



Budget & Administration Committee Meeting Agenda

Thursday, May 20, 2021

Budget & Administration Committee Meeting

May 20, 2021 at 6:00 P.M.

This meeting will be held by WebEx videoconference.

**The meeting can be viewed live on HCA's You Tube Channel:
<https://www.youtube.com/user/HamiltonConservation>**

- 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 – April 15, 2021
- 6. Chairman's Report on Board of Directors Actions** – Moccio
- 7. Business Arising from the Minutes**
 - 7.1. HCA Planning and Permitting User Fee Review – Next Steps – Peck
- 8. Staff Reports/Memorandums**

Reports to be Approved:

 - 8.1. Cootes to Escarpment Memorandum of Understanding – Burnside
 - 8.2. Request for Quote – Job Evaluation and Market Survey Services – Burnside

Memorandums to be Received:

 - 8.3. 1st Quarter Financial Results – Operating – McDougall
 - 8.4. 1st Quarter Financial Results – Capital & Major Maintenance – McDougall
 - 8.5. 1st Quarter Vendor Report – McDougall
- 9. New Business**
- 10. In-Camera Items**

11. Next Meeting – June 17, 2021

12. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

April 15, 2021

Minutes of the Budget & Administration Committee meeting held on Thursday, April 15, 2021 at 6:00 p.m., by videoconference and livestreamed on YouTube.

Present: **Santina Moccio, in the Chair**
 Dan Bowman
 Jim Cimba
 Lloyd Ferguson

Regrets: **Maria Topalovic**

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

Others Present: **Melanie Dugard – Grant Thorton**
 Sean-Michael Stephen – Watson & Associates Ltd.
 Amanda Jackson – Gowlings WLG

1. Chair's Remarks

The Chair called the meeting to order and welcomed everyone present. The Chair noted that a response to HCA's application for governance exceptions was expected from MECP by Monday April 12, 2021, however, no decision has yet been received by HCA. The Chair further noted she attended the April 12, 2021 Conservation Ontario Council meeting, where it was shared that three other Conservation Authorities that have submitted applications for exceptions have received approvals. It was also noted at the CO Council meeting that ongoing follow up is taking place in regard to indemnity with respect to MZO permits. The Chair also advised the members of her attendance at the April 8, 2021 Conservation Advisory Board meeting and the most recent Foundation Board meeting; staff presentations at both meetings were well received.

2. Declarations of Conflict of Interest

The Chair asked 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. CAO Lisa Burnside advised of one additional in camera item, number 12.2, for a legal / property matter.

BA 2103

MOVED BY: Dan Bowman

SECONDED BY: Jim Cimba

THAT the agenda be approved, as amended.

CARRIED

4. Delegations

There were none.

5. Consent Items

The following consent items were adopted:

- 5.1. Approval of Budget & Administration Committee Minutes –
March 18, 2021

6. Chairman's Report on Board of Directors Actions

There were no recommendations from the previous meeting to report.

7. Business Arising from the Minutes

7.1. HCA Planning and Permitting User Fee Review

HCA retained Watson & Associates Economists Ltd. (Watson) to undertake a review of HCA plan review and permitting user fees. Sean-Michael Stephen of Watson presented a summary of the analysis as well as legislative context and trends and fee recommendations.

Overall, plan review fees recover 58% of the full cost of service and permitting fees recover 31% of the full cost of service. Currently, HCA cost recovery targets are for 100% for plan review and 80% for permitting.

Members discussed cost recovery, market comparison to other CAs, affordability and competitiveness.

Sean-Michael also noted the impact of the proposed increases in the context of overall development application costs.

Scott noted that this presentation was intended to be a high-level overview prior to going to stakeholders and the City for consultation. Following consultation, there will be staff report coming forward to the B&A Committee on 2022 proposed fees.

Scott further indicated that the last major review of HCA's planning and permit review fees were done in 2011, however was not completed by an external consultant. Projected revenues were 500K however we did not reach near that.

Lloyd Ferguson suggested a summary table matrix of what we currently charge, proposed charges, comparisons with neighbouring CA's, etc. to ensure committee members are comfortable with the approach prior to staff going out for consultation.

The members agreed to receive the information presented and directed staff to return with additional information and a report on next steps.

BA 2104

MOVED BY: Lloyd Ferguson

SECONDED BY: Dan Bowman

That staff be directed to return to the May Budget & Administration Committee meeting with the summary of fees currently charged, proposed charges, comparisons with neighbouring CA's and next steps on consultations for approval.

CARRIED

8. Staff Reports/Memoranda

8.1. 2020 – Report by Auditors Grant Thornton

Melanie Dugard of Grant Thornton, presented a summary of the report. The audit resulted in a clean and unqualified opinion. The Chair thanked Melanie and the auditors for the presentation and work undertaken, and congratulated staff on the financial reports.

8.2. 2020 – 12 Month Financial Results – Audited Financial Statements

Neil McDougall presented a summary of the audited 12-month financial statements. The Chair thanked Neil for the presentation.

BA 2105**MOVED BY: Jim Cimba****SECONDED BY: Dan Bowman****THAT the Budget & Administration Committee recommends to the Board of Directors:****THAT the Report by the Auditors be approved; and further****THAT the 2020 Twelve-Month Audited Financial Statements for Hamilton Conservation Authority and Confederation Beach Park be approved.****CARRIED****8.3. Reserve Funds and Balances**

Neil McDougall presented a summary of the memorandum with current reserve funds and balances. The members discussed their support for allocating the 2020 surplus to the Saltfleet land acquisition and wetland project. Lloyd Ferguson also noted potential to split the surplus between Saltfleet and another reserve and described the tax stabilization reserve that the City utilizes. Neil advised that unforeseen expenses can be addressed using the existing seasonal operating reserve. The process for how reserve funds are allocated was discussed with staff direction provided to change this memorandum to a report to be brought to the Board of Directors for approval for the 2020 surplus funds to be allocated to the Saltfleet wetland project, with some funds also for a separate reserve, as well as an adjusted table format.

BA 2106**MOVED BY: Lloyd Ferguson****SECONDED BY: Jim Cimba****THAT the memorandum entitled Reserve Funds and Balances as of December 31, 2020 be received for information and returned as a report for Board approval.****CARRIED****8.4. Asset Disposition Report**

Neil McDougall presented the memorandum, highlighting staff practice to dispose of assets only after they have reached the end of their lifespan.

BA 2107**MOVED BY: Dan Bowman
SECONDED BY: Jim Cimba****THAT the memorandum entitled 2020 Asset
Disposal Summary be received for information.****CARRIED****9. New Business**

There was none.

