



Budget & Administration Committee Meeting Agenda

Thursday, November 19, 2020

Budget & Administration Committee Meeting

November 19, 2020 at 6:00 P.M.

This meeting will be held in person for Budget and Administration committee members and designated, limited staff only.

The public may access the meeting by teleconference.

To access the meeting, please dial 1-866-219-8638.

Please then enter the conference access code: 4987945 and the # key.

1. Chairman's Remarks – Moccio

2. Declaration of Conflict of Interest

3. Approval of Agenda

4. Delegations

5. Consent Items

5.1. Approval of Budget & Administration Committee Minutes –
September 17, 2020

5.2. WSIB Injury Statistics

6. Chairman's Report on Board of Directors Actions – Moccio

BA 2012 2021 Fee Schedule
BA 2013 2021 Capital Budget

7. Business Arising from the Minutes

8. Staff Reports/Memorandums

Reports and Results to be Approved:

8.1. 2021 Operating Budget – McDougall
8.2. 2021 Mileage Rate – Burnside
8.3. 2021 Honorariums and Per Diems – Burnside

Reports and Results to be Received:

8.4. Proposed changes to the Conservation Authorities Act – Peck
8.5. 3rd Quarter Financial Results – Operating – McDougall
8.6. 3rd Quarter Financial Results – Capital &
Major Maintenance – McDougall

8.7. 3rd Quarter Vendor Report

– McDougall

8.8. 2021 Meeting Schedule

– Burnside

9. New Business

10. In-Camera Items for Matters of Law, Personnel and Property

11. Next Meeting – February 18, 2021

12. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

September 17, 2020

Minutes of the Budget & Administration Committee meeting held on Thursday, September 17, 2020 at Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario, at 6:00 p.m. The meeting was held in person for Budget & Administration Committee members and designated staff only. Members of the public were able to access the meeting by teleconference.

Present: **Santina Moccio, in the Chair**
 Jim Cimba
 Lloyd Ferguson
 Maria Topalovic

Regrets: **Dan Bowman**

Staff Present: **Lisa Burnside, Gord Costie, Neil McDougall, Scott Peck, and**
 Jaime Tellier

Bruce Harschnitz – by phone

Others Present: **None**

1. Chairman's Remarks

The Chair called the meeting to order and welcomed everyone present and called the members' attention to a distributed walk-on addendum report for item 8.1. The Chair also thanked staff for a tour of the Tew Falls and Dundas Peak site the past weekend and congratulated staff on the capital improvements.

2. Declarations of Conflict of Interest

The Chair asked the members to declare any conflicts under the HCA Administrative By-law. There were none.

3. Approval of Agenda

The Chair requested any additions or deletions to the agenda. There were none.

BA2010

MOVED BY: Jim Cimba

SECONDED BY: Maria Topalovic

THAT the agenda be approved.

CARRIED

4. Delegations

There were none.

5. Consent Items

The following consent items were adopted:

5.1. Approval of Budget & Administration Committee Minutes – August 20, 2020

5.2. WSIB Injury Statistics

L. Ferguson requested the WSIB injury statistics be brought out of the consent agenda to inquire about the nature and duration of the lost time injuries. Lisa Burnside responded there were two lost time injuries. Both resulted in minimal time missed and were back to work quickly.

6. Chairman's Report on Board of Directors Actions

There was none.

7. Business Arising from the Minutes

There was none.

8. Staff Reports/Memoranda

8.1. Request for Quote – Audit Services and Addendum

Neil McDougall presented a summary of the report and answered the members' questions.

J. Cimba sought confirmation that accounting work, preparation of draft financials, notes and schedules, and other non-audit responsibilities outlined in the staff report are completed by HCA staff. Neil confirmed this to be the practice.

L. Ferguson inquired about the price quoted by Grant Thornton. Neil advised their price has held firm for the past four years. The quoted price is a 5% increase, however is 10% less than the other submitted proposal.

BA 2011

**MOVED BY: Lloyd Ferguson
SECONDED BY: Maria Topalovic**

**THAT the Budget & Administration Committee
recommend to the Board of Directors:**

**THAT the proposal for Audit Services submitted by Grant
Thornton be accepted at a total cost of \$234,000 plus
HST for the five-year term ending with the audit of the
2024 financial statements.**

CARRIED

8.2. 2021 Fee Schedule

Neil McDougall presented a summary of the report and answered the members' questions.

J. Cimba inquired about Watershed Planning and Engineering revenues in relation to the board approved cost recovery targets for permit and planning applications. Scott Peck advised that revenues are below the recovery targets. Scott added there are differences based on application type. Neil also noted that HCA's fees are also comparatively lower than that of Conservation Halton. L. Ferguson noted permit and application fees are increasing by 2%.

L. Ferguson inquired about enforcement of fees at pay and display parking lots. Gord Costie advised the installation of autogates at our parking lots are helping to ensure all visitors are paying. There are some areas remaining for updated pay and display machine or auto gate installation which will facilitate the passport system that allows visitors to visit many different conservation areas on the same day for the initial parking fee.

L. Ferguson sought clarification on the electric sewer fees. Gord responded that the fee is for the entire camping season at Fifty Point and is near fully subscribed each year.

L. Ferguson inquired about the area dimensions for winter boat storage at Fifty Point. Neil advised the square footage calculations are for the space the boat will occupy in the storage yard.

J. Cimba requested a summary of rewards offered with the HCA membership pass. Gord provided a brief summary including reduced camping fees, one free entry to the Christie Lake Antique and Vintage Show and Wild Waterworks.

J. Cimba further inquired about how the successfulness of the rewards program is measured in terms of attracting members. Gord responded that Marketing and Communications staff monitor which rewards are being redeemed and adjust the program based on feedback from members and staff. Lisa Burnside added the rewards are very popular among members.

M. Topalovic inquired about parking time limits at the Artaban Road and Tiffany Falls parking areas. Gord advised there are no enforced time limits and shorter stays are a suggestion to move visitors through these short stay areas. The objective will be to direct them to HCA's other areas using the coming passport system once it is fully developed.

M. Topalovic asked staff if 2021 pricing for Wild Waterworks will be decided at a later date or if the 2020 pricing will remain next year. Neil responded that pricing at other nearby facilities will be reviewed and a decision made at that time, and may also be based on any restrictions in operations due to the pandemic in 2021.

L. Ferguson inquired about the process for obtaining photo permits and collecting fees for unscheduled photo shoots. Gord advised that fees are collected and permits are issued by Dundas Valley Conservation Area staff. Unscheduled parties are requested to pay on-site, if possible.

BA 2012

MOVED BY: Jim Cimba

SECONDED BY: Maria Topalovic

**THAT the Budget & Administration Committee
recommends to the Board of Directors:**

**THAT the 2021 Fee Schedule as presented herein be
approved.**

CARRIED

8.3. 2021 Capital Budget

Neil McDougall provided a summary of the report and answered the members' questions.

J. Cimba raised the possibility of requesting an inflationary increase for the capital block funding from the City of Hamilton. Neil offered that to this point staff have not found the need to request more than \$2 million. The funds are sufficient to fully engage staff and address all improvements that are needed. Neil further added that the selection and design of past improvement projects, such as roofing, have lasting benefits.

Lisa Burnside added the City of Hamilton has approved special requests when needs have arisen, citing funds for rebuilding a storage facility damaged by a tornado and for the Saltfleet Conservation Area land acquisition as examples.

L. Ferguson noted HCA consistently meets City of Hamilton funding guidelines each year.

L. Ferguson suggested a step change for a new and exciting attraction at HCA. Lisa noted a recent feasibility study for Wild Waterworks could bring to light a new exciting attraction for the facility, as the current infrastructure is nearing the end of its lifespan and major capital improvements will be required.

BA 2013

**MOVED BY: Maria Topalovic
SECONDED BY: Jim Cimba**

**THAT the Budget & Administration Committee
recommends to the Board of Directors:**

**THAT the 2021 Capital Budget request as presented
herein be submitted to the City of Hamilton for
consideration and be included in their block funding
budget of 2021.**

CARRIED

9. New Business

There was none.

10. In-Camera Items for Matters of Law, Personnel and Property

There were none.

