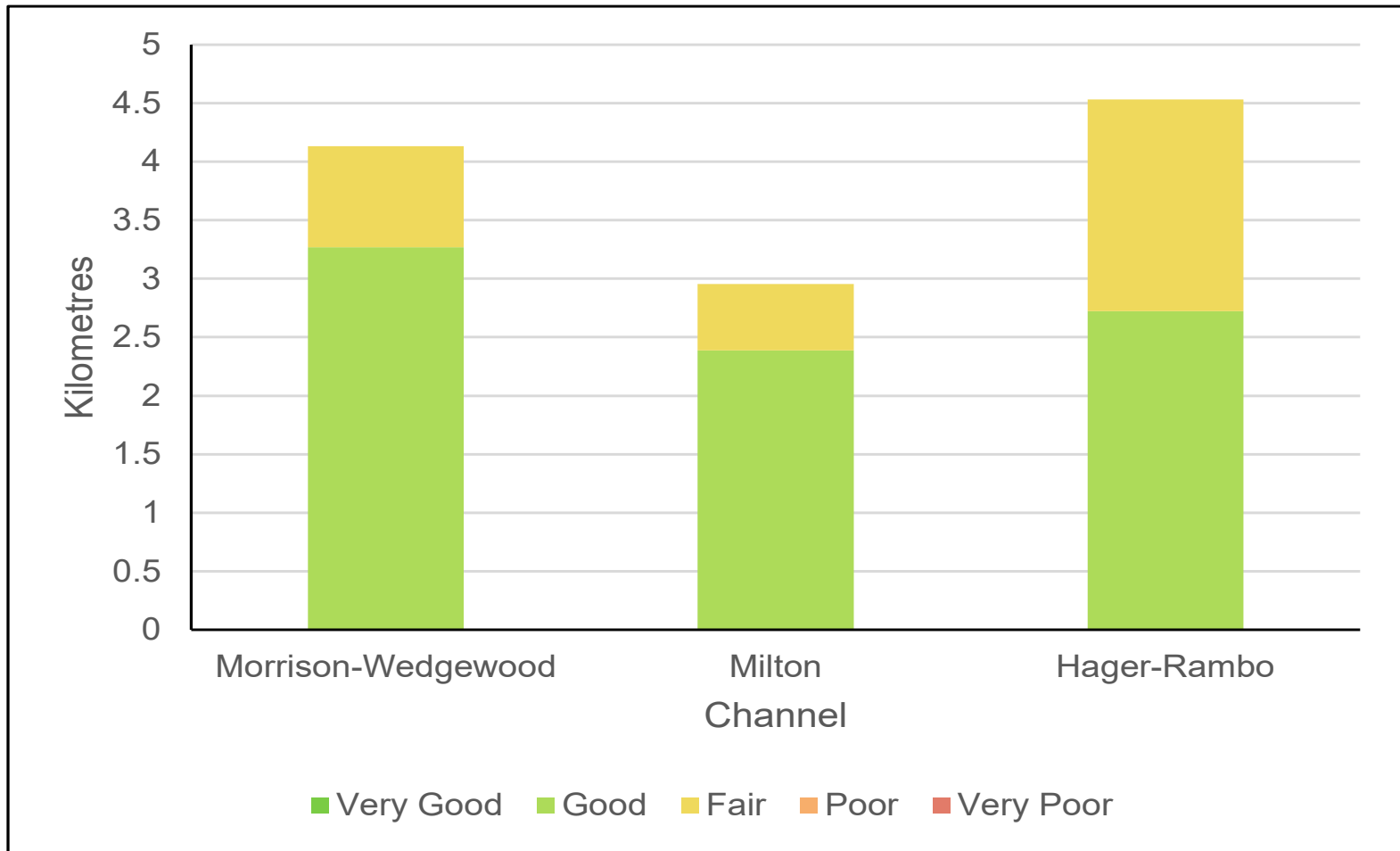
**2028** forecast target level achieved



# ASSET MANAGEMENT PLAN: DAM COMPONENT CONDITION

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

# ASSET MANAGEMENT PLAN: CHANNEL CONDITION ASSESSMENT



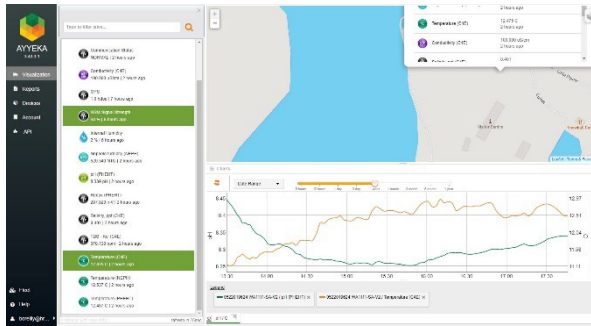
# FLOOD FORECASTING AND OPERATIONS

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





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



## RESTORATION AND STEWARDSHIP

---

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