10. In-Camera Items for Matters of Law, Personnel and Property**BA 2108****MOVED BY: Dan Bowman
SECONDED BY: Lloyd Ferguson****THAT the Board of Directors moves *in camera* for
matters of law, personnel and property.****CARRIED**

**During the *in camera* session, one personnel and one legal/property matter
and one legal matter were discussed.**

10.1. Confidential Verbal Update – BA/Apr 01-2020

Staff provided the members with a verbal update on a legal/property matter and answered the members' questions.

BA 2109**MOVED BY: Jim Cimba
SECONDED BY: Lloyd Ferguson****THAT the confidential verbal update be received for
information and remain in camera.****CARRIED****10.2. Confidential Verbal Update – BA/Apr 02-2020**

Neil McDougall provided the members with a verbal update on a legal matter and answered the members' questions.

BA 2110**MOVED BY: Lloyd Ferguson
SECONDED BY: Jim Cimba****THAT the Board of Directors moves out of *in camera*.****CARRIED****11.Next Meeting**

The next meeting of the Budget and Administration Committee will be held on Thursday, May 20, 2021 at 6:00 p.m.

12.Next Meeting Adjournment

On motion, the meeting adjourned.

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: May 20, 2021

RE: Hamilton Conservation Authority – Planning and
Permitting User Fee Review

BACKGROUND

At the April 15, 2021 Budget & Administration Committee meeting, Sean-Michael Stephen of the consulting firm Watson & Associates provided a power point presentation to the committee to highlight the findings of the HCA Planning Application and Permit Fees Review report that Watson & Associates had completed in 2020 for the HCA.

After the presentation, committee members requested information regarding how the proposed fee increases compared to neighbouring conservation authority's fee schedules and how the proposed increases were to be implemented. Staff indicated at that meeting that comparison tables are available, and staff would provide the tables and the approach to implement the reports recommendations for the May 20, 2021 Budget & Administration Committee meeting.

STAFF COMMENTS

The comparison charts for both planning applications and permits are attached to this memorandum for the committee's information. As detailed in the Watson & Associates April 15, 2021 presentation, the recommended fees are comparable to our neighbouring conservation authority's. While the percent increase change is significant in some cases, the fees remain comparable to our neighbouring conservation authority's and the recommended fees will address the Board of Directors approved cost recovery targets of 100% for planning applications and 80% for permit applications. Staff specifically

note that the proposed fee increases remain largely either below or at Conservation Halton fee levels.

Understanding the fee increases noted are significant in some cases, staff are committed to a phased approach over the next 2 to 3 years to implement these fees as appropriate and in consultation with our stakeholders. Using the recommended fees as a framework and a phased implementation as noted, it is staff's intent to develop a draft fee schedule for Watershed Planning & Engineering planning and permit fees and to then meet with City of Hamilton and Township of Puslinch staff to review. Further, it is our intent to meet with the West End Home Builders Association to detail the proposed fees, our phased approach over time as appropriate and to obtain their feedback. Subsequent to the above noted consultation process, staff will finalize the proposed fees to be included in the 2022 HCA Fee Schedule for approval.

STRATEGIC PLAN LINKAGE

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

- **Strategic Priority Area – Organizational Excellence**
 - Initiatives – Continue to pursue new funding relationships and opportunities

AGENCY COMMENTS

N/A

LEGAL/FINANCIAL IMPLICATIONS

Recommendations regarding Watershed Planning & Engineering fee increases will be brought forward to the Budget & Administration Committee in the fall of 2021 as part of the overall 2022 HCA Fee Schedule.

CONCLUSIONS

This memorandum is provided for committee members information to highlight how the proposed planning and permit fee increase proposed in the Watson & Associates fee review compare to neighbouring Conservation Authority's and to highlight the approach to consider implementing these fees as appropriate and as reviewed

Description	Fee Basis	Current Fee	Proposed Fee		Fee Comparison					
		Current Fee (Before HST)	Proposed Fee	% Change	Toronto and Region Conservation Authority	Conservation Halton	Central Lake Ontario Conservation Authority	Credit Valley Conservation Authority	Grand River Conservation Authority	Niagara Peninsula Conservation Authority
Plan Review										
Subdivision										
Minor	Per Application	1,226	1,960	60%	5,575	6,412	12,248	3,540	3,088	504
Intermediate	Per Application	4,912	7,827	59%	18,584	16,394		8,000	4,685	2,770
Major	Per Application	9,204	13,805	50%	32,522	24,392		18,000	7,673	
Complex Applications	Per Application	9,208	13,810	50%	44,602	38,270		40,000	14,245	
Applicant Driven Revision	Per Application	3,075	5,000	63%	4,425	3,546	5,553		1,530	570
Condominium										
Minor	Per Application	1,226	1,960	60%	15,531	6,412	13,840	5,487	3,088	504
Intermediate	Per Application	4,912	7,827	59%	24,950	16,394		10,996	4,146	2,451
Major	Per Application	9,204	13,805	50%	37,500	24,392		27,478	6,790	
Complex Applications	Per Application	9,208	13,810	50%	52,500	38,270			12,606	
Applicant Driven Revision	Per Application	3,075	5,000	63%	5,000	3,546	5,553		1,354	504
Clearance Fees										
Minor		619			2,456		3,031	1,836	5,434	504
Intermediate		2,456			5,332			4,425		2,035
Major Initial		4,602			14,159			10,619		
Per Phase Charge (on top of Major clearance fee above)	Per Application	876	1,392	59%	14,159	2,268	1,518			504
Consents										
Minor	Per Application	712	1,380	94%	1,239	1,905	1,111	642	372	504
Major	Per Application	1,531	4,046	164%	2,987	3,605	3,876	2,743	960	
Minor Variances										
Minor	Per Application	438	727	66%	743	230	708	274	243	363
Major	Per Application	876	1,650	88%	1,442	1,650	3,473		544	
Official Plan Amendments										
Minor	Per Application	712	2,108	196%	2,611	1,139	1,717	1,084	372	504
Major	Per Application	3,584	6,121	71%	11,150	5,925	4,482	5,487	2,027	2,451
Complex Applications	Per Application	9,208	9,208	0%	18,584	16,480	15,013		8,288	6,571
Zoning By-law Amendments										
Minor	Per Application	712	2,177	206%	2,611	1,139	1,717	916	372	239
H-Zone Removal	Per Application	712	1,910	168%						
Major	Per Application	3,584	5,819	62%	11,150	5,925	4,482	5,487	2,027	1,659
Complex Applications	Per Application	9,208	9,208	0%	18,584	16,480			8,288	6,571
Site Plan Approval Application										
Minor	Per Application	1,018	2,754	171%	2,611	1,376	1,717	5,487	372	504
Intermediate	Per Application	3,889	8,546	120%	7,920	6,385	4,482	10,996		
Major	Per Application	5,106	10,148	99%	13,230	9,826	4,482	27,478	2,845	708
Complex Applications	Per Application	9,208	11,704	27%	21,681	5,664.60 per ha	15,013		8,288	6,571
Applicant Driven Revision	Per Application	3,075	7,706	151%	4,425	50% of current fee	5,553			
Formal Consultation		513	758	48%	2,540		509			
Resubmission	Per Hour	106			5,531	25% of current fee	5,553			
Resubmission	% of application fee		15%							
Niagara Escarpment Plan Amendments - Applicant-Driven	Per Application	3,075	4,286	39%		16,482				2,451
Aggregate Extraction Applications	Per Application	51,080	27,780	-46%	29,779	80,000	15,013	54,867	34,704	6,571