11. Next Meeting

The next meeting of the Budget and Administration Committee will be held on Thursday, October 15, 2020 at 6:00 p.m. at Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

12. Next Meeting Adjournment

On motion, the meeting adjourned.

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Nancy Watts, Director of Human Resources & Wellness

MEETING DATE: November 19, 2020

RE: Workplace Safety & Insurance Board (WSIB)
Nine month review report for 2020

BACKGROUND

Workplace safety and insurance is a no-fault insurance system for work-related injuries and diseases. It is governed by the *Workplace Safety and Insurance Act, 1997* (WSIA), and is managed by the WSIB.

STAFF COMMENT

How the WSIB defines “accident”

- a chance event caused by a physical or natural incident, i.e., falling off a ladder or frostbite
- a wilful and intentional act, but not an act of the worker, i.e., being assaulted by a co-worker, and
- a disablement, which may be a condition that has emerged gradually over time, and cannot be attributed to a clearly defined time or place, i.e., carpal tunnel syndrome,
- is an “unexpected result” of the worker’s duties, wherein an accident that was originally believed to be minor resulted in disablement at a later date, i.e., a back injury from bending over to pick up equipment.

How the WSIB defines “occupational disease”

- a disease resulting from exposure to a substance that is related to a particular industrial process, trade or occupation
- a disease peculiar to, or characteristic of, a particular industrial process, trade or occupation,

- a medical condition that, in the WSIB's opinion, requires a worker to be removed either temporarily or permanently from exposure to a substance because the condition may be a precursor to an occupational disease
- a disease listed in the WSIB applicable to firefighters and fire investigators.

A worker who suffers from, and is impaired by, an occupational disease is entitled to receive benefits under the WSIB as if the disease were a personal injury by accident.

WSIB reportable Injuries – Nine month review (January through September 2020)
No approved claims reported March through April

Claim type	January thru Sept 2020	January thru Sept 2019	Comments – Lost time
	<i>Full time staff</i>	<i>Full time staff</i>	
Medical Aid	1	2	
Lost Time	2	1	-February 2020, Worker suffered a back injury & <u>lost 3 days</u> when dragging a dead deer -June 2020, Worker found tick embedded in foot, no lost time - August 2020, Worker was shocked by metal cover on auto gate and <u>lost 1 day</u>
	<i>Casual Staff</i>	<i>Casual Staff</i>	
Medical Aid	4	4	-January 2020, Worker got debris in eye from wind and sought medical attention, no lost time
Lost Time	1	1	-January 2020, Worker trying to pull door open fell back and hurt hand and sought medical attention, no lost time -July 2020, Worker using hedge trimmers, was cut on finger, no lost time -July 2020, Worker found tick embedded in hip, no lost time -August 2020, Worker exp back pain while pruning bushes & <u>lost 3 days of work</u>
Year to date Total	8	8	

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**
 - Providing a positive and safe environment for both staff and visitors

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

HCA generally has a good safety record with minor reportable incidents. Once an injury has occurred it is important to return the injured worker to work as quickly and safely as possible and HCA has a strong early return to work program administered through human resources.

CONCLUSIONS

It is important that HCA as an employer, maintain a healthy and safe workplace and to prevent workplace injuries and occupational diseases.

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, CAO

**PREPARED &
RECOMMENDED BY:** Neil McDougall, Secretary-Treasurer

MEETING DATE: November 19, 2020

RE: HCA Operating Budget 2021

STAFF RECOMMENDATION

THAT the Budget and Administration Committee recommends to the Board of Directors:

THAT the 2021 Operating Budget as presented herein be approved.



A Healthy Watershed for Everyone

OPERATING BUDGET 2021

November 19, 2020

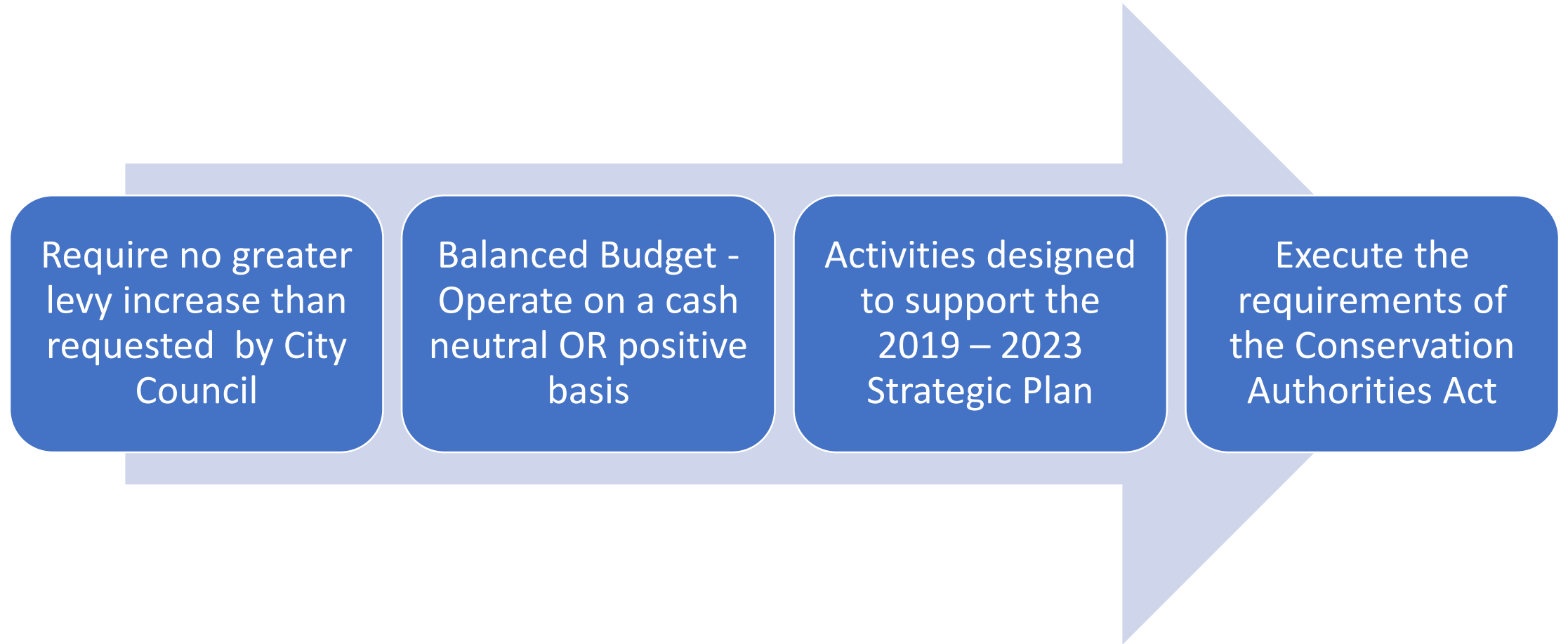
IMPACT OF COVID-19 IN 2020

- Full shut down following Provincial regulations mid-March
- Maintained business continuity and all essential business functions and services
- Decision to maintain full staffing employment in line with federal CEWS program
- Gradual reopening beginning in mid-May, and for the late spring, summer and fall, the public needed a place to go; we were it, all while following and promoting provincial regulations and public health guidelines
- Record annual pass sales
- Week days experienced weekend-like visitation at conservation areas, particularly those with beaches, maximized capacity
- Valens camping hit record levels
- Office still remains closed to public without appointment

IMPACT OF COVID-19 PROJECTED IN 2021

- Anticipate that pandemic will still be continuing but with the hope of vaccine and other restrictions permitting most businesses to operate in safe manner
- Higher safety standards in place, physical distancing, sanitizing, mask wearing, etc.
- Conservation areas day attendance remains strong
- Camping retains some of the growth from 2020, not all
- Events and facility rentals are expected to be slower to return
- Continued increased expenses for security
- Continued use of reservation system at Spencer Gorge during peak operating season for visitor management
- Full management fee from Confederation Beach Park is incorporated; continued closure or restricted operation of Wild Waterworks would result in a shortfall