**23.8** hectares of land *restored*

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

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

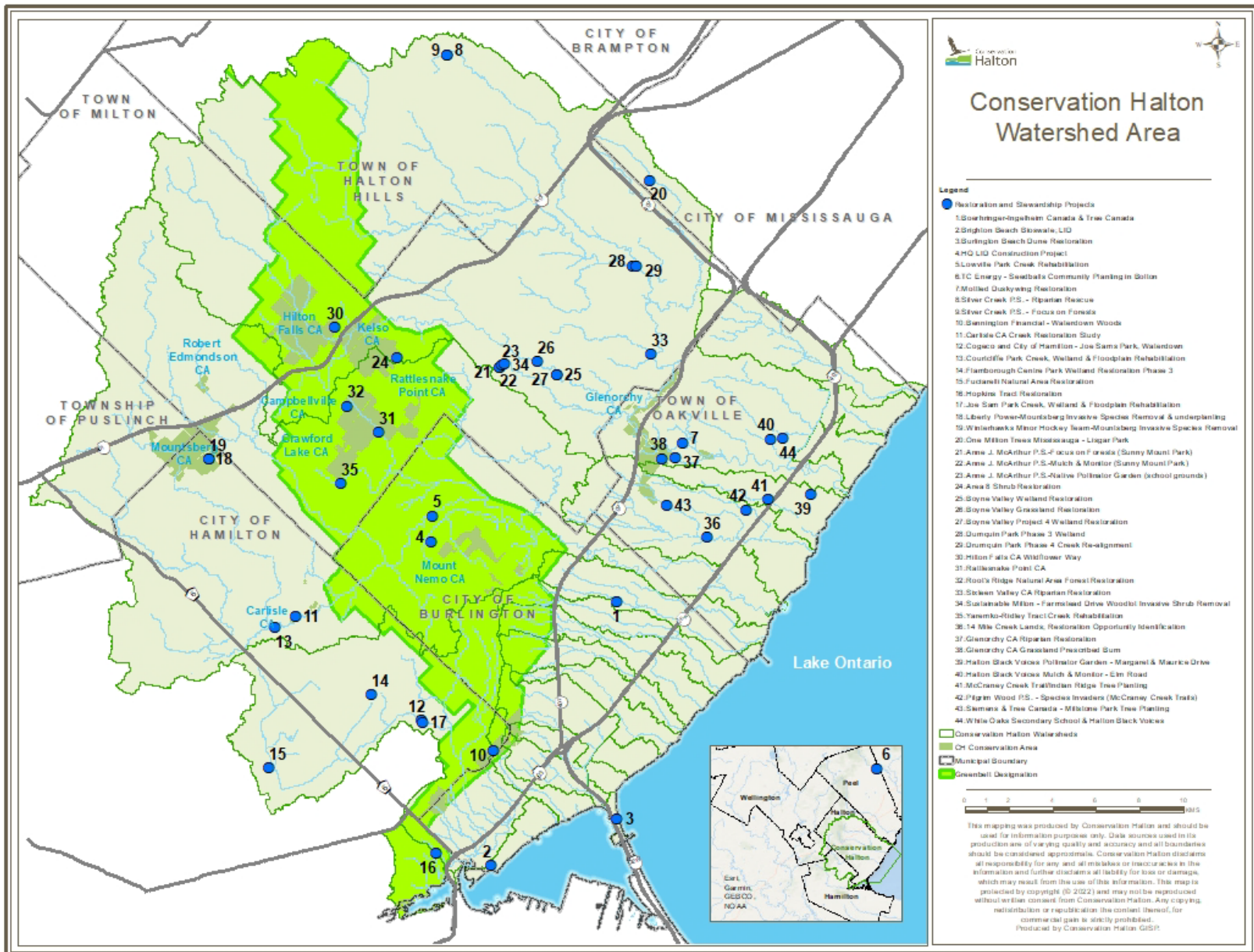
**78,200** trees and shrubs *planted*

**180** landowners *partnered*



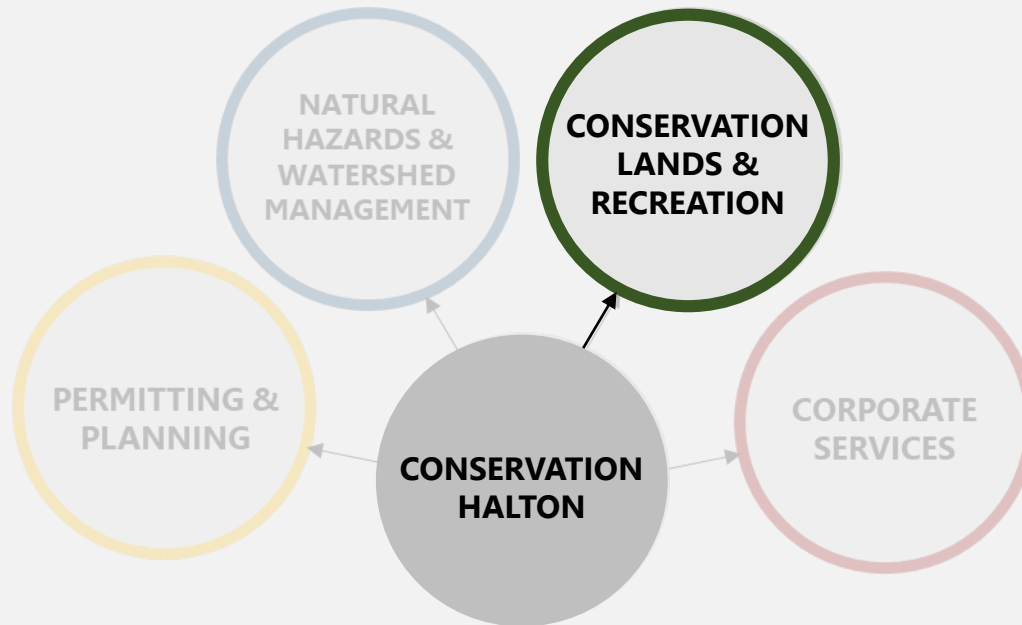


# RESTORATION AND STEWARDSHIP PROJECTS



# CONSERVATION LANDS AND RECREATION

---





# CONSERVATION LANDS AND RECREATION



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

More people than ever spent time in nature

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

More people than ever learned to ski

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

More kids than ever in our camps

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

Our events reflect the diversity of our communities

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

# LAND MANAGEMENT CHALLENGES AND OPPORTUNITIES

---



## FACTORS

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

## FORESIGHT PLANNING

- Diversify programs, experiences and facilities
- Partnerships with municipalities

