



# **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 supplemented by the Hamilton Conservation Foundation, corporate and government grants. The expenditure side of the equation is dominated by the cost of salaries, wages and staff expenses; demonstrating the importance of maintaining tight control over the core complement and only supplementing as needed to complete specific projects with seasonal or contract help.

**2) 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)

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

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

## Capital Budget (in 000's)

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

## Consolidated Budget (in 000's)

<u>Consolidated</u>	<u>Expenditures</u>	<u>Revenues</u>
Operating	\$ 16,593	\$ 16,593
Capital	2,000	2,000
<b>Total</b>	<u>\$ 18,593</u>	<u>\$ 18,593</u>
<b>Budget Surplus (Deficit)</b>		<u>\$ -</u>



## 2024 Divisional Summary (in 000's)

### Watershed Management Services

<u>Expenses</u>		<u>Revenues</u>	
Staffing	\$ 2,430	Municipal levy	\$ 2,157
Contractors	164	Permits, fees	388
Supplies	113	Grants	163
Other	196	Other	195
<b>Total</b>	<b><u>\$ 2,903</u></b>	<b>Total</b>	<b><u>\$ 2,903</u></b>

### Conservation Areas

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

### Westfield Heritage Village & Conservation Area

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

### Central Support Services

<u>Expenses</u>		<u>Revenues</u>	
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		
<b>Total</b>	<b><u>\$ 6,611</u></b>	<b>Total</b>	<b><u>\$ 5,169</u></b>



## 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
<b>1</b>	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%	-
<b>Total Category 1</b>		<b>6,903,894</b>	<b>1,926,648</b>	<b>28%</b>	<b>27,470</b>	<b>0%</b>	<b>89,996</b>	<b>1%</b>	<b>155,100</b>	<b>2%</b>	<b>1,007,500</b>	<b>15%</b>	<b>3,697,180</b>	<b>54%</b>	<b>-</b>
<b>2</b>	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	-													-
<b>Total Category 2</b>		<b>1,947,886</b>	<b>620,000</b>	<b>32%</b>	<b>96,000</b>	<b>5%</b>	<b>-</b>	<b>0%</b>	<b>20,000</b>	<b>1%</b>	<b>-</b>	<b>0%</b>	<b>1,211,886</b>	<b>62%</b>	<b>-</b>
<b>3</b>	Conservation Lands and Conservation Areas	9,741,705	8,599,205	88%		0%		0%	150,000	2%	992,500	10%	-	0%	-
	<b>Total Category 3</b>		<b>9,741,705</b>	<b>8,599,205</b>	<b>88%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>150,000</b>	<b>2%</b>	<b>992,500</b>	<b>10%</b>	<b>-</b>	<b>0%</b>
<b>Total Programs and Services</b>		<b>18,593,485</b>	<b>11,145,853</b>	<b>60%</b>	<b>123,470</b>	<b>&lt;1%</b>	<b>89,996</b>	<b>&lt;1%</b>	<b>325,100</b>	<b>2%</b>	<b>2,000,000</b>	<b>11%</b>	<b>4,909,066</b>	<b>26%</b>	<b>-</b>

### Programs & Services Municipal Levy Allocation

Category	Inventory Key Program Areas	City of Hamilton Municipal Levy	%	Township of Puslinch Municipal Levy	%	Total
<b>1</b>	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	-				-
<b>Total Category 1</b>		<b>3,669,103</b>	<b>99%</b>	<b>28,077</b>	<b>1%</b>	<b>3,697,180</b>
<b>2</b>	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	-				-
<b>Total Category 2</b>		<b>1,207,646</b>	<b>100%</b>	<b>4,239</b>	<b>0%</b>	<b>1,211,886</b>
<b>3</b>	Conservation Lands and Conservation Areas	-		-		-
	<b>Total Category 3</b>		<b>-</b>		<b>-</b>	
<b>Total Municipal Levy</b>		<b>4,876,750</b>	<b>99%</b>	<b>32,316</b>	<b>1%</b>	<b>4,909,066</b>