2021 OPERATING BUDGET GOALS



REQUIRE NO GREATER LEVY INCREASE THAN REQUESTED BY CITY COUNCIL

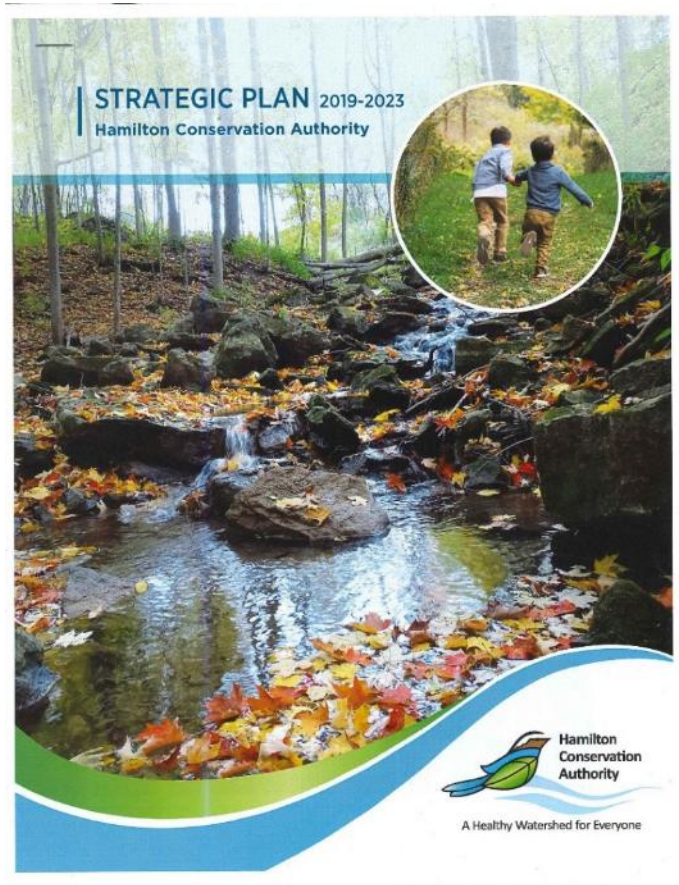
- Levy target increase this year is 2%, per Council meeting November 11th
- Tradition of managing within City suggested envelope is important to maintaining the HCA relationship with our major funder and partner, the City of Hamilton
- As the final payment on the Veldhuis loan was made in 2020, that amount of \$44 thousand will be removed from base levy before applying the 2% to calculate the 2021 levy
- The 2021 levy request will be \$4,592 thousand; equals 2% increase on eligible levy (only 1% year over year)
- The \$46 thousand of increased levy will contribute towards coverage of the \$350 thousand of inflationary growth needing to be absorbed
- The balance is covered by adjustments made to 2021 fee guide along with many individually smaller expense reductions
- It has been determined that this can be accomplished with no impairment to execution of our strategic plan

BALANCED BUDGET – CASH NEUTRAL/POSITIVE BASIS

	Budget <u>2021</u>	Budget <u>2020</u>	Actual <u>2019</u>
<u>Revenues</u>			
Levy	\$ 4,592	\$ 4,546	\$ 4,458
Admissions	2,595	2,348	2,574
Camping/ marina	2,680	2,646	2,588
Equipment rental	1,100	1,100	1,048
Other	<u>2,223</u>	<u>2,870</u>	<u>3,654</u>
	13,190	13,510	14,322
 <u>Expenses</u>			
Staffing	8,798	8,288	7,522
Utilities	825	825	760
Equipment	895	865	828
Materials/supplies	692	892	749
Other	<u>1,800</u>	<u>2,255</u>	<u>1,863</u>
	13,010	13,125	11,722
 Net surplus/(deficit)	<u>\$ 180</u>	<u>\$ 385</u>	<u>\$ 2,600</u>
 Loan repayment	\$ 180	\$ 216	\$ 209

- Revenues
 - Levy up 1%, less than 2% allowed as loan repaid in 2020
 - Admissions reach higher plateau after exposure in 2020 made HCA well known with our areas providing recreation in low risk outdoor settings
 - Camping and marina retain some growth and add cabins but do not expect to replicate weekday camping presence of 2020
 - Drop in events, school programs, facility rentals until pandemic restrictions ease and people regain comfort in groups
- Expenses
 - Staffing includes additional staff to pursue strategic goals
 - 1.5% COLA applied to full time staff wages and average 3% step increase for staff not at max of range
 - Other expenses reflect no major change in operations

SUPPORT THE 2019 – 2023 STRATEGIC PLAN



Vision

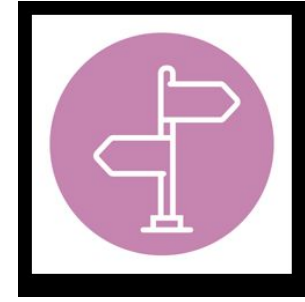
- A Healthy Watershed for Everyone

Mission

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

- 2021 budget continues to direct resources to achieve initiatives outlined
- We are proposing to retain existing contract staff and to add contract staff in several areas of need and two full time staff in order make these goals a reality
- The goals outlined can simply not be accomplished staffed in the current manner that is designed to operate in the present mode

STRATEGIC PLAN FOCUS IN 2021



Organizational Excellence

- ***Support the capital development and major maintenance program to enhance our facilities and ensure they are safe, functional and current***
 - 2021 Initiative: Hire a contract project coordinator to assist with moving ahead the many approved and planned capital projects
- ***Providing a positive and safe environment for both staff and visitors***
 - 2021 Initiative: Retain the contract Health and Safety Co-Ordinator position to continue implementation of the 2019 Safety Audit Recommendations

STRATEGIC PLAN FOCUS IN 2021



Education and Environmental Awareness

- ***Create engaging communication materials for HCA website and social media to enhance environmental awareness and the programs and services conservation authorities deliver***
- ***Enhance and adapt outdoor environmental and cultural education programs with new technology, curriculum and trends***
- 2021 Initiative: Retain marketing co-ordinator and graphic design contract staff to move HCA forward utilizing greater online and app-based technology with a focus on trail information, interpretation and education programs and promotion

CORPORATE SERVICES

	Budget <u>2021</u>	Budget <u>2020</u>	Actual <u>2019</u>
<u>Revenues</u>			
Levy	\$ 2,494	\$ 2,530	\$ 2,650
Equipment	1,100	1,100	1,048
Management fees	426	426	448
Other	<u>538</u>	<u>640</u>	<u>772</u>
	4,558	4,696	4,918
 <u>Expenses</u>			
Staffing	3,380	3,035	2,963
Utilities	301	299	307
Equipment	331	248	215
Materials/supplies	112	111	104
Other	<u>871</u>	<u>1,202</u>	<u>555</u>
	4,995	4,895	4,144
 Net surplus/(deficit)	<u>\$ (437)</u>	<u>\$ (199)</u>	<u>\$ 774</u>

- Revenues

- Levy reflects the 1% and shift to WP&E
- Central fleet / garage rentals continue at previous year's levels
- Management fees assume full return of operations at Wild Waterworks. Should this not be allowed, partial loss in fees will result and the balance made up from the existing seasonal reserve

- Expenses

- Staffing levels remain at the previous year's level but allocation of marketing and other central staff not to the same degree resulting in more cost in home departments

STRATEGIC PLAN FOCUS IN 2021



Water Management

- ***Implement the Saltfleet Conservation Area Wetland Restoration Program***
- ***Complete Floodplain mapping update program***
- ***Maintain and enhance our flood control infrastructure to address flooding and work to augment low flow conditions***
 - 2021 Initiative: Hiring a contract Project Engineer to assist with the implementation of these initiatives

STRATEGIC PLAN FOCUS IN 2021



Natural Heritage Conservation

- ***Implement the approved Invasive Species Strategy and natural heritage plans as detailed in HCA master plans***
- ***Maintain and enhance the natural heritage features of HCA lands and manage these lands on an environmentally sustainable basis***
 - 2021 Initiative: Hiring a contract Invasive Species technician to spearhead these activities

WATERSHED PLANNING & ENGINEERING

Watershed Planning & Engineering

	Budget <u>2021</u>	Budget <u>2020</u>	Actual <u>2019</u>
<u>Revenues</u>			
Levy support	\$ 1,484	\$ 1,414	\$ 1,453
Permits, fees	300	304	289
Grants	195	189	321
Other	<u>85</u>	<u>73</u>	<u>164</u>
	2,064	1,980	2,227
 <u>Expenses</u>			
Staffing	1,828	1,740	1,534
Contractors	52	32	304
Materials/supplies	45	34	90
Other	<u>139</u>	<u>174</u>	<u>299</u>
	2,064	1,980	2,227
 Net surplus	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ -</u>