Description	Fee Basis	Current Fee	Proposed Fee		Fee Comparison					
		Current Fee (Before HST)	Proposed Fee	% Change	Toronto and Region Conservation Authority	Conservation Halton	Central Lake Ontario Conservation Authority	Credit Valley Conservation Authority	Grand River Conservation Authority	Niagara Peninsula Conservation Authority
Permitting										
Minor Development										
Basic applications (no technical studies required)	Per Application	389	1,004	158%	416	1,960	1,518	398	372	619
Applications involving review of technical studies	Per Application	925	1,654	79%	774	1,960	4,283	1,195		1,243
Fee for service over first 10 hrs	Per Hour	106	-	-100%						
Major Development										
Basic applications (no technical studies required)	Per Application	1,531	2,622	71%	1,770	4,120	3,031	2,876	8,288	619
Applications involving review of technical studies	Per Application	3,075	5,935	93%	2,655	4,120	5,796	4,867		1,243
Fee for service over first 10 hrs	Per Hour	106	-	-100%						
Fill Placement										
No technical studies required - Minor	Per Application	389	505	30%	8,805	505	3,031	354		1,385
Technical studies required - Intermediate	Per Application	2,053	3,632	77%		3,605		8,850	8,288	
Technical studies required - Major	Per Application	4,089	7,233	77%	19,248	12,360	13,208			
	plus \$/m ³	0.53	0.94	77%		0.85	1.59	0.88	0.44	
Interference with Wetlands, Alterations to Watercourses and Shorelines										
Minor	Per Application	757	1,829	142%	5,752	1,960	1,518	708	372	442
Intermediate	Per Application	2,053	5,202	153%	8,805	4,120	4,283	1,991	960	1,699
Major	Per Application	4,089	6,541	60%	19,248	21,285	5,796	9,735	8,288	2,819
Multi-lot/Unit Development (10 or more lots or units) and Major Infrastructure Works	Per Application	5,106	6,940	36%	17,301	4,120	5,796	4,867	8,288	
Violation Surcharge										
Permit Issued		75% Surcharge (+ permit fee)	75% Surcharge (+ permit fee)	0%	2,146	100% of related fee + administration fee	2 x the current fee	2 x the current fee	2 x the current fee	
No Permit Issued - Compliance				0%						
No Permit Issued - No Compliance				0%						
Minor Revisions to Permits	Per Application	257	476	85%	25% of related fee	50% of related fee	50% of related fee	50% of related fee	71	
Expired Permits	Per Application	257	353	38%	50% of related fee				71	
Letter Of Permission										208
With Site Visit	Per Application	257	377	47%	199	1,077			208	106
No Site Visit	Per Application	177	260	47%	199	260			208	
Solicitor and Real Estate Agent Requests (and Property Enquiries)										
With Site Visit	Per Application	257	340	32%		340		288	208	221
No Site Visit	Per Application	177	340	92%						
NEC Development Permits	Per Application	-	2,985							2,451

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, CAO

MEETING DATE: May 20, 2021

RE: Renewal of Memorandum of Understanding
Re: The Cootes to Escarpment Ecopark System
(2022-2026)

STAFF RECOMMENDATION

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

THAT the renewal of the Memorandum of Understanding regarding the Cootes to Escarpment Ecopark System for 2022 to 2026 be approved.

BACKGROUND

The Cootes to Escarpment Ecopark System is a network of over 3,650 hectares of significant natural lands connecting Hamilton and Burlington at the western end of Lake Ontario. It consists of more than 1,900 hectares of permanently protected natural lands and open space, surrounded by another 1,750 hectares of privately-owned lands for complementary stewardship.

This is a collaborative initiative among nine local government, academic and non-government organization partners which at present include:

1. Bruce Trail conservancy
2. City of Burlington
3. Conservation Halton
4. Regional municipality of Halton
5. City of Hamilton
6. Hamilton Conservation Authority
7. Hamilton Naturalists' Club
8. McMaster University
9. Royal Botanical Gardens

STAFF COMMENT

The major objectives of the Ecopark System are:

- Long term stewardship and joint management of existing and new public lands;
- Enhanced public education and awareness of the area's cultural and environmental significance;
- Ecological restoration to maintain species biodiversity; and
- Creation of a connected system of properties through various land securement options.

The partners have operated under an approved MOU since June 2013 including a Governing Council, a Management Committee and an Ecopark System Secretariat.

Nine partner agencies, including Hamilton Conservation Authority are working to protect, restore and connect these ecologically valuable lands and create a lasting legacy for future generations in our community.

HCA staff have actively participated in the Governing Council and the Management Committee as well as directly in a number of the identified initiatives. Staff is in support of extending the MOU for a five-year term (2022-2026).

Attached to this report is the draft MOU which includes the Terms of Reference for the Governing Council and Management Committee and the Partnership Financial Contributions and Secretariat Operating Budget for the term of the agreement.

STRATEGIC PLAN LINKAGE

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

- **Strategic Goal #2 – Natural Heritage Conservation**
 - Work with our partners on stewardship initiatives for the Hamilton Watershed Stewardship Program and the Cootes to Escarpment EcoPark System
 - Work with our partners to maintain and enhance the natural heritage inventory
- **Strategic Goal #4 – Education and Environmental Awareness**
 - Collaborating with other agencies and organizations to promote the importance of the environment

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

Over the past five years, the HCA has contributed \$15,708 per year, adjusted for inflation annually to the work of the Ecopark System and the Secretariat. All partners contribute equally except for the two smaller partners, the Bruce Trail Conservancy and Hamilton Naturalists Club, in recognition of their limited financial resources.

