



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH
January 23, 2019 COUNCIL MEETING

A G E N D A

DATE: Wednesday, January 23, 2019

CLOSED MEETING: 6:30 P.M.

REGULAR MEETING: 7:00 P.M.

≠ Denotes resolution prepared

1. Call the Meeting to Order
2. Disclosure of Pecuniary Interest & the General Nature Thereof.
3. **CLOSED ITEMS** ≠
 - (a) Confidential Verbal Report from Karen Landry, CAO/Clerk regarding a proposed or pending acquisition or disposition of land by the Municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose with respect to Unopen Road Allowance and Lands described as Part Lots 5 and 6, Concession 1
4. Adoption and Receipt of Minutes of the Previous Meeting.≠
 - (a) Council Meeting – January 9, 2019
 - (b) Closed Council Meeting – January 9, 2019
5. Business Arising Out of the Minutes.
6. **PUBLIC MEETINGS**
 1. Proposed 2019 Budget and Asset Management Program

*note this Public Information Meeting will be held on Tuesday, February 5, 2019 at 6:00 p.m. for the Asset Management Program and 7:00 p.m. for the 2019 Budget at the Municipal Complex – 7404 Wellington Rd. 34
7. **COMMUNICATIONS**
 - (1) Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe
 - (a) Correspondence from the Minister of Municipal Affairs and Housing.
 - (2) Monthly Monitoring Report, Mill Creek Pit, License #5738.
 - (a) Correspondence from Dufferin Aggregates dated January 11, 2019.



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(3) **Intergovernmental Affairs**≠

(a) Various correspondence for review.

8. **DELEGATIONS / PRESENTATIONS** ≠

7:05 p.m. – Conservation Halton with respect to the 2019 budget.

7:25 p.m. – City of Guelph with respect to the Niska Road Reconstruction.

9. **REPORTS** ≠

1. **Puslinch Fire and Rescue Services**

None

2. **Finance Department**

None

3. **Administration Department**

(a) Appointment to the Wellington Farm and Home Safety Association

(b) ADM-2019-003 Application for Noise Exemption for Wellington Common Elements
Condo Corp #214, (Mini Lakes)

(c) Wellington County report on Bill 66- Restoring Ontario's Competitiveness Act, 2018

4. **Planning and Building**

(a) BLDG-2019-001 Building Department Monthly Update- December 2018

5. **Roads & Parks Department**

None

6. **Recreation Department**

None



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7. **Mayor's Updates**

None

10. **NOTICES OF MOTION**

(a) Mayor Seeley with respect to an amendment to the Procedural By-law.

11. **COMMITTEE MINUTES**

None

12. **MUNICIPAL ANNOUNCEMENTS**

13. **UNFINISHED BUSINESS**

14. **BY-LAWS ≠**

(a) Being a by-law to appoint a Council member to the Planning and Development Advisory Committee - Committee of Adjustment

15. **CONFIRMING BY-LAW ≠**

(a) By-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch.

16. **ADJOURNMENT ≠**



MINUTES

DATE: Wednesday, January 9, 2019

CLOSED MEETING: 12:30 P.M.

REGULAR MEETING: 1:00 P.M.

The January 9, 2019 Regular Council Meeting was held on the above date and called to order at 12:30 p.m. in the Council Chambers, Aberfoyle.

1. ATTENDANCE:

Mayor James Seeley
Councillor Matthew Bulmer
Councillor Jessica Goyda
Councillor Ken Roth
Councillor John Sepulis

STAFF IN ATTENDANCE:

1. Mary Hasan, Director of Finance/Treasurer
2. Don Creed, Director of Public Works and Parks
3. Nina Lecic, Deputy Clerk

OTHERS IN ATTENDANCE

1. Silvana Sangiuliano
2. Kathy White

2. DISCLOSURE OF PECUNIARY INTEREST & THE GENERAL NATURE THEREOF:

None

3. CLOSED MEETING

Council was in closed session from 12:31 p.m. to 12:53 p.m.
Council recessed from 12:53 p.m. to 1:00 p.m.

Resolution No. 2019-001: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That Council shall go into closed session under Section 239 of the Municipal Act for the purpose of:

- (a) Confidential Verbal Report from Peter Pickfield, Garrod Pickfield LLP regarding litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose with respect to matter before the OMB – University of Guelph – Dufferin Aggregates Zoning By-law Appeal. CARRIED**

Resolution No. 2019-002: Moved by Councillor Goyda and
Seconded by Councillor Sepulis

THAT Council moves into open session. CARRIED

Council resumed into open session at 12:53 p.m.

Resolution No. 2019-003: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That Council receives the:

- (a) Confidential Verbal Report from Peter Pickfield, Garrod Pickfield LLP regarding litigation or potential litigation, including matters before administrative**



tribunals, affecting the municipality or local board, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose with respect to matter before the OMB – University of Guelph – Dufferin Aggregates Zoning By-law Appeal;

And that staff proceeds as directed.

CARRIED

4. ADOPTION OF THE MINUTES:

- (a) Budget Meeting – December 12, 2018
- (b) Public Meeting- December 17, 2018
- (c) Council Meeting – December 19, 2018
- (d) Closed Council Meeting – December 19, 2018

Resolution No. 2019-004:

Moved by Councillor Goyda and
Seconded by Councillor Sepulis

That the minutes of the following meetings be adopted as written and distributed:

- (a) **Budget Meeting – December 12, 2018**
- (b) **Public Meeting- December 17, 2018**
- (c) **Council Meeting – December 19, 2018, as amended;**
- (d) **Closed Council Meeting – December 19, 2018**

CARRIED

5. BUSINESS ARISING OUT OF THE MINUTES:

Mayor Seeley provided Council with an update from the County Roads Meeting with respect to the Township's Notice of Motion on the reconstruction of Brock Road. County Council received the Notice of Motion.

6. PUBLIC MEETINGS:

7. COMMUNICATIONS:

- 1. Update on the 2019 Ontario Municipal Partnership Fund (OMPF).
 - a. Correspondence from the Ministry of Finance dated December 21, 2018.
- 2. Tipping Fee Increase.
 - a. Correspondence from Wellington County dated December 17, 2018.
- 3. Reactivation of the Glen Christie Quarry.
 - a. Correspondence from James Dick Construction dated December 4, 2018.

Council directed staff to request that further correspondence be sent out by the Glen Christie Quarry to neighbors advising of their blasting hours.

- 4. Monthly Monitoring Report, Mill Creek Pit, License #5738.
 - a. Correspondence from Dufferin Aggregates dated December 12, 2018.
- 5. Collaborative Research and Development Grants - Project (CRDPJ) entitled "Advancement of groundwater multi-level system technologies for improved management of source water in fractured sedimentary bedrock", with Paterson, Grant and Watson Limited, City of Guelph, Nestlé Waters Canada, Township of Puslinch, Corporation of the Town of Erin
 - a. Correspondence from the Natural Sciences and Engineering Research Council of Canada dated November 29, 2018 and December 18, 2018.
- 6. Municipal Delegations for Ontario Good Roads Association (OGRA) Conference.



Council directed staff to send correspondence to the Ministry of Transportation requesting that their consultant repeat the water samples taken along Highway 6 in order to ensure the residents of no contamination.

7. Decision on who will represent the Township at Top Aggregate Producing Municipalities of Ontario (TAPMO).

Council deemed Mayor Seeley as the Township's representative on TAPMO, with Councillor Bulmer being the alternate.

7. Intergovernmental Affairs

Resolution No. 2019-005: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That the Township requests that the Period of Water Taking for Permit to Take Water No. 8520-A48LDY for CRH Canada Group Inc. be five (5) years.

CARRIED

Resolution No. 2019-006: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That the Township supports the City of Hamilton's resolution with respect to Maintaining the Voters' List for Municipal Elections;

And that this resolution be forwarded to the Ministry of Municipal Affairs, the Ministry of Finance, the Municipal Property Assessment Corporation, the Association of Municipal Clerks and Treasurers of Ontario, the Chief Electoral Officer of Canada and the Chief Electoral Office of Ontario.

CARRIED

Resolution No. 2019-007: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That the Intergovernmental Affairs correspondence items listed on the Council Agenda for the January 9, 2019 Council meeting be received.

CARRIED

8. DELEGATIONS/PRESENTATIONS

1:05 p.m. – Silvana Sangiuliano with respect to Staff Report ADM-2019-001 Cannabis Update – Retail Stores

Resolution No. 2019-008: Moved by Councillor Goyda and
Seconded by Councillor Sepulis

That Council receives the presentation by Silvana Sangiuliano with respect to Staff Report ADM-2019-001 Cannabis Update – Retail Stores.

CARRIED

9. REPORTS:

1. **Puslinch Fire and Rescue Services**

None

2. **Finance Department**

(a) FIN-2019-002 - 2019 Interim Property Tax Levy and Due Dates



Resolution No. 2019-009: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

That Report FIN-2019-002 regarding the 2019 Interim Property Tax Levy and Due Dates be received; and

That Council enact a by-law to provide for the levy and collection of the 2019 Interim Tax Levy.

CARRIED

3. Administration Department

(a) ADM-2019-001 Cannabis Update – Retail Stores

Resolution No. 2019-010: Moved by Councillor Goyda and
Seconded by Councillor Sepulis

That Report ADM-2019-001 regarding Cannabis Update be received; and

That Council opts-in to hosting of cannabis retail stores; and

That Council directs staff to report back on the establishment of a “Municipal Cannabis Retail Policy Statement”; and

That Council hereby requests the Province to require the Alcohol and Gaming Commission of Ontario (AGCO) to amend the notification process to provide direct notification regarding a retail cannabis store licence application to the municipality similar to the notification process used to obtain comments from a municipality regarding zoning, building and fire compliance for a liquor licence application; and

THAT Council hereby requests that the Province amend the legislation to expand the 150 metre property line limit to include areas where youth congregate such as sports fields, arenas, recreation centres and libraries.

CARRIED

(b) ADM-2019-002 Council Appointments to Committees

Resolution No. 2019-011: Moved by Councillor Sepulis and
Seconded by Councillor Goyda

THAT Council receives Report ADM-2019-002 regarding Council Appointments to Committees;

And that the following appointments be made to the Committees identified below, or until successors are appointed:

Township Committee	Appointment	Term
Planning and Development Advisory Committee	Councillor Sepulis	2020
Puslinch Heritage Committee	Councillor Bulmer	2020
Recreation Committee	Councillor Goyda	2020
External Committee	Appointment	Term
Early Years Committee	Councillor Goyda	2022
Emergency Management (Alternate to the Mayor)	Councillor Goyda and Councillor Sepulis as the alternate	2022
Green Legacy (Wellington County)	Councillor Sepulis	2022
Friends of Mill Creek	Councillor Goyda	2020



Halton Hamilton Source Water Protection	David Rogers	2022
Halton Conservation Authority	Stephen Gilmour	2022
Puslinch Lake Conservation Association	Councillor Roth	2022
Safe Communities Wellington Committee	Councillor Bulmer	2022
Well Interference Committee	Councillor Roth	2022
Well Protection Committee (Nestle)	Councillor Roth	2022

AND THAT Council enact a By-law to appoint Councillor Sepulis to PDAC (Committee of Adjustment).

CARRIED

Resolution No. 2019-012: Moved by Councillor Roth and
Seconded by Councillor Sepulis

THAT Council appoints Susan Fielding to the Hamilton Conservation Authority for the 2018-2022 term, or until successors are appointed.

CARRIED

Council directed staff to confirm when the Wellington Farm and Home Safety Association meeting take place in order to appoint a Committee Member.

4. Planning and Building Department

- (a) Wellington County Report- Guelph-Puslinch Transition Comments- Draft Directions – Framework for the Clair-Maltby Secondary Plan
- (b) Correspondence form Harden Environmental with respect to the Clair Maltby Secondary Plan

Resolution No. 2019-013: Moved by Councillor Bulmer and
Seconded by Councillor Roth

THAT Council receive and endorse the “Guelph-Puslinch Transition Comments” report prepared by the County of Wellington Planning and Development Department;

AND THAT in addition to the comments contained in the above report, that the urban-rural transition zone be extended to include the lands along Victoria Road;

AND THAT the report be forwarded to the City of Guelph as a request for a response to the issues and comments outlined in the report together with the additional issues above;

AND THAT Council requests that the City of Guelph attend an upcoming Council Meeting to respond to the urban-rural transition comments together with a general overview of how potential impacts on the Township will be addressed as it relates to increased traffic and the application of road salt.

CARRIED

5. Roads & Parks Department

None

6. Recreation Department

None



7. Mayor's Updates

Mayor Seeley provided an update on Wellington County Committee Meetings, and the upcoming delegation at Rural Ontario Municipal Associates (ROMA).

10. NOTICE OF MOTION:

- (a) Councillor Sepulis with respect to the paving of Township roads

Councillor Sepulis deferred the Notice of Motion until budget discussions.

11. COMMITTEE MINUTES

- (a) October 1, 2018 Heritage Meeting
(b) November 13, 2018 Planning and Development Meeting
(c) November 13, 2018 Committee of Adjustment

Resolution No. 2019-014: Moved by Councillor Roth and
Seconded by Councillor Bulmer

That Council approves the following Committee Minutes:

- (a) **October 1, 2018 Heritage Meeting**
(b) **November 13, 2018 Planning and Development Meeting**
(c) **November 13, 2018 Committee of Adjustment**

CARRIED

12. MUNICIPAL ANNOUNCEMENTS

- (a) Councillor Goyda compliment the new LED lights, and notified Council that burn permits and dog tags can be renewed online.
(b) Mayor Seeley provided Council with an overview of the Township free skates during holidays.

13. UNFINISHED BUSINESS

14. BY-LAWS:

- (a) Being a by-law to Appoint a Closed Meeting Investigator.
(b) A by-law to provide for an interim tax levy for 2019 and the collection thereof.
(c) Being a by-law to appoint a Building Officials (Angie Zmija) for the Corporation of the Township of Puslinch

Resolution No. 2019-015: Moved by Councillor Bulmer and
Seconded by Councillor Roth

That the following By-laws be taken as read three times and finally passed in open Council:

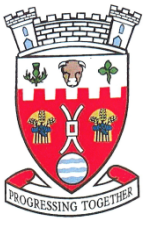
- (a) **Being a by-law to Appoint a Closed Meeting Investigator.**
(b) **A by-law to provide for an interim tax levy for 2019 and the collection thereof.**
(c) **Being a by-law to appoint a Building Officials (Angie Zmija) for the Corporation of the Township of Puslinch**

CARRIED

15. CONFIRMING BY-LAW

- (a) By-Law to confirm the proceedings of Council for the Corporation of the Township of Puslinch

Resolution No. 2019-016: Moved by Councillor Roth and
Seconded by Councillor Bulmer



That the following By-law be taken as read three times and finally passed in open Council:

By-Law 004-2019 being a by-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch at its meeting held on the 9th day of January 2019.

CARRIED

16. ADJOURNMENT:

Resolution No. 2019-017:

Moved by Councillor Bulmer and
Seconded by Councillor Roth

That Council hereby adjourns at 2:41 p.m.

CARRIED

James Seeley, Mayor

Nina Lecic, Deputy Clerk



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

NOTICE OF PUBLIC MEETING

Proposed 2019 Budget and Asset Management Program

You are invited to attend a Public Information Meeting on February 5, 2019, as the Township of Puslinch is seeking your input and comments on the proposed 2019 Budget and Asset Management Program.

Your attendance and comments at this meeting are welcome as it is your opportunity to learn more about the 2019 Budget and Asset Management Program.

Date: Tuesday, February 5, 2019

Time: 6:00 p.m. Asset Management Program
7:00 p.m. 2019 Budget

Place: Council Chambers, Township of Puslinch, 7404 Wellington Rd 34

Additional Information:

For further information or to obtain a copy of the proposed 2019 Budget and Asset Management Program documents, please visit the Township's website at www.puslinch.ca or contact the Township at (519)-763-1226 ext. 222.

From: [Karen Landry](#)
To: [Nina Lecic](#)
Subject: FW: Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe
Date: Tuesday, January 15, 2019 5:42:56 PM
Attachments: [paperHeader.png](#)
[separator.png](#)

From: Minister Steve Clark <mah@ontario.ca>
Sent: Tuesday, January 15, 2019 9:53 AM
To: Karen Landry <KLandry@puslinch.ca>
Subject: Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe

La version française suit.

Dear Mayor James Seeley,

Our government is committed to making it faster and easier for municipalities in the region to plan for growth, increase housing supply, attract investment, and create and protect jobs. That is why we are proposing changes to the Growth Plan for the Greater Golden Horseshoe, 2017 and its transition regulation. We encourage you to visit www.placestogrow.ca. Your municipality is invited to provide feedback by February 28, 2019.

Given the rising number of people who will live and work in the Greater Golden Horseshoe in the next 20 years, the Growth Plan provides a long-term framework for growth. It aims to:

- Increase and promote economic growth, reduce congestion and provide residents easy access to businesses and services
- Build communities that maximize infrastructure investments, while balancing local needs for the agricultural industry and natural areas

We have heard that planning for growth in the Greater Golden Horseshoe Region is needed. However, we have also heard that there are some issues with how best to implement the Growth Plan. The proposed changes build on feedback that the Ministry of Municipal Affairs and Housing heard from the business, research and development sectors, municipalities, and others during engagement sessions last fall.

The proposed changes respect the ability of local governments to make decisions about how they grow. The province will maintain protections for the Greenbelt, agricultural lands, the agri-food sector, and natural heritage systems.

Visit the [Environmental Registry](#) to read the proposed amendment and other changes, and provide feedback.

I look forward to hearing your comments and advice.

Sincerely,
Steve Clark
Minister of Municipal Affairs and Housing

c: Karen Landry
Kelly Patzer
Karen Landry

Madame ou Monsieur Mayor James Seeley,

Notre gouvernement s'engage à faciliter et à accélérer le processus pour les municipalités de la région afin qu'elles puissent planifier la croissance, augmenter l'offre de logements, attirer des investissements, créer des emplois et les protéger. C'est la raison pour laquelle nous proposons des changements au Plan de croissance de la région élargie du Golden Horseshoe, 2017 et à sa réglementation de transition. Nous vous encourageons à consulter le site www.placestogrow.ca et nous invitons votre municipalité à fournir des commentaires d'ici au 28 février.

En raison du nombre croissant de personnes qui habiteront et travailleront dans la région élargie du Golden Horseshoe d'ici les 20 prochaines années, le Plan de croissance offre un cadre pour la croissance à long terme, qui vise à :

- augmenter et à promouvoir la croissance économique, à réduire la congestion et à offrir aux résidents un accès facile aux entreprises et aux services
- bâtir des communautés qui maximisent les investissements dans l'infrastructure, tout en veillant à équilibrer les besoins de l'industrie agricole et les espaces naturels dans la région

Nous avons été informés qu'une planification de la croissance était nécessaire pour la région élargie du Golden Horseshoe. Cependant, nous avons également été avisés de certains enjeux concernant la façon la plus appropriée de mettre le Plan de croissance en œuvre. Les changements proposés sont fondés sur les commentaires reçus par le ministère des Affaires municipales et du Logement de la part des secteurs des affaires, de la recherche et du développement, des municipalités et des autres intervenants lors des séances de mobilisation de l'automne dernier.

Les changements proposés respectent la capacité des administrations locales de prendre des décisions sur la façon d'assurer leur croissance. Le gouvernement provincial assurera le maintien de la protection de la ceinture de verdure, des terres agricoles, du secteur agroalimentaire et du patrimoine naturel.

Consultez le [Registre environnemental](#) pour voir la modification et les autres changements proposés et fournir vos commentaires sur le sujet.

J'espère avoir l'occasion de lire vos commentaires et suggestions sous peu. Veuillez agréer, Madame ou Monsieur, l'expression de mes sentiments les meilleurs.

Steve Clark

Ministre des Affaires municipales et du Logement

c: Karen Landry
Kelly Patzer
Karen Landry



Dufferin Aggregates
2300 Steeles Ave W, 4th Floor
Concord, ON L4K 5X6
Canada

January 11, 2019

Seana Richardson
Aggregates Technical Specialist
Ministry of Natural Resources and Forestry
Guelph District
1 Stone Road West
Guelph, Ontario
N1G 4Y2

Attention: Ms. Richardson

**Re: Monthly Monitoring Report
Mill Creek Pit, License #5738
Township of Puslinch, Wellington County**

Please find enclosed the required monitoring data for the month of December 2018. There are no exceedances to report for December for those monitoring wells that could be measured.

If you have any questions, please do not hesitate to call.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ron Van Ooteghem", with a long horizontal flourish extending to the right.

Ron Van Ooteghem
Site Manager
C.c.

Karen Landry (Township of Puslinch)
Sonja Strynatka (GRCA)
Maria Topalovic (Dufferin Aggregates)
University of Guelph

Monthly Reporting
Mill Creek Aggregates Pit
December 2018

Date	DP21 (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	305.93	305.58	NO
14-Dec-18	305.87	305.58	NO
20-Dec-18	305.86	305.58	NO

Date	BH13 (mASL)	DP21 (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	306.16	305.93	0.23	0.09	NO
14-Dec-18	306.10	305.87	0.23	0.09	NO
20-Dec-18	306.11	305.86	0.25	0.09	NO

Date	DP17 (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	305.30	305.17	NO
14-Dec-18	305.27	305.17	NO
20-Dec-18	305.27	305.17	NO

Date	BH92-12 (mASL)	DP17 (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	305.48	305.30	0.18	0.04	NO
14-Dec-18	305.40	305.27	0.13	0.04	NO
20-Dec-18	305.40	305.27	0.13	0.04	NO

Date	DP3 (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	Frozen	304.54	
14-Dec-18	304.86	304.54	NO
20-Dec-18	304.84	304.54	NO

Date	DP6 (mASL)	DP3 (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	305.85	Frozen	--	0.55	
14-Dec-18	305.74	304.86	0.88	0.55	NO
20-Dec-18	305.72	304.84	0.88	0.55	NO

Date	DP2 (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	Frozen	303.55	
14-Dec-18	304.11	303.55	NO
20-Dec-18	Frozen	303.55	

Date	BH92-27 (mASL)	DP2 (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	304.56	Frozen	--	0.34	
14-Dec-18	304.53	304.11	0.42	0.34	NO
20-Dec-18	304.57	Frozen	--	0.34	

Date	DP1 (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	Frozen	303.96	
14-Dec-18	304.19	303.96	NO
20-Dec-18	Frozen	303.96	

Date	BH92-29 (mASL)	DP1 (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	304.59	Frozen	--	0.19	
14-Dec-18	304.57	304.19	0.38	0.19	NO
20-Dec-18	304.67	Frozen	--	0.19	

Date	DP5CR (mASL)	Threshold Value (mASL)	Exceedance
5-Dec-18	Frozen	302.84	
14-Dec-18	303.34	302.84	NO
20-Dec-18	303.31	302.84	NO

Date	OW5-84 (mASL)	DP5CR (mASL)	Head Difference (m)	Threshold Value (m)	Exceedance
5-Dec-18	303.63	Frozen	--	0.25	
14-Dec-18	303.61	303.34	0.27	0.25	NO
20-Dec-18	303.58	303.31	0.27	0.25	NO

Note: No exceedances to report for December for those wells that could be measured. All other wells were frozen as indicated above.

Monthly Reporting
 Mill Creek Aggregates Pit
 December 2018

				Max. Allowable as per PTTW- Main Pond			Max. Allowable as per PTTW- Silt Pond					
				(Imperial Gallons)		(Litres)	(Imperial Gallons)		(Litres)			
Total Monthly Precipitation (mm):		59.2	Kitchener/Waterloo (November Actual)	2,500	per minute	11,365	2,597	per minute	11,806			
Total Monthly Normal Precipitation (mm):		71.2	Waterloo-Wellington A (30-year Normal)	1,800,000	per day	8,183,000	3,739,477	per day	17,000,000			
Date	Below Water Table Extraction (wet tonnes) Phase 2	Below Water Table Extraction (wet tonnes) Phase 1 Set Back	Water Pumped from Main Pond (gals)	Water Pumped from Active Silt Pond (gals)	Main Pond Level (mASL)	Exceedance Y/N (BELOW 305.5 mASL)	Phase 2 Pond Level (mASL)	Exceedance Y/N (BELOW 305.0 mASL)	Phase 3 Pond Level (mASL)	Exceedance Y/N (BELOW 303.85 mASL)	Phase 4 Pond Level (mASL)	Exceedance Y/N (BELOW 304.5 mASL)
1-Dec-18	0	0	0	0	306.25	N	305.84	N	304.74	N	306.07	N
2-Dec-18	0	0	0	0								
3-Dec-18	0	0	1,313,436	1,150,631	306.26	N	305.86	N	304.76	N	306.09	N
4-Dec-18	0	0	988,982	837,579	306.26	N	305.85	N	304.76	N	306.11	N
5-Dec-18	0	0	966,105	671,895	306.26	N	305.85	N	304.75	N	306.12	N
6-Dec-18	0	0	944,768	950,810	306.27	N	305.85	N	Frozen	N	306.08	N
7-Dec-18	0	0	0	1,060,712	306.28	N	305.84	N	Frozen	N	306.06	N
8-Dec-18	0	0	0	0								
9-Dec-18	0	0	0	0								
10-Dec-18	0	0	0	0	306.29	N	305.84	N	Frozen	N	Frozen	N
11-Dec-18	0	0	0	0	306.29	N	305.84	N	Frozen	N	Frozen	N
12-Dec-18	0	0	1,395,705	1,811,702	306.29	N	305.84	N	Frozen	N	Frozen	N
13-Dec-18	0	0	1,218,630	0	306.29	N	305.85	N	Frozen	N	Frozen	N
14-Dec-18	0	0	1,390,206	0	306.29	N	305.84	N	Frozen	N	Frozen	N
15-Dec-18	0	0	588,858	0	306.27	N	305.84	N	Frozen	N	Frozen	N
16-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
17-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
18-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
19-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
20-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
21-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
22-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
23-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
24-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
25-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
26-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
27-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
28-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
29-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
30-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
31-Dec-18	0	0	0	0	-	-	-	-	-	-	-	-
Total	0	-	8,806,689	6,483,329	--	--	--	--	--	--	--	--
Avg./ day			284,086.74	209,139.63	--	--	--	--	--	--	--	--

Note: No exceedences to report. All staff guages were removed as of December 15th.

From: [Mary Hasan](#)
To: [Nina Lecic](#)
Cc: [Karen Landry](#)
Subject: FW: 2018 Year-End Assessment Report – Supporting Municipal Council
Date: Tuesday, January 15, 2019 12:55:19 PM
Attachments: [Memo - 2018 Year-End Assessment Report.pdf](#)
[MPAC 2018 Year-End-Assessment Report.pdf](#)
[Township of Puslinch.pdf](#)

From: Schultz, Lindsay <Lindsay.Schultz@mpac.ca> **On Behalf Of** Hebden, Jon
Sent: Tuesday, January 15, 2019 12:08 PM
To: Karen Landry <KLandry@puslinch.ca>
Cc: Mary Hasan <mhasan@puslinch.ca>; Betty Coburn <BCoburn@puslinch.ca>; Michelle Cassar <mcassar@puslinch.ca>; Hebden, Jon <Jon.Hebden@mpac.ca>
Subject: 2018 Year-End Assessment Report – Supporting Municipal Council

Good afternoon,

As a follow up to the attached memo of December 14, 2018, from our Vice-President, Carla Y. Nell, I have attached MPAC's 2018 Year-End Assessment Report which includes two municipal level assessment snapshots unique to your municipality. As key municipal staff have had an opportunity to review this document, we now request that you please share this document with your municipal Council.

This report provides a high-level summary of MPAC's 2018 activities that are of interest to the municipal sector and will assist your council to understand changes in the municipality's assessment base to inform ongoing budget and tax policy planning.

We value building customer and municipal relationships and look forward to working with your municipality this year, as we remain committed to continuously improving our service.

Please let me know if you have any questions.

Happy New Year!

Jon Hebden

Account Manager
Waterloo Region, Guelph, Dufferin County and Wellington County
Municipal and Stakeholder Relations
Municipal Property Assessment Corporation (MPAC)
Tel: 226.317.0274
Website: www.mpac.ca

Property Assessment Excellence... Outstanding Service... Trust

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MUNICIPAL PROPERTY ASSESSMENT CORPORATION

December 14, 2018

To: Chief Administrative Officers, Chief Financial Officers, Clerks,
Treasurers and Tax Administrators

From: Carla Y. Nell, Vice President, Municipal and Stakeholder Relations

Subject: 2018 Year-End Assessment Report

As part of our continued commitment to stakeholder engagement and information sharing with our municipal partners, we have prepared the attached **2018 Year-End Assessment Report**, which will be of interest to both municipal administration and elected officials. This report provides a high-level summary of MPAC's 2018 activities that are relevant to the municipal sector, and also two municipal level snapshots of the assessment changes unique to your municipality.

This report will also be provided to Municipal Clerks for submission to municipal councils in January 2019. In the interim, I encourage you to review the report and share any questions with your MPAC Municipal and Stakeholder Relations Regional Manager and/or Account Manager.

Happy Holidays,

A handwritten signature in black ink, appearing to read "C. Nell", is positioned below the holiday greeting.

Carla Y. Nell
Vice-President, Municipal and Stakeholder Relations

Attachments

Copy Regional and Account Managers



2018 YEAR-END ASSESSMENT REPORT FOR THE 2019 TAX YEAR

AS OF DECEMBER 2018



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

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About MPAC	3
The Property Assessment Cycle in Ontario	4
Purpose of this Report	4
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Maintaining Your Annual Assessment Roll	5
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Looking Ahead to the Next Assessment Update	8
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About MPAC

MPAC stands for Municipal Property Assessment Corporation, and the MPAC team is made up of assessment experts who understand local communities and assess every property in Ontario. Our assessments provide the very foundation that municipalities use to base the property taxes needed to pay for the services we use every day.

As an independent, not-for-profit corporation, our assessments follow the *Assessment Act* and other legislation and regulations set by the Government of Ontario. We also have a Board of Directors made up of provincial, municipal and taxpayer representatives.

MPAC's expertise is in property assessment, customer service and technology. It is these components of MPAC's work that make our contribution to Ontario so valuable.

MPAC is responsible for assessing more than 5 million properties in Ontario, of all types (residential, business and farms), representing \$2.78 trillion in property value. We take property assessment seriously because it's the part we play in helping to make the communities we all live in stronger.



Learn more at:



mpac.ca

Introduction

Ontario municipalities rely on MPAC to provide expert opinions on the value of properties in our communities. We understand that turning these opinions into assessments goes beyond the determination of values. The work we do includes producing the products and services you require to understand, maintain and support your assessment base, such as property data, phase-in, classification, new assessment and appeals. The **2018 Year-End Assessment Report** provides an update on these items.

The Property Assessment Cycle in Ontario

We update the assessment of every property in Ontario every four years to capture changes to properties and the real estate market.

While the effective valuation date of January 1, 2016 remains constant during the four-year cycle, we are responsible for providing an updated annual Assessment Roll to each municipality that includes:

- **Changes to property ownership**
- **Changes to state and condition of a property**
- **Updates to the assessed value and classification**
 - New construction, demolitions and consolidations
 - Requests for Reconsideration (RfR) and Assessment Review Board (ARB) decisions

In advance of the 2019 property tax year, we delivered more than 800,000 Property Assessment Notices to property owners across Ontario where there was a change in property ownership or value. Your municipality also recently received the **2018 Assessment Roll for the 2019 property tax year** and the electronic **Year-End Tax File**. This file includes the updates we made during 2018 to keep your Roll current.

Purpose of This Report

We have prepared this report to assist you in understanding changes in your assessment base to inform ongoing budget and tax policy planning. The report also provides an update on the work we have undertaken over the course of 2018 to deliver an updated and stable Assessment Roll.

In addition, the report shares our plan for the next Assessment Update in 2020, which will provide property values for the 2021–2024 property tax years.

Attached to this report are two municipal-level assessment snapshots:

1. Assessment Change Summary

Provides the updated 2016 current value assessment (destination) and a comparison of the phased-in assessments for the 2018 and 2019 tax years

2. Assessment Base Distribution

Compares the distribution of the total 2018 and 2019 phased-in assessments and includes the percentage of the total assessment base by property class

Responsible for
assessing and
classifying more than

5 MILLION

properties in Ontario

Representing

\$2.78T

in property value

We delivered
more than

800,000

Property
Assessment
Notices

2018 Highlights

Our assessments support the collection of nearly **\$20 billion in municipal taxes annually**. We understand how important our work is to you, which is why we offer a range of services that enables you to understand and employ those values. No two assessment bases are the same. As such, we understand the need to share insights and develop understanding with all municipalities about how markets and communities are changing.

Maintaining Your Annual Assessment Roll

Having accurate and timely data is critical to the assessment process. Throughout the year, we complete regular quality control processes. Specifically, we review assessments and property classification changes received through:

- Building permits
- Vacancy applications
- Tax applications
- Subdivision plans

This ensures information is both current and accurate. This ongoing assessment work provides confidence that the information in your Assessment Roll is reliable and ready to support your budget and tax planning.

New Assessment

In 2018, we delivered more than \$38 billion in new assessment to municipalities across the province. We successfully processed more than 85% of this new assessment within one year of occupancy. Timely processing of new assessment from new

construction or additions to existing property and accurate forecasting of new assessment were identified as key municipal priorities and are included in our Service Level Agreement with municipalities.

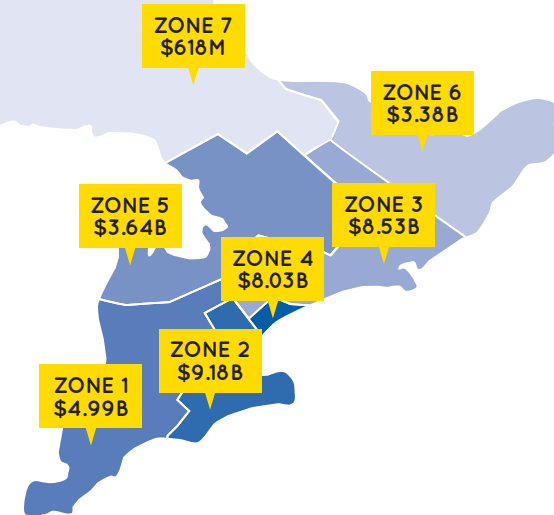
New Assessment Forecasting

A significant change in 2018 was the presentation of the quarterly new assessment forecast and our commitment to capture a minimum of 85% of all new assessment within one year of occupancy, based on availability of information from your municipality.

The other important change in 2018 came from you, our municipal partners.

This year, we started delivering new assessment progress reports on a quarterly basis to support ongoing dialogue between MPAC and municipalities about current and future growth trends and to provide a better sense of future taxable amounts.

2018 NEW ASSESSMENT BY ZONE



We delivered more than **\$38 billion** in new assessment to municipalities across the province

From January 1 to October 31, 2018,
MPAC completed a total of 27,917
Requests for Reconsideration

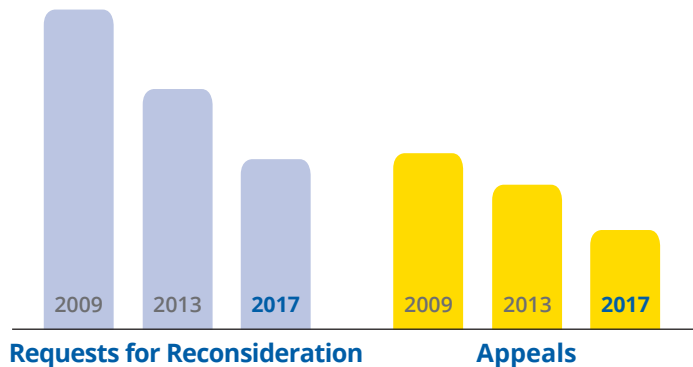
Requests for Reconsideration and Appeals

Another important activity we continue to work on throughout the four-year assessment cycle is responding to and processing assessment changes because of Requests for Reconsideration (RfR) and **Assessment Review Board (ARB)** appeal outcomes. This information is applied to your Assessment Roll throughout the year as part of our ongoing efforts to maintain and deliver stable Assessment Rolls.

We continue to work closely with the ARB and other parties, providing impartial, expert opinions to support the appeal process.

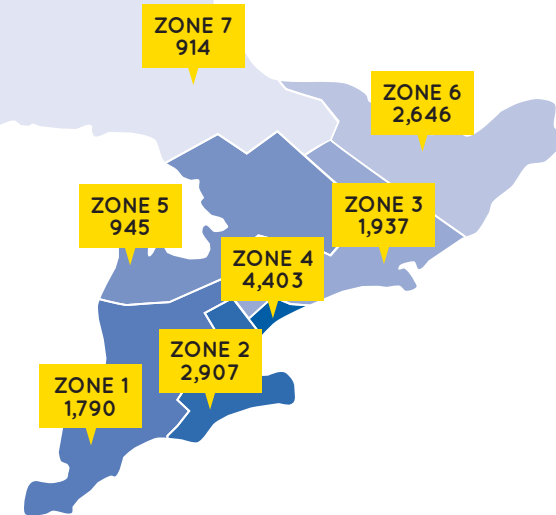
We have seen a steady decrease in the number of RfRs and appeals; since 2009 the number of RfRs filed has decreased by 50% and the number of appeals has decreased by 40%.

We will continue to work with the ARB and other parties to improve the efficiency and effectiveness of the appeals process, with the goal of reducing the time to resolve appeals.



2009, 2013 and 2017 represent the first tax year of the last three Assessment Updates, when the majority of appeals are filed.

2018 TOTAL NUMBER OF COMPLETED APPEALS BY ZONE



We have seen a steady decrease in the number of RfRs and appeals since 2009

Service Level Agreement (SLA)

The service levels in the SLA represent the most important MPAC deliverables as identified by you, our municipal partners. The SLA itself defines high performance standards in key service areas; outlines the roles, responsibilities and dependencies of both parties – reinforcing our shared accountability.

We implemented the SLA in 2017, and the end of 2018 marks a full year of measuring against these service levels.

In 2018, we also launched the SLA Reporting Tool in Municipal Connect to offer an at-a-glance snapshot to guide discussions around SLA objectives, help improve service delivery and promote shared accountability. At the end of our first year, MPAC is happy to report that we have met 96% of all service levels and have worked closely with municipalities, including remedial action, when service levels have not been met.

We have met
96%
of all service levels



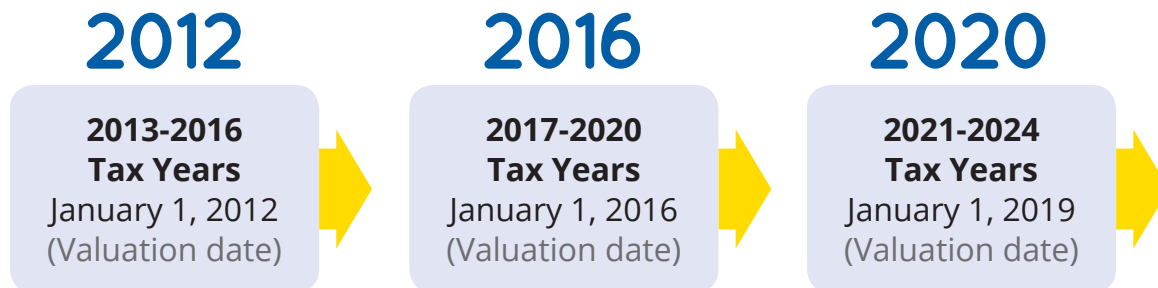
Looking Ahead to the Next Assessment Update

A key change leading up to the **2020 Assessment Update** is the new valuation date of January 1, 2019, passed into legislation by the Province of Ontario. This is two years in advance of the first tax year to which the Assessment Update will apply. In the previous Assessment Update, the valuation date preceded the first tax year by one year.

The four-year phase-in program remains in place, meaning values will be effective for the 2021 to 2024 property tax years. As in the past, all assessment increases are phased-in over four years and assessment decreases are applied immediately.

The earlier valuation date increases the availability of data used to prepare valuations and will provide more time to consult and share preliminary market insights when our engagement activities begin in earnest in 2020.

This will enable MPAC and stakeholders to identify and resolve potential issues before the return of the Roll in December 2020.



Conclusion

At the core of our new **2017-2020 Strategic Plan** is the theme “Valuing What Matters Most.” For municipalities, we value building the customer and municipal relationship. This means enhancing the transparency of new assessment forecasts, processing assessment adjustments in a timely way, ensuring traceability and transparency in our assessment valuation and methodology, and keeping stakeholders apprised of changes in the market that may impact property values.

Through greater collaboration between MPAC and municipalities, we remain committed to continuously improving our service, and we encourage you to share your feedback with us on the delivery of our products and services.

Your local **[Municipal and Stakeholder Relations team](#)** is available to support you with any of our products or services. Please contact your Regional Manager, Account Manager, or Account Support Coordinator if you have any questions or would like more information about this report.





APPENDIX 1 Assessment Change Summary by Property Class Township of Puslinch

The following chart provides a comparison of the total assessment for the 2016 base years, as well as a comparison of the assessment change for 2018 and 2019 property tax year by property class.

Property Class/Realty Tax Class	2016 Full CVA	2018 Phased-in CVA	2019 Phased-in CVA	Percent Change 2018 to 2019
R Residential	1,843,751,918	1,732,441,698	1,788,096,786	3.2%
M Multi-Residential	2,076,100	1,832,550	1,954,325	6.6%
C Commercial	115,884,000	101,199,232	108,541,618	7.3%
X Commercial (New Construction)	72,682,400	67,430,925	70,056,661	3.9%
Y Office Building (New Construction)	536,300	536,300	536,300	0.0%
I Industrial	74,047,000	69,396,478	71,721,739	3.4%
L Large Industrial	21,298,800	19,478,944	20,388,872	4.7%
J Industrial (New Construction)	15,142,396	14,319,570	14,730,983	2.9%
P Pipeline	6,004,000	5,683,215	5,843,607	2.8%
F Farm	205,481,800	164,742,481	185,112,142	12.4%
T Managed Forests	15,781,600	13,215,727	14,498,662	9.7%
(PIL) R Residential	13,227,000	10,906,858	12,066,929	10.6%
(PIL) C Commercial	10,017,800	8,811,284	9,414,542	6.8%
(PIL) X Commercial (New Construction)	12,019,000	11,168,501	11,593,751	3.8%
(PIL) F Farm	106,000	81,000	93,500	15.4%
E Exempt	134,000,804	115,373,587	124,687,196	8.1%
TOTAL	2,542,056,918	2,336,618,350	2,439,337,613	4.4%



APPENDIX 2

Assessment Base Distribution Summary by Property Class Township of Puslinch

The following chart provides a comparison of the distribution of the total assessment for the 2016 base year, and the 2018 and 2019 phased-in assessment which includes the percentage of the total assessment base by property class.

Property Class/Realty Tax Class	2016 Full CVA	Percentage of Total 2016 CVA	2018 Phased-in CVA	Percentage of Total 2018 CVA	2019 Phased-in CVA	Percentage of Total 2019 CVA
R Residential	1,843,751,918	72.5%	1,732,441,698	74.1%	1,788,096,786	73.3%
M Multi-Residential	2,076,100	0.1%	1,832,550	0.1%	1,954,325	0.1%
C Commercial	115,884,000	4.6%	101,199,232	4.3%	108,541,618	4.4%
X Commercial (New Construction)	72,682,400	2.9%	67,430,925	2.9%	70,056,661	2.9%
Y Office Building (New Construction)	536,300	0.0%	536,300	0.0%	536,300	0.0%
I Industrial	74,047,000	2.9%	69,396,478	3.0%	71,721,739	2.9%
L Large Industrial	21,298,800	0.8%	19,478,944	0.8%	20,388,872	0.8%
J Industrial (New Construction)	15,142,396	0.6%	14,319,570	0.6%	14,730,983	0.6%
P Pipeline	6,004,000	0.2%	5,683,215	0.2%	5,843,607	0.2%
F Farm	205,481,800	8.1%	164,742,481	7.1%	185,112,142	7.6%
T Managed Forests	15,781,600	0.6%	13,215,727	0.6%	14,498,662	0.6%
(PIL) R Residential	13,227,000	0.5%	10,906,858	0.5%	12,066,929	0.5%
(PIL) C Commercial	10,017,800	0.4%	8,811,284	0.4%	9,414,542	0.4%
(PIL) X Commercial (New Construction)	12,019,000	0.5%	11,168,501	0.5%	11,593,751	0.5%
(PIL) F Farm	106,000	0.0%	81,000	0.0%	93,500	0.0%
E Exempt	134,000,804	5.3%	115,373,587	4.9%	124,687,196	5.1%
TOTAL	2,542,056,918	100%	2,336,618,350	100%	2,439,337,613	100%

From: [Karen Landry](#)
To: [Nina Lecic](#)
Subject: FW: Board of Directors" Attendance for 2018
Date: Thursday, January 10, 2019 12:46:40 PM
Attachments: [Attendance for 2018 Board of Directors Meetings.xlsx](#)
[image001.jpg](#)

From: Love, Judy <Judy.Love@conservationhamilton.ca>
Sent: Thursday, January 10, 2019 10:23 AM
To: Paparella, Stephanie <Stephanie.Paparella@hamilton.ca>; Karen Landry <KLandry@puslinch.ca>
Subject: Board of Directors' Attendance for 2018

Hi Stephanie and Karen:

Our governance policy was updated and approved by the Board of Directors on September 6, 2018.

A new item that has been added to the governance policy is the "Directors' Attendance":

"The Authority shall provide a listing of Directors' attendance at scheduled meetings of the Authority to the Participating Municipalities at least annually".

Attached is the attendance list for the 2018 Board of Directors meetings.