- Revenues
 - Levy change in support of staffing increase
 - Permits and fees expected to be at regular levels
 - Grants include provincial flood management support and several smaller projects supported by both federal and provincial governments
- Expenses
 - Staffing includes addition of contract project engineer to help with Saltfleet wetland development and a contract invasive species technician to lead the program of invasive removals
 - Other expenses include facility costs and vehicle fees

STRATEGIC PLAN FOCUS IN 2021



Conservation Area Experience

- ***Identify and support a more diverse and accessible range of programs for our conservation areas***
 - 2021 initiative: Establish the Hamilton Mountain areas business unit with dedicated staff in recognition of the growth in land holdings that HCA has now in the east end of the watershed and will have with future acquisitions
- ***Continue to expand installation of automatic gates across our conservation areas***
- ***Update and develop master and management plans and implement priorities to further enhance conservation areas for current and future generations***
 - 2021 Initiatives: Hire a contract landscape intern to assist with planned initiatives including opening new parking lots, expanding trails, preliminary work on campground expansion, continued work on master plans, etc.

CONSERVATION AREAS

	Budget <u>2021</u>	Budget <u>2020</u>	Actual <u>2019</u>
<u>Revenues</u>			
Admissions	\$ 2,532	\$ 2,239	\$ 2,475
Marina	1,411	1,399	1,381
Camping	1,269	1,247	1,207
Other	<u>674</u>	<u>952</u>	<u>1,083</u>
	5,886	5,837	6,146
<u>Expenses</u>			
Staffing	3,074	2,986	2,544
Equipment	564	617	613
Materials/contractors	508	707	512
Utilities/fuel	475	477	408
Other	<u>608</u>	<u>582</u>	<u>514</u>
	5,229	5,369	4,591
Net surplus	<u>\$ 657</u>	<u>\$ 468</u>	<u>\$ 1,555</u>

- Revenues
 - Admissions will remain strong, aided by harmonized parking rate increases
 - Marina and camping return to more normal levels
 - Facility rentals, day camps, film shoots, events to take longer to recover
- Expenses
 - Staffing includes addition of dedicated Hamilton Mountain team
 - Spencer Gorge reservation system eliminated contracted shuttle costs, added contract security

WESTFIELD HERITAGE VILLAGE & CONSERVATION AREA

	Budget <u>2021</u>	Budget <u>2020</u>	Actual <u>2019</u>
<u>Revenues</u>			
Levy	\$ 614	\$ 602	\$ 591
Admissions	63	109	99
Events	-	109	91
Other	<u>45</u>	<u>177</u>	<u>250</u>
	722	997	1,031
<u>Expenses</u>			
Staffing	516	527	481
Promotion	32	117	31
Materials/supplies	27	40	43
Utilities	49	49	45
Other	<u>98</u>	<u>148</u>	<u>160</u>
	722	881	760
Net surplus	<u>\$ -</u>	<u>\$ 116</u>	<u>\$ 271</u>

- Revenues
 - Levy reflects the 2% increase
 - Admissions and events are highly subject to the recovery of the pandemic; what will be allowed and what people will feel safe doing
 - As with the other conservation areas, facility rentals and film shoots may, or may not recover in 2021, assume conservatively to have upside
- Expenses
 - Staffing remains at the previous year's level
 - Promotion expense will increase with the number of events allowed

2021 LEVY ALLOCATION

(\$'000,000)	Self Generated	Levy	Total Revenues	Total Expenses	Surplus / (Deficit)
Conservation Areas	\$ 5.8	\$ 0.0	\$ 5.8	\$ 5.2	\$ 0.6
Westfield	0.1	0.6	0.7	0.7	0.0
Watershed P&E	0.6	1.5	2.1	2.1	0.0
Central Services	2.1	2.5	4.6	5.0	(0.4)
Loan Payments				0.2	(0.2)
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Grand Total	<u>\$ 8.6</u>	<u>\$ 4.6</u>	<u>\$13.2</u>	<u>\$13.2</u>	<u>\$ 0.0</u>

EXECUTE THE REQUIREMENTS OF THE CONSERVATION AUTHORITIES ACT

- Proposed legislative amendments just released Thursday November 5th, with scope, impact and implementation dates still to be determined, along with any new future regulations
- Current budget reflects programs and services under the existing Conservation Authorities Act and existing agreements and MOUs already in place with the City of Hamilton
- Important to note that HCA conservation area operations do not receive levy support, nor does the outdoor environmental education program
- Monies received for Westfield come through an existing agreement

2021 BUDGET SUMMARY PROVISIONS



- Sufficient combined revenues to meet expenses with minimal increase to levy



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



- Invasive species initiatives & continued development steps for Saltfleet wetlands



- Greater online and app-based technology with a focus on trail information, interpretation and education programs



- Vibrant conservation areas that connect people to nature

THE END

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Nancy Watts, Director of Human Resources & Wellness

MEETING DATE: November 19, 2020

RE: 2021 Mileage Rate

STAFF RECOMMENDATION

THAT the Budget and Administration Committee recommends to the Board of Directors

THAT the mileage rate remain at the current rate of 54 cents per kilometre for 2021.

BACKGROUND

As approved by the Budget & Administration Committee in June 2007 and the Board of Directors in July 2007, a yearly review of mileage is to take place with any change effective January 1. The rate of mileage compensation shall be subject to an annual adjustment based on the year-over-year change in the Consumer Price Index for Private Transportation in Ontario. An increase will take place only if the change would result in a minimum half cent increase in the rate. Staff will also monitor mileage rates from area conservation authorities to ensure our rate does not fall below the average.

STAFF COMMENT

Consumer Price Index (CPI)

The September 2020 year over year CPI for Private Transportation in Ontario decreased by .10 points from August 2020.

Area Conservation Authority Mileage Rates

The table below shows a summary of mileage rates from area conservation authorities:

<u>Conservation Authority</u>	<u>Rate – cents per km</u>
Lower Trent	52
Upper Thames	50
Kawartha	50
Grand River	58
Credit Valley	58
Niagara	50
Halton	58
Average	54

Canada Revenue Agency

Canada Revenue Agency publishes a guideline for calculating what is a “reasonable allowance” that would not be deemed to be taxable income. For 2020, that guideline is 59 cents for the first 5,000 km and 53 cents per km thereafter.

Based on the above information, keeping the mileage rate at 54 cents per km is recommended for 2021 as the CPI Private Transportation Index has decreased by .10 points and the current HCA mileage rate matches the average rate with other area Conservation Authorities.

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2024:

- Strategic Priority Area - Organization Excellence
 - Continue to update and streamline operational policies and leverage emerging technology to enhance business service delivery

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

None.

CONCLUSIONS

As there are no inflationary pressures related to transportation and as the current mileage rate matches the average rate among area conservation authorities, it is therefore recommended that the 2020 mileage rate of 54 cents per kilometre stay constant for 2021 at 54 cents per kilometre.

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Jaime Tellier, Executive Assistant / Records Management Coordinator

MEETING DATE: November 19, 2020

RE: 2021 Remuneration of Board of Directors and Advisory Board and Committee Members

STAFF RECOMMENDATION

THAT the Budget and Administration Committee recommends to the Board of Directors:

THAT the current HCA's honorarium rates for the Chair and Vice-Chair of the Board of Directors and per diem rate for Board of Directors and Advisory Board, remain in effect for 2021.

BACKGROUND

Hamilton Conservation Authority's administrative by-law, as approved by the Board of Directors on September 3, 2020, requires the Authority to establish a per-diem rate to be paid to Directors for attendance at General Meetings and Advisory Board or Committee meetings, and at such other business functions as may be from time to time requested by the Chair, through the Secretary-Treasurer. In addition, an honorarium may be approved by the Authority for the Chair and Vice-Chair as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day.

Per the administrative by-law, the Budget and Administration Committee is responsible for investigating, reviewing and making recommendations to the Board of Directors on personnel related matters, including reviewing and making recommendations on members per diems and honorariums.