In 2022, individual partner financial contributions would be raised to \$15,973. and then adjusted for inflation by 2% for each of the remaining four years of the MOU. In 2022, the total partner contributions will provide a total of \$113,834. which will be used for funding the annual Secretariat Operating Budget.

CONCLUSIONS

The vision for the Cootes to Escarpment Ecopark System is that it will be a protected, permanent and connected natural lands sanctuary from the Harbour to the Escarpment that promotes ecosystem and human health within Ontario's Greenbelt. The continuance of the Agency Partnership and the renewal of the Memorandum of Understanding will allow for significant advancement in meeting both the vision and the objectives of the Ecopark System.

Cootes to Escarpment EcoPark System 2022-2026 Memorandum of Understanding

Project Charter

2022-2026 Agreement, EcoPark System Secretariat Budget

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1. Introduction and Summary

Acknowledgement of Indigenous Traditional Territories

The participating agencies that make up the Cootes to Escarpment EcoPark System recognize the long history of First Nations and Métis people in the province of Ontario and pay respects to the Mississaugas of the Credit First Nation, the treaty and rights holder to these lands, and the Six Nations of the Grand River Territory. These lands are the traditional territories of the Haudenosaunee, Anishinaabe, and Huron-Wendat Nations.

Since 2007 the Cootes to Escarpment EcoPark System has evolved as a voluntary park alliance in which the participating agencies own and manage their lands individually but collaborate on areas of mutual interest. The idea of a partnership around these natural areas was brought forward in 2006 by the Natural Heritage Planning Committee of the Bay Area Restoration Council. Following extensive background research and consultation a first strategic plan, the Cootes to Escarpment Park System: Conservation Land Management Strategy, was finalized in 2009 and approved in principle by all participating boards and councils in 2010. The participating agencies agreed to establish the EcoPark System as a voluntary collaboration operating under a three-year Memorandum of Understanding in 2013, which was amended and extended for five years in 2016.

Today, the EcoPark System acts as a collaboration among government and not-for-profit agencies that collectively protect nearly 2,200 ha of open space and nature sanctuary between Cootes Paradise Marsh, Hamilton Harbour, and the Niagara Escarpment (figure 1).

In 2021, a Strategic Plan updating the goals and objectives set out in the 2009 plan was completed with partner, stakeholder and public input. This Strategic Plan sets directions and actions for the EcoPark System partner agencies to achieve by 2030. To achieve these priorities, a Memorandum of Understanding has been developed and is compiled into two sections: Project Charter and the Agreement.

The Project Charter is a document outlining the purpose and scope of the Cootes to Escarpment EcoPark System. It is intended to provide context on the direction of the alliance. The Agreement describe how partners will work together to accomplish the priorities set out in the 2021-2030 Strategic Plan for the period of 2022 to 2026 and identifies the 2021-2026 Expenses and Budget. Together, they define the roles, responsibilities, contributions, and expectations of partner agencies. It is intended that these two documents complement the 2021-2030 Strategic Plan by providing a framework in which partners can effectively operate to accomplish EcoPark System goals and objectives.

2. Declaration

The Parties to this Memorandum of Understanding:

- Embrace the vision and mission of the Cootes to Escarpment EcoPark System.
- Agree that the Cootes to Escarpment EcoPark System provides an excellent opportunity to preserve, enhance and study in greater depth the remarkable natural heritage of this region.
- Support in delivering on the strategic priorities, directions and actions listed in the *2021-2030 Cootes to Escarpment EcoPark System Strategic Plan*. Activities may include the Parties leveraging their existing resources to provide greater recreational services to the regional community, more effectively promoting the natural spaces of this region, joining together in protecting and enhancing natural lands, and securing new funding. It is also intended that the Parties will work together to provide access across the entire Cootes to Escarpment EcoPark System for educational and research purposes and working in cooperation to allow and promote the responsible use of the lands comprising the Cootes to Escarpment EcoPark System for such purposes.
- Recognize the collaborative, consensus-based decision-making approach that has been used to develop the Cootes to Escarpment EcoPark System vision, and which will continue to be used in realizing this vision;
- Confirm the importance of public and stakeholder participation in the on-going processes to establish the proposed EcoPark System;
- Commit to participate as partners in the Cootes to Escarpment EcoPark System, including participating in the Governing Council and the Management Committee, making financial and in-kind contributions, and participating in Cootes to Escarpment EcoPark System initiatives, and
- Previously entered into a Memorandum of Understanding dated 29 August, 2016 pertaining to the Cootes to Escarpment EcoPark System, and wish to continue the EcoPark System program by entering into this Agreement for a period of five years by affixing the signatures of authorized representatives below.

3. Project Charter

3.1 Cootes to Escarpment EcoPark System - Vision and Mission

Our Vision for the Cootes to Escarpment EcoPark System is that it becomes a permanently protected natural lands sanctuary linking Cootes Paradise Marshlands with Hamilton Harbour and the Niagara Escarpment.

Our Mission as partners is to collaborate to preserve and enhance the natural lands we own and steward by using sustainable approaches to protect biodiversity, highlight ecosystem services, and enable responsible human connection to nature.

3.2 Cootes to Escarpment EcoPark System - Purpose

An effective alliance of agencies that work collaboratively with stakeholders and the public to identify priorities, facilitate opportunities to preserve and enhance natural areas and support enriching experiences in nature for the public.

3.3 Overview - Landscape and People

The Cootes to Escarpment EcoPark System is a unique collaboration of partner agencies, landowners, stakeholders, and the community working together to conserve, protect, and support the natural lands linking Cootes Paradise with the Niagara Escarpment (figure 1).

Centered in a complex, biologically diverse, and fragmented landscape of protected lands, open space, urban development, and other uses at the western end of Lake Ontario, the EcoPark System is home to the only remaining unurbanized terrestrial ecological corridor between the Niagara Escarpment and Lake Ontario coastal wetlands. However, it is surrounded by 700,000 residents and is within an hour or two of 8 million other residents of the Greater Golden Horseshoe.

Through land securement, ecological restoration, recovery and remediation, education, research, and outreach with the public and landowners, this collaboration of government and not-for-profit agencies has successfully and voluntarily collaborated to address threats to local natural areas such as habitat fragmentation, invasive species, climate change, water quality impairment, along with other anthropogenic effects within the Cootes to Escarpment EcoPark System.