Thank you,

Judy Love
Executive Assistant
Hamilton Conservation Authority
P.O. Box 81067
Ancaster, Ontario
L9G 4X1

905-525-2181 x112

email - Judy.Love@conservationhamilton.ca

Please visit our website at www.conservationhamilton.ca

HCAColourLogo



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Attendance for Board of Directors Meetings - 2018

Date of Meeting	January 4	February 1	March 1	April 5	May 3	June 7	July 5	August 2	September 6	October 4	November 1	December 6
City of Hamilton - Board Members												
Dan Bowman	Cancelled	Attended	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
Kris Brown	Cancelled	Attended	Cancelled	Attended	Attended	Resigned - June 1, 2018						
Councillor Chad Collins	Cancelled	Attended	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
Councillor Doug Conley	Cancelled	Attended	Cancelled	Attended	Attended	Cancelled	Regrets	Cancelled	Attended	Cancelled	Attended	no longer a Councillor
Councillor Lloyd Ferguson	Cancelled	Attended	Cancelled	Attended	Regrets	Cancelled	Attended	Cancelled	Attended	Cancelled	Regrets	Attended
Brad Gautreau	Cancelled	Attended	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
Councillor Aidan Johnson	Cancelled	Regrets	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Regrets	Cancelled	Regrets	no longer a Councillor
Santina Moccio	Cancelled	Attended	Cancelled	Attended	Regrets	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
Councillor Robert Pasuta	Cancelled	Attended	Cancelled	Regrets	Regrets	Cancelled	Attended	Cancelled	Regrets	Cancelled	Attended	no longer a Councillor
Maria Topalovic	Cancelled	Regrets	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
Councillor Brad Clark												Attended
Councillor Tom Jackson												Attended
Councillor Esther Pauls												Attended

Township of Puslinch - Board Member

Councillor Susan Fielding	Cancelled	Attended	Cancelled	Attended	Attended	Cancelled	Attended	Cancelled	Attended	Cancelled	Attended	Attended
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Administration Centre: 400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519-621-2761 Toll free: 1-866-900-4722 Fax: 519-621-4844 www.grandriver.ca

December 31, 2018

Ms. Karen Landry
CAO/Clerk
Township of Puslinch
7404 Wellington Road 34
Puslinch, ON N0B 2J0

RECEIVED

JAN 09 2019

Township of Puslinch

Dear Ms. Landry:

Re: Grand River Conservation Authority Strategic Plan 2019-2021

On behalf of the Grand River Conservation Authority, I am pleased to share with you our updated Strategic Plan.

Following updates to the Conservation Authorities Act in late 2017, GRCA began the process of reviewing its strategic plan. In early 2018 a consultant was retained to facilitate workshops with all levels of staff and the board of directors. Feedback from these sessions provided valuable insight we needed to update our vision and mission statements, and to streamline our strategic priorities in to four key areas. Each priority contains a unique set of deliverables, designed to increase our accountability and carry us towards attainable goals.

With this new strategic plan, we can continue to build our way towards a healthier, more vibrant watershed.

Yours truly,

A handwritten signature in black ink that reads "Joe Farwell".

Joe Farwell, Chief Administrative Officer

Strategic Plan 2019 | 2021

GRAND RIVER CONSERVATION AUTHORITY





Cover photo: Grand River near Belwood, Ontario, by Sara Hannaford.
This page: Recreational river users, Grand River in Brantford, Ontario, by Doug Hall.

OUR PATH FORWARD

The roots of our organization go back to the 1930s, when the leaders of the day recognized the importance of working together to manage the Grand River and the land it drains. They knew that the vitality, health and prosperity of their communities was reflected in the health of the river, and they joined together to take an active role in managing it.

Today, the watershed population is growing at a rapid pace. Coupled with climate change, this growth will put stress on the Grand River and its natural features.

More than ever, the role of the Grand River Conservation Authority — and the relationships with our partners — will be critical to the health and vitality of our communities.

We invite you to read our Strategic Plan, a guiding document that will enhance and build on our programs over the next three years. Over our history, we have fostered a culture of collaboration, cooperation, innovation and respect, guided by our municipal leaders. Our priorities lie in preserving this culture, and in recognizing that by protecting the land and waters where we live, we secure our own future.

Helen Jowett
Chair, Board of Directors

Joe Farwell
Chief Administrative Officer

OUR VISION

A healthy watershed where we live, work, play and prosper in balance with the natural environment.

OUR MISSION

We will work with local communities to reduce flood damage, provide access to outdoor spaces, share information about the natural environment, and make the watershed more resilient to climate change.

OUR VALUES

Resilience

We provide effective leadership, and respond to change.

Collaboration

We listen and learn from others. We value a wide range of perspectives and recognize that progress requires flexibility, and a commitment to sharing ideas and working together.

Innovation

We encourage and leverage advancements in technology, scientific methodologies and trends in education and communications, because these are integral to success.

Courage

We carry out our obligation with conviction, and commitment to our beliefs and values.

Respect

We strive for clear and respectful communication within our organization, with our partners, and with members of the public.



OUR COMMITMENT

We focus on teamwork, development, engagement and positive change:

The Grand River Conservation Authority (GRCA) operates a wide range of programs in engineering, planning, land management, recreation and education. Our staff teams are well-trained, and committed to serving public needs. We maintain an innovative and positive work culture at the GRCA, where knowledge is freely shared.

OUR STRATEGIC PRIORITIES 2019 | 2021

1 Protecting life and minimizing property damage from flooding and erosion.

Page 6

2 Improving the health of the Grand River watershed.

Page 7

3 Connecting people to the environment through outdoor experiences.

Page 8

4 Managing land holdings in a responsible and sustainable way.

Page 9

THAT is our destination.

THIS is the plan to take us there.



STRATEGIC PRIORITY 1:

Protecting life and minimizing property damage from flooding and erosion

As a source of power, transportation and water supply, the Grand River attracted settlers who developed communities along its banks. Homes and businesses are still located in the floodplain today.

With settlement, land was cleared for agriculture, wetlands were drained, forests cut down, and later, vast areas were paved. This changed how the rivers respond to rain. Built infrastructure like dams and reservoirs are operated to mimic the natural river flows, but the risk of flooding remains.

WHAT WE DO

The GRCA operates a flow-monitoring network, and operates dams and dikes to manage high flows. We operate a flood forecasting and warning system. New development in the floodplain, and other hazard areas like steep slopes, are regulated to minimize future risks. We plant trees and restore natural areas to minimize the impacts of large rainstorms.

FUTURE TRENDS

With climate change, there is increasing risk of extreme storms. As well, longer and hotter summers put strain on reservoir operations to ensure there is an adequate supply of water to the river.

KEY ACTIONS

- Update mapping to further identify flood risk and other natural hazard areas.
- Manage and update infrastructure to deal with expected changes in rainfall patterns.
- Upgrade the monitoring, flood forecasting and warning systems.
- Update GRCA permit policies.

STRATEGIC PRIORITY 2:

Improving the health of the Grand River watershed

The Grand River watershed is home to almost 1 million people. Municipalities work to update and improve wastewater treatment plants, and farmers continue to apply best management practices. Even so, nutrients continue to flow into our rivers and streams and fuel aquatic weed growth. This problem impacts Lake Erie, with the Grand being a significant nutrient source for the lake. Municipalities and landowners rely on a mix of groundwater and surface water.

WHAT WE DO

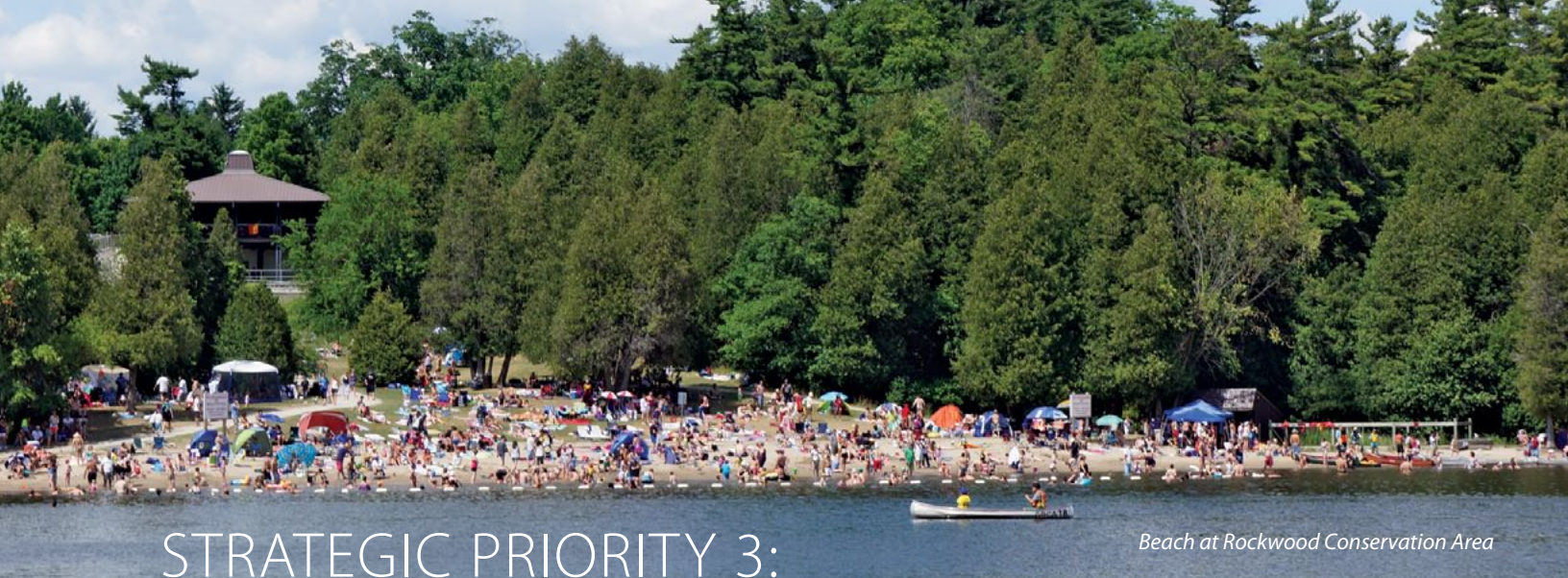
The focus of GRCA programs is to improve watershed health. We encourage and support landowners and residents to take actions that protect and enhance it. We work with farmers to keep soil and nutrients on their fields. We support landowners to create and enhance natural areas, forests and stream-side buffers. Major reservoirs on the Speed, Conestogo and Grand rivers supply the majority of flow in summer, helping reduce harmful impacts on aquatic ecosystems. We work with partners and First Nations through the Grand River Notification Agreement. We coordinate the Water Management Plan that highlights actions of municipal partners, landowners, government partners and the GRCA to improve watershed health. We carry out subwatershed plans and identify opportunities to enhance natural features.

FUTURE TRENDS

Changing climate and growing population continue to impact water quality and quantity in our rivers and streams. Continued monitoring of watershed conditions will inform decisions. As land values and competition for space increase, restoring and preserving natural spaces will become more important.

KEY ACTIONS

- Support municipalities in optimizing wastewater treatment plants.
- Engage the provincial and federal governments to develop programs to reduce nutrient loads in rivers and streams, and ultimately Lake Erie.
- Continue to work with municipalities on drinking water source protection.
- Continue to work with landowners to reforest and restore natural spaces.



Beach at Rockwood Conservation Area

STRATEGIC PRIORITY 3:

Connecting people to the environment through outdoor experiences

Evidence suggests that engaging in outdoor recreation is important to human health and well-being. The GRCA creates connections with the natural environment by providing outdoor spaces and environmental education. The demand for outdoor recreation is growing. As a Canadian Heritage River, the Grand and its major tributaries are recognized for their human heritage and recreational values. There is increasing interest in spending time on, or next to, the river.

WHAT WE DO

The GRCA operates 11 active Conservation Areas on a user-fee basis. Many of these areas have important natural heritage features. We also operate five Nature Centres, providing curriculum-based environmental education programs in partnership with school boards, as well as nature-based day camps, and evening and weekend programs for the public. The Grand River Conservation Foundation is instrumental in supporting the environmental education program.

FUTURE TRENDS

With a growing population, public attendance in the active Conservation Areas is expected to continue to grow. Capital upgrades will be required in both the Conservation Areas and Nature Centres in order to meet user needs. Some assets are nearing the end of their useful life.

KEY ACTIONS

- Implement infrastructure upgrades for the Conservation Areas.
- Prepare operational plans that balance revenue generation with protecting natural features in the Conservation Areas.
- Prepare capital forecasts for the Nature Centres and develop a long-term funding plan.
- Construct a new Nature Centre at Guelph Lake.
- Work with member municipalities to encourage river-related links and trails between communities.



Hazard tree removal on rail-trail

STRATEGIC PRIORITY 4:

Managing land holdings in a responsible and sustainable way

Over time, the GRCA has acquired significant land holdings, totaling about 20,000 hectares. In addition to our conservation areas and lands for dam infrastructure, we own protected natural areas with limited public access, urban parkland maintained by municipalities, and several rural properties.

WHAT WE DO

Lands around Belwood and Conestogo reservoirs support a cottage lot program with over 700 tenants. In addition, houses on land purchased for reservoirs and natural areas have been rented to tenants for several years, and this program is winding down. Land is being evaluated and sold where appropriate, with funds placed in a reserve for high-priority projects like future land acquisition or repairs to our flood control infrastructure. Hydro is produced at GRCA dams where economically feasible.

FUTURE TRENDS

Passive areas, especially those near urban centres, are expected to see a significant increase in public use. With increased use there is potential for conflict among user groups and impacts on sensitive natural areas. Passive areas and rail-trails are managed with limited resources. Invasive species like emerald ash borer and phragmites, and weather-related events like ice and wind storms, will continue to cause damage to GRCA properties and natural areas.

KEY ACTIONS

- Prepare management plans for our passive lands where there is a high level of conflicting uses, and establish a long-term funding plan for these areas.
- Prepare lands for sale where appropriate.
- Continue to actively manage hazard trees in accordance with the Tree Risk Management Plan.
- Manage and enhance GRCA natural areas with funding support from partners.

The GRAND RIVER Watershed



POPULATION
About 1,000,000

Most live in the cities of Kitchener, Waterloo, Guelph, Cambridge and Brantford.



50 MUNICIPAL DRINKING WATER SYSTEMS

About 28% of the water comes from the Grand and Eramosa rivers.



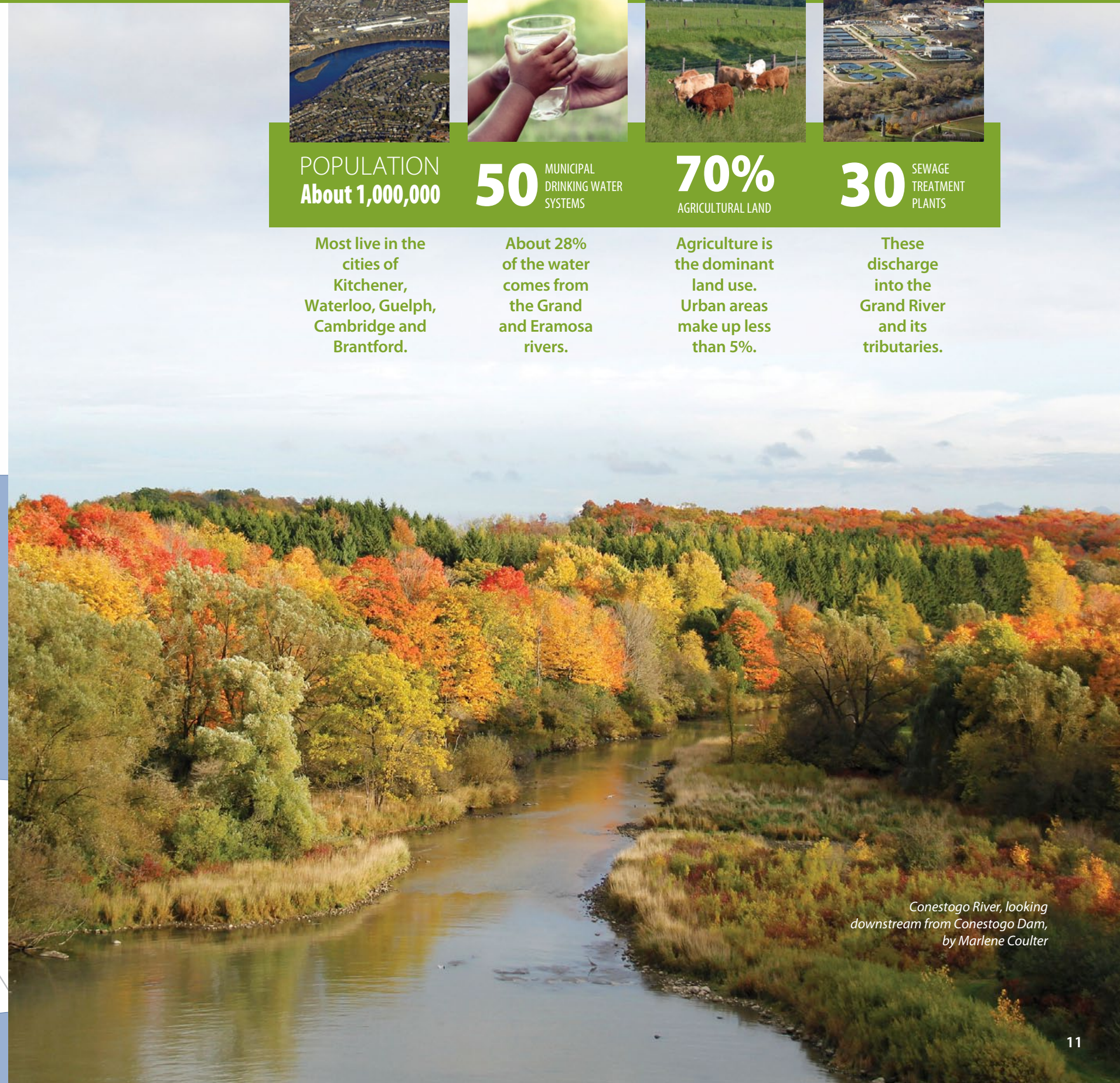
70% AGRICULTURAL LAND

Agriculture is the dominant land use. Urban areas make up less than 5%.



30 SEWAGE TREATMENT PLANTS

These discharge into the Grand River and its tributaries.



Conestogo River, looking downstream from Conestogo Dam, by Marlene Coulter

Grand River Conservation Authority



www.grandriver.ca | 1-866-900-4722

400 Clyde Road, PO Box 729, Cambridge, ON N1R 5W6



*Canoeing the Grand River
near Brantford, Ontario*

ONTARIO ENERGY BOARD NOTICE TO CUSTOMERS OF ENBRIDGE GAS INC. (FORMERLY ENBRIDGE GAS DISTRIBUTION INC. AND UNION GAS LIMITED)

Enbridge Gas Inc. has applied to raise its natural gas rates effective January 1, 2019.

Learn more. Have your say.

The Ontario Energy Board approved the amalgamation of Enbridge Gas Distribution Inc. and Union Gas Limited in August 2018. The companies have amalgamated to form Enbridge Gas Inc.

Enbridge Gas Inc. has applied to the Ontario Energy Board to raise its natural gas rates effective January 1, 2019. If the application is approved as filed, the yearly bill of a typical residential customer within the former Enbridge Gas Distribution Inc. and Union Gas Limited rate zones will increase by the following amounts:

Rate Zones	Residential Annual Bill Increase
Enbridge Gas	\$ 5.74
Union South	\$ 9.98
Union North East	\$ 4.88
Union North West	\$ 6.81

The rates are based on a rate-setting framework and other adjustments previously approved by the Ontario Energy Board for the period 2019-2023. The rates are set using a formula that is tied to inflation and other factors intended to promote efficiency.

Enbridge Gas Inc. is also asking the Ontario Energy Board to approve its rate design proposal and the costs of certain capital projects that are not part of their regular capital expenditures.

Other customers of Enbridge Gas Inc. may be affected. It is important to review the application carefully to determine whether you will be affected by the changes.

THE ONTARIO ENERGY BOARD IS HOLDING A PUBLIC HEARING

The Ontario Energy Board (OEB) will hold a public hearing to consider the application filed by Enbridge Gas Inc. We will question Enbridge Gas Inc. on the case. We will also hear questions and arguments from individual customers and from groups that represent the customers of Enbridge Gas Inc. At the end of this hearing, the OEB will decide whether the rate increase requested in the application will be approved.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

BE INFORMED AND HAVE YOUR SAY

You have the right to information regarding this application and to be involved in the process.

- You can review the application filed by Enbridge Gas Inc. on the OEB's website now.
- You can file a letter with your comments, which will be considered during the hearing.
- You can become an active participant (called an intervenor). Apply by **February 5, 2019** or the hearing will go ahead without you and you will not receive any further notice of the proceeding.
- At the end of the process, you can review the OEB's decision and its reasons on our website.

LEARN MORE

Our file number for this case is **EB-2018-0305**. To learn more about this hearing, find instructions on how to file letters or become an intervenor, or to access any document related to this case, please enter the file number **EB-2018-0305** on the OEB website: www.oeb.ca/participate. You can also phone our Consumer Relations Centre at 1-877-632-2727 with any questions.

ORAL VS. WRITTEN HEARINGS

There are two types of OEB hearings – oral and written. The OEB will determine at a later date whether to proceed by way of a written or oral hearing. If you think an oral hearing is needed, you can write to the OEB to explain why by **February 5, 2019**.

PRIVACY

If you write a letter of comment, your name and the content of your letter will be put on the public record and the OEB website. However, your personal telephone number, home address and e-mail address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.

This hearing will be held under section 36 of the Ontario Energy Board Act, S.O. 1998 c.15 (Schedule B).



Ontario

Ontario Energy Board / Commission de l'énergie de l'Ontario



**2019
BUDGET &
BUSINESS
PLAN**

Foreword

Submitted by:

Hassaan Basit
Chief Administrative Officer

Prepared by:

Sheryl Ayres, CPA, CGA
Senior Director, Corporate and Strategic Initiatives

Marnie Piggot, CPA, CA
Director, Finance

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Accounting Analyst

Brittany Theis
Graphic Designer

In Collaboration with:

Senior Leadership Team
Departmental Staff from:

- Office of the Chief Administrative Officer
- Corporate & Strategic Initiatives
- People, Culture & Creative
- Engineering
- Planning & Watershed Management
- Science & Partnerships
- Innovation & Project Management Office
- Parks & Recreation

2019 Budget Preparation Timeline

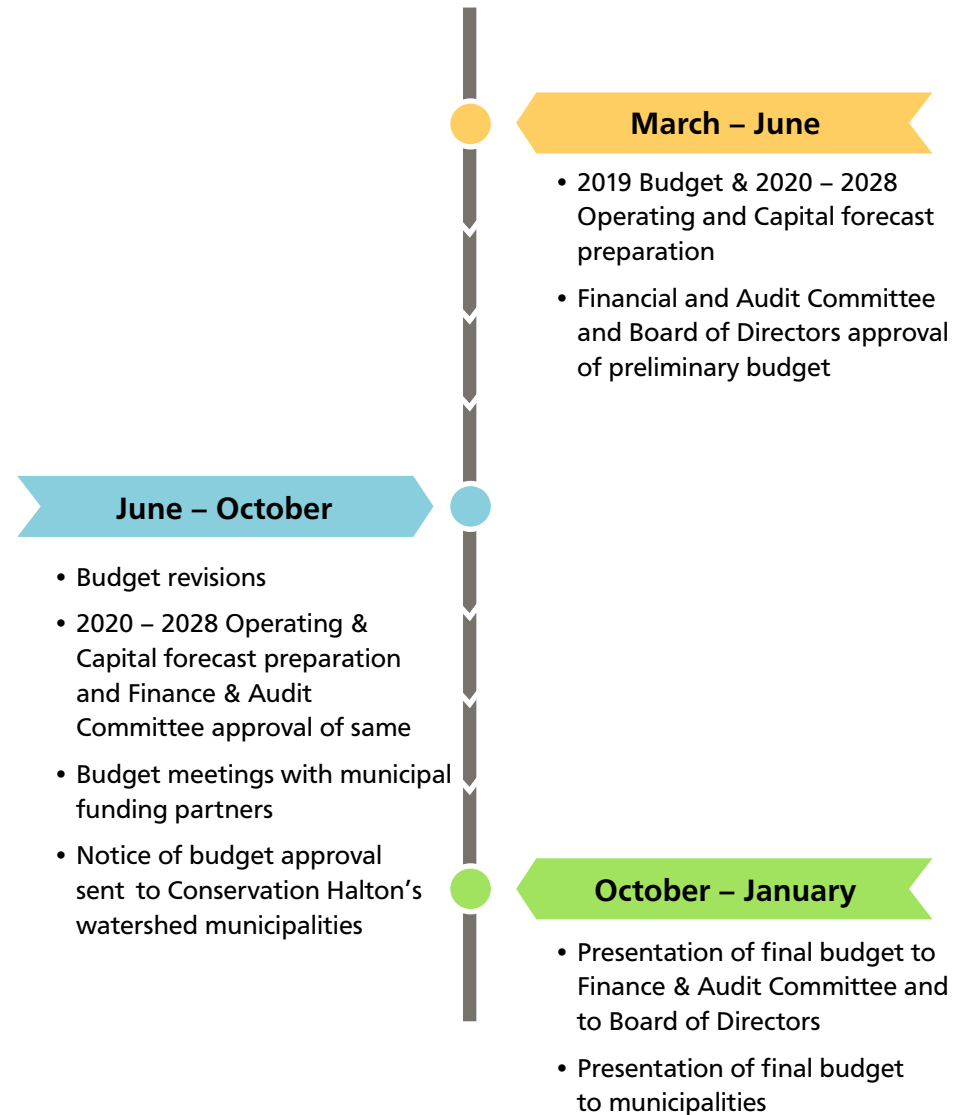




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Introduction

Welcome Messages

Message from CAO Hassaan Basit

Metamorphosis, our strategic plan and execution strategy, is entering its second year. The improvements we have made over the past two years have had time to mature and become established. These changes, both functional and cultural, are beginning to drive the budget process. We have a clear sense of our roles and responsibilities, and the service and environmental targets we measure ourselves against. Program based budgets combined with our performance metrics are enabling better analysis as we work on a long term, sustainable budget strategy. We still have challenges to overcome on responsibly funding our capital projects so that we can confidently maintain some of our more critical assets in a good state of repair. While we are continuing to work on those challenges with our funding partners, for 2019 we have prepared a budget that focuses on our customers. We are looking to enhance our service delivery, we are embarking on digital transformation across the organization, and we are committing resources to watershed planning, greenspace revitalization, floodplain mapping, flood forecasting, and park experience enhancements!

We feel these investments in our programs and services are critical to our growing communities and to nurturing environmental resilience as the impacts of Climate Change become more apparent, more permanent, and more localized. These investments are also vital to the continued transformation of the organization, and to our commitment to partnering and supporting our watershed municipalities.



Welcome Messages

Message from Senior Director, Corporate & Strategic Initiatives Sheryl Ayres

I am pleased to present the 2019 Budget & Business Plan for Conservation Halton. This budget has been prepared by the Finance Department in collaboration with staff across the organization.

The focus of the 2019 Budget & Business Plan was to provide funding for the maintenance and rehabilitation of assets in a good state of repair while maintaining programs and services. A long-term financing strategy has been developed to phase-in the funding required for asset renewal while minimizing the impact to our funding municipalities of the Regions of Halton and Peel, the City of Hamilton and the Township of Puslinch.

The 2019 operating budget focuses on maintaining core programs and services offered by the Conservation Areas and in the Watershed Management and Support services. Recreational and educational programs in our parks contribute to the health and well-being of residents in our watershed and visitors alike while services such as flood monitoring and control; conservation, restoration and management of natural resources; and planning for future development contribute to protecting and enhancing the communities in our watershed.

The capital budget provides for continued investment into maintaining our dams and channels infrastructure, updating flood plain mapping tools and addressing the impacts of the Emerald Ash Borer infestation. It also provides funding for the development of a concept for the new Giants Rib Geopark, providing tools and technology to enable digital transformation, maintaining building assets, and planning for the development of new infrastructure to lay the foundation for a strong future in our parks.

With a focus on maintaining assets in a good state of repair, the budget includes additional funding to continue phasing in the State of Good Repair Levy introduced in the 2018 budget for the rehabilitation of dams and channels assets. Building on the levy introduced in 2018, the State of Good Repair levy in the 2019 budget includes funding to maintain our building assets, as identified through a facility condition assessment completed in 2018.

This budget continues to ensure Conservation Halton remains a financially strong organization in 2019 and into the future.



About Conservation Halton

Conservation Halton was established more than 60 years ago to protect our communities from flooding and erosion but we have grown to become so much more. Today, it is our purpose to not only protect our communities through planning, regulation and flood management, but to prepare our communities for the effects of climate change.

We manage our natural areas and resources using an integrated approach and science-based practices. We create opportunities for our communities to connect with nature through outdoor recreation and education. It is also our priority to support our partners in environmental projects and to support planners, developers and builders in creating sustainable communities. Here at Conservation Halton, you will find foresters, ecologists, engineers, planners, educators and other staff members, who work together to conserve our watershed. Metamorphosis, which is our current strategic plan, empowers us to embrace innovative ideas, enables us to communicate more effectively, creates capacity for us to form new partnerships and positions us to become leaders in conservation.



Summary of the Strategic Plan

Conservation Halton's Metamorphosis Strategic Plan was approved by the Conservation Halton Board of Directors. **The plan sets out priorities for staff to guide them in developing their work plans.**

THE STRATEGIC PLAN HAS FIVE MAIN THEMES:

- Taking care of our growing communities
- Protecting our natural, cultural and scenic assets
- Preparing for the effects of climate change
- Creating opportunities to connect with nature
- Honouring the land and territory

Key Service Targets:

1. Limit increases in annual tax-supported operating expenditures to regional budget guidelines.
2. Plan for long-term capital needs with a sustainable financing strategy.
3. Increase self-generated revenue by 2 to 5 percent annually.
4. Deliver comments on 95 percent of technical reviews of permit and planning applications in six weeks.
5. Process 95 percent of minor permit applications within 30 days.
6. Reach an average customer satisfaction rate of 90 percent across all service areas.

Key Conservation Targets:

1. Work with partners to increase the amount of protected terrestrial and aquatic area by 2 to 5 percent.
2. Maintain a consistent or improving trend in key water quality indicators, such as phosphorus, nitrate, chloride and suspended solids, across the watershed.
3. Monitor 100 aquatic and terrestrial stations across the watershed to assess changes and inform environmental management decisions.
4. Increase the number of watershed residents who participate in conservation outreach education and stewardship activities by 15 to 20 percent.
5. Increase the number of floodplain, wetland and watercourse restoration projects by 5 to 10 percent.
6. Transition our corporate offices and parks operations to a carbon neutral footprint.

Board of Directors

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON

Councillor Marianne Meed Ward
Mr. Gerry Smallegange, *Chair*
Mr. Jim Sweetlove
Mr. John Vice

HALTON HILLS

Councillor Moya Johnson, *Vice-Chair*
Councillor Bryan Lewis

MILTON

Councillor Mike Cluett
Councillor Robert Duvall
Mayor Gordon Krantz

OAKVILLE

Mayor Rob Burton
Councillor Cathy Duddeck
Councillor Allan Elgar
Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA

Councillor Sue McFadden
Mrs. Jean Williams

CITY OF HAMILTON

Ms. Joanne Di Maio
Mr. Ed Wells

TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour



Senior Leadership Team



Chief Administrative Officer
Hassaan Basit



**Senior Director,
Corporate &
Strategic Initiatives**
Sheryl Ayres



**Director,
Parks & Recreation**
Gene Matthews



**Director,
Planning & Watershed
Management**
Barb Veale



**Associate Director,
Science & Partnerships**
Kim Barrett



**Associate Director,
People, Culture
& Creative**
Jill Ramseyer



**Associate Director,
Engineering**
Janelle Wepler



Executive Summary

Executive Summary

Conservation Halton’s 2019 operating and capital budget and 2020 – 2028 forecast provides the resources that are needed to protect, restore and manage the natural resources in the watershed and deliver programs, services, and infrastructure. Similar to other public service bodies, preparation of the budget and forecast requires thoughtful consideration to balancing inflationary and growth related pressures within funding guidelines as provided by our municipal funding partners.

Funding for Conservation Authorities is derived from a variety of sources and Conservation Halton is proactive at generating funding through sources, such as self-generated revenues, to mitigate the financial impact to our funding municipalities. In a 2017 survey completed by Conservation Ontario, on average, 53% of funding to Conservation Authorities is provided through municipal levies, 35% comes from self-generated revenues; and the remaining 12% from other sources such as provincial and federal grants. By comparison, Conservation Halton receives 33% of our funding from municipal levies, 59% from self-generated revenues and the balance of 9% from other sources.

	Municipal Funding	Self Generated Revenue	Other Funding
Survey Average	53%	35%	11%
Conservation Halton	33%	59%	9%

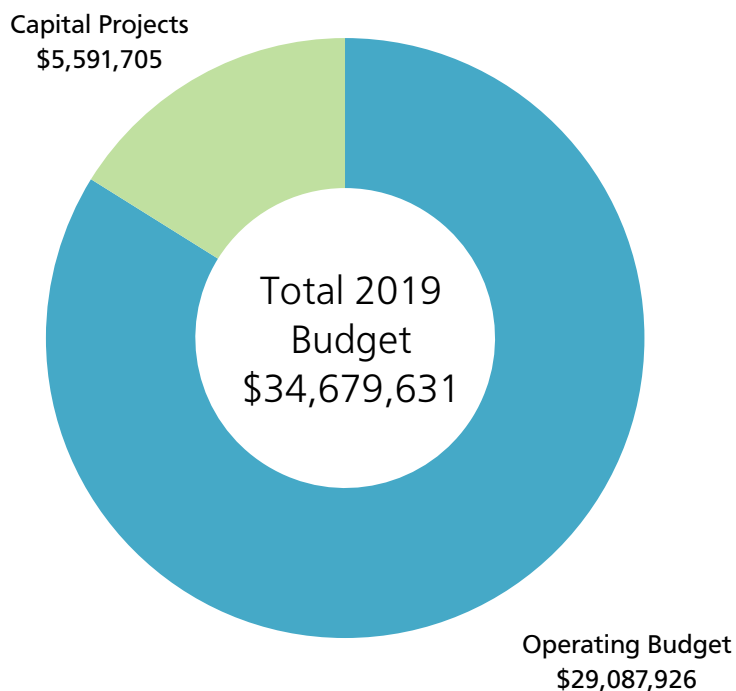
The operating and capital budget and forecast has been prepared with municipal funding increases ranging from 4% to 4.5% annually. These increases are based on the assumption of 2% inflation, 1.5% growth related impacts and phasing in of funding to maintain assets in a good state of repair. The budget and forecast also includes funding increases of 2% to 5% annually from self-generated revenue as per one of the key service targets in the strategic plan, Metamorphosis.

The 2019 operating budget of \$29.1 million and the capital budget of \$5.6 million provide for a combined investment of \$34.7 million into programs, services and infrastructure. Although the budget increase over the 2018 approved budget is \$3.0 million, the majority of the increase is funded from self-generated revenue and grants. The balance of the increase is funded through municipal levies in the amount of \$430,000 which results in an increase of 4.5% over the 2018 municipal levy. The increase in the municipal levy funds the operating and capital programs in the amount of \$301,474 or 3.3% with the balance supporting an increase to the State of Good Repair Levy in the amount of \$128,200.

Conservation Halton prepared an Asset Management Plan for dams and channels assets in 2017 which identified a need of \$750,000 annually in funding to maintain the assets in a state of good repair. An Asset Management Plan for building assets is currently underway and is predicting a need for approximately \$75,000 annually to maintain buildings that are funded through municipal funding sources. The State of Good Repair Levy included in the 2019 budget of \$414,200 partially provides the

funding needed to maintain these assets and is expected to be fully phased in over the 2020 – 2028 forecast.

The 2019 Budget includes Full Time Equivalent (FTE) staff of 249.3 FTE that are comprised of 113.6 FTE in Watershed Management and Support Services programs and 135.7 FTE in the Conservation Areas. The increase in FTE's included in the 2019 Budget consists of 2.6 FTE's in the WMSS programs and 3.0 FTE's in the Conservation Areas. The increases in FTE's are funded through increased program revenues, other grants and chargebacks to the parks and capital projects.



Operating Budget

	2019 Budget	2018 Approved Budget
Corporate & Strategic Initiatives	\$2,890,848	\$2,870,895
People, Culture & Creative	\$1,634,456	\$1,606,605
Engineering	\$996,366	\$914,614
Planning & Watershed Management	\$4,346,085	\$4,333,925
Science & Partnerships	\$2,258,964	\$2,439,021
Innovation & PMO	\$1,861,044	\$1,468,097
WMSS Operations	\$1,187,274	\$1,207,995
Debt Financing	\$696,639	\$610,586
Reserves	\$50,000	\$75,000
Parks & Conservation	\$12,752,050	\$11,613,904
State of Good Repair Levy	\$414,200	\$286,000
	\$29,087,926	\$27,426,642

Capital Budget

	2019 Budget	2018 Approved Budget
Corporate & Strategic Initiatives	\$60,000	\$145,000
Other Foundation Funded Projects	\$100,000	\$60,000
Engineering	\$1,969,142	\$1,488,926
Science & Partnerships	-	\$31,500
Innovation & PMO	\$265,151	-
Emerald Ash Borer	\$1,154,000	\$1,154,000
IT Infrastructure	\$238,700	\$158,500
Vehicle & Equipment Replacement	\$200,212	\$210,395
Conservation Areas	\$1,604,500	\$1,000,000
	\$5,591,705	\$4,248,321
Total Operating & Capital Budget	\$34,679,631	\$31,674,963



Operating Budget

2019 Operating Budget Summary

Operating Budget Summary

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

Located in one of the fast growing regions in Canada, Conservation Halton is faced with delivering core services to an increasing number of residents in the watershed and visitors to its conservation areas, or parks. In addition to addressing the impacts of growth, Conservation Halton is mindful of enhancing programs and services to meet mandated timelines and service delivery objectives outlined in our strategic plan, Metamorphosis.

The 2019 operating budget provides the resources required to meet service level targets and key objectives in the strategic plan. The operating budget provides for an investment of \$29.1 million into services provided in the watershed and the conservation areas.

The operating budget expenditures have increased by \$1.7 million over the 2018 budget with the majority of the increase funded by program revenue and other grants. Further details of the operating budget for each department are provided in the Departmental Business Plans. As a public service body, conservation authorities prepare a budget that balances

expenditures with sources of revenue for our watershed management and support services. After maximizing revenue from all other sources, Conservation Halton levies the amount of tax required from our municipal funding partners to balance the budget. The 2019 budget requires municipal funding of \$8.9 million excluding the State of Good Repair Levy, and an increase of 3.6% or \$311,274 from our municipal funding partners to deliver the programs and services offered by Conservation Halton.

Budget Restatements

A reorganization of the department structure at Conservation Halton took place at the end of the year in 2017 to better meet service delivery objectives. The 2019 operating budget has been prepared according to the current organization department structure and the programs and services provided by those departments. The 2018 budget amounts have been restated for comparability with the current organization structure. The following table outlines the current departmental structure and the programs and services offered by each department.

Corporate & Strategic Initiatives

Office of the CAO; Conservation Halton Foundation Administration; Finance; Information Technology (IT); Geographical Information Systems (GIS)

People, Culture & Creative

Human Resources; Health, Safety & Wellness; Marketing & Communications

Engineering

Engineering; Flood Forecasting & Operations; Dams & Channels Capital Projects

Planning & Watershed Management

Planning & Watershed Management; Regional Infrastructure Team; Source Water Protection

Science & Partnerships

Ecology; Stewardship; Outreach; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects; Forestry Tech. Team

Innovation & Project Management Office (PMO)

Admin Office Facility, Restoration, Project Management, Construction & Partnership Projects

Watershed Management & Support Services Operations

Forestry Operations; Property Management; Security; WMSS Vehicle & Equipment Operations

Conservation Areas

Administration; Vehicle & Equipment Operations; Kelso/Glen Eden; Crawford Lake/Mountsberg; Robert Edmondson; Rattlesnake Point/Hilton Falls/Mount Nemo

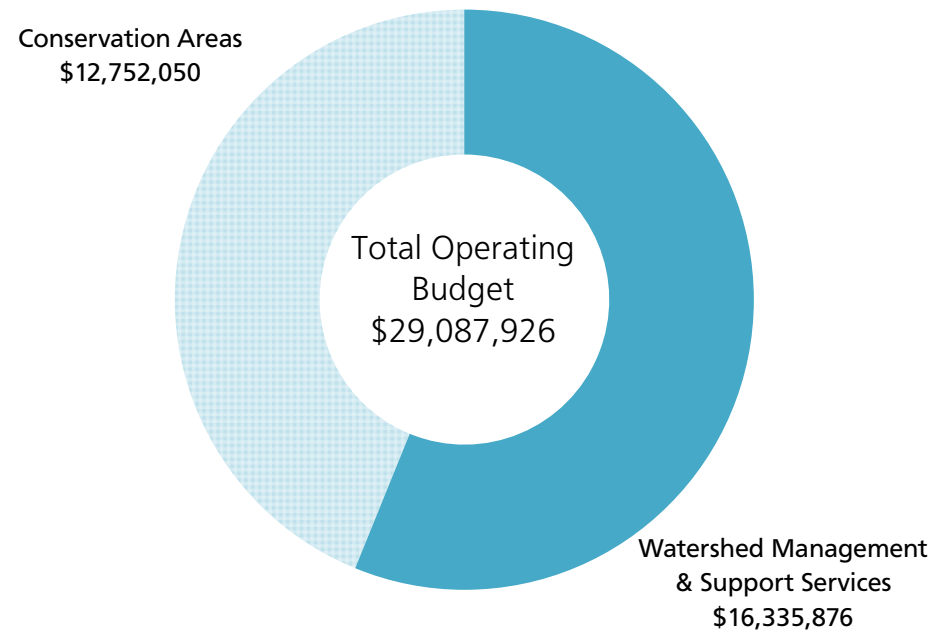
Conservation Halton has established two primary budget categories in its Budget Principles, Watershed Management and Support Services (WMSS) and the Conservation Areas, based on the funding sources for these categories. The 2019 operating budget is allocated to Watershed Management & Support Services (WMSS) programs of \$16.3 million and Conservation Areas programs of \$12.8 million. The Conservation Areas are self sufficient in funding sources through the program fees charged to park visitors. Annual park operating surpluses are transferred to the Conservation Area capital reserve to fund park capital project expenditures. The parks do not receive municipal funding for the recreation programs provided with the exception of education programs.

Assumptions Used in Preparing the 2019 Operating Budget

- Inflation has been assumed at 1.75% to 2%. Although the rate of inflation is expected to increase to 2.5% in the third and fourth quarters of 2018, the Bank of Canada expects inflation to

return to about 2% in 2019. According to Statistics Canada, the Consumer Price Index as of August 2018 for Ontario is 2.8%.

- Salaries for 2019 are proposed to increase by 1.75%. Salaries are based on 91% and 94% of the top of the salary band for Conservation Areas and Watershed Management and Support Services (WMSS) staff respectively. These percentages are consistent with the 2018 budget and represent the proportion of actual salaries to the top of the band.

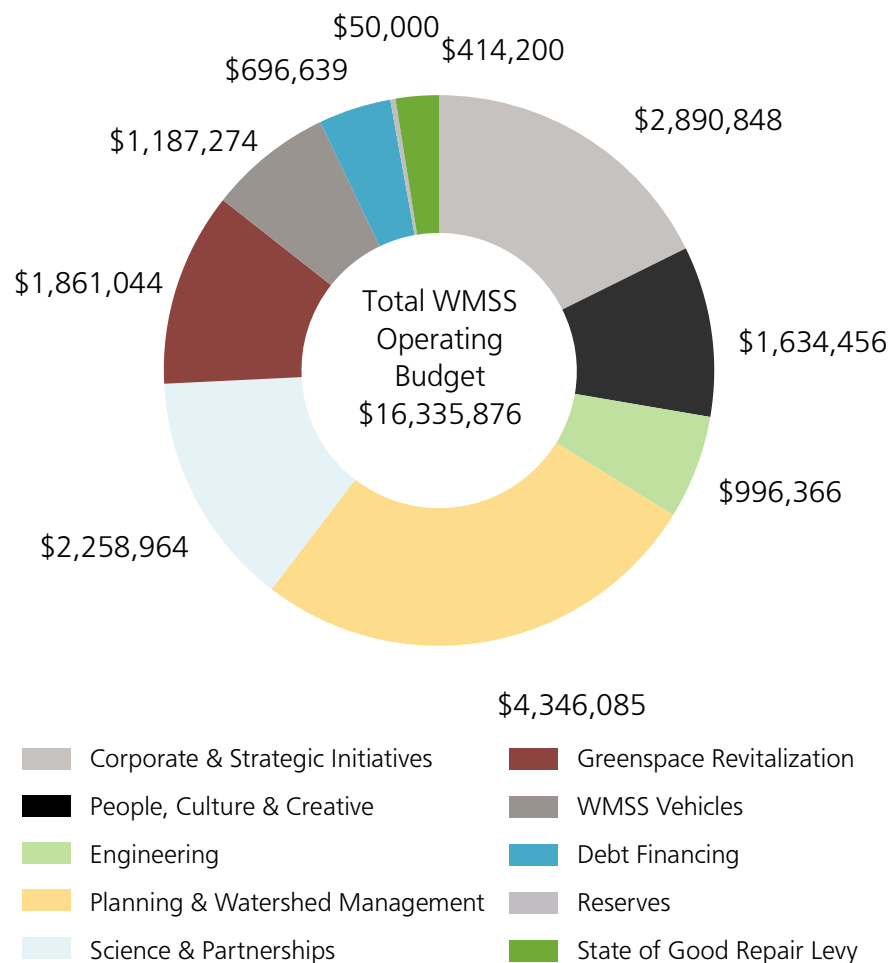


Watershed Management & Support Services

Operating Budget Summary

Investing in the Watershed

The operating budget provides for an investment of \$16.3 million into the Watershed Management and Support Services programs.