STAFF COMMENT

At the December 12, 2019 meeting, HCA's honorariums for the Chair and Vice-Chair of the Board of Directors were changed to be commensurate with comparable Conservation Authorities. The honorariums for the Chair and Vice-Chair were increased from \$9000.00 and \$1700.00 per year, to \$10,000.00 and \$3000.00, respectively. The per diem rate for members of the Board and Advisory Board and Committees was also raised from \$60.00 to \$75.00.

The members also directed staff to review the honorariums and per diem rates annually, to avoid long lapses in time between reviews, resulting in significant rate increases at one time.

Following the changes made for 2020, HCA's remuneration scheme is comparable with its neighbouring Conservation Authorities for each category. Table 1 is a comparison chart of the 2020 remuneration rates for nearby Conservation Authorities.

Table 1: Comparison of 2020 Honorariums and Per Diems

Conservation Authority	Honorarium Chair, Board of Directors	Honorarium Vice-Chair, Board of Directors	Per Diem Rate
Conservation Halton	\$10,000.00	\$3,000.00	\$75.00
HCA	\$10,000.00	\$3,000.00	\$75.00
GRCA	27,430.77	\$2,743.49	\$151.37
CVC	\$13,605.00	\$6,215.00	\$81.38
NPCA	\$6,763.03	\$1,319.15	\$76.10

Given that significant increases were put in place for 2020 to bring our honorariums and per diems in line with area conservation authorities, staff are not recommending an increase to rates for 2021 and instead that these be reviewed again in 2021 for potential inflationary increase and to ensure comparability to other conservation authorities.

It should be noted that elected officials for the City of Hamilton do not receive honorariums, per diems, or reimbursement for mileage.

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2024:

- Strategic Priority Area - Organization Excellence
 - Continue to update and streamline operational policies and leverage emerging technology to enhance business service delivery

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

Not applicable.

CONCLUSIONS

It is recommended that the honorariums for the Chair and Vice Chair of the Board of Directors and per diems for Board and CAB members remain constant for 2021.

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: T. Scott Peck, MCIP, RPP, Deputy CAO/Director,
Watershed Planning & Engineering

MEETING DATE: November 19, 2020

RE: Provincial Update of the Conservation Authorities Act

BACKGROUND

In the province's *Made-In-Ontario Environment Plan*, the provincial government has made a commitment to ensure that conservation authorities focus and deliver on their core mandates. In June 2019, the Province passed the *More Homes, More Choice Act, 2019* (Bill 108) which amended the *Conservation Authorities Act* in this regard. HCA has participated collaboratively throughout the consultation process regarding the modernizing of the Act.

Flowing from this legislation, the province is now proposing amendments to the Conservation Authorities Act to address consistency, transparency and municipal / provincial oversight for Conservation Authorities. These amendments were released on Thursday, November 5, 2020, when the Province of Ontario released Bill 229, an omnibus bill of the provincial budget which included updates to the Conservation Authorities Act. The Ministry of Environment, Conservation and Parks has noted that for the past 18 months, the province has been consulting on the role of conservation authorities.

STAFF COMMENT

The attached two tables provide information as to the proposed amendments over specific subject areas including programs and services, governance, planning and regulations. Staff have provided some comments as to the impact or meaning of the amendments to conservation authorities and specifically, to the HCA. However, as further details and regulations are to be provided by the Province later this fall, there is

still uncertainty at this time as to exact implications to the HCA and our programs. Even without the supporting regulations to better understand the intent for implementing the proposed changes, staff have concerns regarding our role, as it relates to mandated and non-mandated programs, and in the permit and planning process that protects people, property and natural resources in our watershed. While the intention with these overall policies noted by the Province is streamlining conservation authority roles and responsibilities regarding permits and land use planning, there are new appeal avenues to the Local Planning Appeal Tribunal (LPAT) and even the ability of the Minister of Natural Resources and Forestry to issue certain permits in place of the conservation authority. Granting permitting authority could allow development that may be unsafe or detrimental to the natural environment.

With changes to the Planning Act, conservation authorities would not be able to appeal a municipal planning decision to the LPAT unless requested through an agreement with the municipality or Province. While this is seldom used, it is an important avenue to have available. Additionally, it is not certain that conservation authorities will retain the ability to appeal a decision that adversely affects land that it owns which is of concern for the 11,000 acres under our care.

The sections which would have given a conservation authority power to issue stop work orders to a person carrying on activities that could contravene or are contravening the Act, are removed. The updated Act retains the current enforcement tools such fines and prosecution. Existing provisions do not provide the ability to effectively stop any significant threats and impacts.

Finally, from a governance perspective, HCA would lose citizen representatives on its board. The proposed amendments would also require the municipal councilors to act on behalf of their respective municipalities which could be in conflict with the fiduciary duty of a Board Member to represent the best interests of the conservation authority they are overseeing.

The Ministry of Environment, Conservation and Parks, Conservation Ontario, and members from all 36 conservation authorities met virtually on Monday, November 9 to discuss the proposed changes and we await further details from questions posed at this meeting. The Ministry of Natural Resources and Forestry were not part of the meeting even though the proposed changes provide for the Minister to make decisions to issue permits and on permit appeals.

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **All Strategic Priority Areas – Organizational Excellence, Water management, Natural Heritage Conservation, Conservation Area Experience and Education and Environmental Awareness**

AGENCY COMMENTS

There is no requirement for the Province to consult on this initiative as posted on the Environmental Registry of Ontario as the proposal forms part of the Provincial budget.

LEGAL/FINANCIAL IMPLICATIONS

There are no immediate financial implications to the 2020 or 2021 budgets. Transition plans and any municipal agreements will be implemented as required when further details are released.

CONCLUSIONS

The proposed amendments to the Conservation Authorities Act that were part of the recent Provincial budget impact conservation authority programs, governance, planning and regulations. Additionally, amendments to the Planning Act impact conservation authorities' role in land use planning. Further details will be provided as information becomes available from the Province of Ontario and Conservation Ontario. HCA staff will continue to work collaboratively with all parties to better understand and determine what these changes will mean for conservation authorities in general and for the protection of our watersheds.

TABLE 1. Summary of Proposed Changes from Environmental Registry of Ontario
Proposed Amendments related to improving transparency, consistency in operations and municipal/provincial oversight of conservation authorities

Proposed Amendment from ERO: Programs and Services	HCA Staff Comment
<ul style="list-style-type: none"> • Revise the objects of conservation authorities (i.e., the range of activities conservation authorities are allowed to undertake) to reflect the three categories of programs and services that the conservation authority is currently authorized to deliver under the <i>Conservation Authorities Act</i> over the area over which it has jurisdiction: <ol style="list-style-type: none"> 1. Core mandatory programs and services described above 2. The programs and services which conservation authorities deliver on behalf of a municipality pursuant to a memorandum of understanding or agreement, and 3. The programs and services that a conservation authority delivers to further the purposes of the <i>Conservation Authorities Act</i> • Enable the minister to, by regulation, establish standards and requirements for the delivery of non-mandatory programs and services. • Integrate the current power of a conservation authority to “cause research to be done” with the conservation authority’s current power to study and investigate the watershed in order to support the programs and services the conservation authority delivers. 	<p>The basic framework of mandatory, municipal and other program and services has not changed from the previously adopted but not yet proclaimed amendments to the legislation. The Province has still not outlined what mandatory programs would include. What has now changed is that municipal programs and services and other programs and services are subject to such standards and requirements as may be prescribed by regulation. Potentially the regulations could restrict what the Authority is able to do for its member municipalities or to further the purpose of the Act. The regulations detailing specifics will be provided later this fall. However, some indications are provided in references to new act provisions which focus on the risk of natural hazards. This would likely mean programs related to natural heritage would not be mandatory and would require municipal agreement, or be deliverable through as a non-mandatory program funded through self generated revenues, if permitted by regulation. Additionally, it is directly noted in the ERO posting that “the Province recognizes the conservation authorities provide valuable programs and services that are important to the local community such as camping and outdoor education and that these programs can continue, so long as they are funded through self generated revenue or by municipal agreement to fund them”. HCA’s strong self generated funds and Foundation support will continue to be important moving forward.</p> <p>MECP staff further indicated “in the Nov 9 meeting that changes would be implemented in the CA 2022 budgets” which is interpreted to mean that the transition period is proposed to end December 2021. Subject to the availability of the prescribed regulations this date is anticipated to be challenging for coordination with CA and municipal budget processes.</p>