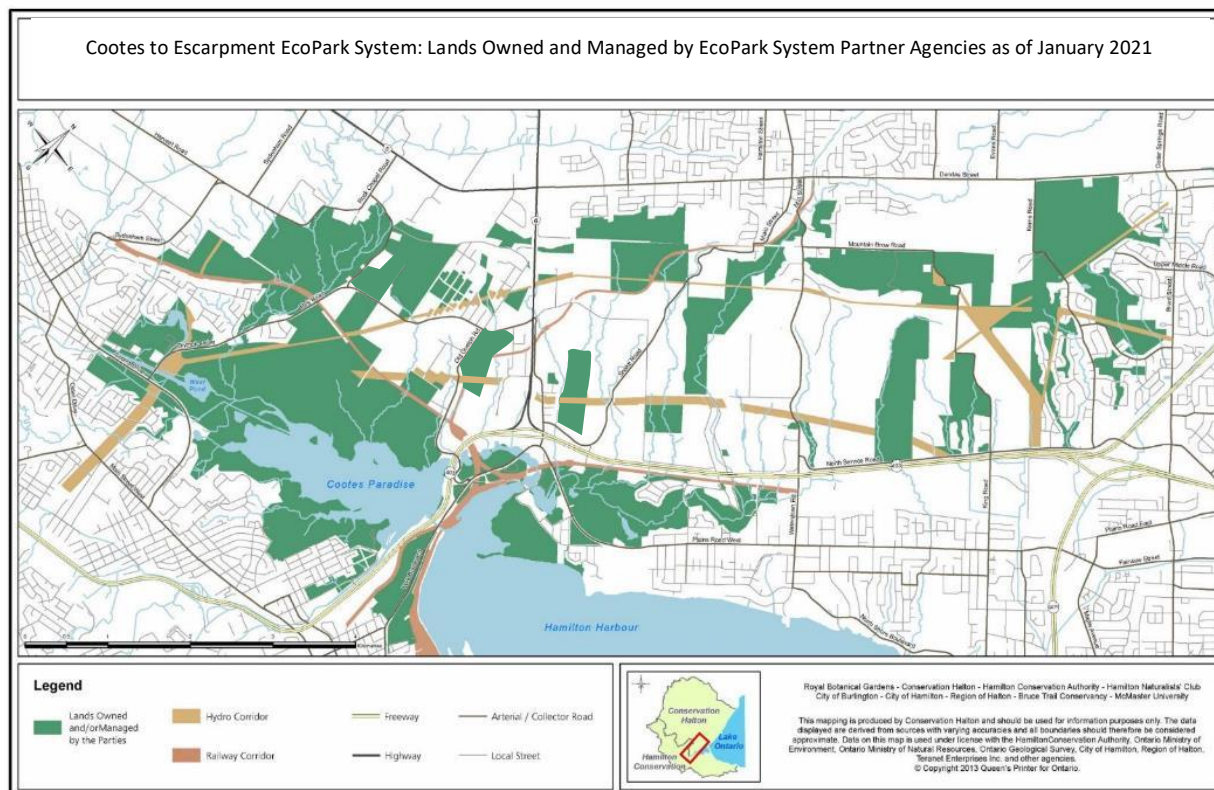


Figure 1: Lands Owned and Managed by Cootes to Escarpment EcoPark System Partner Agencies as of January 2021

3.4 Scope - A Collaborative Near-Urban Nature Alliance

The EcoPark System is fundamentally a collection of interested individuals and organizations working towards a common goal. The representatives from our partner agencies aim to be transparent and seek out contributions of interested individuals from a wider variety of organizations and walks of life to give shape to the project. To realize the promise of protecting these lands and amplify successes to date, EcoPark System partner agencies prioritize working with landowners, stakeholders, and the community on:

- **Natural Heritage:** To protect, restore and enhance the ecological system by ensuring the health and diversity of species, habitats and natural processes.
- **Recreation:** To provide opportunities for appropriate passive recreation that support active living while maintaining the biological and physical integrity of the lands.
- **Cultural Heritage:** To identify, protect and preserve cultural heritage features for their valuable reflection of the historical use and occupancy of the area.
- **Interpretation:** To provide educational opportunities that promote knowledge, innovation, and discovery, understanding and appreciation of natural and cultural values, environmental sensitivity and significance, and the need for conservation.
- **Management:** To promote responsible stewardship of the lands and engage community involvement in EcoPark System planning and management.

3.5 Strategic Alignment – Municipal and Provincial Policy Framework, National and International Recognition

The existing planning policy and regulatory framework related to the Cootes to Escarpment EcoPark System vision in this area includes Provincial Plans, Municipal Master Plans, Zoning Bylaws and Minister's Zoning Order (Parkway Belt Land Use regulation), the Royal Botanical Gardens Act, the Conservation Authorities Act, and others. Many natural areas in the region are classified through the Niagara Escarpment Parks and Open Space System (NEPOSS) and are required to conform to the Niagara Escarpment Plan. It is not the intent for the EcoPark System to obtain any regulatory powers over the lands of the partner agencies or private landowners.

Such classifications, policies and actions that address changing local and global issues identify common directions the EcoPark System alliance can implement through issues and opportunities noted in the Heritage Lands Management Plans (completed in 2019). These will be used as guides for partner agencies to protect the natural system and provide a variety of recreational opportunities on their properties within the Cootes to Escarpment EcoPark System (figure 1).

As this area continues to attract new residents, greenspace that provides ecosystem services, protects biodiversity, and supports human physical and mental health through outdoor activities becomes increasingly important. The role of urban greenspace is also of global importance and has been recognized by the United Nations Sustainable Development Goals (e.g., 3, 15 and 11) on sustainable communities along with the need to support citizen health and wellbeing. There are also emerging global trends around connecting to nature for improved health and well-being of people and the desire for more sustainable cities and communities (UN Sustainable Development Goals, IUCN #NatureForAll).

Canada's federal and provincial governments support the protection of ecosystems, landscapes, and biodiversity. The landmark Canada Nature Fund enables community action including efforts to protect 30% of lands and marine areas by 2030. Increasing focus is being directed to how urbanized areas such as the Greater Toronto-Hamilton Area can help with resilience to climate change and other stressors.

There is an opportunity for the EcoPark System to greatly benefit Canadians and become an internationally renowned success story. Partner agencies are actively seeking special recognition or legislation from the governments of Ontario and or Canada, as appropriate, to designate a specific geographic area as the Cootes to Escarpment EcoPark System or to recognize the significance of the natural and cultural heritage within the Cootes to Escarpment EcoPark System.

4. 2022-2026 Agreement

This Agreement defines the responsibilities, roles, contributions and decision-making process, and operating procedure of the EcoPark System partners to advance the vision, mission, and priorities of the alliance. Henceforth, EcoPark System partners (“the Partners”) are noted as interchangeably as “the Parties.”