The WMSS 2019 operating budget expenses have increased by \$523,138 over the 2018 operating budget including the State of Good Repair Levy. This increase is funded by program revenue, grants, reserves and chargebacks of \$211,864. Municipal operating funding for WMSS programs is proposed to increase by \$311,274 in 2019.

Major drivers of the WMSS operating budget increases include:

WMSS Staff Salaries and Benefit increase	\$420,322
Accounting restatement of Source Protection program chargeback	(\$95,000)
New staff offset by positions not replaced in the 2018 Budget	\$148,857
Digital Transformation Purchased Services	\$30,000
Reallocation of park expenses to Conservation Areas budget	(\$45,700)
Debt financing charges	\$86,053
Transfer to Land Securement Reserve	\$25,000
Transfer to Vehicle & Equipment Reserve	(\$50,000)
Partnership Projects decrease	(\$151,321)
Net inflationary increases and other	\$26,727
State of Good Repair Levy	\$128,200

Total increase in 2019 Operating Budget \$523,138

Salaries and benefits have increased by 1.75%, as previously discussed, as a conservative inflationary increase. A net increase of 2.6FTE's is included in the budget to address increasing demands on services. Staff complement changes are discussed in greater detail on the following pages. An accounting restatement of the chargeback from the Source Protection program has been made to be consistent with the provincial reporting requirements.

Proposed enhancements in Information Technology and Engineering Flood Forecasting and Operations will continue to facilitate the digital transformation process and modernize these operations. These initiatives are recommended in the Technology Landscape Assessment completed in 2018 and in the Strategic Plan.

Program expenses related to parks have been reallocated to the Conservation Areas operating budget to align the expenses more appropriately. These expenses are for things such as signs and marketing

documents prepared by the Marketing & Communications team.

Debt financing charges will increase in 2019 by \$86,053 as a result of new financing for dams and channels capital projects in 2018 and 2019. Debt financing and debt charges are discussed in more detail later.

The 2019 budget includes a transfer to the Land Securement Reserve to begin to set aside funding for future land acquisition requirements as opportunities arise. A decrease in the transfer to the Vehicle & Equipment Reserve is a result of an evaluation of the condition of the current fleet of vehicles, composition of the current fleet, and future needs.

The amount of funding for Partnership Projects is decreasing as a result of work in progress that will be carried over from 2018 for completion in 2019. There are many partnership projects in the planning stages with funding sources yet to be confirmed.

Inflationary increases and other budget changes are the net impact of increasing materials and purchased services by inflation as required offset by efficiencies that are being attained in the delivery of programs and services.

The increase in the State of Good Repair Levy is discussed in more detail on the following pages.

Investing in our Parks

The Conservation Areas 2019 Operating Budget provides for an investment of \$12,752,050 into the Conservation Areas.

Operating expenses have increased in the Conservation Areas 2019 operating budget by \$1,138,146. The increase in expenses is funded by increased Program revenue, with the exception of a proposed increase in municipal funding for Education programs of \$47,646, bringing 2019 municipal funding to \$240,000 from the 2018 Budget amount of \$192,354.

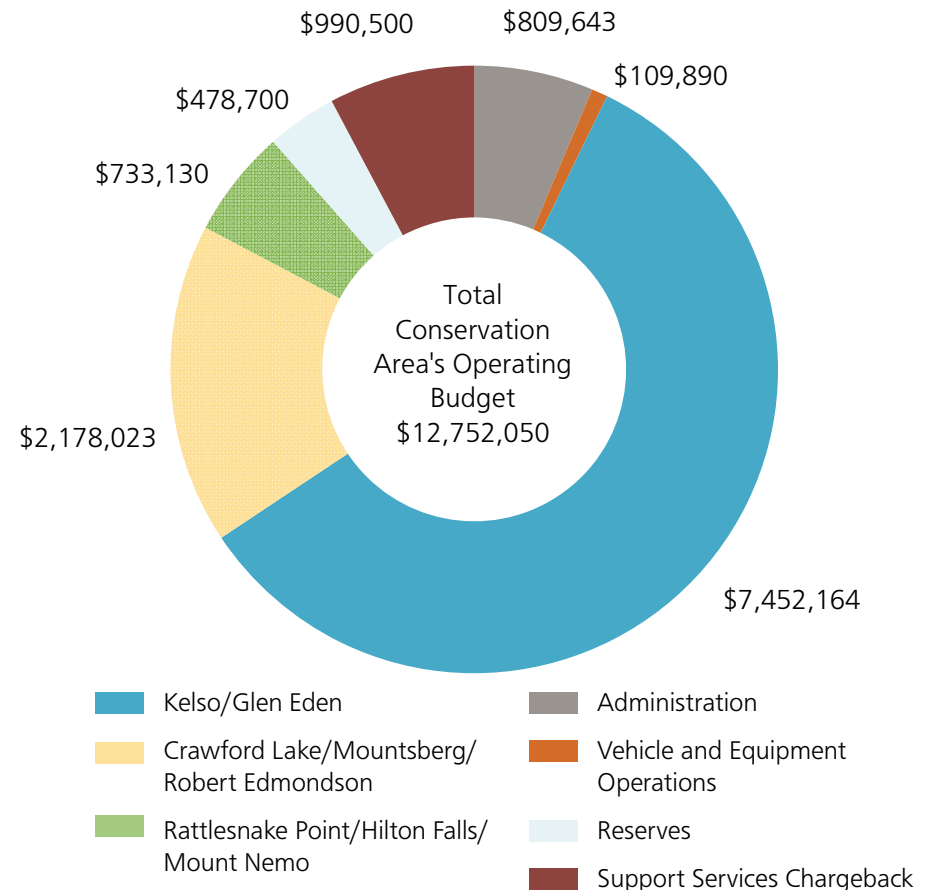
Increases in expenses are largely related to staffing. Two new full time positions are included in the operating budget to assist with lift and maintenance needs at the parks. The impact of the minimum wage increase in 2018 has been fully factored in to the operating budget accounting for most of the staffing cost increase.

New programs included in the Conservation Areas operating budget are the

implementation of a Visitor Impact Monitoring and Management program that is identified as a Strategic Plan initiative for 2019.

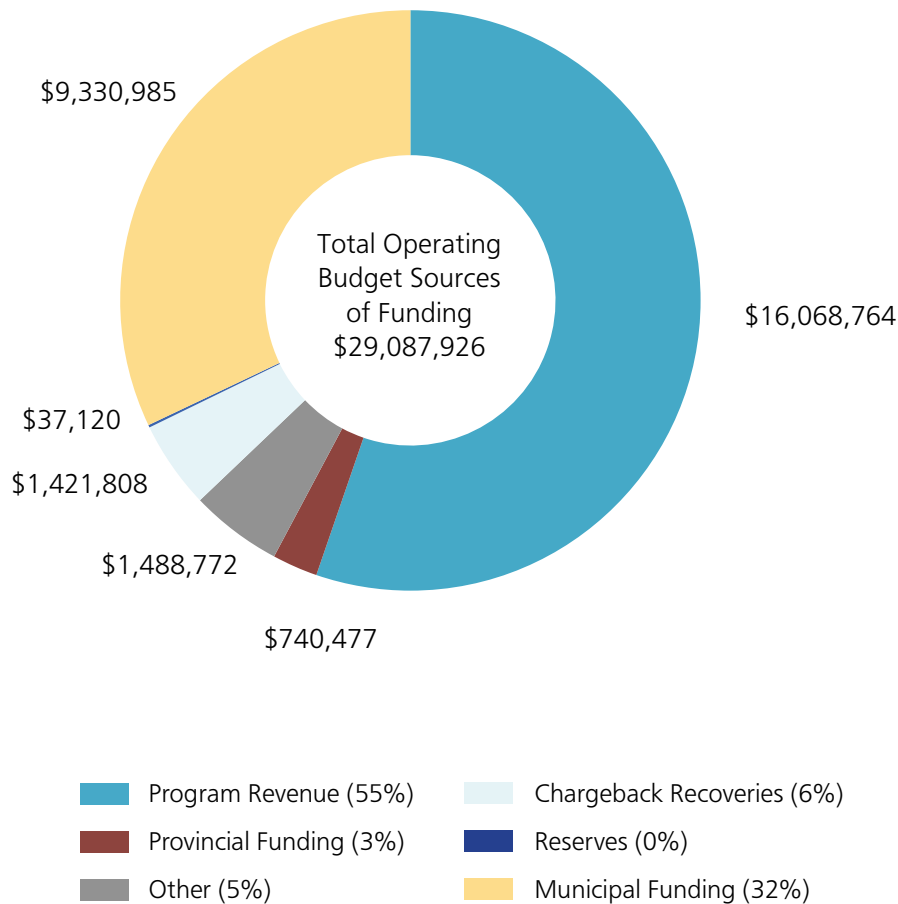
The chargeback to the Conservation Areas for support services has decreased in the 2019 operating budget by \$65,286 to \$990,500. The decrease is the net impact of the second year of a phased increase to the parks chargeback of \$79,614, offset by a reduction of \$144,900 for positions not being replaced in 2018 that were included in the 2018 Budget.

Program revenue has increased by \$1,090,500 to \$12,489,750 from the 2018 Budget amount of \$11,399,250. Program revenue increases include adjustments based on the three year average of historical actual amounts, new program offerings and proposed 2019 fee increases, assuming average fee increases of 2 to 5%. The revenue increase is offset by a reduction of \$180,000 associated with the elimination of the snow tubing program at Kelso/Glen Eden.



Sources of Budget Funding

Operating Budget Summary



Conservation Halton is proactive at generating funding through sources, such as self-generated revenues, to mitigate the financial impact to our funding municipalities. In a 2017 survey completed by Conservation Ontario, conservation authorities primarily receive funding from municipal levies at an average rate of 53%. The 2019 operating budget funding sources are consistent with prior years with the majority of funding being derived from self-generated revenues and only one-third of the budget funded from the municipal funding of \$9.3 million.

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and proportional current value assessment of the municipality falling within the Conservation Halton watershed and is detailed in the Municipal Apportionment section of the 2019 Budget & Business Plan.

Program revenue included in the operating budget has been assumed to increase based on inflationary increases and growth where applicable. In order to continue our proactive approach to funding the budget from program revenue, a Program Rates and Fees Review is currently underway and is planned to be completed in the fall of 2018 with a report from the consultant to be presented at the November Board of Directors meeting. This review will ensure that fees are set at appropriate levels to recover costs of providing services and will also benchmark fees against other similar service providers to ensure equity to the consumers of the services.

Staff Complement Changes

Operating Budget Summary

The 2019 operating budget provides for a net change of 5.6 full time equivalent (FTE) which provides for 2.6 FTE in Watershed Management and Support services and 3.0 FTE in the Conservation Areas. A summary of the changes is provided below with further details provided in the Departmental Business Plans.

Department Staffing Summary					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Corporate & Strategic Initiatives	23.3	-1.3	0.4	22.4	-0.9
People, Culture & Creative	11.7	1.3	0.0	13.0	1.3
Engineering	6.3	1.0	0.0	7.3	1.0
Planning & Watershed Management	35.4	0.6	-0.4	35.6	0.2
Science & Partnerships	15.3	2.0	0.0	17.3	2.0
Innovation & Project Mgmt Office (PMO)	10.3	-0.3	0.0	10.0	-0.3
WMSS Operations	8.7	-0.7	0.0	8.0	-0.7
Conservation Areas	132.7	3.0	0.0	135.7	3.0
Total	243.7	5.6	0.0	249.3	5.6

State of Good Repair Levy

The State of Good Repair Levy, implemented in the 2018 budget, is transferred to the Watershed Management Capital Reserve to fund future capital works. Dams and channels capital projects in the budget and forecast are funded from this reserve.

Included in the operating budget is a request for a State of Good Repair Levy of \$414,200, an increase of \$128,200 over the 2018 amount of \$286,000. The 2019 State of Good Repair Levy consists of \$339,200 for dams and channels assets and a new amount of \$75,000 requested for buildings and facility assets.

In the 2018 budget, the State of Good Repair Levy for dams and channels was proposed to be phased in over a four year period. Throughout 2018 further discussions have taken place with staff at the Region of Halton to prepare a long term financing strategy for funding asset management needs. Based on the outcome of the discussions, the funding required for dams and channels will be phased in over a longer period of time to mitigate increases in the levy and provide an increase of approximately 1% per year.

An Asset Management Plan for building assets is underway and expected to be completed in the fall of 2018. A Facility Condition Assessment was completed to assess the current condition of building assets and identified a requirement of \$75,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair.

Debt Financing and Debt Capacity

Debt financing charges included in the 2019 operating budget of \$696,369 includes \$666,639 municipal debt financing charges and \$30,000 for estimated principal and interest payments on the 2015 land acquisition loan with the Hamilton Community Foundation.

Debt financing charges in the budget and forecast are based on information provided by Halton Region staff. Debt financing charges are calculated based on Halton Region's rate of return on investment earnings and include 3.2% for Kelso Dam, over a 30 year amortization period, and 3.0% for debt proposed in the forecast, amortized over a 20 year period. Capital projects that have been debt financed include significant dams and channels capital projects and the Administration Office major renovations.

The long-term debt balance is currently \$2.8 million. This does not include debt that has been approved, but not yet issued, in the amount of \$4.2 million for the rehabilitation of Kelso Dam. This debt will be issued once project expenses are incurred. Combining the current debt with the amount yet to be issued for the Kelso Dam rehabilitation capital project, the long-term debt balance is expected to increase to \$7 million in 2019. The outstanding debt balance will result in a debt capacity ratio of 5.1%, based on the estimated 2019 own source revenues and excluding Conservation Areas program revenue.

Municipalities in Ontario are limited by the Ontario Municipal Board (OMB) with respect to the amount of debt they can incur. These guidelines state that annual debt charge payments cannot exceed 25% of the annual total own source revenues. This is defined as the total operating revenues less grant funding, subsidies and transfers from reserves and reserve funds. Further to this guideline, many municipal Council's approve a more conservative policy, further restricting the amount of debt that can be incurred. As a public sector body, partially funded by municipal levies, it would be prudent for Conservation Halton to follow the same guideline to ensure long term financial sustainability.

Reserve Funding

Included in the 2019 operating budget is Vehicle and Equipment Reserve funding of \$25,000 that has decreased by \$50,000 from the 2018 budget amount of \$75,000. The annual reserve contribution is based on the planned ten year average of the WMSS vehicle and equipment replacements. With the reduction in vehicle replacements and vehicle fleet in recent years the Vehicle and Equipment Reserve balance has grown in excess of current needs. Vehicle replacements and reserve funding have been reassessed in the budget and forecast to bring this Reserve balance to a more appropriate level.

A new transfer of \$25,000 to the Land Securement Reserve is proposed in the 2019 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy approved in 2018.

A Reserve Continuity Schedule is provided in the Reserve section of the 2019 Budget & Business Plan that provides further details on the proposed transfers to and from reserves.

Watershed Management & Support Services

Operating Budget Summary

Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES PROGRAMS									
1 CORPORATE & STRATEGIC INITIATIVES									
Office of the CAO		554,190	568,217				29,000		539,217
Conservation Halton Foundation Administration		172,558	173,957			-			173,957
Finance		905,495	905,282	62,000			255,705		587,577
General Corporate Services		245,551	50,000						50,000
Information Technology		408,379	536,898				105,800		431,098
Geographical Information Systems		584,722	656,494	12,500					643,994
	0.7%	2,870,895	2,890,848	74,500	-	-	390,505	-	2,425,843
2 PEOPLE, CULTURE & CREATIVE									
HR, Health, Safety & Wellness		820,327	853,596				194,200		659,396
Marketing & Communications		786,278	780,860				182,800	15,000	583,060
	1.7%	1,606,605	1,634,456	-	-	-	377,000	15,000	1,242,456
3 ENGINEERING									
Engineering		342,922	346,608	3,000			222,403		121,205
Flood Forecasting		571,692	649,758		300,311	4,000			345,447
	8.9%	914,614	996,366	3,000	300,311	4,000	222,403	-	466,652
4 PLANNING & WATERSHED MANAGEMENT									
Planning & Watershed Management		3,441,341	3,562,997	2,485,862					1,077,135
Regional Infrastructure Team		457,405	460,922			472,503			(11,581)
Source Protection		435,179	322,166		315,166		7,000		-
Chargeback from Source Protection Program to WMSS		-	-						-
	0.3%	4,333,925	4,346,085	2,485,862	315,166	472,503	7,000	-	1,065,554

Watershed Management & Support Services

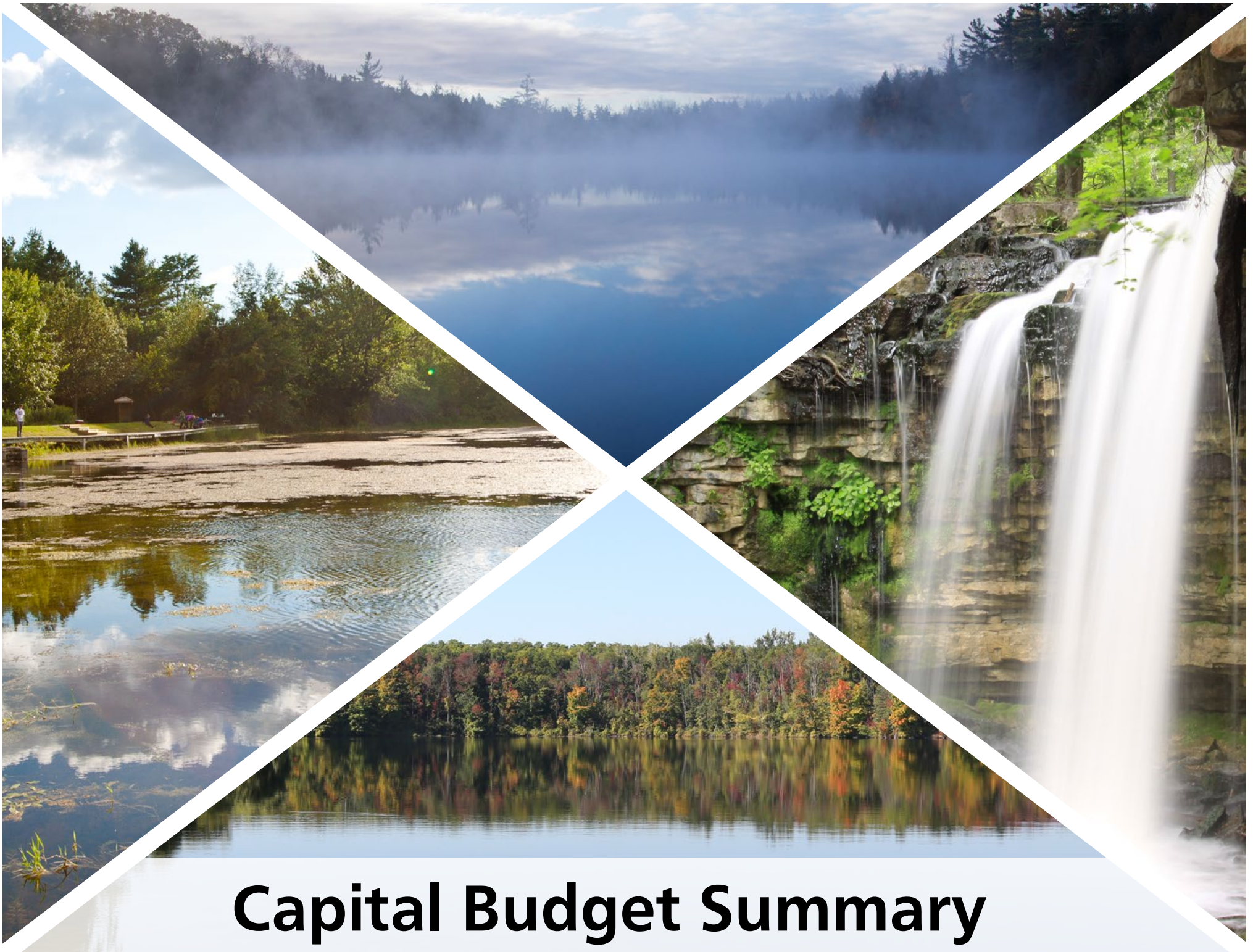
Operating Budget Summary

Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
5 SCIENCE & PARTNERSHIPS									
Ecology		542,111	573,573	20,420					553,153
Stewardship		448,874	463,848	122,640				15,000	326,208
Outreach		226,668	284,428	169,250				7,120	108,058
HHRAP		302,125	303,421			311,006			(7,585)
Forestry Tech Team		312,355	406,894	155,800			81,250		169,844
Partnership Projects		606,888	226,800			226,800			-
	(7.4%)	2,439,021	2,258,964	468,110	-	537,806	81,250	22,120	1,149,678
6 INNOVATION & PROJECT MANAGEMENT OFFICE (PMO)									
Administration Office Facility		253,479	257,382						257,382
Restoration		313,113	548,134	433,542					114,592
Project Management		278,605	295,103				161,900		133,203
Construction		390,384	308,262				48,900		259,362
Partnership Projects		232,516	452,163			452,163			-
	26.8%	1,468,097	1,861,044	433,542	-	452,163	210,800	-	764,539
7 WMSS OPERATIONS									
Vehicles and Equipment		157,039	192,939						192,939
Property Management		270,348	238,900	32,000	125,000		51,600		30,300
Security		271,584	276,297						276,297
Forestry Operations		509,024	479,138	82,000			81,250		315,888
	(1.7%)	1,207,995	1,187,274	114,000	125,000	-	132,850	-	815,424
8 DEBT FINANCING CHARGES	14.1%	610,586	696,639						696,639
9 TRANSFER TO RESERVE - VEHICLE AND EQUIPMENT	(66.7%)	75,000	25,000						25,000
10 TRANSFER TO RESERVE - WATERSHED CAPITAL MUNICIPAL		-	-						-
11 TRANSFER TO RESERVE - STATE OF GOOD REPAIR LEVY	44.8%	286,000	414,200						414,200
12 TRANSFER TO RESERVE - LAND SECUREMENT	0.0%	-	25,000						25,000
TOTAL WATERSHED MGMT & SUPPORT SERVICES	3.3%	15,812,738	16,335,876	3,579,014	740,477	1,466,472	1,421,808	37,120	9,090,985

Watershed Management & Support Services

Operating Budget Summary

Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CONSERVATION AREAS									
13 Conservation Areas									
Conservation Areas Administration		659,820	809,643	895,000					
Vehicle and Equipment Operations - Conservation Areas		109,890	109,890						
Kelso/Glen Eden		6,746,033	7,452,164	8,696,250					
Crawford Lake/Mountsberg/Robert Edmondson		2,073,623	2,178,023	1,991,000		22,300			240,000
Rattlesnake Point/Hilton Falls/Mount Nemo		658,358	733,130	907,500					
Transfer Surplus to Conservation Area reserves		310,394	478,700						
SUBTOTAL CONSERVATION AREAS - OPERATING	11.4%	10,558,118	11,761,550	12,489,750	-	22,300	-	-	240,000
Support Services Chargeback	(6.2%)	1,055,786	990,500						
TOTAL CONSERVATION AREAS	9.8%	11,613,904	12,752,050	12,489,750	-	22,300	-	-	240,000
TOTAL OPERATING PROGRAMS	6.1%	27,426,642	29,087,926	16,068,764	740,477	1,488,772	1,421,808	37,120	9,330,985



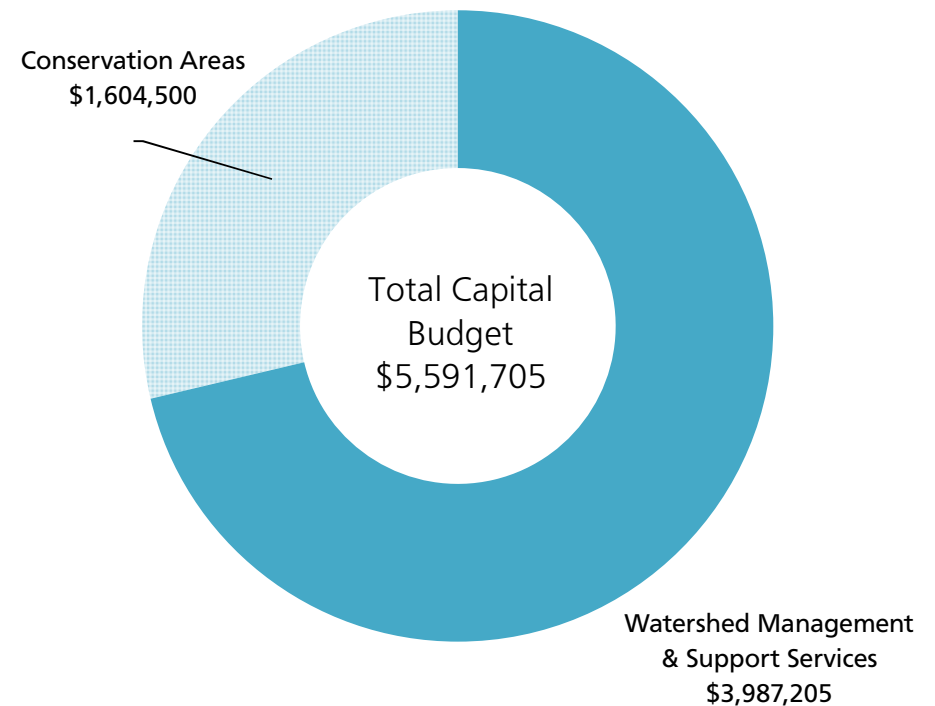
Capital Budget Summary

2019 Capital Budget Summary

Capital Budget Summary

The 2019 capital budget represents an investment of almost \$5.6 million into infrastructure and studies to provide programs and services in the watershed and conservation areas. The budget is increasing by \$1.3 million over the 2018 budget for Watershed Management and Support Services and Conservation Areas projects. The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, development of studies and plans, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

The 2019 capital budget is allocated to Watershed Management & Support Services (WMSS) programs of \$4.0 million and Conservation Areas programs of \$1.6 million. Conservation Halton has established two primary budget categories in its Budget Principles, Watershed Management and Support Services (WMSS) that are municipally funded and the Conservation Areas that are funded through self-generated program revenue.



Watershed Management & Support Services

Capital Budget Summary

Investing in the Watershed

The proposed capital budget provides for an investment of \$4.0 million into Watershed Management and Support Services. Although the WMSS capital projects have increased in cost by \$738,884, the municipal capital funding required for WMSS capital projects of \$647,013 has decreased by (\$9,800) or (1.5%). The increased costs are funded by other sources such as grants and reserves.

The WMSS 2019 Capital Budget includes:

Corporate & Strategic Initiatives

Ortho imagery purchase of \$60,000 is to acquire high resolution ortho imagery (aerial photography) to allow staff to visualize landscape features such as wetlands, creeks, forests, buildings, trails, etc. on the ground at a particular time.

Information Technology Infrastructure includes new and replacement computer equipment, software, and digital transformation enhancements of \$115,000 to implement recommendations identified in the recently completed Technology Assessment report.

Engineering

Dams and channels major repair and maintenance projects with a total cost of \$1,387,516. These projects are assumed to be funded 50% from the Watershed Management Capital Reserve, which is funded through the implementation of the State of Good Repair Levy, and 50% provincially through the Water and Erosion Control Infrastructure (WECI) fund. The 2019 proposed projects provide for estimated repairs costing \$898,906 to Hilton Falls Dam and \$82,774 for Hilton Falls Dam road resurfacing. The Environmental Assessment work for this project was completed in 2015. Milton channel repairs were included in the 2018 budget but not approved

for provincial funding. Therefore, the project was closed in 2018 and has been included in the 2019 capital budget in the amount of \$255,927. The balance is related to the implementation of the Dam Public Safety Plans being completed in 2018 for \$74,909, \$25,000 for sediment removal at Freeman Pond and \$50,000 to begin a study for the naturalization of concrete sections of the channels.

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

Flood Plain mapping, with costs of \$466,626 is the second year of a multi-year capital project identified through the Strategic Plan. This project is assumed to be funded 50% municipally and 50% through a Federal National Disaster Mitigation Program grant.

Innovation & Project Management Office

Administration Office capital works for \$150,000 are to support the infrastructure and landscape improvements to the exterior of the office based on the Landscape Master Plan completed in 2018. The building improvements are planned to be implemented over a 5 year period

Giant's Rib Geopark for \$100,000 is to support the implementation of the concept of a Geopark system including communication materials and website development.

Science & Partnerships

Emerald Ash Borer (EAB) treatment has been included at a cost of \$1,154,000 according to the 2019 amount outlined in the Business Plan approved by the Board in 2017. EAB costs are funded by designated funds from the Region of Halton for EAB work and is separate from the base municipal funding.

Other WMSS Capital Projects

Vehicle and equipment replacements planned for 2019 of \$200,212 for WMSS will be funded by a transfer from the Vehicle and Equipment Reserve.

Conservation Areas



Capital Budget Summary

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

Investing in Our Parks

The proposed capital budget provides for an investment of \$1.6 million into the Conservation Areas. Capital project expenditures are largely funded by the Conservation Areas Capital Reserve. This Capital Reserve is funded through the transfer of annual park operating surplus to the Reserve.

The Conservation Area 2019 Capital Budget includes:

Facility major maintenance for park infrastructure totaling \$996,000.

Park infrastructure projects will provide for Glen Eden snowmaking and electrical improvements, rental equipment replacement, and IT and other park infrastructure enhancements. Accessibility upgrades and the installation of a washroom proposed at the Mount Nemo Conservation Area is proposed to be primarily funded through a grant that was applied for in 2018.

Vehicle and equipment replacements planned for 2019 of \$108,500 for the Conservation Areas will be funded by a transfer from the Conservation Areas Capital Reserve.

Parks Developer Contribution Works for \$500,000 is for the preparation of designs and developing cost certainty for the three infrastructure projects that were approved by the Board of Directors to be funded by Developer Contributions being held by Halton Region. These projects include water/waste water infrastructure at Kelso/Glen Eden, a Sport Rental & Arrival Centre at Kelso/Glen Eden and a Visitors Centre at Crawford Lake.

Sources of Capital Budget Funding

Capital Budget Summary

Capital Project funding sources are detailed in the 2019 capital budget and in the Departmental Business Plans. A summary of the funding sources is provided in the chart to the right.

Transfers from Reserves fund 35% of the total capital budget. Reserve transfers include 50% of dams and channels major repairs costs in addition to vehicle and equipment replacements, Administration Office infrastructure and Conservation Area capital projects.

Provincial funding for the remaining 50% of the Dams and Channels major repairs makes up 11% of funding sources.

Other funding sources of 42% include a Federal NDMP grant for 50% of Flood Plain mapping project costs, other municipal funding for the EAB Capital Project, grants to partially fund greenspace revitalization and a Conservation Areas capital project, Developer Contributions for the Parks capital projects, and debt funding for repairs to the Milton channel. It is important to note that approval of the project to complete repairs to the Milton channel and committing to debt financing for this project commits future operating budget increases for the repayment of principal and interest on the financing.

Municipal funding for various new and continuing WMSS capital projects accounts for 12% of the capital budget funding sources.

Asset Management & State of Good Repair

Conservation Halton owns a variety of assets with a net book value at December 31, 2017 of \$65.5 million based on historical costs. The largest asset owned is land at \$35.5 million and 54% of the total net book value. After land, infrastructure that includes dams and channels, buildings and machinery & equipment account for \$27.2 million of the net book value or 41%.

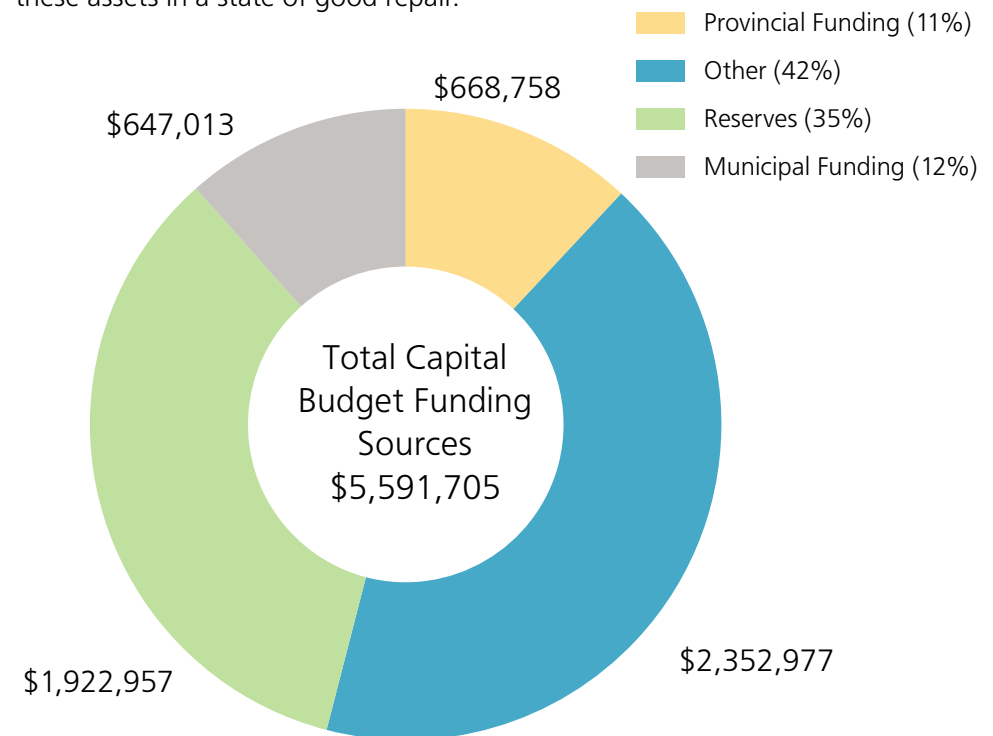
An Asset Management Plan (AMP) for Dams and Channels was completed in 2017. An Asset Management Plan for Buildings is expected to be

completed in 2018, and a Plan for the balance of assets planned for 2019 to complete the comprehensive AMP.

The Dams and Channels AMP identified a total annual investment of \$1.5 million to maintain these assets in a state of good repair with 50% proposed to be municipally funded. The State of Good Repair Levy for dams and channels was implemented in the 2018 budget and is included in the forecast as being fully phased in by 2026.

A Facility Condition Assessment was completed to assess the current condition of building assets and identified a requirement of \$75,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair.

The funding required to maintain buildings, dams and channels assets is based on the average requirements over the ten year forecast and are held in reserves until the works are included in the capital budget. In the 2019 capital budget, \$565,794 of funding is being allocated to dams and channels projects from reserves and \$150,000 to buildings to maintain these assets in a state of good repair.



2019 Budget Summary

Capital Budget Summary

Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL									
14a Capital - Watershed Management & Support Services									
<u>Corporate & Strategic Initiatives</u>									
Great Plains Project Module Implementation		35,000	-					-	
Asset Management Plan		50,000	-					-	
Program Rates & Fees Review		60,000	-					-	
Ortho Imagery		-	60,000					60,000	
<u>Engineering</u>									
Dams & Channels Maintenance Projects		877,300	1,387,516		668,758	152,964		565,794	
Flood Forecasting & Warning Program		145,000	115,000					115,000	
Flood Plain Mapping Update		466,626	466,626			233,313		233,313	
<u>Innovation & PMO</u>									
Administration Office			150,000					150,000	
Speyside Weir Removal and Channel Enhancement		31,500	-			-		-	
Giant's Rib Geopark			100,000			100,000		-	
Glenorchy			15,151			12,700		2,451	
<u>Emerald Ash Borer</u>		1,154,000	1,154,000			1,154,000		-	
<u>Information Technology Infrastructure</u>		158,500	238,700					238,700	
<u>Vehicle and Equipment Replacement</u>		210,395	200,212					200,212	
<u>Other Foundation Funded Projects</u>		60,000	100,000			100,000		-	
TOTAL CAPITAL WMSS	22.7%	3,248,321	3,987,205	-	668,758	1,752,977	-	918,457	647,013
14b Capital - Conservation Areas									
Skihill Improvements		200,000	-					-	
Facility Major Maintenance		210,000	996,000			100,000		896,000	
Vehicle and Equipment Replacement		490,000	108,500					108,500	
Developer Contribution Works		100,000	500,000			500,000		-	
TOTAL CAPITAL CONSERVATION AREAS	60.5%	1,000,000	1,604,500	-	-	600,000	-	1,004,500	-
TOTAL CAPITAL PROJECTS	31.6%	4,248,321	5,591,705	-	668,758	2,352,977	-	1,922,957	647,013



**2019 Budget & Operating
Forecast 2020 – 2028**

2019 Budget & Operating Forecast

2020 – 2028

The 2019 Budget and 2020-2028 Operating Forecast takes into account the maintaining and enhancements of service levels, future obligations, and inflationary impacts.

Throughout 2018, discussions with staff at the Region of Halton have taken place to develop a long-term financing strategy that ensures funds are available to meet current programming needs, future needs for growth in services are addressed and planning for maintaining assets in the future is prioritized. The long-term strategy proposes a municipal funding increase in the 2019 budget and operating forecast between 4 – 4.5% annually. These annual increases will ensure we have funding in the future to address inflationary impacts, deal with the impacts of growth in our programs and services and continue to phase-in funding to maintain our assets.

Key assumptions and drivers included in the operating forecast are as follows:

The addition of two new staff positions per year have been assumed in the Watershed Management and Support Services (WMSS) operating forecast. The estimated staffing additions reflect future growth and maintaining existing program service levels. Program service level reviews are completed annually as part of the budget process to reflect service level changes.

Compensation and other expenses in the forecast have been assumed to increase annually at the estimated rate of inflation of 2%.

Watershed Management and Support Services program revenues have been assumed to increase annually by a 2% inflationary rate.

Chargebacks for support services provided to internal programs take into account future compensation increases, the proportion of staffing allocated to these programs and the phasing in of Support Service staff allocations to the Conservation Areas over three years with 2019 being the second year of the phase in.

The operating forecast includes the costs of servicing existing debt and new debt financing for anticipated capital projects. Debt financing has been primarily received through the Region of Halton to assist with partially financing the 50% municipal portion of dams and channels capital projects. The estimated debt financing charges included in the operating forecast related to municipal debt financing have been provided by Region of Halton staff.

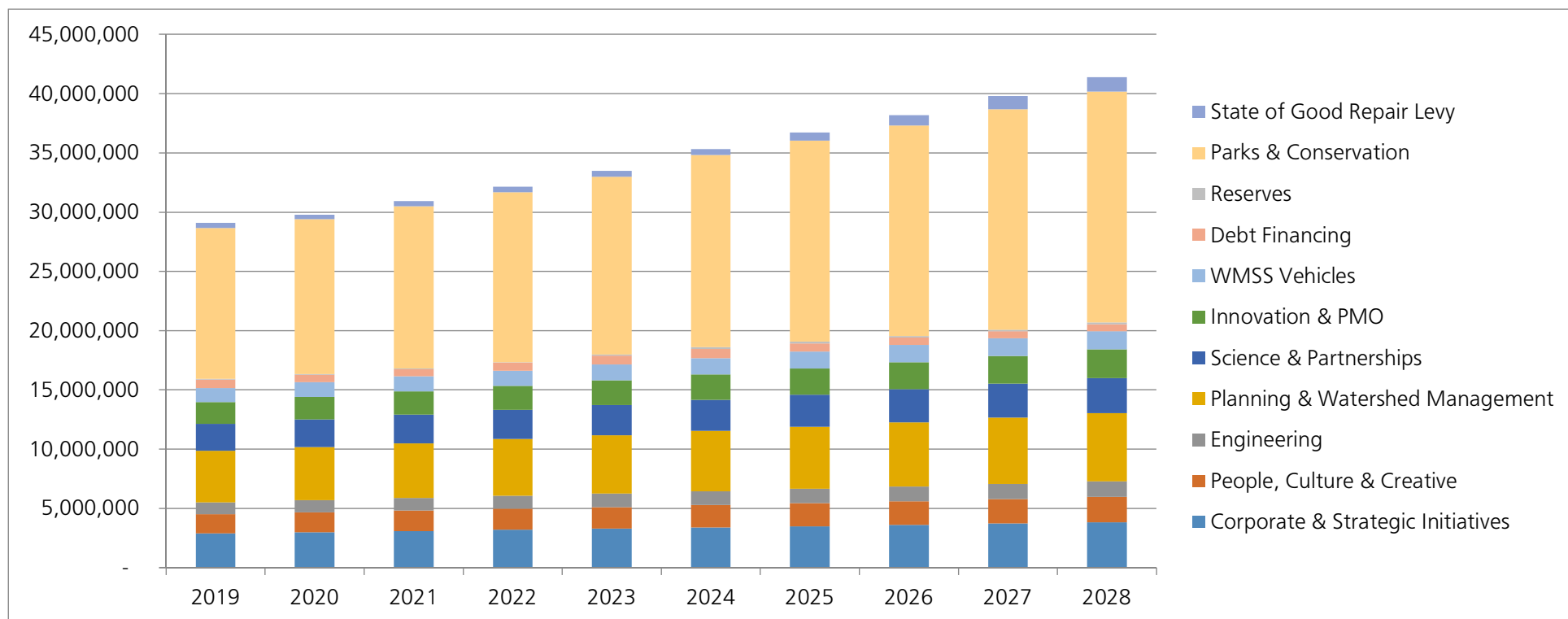
The operating forecast includes the operating impact of capital projects once the assets become operational, excluding the Conservation Area capital projects that are partly funded by developer contributions. The cost impacts related to the Developer Contribution works will be assessed through the work included in the 2019 budget for design, cost certainty and regulatory needs

Operating Expenditures - WMSS	Total 2019-2028	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate & Strategic Initiatives											
Office of the CAO	6,504,300	568,217	585,208	602,671	620,604	639,007	657,914	677,292	697,174	717,595	738,617
Conservation Halton Foundation Administration	2,032,633	173,957	179,986	186,193	192,577	199,139	205,894	212,827	219,952	227,284	234,824
Finance	10,506,164	905,282	935,230	966,034	997,694	1,030,245	1,063,720	1,098,052	1,133,343	1,169,628	1,206,937
General Corporate Services	584,234	50,000	51,733	53,517	55,352	57,238	59,180	61,172	63,220	65,328	67,495
Information Technology	6,222,502	536,898	554,487	572,583	591,186	610,296	629,953	650,116	670,826	692,126	714,029
Geographical Information Systems	7,621,234	656,494	678,253	700,642	723,662	747,312	771,644	796,605	822,248	848,622	875,753
Total Corporate & Strategic Initiatives	33,471,067	2,890,848	2,984,897	3,081,639	3,181,075	3,283,238	3,388,305	3,496,065	3,606,763	3,720,582	3,837,655
People, Culture & Creative											
HR, Health, Safety and Wellness	9,701,316	853,596	877,745	902,526	927,939	954,039	980,813	1,008,218	1,036,352	1,065,212	1,094,877
Marketing & Communications	9,030,418	780,860	806,052	831,964	858,598	885,953	914,085	942,938	972,567	1,003,035	1,034,365
Total People, Culture & Creative	18,731,734	1,634,456	1,683,797	1,734,490	1,786,537	1,839,992	1,894,897	1,951,156	2,008,919	2,068,247	2,129,243
Engineering											
Engineering	4,019,767	346,608	358,016	369,754	381,821	394,218	406,970	420,052	433,490	447,310	461,527
Flood Forecasting	7,454,318	649,758	669,521	689,836	710,702	732,119	754,128	776,688	799,839	823,626	848,102
Total Engineering	11,474,085	996,366	1,027,537	1,059,589	1,092,523	1,126,337	1,161,098	1,196,741	1,233,330	1,270,936	1,309,629
Planning & Watershed Management											
Planning & Watershed Management	41,301,950	3,562,997	3,679,873	3,800,119	3,923,735	4,050,731	4,181,363	4,315,365	4,453,012	4,594,562	4,740,193
Regional Infrastructure Team	5,364,289	460,922	476,468	492,468	508,921	525,827	543,224	561,074	579,415	598,283	617,687
Source Protection	3,633,438	322,166	324,967	335,044	345,400	356,027	366,951	378,154	389,648	401,466	413,614
Total Planning & Watershed Management	50,299,677	4,346,085	4,481,308	4,627,631	4,778,056	4,932,585	5,091,538	5,254,593	5,422,075	5,594,312	5,771,494
Science & Partnerships											
Ecology	6,676,073	573,573	592,933	612,858	633,348	654,403	676,069	698,300	721,141	744,640	768,806
Stewardship	5,368,790	463,848	478,903	494,390	510,309	526,660	543,477	560,725	578,439	596,655	615,384
Outreach	3,229,011	284,428	292,399	300,584	308,981	317,592	326,430	335,481	344,758	354,281	364,077
HHRAP	3,479,954	303,421	312,629	322,093	331,815	341,793	352,047	362,558	373,344	384,424	395,831
Forestry Tech Team	4,656,365	406,894	419,041	431,523	444,338	457,487	470,994	484,834	499,032	513,623	528,597
Partnership Projects	2,564,442	226,800	232,950	239,262	245,735	252,369	259,174	266,141	273,278	280,602	288,130
Total Science & Partnerships	25,974,635	2,258,964	2,328,856	2,400,710	2,474,527	2,550,306	2,628,191	2,708,038	2,789,992	2,874,226	2,960,826

Operating Expenditures - WMSS	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)										
	Total 2019-2028	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Innovation & PMO											
Administration Office Facility	2,873,121	257,382	263,618	270,008	276,551	283,247	290,104	297,114	304,284	311,625	319,189
Restoration	6,258,790	548,134	564,212	580,732	597,693	615,096	632,970	651,286	670,073	689,364	709,229
Project Management	3,438,200	295,103	305,131	315,452	326,067	336,976	348,201	359,720	371,556	383,735	396,258
Construction	3,505,250	308,262	317,015	326,003	335,227	344,687	354,397	364,343	374,539	385,007	395,771
Partnership Projects	5,138,908	452,163	464,944	478,071	491,542	505,359	519,542	534,070	548,965	564,250	580,002
TOTAL INNOVATION & PMO	21,214,269	1,861,044	1,914,921	1,970,266	2,027,081	2,085,364	2,145,214	2,206,532	2,269,417	2,333,981	2,400,449
WMSS Operations											
Vehicle & Equipment Operations - WMSS	2,128,795	192,939	197,119	201,392	205,758	210,218	214,773	219,421	224,165	229,018	233,993
Property Management	2,614,763	238,900	243,649	248,497	253,446	258,494	263,642	268,890	274,237	279,692	285,317
Security	3,225,846	276,297	285,821	295,625	305,709	316,074	326,742	337,690	348,942	360,520	372,427
Forestry Operations	5,573,001	479,138	495,234	511,797	528,827	546,330	564,337	582,811	601,797	621,325	641,405
Total Vehicle & Equipment Operations -	13,542,405	1,187,274	1,221,823	1,257,311	1,293,740	1,331,115	1,369,494	1,408,812	1,449,141	1,490,554	1,533,141
SUB-TOTAL WATERSHED MGMT & SUPPORT SERVICES	174,707,872	15,175,037	15,643,138	16,131,637	16,633,537	17,148,937	17,678,737	18,221,937	18,779,637	19,352,838	19,942,437
Debt Financing Charges											
Balance, beginning of year	6,672,362	610,586	696,639	626,449	614,008	670,281	736,031	783,358	709,794	627,900	597,316
Increase/(decrease) in debt financing charges	(24,999)	86,053	(70,190)	(12,441)	56,273	65,750	47,327	(73,564)	(81,894)	(30,584)	(11,729)
Total Debt Financing Charges	6,647,363	696,639	626,449	614,008	670,281	736,031	783,358	709,794	627,900	597,316	585,587
Transfer to Reserves - State of Good Repair Levy	6,467,382	414,200	378,388	454,512	456,112	469,544	495,694	668,853	852,000	1,085,579	1,192,500
Transfer to Reserves - Land Securement	250,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfers to Reserves - Motor Pool	700,000	25,000	25,000	25,000	25,000	75,000	100,000	100,000	100,000	100,000	125,000
TOTAL OPERATING EXPENDITURES - WATERSHED MGMT & SUPPORT SERVICES	188,772,618	16,335,876	16,697,974	17,250,157	17,809,930	18,454,512	19,082,789	19,725,584	20,384,537	21,160,732	21,870,524
Funding of Operating Expenditures											
Program Revenue	39,690,614	3,579,014	3,657,800	3,745,600	3,820,500	3,912,200	4,025,700	4,106,200	4,188,300	4,272,100	4,383,200
Ministry of Natural Resources & Forestry Grant	3,003,110	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311
Municipal Funding	107,857,656	8,916,785	9,340,375	9,674,528	10,102,600	10,585,963	11,017,629	11,348,442	11,815,718	12,310,307	12,745,309
State of Good Repair Levy	6,467,382	414,200	378,388	454,512	456,112	469,544	495,694	668,853	852,000	1,085,579	1,192,500
Other Grants & Program Funding	20,758,238	1,906,638	1,942,300	1,978,600	2,015,700	2,053,500	2,092,000	2,131,400	2,171,500	2,212,400	2,254,200
Internal Chargebacks	10,958,498	1,181,808	1,078,800	1,096,606	1,114,708	1,132,994	1,151,455	1,170,379	1,056,708	980,035	995,005
Transfers from Reserves	37,120	37,120	-	-	-	-	-	-	-	-	-
TOTAL OPERATING FUNDING - WATERSHED MANAGEMENT & SUPPORT SERVICES	188,772,618	16,335,876	16,697,974	17,250,157	17,809,930	18,454,512	19,082,789	19,725,584	20,384,537	21,160,732	21,870,524

CONSERVATION AREAS EXPENDITURES	Total 2019-2028	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Conservation Areas									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Salaries & Benefits	84,030,432	7,338,798	7,660,374	7,813,581	7,969,853	8,129,250	8,413,774	8,708,256	9,013,045	9,328,502	9,654,999
Materials & Supplies	19,493,665	1,738,689	1,773,463	1,808,932	1,845,111	1,882,013	1,947,883	2,016,059	2,086,621	2,159,653	2,235,241
Purchased Services	21,640,415	1,930,163	1,968,766	2,008,142	2,048,304	2,089,271	2,162,395	2,238,079	2,316,412	2,397,486	2,481,398
Financial & Rent Expense	3,085,461	275,200	280,704	286,318	292,044	297,885	308,311	319,102	330,271	341,830	353,794
Internal Chargebacks	11,948,554	990,500	1,043,926	1,075,243	1,107,501	1,140,726	1,197,762	1,257,650	1,320,533	1,386,559	1,428,155
Transfer to Reserve - Operating Surplus	17,864,629	478,700	366,608	710,971	1,078,601	1,470,765	2,208,522	2,459,398	2,727,734	3,014,575	3,348,756
TOTAL OPERATING EXPENDITURES	158,063,157	12,752,050	13,093,841	13,703,187	14,341,414	15,009,910	16,238,647	16,998,544	17,794,616	18,628,605	19,502,343
REVENUES											
Program Fees (incl. Grants \$22,300)	155,247,622	12,512,050	12,845,441	13,446,093	14,075,322	14,734,504	15,953,602	16,703,523	17,489,269	18,312,571	19,175,248
Municipal Funding - Conservation Areas Education	2,815,534	240,000	248,400	257,094	266,092	275,406	285,045	295,021	305,347	316,034	327,095
TOTAL FUNDING - CONSERVATION AREAS	158,063,157	12,752,050	13,093,841	13,703,187	14,341,414	15,009,910	16,238,647	16,998,544	17,794,616	18,628,605	19,502,343

A summary of the 2019 operating budget and 2020 – 2028 forecast by department is as follows:





**2019 Budget & Capital
Forecast 2020 – 2028**

2019 Budget & Capital Forecast

2020 – 2028

The services provided by Conservation Halton are essential to the safety and well-being of the residents in its watershed. These services rely on well-planned and maintained infrastructure. Through capital budgeting, Conservation Halton can plan for future priorities and the impact on operating programs and expenses. The 2019 capital budget, forecast for 2020-2028 and financing strategy has been developed by taking into account strategic initiatives in Conservation Halton's Strategic Plan 2020, Metamorphosis.