<p>Proposed Amendment ERO: Expropriation</p> <ul style="list-style-type: none"> Remove the authority for conservation authorities to expropriate lands 	<p>HCA Staff Comment</p> <p>HCA would no longer have the power to undertake an expropriation on its own; this would have to be done in co-operation with the local municipality or the Province of Ontario. Its removal has an impact on our land acquisition options. The ability to acquire land by purchase, lease or otherwise remains in the Act.</p>
<p>Proposed Amendment ERO: Governance</p> <ul style="list-style-type: none"> Require conservation authorities to follow generally accepted accounting principles. Require conservation authorities to make key documents publicly available online (e.g., meeting agendas, meeting minutes, municipal member agreements, annual audits). Require conservation authorities to submit to the minister a copy of any agreement its participating municipalities have entered into on the number of members each participating municipality is entitled to appoint to a conservation authority. Remove the transition provision for conservation authorities to develop administrative by-laws. 	<p>HCA Staff Comment</p> <p>These changes do not impact the HCA as we are already compliant and these issues are addressed in our governance and administrative by-laws. The HCA supports this aspect of the proposed amendments.</p>
<p>Proposed Amendment ERO: Provincial Oversight</p> <ul style="list-style-type: none"> Following an investigation, if after reviewing the investigator's report the minister is of the opinion that the conservation authority has failed or is likely to fail to comply with any provincial law, authorize the minister to issue a binding directive to the conservation authority, and/or, with the approval of the LGIC, to appoint a temporary administrator to assume control of all of the conservation authority's operations. Further, the minister would be authorized to issue binding directives to the administrator. Have all municipal levy appeals be heard by the Local Planning Appeal Tribunal (LPAT) 	<p>HCA Staff Comment</p> <p>New sections would allow the Minister to take certain actions after reviewing an investigation into an authority's operations. The Minister may order the authority to do anything to prevent or remedy non-compliance with the Act. The Minister may also recommend the appointment of an administrator to take over the control and operations of the authority. This appears to be an expansion of powers previously provided to the Minister.</p> <p>The Conservation Authorities Act currently provides that certain levy appeals are heard by the LPAT and others by the Mining and Lands Tribunal.</p>

<p>Proposed Amendments ERO: Municipal Oversight</p> <ul style="list-style-type: none"> Require participating municipalities to appoint municipal councillors as conservation authority members and that municipally appointed members generally act on behalf of their municipalities. This proposal would repeal the un-proclaimed provision made in Bill 108 that members were to act with a view to furthering the objects of the conservation authority, and instead provide clarity for conservation authority member governance and enhanced municipal oversight over taxpayer dollars. Enable the minister to appoint a member to the conservation authority from the agricultural sector. Require that conservation authority chairs and vice-chairs rotate every two years between different participating municipalities. 	<p>HCA Staff Comment</p> <p>This would require that the HCA Board be represented only by municipal council members from the City of Hamilton and the Township of Puslinch. As it currently reads, citizen members would not be permitted. Given the current board membership of 10 members from the City of Hamilton, 2/3's of Hamilton Council would be on the HCA Board. This has implications from a resources/time perspective of the municipal councillors.</p> <p>The amendment that would require members to act on behalf of their respective municipalities could be in conflict with the fiduciary duty of a Board Member to represent the best interests of the corporation they are overseeing.</p> <p>The ability to appoint a member from the agricultural sector is enabling legislation and may not be implemented for each conservation authority. There are no details provided on why a member from this sector and no other sector.</p> <p>With only one current member from Puslinch, this board member would need to be appointed as the Chair or Vice Chair every two years to be compliant with the proposal of rotation.</p>
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TABLE 2. Summary of Proposed Changes from Environmental Registry of Ontario

Streamlining conservation authority roles and responsibilities in permitting and land use planning

<p>Proposed Amendments from ERO: Minister's Order Re Permits</p> <ul style="list-style-type: none"> • Authorize the Minister of Natural Resources and Forestry to issue an order to take over and decide an application for a permit under section 28 of the <i>Conservation Authorities Act</i> in place of the conservation authority (i.e. before the conservation authority has made a decision on the application). 	<p>HCA Staff Comment</p> <p>Proposed new amendment allows the Minister to issue a permit instead of the conservation authority. Conservation Ontario notes that these powers appear to be similar to a Minister Zoning Order provided for under the <i>Planning Act</i>. Should the Minister decide to use these powers it appears that the CA may be required to ensure compliance with the Minister's permit. There is no detail if the Ministry will assume liability for the permit issued. Concern that this could allow development that may be unsafe or detrimental to the natural environment.</p>
<p>Proposed Amendments from ERO: Review of Permit Decisions</p> <ul style="list-style-type: none"> • Allow an applicant, within 30 days of a conservation authority issuing a permit, with or without conditions, or denying a permit, to request the minister to review the conservation authority's decision. • Where the minister has taken over a permit application or is reviewing a permit decision by a conservation authority, allow an applicant to appeal directly to LPAT where the minister fails to make a decision within 90 days. • In addition to the provision to seek a minister's review, provide the applicant with the ability to appeal a permit decision to LPAT within 90 days after the conservation authority has made a decision. • Allow applicants to appeal directly to LPAT where a conservation authority fails to make a decision on section 28 permit applications within 120 days. 	<p>HCA Staff Comment</p> <p>If applicants are not satisfied with decisions made by the CA Hearing Board, these amendments provide two pathways for an applicant to appeal a decision of an Authority to deny a permit or the conditions on a permit. One is to ask the Minister to review the decision; the other is to appeal directly to the Local Planning Appeal Tribunal. Appeals brought through these processes will create additional workload for the Authority and increase the amount of time that a permit appeal process takes. There is no confirmation on whether LPAT appeals will be prioritized for permits. New guidelines will need to be created to support the Minister and the LPAT in their decision-making processes.</p> <p>Proposed new amendments provide the ability to appeal to LPAT prior to a decision being made when a conservation authority "fails to give the applicant notice of a decision" within 120 days of when the application was made. There is no reference to a complete application being submitted prior to the 120 day "clock" being started.</p>

<p>Proposed Amendments from ERO: Cancellation of Permits</p> <ul style="list-style-type: none"> Where a permit is cancelled, allow the permit holder to appeal the cancellation to LPAT within 90 days. 	<p>HCA Staff Comment</p> <p>Conservation Ontario notes that cancellation of a permit can be used as part of a CA compliance approach; the ability to appeal to the LPAT renders the tool ineffective if the permit holder decides to appeal.</p>
<p>Proposed Amendments from ERO: Unproclaim Provisions</p> <ul style="list-style-type: none"> Amend the un-proclaimed warrantless entry provisions to change the circumstances when an entry to land may be exercised by a conservation authority officer so that such circumstances are similar to entry powers now in effect in section 28 of the Act. Remove the un-proclaimed provisions for conservation authorities to be able to issue stop work orders 	<p>HCA Staff Comment</p> <p>Greater direction is provided regarding property entry requirements</p> <p>The sections which would have given a conservation authority power to issue a stop work order to a person carrying on activities that could contravene or are contravening the Act, are removed. The updated Act retains the current enforcement tools such as fines and prosecution. Existing provisions do not provide ability to effectively stop any significant threats and impacts to property and environmentally sensitive areas.</p>
<p>Proposed Amendments from ERO: Planning</p> <ul style="list-style-type: none"> The Schedule also proposes an amendment to the <i>Planning Act</i> to add conservation authorities to subsection 1 (2) of the <i>Planning Act</i>. This amendment, if passed, would make conservation authorities part of the Province's one window planning approach. This would mean that a conservation authority could not, as a public body under that Act, appeal a decision to LPAT or become a party to an appeal before LPAT. Municipalities and the Province can continue to work with conservation authorities and rely on their advice and support where they want it during an LPAT appeal. 	<p>HCA Staff Comment</p> <p>The Planning Act is amended to remove conservation authorities right to appeal a municipal planning decision to LPAT. Conservation authorities would not be able to participate in an LPAT appeal to represent authority interests unless requested through an agreement with the municipality or the Province. While seldom used and no recent use by HCA, necessary tool when needed.</p> <p>It is not certain that conservation authorities will retain the ability to appeal a decision that adversely affects land that it owns which is of concern for the 11,000 acres under our care.</p>