4.1 Context

- i. The Cootes to Escarpment EcoPark System is a collaborative initiative among nine local government, academic and non-government organization partners (the “Partners”) to protect, enhance and connect more than 2,200 hectares of natural lands in the Hamilton-Burlington area. The Partners at present include the Bruce Trail Conservancy, the City of Burlington, Conservation Halton, the Regional Municipality of Halton, the City of Hamilton, the Hamilton Conservation Authority, the Hamilton Naturalists’ Club, McMaster University, and Royal Botanical Gardens.

4.2 Framework for Joint Decision Making

The Parties agree that:

- i. Notwithstanding any provisions to the Agreement:
 - a. The Cootes to Escarpment EcoPark System will inform but not replace or supersede the land management and other responsibilities of the Parties.
 - b. The Cootes to Escarpment EcoPark System will not supersede the legal rights and responsibilities of private and public landowners. Nothing in this Agreement compels the Parties to amend their existing planning policies and regulations governing the lands within, between and proximate to the EcoPark System in order to meet the objectives of this Agreement.
 - c. Each agency will determine how EcoPark System matters and decisions link to its internal organizational and decision-making structure, including consultation with and approvals from its Board or Council.
 - d. Nothing in this Agreement shall be deemed to derogate from the decision-making structure of each Party’s organization, and accordingly, the Parties acknowledge that members of the Governing Council and Management Committee may be required to seek approvals from their Board or Council from time-to-time.
 - e. If a decision is made by the Parties which does not have unanimous support, then the dissenting Party(ies) may opt out of the action or subject matter of such decision but otherwise may continue its participation in the Cootes to Escarpment EcoPark System.
- ii. A Governing Council will be established for the Cootes to Escarpment EcoPark System.
 - a. The Governing Council will consist of one senior decision-maker or elected official from each of the Parties, or their explicit designates. Each Governing Council member shall be

- in a position to readily obtain authorization from his or her home organization, if required, to make decisions and commitments on behalf of that organization, including, *inter alia*, decisions with financial, human resource or legal implications.
 - b. Subject to Section 4.2i above, the Governing Council will have authority for decisions concerning governance and strategic planning for the Cootes to Escarpment EcoPark System, matters with legal or significant financial implications, and other matters identified by the Governing Council at its discretion.
 - c. Each Party will determine the mechanisms and processes by which Governing Council matters and decisions are taken through its internal organizational and decision-making structure, including its Board or Council.
 - d. Inclusion of a property within the Cootes to Escarpment EcoPark System framework must be approved by both the Party that owns the property in question and the Governing Council. Removal of a property from the Cootes to Escarpment EcoPark System framework is at the sole discretion of the Party owning the property.
- iii. A Management Committee will be established for the Cootes to Escarpment EcoPark System.
- a. The Management Committee will consist of one management-level representative from each of the Parties. Each Management Committee member shall be in a position to readily obtain authorization from his or her home organization, if required, to make operational decisions and commitments on behalf of that organization from time to time.
 - b. Subject to Section 4.2i above, the Management Committee will be responsible for implementation of strategic directions, objectives and activities identified by the Governing Council and decisions taken by the Governing Council.
- iv. A Secretariat will be established for the Cootes to Escarpment EcoPark System.
- a. The Secretariat will consist of an EcoPark System Coordinator and other staff as needed, and will report to the Chair of the Management Committee.
 - b. The Secretariat will be responsible for undertaking administration and leading and coordinating projects and programs for the Cootes to Escarpment EcoPark System.
 - c. The Secretariat will be guided by the decisions of the Governing Council and Management Committee.

4.3 Roles and Responsibilities of Governing Council, Management Committee, and Secretariat

- i. Together, partner agency staff will support the Secretariat to inform but not replace or supersede the land management and other responsibilities of its Partners. This also applies to the legal rights and responsibilities of private and public landowners. Each Partner determines how EcoPark System matters and decisions link to its internal organizational and decision-making structure. As such, Governing Council and Management Committee representatives may be required to seek approvals from their Board or Council. Any Partner may opt out of an action or subject matter and continue its participation in the Cootes to Escarpment EcoPark System.

- ii. *Schedule A: Decision Making, Roles and Responsibilities for Cootes to Escarpment EcoPark System Bodies* outlines the decision making, roles and responsibilities of Governing Council, Management Committee and Secretariat.

4.3.1 Governing Council, Management Committee, and Subcommittee Conduct

1. Consensus

- a. Consensus is a core value of Management Committee and Governing Council. To promote consensus, the Chair must work to ensure that Governing Council members consider all views and objections, and endeavor to resolve them, whether these views and objections are expressed by the active participants of the Governing Council or by others (including but not limited to user groups, stakeholders, landowners or the general public).
- b. The Chair has the role of assessing consensus within the Governing Council. Any dissenting views should be noted in the Chair's report.
- c. Any member who would like to formally object to a Governing Council decision should articulate the reasons for his or her objection and propose changes that would remove the objection.

2. Voting

- a. Management Committee and Governing Council should only conduct a vote to approve or reject a proposition after the Chair has determined that all available means of reaching consensus through discussion and compromise have failed, and that a vote is necessary to break a deadlock. In this case the Chair must record the following in the minutes of the meeting:
 - i. An explanation of the issue being voted on,
 - ii. The decision to conduct a vote to resolve the issue,
 - iii. Each member and their vote,
 - iv. The outcome of the vote,
 - v. Any formal objections
- b. An exception to this process is the election of Executive Officers of the Governing Council and Management Committee.
 - i. Each Party represented has one vote, including the Chair, even when the organization is represented by more than one participant at the meeting (such as when Alternates may be present for information purposes).
 - ii. Propositions to be decided by vote will be considered approved if voted for by a simple majority of representatives of present Parties, to be taken as 50% plus one. A vote on a proposition that results in a tie shall be deemed to have rejected the proposition.
- c. Meetings
 - i. The EcoPark System Secretariat will prepare an annual schedule of regular meetings to be held at times and places agreed to by the members. The Chair may call special meetings to be held at times and places as may be determined by Management Committee and Governing Council. Members may attend meetings via teleconference with the approval of the Chair.