Capital priorities identified in the Asset Management Plan for Dams and Channels, a Facility Condition Assessment on buildings, the Emerald Ash Borer Business Plan, Park Master Plans and Business Plans for Conservation Areas capital projects were also considered to ensure assets are maintained in a state of good repair and address the impact of significant population growth in the region on Conservation Halton's infrastructure. The capital forecast incorporates the initiatives outlined in these documents while ensuring long-term fiscal sustainability.

The largest portion of the Watershed Management and Support Services Capital Budget and Business Plan are related to dams and channels rehabilitation and replacement capital projects. The dams and channels capital projects are based on

information prepared by Conservation Halton's Engineering staff. Dams and channels capital projects are assumed to be funded 50% municipally through the State of Good Repair Levy reserve funding and 50% provincially through Ministry of Natural Resources and Forestry funding, which is still to be approved as part of a grant application process.

Conservation Areas capital projects in the forecast include three projects totalling \$25.3 million that will be partly funded by developer contributions received by the Region of Halton. The capital projects and contributions collected are related to growth in Conservation Halton services; including recreation centres, water distribution and sewer collection systems. The 2019 capital budget includes funding for the preparation of designs and developing cost certainty for these projects. This information will be used to develop more refined budgets for these projects giving consideration to other sources of funding and future operating impacts.

The Strategic Plan initiatives included in the capital Forecast will enable Conservation Halton to invest in innovative ideas and technologies that will modernize operations, streamline service delivery and improve resource management.

Initiatives included in the 2019 budget and 2020 – 2028 capital forecast include:

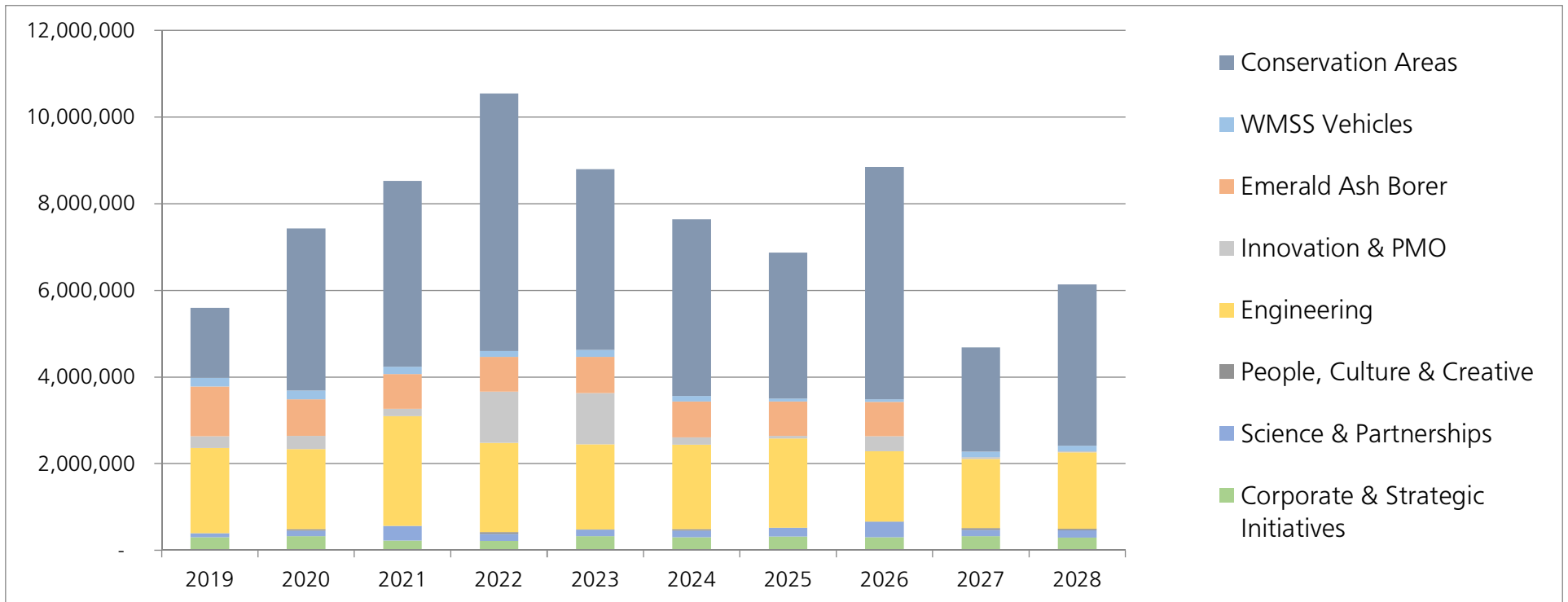
- Modernizing our flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across our systems to manage, analyze and share data

- Mitigating the impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship programs
- Revitalizing greenspaces through efforts including the proposed Giant’s Rib GeoPark project
- Expanding the current Asset Management Plan for Dams and Channels to include Buildings in 2019 and in 2020 the remaining assets owned by Conservation Halton. The Asset Management Plans will identify the investment required to

maintain infrastructure in a good state of repair and allow needs to be prioritized over wants

- Creating the capacity to offer sustainable outdoor recreation and eco-tourism experiences to over one million annual visitors to our network of parks that is increasing as a result of population growth
- Increasing self-generated revenue by 2–5% annually

A summary of the 2019 capital budget and 2020 – 2028 capital forecast by department is as follows:



Capital Expenditures	Total 2019-2028	2019 Budget & 2020-2028 Capital Expenditures and Funding Forecast - Watershed Management & Support Services									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Engineering, Flood Forecasting & Operations											
Scotch Block Major Maintenance	2,537,763	-	502,688	1,862,222	73,930	-	-	-	-	-	98,923
Milton Channel Major Maintenance	255,927	255,927	-	-	-	-	-	-	-	-	-
Hilton Falls Major Maintenance	1,259,071	981,680	84,430	-	130,105	-	62,856	-	-	-	-
Morrison-Wedgewood berm major maintenance	848,328	-	106,121	52,996	689,211	-	-	-	-	-	-
Kelso Dam Major Maintenance	298,014	-	136,387	-	-	161,627	-	-	-	-	-
Mountsberg Major Maintenance	145,174	-	145,174	-	-	-	-	-	-	-	-
Dams and Channels Maintenance Projects	9,159,259	75,000	279,259	-	525,000	1,230,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000
Dam Public Safety Projects	248,724	74,909	-	-	-	-	-	87,768	86,047	-	-
Flood Forecasting	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500
Flood Plain Mapping	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
	19,391,386	1,969,142	1,844,059	2,535,218	2,068,246	1,966,627	1,955,356	2,067,768	1,618,547	1,600,000	1,766,423
Corporate & Strategic Initiatives											
Asset Management Plan Consulting	150,000	-	-	-	75,000	-	-	-	-	75,000	-
Program Rates & Fees Review	120,000	-	-	-	-	60,000	-	-	-	-	60,000
Strategic Plan Updates	120,000	-	60,000	-	-	-	60,000	-	-	-	-
Payroll System Upgrade	-	-	-	-	-	-	-	-	-	-	-
Ortho Imagry	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-
TCA Program Implementation	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - Parks	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - WMSS	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
	2,938,700	298,700	326,000	221,000	220,000	332,000	304,000	317,000	305,000	325,000	290,000
People, Culture & Creative											
Engagement Survey	126,850	-	30,850	-	15,000	-	31,000	-	15,000	-	35,000
Compensation Review	65,000	-	-	-	30,000	-	-	-	-	35,000	-
	191,850	-	30,850	-	45,000	-	31,000	-	15,000	35,000	35,000
Planning & Watershed Management											
Shoreline Management Plan	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Science & Partnerships											
Watershed Implementation Plan	715,000	-	-	100,000	40,000	50,000	50,000	100,000	250,000	50,000	75,000
Emerald Ash Borer (EAB) Management	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Conservation Halton Foundation funded projects	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	8,577,000	1,254,000	944,000	1,004,000	944,000	984,000	984,000	994,000	1,144,000	150,000	175,000

Capital Expenditures	Total 2019-2028	2019 Budget & 2020-2028 Capital Expenditures and Funding Forecast - Watershed Management & Support Services									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Innovation & PMO											
Administration Office & Other Facility Renovations	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Giant's Rib GeoPark	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Glenoprchy	25,636	15,151	10,485	-	-	-	-	-	-	-	-
Clappison & Waterdown Woods	350,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000
Speyside Weir Removal	180,500	-	30,500	139,000	11,000	-	-	-	-	-	-
Field Office	2,100,000	-	100,000	-	1,000,000	1,000,000	-	-	-	-	-
	3,922,649	265,151	340,774	309,136	1,190,276	1,187,479	162,851	57,403	345,341	39,237	25,000
WMSS Operations											
Vehicle & Equipment Replacement	1,364,749	200,212	203,367	167,562	135,171	156,920	122,412	64,498	61,841	128,974	123,792
	1,364,749	200,212	203,367	167,562	135,171	156,920	122,412	64,498	61,841	128,974	123,792
Total Capital Expenditures	36,386,334	3,987,205	3,689,050	4,236,916	4,602,693	4,627,026	3,559,619	3,500,669	3,489,729	2,278,211	2,415,215
Capital - Funding											
Provincial Grants	7,351,131	668,758	627,030	957,609	709,123	695,814	676,428	718,884	748,024	735,000	814,462
Municipal Funding	6,846,363	647,013	709,350	741,000	742,500	732,000	750,000	797,000	697,500	517,500	512,500
Municipal Funding - EAB	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Other Funding Grants and Program Fees	3,716,998	471,013	478,485	589,000	473,500	475,000	387,500	400,000	145,000	147,500	150,000
Transfer from Reserves	7,688,834	918,458	625,781	187,698	491,999	890,213	911,691	790,785	1,105,206	878,211	888,792
Municipal Debt Financing	3,921,009	127,964	404,405	957,609	1,381,571	1,000,000	-	-	-	-	49,462
Total Capital Funding	36,386,334	3,987,205	3,689,050	4,236,916	4,602,693	4,627,026	3,559,619	3,500,669	3,489,729	2,278,211	2,415,215

Capital Expenditures	Total 2019-2028	2019 Budget & 2020 - 2028 Capital Expenditures & Funding Forecast - Conservation Areas									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Capital Expenditures Conservation Areas											
Expenditures funds by Capital Reserve											
Vehicle and equipment replacement	1,038,118	108,500	108,372	100,620	104,137	107,711	93,998	74,120	123,788	108,500	108,372
Facility and Infrastructure Major Maintenance	2,600,000	560,000	300,000	415,000		250,000	175,000	250,000	180,000	470,000	
Ski/Snowboarding Capital Expenditures	9,250,000	400,000	550,000	450,000	775,000	500,000	1,600,000	-	2,000,000	775,000	2,200,000
Park Master Plans	-	-	-	-	-	-	-	-	-	-	-
Information Technology Infrastructure	487,000	36,000	32,000	71,000	48,000	50,000	50,000	50,000	50,000	50,000	50,000
Subtotal Capital Expenditures Conservation Areas	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Conservation Area - Developer Contribution Works											
Projects funded by Development fees collected by Region of Halton:											
Kelso/Glen Eden Water Distribution and Collection	8,763,425	500,000	2,754,475	2,754,475	2,754,475						
Kelso Recreation and Trail Centre	7,179,700			500,000	2,259,900	3,259,900	1,159,900				
Crawford Lake Visitor Centre and Education Facility	9,367,050						1,000,000	3,000,000	3,000,000	1,000,000	1,367,050
Subtotal Costs - Developer Contribution Works	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Total Conservation Areas Capital Expenditures	38,685,293	1,604,500	3,744,847	4,291,095	5,941,512	4,167,611	4,078,898	3,374,120	5,353,788	2,403,500	3,725,422
Funding - Developer Contribution Works											
Developer Contributions - Region of Halton	18,600,000	500,000	2,175,275	2,744,875	4,592,575	2,985,100	1,980,600	2,884,100	737,475		
Interest on Developer Contributions - Region of Halton	2,104,200		579,200	509,600	421,800	274,800	179,300	115,900	23,600	-	-
Conservation Halton Foundation & Other Funding	4,605,975							-	2,238,925	1,000,000	1,367,050
Subtotal Funding - Developer Contribution Works	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Funding - Capital Expenditures Conservation Areas											
Conservation Halton Foundation & Other Grant Funding	100,000	100,000									
Transfer from Reserves	13,275,118	1,004,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Total Conservation Areas Capital Funding	38,685,293	1,604,500	3,744,847	4,291,095	5,941,512	4,167,611	4,078,898	3,374,120	5,353,788	2,403,500	3,725,422



Municipal Apportionment

Municipal Apportionment

Apportionment refers to the proportion of funding allocated to municipalities within the Conservation Halton watershed as outlined in Ontario Regulation 670/00. The municipal apportionment percentages are provided annually to Conservation Authorities by the Ontario Ministry of Natural Resources and Forestry. Under the legislation, Conservation Authorities apportion costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality determined by calculating the ratio that each participating municipality's current value assessment modified for the area of the municipality that lies

within the watershed bears to the total modified current value assessment in the Conservation Authority's watershed.

The 2018 Municipal Apportionment percentages have been revised from the original 2018 Budget based on a decision by the Ontario Mining and Lands Commissioner in December 2017. The decision ruled that the historical apportionment percentages used for the City of Hamilton since 2001, as a result of the amalgamation of the former Region of Hamilton-Wentworth, based on an agreement with the City of Hamilton and the Conservation Authorities within the City of Hamilton did not constitute an agreement. The City of Hamilton has requested a judicial review of this decision.

The Municipal 2019 Apportionment percentages are based on apportionment information received from the Ministry of Natural Resources and Forestry.

Municipal Apportionment

Total Municipal Funding:

	Budget 2019	Budget 2018	\$ Increase (Decrease)	% Increase
Operating	8,916,785	8,605,511	311,274	3.6%
Capital	647,013	656,813	-9,800	-1.5%
	9,563,798	9,262,324	301,474	3.3%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	414,200	286,000	128,200	44.8%
Municipal Funding	9,977,998	9,548,324	429,674	4.5%

Municipality:

	Apportion- ment % 2019	Municipal Funding 2019	Apportion- ment % 2018 (revised)	Municipal Funding 2018	% Increase
Region of Halton	87.6577%	8,746,484	87.4849%	8,353,342	4.7%
Region of Peel	4.8745%	486,378	4.9431%	471,983	3.0%
City of Hamilton	7.2456%	722,966	7.3485%	701,659	3.0%
Township of Puslinch	0.2222%	22,171	0.2235%	21,340	3.9%
	100.0000%	9,977,999	100.0000%	9,548,324	



**Departmental
Business
Plans**

Corporate & Strategic Initiatives

Departmental Business Plans

The Corporate & Strategic Initiatives department is responsible for overseeing the successful implementation of the objectives and targets in Conservation Halton's Strategic Plan – Metamorphosis 2020, the financial management, information technology (IT) and geographical information systems (GIS) of Conservation Halton and the administration of the Conservation Halton Foundation.

Partnerships and collaborations are developed with municipalities, government agencies, professional associations, education institutions, Indigenous communities and others through the office of the CAO. The department is leading the organization in its Financial Sustainability focus through the provision of clear financial data and analysis to support informed strategic and operational decision-making for budget development and long term planning. The Digital Transformation within Conservation Halton is being launched by the IT and GIS programs to support internal information management. Corporate & Strategic Initiatives is also responsible for implementing business practices that ensure economic, social and environmental sustainability.



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Key Objectives 2019

- **COMPREHENSIVE ASSET MANAGEMENT PLAN – PARKS INFRASTRUCTURE:**
In 2019, a comprehensive AMP for parks infrastructure will be undertaken by staff with assistance from consultants. The Comprehensive AMP for Parks Infrastructure will meet the requirements of the Provincial Guide, Building Together - Guide for Municipal Asset Management Plans, and will include information about the current condition of park assets, the expected levels of service, asset management strategies and a financing strategy.
 - **DIGITAL TRANSFORMATION:**
A technology landscape assessment was completed by a consultant in 2018 to enable digital transformation to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Six technology transformation themes were identified with opportunities for improvement recommended under each theme. Implementation of these opportunities to enable digital transformation at Conservation Halton is a strategic priority for 2019.
 - **FOUNDATION GALA:**
A renewed Foundation Gala will be launched in the spring of 2019 and will provide an opportunity to engage with the community, our supporters, and valuable donors to raise funds for the protection and stewardship of natural resources, educating the public about the environment, and providing new infrastructure in our conservation areas to meet our growing demands.
 - **ENTERPRISE RISK MANAGEMENT:**
Risk is a key part of our everyday lives at Conservation Halton. From planning and regulatory staff, to the work of our monitoring ecology and stewardship teams, to the running of 7 major parks and operating over 10,000 acres of land, risk is engaged proactively by Conservation Halton. Engaging risk allows us to be successful, however, there are also potential negative impacts associated with risk. By adopting an ERM Framework, we will facilitate sound risk based decision making by Conservation Halton.
-

Office of the CAO

The Office of the Chief Administrative Officer is responsible for such things as developing and implementing the strategic plan Metamorphosis 2020, building Conservation Halton's image and brand, refining communication with stakeholders, and ensuring timely and quality services are being provided. The Chief Administrative Officer's priorities are geared towards the transformation of Conservation Halton's operations to provide innovative and cost-efficient environmental programs and services to watershed residents, clients, partners and municipalities.

Finance

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

Information Technology

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

GIS

Conservation Halton's Geographical Information Systems program is responsible for the deployment, management and administration of Conservation Halton's Geographic Information System and related spatial and tabular data holdings in accordance with Conservation Halton's policy and procedures. This program oversees the creation, deployment and support of Geographical Information Systems solutions, analysis and mapping to support all of Conservation Halton departments and initiatives identified through the strategic plan. In addition, the Geographical Information Systems program provides support to partnering municipalities and the public through data and information needs, particularly with respect to regulatory mapping, land use planning, flood forecasting and warning, environmental monitoring, terrestrial and aquatic ecology, stewardship, parks operations, and other related business activities.

Foundation

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

Corporate & Strategic Initiatives

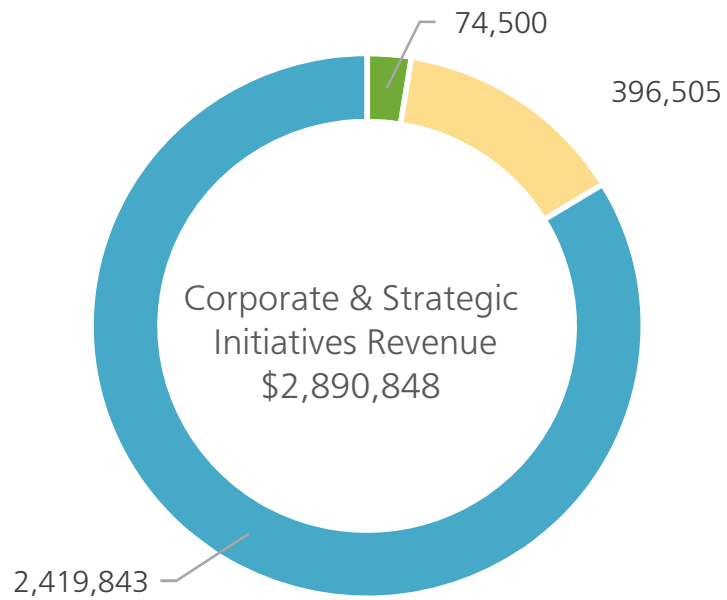
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
REVENUES							
Program Revenue	9.56%	74,500	-	-	-	6,500	68,000
Grant Revenue	0.00%	-	-	-	-	-	-
Chargeback Recoveries	-16.69%	396,505	-	-	26,900	(106,345)	475,950
TOTAL REVENUES	-13.41%	471,005	-	-	26,900	(99,845)	543,950
EXPENSES							
<u>Office of the CAO</u>							
Salaries & Benefits	1.32%	385,817	-	-	-	5,027	380,790
Materials & Supplies	30.43%	30,000	-	-	-	7,000	23,000
Purchased Services	1.33%	152,400	-	-	2,000	-	150,400
Financial & Rent expense	0.00%	-	-	-	-	-	-
	2.53%	568,217	-	-	2,000	12,027	554,190
<u>Conservation Halton Foundation Administration</u>							
Salaries & Benefits	0.81%	173,957	-	-	-	1,399	172,558
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-	-
	0.81%	173,957	-	-	-	1,399	172,558
<u>Finance</u>							
Salaries & Benefits	-0.15%	808,282	-	-	-	(1,213)	809,495
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	72,000	-	-	-	-	72,000
Financial & Rent expense	4.17%	25,000	-	-	-	1,000	24,000
	-0.02%	905,282	-	-	-	(213)	905,495

Corporate & Strategic Initiatives

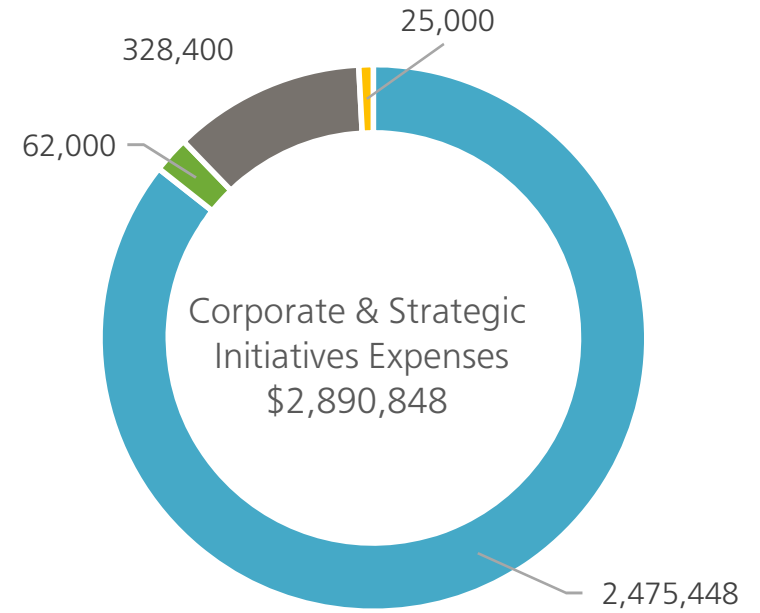
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
General Corporate Services							
Salaries & Benefits	-79.64%	50,000	-	-	50,000	(245,551)	245,551
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-	-
	-79.64%	50,000	-	-	50,000	(245,551)	245,551
Information Technology							
Salaries & Benefits	31.66%	467,898	-	-	99,309	13,210	355,379
Materials & Supplies	0.00%	27,000	-	-	-	-	27,000
Purchased Services	61.54%	42,000	-	-	20,000	(4,000)	26,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	31.47%	536,898	-	-	119,309	9,210	408,379
Geographical Information Systems							
Salaries & Benefits	11.28%	589,494	-	-	-	59,772	529,722
Materials & Supplies	0.00%	5,000	-	-	-	-	5,000
Purchased Services	24.00%	62,000	-	-	10,000	2,000	50,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	12.27%	656,494	-	-	10,000	61,772	584,722
TOTAL EXPENSES	0.70%	2,890,848	-	-	181,309	(161,356)	2,870,895
PROGRAM SURPLUS (MUNICIPAL FUNDING)	4.0%	(2,419,843)	-	-	(154,409)	61,511	(2,326,945)

Revenue & Expenses

Corporate & Strategic Initiatives



- Grant Revenue
- Program Revenue
- Chargeback Recoveries
- Municipal Funding



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

Office of CAO Staffing Overview

Corporate & Strategic Initiatives

Office of the CAO					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.0			3.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	3.0	0.0	0.0	3.0	0.0

There is no change in the total 2019 staff complement for this program of 3.0 FTE.

Office of CAO

Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.30%	1.30%	1.30%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Limit increases in annual tax-supported operating expenditures to regional budget guidelines			
	2017	2016	2015
	Achieved	Achieved	Achieved

Objective: Work collaboratively with our municipal funding partners to limit increases in annual expenditures

Annual increase self-generated revenue			
	2017	2016	2015
Increase in program revenue year over year	7.1%	6.0%	-0.3%

Objective: Ensures that users of programs and services are paying appropriate fees to recover costs and minimizes burden on the levy. Target increase of 5% annually to be achieved.

Average customer satisfaction rate across all program areas			
	2017	2016	2015
	*note	*note	*note

Objective: Ensure customers are satisfied with the programs and services offered. Target is to reach an average customer satisfaction rating of 90% across all service areas.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Finance

Staffing Overview

Corporate & Strategic Initiatives

Finance					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	7.6	0.0		7.6	0.0
Part-time/Contract	0.3	-0.3		0.0	-0.3
Total	7.9	-0.3	0.0	7.6	-0.3

The total 2019 staff complement is 7.6 FTE. The staff complement has decreased by .3 with the following change:

Part time staff – A part time position is being eliminated in 2019 with the addition of the Financial Analyst position in the 2018 Budget.

Finance

Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	2.6%	2.0%	1.9%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Stabilization reserves as a percentage of own source revenues

	2017	2016	2015
Total stabilization reserves / total own source revenues	11.8%	9.7%	7.1%

Objective: To mitigate levy rate changes and provide financial resources to respond to extraordinary events. The Government Finance Officers Association recommends public sector organizations maintain unrestricted funds of 5% to 15% of own source revenues to provide sufficient liquidity and protect against unforeseen events.

Debt capacity ratio

	2017	2016	2015
Total debt principal and interest charges / total own source revenues WMSS (excludes Conservation Areas)	4.9%	4.4%	3.0%

Objective: The debt capacity ratio is an indicator of an organizations financial flexibility. A relevant guideline for public sector organizations is less than 25% of own source revenues.

Net surplus/(deficit) as a percentage of annual approved operating budget

	2017	2016	2015
Net surplus/(deficit) / annual approved operating budget	8.6%	6.0%	1.7%

Objective: A ratio closer to 0% indicates spending is in accordance with the approved operating budget.

Information Technology (IT) Staffing Overview

Corporate & Strategic Initiatives

Information Technology (IT)					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.6	1.0		4.6	1.0
Part-time/Contract	0.0			0.0	0.0
Total	3.6	1.0	0.0	4.6	1.0

The total 2019 staff complement for IT is 4.6 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full time staff - A new IT Project Manager position has been added to meet service delivery demands and assist with the implementation of capital projects and digital transformation initiatives.

Information Technology (IT)

Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.20%	1.20%	1.10%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Percentage of computers that are over 5 years old			
	2017	2016	2015
Number of computers over 5 years/total computers	28%	10%	10%

Objective: Improve staff efficiency by ensuring they have tools that meet their needs

Percentage of tickets solved within 24 hours			
	2017	2016	2015
Number of issues solved within 24 hours / total number of issues	98%	95%	N/A

Objective: Improve IT service delivery

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Geographic Information System (GIS)

Staffing Overview

Corporate & Strategic Initiatives

Geographic Information Systems (GIS)					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	5.6		0.4	6.0	0.4
Part-time/Contract	0.0			0.0	0.0
Total	5.6	0.0	0.4	6.0	0.4

The total 2019 staff complement is 6.0 FTE. The staff complement has increased by .4 FTE with the following change:

Full time staff - A staff position shared with the Source Protection program has been allocated to GIS for the time spent on the GIS program.

Geographic Information System (GIS)

Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.40%	2.00%	1.70%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

Accurate Base Data For Watershed Modeling			
	2017	2016	2015
KPI – Percentage of watershed with updated and accurate elevation information	*note	*note	*note
Objective is to update digital elevation and aerial photography throughout Conservation Halton watershed			

Number of external GIS Website hits			
	2017	2016	2015
Identify the number of visits to our external GIS interactive map websites.	*note	*note	*note
Objective: Improve data sharing with external clients			

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Foundation Staffing Overview

Corporate & Strategic Initiatives

Conservation Halton Foundation Administration					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.2			1.2	0.0
Part-time/Contract	0.0			0.0	0.0
Total	1.2	0.0	0.0	1.2	0.0

There is no change in the total 2019 staff complement for this program.

Foundation Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	0.40%	0.40%	0.40%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Capital Projects Summary

Corporate & Strategic Initiatives

Description	2019 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Information Technology Infrastructure	238,700						238,700
Ortho Imagery	60,000						60,000
Total Capital Expenditures	298,700	-	-	-	-	-	298,700

Capital Project

IT Infrastructure

Corporate & Strategic Initiatives

Project Description/Rationale											
This 10 year capital forecast provides the Information Technology requirements for Watershed Management and Support Services. Included in this forecast are new and replacement computer equipment and phones; and server and software upgrades. This budget also provides for digital transformation enhancements to implement recommendations identified in the recently completed Technology Assessment report.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Funding Sources											
Municipal Funding	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
As Conservation Halton continues on the path of digital transformation further needs may be identified in the future. Operational costs for annual licensing and maintenance will be considered in future operating budgets.											

Capital Project

Ortho Imagery

Corporate & Strategic Initiatives

Project Description/Rationale											
This project is to acquire high resolution ortho imagery (aerial photography) to allow staff to visualize what is on the ground at a particular time. Staff will be able to see landscape features such as wetlands, creeks, forests etc, assets such as buildings, trails and ski slopes and planning features such as subdivision developments and valleylands. With an Ortho Imagery bi-annual program in place, staff will then be able to track change within the watershed, monitoring our natural assets as well as tracking urban growth and landuse change.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	310,000	60,000		60,000		60,000		65,000		65,000	
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-
Funding Sources											
Municipal Funding	310,000	60,000		60,000		60,000		65,000		65,000	
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

This project may end up as a partnership with Halton Region and watershed municipalities, therefore reducing the cost to CH. Frequency of purchases would be influenced by the partnership, and by our business units, mainly Engineering, Planning, Science and Partnerships, Greenspace Revitalization and Parks.

People, Culture & Creative

Departmental Business Plans

People, Culture and Creative is made up of human resources, safety, marketing and communications experts.

Our team works diligently toward meeting the strategic priority of striving for service excellence and efficiency by working to build and cultivate a corporate culture that is results driven and people centric. We work as a strategic business partner, supporting each and every department within the organization. This is accomplished by providing key programs and services related to training and development, total rewards, succession planning, recruitment and retention, employee engagement and wellness, occupational health and safety, creative services and communication plans.



Key Objectives 2019

- HUMAN RESOURCES TALENT STRATEGY:

Development of a talent review strategy that includes a succession planning component will help to identify current talent gaps and the succession planning component of the talent review will help to pro-actively plan for and invest in key successors. This will also identify development and success potential and allow for appropriate development opportunities for staff.

Human Resources, Health, Safety & Wellness

The Human Resources department is responsible for maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. The department is also responsible for ensuring that all employment legislation is adhered to and that programs are in place to reduce the risk of employee injury and illness.

Marketing

The Marketing department is comprised of marketing, events, digital media and creative services professionals. The department provides expertise in the areas of branding, graphic design, web content, social media, advertising, content development, promotional products and more. The largest area of support is to the parks, with significant growth in the areas of corporate services, science and partnerships and watershed services.

Communications

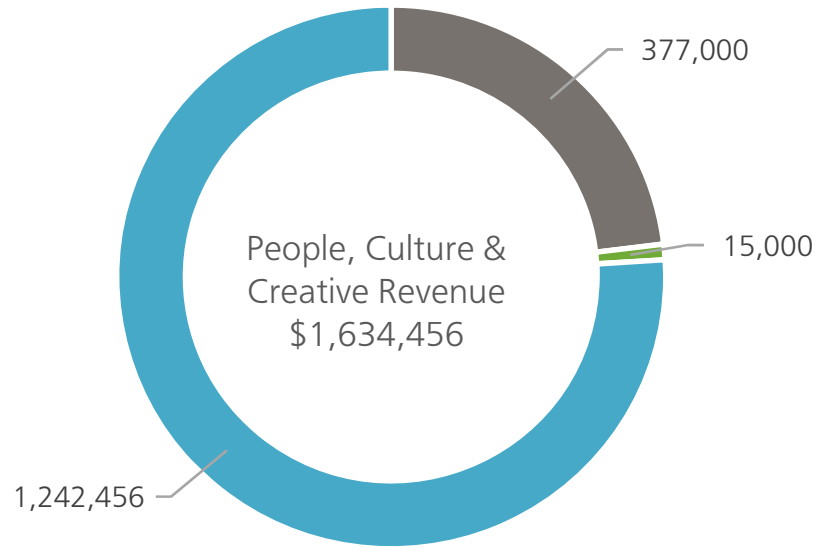
Communications manages the overall strategy for government and media relations and the effective promotion of Conservation Halton's parks and events. This function ensures appropriate messaging to the public about policies and procedures by partnering with each department in an effort to shape the brand identity within the community.

People, Culture & Creative

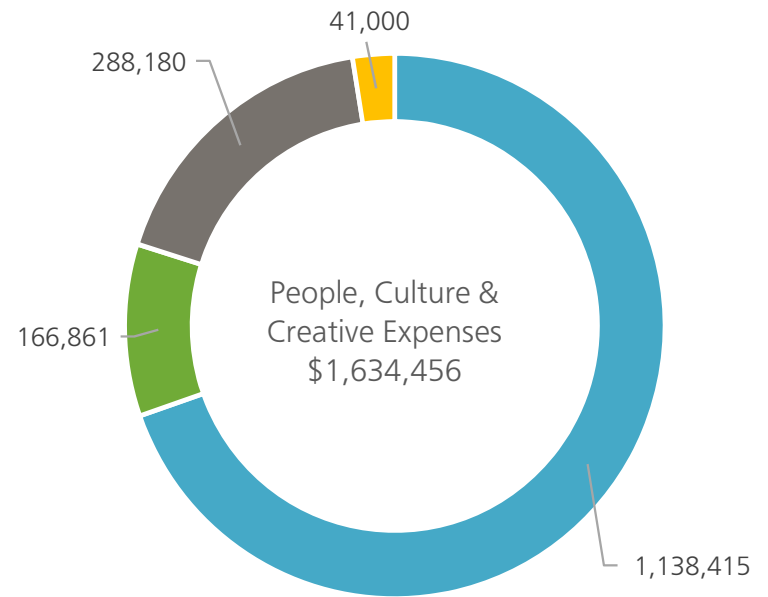
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Chargeback Recoveries	18.55%	377,000	-	-	38,900	20,100	318,000
Reserves	0.00%	15,000	-	-	-	-	15,000
TOTAL REVENUE	17.72%	392,000	-	-	38,900	20,100	333,000
EXPENSES							
<u>HR, Health, Safety & Wellness</u>							
Salaries & Benefits	9.48%	484,405	-	-	76,276	(34,337)	442,466
Materials & Supplies	-0.88%	112,611	-	-	(1,000)	-	113,611
Purchased Services	-3.44%	215,580	-	430	2,900	(11,000)	223,250
Financial & Rent expense	0.00%	41,000	-	-	-	-	41,000
	4.06%	853,596	-	430	78,176	(45,337)	820,327
<u>Marketing & Communications</u>							
Salaries & Benefits	5.34%	654,010	-	-	25,180	7,952	620,878
Materials & Supplies	14.45%	54,250	-	-	6,850	-	47,400
Purchased Services	-38.47%	72,600	-	860	(46,260)	-	118,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	-0.69%	780,860	-	860	(14,230)	7,952	786,278
TOTAL EXPENSES	1.73%	1,634,456	-	1,290	63,946	(37,385)	1,606,605
PROGRAM SURPLUS (MUNICIPAL FUNDING)	-2.4%	(1,242,456)	-	(1,290)	(25,046)	57,485	(1,273,605)

Revenue & Expenses

People, Culture & Creative



- Chargeback Recoveries
- Reserves
- Municipal Funding



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

Human Resources Staffing Overview

People, Culture & Creative

Human Resources, Health, Safety & Wellness					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	4.5	1.0		5.5	1.0
Part-time/Contract	0.0			0.0	0.0
Total	4.5	1.0	0.0	5.5	1.0

The total 2019 staff complement for HR, Health, Safety and Wellness is 5.5 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full time staff - A new Human Resource Coordinator position has been added to the 2019 staff complement to meet service delivery demands.

Human Resources

Key Performance Indicators

People, Culture & Creative

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs including part-time / Total town FTEs including part-time	2.30%	2.20%	2.20%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

STD as Percentage of Payroll

	2017	2016	2015
Short term disability as a % of gross payroll	0.39%	0.67%	0.56%

Objective: This measure indicates trends in case managed short term disability absences.

Investment in training

	2017	2016	2015
Dollars invested in training annually for staff	\$ 84,075	\$ 94,309	\$ 82,503

Objective: Employee Engagement & Investments in training

Marketing & Communications Staffing Overview

People, Culture & Creative

Marketing & Communications					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	7.2			7.2	0.0
Part-time/Contract	0.0	0.3		0.3	0.3
Total	7.2	0.3	0.0	7.5	0.3

The total 2019 staff complement is 7.5 FTE. The staff complement has increased by .3 with the following change:

Part time staff – A part time position is being added in 2019 to increase Graphic Design staff to 2.0 FTE staff.

Marketing & Communications

Key Performance Indicators

People, Culture & Creative

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	2.30%	3.10%	2.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of followers on social media sites

	2017	2016	2015
Total number of social media followers	51,090	42,029	35,336

Objective: Build awareness of our brand, programs, and services by increasing number of followers on social media sites to 55,000 annually.

Number of social media engagements (likes, shares, retweets, etc.)

	2017	2016	2015
Total number of social media engagements	182,608	64,100	n/a

Objective: Increase number of followers on social media by 5% annually.

Number of unique visitors to Conservation Halton's website

	2017	2016	2015
Total number of unique visitors	839,202	510,573	431,944

Objective: Increase number of unique visitors to Conservation Halton's website by 5% annually

Engineering

Departmental Business Plans

The Engineering department is responsible for operation and maintenance of Conservation Halton's flood control and conveyance infrastructure (dams and channels). The Engineering department is also responsible for supporting emergency management through flood forecasting and floodplain mapping watershed wide.



Key Objectives 2019

- **CAPITAL PROJECTS:**

This initiative includes evaluation, repair and maintenance projects to restore and maintain Conservation Halton's flood management assets in a good state of repair.

- **EMERGENCY MANAGEMENT:**

The Emergency Management initiative includes further advancement of relationship building with key municipal staff involved in emergency response. This relationship building promotes improved communication to allow for effective and efficient emergency response related to flooding.

- **FLOOD FORECASTING & OPERATIONS:**

The Flood Forecasting & Operations strategic initiative involves continuous monitoring of weather and watershed conditions, forecasting potential flood threats within our local watercourses, issuing detailed Flood Messages to emergency responders and operating and maintaining existing flood management infrastructure.

A key responsibility to support Conservation Halton's mandate is to prevent damage to life and property due to flooding. As part of this responsibility, Conservation Halton operates a network of real-time gauging stations to enable both the monitoring of current conditions and to use available weather data for predictive flood forecasting and warning and to effectively operate our flood management infrastructure.

- **FLOODPLAIN MAPPING:**

The Floodplain Mapping strategic initiative comprises the preparation of new mapping which will delineate flood hazard lands for the purposes of Regulation, identify flood vulnerable structures and roads and determine the extent of Flood Damage Centres (FDC's) within Conservation Halton's watersheds. The Floodplain Mapping initiative will benefit the public and help Conservation Halton to regulate existing uses and prevent new development within natural hazard areas. Further, products developed as part of this initiative will improve the accuracy and detail contained in future Flood Messages helping to reduce property damage and prevent loss of life due to flooding.