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: November 19, 2020

RE: HCA 3rd Quarter Financial Results – Operating

Hamilton Region Conservation Authority

	9 mos. <u>2020</u>	9 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Watershed Planning & Eng.	\$ 12	\$ 497	\$ (485)	\$ -	\$ -	\$ -
Conservation Areas	\$ 2,127	\$ 1,801	\$ 326	\$ 468	\$ 1,555	\$ (1,087)
Westfield Heritage Village CA	\$ 177	\$ 157	\$ 20	\$ 116	\$ 271	\$ (156)
Corporate Services	<u>\$ 1,718</u>	<u>\$ 1,357</u>	<u>\$ 360</u>	<u>\$ (199)</u>	<u>\$ 774</u>	<u>\$ (973)</u>
	\$ 4,034	\$ 3,812	\$ 221	\$ 385	\$ 2,600	\$ (2,215)
Loan principle repayment	<u>(216)</u>	<u>(209)</u>	<u>(7)</u>	<u>(216)</u>	<u>(209)</u>	<u>(7)</u>
Net surplus	<u>\$ 3,818</u>	<u>\$ 3,603</u>	<u>\$ 214</u>	<u>\$ 169</u>	<u>\$ 2,391</u>	<u>\$ (2,222)</u>

The year started out like any other and just before the end of the first quarter the commercial areas were closed and practically all employees were working from home. After two months of total turmoil there appeared to be a light at the end of the tunnel and operations were then busier than ever from mid-June until the present.

With the successful application for the wage subsidy program, the \$0.9 million in grant support mostly offset the near \$1.2 million in revenue shortfall that was recorded by the various commercial operations

Under the worst case scenario presented in May it was assumed that operations would not be restarted until July 1st, at the earliest, and then revenues would be at half the level of 2019. It was also assumed the wage subsidy would only be available for two months.

The actual scenario differed on all counts.

Reopening took place in mid-June not July 1st; revenues exceeded last year in the months to follow, not a half, as the conservation areas were the place to go to get some space; and HCA qualified for a third month of federal support, not just two.

Results for the nine months ended September are favourable to last year by \$214K. With no events and regulated attendance at the Spencer Gorge, the last quarter may be softer than in 2019 but final results will be well above original budget and near to last year.

Watershed Planning & Engineering

	9 mos. <u>2020</u>	9 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 1,384	\$ 1,330	\$ 54	\$ 1,470	\$ 1,453	\$ 17
Transfer from reserves	-	125	(125)	17	156	(139)
Grants	223	157	66	189	321	(132)
Conservation Foundation	-	8	(8)	-	8	(8)
Permits, fees & misc.	<u>160</u>	<u>232</u>	<u>(72)</u>	<u>304</u>	<u>289</u>	<u>15</u>
Total	1,767	1,853	(86)	1,980	2,227	(937)
Expenses						
Staff	1,266	1,116	149	1,740	1,534	206
Contracts & Consultants	424	149	275	32	304	(272)
Materials & Supplies	3	23	(20)	34	90	(56)
Utilities	10	12	(1)	25	20	5
Transfer to reserves	-	-	-	-	176	(176)
Other	<u>52</u>	<u>56</u>	<u>(4)</u>	<u>149</u>	<u>103</u>	<u>45</u>
Total	<u>1,756</u>	<u>1,356</u>	<u>400</u>	<u>1,980</u>	<u>2,227</u>	<u>(247)</u>
Net surplus / (deficit)	<u>\$ 12</u>	<u>\$ 497</u>	<u>\$ (485)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Revenues

Transfers are lower than in 2019 due to fewer major projects.

Grant revenue was received in support of the MOE water quality program and the work on the refurbishment of the Christie Lake dam.

Permits and fees continue to be slower than expected due to project delays caused by COVID impacts.

Expenses

Staffing, as always, represents the largest portion of the WP & E expenses and remained within budget. Christie Lake dam gate rehabilitation and Saltfleet design work was completed this year by third party contractors.

Net surplus

By year end the division will be at a breakeven.

All projects are fully funded so the only real variance is with the permitting fees and it is expected that can be covered by the lower supplies cost.

Conservation Areas

	9 mos. <u>2020</u>	9 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 2,342	\$ 1,849	\$ 494	\$ 2,239	\$ 2,475	\$ (236)
Marina	1,409	1,578	(168)	1,399	1,381	18
Camping	1,151	1,154	(3)	1,247	1,207	40
Concessions	176	253	(77)	251	272	(20)
Events	1	249	(248)	246	249	(3)
Other	<u>167</u>	<u>386</u>	<u>(219)</u>	<u>455</u>	<u>563</u>	<u>(108)</u>
Total	5,247	5,468	(222)	5,837	6,146	(309)
Expenses						
Staff	1,687	1,996	(309)	2,980	2,544	436
Equipment	403	489	(86)	617	613	4
Utilities	146	170	(23)	264	228	36
Materials & Supplies	137	176	(39)	253	219	34
Contracts & Consultant	148	215	(67)	454	293	161
Other	<u>599</u>	<u>622</u>	<u>(23)</u>	<u>801</u>	<u>694</u>	<u>107</u>
Total	<u>3,119</u>	<u>3,668</u>	<u>(548)</u>	<u>5,369</u>	<u>4,591</u>	<u>778</u>
Net surplus / (deficit)	<u>\$ 2,127</u>	<u>\$ 1,801</u>	<u>\$ 326</u>	<u>\$ 468</u>	<u>\$ 1,555</u>	<u>\$ (1,087)</u>

Revenues

Despite total closure of the conservation areas in April and May, admissions have rebounded and currently exceed last year in Valens, Dundas Valley and Fity Point. Christie results were lower due primarily to the continued closure of Spencer Gorge until early September while safety fencing was being installed. Valens camping was and continues to be very strong while Fifty Point camping, which is predominantly full season, suffered due to the COVID closure in the Spring.

As would be expected, events, film shoots, concessions were all impacted by the COVID rules.

Expenses

Staffing represented full time staff only until late May when casual staff began to be brought back on as the phased opening took hold and the properties needed to return to "normal".

All other expenses also reflected the slower return to full operations.

Net surplus / (deficit)

At the end of the 1st qtr there was a deficit of \$129K, this was replaced by a small surplus of \$93K at the six month point and now at nine months there is a surplus of \$2,127K; \$326k ahead of last year. It is reasonable to expect to still be well above Budget by end of year and very close if not ahead of last year's surplus.

Westfield Heritage Village Conservation Area

	9 mos. <u>2020</u>	9 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 585	\$ 368	\$ 217	\$ 602	\$ 591	\$ 12
Events	16	73	(56)	109	91	17
Admissions	20	58	(38)	109	99	10
School Programs	7	60	(53)	72	74	(2)
Other	<u>43</u>	<u>129</u>	<u>(87)</u>	<u>105</u>	<u>176</u>	<u>(70)</u>
Total	671	688	(17)	997	1,031	(34)
Expenses						
Staff	343	338	5	527	481	46
Advertising & Promotion	24	23	2	117	31	86
Utilities	32	34	(2)	49	45	4
Materials & Supplies	16	27	(12)	40	43	(3)
Equipment	36	47	(11)	57	62	(5)
School Programs	7	26	(20)	33	33	-
Other	<u>37</u>	<u>36</u>	<u>2</u>	<u>60</u>	<u>64</u>	<u>(4)</u>
Total	<u>494</u>	<u>531</u>	<u>(37)</u>	<u>881</u>	<u>760</u>	<u>122</u>
Net surplus / (deficit)	<u>\$ 177</u>	<u>\$ 157</u>	<u>\$ 20</u>	<u>\$ 116</u>	<u>\$ 271</u>	<u>\$ (156)</u>

Revenues

The positive levy variance was due to earlier receipt of funds in the current year. Events, school programs and general admissions were all impacted by the shutdown of the facilities in response to the pandemic. The emphasis is now on Westfield as a hiking opportunity until the schools and programming situations get figured out.