- ii. Minutes of meetings shall record decisions made, factors considered, and information presented during the meeting. They will also include action items as a reminder to members. Minutes of previous meetings shall be approved as part of the agenda.
 - iii. The Chair may invite an individual or individuals with a particular expertise or interest to attend a meeting on an exceptional basis. Such persons will be deemed guests and will not have voting rights.
- d. Quorum
 - i. A quorum shall consist of a simple majority (50% plus one) of Partners being present in person, by teleconference or by proxy at a meeting. If the quorum is not present for any meeting of within 15 minutes of the time fixed for the commencement of the meeting, the meeting will be cancelled and rescheduled. If a quorum is not present at a meeting in progress, then no decisions can be made by the Management Committee or Governing Council during that part of the meeting conducted without quorum present. Matters of information may be received during parts of the meeting conducted without quorum present and issues forwarded to a subsequent meeting for decisions.
- e. Declaration of Interest
 - i. At the beginning of every meeting, members must declare any conflicts of interest, real or potential, that they have with items for discussion at the meeting. The Chair will determine whether a member with a conflict of interest must recuse himself or herself from discussion of the item in question, or decision-making with respect to that item.
- f. Confidentiality
 - i. All Parties acknowledge that while participating in the meetings, each may have access to confidential information, including but not limited to systems, services or planned services, suppliers, data, financial information, processes, methods, knowledge, ideas, marketing promotions, current or planned activities, research, development, and other information relating to the other Parties. Confidential Information disclosed by any of the Parties to any other Party, if in written form, shall be marked or identified as confidential at the time of disclosure. If the confidential information is in oral or visual form, it shall be identified as confidential at the time of disclosure and shall subsequently be designated as such by way of a written memorandum sent to the recipient of the confidential information within 30 days following the disclosure.
 - ii. Each Party receiving confidential information shall not disclose the confidential information to any third party or use the confidential information for any purpose other than for fulfilling its obligations under these The Agreement. Each Party shall use at least the same standard of care in protecting the confidential information of other Parties as it uses in protecting its own information of a similar nature but, in any event, no less than a reasonable standard of care. The receiving Party may disclose the confidential information only to its employees, directors, officers, agents, students and consultants who have a need to know the confidential information for the purpose of fulfilling the Party's obligations

under these The Agreement, and who are bound by substantially the same obligations as the Party with respect to the confidential information.

- g. Subcommittees
 - i. The Management Committee may choose to establish subcommittees for particular purposes. Sub-committees shall include at least one Management Committee member, and may include other staff of the Parties, stakeholders, or community members with appropriate expertise and interest to participate. A sub-committee should develop a Terms of Reference that clearly identifies the objectives and deliverables and expected duration before being established. Dissolution of Subcommittees may occur at any time should the Governing Council or Management Committee consider dissolution to be appropriate.
- h. Governing Council, Management Committee and Subcommittee Records
 - i. Staff from the Secretariat Office will co-ordinate and retain meeting records including Agendas, Minutes, Annual Reports and Work Plans.
- i. Public Communications from Governing Council or Management Committee
 - i. When appearing before the public on behalf of the Governing Council or Management Committee, Members shall present an official position on a particular matter. This does not apply when Members appears before the public and clearly indicates that they are appearing on behalf of another organization or as a citizen-at-large and not in their capacity as a member of the Governing Council.
 - ii. Only statements, positions or opinions that have been authorized by the Governing Council through specific direction shall be released publicly as the Governing Council's positions.
 - iii. Only statements, positions or opinions that have been authorized by the Management Committee through specific direction shall be released publicly as the Management Committee's positions.
 - iv. Governing Council or Management Committee shall not declare that its position is the official position of a Partner's Board/Council unless there is specific authorization in place from that respective Partner's Board/Council to do so.

4.3.2. Adding or Removing Partners

- i. Governing Council may invite any additional government body or not-for-profit organization that agrees to the shared principles expressed in Section 2 of this Agreement to join the alliance as a Partner agency, subject to their contribution to the funding of the Secretariat as specified below in Section 4.3.3 and in *Schedule B: 2022-2026 Expenses and Budget* of this agreement.
- ii. Partners can terminate their involvement in this Agreement with 90 days' notice submitted in writing to the Governing Council. An organization that becomes insolvent and/or ceases operations will no longer be a part of this Agreement, with immediate effect. This will be terminated upon the written request of at least two thirds of the alliance. Unless otherwise

specified, the termination will take effect 90 days from the date of the request. The termination of this Agreement will not affect any other agreements or obligations entered by any of the EcoPark System partners which are separate and apart from the subject matter of this Agreement or are meant to survive the termination of this Agreement.

4.3.3 Contributions

- i. Partner agencies agree to provide financial and in-kind resources needed to implement the Cootes to Escarpment EcoPark System Strategic Plan Priorities and approved initiatives, and commit to:
 - a. The time and expertise of their staff as well as other in-kind resources as needed, with such commitment to be determined by each Party at its sole discretion; and
 - b. Providing funding as defined in *Schedule B: 2022-2026 Expenses and Budget* to this Agreement, until the conclusion of the Agreement period or until Schedule B is amended or replaced by a decision of the Governing Council.
- ii. Financial contributions related to the Cootes to Escarpment EcoPark System will be held in trust by the Royal Botanical Gardens on behalf of the alliance. The funds will be managed by the EcoPark System Secretariat subject to the policies and procedures of Royal Botanical Gardens.
- iii. Grant applications can be completed and submitted by one or more partner agency for the purpose of obtaining further funds to support the Cootes to Escarpment EcoPark System. If the application is successful, the funds will be managed and spent in accordance with the terms of the grant.
- iv. Donations of land or any other contributions may be made to the Cootes to Escarpment EcoPark System. Such contributions will be considered, held, managed and applied in accordance with the terms of the donation and the accepting agency's policies and procedures.

4.3.4 Annual Work Plan, Report, and Report Card

- i. Work plans will be prepared by the Management Committee and EcoPark System Secretariat to achieve the vision, mission and objectives articulated in the 2021-2030 Cootes to Escarpment EcoPark System Strategic Plan.
- ii. With input from Management Committee, the EcoPark System Secretariat will produce an Annual Report and Report Card for each calendar year, for approval first by the Management Committee and second by the Governing Council. Both will be developed so that approval by both bodies is obtained before the end of March the following year.
- iii. The Annual Report will contain, *inter alia*, information on progress achieved for each of the Cootes to Escarpment EcoPark System objectives, specific projects and programs, particular achievements and highlights, and outreach and events.
- iv. The Annual Report Card will monitor progress on 2021-2030 Strategic Plan Strategic Priority Action Items.
- v. Annual Reports will be publicly available. Report Cards will only be used for internal planning.
- vi. The Secretariat, with the support of the Implementing Partner, will produce detailed reports on income and expenditures which will be made available to Management Committee as the committee directs, with no fewer than two full reports per year. A summary of income and expenditures will be provided to Governing Council at each of its meetings.