Engineering

The Engineering team is responsible for the maintenance of Conservation Halton's four flood control structures (dams) at Kelso, Hilton Falls, Mountsberg and Scotch Block. These structures provide flood control during snowmelt and rainfall events, and low-flow augmentation throughout periods of drought. The Engineering department is also responsible for the maintenance of flood conveyance structures which includes the Milton Channel, Morrison-Wedgewood Channel in Oakville and the Hager-Rambo Channel in Burlington. Funding for the repair and rehabilitation of these structures is coordinated by the Engineering department with the Ministry of Natural Resources and Forestry through the Water and Erosion Control Infrastructure program and federal funding. The Shoreline Management Program includes administration of Ontario Regulation 162/06 and the development of policies and guidelines related to Lake Ontario within Conservation Halton's jurisdiction. The Engineering department is responsible for the update and maintenance of Floodplain Mapping which identifies flood hazards and is used as part of the regulation limit for purposes of review associated with Ontario Regulation 162/06.

Flood Forecasting & Operations

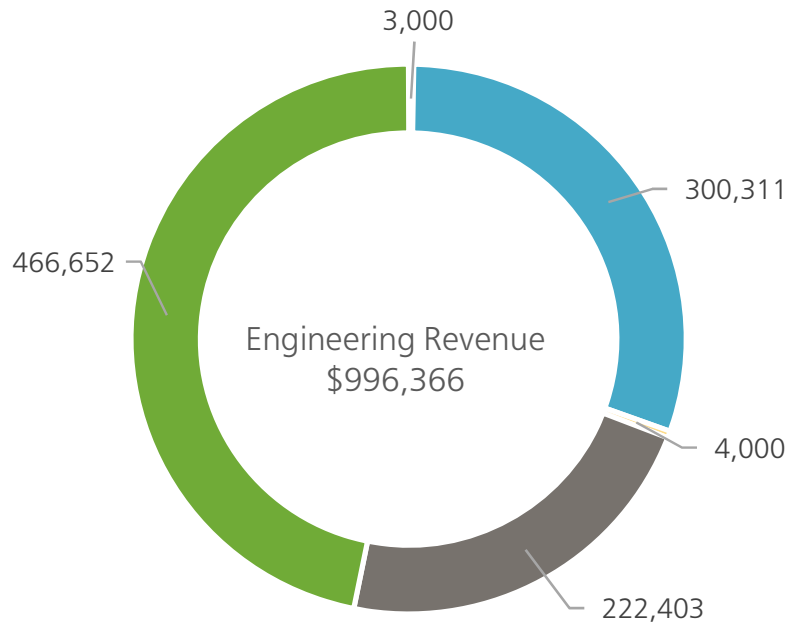
Flood forecasting and warning involves the collection, evaluation and prediction of precipitation and the associated response of Conservation Halton's watershed related to flooding and drought and the operation of Conservation Halton's four dams (Kelso, Hilton Falls, Mountsberg and Scotch Block). This program is responsible for the communication of watershed response and potential flooding through flood messaging to other agencies, municipalities, media and the public.

Engineering

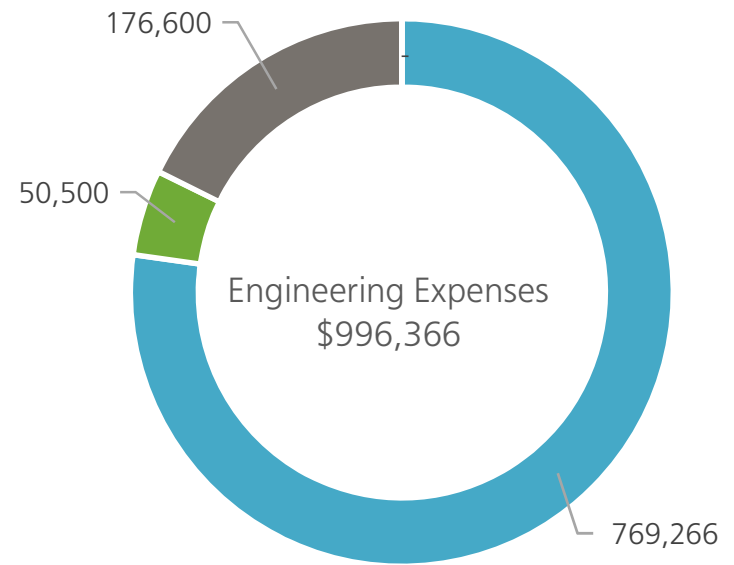
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	3,000	-	-	-	3,000	-
Provincial Funding	0.0%	300,311	-	-	-	-	300,311
Other Funding	0.0%	4,000	-	-	4,000	-	-
Chargeback Recoveries	90.7%	222,403	105,312	-	-	465	116,626
TOTAL REVENUE	27.0%	529,714	105,312	-	4,000	3,465	416,937
EXPENSES							
<u>Engineering</u>							
Salaries & Benefits	1.2%	305,808	-	-	-	3,686	302,122
Materials & Supplies	0.0%	5,500	-	-	-	-	5,500
Purchased Services	0.0%	35,300	-	-	1,000	(1,000)	35,300
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.1%	346,608	-	-	1,000	2,686	342,922
<u>Flood Forecasting & Operations</u>							
Salaries & Benefits	19.9%	463,458	-	-	84,228	(7,462)	386,692
Materials & Supplies	0.0%	45,000	-	-	-	-	45,000
Purchased Services	0.9%	141,300	-	-	-	1,300	140,000
Financial & Rent expense	0.0%	-	-	-	-	-	-
	13.7%	649,758	-	-	84,228	(6,162)	571,692
TOTAL EXPENSES	8.9%	996,366	-	-	85,228	(3,476)	914,614
PROGRAM SURPLUS (MUNICIPAL FUNDING)	-6.2%	(466,652)	105,312	-	(81,228)	6,941	(497,677)

Revenue & Expenses

Engineering



- Provincial Funding
- Municipal Funding
- Other Funding
- Chargeback Recoveries
- Program Revenue



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

Engineering Staffing Overview

Engineering

Engineering					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	2.7			2.7	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.7	0.0	0.0	2.7	0.0

There is no change in the total 2019 staff complement for this program of 2.7 FTE.

Engineering

Key Performance Indicators

Engineering

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	2.00%	2.10%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Safe And Reliable Flood Control And Conveyance Infrastructure			
	2017	2016	2015
CH dams and reservoirs able to meet and/or exceed applicable regulatory criteria and accepted technical guidelines with respect to overtopping and/ or failure	25%	25%	25%

Objective is to ensure that CH flood control infrastructure is well maintained and protects public safety and helps to reduce property damage associated with major riverine flooding event

Accurately Defined Hazard Limits			
	2017	2016	2015
Completed area with modernized models that provide clearly defined and defensible floodplain hazard limits with information that is quickly accessible for faster decision making	*note	*note	*note

Objective is to update and maintain floodplain mapping throughout Conservation Halton's watershed

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Flood Forecasting Operations Staffing Overview

Engineering

Flood Forecasting & Operations					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.6	1.0		4.6	1.0
Part-time/Contract	0.0			0.0	0.0
Total	3.6	1.0	0.0	4.6	1.0

The total 2019 staff complement is 4.6 FTE. The staff complement has increased by 1.0 FTE for the following change:

Full time staff - A Flood Forecasting Operations Technician has been added to assist with dams and channels maintenance service delivery increases and the implementation of capital projects.

Flood Forecasting Operations

Key Performance Indicators

Engineering

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.10%	0.70%	0.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Reliable Maintenance Services			
	2017	2016	2015
Track the number of complaints received from municipal partners and the public e.g., trees, debris, grass, fencing, etc. and CH response time (#)	17	21	*note

Objective is to ensure CH flood infrastructure is well maintained in order to ensure maximum function reliability and to also reduce public complaints

Accurate Flood Forecasting			
	2017	2016	2015
Number of climate stations	26	8	6
Number of stream gauges	9	9	8

Objective is to ensure that the CH Flood Forecasting & Warning (FF&W) system provides municipalities and emergency responders with both timely and accurate information regarding potential flooding e.g. when, where, how much, etc.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Capital Projects Summary

Engineering

Description	2019 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Hilton Falls Diversion Construction	898,906		449,453			449,453	
Flood Plain Mapping Update	466,626			233,313			233,313
Milton Channel Repairs	255,927		127,964			127,964	
Hilton Falls Dam - Road Surface Upgrade	82,774		41,387			41,387	
Implementation of PSP	74,909		37,455			37,455	
Flood Forecasting & Warning Tools	65,000						65,000
Flood Forecasting & Warning Equipment	50,000						50,000
Channel Naturalization Study	50,000			25,000		25,000	
Freeman Pond Maintenance	25,000		12,500			12,500	
Total Capital Expenditures	1,969,142	-	668,758	258,313	-	693,758	348,313

Capital Project

Hilton Falls Diversion Construction

Engineering

Project Description/Rationale											
The Hilton Falls Dam retains the Hilton Falls Reservoir for purposes of flood control and low-flow augmentation. The Sixth Line Tributary of Sixteen Mile Creek flows past, on the west side of the Hilton Falls Reservoir. An offshoot of this tributary divides from the main tributary branch and flows towards the Hilton Falls Reservoir. This offshoot is controlled by a diversion structure that includes an earthen dyke. A Dam Safety Review (DSR) of the Hilton Falls Dam in 2007, identified deficiencies in the diversion channel (structural and hydraulic). The DSR identified the possibility that excessive diversion flows during storm events could potentially overwhelm the discharge capabilities of the Hilton Falls Dam. The Class EA process was completed in 2015 (funded through the Water and Erosion Control Infrastructure [WECI] 2014-15 program) and the preferred solution was identified. The preferred solution will safely allow controlled flow through the diversion structure and overtopping of the dyke during flood events is prevented so that diversion flow into the Hilton Falls Reservoir does not overwhelm the discharge capacity of the Hilton Falls Dam outlet structure and potentially endanger the Hilton Falls Dam stability.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	74,909	74,909									
Materials & Supplies	-										
Purchased Services	822,179	823,997	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	897,088	898,906	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	449,453	449,453									
Provincial Funding	449,453	449,453									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	898,906	898,906	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
Work carried out in 2018 through and supported by the 2018-2019 WECI program includes finalizing the design, the tendering process and obtaining permits for construction scheduled for 2019. Construction will need to commence in 2019 given the timing restrictions on the completed Class EA document. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.											

Capital Project

Flood Plain Mapping Update

Engineering

Project Description/Rationale											
This Floodplain Mapping strategic initiative comprises the preparation of new mapping which will delineate flood hazard lands for the purposes of Regulation, identify flood vulnerable structures and roads and determine the extent of Flood Damage Centres (FDC's) within Conservation Halton's watersheds. The Floodplain Mapping initiative will benefit the public and help Conservation Halton to regulate existing uses and prevent new development within natural hazard areas. Further, products developed as part of this initiative will improve the accuracy and detail contained in future Flood Messages helping to reduce property damage and prevent loss of life due to flooding. Most of the floodplain mapping within Conservation Halton's watersheds was developed in the 1980's through the Federal Damage Reduction Program (FDRP). Up-to-date floodplain mapping is important to determine the extent of potential flooding in order that impacts to people, structures and assets can be fully quantified. Floodplain maps serve as a critical decision-making tool in the development of flood mitigation strategies, for land use planning, and emergency management through Conservation Halton's Flood Forecasting & Operations Program. Updated floodplain mapping will provide more accurate information through existing flood prone developments which can then be used to improve Emergency Preparedness and Response Plans.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
Financial, Leases, Rentals	-										
Other	-										
Contingency	-										
Total Costs	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
Funding Sources											
Municipal Funding	1,988,313	233,313	237,500	250,000	262,500	275,000	287,500	300,000	45,000	47,500	50,000
Provincial Funding	-	-	-	-	-	-	-	-	-	-	-
Federal Funding	1,988,313	233,313	237,500	250,000	262,500	275,000	287,500	300,000	45,000	47,500	50,000
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-										
Total Funding	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
This Floodplain Mapping initiative is to undertake an assessment of the existing floodplain mapping available for all of Conservation Halton's watersheds and prioritize required updates to modeling (hydrology & hydraulics). This Floodplain Mapping strategic initiative supports the objective to Enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards identified within Conservation Halton's Strategic Plan, Metamorphosis 2020. Unavailable, outdated and inaccurate mapping results in the inability to effectively and efficiently regulate existing land uses and prevent new development within floodplain areas. Poor mapping also fails to recognize flood susceptible areas and impacts the accuracy of flood messages and consequently, the ability of municipalities to respond efficiently to areas at risk of flooding.											

Capital Project

Milton Channel Repairs

Engineering

Project Description/Rationale											
<p>Conservation Halton owns and maintains three (3) concrete-lined channels that have a total length over 12 km and a total concrete slab surface area of nearly 100,000 m². As part of this responsibility, Conservation Halton undertakes a detailed inventory and assessment of these channels then documents conditions within a georeferenced database. Information from this database is then used to identify and prioritize projects. In July of 2017, Conservation Halton prepared an asset management plan that included all three (3) channels and four (4) flood control structures. As part of the detailed inspection of the Milton Channel, a retaining wall and several concrete slabs were identified in poor condition. A subsequent engineering study and assessment was carried out through the 2017-2018 WECl and provided recommended repair and mitigation solutions. This capital project support these solutions.</p>											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	21,327	21,327									
Materials & Supplies	-										
Purchased Services	234,600	234,600	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	255,927	255,927	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	127,964	127,964									
Provincial Funding	127,964	127,964									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	255,927	255,927	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
<p>The retaining wall that requires replacement is located within a section of the Milton Channel, located within the Town of Milton, flowing next to W.I. Dick Middle School. The existing retaining wall shows evidence of movement, with the upper portion leaning into the channel. The school lands are located adjacent to the retaining wall and have been identified as a priority given potential safety concerns. In addition, this capital project also includes replacement of original concrete slabs located within the Milton Channel that have experienced significant heaving and cracking and, as a result have been identified as a priority given potential safety concerns. This project is eligible for 50% funding through the MNRF's WECl (Water and Erosion Control Infrastructure) program.</p>											

Capital Project

Hilton Falls Dam – Road Surface Upgrade

Engineering

Project Description/Rationale											
<p>The Hilton Falls Dam retains the Hilton Falls Reservoir for purposes of flood control and low-flow augmentation. The Sixth Line Tributary of Sixteen Mile Creek flows past, on the west side of the Hilton Falls Reservoir. An offshoot of this tributary divides from the main tributary branch and flows towards the Hilton Falls Reservoir. This offshoot is controlled by a diversion structure that includes an earthen dyke. A Dam Safety Review (DSR) of the Hilton Falls Dam in 2007, identified deficiencies in the diversion channel (structural and hydraulic). The DSR identified the possibility that excessive diversion flows during storm events could potentially overwhelm the discharge capabilities of the Hilton Falls Dam. The Class EA process was completed in 2015 (funded through the Water and Erosion Control Infrastructure [WECI] 2014-15 program) and the preferred solution was identified. The preferred solution will safely allow controlled flow through the diversion structure and overtopping of the dyke during flood events is prevented so that diversion flow into the Hilton Falls Reservoir does not overwhelm the discharge capacity of the Hilton Falls Dam outlet structure and potentially endanger the Hilton Falls Dam stability. This capital project will follow completion of the diversion structure improvements.</p>											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	6,898	6,898									
Materials & Supplies	-										
Purchased Services	75,876	75,876	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	82,774	82,774	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	41,387	41,387									
Provincial Funding	41,387	41,387									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	82,774	82,774	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
<p>Work carried out in 2018 through and supported by the 2018-2019 WECI program includes finalizing the design, the tendering process and obtaining permits for construction scheduled for 2019. This road resurfacing will be completed subsequent to completion of the diversion improvements in 2019. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.</p>											

Capital Project Implementation of PSP

Engineering

Project Description/Rationale											
A Public Safety Assessment (PSA) was carried out in 2015 for all four (4) of Conservation Halton flood control dams (Hilton Falls, Kelso, Mountsberg and Scotch Block). This assessment was funded through the WECI 2015-2016 program. The PSA was carried out to assess the risks of accidents or incidents in which a member of the public encounters a hazard created by the presence or operation of a dam, as stated within the Public Safety Around Dams (Canadian Dam Association, 2011). This study satisfies the first step in the process laid out in the MNRF's Public Safety Around Dams – Best Management Practices (2011). In response to the PSA carried out in 2015, qualified Conservation Halton staff (the Manager, Risk and Land Holdings in collaboration with the Associate Director, Engineering and Coordinator, Flood Forecasting and Operations and all park managers associated with the dams) completed a Public Safety Plan (PSP) in 2017. This PSP took the findings of the PSA and made recommendations and identified solutions to help manage or eliminate the risks found and documented within the PSA. Public Safety Measures (PSM) were developed in response to all issues identified within the PSA. The first phase of PSP measures were carried out in 2018 and support through the 2018-2019 Water and Erosion Control Infrastructure (WECI) program.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	20,727	6,242						7,314	7,171		
Materials & Supplies	-										
Purchased Services	242,508	68,667	-	-	-	-	-	80,454	78,876	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	263,235	74,909	-	-	-	-	-	87,768	86,047	-	-
Funding Sources											
Municipal Funding	124,362	37,454						43,884	43,024		
Provincial Funding	124,362	37,454						43,884	43,024		
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	248,724	74,909	-	-	-	-	-	87,768	86,047	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
PSMs identified and documented within the PSP in response to the PSA include updated and additional signage, update and provide additional lighting, further deter and/or limit access to gate and valve operating structures, increase height of walls near operations buildings to meet current building codes, add and extend existing fencing to exclude public access to dam structures (inlet, outlet, rip-rap slopes), clearly delineate and mark roadway at dam crests, remove or highlight above-surface protrusions (piezometers), install monitoring systems and add life preservation devices for use by the public in emergencies. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.											

Capital Project

Flood Forecasting Equipment & Tools

Engineering

Project Description/Rationale												
This capital project involves continuous monitoring of weather and watershed conditions, forecasting potential flood threats within our local watercourses, issuing detailed Flood Messages to emergency responders and operating and maintaining existing flood management infrastructure. A key responsibility to support Conservation Halton's mandate is to prevent damage to life and property due to flooding. As part of this responsibility, Conservation Halton operates a network of real-time gauging stations to enable both the monitoring of current conditions and to use with available weather data for predictive flood forecasting and warning and to effectively operate our flood management infrastructure and issue timely flood messages to support municipal emergency management response. Capital costs for this project are for equipment (new, replacement & upgrades) and for development of watershed FF&W forecast models & tools.												
Project Budget												
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+	
Costs												
Salaries & Benefits	-											
Materials & Supplies	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	
Purchased Services	-	-	-	-	-	-	-	-	-	-	-	
Financial, Leases, Rentals	-											
Other	-	-	-	-	-	-	-	-	-	-	-	
Contingency	-											
Total Costs	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	
Funding Sources												
Municipal Funding	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	
Provincial Funding	-	-										
Federal Funding	-											
Reserves	-	-	-	-	-	-	-	-	-	-	-	
Capital Levy	-											
Debt Financing	-											
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Funding	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

This includes further enhancements to the real-time watershed monitoring network through the installation of new CH hydrometric gauging stations and collaboration with watershed partners to integrate other existing stations within, and in proximity to our watershed boundary. This also includes the implementation of an automated analysis and reporting tool to support the Ontario Low Water Response (OLWR) program to improve efficiency and accuracy and continued modernization of telecommunications and surveillance equipment for monitoring dam operations and watershed gauging stations, required to address system redundancies and increase decision support. This capital project supports Conservation Halton's Strategic Plan, Metamorphosis 2020 by enhancing public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.

Capital Project

Channel Naturalization Study

Engineering

Project Description/Rationale											
<p>Conservation Halton's Asset Management Plan (AMP) acknowledged that the three (3) channels under Conservation Halton's management are in "fair" to "poor" condition. These concrete-lined channels have started to deteriorate over time, with approximately 90% of the assets past the mid-point of their life cycle based on a typical useful life of 65 years. Repair and maintenance works for the channels to maintain the structural integrity and function are very costly and consideration for alternate maintenance and repair approaches need to be investigated to ensure financial sustainability to support these flood conveyance structures in the future. This study will investigate the feasibility to naturalize portions of the Hager-Rambo Channel, location in Burlington, while maintaining the function of the channel; to convey flood flows.</p>											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	4,500	4,500									
Materials & Supplies	-										
Purchased Services	45,500	45,500	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	50,000	50,000	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	25,000	25,000									
Provincial Funding	-	-									
Federal Funding	25,000	25,000									
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	50,000	50,000	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
<p>A key responsibility to support Conservation Halton's mandate is to protect life and property from flooding. As part of this responsibility, Conservation Halton operates and maintains four (4) flood management structures and three (3) flood conveyance channels. This project supports the objective to enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards within Conservation Halton's Strategic Plan, Metamorphosis 2020. This project is eligible for 50% funding through the Ministry of Natural Resources and Forestry's (MNRF's) Water and Erosion Control Infrastructure (WECI) program or 40% through the federal Public Safety Canada Disaster Mitigation and Adaptation Fund (DMAF).</p>											

Capital Project

Freeman Pond Maintenance

Engineering

Project Description/Rationale											
<p>Conservation Halton is responsible for three flow conveyance channels, one of which is located in Burlington. This channel system includes a series of ponds that provide flood attenuation and erosion control. One pond that is part of this system is known as the Freeman Pond, is not owned by Conservation Halton however Conservation Halton is responsible for the maintenance through historical agreements. Maintenance of this pond may include sediment removal and is important to undertake to provide capacity that is relied up on by the Hager-Rambo channel and pond system. This study will investigate the current condition of the Freeman Pond as it relates to the intended design, including review of the accumulated sedimentation. Subsequent work would include repairs and improvements to the pond as well as sedimentation removal.</p>											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	12,908	2,084	10,824								
Materials & Supplies	-										
Purchased Services	152,808	22,916	119,068	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	165,716	25,000	129,892	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	64,946		64,946								
Provincial Funding	77,446	12,500	64,946								
Federal Funding	-										
Reserves	12,500	12,500	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	154,892	25,000	129,892	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
<p>A key responsibility to support Conservation Halton's mandate is to protect life and property from flooding. As part of this responsibility, Conservation Halton operates and maintains four (4) flood management structures and three (3) flood conveyance channels. This project supports the objective to enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards within Conservation Halton's Strategic Plan, Metamorphosis 2020. This project is eligible for 50% funding through the Ministry of Natural Resources and Forestry's (MNRF's) Water and Erosion Control Infrastructure (WECI) program or 40% through the federal Public Safety Canada Disaster Mitigation and Adaptation Fund (DMAF).</p>											

Planning & Watershed Management

Departmental Business Plans

The Planning and Watershed Management department is responsible for administering Ontario Regulation 162/06 (including the review of permit applications, compliance and enforcement), plan input and review, development of associated policies and procedures, source water protection, coastal programs and integrated watershed management.

These initiatives help to fulfill the strategic theme of protecting our natural, cultural, and scenic assets. The theme is supported by the objective to strengthen conservation, restoration and responsible management of natural resources with a focus on evidence-based programs. It also supports the theme Taking care of our growing communities and the objective to remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.



Key Objectives 2019

- CONSERVATION AUTHORITIES ACT CHANGES:

The CAO and the Director of Planning and Watershed Management sit on committees which are providing guidance to the Ministry of Natural Resources and Forestry regarding consideration of regulations to enable implementation of the new Conservation Authorities Act. This initiative is being led by the Ministry of Natural Resources and Forestry. The objective of Conservation Halton's participation in the committees is: 1) to bring the wealth of knowledge and experience Conservation Halton's representatives have had in communications, policy development, administration of current regulations, Conservation Authority Board functions, etc., and 2) to ensure that Conservation Halton's interests and strategic directions are not compromised or limited in the overall process.

- INTEGRATED WATERSHED MANAGEMENT (IWM):

Conservation Halton is promoting IWM within its watersheds and will act as the "secretariat" for this initiative. IWM is a collaborative partnership of municipalities, agencies and others with an interest promoting watershed health and activities which support, restore and enhance our natural systems. In 2019, we hope to raise awareness of the need for a watershed approach to resource issues and bring at least ten partners to the table to provide input and resources for this joint initiative. There may be specific studies that are required to be carried out in order to better characterize and understand an issue. During 2019, the approach to undertaking the steps identified by the partners will also be developed. It is anticipated that a study of this complexity will require substantial resources to undertake, so a partnership approach is imperative.

- UPDATED MEMORANDUM OF UNDERSTANDING:

The Halton Area Municipalities and Conservation Authorities have had a long standing relationship in advancing an integrated system for planning in Halton Region. Since 1999, a Memorandum of Understanding (MOU) has been in place among the parties. In particular, Conservation Authorities have provided environmental services through technical review and clearance on behalf of the municipalities. A lot of provincial planning and legislative changes have occurred in the years since the MOU was agreed upon by the parties. An update to the MOU is being negotiated among the parties based on the planning framework and regulatory regime which are in place today. By 2019, it is expected that a high level agreement will be reached and approved by the respective Boards and Councils regarding the overall framework for the MOU. The details of the service delivery model will be worked

out in the fall of 2018 and throughout 2019, with the goal of having a completed agreement by the end of 2019.

Planning

Planning includes plan input and plan review. Plan input refers to reviewing and commenting on provincial and municipal higher level planning and policy documents such as provincial policies and plans, municipal Official Plans, planning studies and comprehensive zoning by-laws. Plan review refers to the review of planning applications circulated to Conservation Halton under the Planning Act, other planning studies (e.g. Environmental Assessments) under the Environmental Assessment Act and other provincial legislation. On average, about 400 planning applications are reviewed each year.

Regulations

The Regulatory Program is responsible for permitting, compliance and enforcement of Ontario Regulation 162/06. Over 450 permits are processed each year. Key initiatives around these services are to: 1) improve customer service by reducing response times and 2) provide timely, succinct, and easily understood information regarding Conservation Halton's regulatory requirements and advisory comments, and 3) improve relationships and understanding of our roles and responsibilities with municipalities, partner agencies, consultants, and others through a strategic three-year communications plan. This will be done by implementing the recommendations from the Process Re-engineering Report the three-year communications plan.

Policy Review & Development

The Department is responsible for the review of provincial and federal policy papers and proposed legislation relating to natural resources management. In addition, it is responsible for developing and administering Board-approved policies for plan review and permitting.

Key initiatives include participation on the provincial plan review and hazards regulations committee for the implementation of the new Conservation Authorities Act. In addition, CH participates in on-going dialogue, with Halton Region, local municipalities and the other CAs who have jurisdiction within the Region of Halton. Discussions with the City of Hamilton will commence in 2018 as the existing MOU expires at the end of 2018.

Regional Infrastructure Team

RIT provides specific planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include: review and comment on Environmental Assessments (EA) and related planning and permitting and the review and comment on other Regional planning applications and process related permits. This service is provided through agreement with the Region of Halton who funds the program.

The key priority is to ensure efficient and timely delivery of the services outlined in the RIT agreement.

Source Water Protection Program

Source Water Protection under the Clean Water Act, 2006 is a community-wide initiative funded by the province. The program protects existing and future drinking water sources in Ontario from contamination and over use. Conservation Halton and Hamilton Conservation Authority deliver the program through a locally-appointed source protection committee and the support of municipalities, provincial agencies, and other stakeholders.

Current priorities are to develop a knowledge management plan, enhance tracking of program activities and deliverables, develop a methodology to bring climate change impacts on water quality into the source protection program, and to prepare the Annual Report.

Coastal Programs

The coastal program includes development of coastal planning initiatives such as the Halton Shoreline Regeneration Strategy and shoreline management planning. The staff also provide input and advice to member municipalities, provincial agencies and other stakeholders, regarding the planning and management of the shoreline.

Priorities are to discuss opportunities and recommendations for incorporating more environmentally-friendly techniques into shoreline protection works to improve aquatic habitats along the shoreline line and to understand and streamline approval processes among the approval agencies to improve agency response times. Another priority includes exploring the feasibility of a collaborative approach to shoreline management among the conservation authorities and member municipalities along the north Lake Ontario shoreline.

Integrated Watershed Management (IWM)

As a watershed management agency, Conservation Halton promotes collaborative IWM planning and management. This program is being revamped, revitalized, and modernized to create a new joint and integrated approach to watershed management.

Conservation Halton will act as the “secretariat” for this collaborative initiative that brings municipalities, agencies and others together to promote watershed health and activities which support, restore and enhance the features and functions of natural systems within the watershed. The focus of this work in 2019 will be to build partnerships, identify key issues and develop a joint approach for addressing these issues.

Planning & Watershed Management

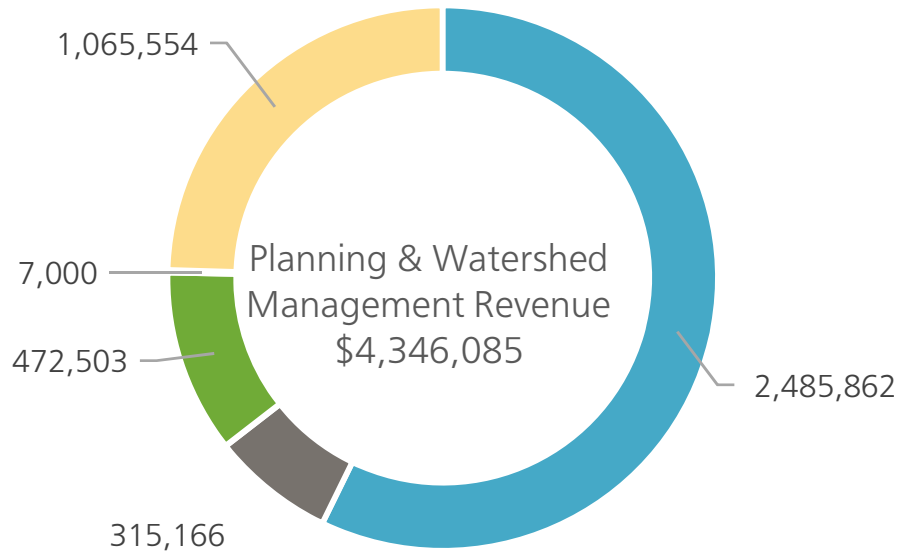
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program revenue	4.7%	2,485,862	-	-	-	111,862	2,374,000
Provincial Funding	-5.4%	315,166	-	-	-	(18,013)	333,179
Other	0.8%	472,503	-	-	-	3,761	468,742
Chargeback Recoveries	-93.1%	7,000	-	-	-	(95,000)	102,000
TOTAL REVENUE	0.1%	3,280,531	-	-	-	2,610	3,277,921
EXPENSES							
<u>Planning & Watershed Management</u>							
Salaries & Benefits	3.9%	3,124,497	-	-	87,796	28,360	3,008,341
Materials & Supplies	90.9%	10,500	-	-	5,000	-	5,500
Purchased Services	0.1%	428,000	-	-	-	500	427,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	3.5%	3,562,997	-	-	92,796	28,860	3,441,341
<u>Regional Infrastructure Team</u>							
Salaries & Benefits	0.8%	431,922	-	-	-	3,517	428,405
Materials & Supplies	0.0%	10,000	-	-	-	-	10,000
Purchased Services	0.0%	19,000	-	-	-	-	19,000
Financial & Rent expense	0.0%	-	-	-	-	-	-
	0.8%	460,922	-	-	-	3,517	457,405

Planning & Watershed Management

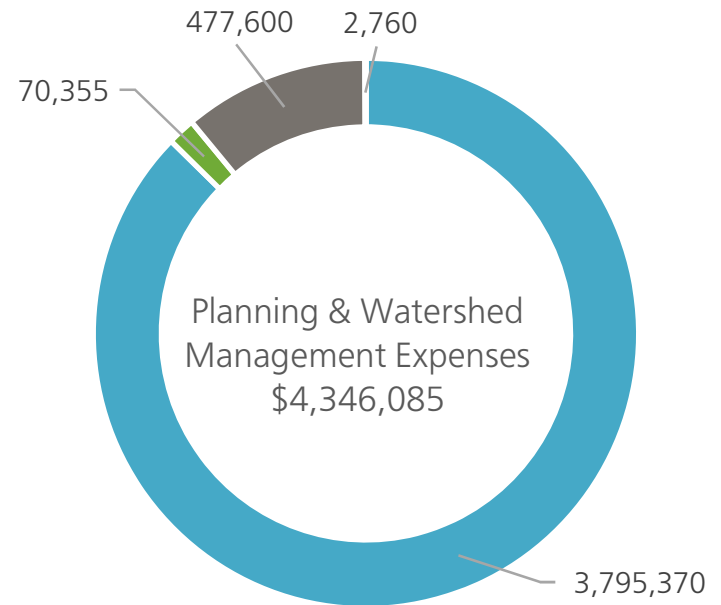
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Source Protection							
Salaries & Benefits	-32.1%	238,951	-	-	-	(113,013)	351,964
Materials & Supplies	0.0%	49,855	-	-	-	-	49,855
Purchased Services	0.0%	30,600	-	-	-	-	30,600
Financial & Rent expense	0.0%	2,760	-	-	-	-	2,760
	-26.0%	322,166	-	-	-	(113,013)	435,179
TOTAL EXPENSES	0.3%	4,346,085	-	-	92,796	(80,636)	4,333,925
PROGRAM SURPLUS (MUNICIPAL FUNDING)	0.9%	(1,065,554)	-	-	(92,796)	83,246	(1,056,004)

Revenue & Expenses

Planning & Watershed Management



- Program Revenue
- Provincial Funding
- Other Funding
- Municipal Funding
- Chargeback Recoveries



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

Planning & Watershed Management Staffing Overview

Planning & Watershed Management

Planning & Watershed Management					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	28.0	1.0	0.7	29.7	1.7
Part-time/Contract	0.4	-0.4		0.0	-0.4
Total	28.4	0.6	0.7	29.7	1.3

The total 2019 staff complement is 29.7 FTE. The staff complement has increased by 1.3 with the following change:

Full-time - A new Integrated Watershed Management Coordinator position is being added to implement this strategic initiative. A staff position shared with the Source Protection program has been allocated to Planning and Watershed Management for the time spent on this program.

Part time staff - The contract term for this position ended in 2018.

Planning & Watershed Management

Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	11.40%	11.50%	10.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Percentage of minor permit applications processed within 30 days

	2017	2016	2015
Number of minor permit applications processed within 30 days / total number of minor permit applications	92%	80%	*note

Objective: 100% of minor permit applications approved in 30 days

Percentage of major permit applications processed within 90 days

	2017	2016	2015
Number of major permit applications processed within 90 days / total number of major permit applications	89%	*note	*note

Objective: 100% of major permit applications approved in 90 days

Percentage of technical reviews completed on major permits and commented on within six weeks.

	2017	2016	2015
Number of technical reviews completed on major permits and commented on within six weeks / total number of reviews completed on major permits and commented on	79%	70%	*note

Objective: 95% of technical reviews completed and commented on within six weeks

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

RIT Staffing Overview

Planning & Watershed Management

Regional Infrastructure Team					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	4.0			4.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	4.0	0.0	0.0	4.0	0.0

There is no change in the total 2019 staff complement for this program of 4.0 FTE.

RIT Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	1.60%	1.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Percentage of Technical Environmental Assessments reviews completed within 6 weeks			
	2017	2016	2015
Reviews completed within 6 week/Reviews received	85%	*note	*note

Objective: 95% completed by due date

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Source Water Protection Staffing Overview

Planning & Watershed Management

Source Protection					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.0		-1.1	2.0	-1.1
Part-time/Contract	0.0			0.0	0.0
Total	3.0	0.0	-1.1	2.0	-1.1

In the 2019 Budget, .05 FTE (2018 Budget .95 FTE) is charged back to other Conservation Halton departments for estimated time spent on these programs. Two of the staff shared by the Source Protection program that were previously included in the Chargeback have been partially reallocated in the 2019 Budget as .40 FTE to the GIS program and .65 FTE to Planning and Watershed Management for the time spent on these programs for a net decrease of .15 FTE staff.

Source Water Protection

Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	1.2%	1.2%	1.3%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Amount of support for source protection plan implementation

	2017	2016	2015
Number of meetings, telephone calls, and e-mails to support implementing bodies	214	50	50

Objective: Tracks customer support for source protection plan implementation

Number of government and stakeholder briefings on source protection

	2017	2016	2015
Number of meetings/presentations to stakeholders and the public	127	10	10

Objective: Tracks our attempts to transfer source protection knowledge and engage communities

Science & Partnerships

Departmental Business Plans

Science and Partnerships includes monitoring ecologists in addition to stewardship, restoration and community outreach staff. We have a diverse portfolio of work that supports two Key Objectives of the Strategic Plan, namely the conservation, restoration and responsible management of natural resources with a focus on evidence-based programs, and communicating to the public the value of science-based programs that conserve, restore and manage the natural resources of the watershed. We inventory and monitor fish, birds, forest health, benthic invertebrates, water quality, amphibians, worms and more. We work with both public and private landowners to restore degraded habitats and encourage good stewardship of the land. We provide outreach to the community to educate adults and school children about our shared responsibility to safeguard the ecological health of the watershed for present and future generations. We maintain and foster extensive partnerships within and beyond our watershed boundaries to achieve our goals and support the goals of like-minded organizations and individuals.



Key Objectives 2019

- **ENHANCED BRANDING AND REACH OF COMMUNITY OUTREACH AND STEWARDSHIP:**

In 2019, we will enhance the branding and reach of our community outreach and stewardship programs with updated newsletters and factsheets, and expanded programming.

- **REDSIDE DACE HABITAT RESTORATION:**

Through the Redside Dace Overall Benefit Project, the Ministry of Transportation of Ontario (MTO) will provide Conservation Halton with the funding necessary to undertake a landowner stewardship and habitat compensation project on MTO's behalf.

- **WATERSHED HEALTH:**

In 2018, Conservation Halton released our Watershed Report Card, which provided grades for forest cover, surface water quality, groundwater quality and impervious cover. In 2019, we will delve deeper into the underlying physical factors driving these scores by evaluating our natural areas against federal habitat guidelines for forests, wetlands and riparian cover. This exercise is consistent with the Tier 2 phase of our Long-term Environmental Monitoring Program and will help identify actions that need to be taken to improve scores.

- **SUSTAINABLE GREENSPACE OPERATIONS:**

Conservation Halton is responsible for the sustainable management of more than 10,000 acres of natural lands through the watershed. It is further a community organization recognized as being champions for the environment and leaders in sustainability. Through a new focus on sustainable forest management, Conservation Halton will reinvigorate this role as leaders within the area of sustainable landscape management. In addition, new programs and services will implement a review of corporate sustainability practices.

- **FORESTRY TECH. TEAM**

Conservation Halton is responsible for the sustainable management of more than 10,000 acres of natural lands through the watershed. It is further a community organization recognized as being champions for the environment and leaders in sustainability.

Monitoring Ecology

Conservation Halton conducts environmental monitoring to inform and guide internal decision-making, and to provide information to watershed residents, partners and stakeholders. Our Long-term Environmental Monitoring Program (LEMP) was initiated in 2005 to track how species and environmental conditions change over time. Staff are also responsible for documentation and analysis of reports including the preparation of annual factsheets, monitoring reports and Conservation Halton's Watershed Report Card. In addition, the results of the monitoring program are used to inform and guide the plan review process, and to provide information to watershed studies, master plans, management plans etc. Staff also provide ecological guidance and advice to other departments within Conservation Halton by providing technical expertise in outreach festivals, participating in community and technical workshops, providing technical content for communications, assisting parks with staff training and ecological interpretation and overall technical advice on ecological communities.

Stewardship

Conservation Halton's Watershed Stewardship Program has been providing stewardship and restoration services to watershed residents for the past 23 years. Staff provide one-on-one on-site consultations for private landowners and assist them with implementing projects on their properties to protect and enhance water and habitat quality. The Watershed Stewardship Award program recognizes and provides resources for landowners acting as good environmental stewards of their properties. Staff collaborate with provincial, federal, NGO and other organizations to partner on large-scale restoration projects that bring in substantial financial contributions for these expensive undertakings. Stewardship staff work closely with Outreach staff to deliver the popular Healthy Neighboursheds program which focuses on rainwater management and other sustainable practices that can be adopted by urban dwellers.

Outreach

Conservation Halton provides community outreach and educational programs that have an annual reach of over 10,000 participants. Programs include: Halton Children's Water Festival, Stream of Dreams and Healthy Neighboursheds. Our goal is to enable watershed residents to become more environmentally aware, connect communities to nature through programming, as well as build relevant community connections to make Conservation Halton more valued and appreciated. We also work with the local school board to deliver affordable, innovative outdoor education programs.

Hamilton Harbour Remedial Action

Hamilton Harbour is one of 43 areas around the Great Lakes (internationally) that have been designated as Areas of Concern (AOC) because of the extent of environmental degradation. Areas of Concern were formally designated under the Great Lakes Water Quality Agreement in 1987, and Remedial Action Plans were established to guide the delisting of AOCs. The Hamilton Harbour RAP Office provides secretariat services to the Bay Area Implementation Team (BAIT) and 12+ committees. The HHRAP also prepares technical reports, facilitates and sponsors local training opportunities related to stormwater management and sediment control, and provides study support as key works are identified in committees. They also organize two research and monitoring workshops.

Forestry Tech. Team

Delivers strategic forest management operations, tree planting services and supports technical management of forests to enhance our watershed forest cover. This team also delivers our Emerald Ash Borer program.

Science & Partnerships

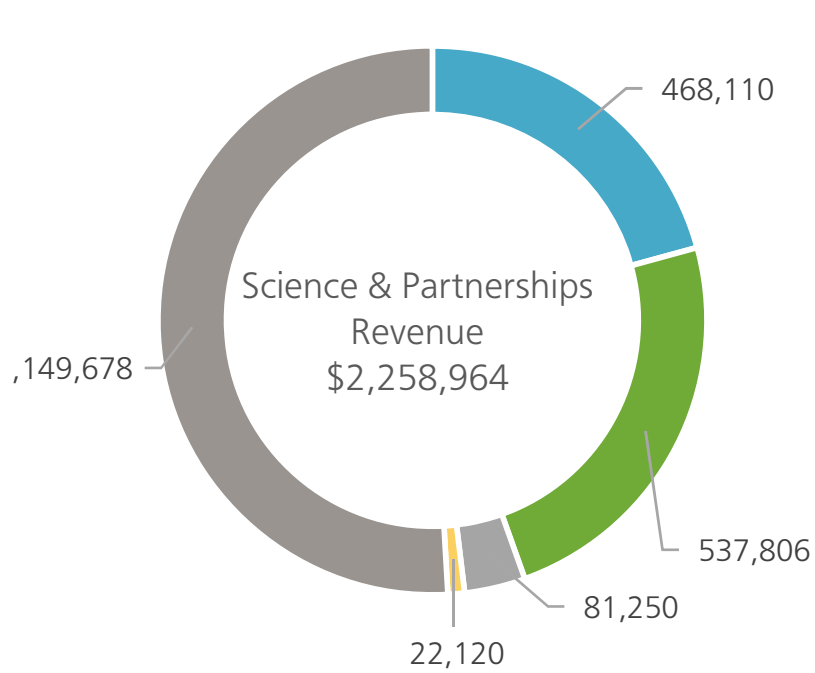
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	9.1%	468,110	-	-	103,300	(64,267)	429,077
Other	-41.3%	537,806	(380,088)	-	-	1,406	916,488
Recovery	-7.1%	81,250	-	-	-	(6,250)	87,500
Reserves	-18.1%	22,120	-	7,120	-	(12,000)	27,000
TOTAL REVENUE	-24.0%	1,109,286	(380,088)	7,120	103,300	(81,111)	1,460,065
EXPENSES							
<u>Ecology</u>							
Salaries & Benefits	4.1%	538,488	-	-	-	21,337	517,151
Materials & Supplies	0.0%	11,010	-	-	-	-	11,010
Purchased Services	72.6%	24,075	-	2,125	8,000	-	13,950
Financial & Rent expense	0.0%	-	-	-	-	-	-
	5.8%	573,573	-	2,125	8,000	21,337	542,111
<u>Stewardship</u>							
Salaries & Benefits	2.1%	394,522	-	-	-	8,148	386,374
Materials & Supplies	15.2%	38,000	-	-	5,000	-	33,000
Purchased Services	6.2%	31,326	-	-	-	1,826	29,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	3.3%	463,848	-	-	5,000	9,974	448,874

Science & Partnerships

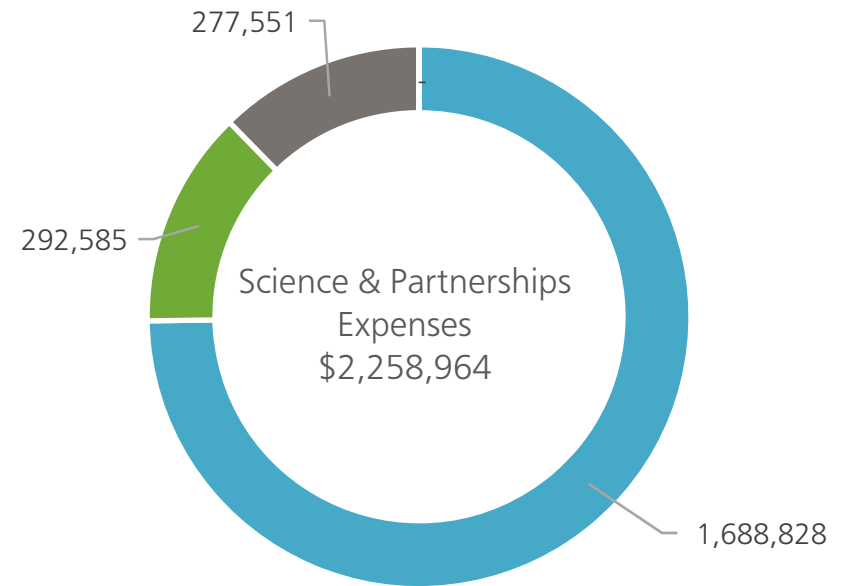
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Outreach							
Salaries & Benefits	38.2%	156,628	-	-	39,726	3,579	113,323
Materials & Supplies	20.2%	48,700	-	2,500	5,673	-	40,527
Purchased Services	8.6%	79,100	-	5,500	782	-	72,818
Financial & Rent expense	0.0%	-	-	-	-	-	-
	25.5%	284,428	-	8,000	46,181	3,579	226,668
Forestry Tech Team							
Salaries & Benefits	50.3%	273,269	-	-	87,919	3,495	181,855
Materials & Supplies	2.5%	128,125	-	-	-	3,125	125,000
Purchased Services	0.0%	5,500	-	-	-	-	5,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	30.3%	406,894	-	-	87,919	6,620	312,355
Hamilton Harbour Remediation Program							
Salaries & Benefits	1.1%	215,171	-	-	-	2,296	212,875
Materials & Supplies	8.3%	9,750	-	-	-	750	9,000
Purchased Services	-2.2%	78,500	-	-	-	(1,750)	80,250
Financial & Rent expense	0.0%	-	-	-	-	-	-
	0.4%	303,421	-	-	-	1,296	302,125
Partnership Projects							
Salaries & Benefits	-28.0%	110,750	(43,105)	-	-	-	153,855
Materials & Supplies	-53.7%	57,000	(66,200)	-	-	-	123,200
Purchased Services	-82.1%	59,050	(270,783)	-	-	-	329,833
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-62.6%	226,800	(380,088)	-	-	-	606,888
TOTAL EXPENSES	-7.4%	2,258,964	(380,088)	10,125	147,100	42,806	2,439,021
PROGRAM SURPLUS (MUNICIPAL FUNDING)	17.4%	(1,149,678)	-	(3,005)	(43,800)	(123,917)	(978,956)

Revenue & Expenses

Science & Partnerships



- Program Revenue
- Other
- Reserves
- Municipal Funding



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

Stewardship & Outreach Staffing Overview

Science and Partnerships

Stewardship					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.4			3.4	0.0
Part-time/Contract	1.0			1.0	0.0
Total	4.4	0.0	0.0	4.4	0.0

There is no change in the total 2019 staff complement for this program of 4.4 FTE.