## EXAMPLES OF INFRASTRUCTURE RENEWAL

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



**CONNECTED**

GROWING OUR GREENPRINT

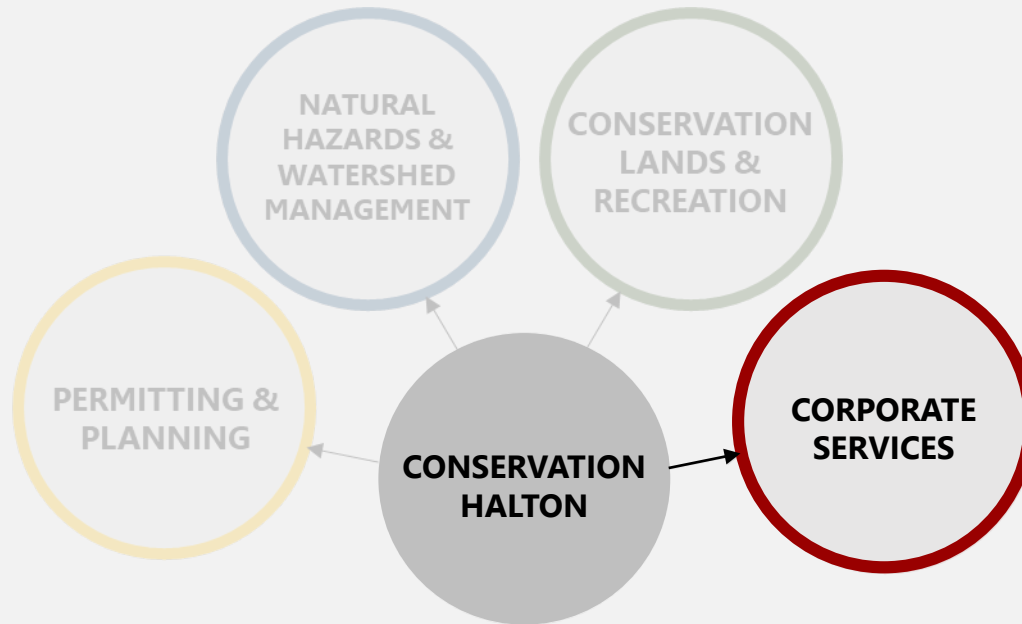
# LAND MANAGEMENT FOR SUSTAINABILITY

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



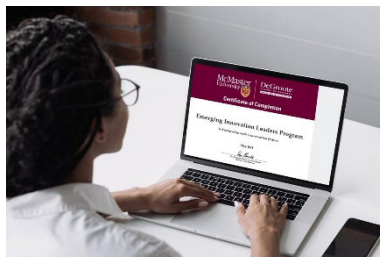
# CORPORATE SERVICES

---





# CORPORATE SERVICES



## We attract, retain, and invest in talent

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

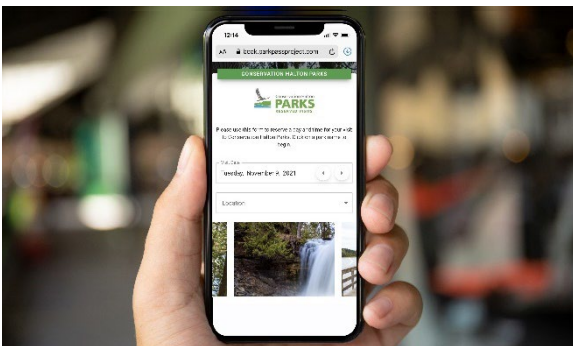
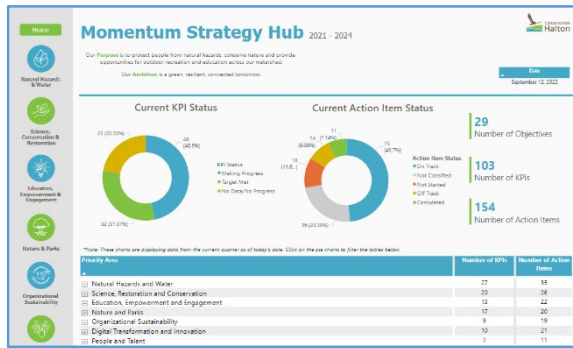
## Our marketing strategy attracts visitors to the region