Expenses

Staffing is always the largest expense area and this continues as budgetted. Other expenses are reduced as much as possible but there are limits.

Net surplus / (deficit)

The levy funding is as budgetted but all other revenues will not be and losses to date won't be made up. Planned revenues for the Halloween and Christmas season will also not happen. Costs will be held as low as possible but not sufficient to offset the revenue loss.

Corporate Services

	9 mos. <u>2020</u>	9 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 2,572	\$ 2,579	\$ (6)	\$ 2,530	\$ 2,650	\$ (120)
Equipment	761	782	(20)	1,100	1,048	52
Foundation	103	133	(29)	184	163	21
Management fees	148	410	(261)	426	448	(22)
School Fees	18	42	(25)	83	87	(5)
Interest	74	116	(42)	190	255	(65)
Grants	893	-	893	-	-	-
Other	<u>148</u>	<u>315</u>	<u>(167)</u>	<u>183</u>	<u>266</u>	<u>(83)</u>
Total	4,718	4,376	341	4,696	4,918	(222)
Expenses						
Staff	2,327	2,110	217	3,035	2,963	72
Utilities	164	199	(34)	299	307	(8)
Equipment	25	66	(41)	248	215	33
Materials & supplies	55	63	(9)	111	104	7
Other	<u>429</u>	<u>581</u>	<u>(152)</u>	<u>1,201</u>	<u>554</u>	<u>647</u>
Total	<u>3,000</u>	<u>3,019</u>	<u>(19)</u>	<u>4,895</u>	<u>4,144</u>	<u>751</u>
Net surplus / (deficit)	<u>\$ 1,718</u>	<u>\$ 1,357</u>	<u>\$ 360</u>	<u>\$ (199)</u>	<u>\$ 774</u>	<u>\$ (973)</u>
Land, Vehicle & equipment activity						
Donations & misc.	-	8	(8)	-	8	(8)
Transfer from Reserve:	<u>-</u>	<u>439</u>	<u>(439)</u>	<u>-</u>	<u>439</u>	<u>(439)</u>
	<u>\$ -</u>	<u>\$ 447</u>	<u>\$ (447)</u>	<u>\$ -</u>	<u>\$ 447</u>	<u>\$ (447)</u>
Land	5	434	(429)	-	434	(434)
Vehicles & misc.	<u>91</u>	<u>113</u>	<u>(22)</u>	<u>-</u>	<u>189</u>	<u>(189)</u>
	<u>\$ 96</u>	<u>\$ 547</u>	<u>\$ (451)</u>	<u>\$ -</u>	<u>\$ 623</u>	<u>\$ (623)</u>

Revenues

The wage subsidy program contributed \$893K towards offsetting the lost revenue caused by the COVID-19 Spring shutdown.

Management fees are lower due to the closure of Wild Waterworks for the 2020 season.

School program fees and interest income were also impacted by COVID-19 and economics.

Expenses

Staffing represents 77% of costs incurred and is tracking Budget.

Other expenses are lower reflecting reduced activity in marketing and education,

Net surplus

The 4th qtr usually runs in a deficit but not to a level that would eliminate the 9 month surplus.

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: November 19, 2020

RE: HCA 3rd Quarter Financial Results – Capital & Major Maintenance

CAPITAL WORKS: JANUARY THROUGH SEPTEMBER 2020

Valens Lake Conservation Area

Major Maintenance **20.9%**

Masterplan	\$23,388
Utilities	7,010
Roads/Trails	6,876
Forestry	6,758

Project **79.1%**

Cabins	<u>166,827</u>	
		\$ 210,859

Christie Lake Conservation Area

Major Maintenance **29.3%**

Roads/Trails	\$ 6,459
Forestry	50,616
Gates & fencing	170
Signage	7,227
Bridges	13,215

Project **70.7%**

Dundas Peak trail fencing	46,419
Tew autogate & gatehouse	<u>141,051</u>

50

265,157

Dundas Valley Conservation Area & Woodend

Major Maintenance 91.0%

Building maintenance	\$20,605
Roads & trails	33,831
Signage	1,900
Utilities	10,944
Forestry	55,205
Bridges & boardwalks	2,192
Fencing	763

Project 9.0%

Artaban/Tiffany parking	2,232
Hermitage site improvements	3,102
Woodend WP&E lab renovations	<u>7,043</u>

137,817

Fifty Point Conservation Area

Major Maintenance 82.2%

Building maintenance	\$10,078
Masterplans	10,194
Roads & trails	21,880
Forestry	48,369
Signage	2,652
Tools	7,906
Other	786

Project 17.8%

Lake and marina shoreline repair	14,527
Dock connection repairs	<u>7,586</u>

123,978

Hamilton Mountain Conservation Area

Major Maintenance 97.0%

Roads & trails	\$ 7,010
Bridges/Boardwalks	222,362
Fencing/Gates	846
Utilities	2,197
Forestry	12,821

Project 3.0%

Saltfleet cleanup	688
Karst buffer & restoration	7,023

252,947

Westfield Heritage Village Conservation Area

Major Maintenance 24.6%

Gates & fencing	\$369
Roads & trails	21,242
Forestry	2,721

Project 75.4%

Parking lot building cleanup	437
Water well supply	74,190

98,959

Watershed Planning and Engineering

Project

East Mountain wetland design	157,145
Floodplain mapping	30,403
Valens dam concrete	11,704
Valens dam piezometers	14,103
Christie dam lead removal	159,258
CLCA dam electrical	56,963
Christie dam safety measures	6,046
Surface Waterstudy	2,364
Other	5,130

443,116

Nine months capital and major maintenance \$ 1,532,833

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: November 19, 2020

RE: HCA 3rd Quarter Vendor Report

Vendor Summary for Payments July - September, 2020

FREW ENERGY INC	151,607	Gas & diesel			
MARSH CANADA LIMITED	89,100	Insurance premiums			
CAMIS INC	76,873	Reservation system			
ONTARIO POOL COATINGS INC	49,480	Squirtworks repairs			
HAMILTON, CITY OF, TAX SECTION	30,258	Property tax			
CORPORATE EXPRESS CANADA INC.	24,932	Janitorial supplies			
KEY WEST INDUSTRIES INC.	24,046	Autogate equipment			
DETRITUS CONSULTING LIMITED	22,538	Archeological assessment			
MAXIMUM FENCE INCORPORATED	20,905	Dundas Peak fencing			
AJ-SSIS SECURITY INC.	19,521	Fifty Point / Valens security			
LAFARGE CANADA INC	19,468	Aggregate			
PPL AQUATIC, FITNESS & SPA GROUP INC.	19,244	WWW resurfacing			
ROYAL BOTANICAL GARDENS (HAMILTON)	16,669	C2E membership			
WATSON & ASSOCIATES ECONOMISTS LTD.	15,324	Planning Rates analysis			
COLVOY ENTERPRISES 2012 LTD.	15,142	Bomford Elite offset mower			
NET ACCESS SYSTEMS INC	14,251	Internet services			
COOPER EQUIPMENT RENTALS	13,287	Equipment rentals			
GOLDEN HORSESHOE WHOLESALE INC.	13,072	Product for Resale			
FIREWOOD GUYS	12,713	Firewood packaging			
WASTECO/SOUTHERN SANITATION INC	12,487	Disposal services			
BOBCAT OF HAMILTON LTD.	11,666	Equipment rentals			
GOWLING WLG (CANADA) LLP	10,691	Legal services			
RONA INC	10,514	Lumber, etc.			
	\$ 693,786	64.2%	# OF LARGE VENDORS	23	7.9%
ALL OTHER	387,699	35.8%	# OF SMALL VENDORS	268	92.1%
	<u>\$1,081,485</u>			291	

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Jaime Tellier, Executive Assistant / Records Management Coordinator

MEETING DATE: November 19, 2020

RE: 2021 Meeting Schedule

The Budget & Administration Committee meetings are held on the 3rd Thursday of the month at 6:00 p.m.

Thursday February 18, 2021

Thursday April 15, 2020

Thursday, May 20, 2021

Thursday June 17, 2021

Thursday, August 19, 2021

Thursday, September 16, 2021

Thursday, October 21, 2021

Thursday, November 18, 2021