Community Outreach					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.2			1.2	0.0
Part-time/Contract	0.2	1.0		1.2	1.0
Total	1.4	1.0	0.0	2.4	1.0

The total 2019 staff complement is 2.4 FTE. The staff complement has increased by 1.0 FTE with the following change:

Part time staff – Staffing has been increased to 1.0 FTE to deliver outreach programs with costs funded by grants and sponsorships for the Outreach program.

Stewardship & Outreach

Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	1.70%	1.50%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of watershed residents who participate in conservation outreach and stewardship activities

	2017	2016	2015
Number of participating residents	11,304	8,807	9,732

Objective: Assesses the level of engagement of watershed residents with S&P programming.

Number of floodplain, wetland and watercourse restoration activities

	2017	2016	2015
Number of activities	37	23	17
Hectares of Floodplain, Wetland and Watercourse Restoration Projects	4.4	5.1	3.5
Linear Kilometres of Watercourse Restoration Projects	2.6	2.6	2.9

Objective: Assesses environmental, climate change adaptation, green infrastructure and natural capital advancement in the watershed.

Amount of protected terrestrial and aquatic area

	2017	2016	2015
Hectares. Includes partner publicly owned, RBG and stewardship agreements	9,516 ha	9469 ha	*note

Objective: Assesses progress toward protected areas targets for biodiversity.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Stewardship & Outreach

Key Performance Indicators

Science and Partnerships

Number of stewardship and outreach public engagements

	2017	2016	2015
Number of events	57	new in 2017	

Objective: Assesses reach of stewardship and community outreach.

Ratio of partnership dollars leveraged for every dollar invested in stewardship and restoration work by Conservation Halton (includes Greenspace figures)

	2017	2016	2015
Ratio of partnership dollars generated to CH cash project investment	\$14.62	new in 2017	new in 2017

Objective: Assesses leveraging ratio for restoration/stewardship partnership projects.

Number of environmental partnership initiatives

	2017	2016	2015
Number of partners	133	new in 2017	

Objective: Assesses level of cooperation with community agencies and stakeholders.

Ecology Staffing Overview

Science and Partnerships

Ecology - Monitoring					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	5.5			5.5	0.0
Part-time/Contract	0.0			0.0	0.0
Total	5.5	0.0	0.0	5.5	0.0

There is no change in the total 2019 staff complement for this program of 5.5 FTE.

Ecology

Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	2.40%	2.80%	2.10%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Trend in key water quality indicators

	2017	2016	2015
Baseline median values for Chloride, TSS, Phosphorus and Nitrate	chloride higher, P the same	*note	*note

Objective: Assesses water quality; provides an indirect measure of success of environmental planning, stewardship and restoration efforts.

Number of aquatic and terrestrial monitoring stations

	2017	2016	2015
Number of LEMP monitoring stations	169	169	*note

Objective: Assesses the extent to which we understand the ecological conditions of our watershed.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

HHRAP

Staffing Overview

Science and Partnerships

Hamilton Harbour Remedial Action Plan					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	2.0			2.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.0	0.0	0.0	2.0	0.0

There is no change in the total 2019 staff complement for this program of 2.0 FTE.

HHRAP

Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	0.70%	0.70%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of HHRAP Facilitated Meetings

	2017	2016	2015
Number of HHRAP Committee Meetings	46	55	n/a

Objective: Assess the workload of the committees facilitated by the HHRAP Office.

Number of Beneficial Uses undergoing Status Updates

Number of Beneficial Uses undergoing Status Updates	1	-	1
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Objective: Assess how many of the 13 Beneficial Uses are progressing with a scientific Status Update report.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Forestry Tech. Team Staffing Overview

Science and Partnerships

Forestry Tech. Team					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	2.0	1.0		3.0	1.0
Part-time/Contract	0.0			0.0	0.0
Total	2.0	1.0	0.0	3.0	1.0

The total 2019 staff complement is 3.0 FTE. The staff complement has increased by 1.0 FTE with the following change:

Forestry Tech. Team

Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	0.80%	0.80%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Watershed Tree Planting

	2017	2016	2015
Total number of trees planted	115,000	105,000	100,000

Objective: To increase forest cover in the watershed

Emerald Ash Borer Response

	2017	2016	2015
Number of ash trees removed through EAB program	7,500	n/a	n/a

Objective: To manage the risks posed by the Emerald Ash Borer on Conservation Halton owned property

Support Forest Health through Forest Management

	2017	2016	2015
Number of forest management activities annually	New initiative		

Objective: To improve forest health of CH owned and managed forests through active forest management

Partnership Project Summary

Science & Partnerships

Description	2019 Capital Expenditures	Partnership Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Fish Telemetry	102,250			102,250			
Hamilton Harbour LID	40,000			40,000			
MTO Redside Dace Overall Benefit	35,739			35,739			
Hamilton Harbour Stewardship	28,800			28,800			
Red Mulberry Halton	16,834			16,834			
Red Mulberry Hamilton	3,177			3,177			
Total Partnership Expenditures	226,800	-	-	226,800	-	-	-

Partnership Project

Fish Telemetry

Science and Partnerships

Project Description/Rationale											
The HHRAP helps to coordinate the Fish Telemetry project. The main partner is Fisheries and Oceans Canada. After completion of the first three year agreement (ending March 31, 2018), a new grant has been applied for through the federal Great Lakes Protection Initiative fund (replaces Great Lakes Sustainability Fund). This project will continue on from the first agreement by extending the existing receiver array, putting transponders in more fish, and using a more sophisticated receiver array that can be moved to target certain events (e.g spring walleye spawning).											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	95,000	45,000	40,000	10,000							
Purchased Services	128,500	57,250	57,000	14,250	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-				-	-	-	-	-	-	-
Contingency	-										
Total Costs	223,500	102,250	97,000	24,250	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	223,500	102,250	97,000	24,250							
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	223,500	102,250	97,000	24,250	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
The Fish Telemetry budget runs April 1 - March 31, but costs have been adjusted for this table to match the calendar budget. The current project is budgeted out until March 31, 2021 but it is anticipated there will still be need for a project and budget beyond that date. The extent of the need is not known at the time and cannot yet be projected. It will likely not extend all the way to 2028.											

Partnership Project

Hamilton Harbour LID

Science and Partnerships

Project Description/Rationale											
UNCONFIRMED - Some of this funding may extend into 2020 as this project start has been delayed as a result of the provincial election. The project is aimed at encouraging private landowners in the hamilton harbour watershed to undertake LID projects on their properties. Note that this is a joint application with HCA. We are the lead applicant and \$10,000 will be sent to HCA for their staff salaries.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	10,000	10,000									
Materials & Supplies	15,750	15,750									
Purchased Services	-	3,750						-	-	-	-
Financial, Leases, Rentals	-										
Other		10,500						-	-	-	-
Contingency	-										
Total Costs	25,750	40,000	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	40,000	40,000									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other											
Total Funding	40,000	40,000	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
\$10,250 - HCA staff salaries and mileage, \$250 for CH mileage.											

Partnership Project

MTO Redside Dace Overall Benefit

Science and Partnerships

Project Description/Rationale											
This is an overall benefit project being delivered on behalf of MTO. Funds will be used to cover staff salaries and to improve Redside Dace habitat in 2 tributaries of Sixteen Mile Creek. We are in the final stages of negotiation.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	89,424	26,739	27,139	27,546	2,000	2,000	4,000				
Materials & Supplies	33,000	8,000	25,000								
Purchased Services	55,000	-	10,000	45,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	3,000	1,000	1,000	1,000	-	-	-	-	-	-	-
Contingency	-										
Total Costs	180,424	35,739	63,139	73,546	2,000	2,000	4,000	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	180,424	35,739	63,139	81,546	-	-	-	-	-	-	-
Total Funding	180,424	35,739	63,139	81,546	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

At this point we're still negotiating the contract, but I believe we will be receiving the \$8000 for the monitoring reports up from at the end of year 3.

Partnership Project

Hamilton Harbour Stewardship

Science and Partnerships

Project Description/Rationale											
Implement water quality and habitat improvement projects in the Hamilton Harbour watersheds in an effort to reduce sediment and phosphorus inputs to the Hamilton harbour.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	15,000	15,000									
Materials & Supplies	12,000	12,000									
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other	1,800	1,800						-	-	-	-
Contingency	-										
Total Costs	28,800	28,800	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other		28,800									
Total Funding	-	28,800	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
\$400 for training, \$400 for mileage, \$1000 for event. Funding is a joint grant to Environment Canada. Hamilton CA is the lead applicant, so funds are funnelled through											

Partnership Project

Red Mulberry Halton

Science and Partnerships

Project Description/Rationale											
Conservation Halton aims to locate historical and new records of Red Mulberry within the known occupied areas, assess health and through the use of DNA barcoding determine if trees are Red Mulberry or hybridized species. Restoration efforts to remove the exotic White Mulberry and its hybrids will be employed along with propagation of pure Red Mulberry to improve recovery of the species.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	8,206	8,206									
Materials & Supplies	6,628	6,628									
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other		2,000						-	-	-	-
Contingency	-										
Total Costs	14,834	16,834	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	16,834	16,834									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other											
Total Funding	16,834	16,834	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
The \$2000 expenditures are related to mileage costs and promotional costs which may be Purchased Services or Materials and Supplies											

Partnership Project

Red Mulberry Hamilton

Science and Partnerships

Project Description/Rationale											
Erin will be supporting HCA on the delivery of their Red Mulberry Species at Risk Stewardship Fund project.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	3,177	3,177									
Materials & Supplies	-										
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other	-							-	-	-	-
Contingency	-										
Total Costs	3,177	3,177	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	3,177			-	-	-	-	-	-	-
Total Funding	-	3,177	-	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
HCA holds the grant, we will need to invoice them for this contribution.											

Capital Project Summary

Science & Partnerships

Description	2019 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Emerald Ash Borer	1,154,000			1,154,000			
Total Capital Expenditures	1,154,000	-	-	1,154,000	-	-	-

Capital Project

Emerald Ash Borer

Science and Partnerships

Project Description/Rationale											
Continued role out of the EAB Capital program approved in 2018.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	2,241,185	261,120	266,342	271,669	277,103	282,645	288,298	294,064	299,945		
Materials & Supplies	-										
Purchased Services	4,620,815	892,880	577,658	532,331	526,897	551,355	545,702	499,936	494,055	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Total Funding	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

Note: Please note revised role out model, to improve operational delivery of this program, CH has elected to significantly reduce the staffing element and increase outsourced contractor support for delivery of this program. Capital costs approved in the 2018 Business Plan remain unchanged.

Innovation & Project Management Office

Departmental Business Plans

The team includes the newly established Project Management Office (PMO). This broad range of departmental specialists delivers across multiple areas of our Strategic Plan supporting long term financial planning through the delivery of Master Plans and Strategic Plans that guide the management of our assets. Our PMO team supports long-term financial sustainability through delivering capital infrastructure projects as well as developing long term land management plans, as well as developing and implementing major scale ecological restoration and enhancement projects.



Key Objectives 2019

- **BOYNE SIXTEEN MILE CREEK RESTORATION:**
Conservation Halton is a leader in ecological restoration and has committed to increasing the number of floodplain, wetland and watercourse restoration projects by 5-10 percent. To achieve this target and further build internal knowledge and capacity, Conservation Halton has the opportunity to project manage a significant restoration project in Milton on behalf of a developers group. The project, preliminary valued at \$3 million, would be undertaken at full cost recovery from the landowners group and would be planned and implemented from 2018 to 2021.
- **SPACE NEEDS ASSESSMENT:**
This initiative involves undertaking a comprehensive space needs assessment for staffing at Conservation Halton; undertake improvements at the former Museum Visitor Centre at Kelso; and develop a project plan and implementation schedule for construction at the former Field Office site to meet space needs.

Current Facilities

The department is responsible for the daily operation of the Administrative Offices from a janitorial perspective, the provision and support of administrative infrastructure (office furniture, maintenance etc). The team is also responsible for Office Space Needs assessment across all buildings and facilities and design and implementation of internal reorganizations and enhancements.

Restoration

A function of the PMO with a specific area of focus on larger scale, watershed benefitting ecological restoration and enhancement projects. With a base (staff) budget supported by tax, major deliverables are funded through externally sourced funds.

Project Management

Responsible for the delivery of project based work at CH and includes the delivery of 'park' based capital projects, master planning and provide a range of support services to teams in Science and Partnerships, Forestry and is developing support for other teams at CH.

Construction

Increasing a function of the PMO, CH construction support services provide operational support for small scale infrastructure work, oversight on asset management programs, support to other teams delivering construction projects and helps implement infrastructure projects of the PMO.

Innovation & PMO

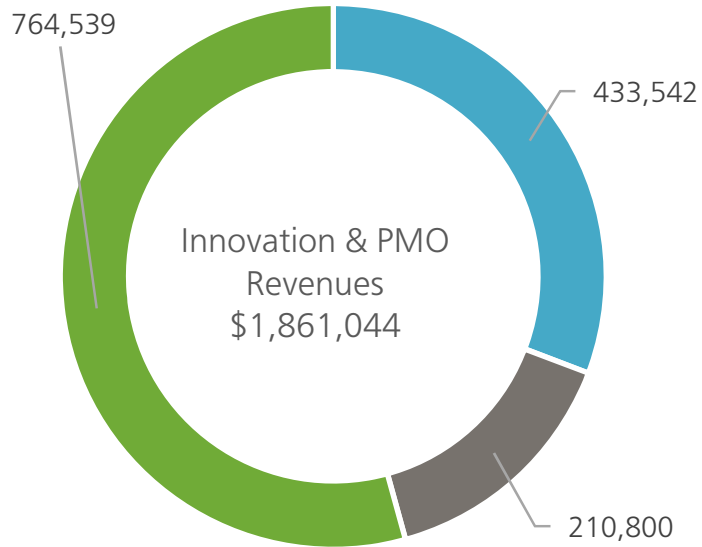
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	433,542	-	-	433,542	(216,106)	216,106
Provincial Funding	#DIV/0!	-	-	-	-	-	-
Other Funding	109.5%	452,163	-	-	452,163	(232,516)	215,853
Chargeback Recoveries	1.1%	210,800	-	-	-	2,314	208,486
Reserves		-					16,663
TOTAL REVENUES	66.9%	1,096,505	-	-	885,705	(446,308)	657,108
EXPENSES							
<u>Administration Office Facility</u>							
Salaries & Benefits	1.0%	75,899	-	-	-	720	75,179
Materials & Supplies	17.5%	47,000	-	-	-	7,000	40,000
Purchased Services	-2.8%	134,483	-	-	-	(3,817)	138,300
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.5%	257,382	-	-	-	3,903	253,479
<u>Restoration</u>							
Salaries & Benefits	39.5%	351,189	-	-	255,176	(155,821)	251,834
Materials & Supplies	-21.5%	23,980	-	-	23,980	(30,560)	30,560
Purchased Services	463.1%	172,965	-	-	170,765	(28,519)	30,719
Financial & Rent expense	0.0%	-	-	-	-	-	-
	75.1%	548,134	-	-	449,921	(214,900)	313,113

Innovation & PMO

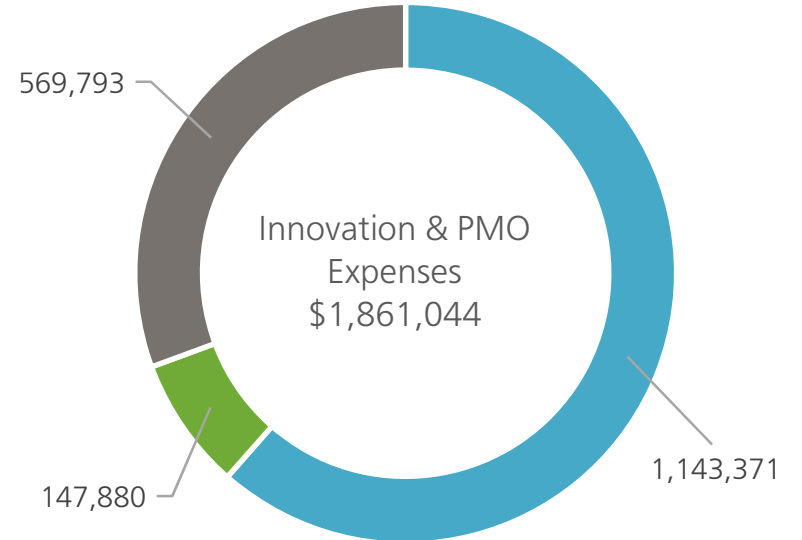
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
<u>Project Management</u>							
Salaries & Benefits	6.2%	281,603	-	-	-	16,498	265,105
Materials & Supplies	0.0%	4,000	-	-	-	-	4,000
Purchased Services	0.0%	9,500	-	-	-	-	9,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	5.9%	295,103	-	-	-	16,498	278,605
<u>Construction</u>							
Salaries & Benefits	-32.7%	177,262	-	-	-	(86,122)	263,384
Materials & Supplies	0.0%	62,500	-	-	-	-	62,500
Purchased Services	6.2%	68,500	-	-	-	4,000	64,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-21.0%	308,262	-	-	-	(82,122)	390,384
<u>Partnership Projects</u>							
Salaries & Benefits	595.7%	257,418	-	-	220,418	-	37,000
Materials & Supplies	-85.8%	10,400	-	-	(63,095)	-	73,495
Purchased Services	51.1%	184,345	-	-	62,324	-	122,021
Financial & Rent expense	0.0%	-	-	-	-	-	-
	94.5%	452,163	-	-	219,647	-	232,516
TOTAL EXPENSES	26.8%	1,861,044	-	-	669,568	(276,621)	1,468,097
PROGRAM SURPLUS (MUNICIPAL FUNDING)	-5.7%	(764,539)	-	-	216,137	(169,687)	(810,989)

Revenue & Expenses

Innovation & PMO



- Program Revenue
- Municipal Funding
- Chargeback Recoveries



- Salaries & Benefits
- Materials & Supplies
- Purchased Services

Project Management Office Staffing Overview

Innovation & PMO

Project Management					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.3	-0.3		3.0	-0.3
Part-time/Contract	0.0			0.0	0.0
Total	3.3	-0.3	0.0	3.0	-0.3

The total 2019 staff complement is 3.0 FTE. The staff complement has decreased by .3 FTE with the following change:

Project Management Office Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.00%	2.40%	2.50%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Restoration Staffing Overview

Innovation & PMO

Restoration					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.0			1.0	0.0
Part-time/Contract	2.0	1.0		3.0	1.0
Total	3.0	1.0	0.0	4.0	1.0

The total 2019 staff complement is 4.0 FTE. The staff complement has increased by 1.0 FTE with the following change:

Part time staff – An increase of one staff is proposed for 2019 projects. Staff costs are being funded through the project funding received.

Restoration Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	0.80%	0.40%	0.40%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of environmental partnership initiatives			
	2017	2016	2015
Number of partners	133	new in 2017	

Objective: Assesses level of cooperation with community agencies and stakeholders.

Construction Staffing Overview

Innovation & PMO

Construction & Maintenance					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	2.0	-1.0		1.0	-1.0
Part-time/Contract	1.0			1.0	0.0
Total	3.0	-1.0	0.0	2.0	-1.0

The total 2019 staff complement is 2.0 FTE. The staff complement has decreased by 1.0 FTE with the following change:

Full-time - As a result of a staff reorganization in 2018 one full-time position was not replaced and has been removed from the 2019 staff complement.

Construction Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.80%	2.80%	2.90%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Facilities Staffing Overview

Innovation & PMO

Administration Office Facility					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.0			1.0	0.0
Part-time/contract	0.0			0.0	0.0
Total	1.0	0.0	0.0	1.0	0.0

There is no change in the total 2019 staff complement for this program of 1.0 FTE.

Facilities Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.00%	0.90%	0.90%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Provide a responsive facilities management service			
	2017	2016	2015
Number of helpdesk requests responded to	200	n/a	n/a

Objective: To measure customer service requests and performance in responding to them. Note: recording started in 2017

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Partnership Project Summary

Innovation & PMO

Description	2019 Capital Expenditures	Project Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Restoration Projects - Boyne	273,520			273,520			
Restoration Projects - various small projects	178,643			178,643			
Total Partnership Expenditures	452,163	-	-	452,163	-	-	-

Partnership Project Boyne

Innovation & PMO

Project Description/Rationale											
Conservation Halton is a leader in ecological restoration and has committed to increasing the number of floodplain, wetland and watercourse restoration projects by 5-10 percent. To achieve this target and further build internal knowledge and capacity, Conservation Halton has the opportunity to project manage a significant restoration project in Milton on behalf of a developers group. The project, preliminary valued at \$3 million, would be undertaken at full cost recovery from the landowners group and would be planned and implemented from 2018 to 2023.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	2,218,255	137,020	414,710	559,878	786,753	319,895	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	815,000	136,500	136,500	136,500	136,500	136,500	26,500	26,500	26,500	26,500	26,500
Contingency	91,000				30,333	30,333	30,333				
Total Costs	3,124,255	273,520	551,210	696,378	953,586	486,728	56,833	26,500	26,500	26,500	26,500
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	162,833	-	-	-	-	-	56,833	26,500	26,500	26,500	26,500
Capital Levy	-										
Debt Financing	-										
Other	2,961,422	273,520	551,210	696,378	953,586	486,728	-	-	-	-	-
Total Funding	3,124,255	273,520	551,210	696,378	953,586	486,728	56,833	26,500	26,500	26,500	26,500

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

The financial impact of the entire project will be covered by the landowners group, including a Conservation Halton project administrative fee. The cost estimates will be updated at key milestones throughout the full length of the project. The landowners shall deposit sufficient funds to a Trustee at various stages of the works and will make payment from the Security held for the CH works upon certificates and invoices.

Partnership Project

Star Oaks, Drumquin & Tremaine Road

Innovation & PMO

Project Description/Rationale											
<p>The Restoration team within the PMO are undertaking a number of ongoing restoration projects, supported by external funding.</p> <p>Star Oaks is a wetland and forest restoration in north Oakville being undertaken under a restoration agreement after these habitats were negatively impacted by a landowner.</p> <p>Drumquin Park is a significant project over 2 phases being undertaken in partnership with the Town of Milton to restore a section of creek including the removal of a weir structure, ecological improvements to the function of the creek and floodplain and support an overall benefit program for Silver Shiner.</p> <p>Tremaine Rd/James Snow Parkway Restoration is a compensation project being undertaken in respect to Regional Infrastructure projects associated with these road improvements</p>											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	79,267	10,400	59,526	8,437	452	452					
Purchased Services	301,824	57,095	236,431	2,766	2,766	2,766	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	405,536	111,148	172,027	38,817	38,161	38,383	3,500	3,500	-	-	-
Contingency											
Total Costs	786,627	178,643	467,984	50,020	41,379	41,601	3,500	3,500	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	113,105	-	13,210	9,915	41,379	41,601	3,500	3,500	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	673,522	178,643	454,774	40,105	-	-	-	-	-	-	-
Total Funding	786,627	178,643	467,984	50,020	41,379	41,601	3,500	3,500	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
<p>Funding source for Tremaine Rd and James Snow due to be signed summer 2018</p> <p>Funding in Minutes of Settlement for Star Oaks</p> <p>Funds for Drumquin to be received in 2018 and then reserves formed at the end of 2018 for 2019</p>											

Capital Projects Summary

Innovation & PMO

Description	2019 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Administration Office	150,000					150,000	
Giant's Rib Geopark	100,000			100,000			
Glenorchy	15,151			12,700		2,451	
Total Capital Expenditures	265,151	-	-	112,700	-	152,451	-

Capital Project Administration Office

Innovation & PMO

Project Description/Rationale											
During 2017/18 a Landscape Master Plan was developed to support infrastructure and landscape improvements to the exterior environment of the Administration Office on Britannia Road. This capital request is to implement these measures over 5 phases.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
Year One addresses major existing defects (driveway) and provides detail design. Years 2 - 5 are implementation phases. Exact price breakdown will be refined through year one detailed design. Grant aid opportunities reflect design elements that can be implemented if funding is available; if no funding is available, these elements will not be implemented.											

Capital Project

Giants Rib Geopark

Innovation & PMO

Project Description/Rationale											
Implementing the Strategic Priority of the Giants Rib GeoPark system. This project will develop the concept to roll out.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Total Funding	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

This is to support the implementation of a Concept Giants Rib GeoPark system. This initial capital investment will support materials and a website development.

Capital Project Glenorchy

Innovation & PMO

Project Description/Rationale											
The 2008 Glenorchy Conservation Area Master Plan established an ambitious program of restoration activities on this CH managed (Provincially owned) property in north Oakville. This capital project reflects the completion of grant aid supported projects to establish a grassland and wetland and to manage invasive species. It also reflects an ongoing agreement to manage this grassland area through compensation agreement (over 20 years) with the Region of Halton to offset the impact of the Burnhamthorpe Road/William Halton Parkway construction which impacted habitat of the Bobolink and Eastern Meadowlark both of which, and their habitats are protected under the Endangered Species Act.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	500		500								
Purchased Services	12,878	5,189	7,689	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	12,258	9,962	2,296	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	25,636	15,151	10,485	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves (itemize below)	12,936	2,451	10,485	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other (itemize below)	12,700	12,700	-	-	-	-	-	-	-	-	-
Total Funding	25,636	15,151	10,485	-	-	-	-	-	-	-	-
Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)											
Funding Sources are already secured Foundation funding (2019) and MOU between CH and Region of Halton (2019 - 2028) for \$72,413											

Watershed Management & Support Services Operations

The following programs are managed by Conservation Areas staff. The program costs are related to Watershed Management & Support Services Operations (WMSS) only.

Forestry Operations

The Forestry Operations Team provides an operational focus dealing with hazard tree management, routine tree management and arboricultural services.

Property Management

The department provides management of all CH property from an administrative perspective (leases, agreements, permits to enter, title searches and records) and provides a landscape (turf management, landscape management and snow clearing support) service to operational departments in Parks and Recreation, Science and Partnerships, Facilities and Watershed Engineering.

Security

A function within Property and Risk Management this team provides an operational security services (alarm, lock and securing premises as well as 24/7/365 on call) and risk (incident support and documentation, risk based inspection services) management focus. In addition, this team is empowered under Section 28 and 29 of the CA Act and the Trespass to Property Act as well as various municipal bylaws to support enforcement activities on behalf of CH.

WMSS Vehicle & Equipment Operations

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

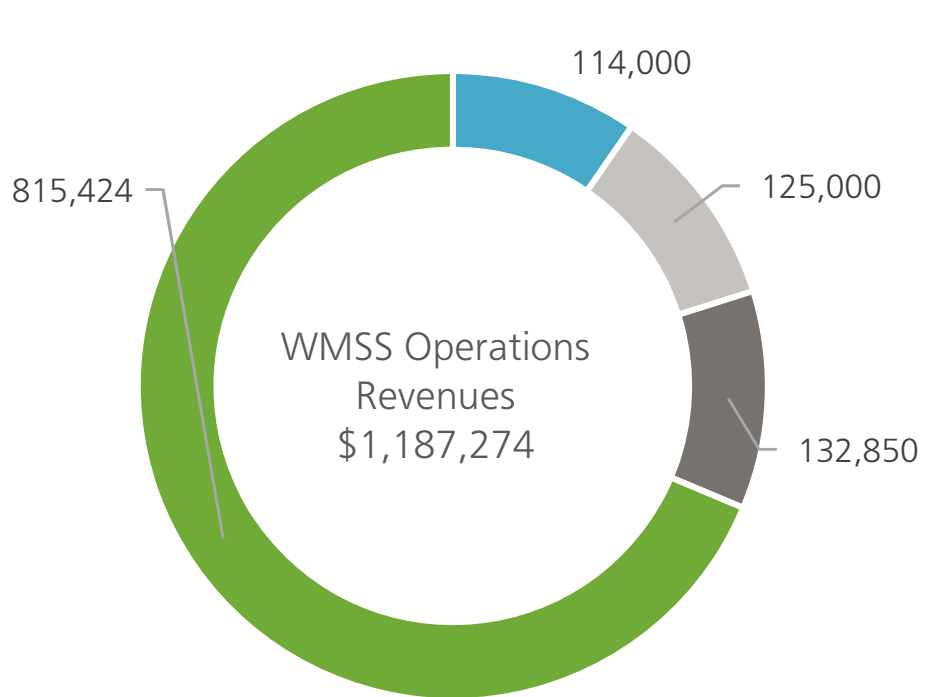


WMSS Operations

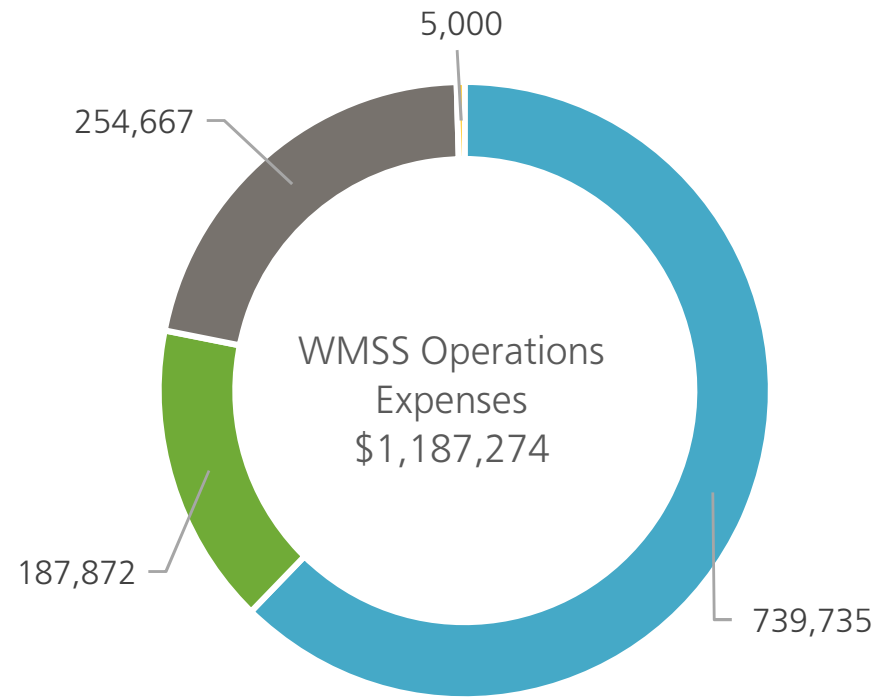
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	114,000	-	-	-	-	114,000
Provincial Funding	0.0%	125,000	-	-	-	-	125,000
Other Funding	#DIV/0!	-	-	-	-	-	-
Chargeback Recoveries	-28.4%	132,850	-	-	-	(52,750)	185,600
Reserves							
TOTAL REVENUES	-12.4%	371,850	-	-	-	(52,750)	424,600
EXPENSES							
Property Management							
Salaries & Benefits	-100.0%	-	-	-	-	(41,448)	41,448
Materials & Supplies	0.0%	72,000	-	-	-	-	72,000
Purchased Services	6.4%	166,900	-	-	-	10,000	156,900
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-11.6%	238,900	-	-	-	(31,448)	270,348
Forestry							
Salaries & Benefits	-6.3%	444,538	-	-	-	(29,886)	474,424
Materials & Supplies	0.0%	7,000	-	-	-	-	7,000
Purchased Services	0.0%	22,600	-	-	-	-	22,600
Financial & Rent expense	0.0%	5,000	-	-	-	-	5,000
	-5.9%	479,138	-	-	-	(29,886)	509,024

WMSS Operations

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Security							
Salaries & Benefits	1.8%	272,797	-	-	-	4,713	268,084
Materials & Supplies	#DIV/0!	-	-	-	-	-	-
Purchased Services	0.0%	3,500	-	-	-	-	3,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.7%	276,297	-	-	-	4,713	271,584
WMSS Vehicles							
Salaries & Benefits	#DIV/0!	22,400	-	-	22,400	-	-
Materials & Supplies	1.4%	108,872	-	-	-	1,500	107,372
Purchased Services	24.2%	61,667	-	-	12,000	-	49,667
Financial & Rent expense	0.0%	-	-	-	-	-	-
	22.9%	192,939	-	-	34,400	1,500	157,039
TOTAL EXPENSES	-1.7%	1,187,274	-	-	34,400	(55,121)	1,207,995
PROGRAM SURPLUS (MUNICIPAL FUNDING)	4.1%	(815,424)	-	-	(34,400)	2,371	(783,395)



- Program Revenue
- Provincial Funding
- Chargeback Recoveries
- Municipal Funding



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

Forestry Operations Staffing Overview

WMSS

Forestry Operations					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	4.3	-0.3		4.0	-0.3
Part-time/Contract	1.0			1.0	0.0
Total	5.3	-0.3	0.0	5.0	-0.3

The total 2019 staff complement is 5.0 FTE. The staff complement has decreased by .3 FTE with the following change:

Full time staff – As a result of a staffing review, the vacant Associate Director position has been removed from the the 2019 Budget staff complement and responsibilities have been reassigned to other staff in the organization .

Forestry Operations Key Performance Indicators

WMSS

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	2.20%	2.20%

Security Staffing Overview

WMSS

Security					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.3	-0.3		3.0	-0.3
Part-time/Contract	0.0			0.0	0.0
Total	3.3	-0.3	0.0	3.0	-0.3

The total 2019 staff complement is 3.0 FTE. The staff complement has decreased by .3 FTE with the following change: Full time staff – As a result of a staffing review, the vacant Associate Director position has been removed in the 2019 Budget staff complement and responsibilities reassigned to other staff in the organization.

Security Key Performance Indicators

WMSS

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.30%	2.90%	2.80%

Parks & Recreation

Departmental Business Plans

The Parks and Recreation Team at Conservation Halton is responsible for the delivery of a wide variety of recreational and educational programs and services to over 1,000,000 annual visitors. Park Operations, Programming and Services are funded almost entirely through self generated revenue comprising of annual/seasonal pass sales, daily access fees, educational visit fees, and lesson/camp registrations. Major themes addressed within the 2019 Operational and Capital budget proposals include: improved service delivery, addressing aging infrastructure, and accounting for recent legislative changes affecting seasonal wages. Long term planning focused on environmental and fiscal sustainability will remain a funded priority for senior Conservation Halton and Parks and Recreation staff. Gaining design and cost certainty for the Conservation Halton Board of Director endorsed Developer Contribution funded capital projects will be a key deliverable for 2019. These projects are Kelso/Glen Eden water/wastewater infrastructure, Kelso/Glen Eden Recreation Centre & Sport Arrival Centre, and Crawford Lake Interpretive and Education Centre and are crucial to the long term success of Conservation Halton's Park system.



Key Objectives 2019

- **ESCARPMENT RIM TRAIL WORKS:**
This initiative supports the Niagara Escarpment rim/trail improvements within Conservation Halton's active use park system. Increased visitation to Conservation Parks has created stress to the natural areas surrounding escarpment trails and viewing areas. Funding and resources will be used to implement trail and viewing solutions that will positively impact environmental, trail delineation, and viewing area challenges.
- **MILTON HEIGHTS CONSERVATION AREA:**
This initiative supports the development of a new Conservation Area – Milton Heights Conservation Area. This will be Conservation Halton's eighth active use park and will be themed around the opportunity for families and their pets to enjoy our natural setting. Park infrastructure and operations will take every reasonable effort to engage 'green' construction methods, business practices, and operational functions. Funding and resources will be used to engage Park design, planning/permitting, and infrastructure requirements.
- **MOUNT NEMO CONSERVATION AREA CAPITAL WORKS:**
Over recent years annual visitation at Mount Nemo has grown to over 33,000 in 2017 from 15,000 in 2013. Halton Region residents enjoy the easy walking trails to Brock Harris lookout on the edge of the Niagara Escarpment. Over 200 climbing routes on the Niagara Escarpment face make Mount Nemo one of the premier climbing destinations in Ontario. Infrastructure at Mount Nemo has reached a reasonable life span and does not meet visitor needs or expectations. Parks and Recreation staff are planning the construction of a new gatehouse allowing for easier interactions with Park visitors and alleviating access issues. The addition of a four season accessible washroom will allow for a better visitor experience throughout the year. Staff are submitting a grant application to the Enabling Accessibility Fund in support of these works.
- **DEVELOPER CONTRIBUTION CAPITAL PROJECT PLANNING:**
In support of the Conservation Halton Board of Director endorsed Developer Contribution projects (Kelso/GE Water/Waste Water Infrastructure, Kelso / GE Recreation Centre and Sport & Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2019 is required to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10

Year Capital Forecasts associated with these significant projects. Funding of these efforts are to be provided from the Developer Contribution Funds collected by Halton Region on behalf on Conservation Halton.

Kelso/Glen Eden

Kelso/Glen Eden offers a variety of recreational programs & activities including mountain biking & cyclocross races, boat rentals, summer camps, skiing & snowboard lessons, 3 terrain parks, picnic and camping sites, food services and special events. Kelso/ Glen Eden has a dedicated team that is divided into departments: Operations, Visitor Safety, Programs & Services and Visitor Services. The team operates 364 days a year providing recreational programming. Total Kelso/GE visitation for 2017 exceeded 500,000. Corporate Motor Pool services are provided through the Kelso/GE Operational team.

Crawford Lake/Mountsberg/Robert Edmondson

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Providing educational programs to approximately 55,000 school children annually with topics ranging from, life in a longhouse village, to maple syrup, and owl prowls. These parks offer education based family programs, Christmas Town, our Iroquoian village, a birds of prey compound, animal barn and Maple Town. 2017 total visitation exceeded 190,000.

Hilton Falls/Rattlesnake Point/Mount Nemo

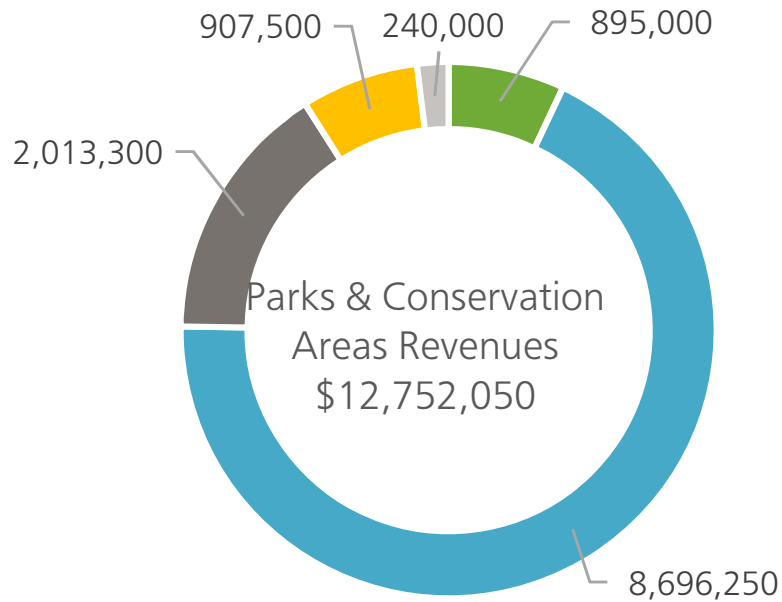
Hilton Falls, Rattlesnake Point and Mount Nemo staff are responsible for the overall management of the 3 Conservation Areas. This includes the maintenance of park infrastructure (including 55 km of trails), Annual Membership Program for the Conservation Lands, customer service program, any special events, signage, marketing, and capital projects. The areas have seen visitation double since 2012 so the staff are also responsible for monitoring the impacts to the environment, and improving customer service processes. Priorities for the staff is to implement a Visitor Impact Monitoring Program across the division, increase our Corporate Membership sales and increase the number of special events while remaining cost effective. 2017 total visitation exceeded 350,000.

Parks & Conservation Areas

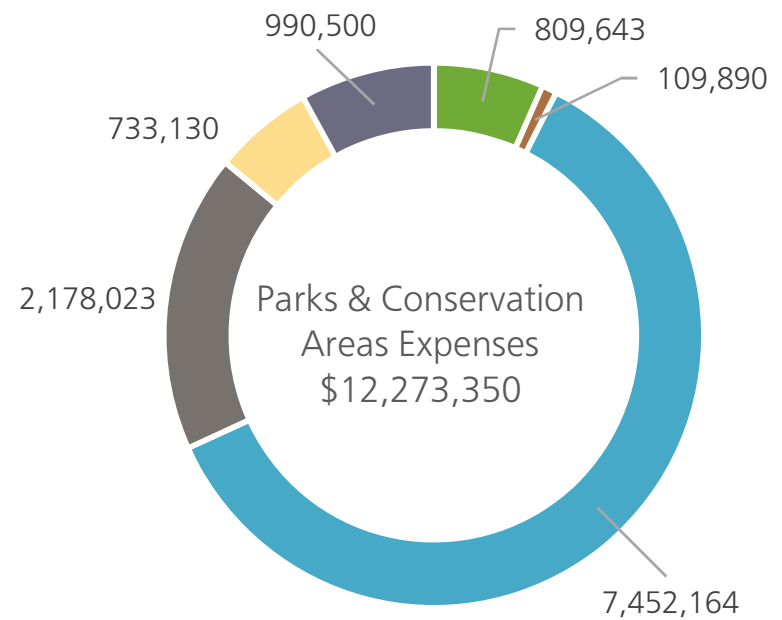
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Conservation Lands	7.2%	895,000	-	-	-	60,000	835,000
Kelso/Glen Eden	9.6%	8,696,250	-	-	(100,000)	859,000	7,937,250
Crawford Lake/Mountsberg/Robert Edmondson	5.8%	2,013,300	-	-	66,000	45,000	1,902,300
Hilton Falls/Mount Nemo/Rattlesnake Point	21.5%	907,500	-	-	-	160,500	747,000
Municipal Funding - education		240,000	-	-	-	47,646	192,354
	9.8%	12,752,050	-	-	(34,000)	1,172,146	11,613,904
EXPENSES							
Conservation Lands	22.7%	809,643	-	-	139,100	10,723	659,820
Vehicles	0.0%	109,890	-	-	-	-	109,890
Kelso/Glen Eden	10.5%	7,452,164	-	-	133,294	572,837	6,746,033
Crawford Lake/Mountsberg/Robert Edmondson	5.0%	2,178,023	-	-	-	104,400	2,073,623
Hilton Falls/Mount Nemo/Rattlesnake Point	11.4%	733,130	-	-	5,000	69,772	658,358
Chargeback		990,500	-	-	-	(65,286)	1,055,786
	8.6%	12,273,350	-	-	277,394	692,446	11,303,510
PROGRAM SURPLUS (MUNICIPAL FUNDING)	54.2%	478,700	-	-	(311,394)	479,700	310,394

Revenue & Expenses

Parks & Recreation



- Conservation Lands
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Municipal Funding



- Conservation Lands
- Vehicles
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Chargeback

Kelso/Glen Eden Staffing Overview

Parks & Recreation

Kelso / Glen Eden					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	21.2	2.0		23.2	2.0
Part-time/Contract	73.4	0.2		73.6	0.2
Total	94.6	2.2	0.0	96.8	2.2

The total 2019 staff complement is 96.8 FTE. The staff complement has increased by 2.2 FTE with the following changes:

Full time staff – Staffing has been increased by two full time positions to assist with increased Lift and Facilities Maintenance service delivery needs at the park.

Part time staff – Staffing has been adjusted to assist with park seasonal programs.

Crawford Lake/Mountsberg/Robert Edmondson Staffing Overview

Parks & Recreation

Crawford Lake / Mountsberg / Robert Edmondson					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	9.0			9.0	0.0
Part-time/Contract	18.8			18.8	0.0
Total	27.8	0.0	0.0	27.8	0.0

There is no change in the total 2019 staff complement for this program of 27.8 FTE.

Rattlesnake Point/Hilton Falls/Mount Nemo Staffing Overview

Parks & Recreation

Rattlesnake Point / Hilton Falls / Mount Nemo					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	5.0			5.0	0.0
Part-time/Contract	3.8	0.3		4.1	0.3
Total	8.8	0.3	0.0	9.1	0.3

The total 2019 staff complement is 9.1 FTE. The staff complement has increased by .3 FTE with the following change:

Part time staff – Staffing has been adjusted to assist with park seasonal programs.