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

## We have a large and engaged online audience

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

# INNOVATION AND CUSTOMER SERVICE



## SMART ENTERPRISE

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

## SMART WATER

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

## SMART PARKS

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

# 2023 **BUDGET SUMMARY**

---

# 2023 DRIVERS AND PRIORITIES

---

## DRIVERS

## PRIORITIES

Inflation and population



Staffing and compensation review implementation

CA Act Changes



Watershed Strategies and Climate Change program

Modernization

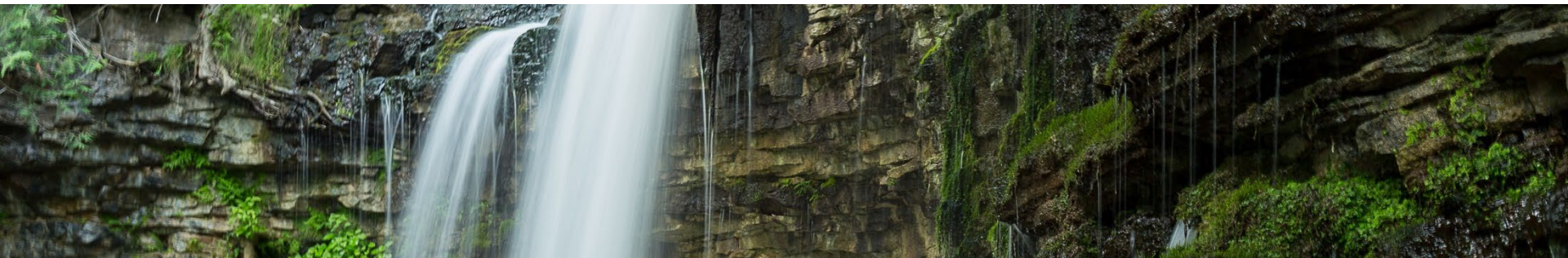


Floodplain mapping and ecommerce improvements

Infrastructure renewal



State of Good Repair and infrastructure improvements





## 2023 BUDGET OVERVIEW

---



Municipal General Levy Increase: 4.7%



Total 2023 Budget Increase: 5.7%

\$42.5M which provides for growth and necessary new initiatives



Continued investment in capital assets via State of Good Repair levy



## 2023 BUDGET SUMMARY

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

## 2023 BUDGET: MUNICIPAL FUNDING

---

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

# MUNICIPAL APPORTIONMENT

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

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



## MUNICIPAL FUNDING INCREASE

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

## 2023 BUDGET: CAPITAL PROJECTS

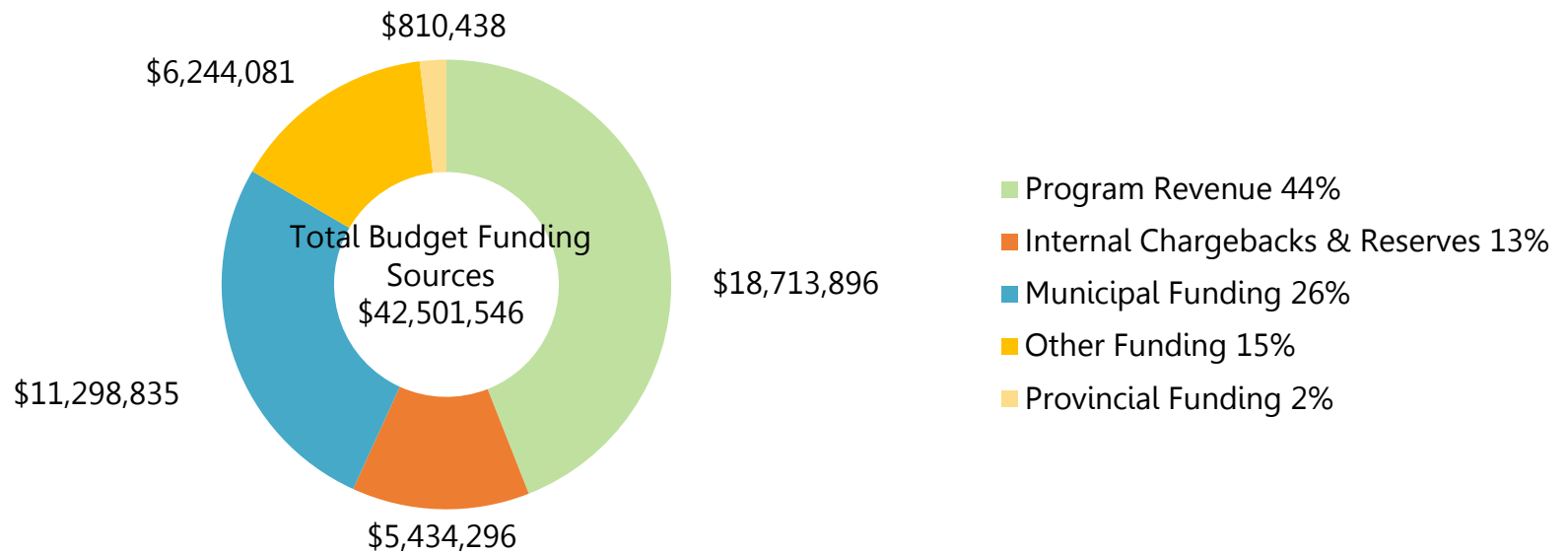
Capital Projects		2023 Budget	2022 Budget	Increase / (Decrease)
WMSS	Emerald Ash Borer	\$ 850,000	\$ 820,000	\$ 30,000
	Flood Plain Mapping	550,000	525,000	25,000
	Dams & Channels SOGR Maintenance	420,000	700,970	(280,970)
	Flood Forecasting & Warning Program	115,000	90,000	25,000
	Watershed Strategies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

## 2023 BUDGET: MUNICIPAL FUNDING FORECAST

---

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

## 2023 BUDGET: FUNDING SOURCES





## 2023 BUDGET: PRESSURES AND RISKS

---

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

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