Key Performance Indicators

Parks & Recreation

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	54.30%	53.60%	55.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Glen Eden revenue per skier/snowboarder visit

	17/18 season	16/17 season	15/16 season
Glen Eden revenue / number of skiers/snowboarders	\$23.91	\$22.76	\$18.90

Objective: Increase revenue per skier/snowboarder by 10% annually.

Park visitor satisfaction rate

	2017	2016	2015
Total Park visitor satisfaction rate.	*note	*note	*note

Objective: Reach an average customer satisfaction rate of 90 percent.

Participation in all Conservation Halton recreation programs and events

	17/18 season	16/17 season	15/16 season
Total number of participants / total capacity of programs and events	93%	92%	92%

Objective: Achieve participation rate of 80% in recreation programs and events.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Capital Projects Summary

Parks & Recreation

Description	2019 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
CH Parks Infrastructure Projects	996,000			100,000		896,000	
Water/Wastewater Servicing	500,000			500,000			
Vehicle & Equipment Replacement - Conservation Areas	108,500					108,500	
Total Capital Expenditures	1,604,500	-	-	600,000	-	1,004,500	-

Capital Project

CH Parks Infrastructure Projects

Parks & Recreation

Project Description/Rationale											
This Project Detail Sheet includes capital pertaining to GE Snowmaking & Electrical; GE Ski/Board Rental Replacement; Mount Nemo Four Season Restroom; Hilton Falls Observation Platform Repair; IT Infrastructure; Milton Heights Conservation Area, Kelso Site 6 Stair Replacement and Vehicle and Equipment replacement											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Financial, Leases, Rentals	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-	-
Total Costs	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Funding Sources											
Municipal Funding	-	-	-	-	-	-	-	-	-	-	-
Provincial Funding	-	-	-	-	-	-	-	-	-	-	-
Federal Funding	-	-	-	-	-	-	-	-	-	-	-
Reserves	13,275,118	1,004,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Capital Levy	-	-	-	-	-	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-	-	-	-	-	-
Other	100,000	100,000	-	-	-	-	-	-	-	-	-
Total Funding	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)											
Administration / staffing requirements needed for project completion are provided for in existing Operational Budget values.											

Capital Project

Parks Developer Contribution Works

Parks & Recreation

Project Description/Rationale											
In support of the Conservation Halton Board of Director endorsed Developer Contribution projects (Kelso/GE Water/Waste Water Infrastructure, Kelso / GE Recreation Centre and Sport & Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2019 is required to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10 Year Capital Forecasts associated with these significant projects. Funding of these efforts are to be provided from the Developer Contribution Funds collected by Halton Region on behalf on Conservation Halton.											
Project Budget											
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Financial, Leases, Rentals	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-	-
Total Costs	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Funding Sources											
Municipal Funding	-	-	-	-	-	-	-	-	-	-	-
Provincial Funding	-	-	-	-	-	-	-	-	-	-	-
Federal Funding	-	-	-	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-	-	-	-	-	-	-	-	-	-	-
Conservation Halton FDN and other	4,605,975	-	-	-	-	-	-	-	2,238,925	1,000,000	1,367,050
Developer Contribution Fund	20,704,200	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	761,075	-	-
Total Funding	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

Administration / staffing requirements needed for project completion are provided for in existing Operational Budget values.



Reserves

Reserves



Name of Reserve	Reserves Projected Balance Dec. 31, 2018	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2019
Watershed Management & Support Services							
Vehicle & Equipment	1,026,235	25,000			(200,212)		851,023
Building	190,879			75,000	(150,000)		115,879
Watershed Management Capital - Municipal Funds and Self Generated Funds	564,184			339,200	(565,794)		337,590
Watershed Management & Support Services Stabilization	702,413						702,413
Capital Projects - Debt Financing Charges	186,567						186,567
Legal	258,889						258,889
Water Festival	171,911					(22,120)	149,791
Land Securement	8,336	25,000					33,336
Property Management	93,900						93,900
Stewardship and Restoration	239,837				(2,451)	(15,000)	222,386
Conservation Areas							
Capital	2,311,351		478,700		(1,004,500)		1,785,551
Stabilization	854,568						854,568
Total Reserves	6,609,070	50,000	478,700	414,200	(1,922,957)	(37,120)	5,591,893

Reserves

Continuity

	RESERVE CONTINUITY									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Watershed Management and Support Services										
Vehicle and Equipment	\$ 851,023	\$ 672,656	\$ 530,094	\$ 419,923	\$ 338,003	\$ 315,591	\$ 351,093	\$ 389,252	\$ 360,278	\$ 361,486
Building Reserve	115,879	92,590	150,454	200,778	244,499	214,448	291,544	82,403	156,066	245,766
Watershed Management - Capital Projects	337,590	316,853	693,365	742,325	434,855	171,321	36,790	54,567	317,246	655,046
Watershed Mgmt - Revenue Stabilization	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413
Debt Financing Charges	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567
Legal	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889
Community Outreach	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791
Land and Property Management	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236
Stewardship & Restoration	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386
Conservation Areas										
Conservation Areas - Revenue Stabilization	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568
Conservation Areas - Capital Reserve	1,785,551	1,161,786	836,137	987,601	1,550,655	1,840,178	3,925,456	4,299,403	5,910,478	6,900,862
TOTAL RESERVES	\$ 5,591,893	\$ 4,745,735	\$ 4,711,900	\$ 4,852,477	\$ 5,069,862	\$ 5,043,388	\$ 7,106,734	\$ 7,327,475	\$ 9,245,918	\$ 10,665,010



2019

BUDGET PRESENTATION

CONSERVATION HALTON

FOUNDED: **1956**

OWNED AREA: **9,650** acres

WATERSHED AREA: **261,600** acres

WATERSHED POPULATION: **612,401**

PERMANENT STAFF: **120**

SEASONAL STAFF: **800**

PLANNING AND PERMITS
FLOOD FORECASTING
WATERSHED MANAGEMENT
PARKS AND RECREATION
EDUCATION AND OUTREACH



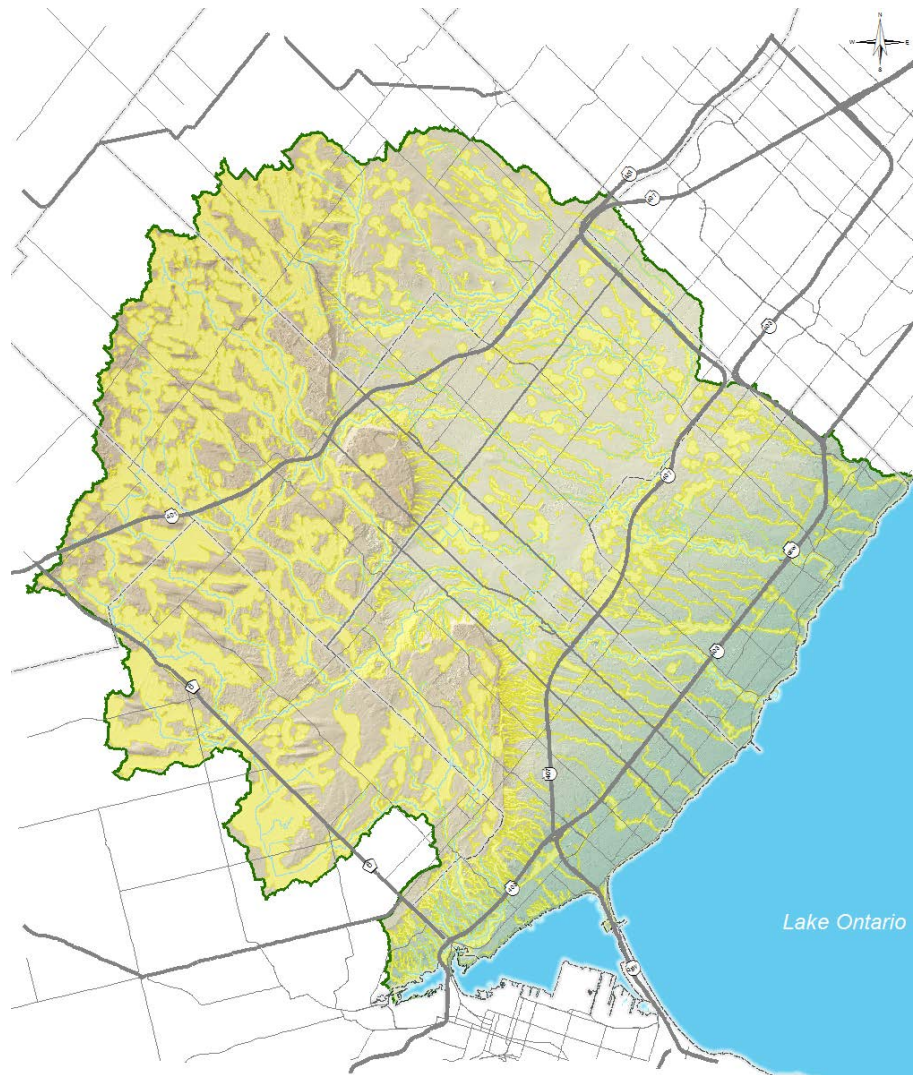
STRATEGIC PLAN



This is the strategic plan that has been guiding us for the last year and a half.

REGULATION LIMIT

 Regulated Area



LAND USE – 2010

Legend

- Roads
- Municipal Boundaries
- Wetlands
- Forest
- Cropland
- Settlement
- Water



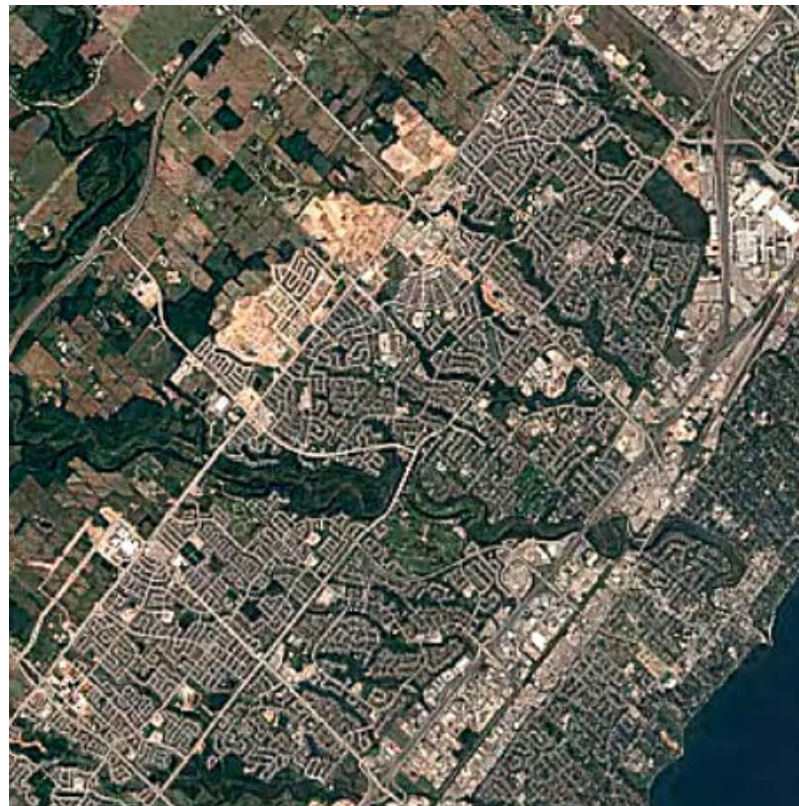
HALTON WATERSHED – OAKVILLE

1984



POPULATION: **75,700**

2016



POPULATION: **193,000**

HALTON WATERSHED – MILTON

1984



POPULATION: **28,000**

2016



POPULATION: **110,100**

2019 BUDGET

BUDGET REQUEST



Long-term financing strategy for asset management developed in collaboration with Halton Region

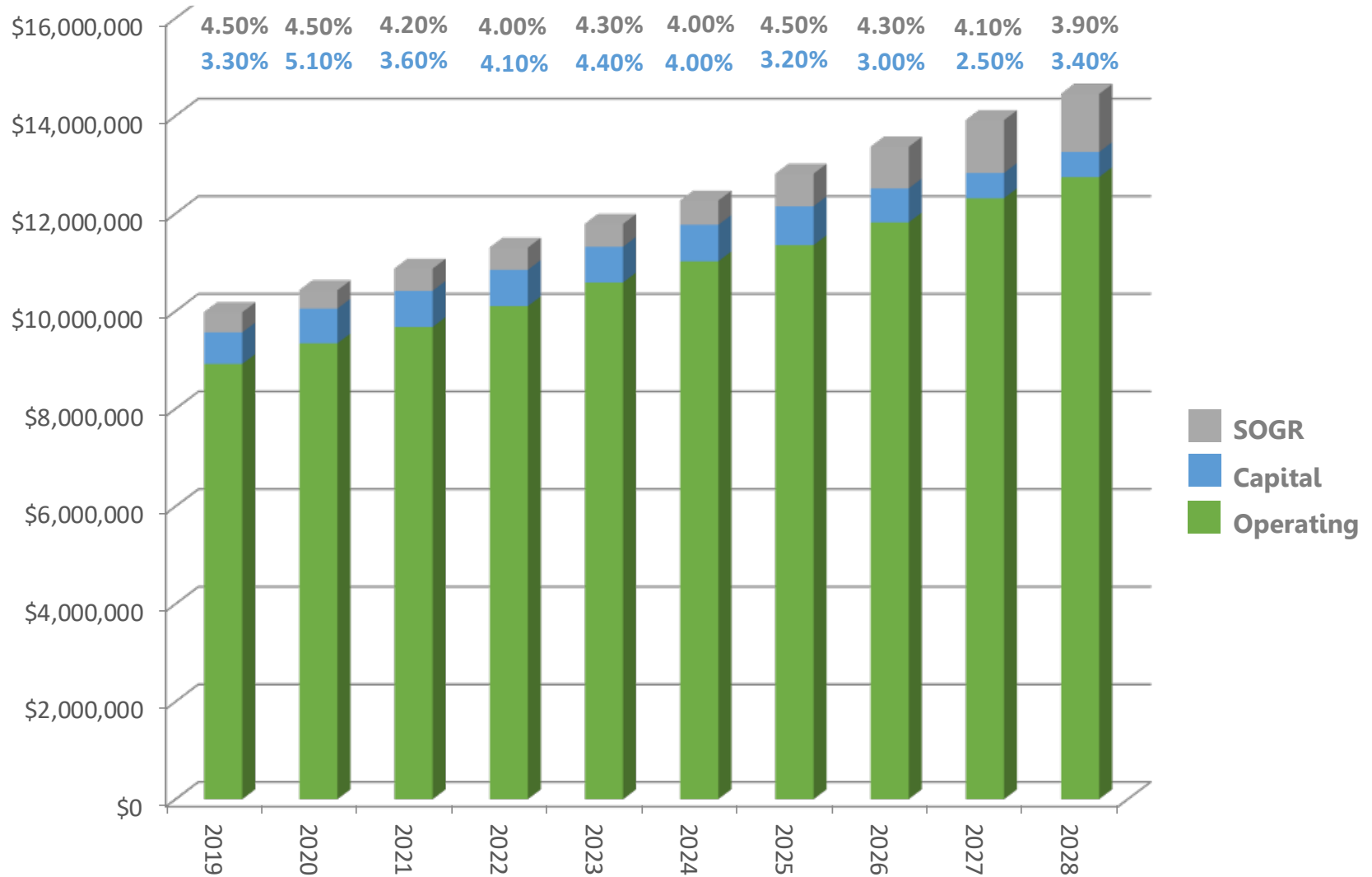


Ten-year forecast municipal funding increases within 4% to 4.5%

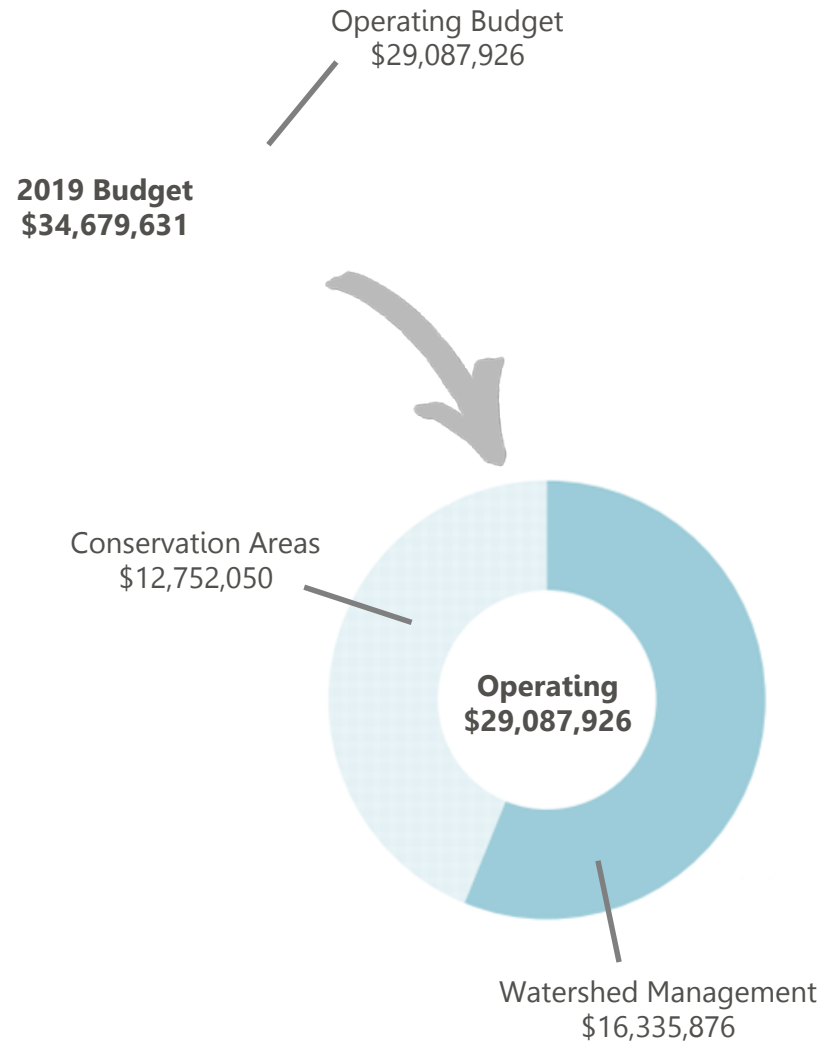


Facility Condition Assessment completed for preparation of Building Asset Management Plan

TEN-YEAR MUNICIPAL FUNDING FORECAST



2019 BUDGET SUMMARY



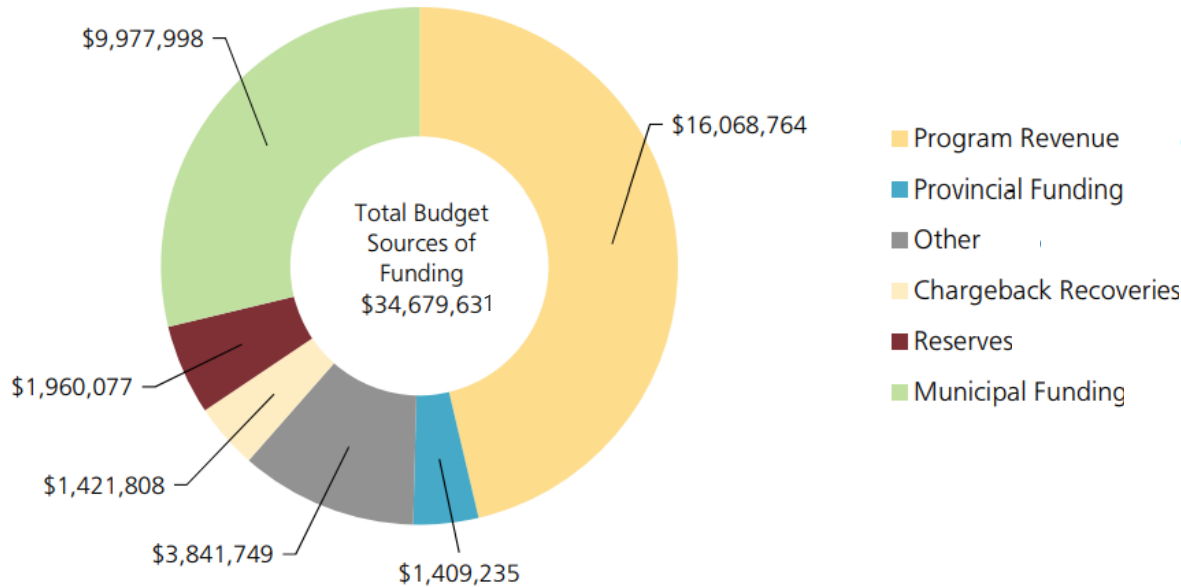
2019 BUDGET SUMMARY

	2019 Proposed Budget	2019 Municipal Funding	Change in Municipal Funding (2018)
Operating Budget	\$28,673,726	\$8,916,785	+\$311,274
Capital Budget	\$5,591,705	\$647,013	-\$9,800
State of Good Repair Levy	<u>\$414,200</u>	<u>\$414,200</u>	<u>+\$128,200</u>
TOTAL	<u>\$34,679,631</u>	<u>\$9,977,998</u>	<u>+\$429,674</u>

2019 MUNICIPAL FUNDING

	Apportionment	2019 Municipal Funding	2018 Municipal Funding	Change
Halton	87.66%	\$8,746,484	\$8,353,342	4.7%
Hamilton	7.25%	\$722,966	\$701,659	3.0%
Peel	4.87%	\$486,378	\$471,983	3.0%
Puslinch	<u>0.22%</u>	<u>\$22,170</u>	<u>\$21,340</u>	3.9%
TOTAL	100%	<u>\$9,977,998</u>	<u>\$9,548,324</u>	4.5%

CONSERVATION AUTHORITY FUNDING SOURCES



	Municipal Funding	Self-Generated Revenue	Other
Conservation Authorities	54%	35%	11%
Conservation Halton	32%	59%	9%

WHY THE INCREASE...

	Municipal Funding	Percent Change
2018 Municipal Funding	<u>\$9,548,324</u>	
Drivers:		
Compensation at 1.75% and Other Inflation	\$225,221	2.4%
Debt Financing Charges	\$86,053	0.9%
Municipal Capital Funding Decrease	<u>(9,800)</u>	<u>(0.1%)</u>
	\$301,474	3.2%
State of Good Repair (SOGR)	<u>128,200</u>	<u>1.3%</u>
Total Municipal Funding Increase	<u>\$429,674</u>	<u>4.5%</u>
2019 Municipal Funding	\$9,977,998	

2019 PRIORITIES



Service delivery



Emerald ash borer



Dams and channels



Floodplain mapping



Facility infrastructure



Digital infrastructure

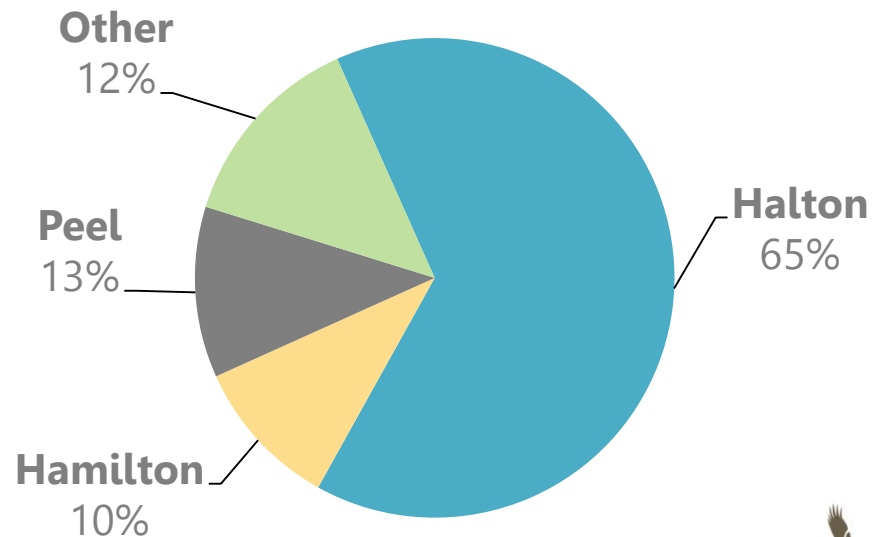
**WHO BENEFITS FROM OUR
PROGRAMS AND SERVICES?**



ECONOMIC INVESTMENT

800 SEASONAL
EMPLOYEES
(not tax supported!)

\$4,300,000
SEASONAL WAGES
2018 *(projected)*





PUBLIC SAFETY

Flood *management*

Emergency *response*

Safe *communities*

Protected *assets*

WATERSHED AREA COVERED BY REAL-TIME CLIMATE STATIONS

2016 **25%** | 2017 **50%** | 2019 **70%** | 2023 **>80%**

WATERSHED AREA WITH ENHANCED FORECASTING

2016 **0%** | 2017 **10%** | 2019 **40%** | 2023 **80%**

FLOOD-PRONE WATERSHED AREA WITH GAUGES

2016 **50%** | 2017 **50%** | 2019 **70%** | 2023 **100%**



OUTREACH & EDUCATION

Outdoor classrooms

Teaching opportunities

Meaningful experiences

Engaged residents

3,400 WAYS OF THE WOODS campers

68,500 EDUCATION PROGRAM participants

4,000 WATER FESTIVAL school children

2,400 STREAM OF DREAMS school children



RECREATION & TOURISM

Inspiring *places*

Memorable *experiences*

Community *assets*

Tourism *destinations*

+1M *projected visits to HALTON PARKS*

7,600 *HOPS AND HARVEST attendees*

3,800 *CHALLENGE COURSE participants*

28,900 *SKI AND SNOWBOARD rentals*

6,100 *BOAT AND WATER SPORT rentals*



COMMUNITY PARTNERSHIPS

Innovative *projects*

Valuable *partners*

Collaborative *science*

Community *enhancement*

51 STEWARDSHIP PROJECTS *completed*

133 NEW ACRES *of land in stewardship*

\$15.93 PARTNERSHIP DOLLARS GENERATED
*for every dollar invested in stewardship
and restoration*

COMMUNITY PARTNERSHIPS



DRUMQUIN PARK, MILTON



KELSO QUARRY PARK, MILTON



BAYVIEW PARK, BURLINGTON



GLENORCHY, OAKVILLE



HOPKIN'S TRACT, HAMILTON



COURTCLIFFE PARK, HAMILTON



PLANNING & DEVELOPMENT

Progressive *policies*

Efficient *process*

Resilient *infrastructure*

Sustainable *communities*



Process review completed and outcome implementation ongoing

193 TECHNICAL REVIEWS *completed*

231 PERMITS *processed and approved*

96% MINOR PERMITS *processed within 30 days*

95% MAJOR PERMITS *processed within 90 days*

Collaborative *science*

Source *protection*

Healthy *watershed*

Climate *resilience*

95,000 TREES AND SHRUBS *planted*

2,400 METERS OF STREAM *restored*

176 ECOLOGICAL STATIONS *monitored*

24 GROUNDWATER STATIONS *monitored*

47% WATERSHED AREA *mapped as vulnerable
drinking water areas*

6,600 EMERALD ASH BORER TREES *removed*

2019 SUMMARY / WHAT WE'RE INVESTING IN



PROTECTION FROM FLOODS

Safer structures
Better forecasting
Updated mapping



NATURAL RESOURCE MANAGEMENT

Collaborative science
Adaptive management
Source water protection



CONNECTION WITH NATURE

Sustainable recreation
Education and outreach
Memorable programming



EFFICIENT OPERATIONS

Digital transformation
Asset management
Financial sustainability

THANK YOU
for your continued support.

January 11, 2019

Sent via e-mail

Don Creed CRS-S
Director, Public Works and Parks
Township of Puslinch
7404 Wellington Rd 34,
Puslinch, Ontario N0B 1J0

RE: Niska Road Reconstruction

The City of Guelph is nearing completion of the Niska Road Bridge reconstruction project, as per the Schedule C Municipal Class EA which had a notice of completion issued on February 19 2016 and re-issued on February 29 2016 for a 30 day review period.

Part II Order requests were received by the City of Guelph and the Ministry of Environment and Climate Change (now Ministry of Conservation and Parks).

On March 17 2017 the City of Guelph received the Minister's order on the Niska Road project allowing the project to proceed without requiring an individual Environmental Assessment, however the following conditions were imposed on the Niska Road Municipal Class EA.

Prior to the project detailed design stage the proponent shall complete the Heritage Impact Assessment in accordance with the Ministry of Tourism, Culture and Sport Guidelines and provide the Heritage Impact Assessment to the Ministry of Tourism Culture and Sport for review.

As part of its planned public consultation during the detailed design stage, the Proponent shall provide interested persons, including the requesters, the final Heritage Impact Assessment, the proponent shall post the final Heritage Impact Assessment on the Project Website for awareness.

As part of planned consultation during detailed design, the proponent shall consult on integration of cycling lanes into the final design.

The proponent shall consider designated cycling lanes as part of the final design for the proposed project.

Subsequent to the receipt of the Minister's Order the City has completed Heritage documentation, worked with the Canadian Armed Forces for the removal of the Niska Road Bridge, and commenced construction of Niska Road on the City of Guelph side of the Speed River as well as commencing construction of the Niska Road Bridge.

City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

T 519-822-1260
TTY 519-826-9771

guelph.ca

Don Creed CRS-S, Director, Public Works and Parks, Township of Puslinch

January 11, 2019

RE: Niska Road Reconstruction

Page 2 of 2

The City of Guelph is appreciative of the cooperation of the Township of Puslinch, staff and council throughout the Environmental Assessment process as well as throughout the design and construction.

We note that it is the understanding that the City of Guelph will be completing the construction including a portion of construction on a portion of Niska Road in the Jurisdiction of the township of Puslinch as per the attached drawing.

The City of Guelph is looking at reopening of the Niska Road Bridge in early to mid summer and will provide more information closer to the date for a joint opening notice. We note that as per communication received by the City of Guelph on April 25 2013 the City of Guelph is responsible for matching the proposed with the existing design. You will note that the proposed design does match into existing as required.

We also note that the current design has added a portion of multi-use path, wildlife crossing and funnel fencing which was not addressed in the April 25th 2013 correspondence and request confirmation from the Township of Puslinch that they do not object to these improvements to the Niska Road within the proposed area of disturbance.

Sincerely,



Ken VanderWal P.Eng, Project Engineer
Engineering & Transportation Services
Location: 1 Carden Street

T 519-822-1260 x 2319

E ken.vanderwal@guelph.ca

C Nina Lecic nlecic@puslinch.ca
Kealy Dedman kealy.dedman@guelph.ca

File #16.212.1807 Niska Road Reconstruction, 16.212.1806 Niska Road Bridge



- LEGEND**
- ASPHALT AND CURB TO BE REMOVED AND DISPOSED OFF SITE
 - SIDEWALK TO BE REMOVED AND DISPOSED OFF SITE
 - CLEAR AND GRUBBING
 - REMOVE AND REPLACE
 - REMOVE SANITARY/STORM W.M. AND OTHER FIXTURES
 - REMOVE STRUCTURES (DISPOSE OFF SITE)
 - ADJUST STRUCTURES BY CONTRACTOR
 - REMOVE TREE
 - STRUCTURE REMOVAL

THE POSITION OF POLES, LINES, CONDUITS, WATERMANS, STRUCTURES IS NOT NECESSARILY SHOWN ON THE DRAWING. CONTRACTOR SHALL VERIFY THE EXISTING CONDITIONS OF ALL UTILITIES AND STRUCTURES BEFORE STARTING WORK. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE EXACT LOCATION OF ALL SUCH UTILITIES AND STRUCTURES, AND SHALL ASSUME ALL LIABILITY FOR DAMAGE TO THEM.

No.	DATE	DESCRIPTION	BY:	CHKD:
1	27/03/18	ISSUED FOR CONSTRUCTION	CPF	KLV
0	18/07/18	ISSUED FOR R/W REVIEW	CPF	KLV

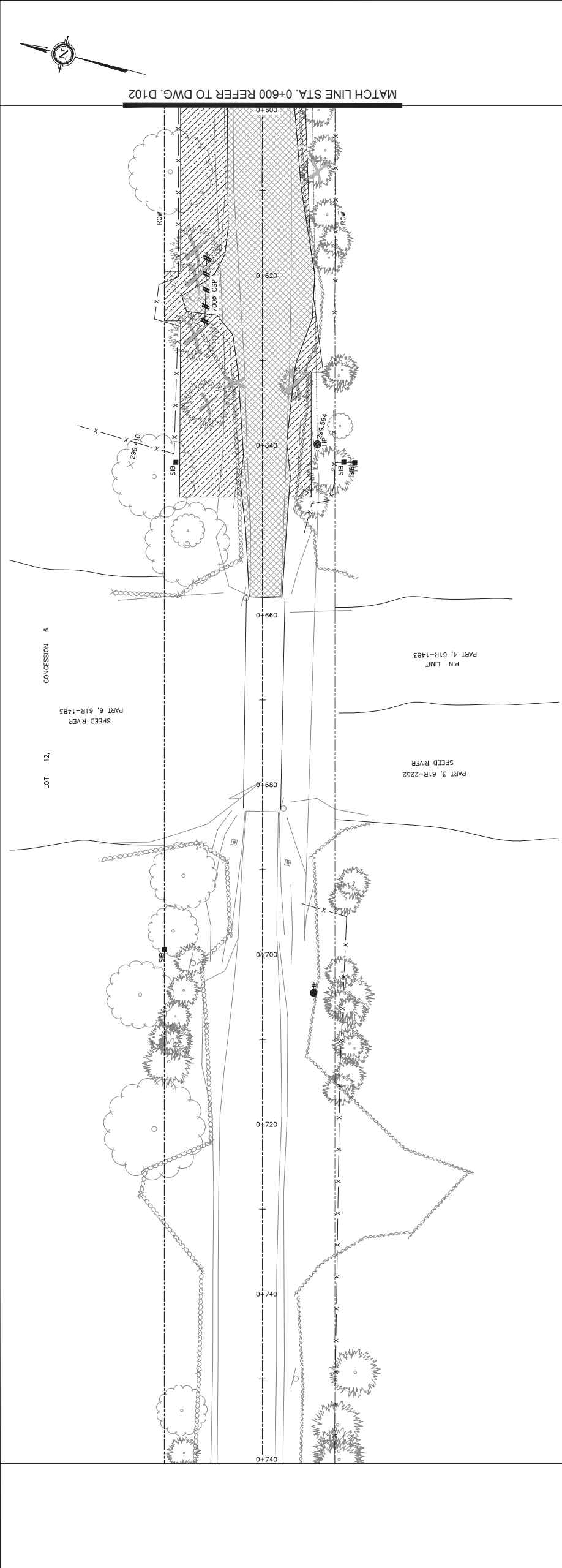


ENGINEERING SERVICES
 NISKA ROAD
 FROM PTARMIGAN DRIVE TO
 TO 900m WEST

REMOVALS
 STA. 0+600 TO 0+760



EXISTING CENTRELINE	300.39	300.40	300.40	300.68	301.05	297.94	297.83	297.86	301.08	300.70	300.42	300.38	300.51	300.73	300.99	301.26	
PROPOSED GRADE																	
NORTH STORM SEWER																	
SOUTH STORM SEWER																	
CHAINAGE	0+770	0+760	0+750	0+740	0+730	0+720	0+710	0+700	0+690	0+680	0+670	0+660	0+650	0+640	0+630	0+620	0+610



NO.	DATE	DESCRIPTION	BY:	CHKD:
1	27/03/18	ISSUED FOR CONSTRUCTION	CPF	KLV
0	18/07/18	ISSUED FOR R/W REVIEW	CPF	KLV

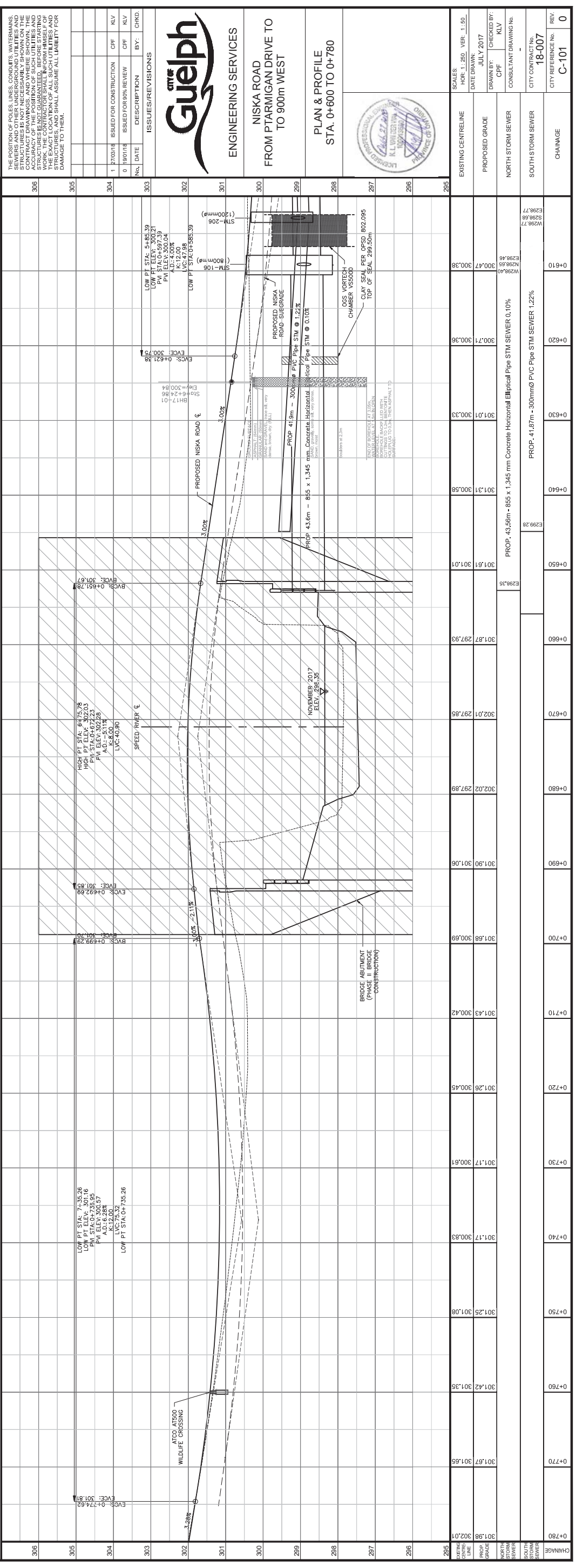
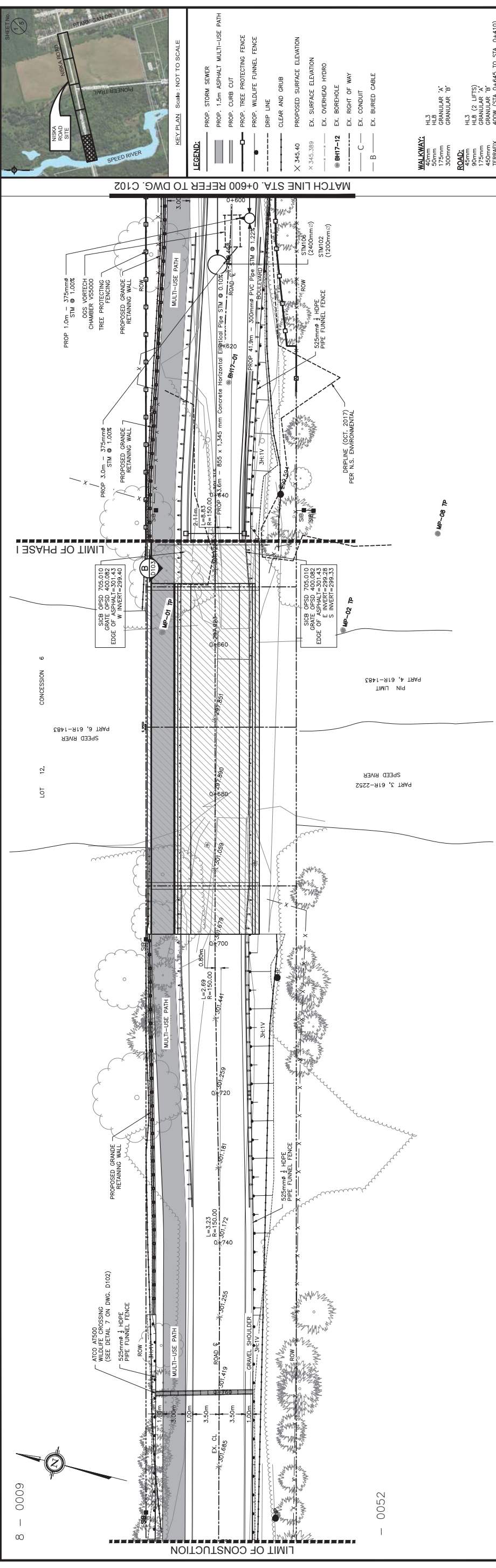
ISSUES/REVISIONS

ENGINEERING SERVICES
 NISKA ROAD
 FROM PTARMIGAN DRIVE TO
 TO 900m WEST

REMOVALS
 STA. 0+600 TO 0+760

PROF. ENGINEER
 K. L. V. KLV
 LICENSE NO. 100725896
 PROVINCE OF ONTARIO

SCALE: HORIZ. 1:250, VERT. 1:50
 DATE DRAWN: DECEMBER 2017
 DRAWN BY: CPF
 CHECKED BY: KLV
 CONSULTANT DRAWING No.
 CITY CONTRACT No. 18-007
 CITY REFERENCE No. R-101
 REV. 0



No.	DATE	DESCRIPTION	BY:	CHKD:
1	27/03/18	ISSUED FOR CONSTRUCTION	CFP	KLV
0	18/07/18	ISSUED FOR APPROVAL REVIEW	CFP	KLV

Guelph
ENGINEERING SERVICES

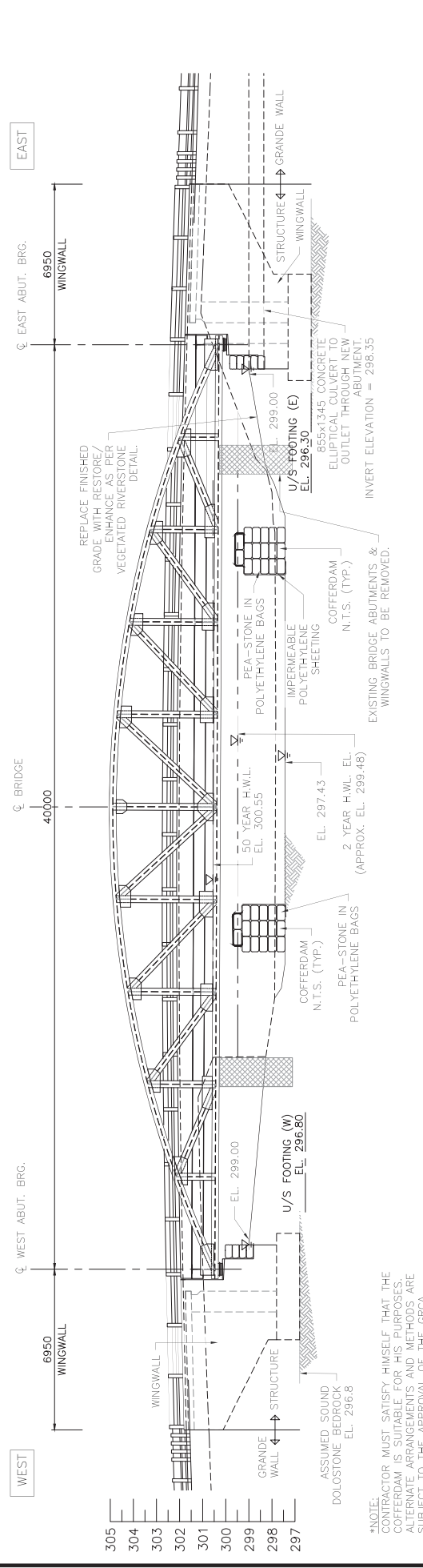
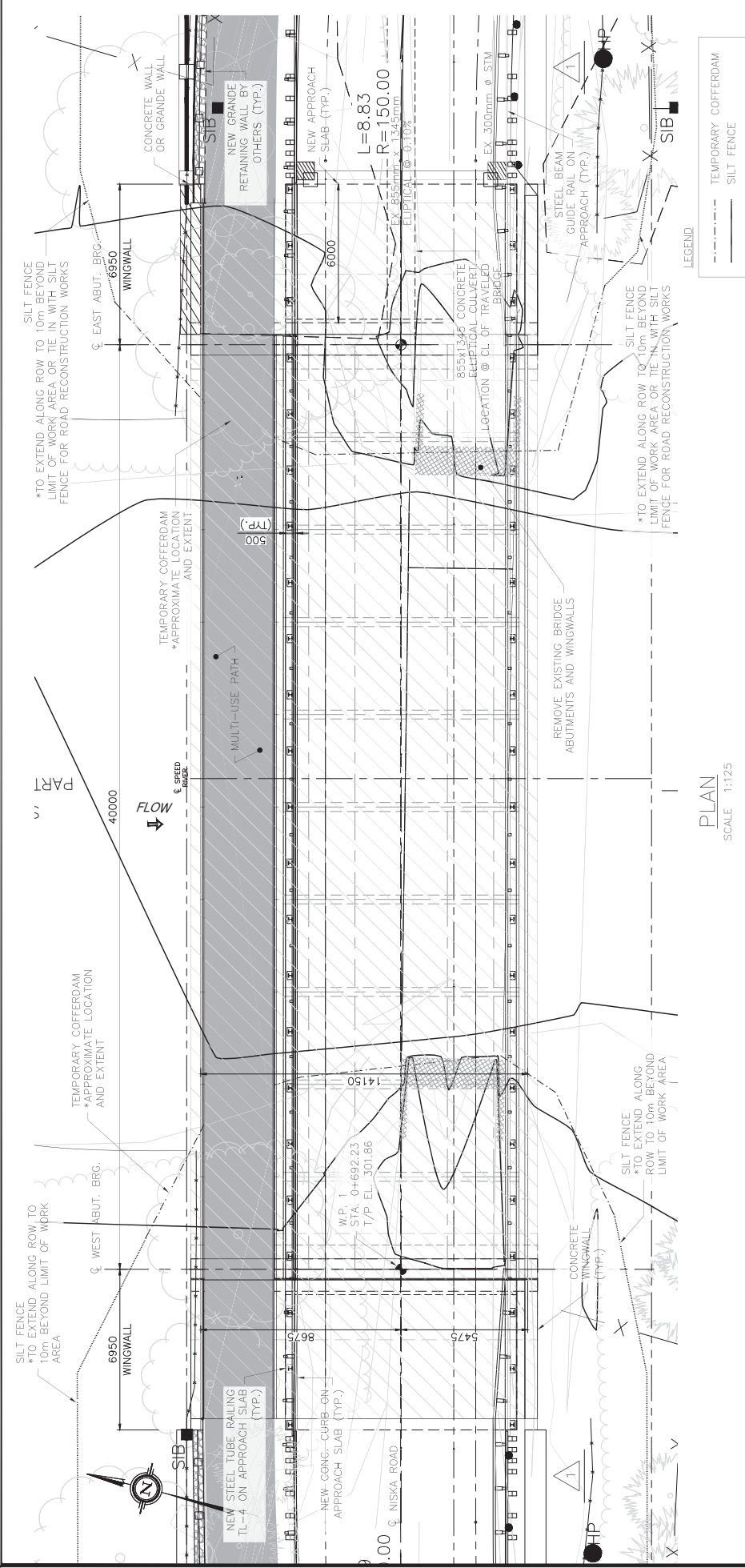
NISKA ROAD
FROM PTARMIGAN DRIVE TO
TO 900m WEST

PLAN & PROFILE
STA. 0+600 TO 0+780



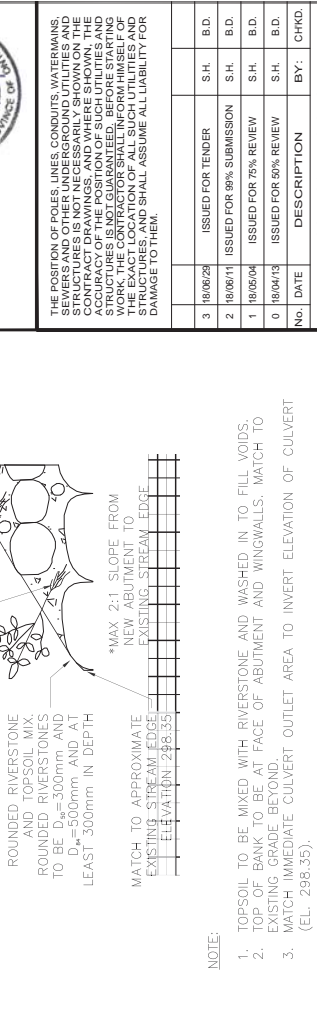
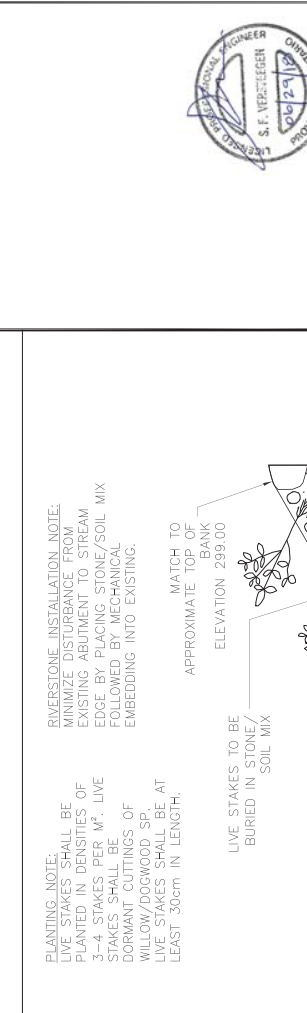
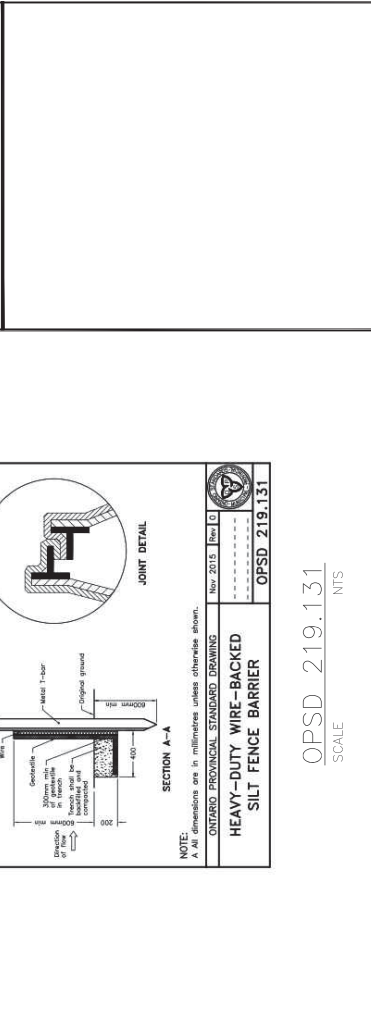
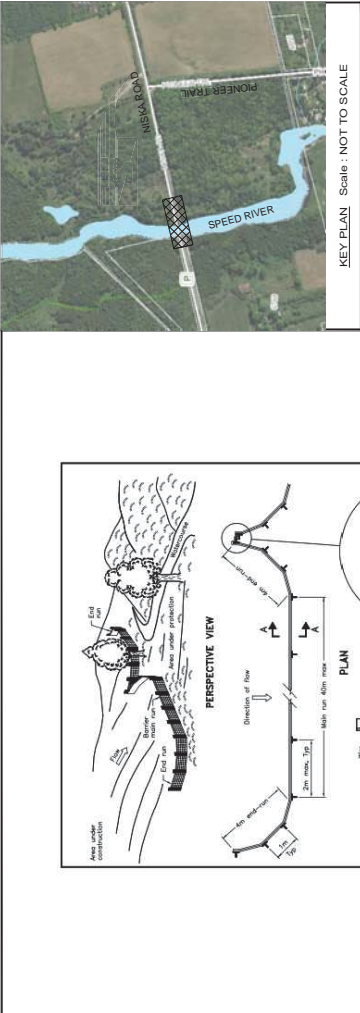
STATION	EXISTING CENTRELINE	PROPOSED GRADE	EXISTING CENTRELINE	PROPOSED GRADE
0+780	301.98	302.07	301.87	297.85
0+770	301.67	301.65	301.87	297.85
0+760	301.42	301.35	301.87	297.85
0+750	301.25	301.08	301.87	297.85
0+740	301.17	300.83	301.87	297.85
0+730	301.17	300.61	301.87	297.85
0+720	301.26	300.45	301.87	297.85
0+710	301.43	300.42	301.87	297.85
0+700	301.68	300.69	301.87	297.85
0+690	301.90	301.06	301.87	297.85
0+680	302.02	301.89	301.87	297.85
0+670	302.01	301.85	301.87	297.85
0+660	301.87	297.93	301.87	297.85
0+650	301.61	301.01	301.87	297.85
0+640	301.31	300.58	301.87	297.85
0+630	301.01	300.33	301.87	297.85
0+620	300.71	300.36	301.87	297.85
0+610	300.47	300.38	301.87	297.85

CHANGING	CITY CONTRACT No.	REV
NORTH STORM SEWER	18-007	0
SOUTH STORM SEWER	C-101	0



GENERAL NOTES:

1. EROSION AND SEDIMENT CONTROL (ESC) MEASURES WILL BE IMPLEMENTED PRIOR TO, AND MAINTAINED DURING THE CONSTRUCTION PHASES, TO PREVENT ENTRY OF SEDIMENT INTO THE WATER. ALL DAMAGED ESC MEASURES SHOULD BE REPAIRED AND/OR REPLACED WITHIN 48 HOURS OF NOTICE.
2. DISTURBED AREAS WILL BE MINIMIZED TO THE EXTENT POSSIBLE, AND TEMPORARILY OR PERMANENTLY STABILIZED OR RESTORED AS THE WORK PROGRESSES.
3. ALL IN-WATER AND NEAR-WATER WORKS WILL BE CONDUCTED IN THE DRY WITH APPROPRIATE ESC MEASURES. THE EXTENT AND LAYOUT OF THE TEMPORARY COFFERDAM SHALL BE DETERMINED BY THE CONTRACTOR. THE EXTENT AND LAYOUT SHALL COVER AND PROVIDE PHYSICAL ISOLATION OF THE WATERCOURSE AND WORK AREA FOR ALL WORK OPERATIONS TO BE COMPLETED, REGARDLESS OF THE EXTENT AND LAYOUT. SILT FENCE BARRIER SHALL BE INSTALLED IN LINE WITH THE END OF THE TEMPORARY COFFERDAM TO PROVIDE A CONTINUOUS ISOLATION BARRIER.
4. THE ESC STRATEGIES OBTAINED ON THIS PLAN ARE NOT TO BE CONSIDERED STATIC AND MAY NEED TO BE UPGRADED/AMENDED AS SITE CONDITIONS CHANGE TO MINIMIZE SEDIMENT LAIDEN RUNOFF FROM LEAVING THE WORK AREAS. IF THE PRESCRIBED ESC MEASURES TO BE KEPT ON-SITE AND USED AS NECESSARY TO PREVENT THE RELEASE OF A DELETERIOUS SUBSTANCE, INCLUDING SEDIMENT, THEN ALTERNATIVE MEASURES MUST BE IMPLEMENTED IMMEDIATELY TO MINIMIZE POTENTIAL ECOLOGICAL IMPACTS. ADDITIONAL ESC MEASURES TO BE KEPT ON-SITE AND USED AS NECESSARY TO PREVENT THE RELEASE OF A DELETERIOUS SUBSTANCE, INCLUDING SEDIMENT, INTO THE WATERCOURSE. REGULAR MAINTENANCE IS REQUIRED TO ENSURE ACCUMULATED SEDIMENT IS REMOVED. FUNCTIONING IS NOT IMPAIRED AND PONING OF WATER ON THE ROAD SURFACE/DITCH LINE IS MINIMIZED.
5. ESC MEASURES ARE ALSO TO INCLUDE PLACEMENT OF GEOTEXTILE FABRIC WITHIN CATCH BASIN/CULVERT INLETS TO PREVENT SEDIMENT FROM ENTERING THE WATERCOURSE. REGULAR MAINTENANCE IS REQUIRED TO ENSURE ACCUMULATED SEDIMENT IS REMOVED. FUNCTIONING IS NOT IMPAIRED AND PONING OF WATER ON THE ROAD SURFACE/DITCH LINE IS MINIMIZED.
6. ALL ACTIVITIES, INCLUDING MAINTENANCE PROCEDURES, WILL BE CONTROLLED TO PREVENT THE ENTRY OF PETROLEUM PRODUCTS, DEBRIS, RUBBLE, CONCRETE OR OTHER DELETERIOUS SUBSTANCES INTO THE WATER. VEHICULAR REFUELLING AND MAINTENANCE WILL BE CONDUCTED AT A MINIMUM OF 30 M FROM THE WATER.
7. ALL GRADES WITHIN THE REGULATORY FLOODPLAIN/WORK ZONE WILL BE MAINTAINED OR WATCHED TO THE GREATEST EXTENT POSSIBLE FOLLOWING CONSTRUCTION.
8. THE CONTRACTOR SHALL MONITOR THE WEATHER SEVERAL DAYS IN ADVANCE OF THE PROJECT TO ENSURE THAT THE WORK OPERATIONS NEAR, ON OR ADJACENT TO THE WATERCOURSE WILL BE CONDUCTED DURING FAVOURABLE WEATHER CONDITIONS. SHOULD AN UNEXPECTED STORM ARISE, THE CONTRACTOR WILL REMOVE ALL UNFIXED ITEMS FROM THE REGIONAL STORM FLOODPLAIN/WORK ZONE THAT WOULD HAVE THE POTENTIAL TO CAUSE A SPILL OR AN OBSTRUCTION TO FLOW, E.G., FUEL TANKS, PORTA-POTTIES, MACHINERY, EQUIPMENT, CONSTRUCTION MATERIALS, ETC.
9. ALL DRAINAGE/UNWATERING SHALL BE TREATED AND RELEASED TO THE ENVIRONMENT AT LEAST 30 M FROM A WATERCOURSE OR WETLAND AND ALLOWED TO DRAIN THROUGH A WELL-VEGETATED AREA. NO DEWATERING EFFLUENT SHALL BE SENT DIRECTLY TO ANY WATERCOURSE, WETLAND OR FOREST, OR ALLOWED TO DRAIN ONTO DISTURBED SOILS WITHIN THE WORK AREA. THESE CONTROL MEASURES SHALL BE MONITORED FOR EFFECTIVENESS AND MAINTAINED OR REVISED TO MEET THE OBJECTIVE OF PREVENTING THE RELEASE OF SEDIMENT LADEN WATER.
10. TO PROTECT LOCAL FISH POPULATIONS DURING THEIR SPAWNING, NURSERY AND MIGRATORY PERIODS, IN-WATER/NEAR-WATER ACTIVITIES MAY ONLY OCCUR DURING THE FOLLOWING TIME PERIOD: JULY 1 TO MARCH 31.
11. FISH AND WILDLIFE STRANDED WITHIN THE WORK AREA SHALL BE CAPTURED AND RELEASED LIVE IN SUITABLE HABITAT OUTSIDE OF THE WORK AREA UNDER THE SUPERVISION OF A QUALIFIED AQUATIC BIOLOGIST. A LICENCE TO COLLECT FISH FOR SCIENTIFIC PURPOSES FROM THE MINISTRY OF NATURAL RESOURCES AND FORESTRY (MINRF) IS REQUIRED.
12. PRIOR TO SITE DISTURBANCE THE CONTRACTOR MUST CONFIRM THAT NO MIGRATORY BIRDS ARE MAKING USE OF THE SITE FOR NESTING DURING THE ACTIVE BIRD BREEDING SEASON (APRIL 1 TO AUGUST 15). THE CONTRACTOR MUST ENSURE THAT THE WORK OPERATIONS WILL NOT BE IMPACTED BY THE PROPOSED WORK. THE CONTRACTOR SHALL RETAIN A QUALIFIED AVIAN BIOLOGIST TO COMPLETE NEST SWEEPS IF IMPACTS TO ACTIVE NESTS AND/OR MIGRATORY BIRDS ARE ANTICIPATED DURING CONSTRUCTION.
13. THE CONTRACTOR SHALL PROVIDE NOTICE TO THE GRAND RIVER CONSERVATION AUTHORITY (GRCA) AT LEAST 48 HOURS IN ADVANCE OF ANY WORKS. THE CONTRACTOR SHALL ALSO ABIDE BY ALL CONDITIONS AND TERMS OF APPROVAL AS SPECIFIED BY THE GRCA PERMIT APPROVAL UNDER ONTARIO REGULATION 150/06.



ISSUES/REVISIONS

No.	DATE	DESCRIPTION	BY:	CHKD.
3	18/06/28	ISSUED FOR TENDER	S.H.	B.D.
2	18/06/11	ISSUED FOR 8% SUBMISSION	S.H.	B.D.
1	18/08/04	ISSUED FOR 75% REVIEW	S.H.	B.D.
0	18/04/13	ISSUED FOR 50% REVIEW	S.H.	B.D.



ENGINEERING SERVICES

**NISKA ROAD
BRIDGE REPLACEMENT**

**EROSION AND SEDIMENT
CONTROL PLAN**

wood.

SCALE: AS SHOWN
DATE DRAWN: 18-04-10
DRAWN BY: S.H.
CHECKED BY: B.D.
CITY CONTRACT NO. 18-006
CITY REFERENCE NO. -
REV. 3

Township of Puslinch

7404 Wellington Rd. 34, R.R. #3 Guelph, Ontario N1H 6H9

Telephone: 519-763-1226

Fax: 519-763-5846

www.twp.puslinch.on.ca



April 25th 2013,

Mr Leonard Rach
R.J. Burnside & Associates Ltd
292 Speedvale Avenue West
Unit 20
Guelph
On
N1H 1C4

Dear Mr Rach,

Niska Road – Notice of Study Commencement **Township of Puslinch Comments:**

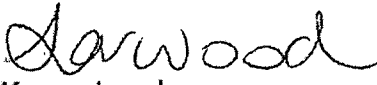
Thank you for your letter dated April 9th concerning the Niska Road Notice of Study Commencement/Class Environmental Assessment Study.

Please note our comments as follows:

- If a study group is being formed then please contact the Township for representative details to ensure we are included in this process.
- The Township's portion of Niska Rd was repaved in 2012 so any design would have to match up with existing design.

Please contact Don Creed our Director of Public Works and Parks or Karen Landry our CAO/Clerk if you require further information.

Sincerely,

on behalf of: 
Karen Landry
CAO/Clerk
KL/nl



RESOLUTION
MUNICIPAL COUNCIL
THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

2019-

Date: January 23, 2019

Moved by: _____ Seconded by: _____

THAT Council appoints _____ to the Wellington Farm and Home Safety Association for the 2018-2022 Term of Council, or until successors are appointed.

RECORDED VOTE	YES	NO	CONFLICT	ABSENT
Councillor Bulmer				
Councillor Roth				
Mayor Seeley				
Councillor Sepulis				
Councillor Goyda				
TOTAL				

MAYOR: _____

CARRIED	LOST
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REPORT ADM-2019-003

TO: Mayor and Members of Council

FROM: Nina Lecic, Deputy Clerk

MEETING DATE: January 23, 2019

SUBJECT: Application for Noise Exemption for Wellington Common Elements
Condo Corp #214, (Mini Lakes)
File: C01-NOI

RECOMMENDATIONS

THAT Council receives the Application for Noise Exemption for Wellington Common Elements Condo Corp #214, (Mini Lakes);

And that Council authorizes an exemption to Section 4 - Prohibitions by Time and Place and Schedule 2, #1 of By-Law 5001-05 to permit the use of a scare gun to scare away geese at the Mini Lakes Resident Association for the period of:

- **February 1, 2019 to May 31, 2019 between the hours of 9 a.m. to 7 p.m.;**
- **August 1, 2019 to December 31, 2019 between the hours of 9 a.m. to 7 p.m.;**
- **January 1, 2020 to May 31, 2020 between the hours of 9 a.m. to 7 p.m.;**
- **August 1, 2020 to December 31, 2020 between the hours of 9 a.m. to 7 p.m.;**

And that MF Property Management Ltd. be directed to notify the Ontario Provincial Police of the noise exemption.

Background

Township staff received the Application for noise exemption for Mini Lakes Residents Association for the use of a scare gun to scare geese away. Council received the same request in 2017 and 2018 and approved a similar noise exemption. The Township did not receive any complaints with respect to the scare gun activities in 2017 and 2018.

Purpose

The purpose of this report is to approve the noise exemption for Mini Lakes. The Damage or Danger permit provided to Mini Lakes from Environment and Climate Change expires on December 31, 2020.

Financial Implications

There are no financial implications associated with this report.

Applicable Legislation and Requirements

Municipal Act, 2001, S.O. 2001, c. 25

Attachments

Migratory Bird Damage or Danger Permit for Mini Lakes Residents Association



Damage or Danger Permit
issued under sections 4, 24, 26, 26.1, and 26.2 of the *Migratory Birds Regulations*, C.R.C. c. 1035 made pursuant to section 12 of the *Migratory Birds Convention Act*, 1994, S.C. 1994, c.22

Permit number:

DA-OR-2018-1779 Amended 1

Valid From: (yyyy/mm/dd)

2018/10/11

Expiry date: (yyyy/mm/dd)

2020/12/31

Report due by: (yyyy/mm/dd)

2021/01/31

Permit holder:

Jim Lapos
Mini Lakes Residents Association, WCECC 214

Address:

c/o M.F. Property Management Ltd, 28 Bett Court
Guelph Ontario
N1C 0A5 Canada

Telephone number

519-824-4208 x 226

Email:

Under this permit, the permit holder is authorized to:

Activities	Species	Applicable locations
Scare using a firearm or aircraft	Cackling Goose (<i>Branta hutchinsii</i>), Canada Goose (<i>Branta canadensis</i>)	1

Location(s):

1. Guelph, Ontario (Gated Condo Corp. Mini Lakes Residence. 268 homes)

General Terms and Conditions:

1. This permit is valid only:
 - a. if it is signed by the permit holder (signature indicates acceptance of all

Permit number:

DA-OR-2018-1779 Amended 1

- conditions on the permit);
 - b. during the specific dates and for the specified activities indicated on the permit;
 - c. if it is not altered in any way; and,
 - d. for the migratory bird species listed on this permit.
2. This permit is not transferable to any other person(s) or organization(s).
 3. A copy of the signed permit must be carried at all times by the permit holder while conducting the activity(ies).
 4. The permit holder is bound by the terms and conditions of the permit.
 5. Disturbance or management of other species present on the site is prohibited.
 6. The permit holder and any nominees must comply with all other applicable federal, provincial, territorial and municipal laws, bylaws and regulations.
 7. The permit holder cannot sell, expose for sale, and offer for sale, trade, or barter any migratory birds, eggs, nests, carcasses or skins of migratory birds or any other part thereof taken under the authority of this permit.
 8. The permit holder must provide a report on all activities undertaken. This does not apply to scaring activities where no birds are injured or killed (see Report for the Migratory Birds Damage or Danger Permit). Failure to submit a satisfactory report may result in future permit requests being delayed or denied.
 9. Where bands or markers are found on migratory birds that were killed, these must be reported by the permit holder to the Bird Banding Office at www.reportband.gov or contact the regional Permits Officer.

Specific Terms and Conditions:**Scare using a firearm or aircraft**

MBR section 26.(1)

The purpose of this activity is to scare away migratory birds that are causing damage to crops or other property by using an aircraft or firearm.

1. The permit holder and assistant(s) may not kill, or take birds while scaring them with an aircraft or firearms unless otherwise authorized on this permit.
2. Migratory birds may be scared only in the area(s) designated on the permit.
3. Migratory birds may be scared during the period specified on the permit.
4. The firearm should contain blank loads only.

Nominee(s):

Permit number:

DA-OR-2018-1779 Amended 1

Name

Jack Pol

Organization

Mini Lakes Residents Association, WCECC 214

I declare that I have read and understand this permit, including all of the terms and conditions, and understand that I (permit holder) may be subject to prosecution for any violations.

Permit holder (printed name)

Jim Lapos

Permit holder (signature)

Date: _____ (yyyy/mm/dd)

Permit issuer (printed name)

Elyse Howat

Canadian Wildlife Service, on behalf of the
Minister of Environment and Climate Change
Canada

Permit issuer or game officer (signature)



Date: 2018/10/11 (yyyy/mm/dd)

General Information:



COUNTY OF WELLINGTON

KIM COURTS
DEPUTY CLERK
T 519.837.2600 x 2930
F 519.837.1909
E kimc@wellington.ca

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

January 11, 2019

Sent via email: kokane@centrewellington.ca
klandry@puslinch.ca
bschellenberger@mapleton.ca
mreid@get.on.ca
lisa.campion@erin.ca
annilene@town.minto.on.ca
kwallace@wellington-north.com

Bill 66 – Restoring Ontario’s Competitiveness Act, 2018

Dear Member Municipality Clerks,

This report addresses specific changes proposed to the *Planning Act* and the “Open-for-Business Planning Tool” and was approved by the Planning Committee at its January 10, 2019 meeting. It is provided for your information, should your council wish to make a submission.

Please note that these proposed regulations are out for a 45-day comment period, which closes January 20, 2019.

Should you have any questions please contact Linda Redmond, Manager of Planning and Environment at lindar@wellington.ca or at 519.837.2600 ext. 2380.

Sincerely,

A handwritten signature in black ink that reads "Kim Courts".

Kim Courts
Deputy Clerk

Cc: Wellington County Planning Committee
Warden Kelly Linton
Councillors Allan Alls, Earl Campbell, Mary Lloyd, Don McKay



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Planning Committee
From: Linda Redmond, Manager of Planning and Environment
Jameson Pickard, Planner
Date: Thursday, January 10, 2019
Subject: **Bill 66 – Restoring Ontario’s Competitiveness Act, 2018**

1.0 Background

On December 6, 2018 the Provincial Government introduced *Bill 66 - Restoring Ontario’s Competitiveness Act, 2018* into the Ontario Legislature. The Bill forms part of the Government’s “Open for Business Action Plan to stimulate business investment, create good jobs, and make Ontario more competitive”. Bill 66 contains twelve separate schedules that propose to amend and/or repeal various aspects of various existing Provincial legislation.

This report addresses the specific changes proposed to the *Planning Act* and the creation of the “Open-for-Business Planning Tool”. The proposed legislation and related ‘open for business planning by-law’ regulations are currently out for a 45-day comment period, which closes on January 20, 2019. The following is the link to the EBR posting: <https://ero.ontario.ca/notice/013-4293>

2.0 Open-for-Business Planning Tool

The proposed Bill would add a new section to the *Planning Act* (Section 34.1) called the “open-for-business planning by-law”. This new section would enable a local council the authority to pass an ‘open-for-business planning by-law’ for new major employment uses.

The proposed open-for-business planning by-law is similar to a zoning order issued by the Minister of Municipal Affairs pursuant to Section 47 of the *Planning Act*. This new authority would give a municipality the ability to fast track a zoning approval for a new major employment use at the discretion of the local Council. The approval could be subject to specific conditions normally associated with site plan approval.

According to information provided by the Province, proposals that would be subject to an ‘open-for-business planning by-law’ would benefit from the following:

- a streamlined planning process (i.e. no formal site plan control process);
- be exempt from most *Planning Act* requirements, including demonstrating strict conformity and consistency with the Provincial Policy Statement, Provincial Plans (i.e. Greenbelt Plan, Growth Plan) and Official Plan policies;
- the municipality would have no obligation to hold statutory public meetings (but could hold such meetings at their discretion); and
- proposals would not be subject to appeal to the Local Planning Appeal Tribunal (LPAT).

In order for a Council to pass an 'open-for-business planning by-law', it would be required to make a request, by resolution, to the Minister of Municipal Affairs and Housing. The prescribed information needed to accompany this request will be stipulated in forthcoming regulations, however a draft of the regulation indicates the request will need to include:

- Description of the subject lands and land use planning information;
- Confirmation that the proposal is for a new major employment use;
- Require evidence that the proposal would meet a minimum job creation threshold (i.e. 50 jobs for municipalities with a population less than 250,000);
- Identify the use of land, buildings and structures that may be authorized by the tool, such as manufacturing and research and development. Residential, commercial or retail uses as the primary use do not qualify.

At this time, the proposed legislation permits local municipalities to impose conditions on an 'open-for-business planning by-law'. These conditions can include any requirement the municipality deems necessary for the protection of public health and safety. The Minister may also require certain conditions when they authorize the use of this planning tool. To ensure conditions are met and certain development standards are attained, the legislation would authorize municipalities to enter into agreements with the employer and have these agreements registered on title of the land.

As currently proposed, the establishment of an 'open-for-business planning by-law' would be limited to a council of a local municipality, should they wish to exercise that authority. County Council cannot approve such by-laws, as it does not have the authority to enact zoning by-laws under Section 34 of the Planning Act.

3.0 Conclusion

The intent of the Government's 'open-for-business planning by-law' process, is to remove current regulatory barriers and thus expedite the approvals "so that businesses can grow, create and protect good jobs". As noted, Bill 66 has currently received its first reading and is out for public comment until January 20, 2019. At this time, it is uncertain if there will be any further modifications to the proposed *Planning Act* amendments and related implementation measures. Staff will continue to monitor Bill 66 as it makes its way through the legislative process and provide the Committee with updates as necessary.

Recommendation

THAT the report 'Bill 66 – Restoring Ontario's Competitiveness Act, 2018' be received for information and circulated to member municipalities for their consideration prior to the EBR deadline.

Respectfully submitted,



Jameson Pickard, B.URPL
Planner



Linda Redmond
Manager of Planning and Environment



REPORT BLDG-2019-001

TO: Mayor and Members of Council

FROM: Gerald Moore, Chief Building Official

MEETING DATE: January 23, 2019

SUBJECT: Building Department Monthly Update- December 2018

RECOMMENDATION

That Report BLDG-2019-001 with respect to the Building Department Monthly Update- December 2018 be received for information.

DISCUSSION

Purpose

The purpose of this report is to provide Council with an update of the activities in the Building Department for December 2018.

Background

The purpose of this report is to provide Council with a summary of the Building Department's activities for the month of December 2018.

Financial Implications

The Building Code Act requires that the total amount of building permit fees meets the total costs for the municipality to administer and enforce the Building Code Act and Regulations. Building permit fees were established to fully recover the Township's cost of providing building permit services, including an allocation of administrative overhead/indirect costs. Any surplus revenue from building permit fees is transferred to a restricted reserve, to be drawn upon in years of declining building activity.

APPLICABLE LEGISLATION AND REQUIREMENTS

Building Code Act, 1992, S.O. 1992, c. 23

ATTACHMENTS

Schedule A - December 2018 Monthly report

Permit Comparison Summary

Issued For Period DEC 1,2018 To DEC 31,2018

	<u>Previous Year</u>			<u>Current Year</u>		
	Permit Count	Fees	Value	Permit Count	Fees	Value
Commercial/Industrial						
Commercial - No Occupancy Required	0	0.00	0.00	1	1,148.10	20,000.00
Demolition						
Demolition Permit	1	156.00	2,000.00	1	156.00	8,450.00
New Residence						
Residential - Occupancy Required	2	29,088.96	3,400,000.00	3	15,542.16	3,260,000.00
Other						
Solar Permit	1	416.00	18,000.00	0	0.00	0.00
Other Residential						
Accessory/Farm Buildings	0	0.00	0.00	1	576.10	25,000.00
Deck Permit	1	156.00	2,000.00	0	0.00	0.00
Residential - No Occupancy Required	0	0.00	0.00	3	2,969.20	285,000.00
Septic						
Sewage Disposal System Permit	1	624.00	30,000.00	5	3,120.00	84,000.00

	<u>Previous Year</u>	<u>Current Year</u>
Total Permits Issued	6	14
Total Dwelling Units Created	2	3
Total Permit Value	3,452,000.00	3,682,450.00
Total Permit Fees	30,440.96	23,511.56
Total Compliance Letters Issued	1	0
Total Compliance Letter Fees	75.00	0.00

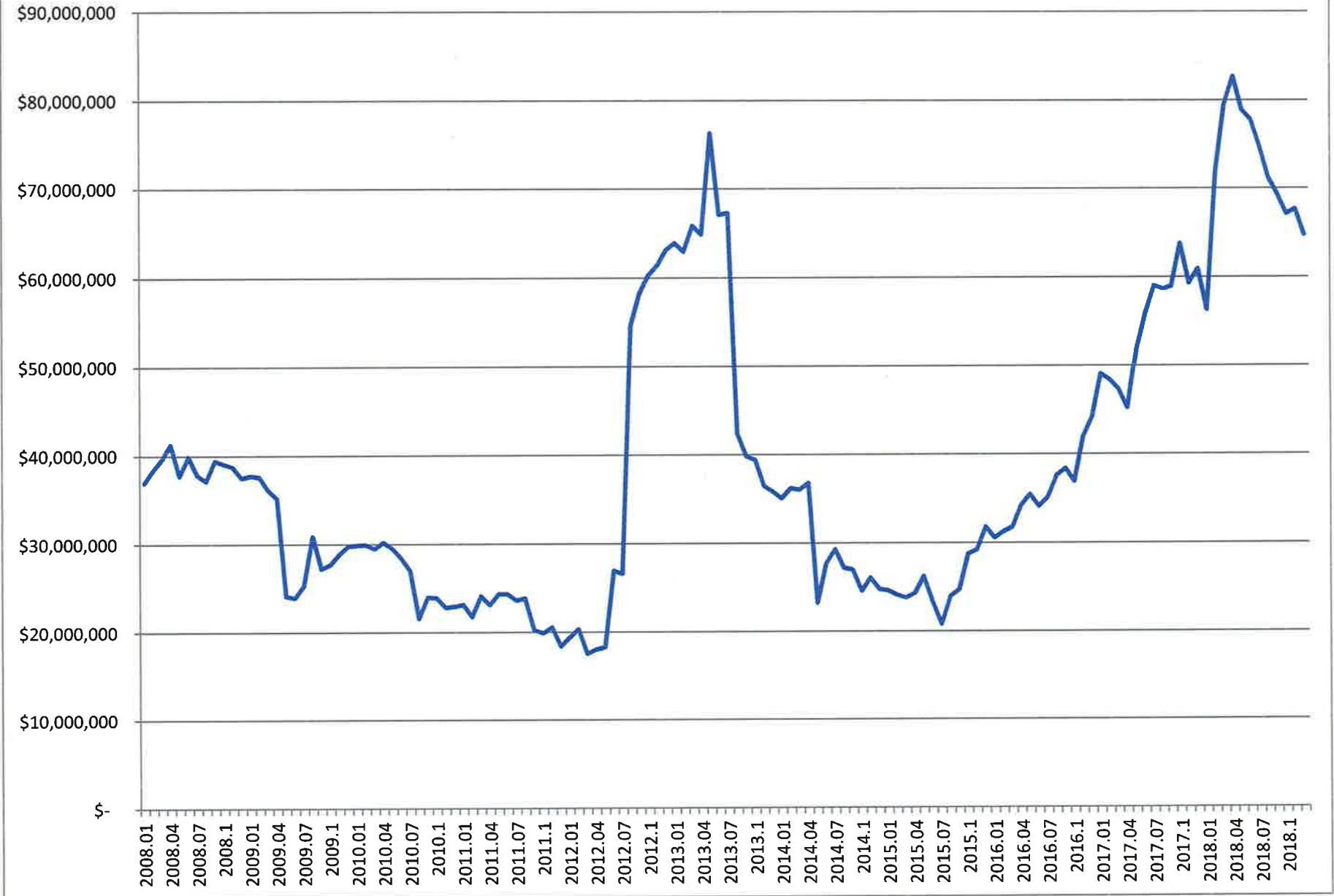
Inspection Summary

Ward	Permit Inspections	Other Roll Inspections
000	251	0
Total	251	0

Permit Charge	Amount
Accessory/Farm Buildings	576.10
Commercial - No Occupancy Req	1,148.10
Demolition Permit	156.00
Residential - No Occupancy Req	2,969.20
Residential - Occupancy Requir	15,542.16
Sewage Disposal System Permit	3,120.00
Total	23,511.56

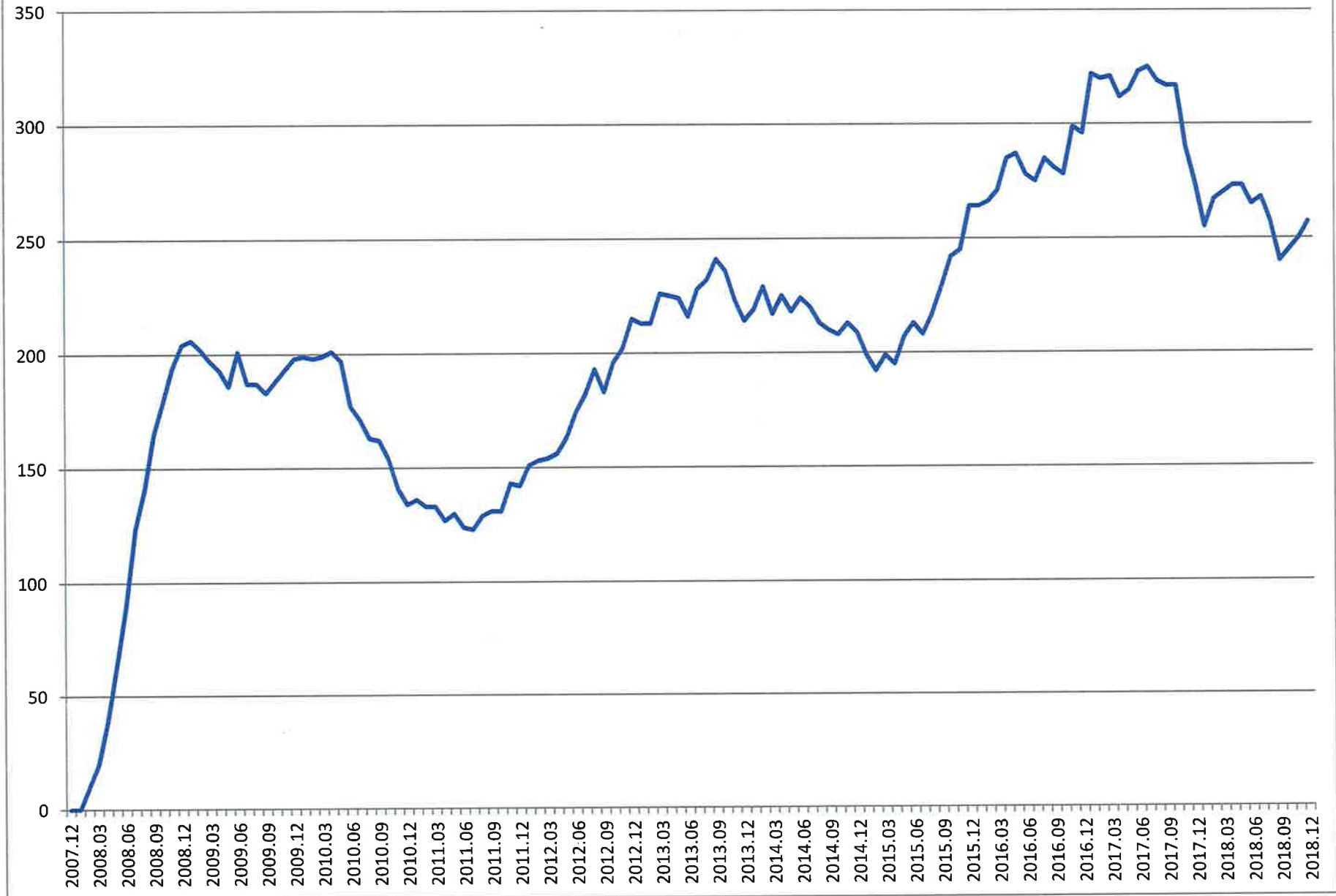
Note: The Graphs Below only Include Septic Permits in 2012 and beyond

Total Value of Permits 12 Month Rolling Total



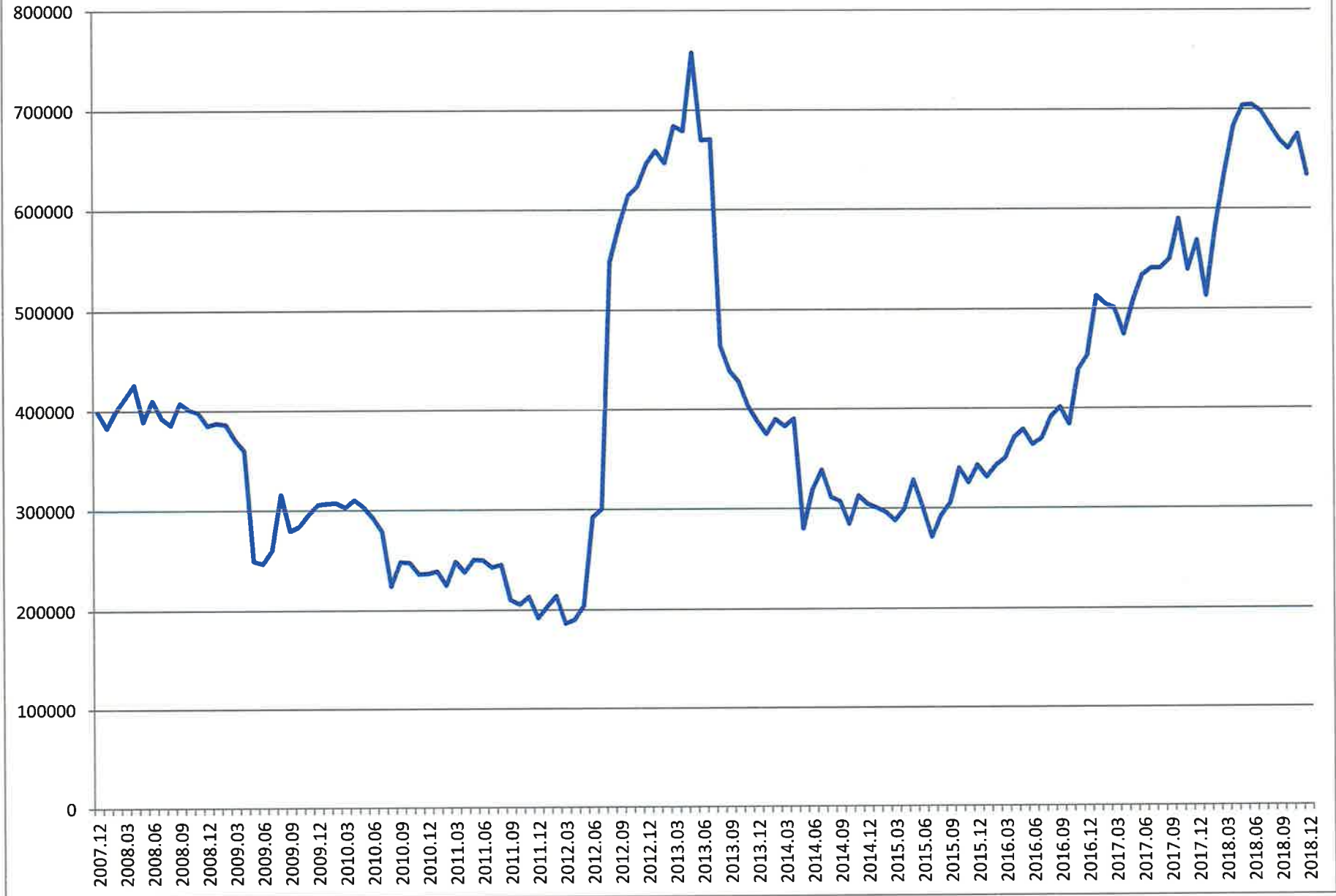
Note: The Graphs Below only Include Septic Permits in 2012 and beyond

of Permits 12 Month Rolling Total



Note: The Graphs Below only Include Septic Permits in 2012 and beyond

Permit Fees Collected 12 Month Rolling Total





RESOLUTION
MUNICIPAL COUNCIL
THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

2019-

Date: January 23, 2019

Moved by: _____ Seconded by: _____

WHEREAS By-law Number 59-08 Being a By-Law to establish the Procedure for Meetings of Council establishes the following for Ordinary Meetings of Council:

- Council shall meet on the First Wednesday of each month at 1:00 o'clock in the afternoon and the Third Wednesday of each month at 7:00 o'clock in the evening

AND WHEREAS changes in the 2019 Council Meeting Schedule are hereby requested;

NOW THEREFORE that staff bring forward a By-law to amend By-law Number 59-08 Being a By-Law to establish the Procedure for Meetings of Council as follows for the 2019 Calendar Council Meeting Schedule:

Current Schedule in accordance to B(2) of By-law 59-08	Proposed Meeting Dates
April 3, 2019 April 17, 2019	April 10, 2019 April 24, 2019
May 1, 2019 May 15, 2019	May 8, 2019 May 22, 2019
October 16, 2019	October 9, 2019 October 23, 2019 (Morning Operating Budget, Evening Regular Council Meeting)

RECORDED VOTE	YES	NO	CONFLICT	ABSENT
Councillor Bulmer				
Councillor Roth				
Mayor Seeley				
Councillor Sepulis				
Councillor Goyda				
TOTAL				

MAYOR: _____

CARRIED	LOST
---------	------

THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

BY-LAW NO. 006-2019

Being a by-law to appoint a Council member to the
Planning and Development Advisory Committee -
Committee of Adjustment

WHEREAS Section 44(1) of the *Planning Act, R.S.O. 1990, c. P. 13*, authorizes the Council of a municipality by by-law to constitute and appoint a committee of adjustment for the municipality composed of such persons, not fewer than three, as Council considers advisable; and

WHEREAS Section 11 (2) of the *Municipal Act, S.O. 2001, c. 25*, authorizes a municipality to pass by-laws respecting the governance structure of the municipality and its local boards;

NOW THEREFORE the Council of The Corporation of the Township of Puslinch HEREBY ENACTS AS FOLLOWS:

1. That Councillor John Sepulis be hereby appointed to the Committee of Adjustment – Planning and Development Advisory Committee.

READ THREE TIMES AND FINALLY PASSED IN OPEN COUNCIL THIS 23rd DAY OF JANUARY 2019.

James Seeley, Mayor

Karen Landry, Clerk

THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

BY-LAW NUMBER 007-2019

Being a by-law to confirm the proceedings of the Council of the Corporation of the Township of Puslinch at its Regular meeting held on January 23, 2019.

WHEREAS by Section 5 of the *Municipal Act, 2001, S.O. 2001, c.25* the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS by Section 5, Subsection (3) of the *Municipal Act*, a municipal power including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Puslinch at its Regular meeting held on January 23, 2019 be confirmed and adopted by By-law;

NOW THEREFORE the Council of the Corporation of the Township of Puslinch hereby enacts as follows:

- 1) The action of the Council of the Corporation of the Township of Puslinch, in respect of each recommendation contained in the reports of the Committees and each motion and resolution passed and other action taken by the Council at said meeting are hereby adopted and confirmed.
- 2) The Head of Council and proper official of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action of the Council.
- 3) The Head of Council and the Clerk are hereby authorized and directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and the Clerk authorized and directed to affix the seal of the said Corporation to all such documents.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 23rd DAY OF JANUARY 2019.

James Seeley, Mayor

Karen Landry, C.A.O./Clerk