4.3.5 Review

- i. The work of the Secretariat of the Cootes to Escarpment EcoPark System and its programs will be evaluated by Governing Council through Annual Reports and Report Cards specified in Section 4.3.4 of the Agreement.

4.3.6 Amendment and Schedules

- i. This Agreement may be amended. Amendments and approvals must be in writing by all the Parties. In the event of a conflict between the provisions of this Agreement and the Schedules attached hereto, the provisions of this Agreement will prevail and be given effect.

4.3.7 Term

- i. This Agreement will be in effect for a period of five years from January 1, 2022. This Agreement may be renewed for an additional five-year term, or other period, with the written agreement of the Parties.

4.3.8 Fiscal and Operating Years

- ii. For the purposes of planning and reporting to the governing bodies, a fiscal year for the Secretariat will be 1st of January to the 31st of December. For audit purposes, all financial records will be maintained and reports prepared to coincide with the January to December Fiscal year of Royal Botanical Gardens.
- iii. For the purposes of Governing Council and Management Committee meetings, “years” will coincide with the January to December period.

4.3.9 Insurance

- i. The Parties acknowledge that some of the Parties are self-insured. In any event, and at all times, the Parties, with the exception of the Hamilton Naturalists’ Club, shall ensure and maintain sufficient insurance coverage for general commercial liability in the amount not less than \$5,000,000 per occurrence. The Hamilton Naturalists’ Club shall ensure and maintain sufficient insurance coverage for general commercial liability in the amount not less than \$2,000,000 per occurrence. Each Party will provide a copy of its current insurance certificate to be kept on file by the Secretariat.

4.3.10 Privacy and Confidentiality

- I. The Parties acknowledge that during the term of this Agreement, each may have access to confidential information, including but not limited to systems, services or planned services, suppliers, data, financial information, processes, methods, knowledge, ideas, marketing promotions, current or planned activities, research, development, and other information relating to the other Parties and/or third parties. Confidential Information disclosed by any of the Parties to any other Party, if in written form, shall be marked or identified as confidential at the time of disclosure. If the confidential information is in oral or visual form, it shall be identified as confidential at the time of disclosure and shall be subsequently designated as such by way of a written memorandum sent to the recipient of the confidential information within 30 days following the disclosure.

Each Party receiving confidential information shall not disclose the confidential information to any third party or use the confidential information for any purpose other than for fulfilling its obligations under this Agreement. Each Party shall use at least the same standard of care in protecting the confidential information of other Parties as it uses in protecting its own information of a similar nature but, in any event, no less than a reasonable standard of care. The receiving Party may disclose the confidential information only to its employees, directors, officers, agents, students and consultants who have a need to know the confidential information for the purpose of fulfilling the Party's obligations under this Agreement, and who are bound by substantially the same obligations as the Party with respect to the confidential information.

- II. Confidential information will not be disclosed to any third party or used for any purpose other than for fulfilling its obligations. Notwithstanding the foregoing or any other provision of this Agreement, it is acknowledged that some agencies are subject to privacy legislation, including the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario), and accordingly, any information which is collected by those agencies is subject to the rights and safeguards provided for in relevant privacy legislation.

4.3.11 Limitation

- i. Nothing in this Agreement shall oblige Partner agencies to participate in any other agreement. This Agreement does not supersede any other agreement or relationship any of the Partner agencies may have with any others.

5. Signatures

THE BRUCE TRAIL CONSERVANCY

Per _____
Michael McDonald
Chief Executive Officer

Date

CITY OF BURLINGTON

Per _____
Tim Commisso
City Manager

Date

THE REGIONAL MUNICIPALITY OF HALTON

Per _____
Curt Benson
Director of Planning Services and Chief Planning Official

Date

THE HALTON REGION CONSERVATION AUTHORITY

Per _____
Hassaan Basit,
President and Chief Executive Officer

Date

CITY OF HAMILTON

Per _____
Janette Smith
City Manager

Date

HAMILTON REGION CONSERVATION AUTHORITY

Per _____
Lisa Burnside
Chief Administrative Officer

Date

HAMILTON NATURALISTS' CLUB

Per _____
Chris Motherwell
President

Date

McMASTER UNIVERSITY

Per _____
David Farrar
President and Vice-Chancellor

Date

ROYAL BOTANICAL GARDENS

Per _____
Nancy Rowland
Chief Executive Officer

Date

Schedule A: Decision Making, Roles and Responsibilities for Cootes to Escarpment EcoPark System Bodies

	Decision Making	Roles	Responsibilities
Governing Council			
<i>The Governing Council provides leadership for implementing the Cootes to Escarpment EcoPark System and related initiatives. It has authority for decisions concerning governance and strategic planning, matters with legal and significant financial implications, and any other matters identified by the Governing Council at its discretion.</i>	<p>One senior decision-maker or elected official from each EcoPark System Partner agency, or their explicit designates assigned in writing.</p> <p>Each Governing Council member shall be able to readily obtain authorization from their home organization, if required, to make decisions and commitments on behalf of that organization, including, <i>inter alia</i>, decisions with financial, human resource or legal implications.</p> <p>Governing Council will have authority for decisions concerning governance and strategic planning for the Cootes to Escarpment EcoPark System, matters with legal or significant financial implications, and other matters identified by the Governing Council at its discretion.</p>	<p>Executive Member (Chair and Vice Chair)</p>	<p>Manage meeting questions of order, decorum and adjournment.</p> <p>Receive, submit and announce votes for all motions. Decline any vote motions which are beyond the jurisdiction of the Council.</p> <p>Perform other duties when directed by Council.</p>
		General Member	<p>Provide guidance to Management Committee and the Secretariat.</p> <p>Attend and actively participate in all meetings.</p> <p>Ensure the requirements of stakeholders are met.</p> <p>Review the progress of the project.</p>
Management Committee			
<i>The Management Committee provides tactical leadership for implementing the Cootes to Escarpment EcoPark System and related initiatives and for implementing the strategic direction and decisions determined by the Governing Council. It has authority for decisions concerning specific projects and initiatives, except for</i>	<p>One management-level representative from each partner agency.</p> <p>Each Management Committee member shall be able to readily obtain authorization from their home organization, if required, to make operational decisions and commitments on behalf of that organization from time to time.</p>	<p>Executive Member (Chair and Vice Chair)</p>	<p>Manage meeting questions of order, decorum and adjournment.</p> <p>Perform other duties when directed by Council.</p>
		General Member	<p>Provide support to Governing Council and the Secretariat.</p> <p>Attend and actively participate in all meetings.</p>

<p><i>matters with significant legal and financial implications, in which case they will be referred to the Governing Council.</i></p> <p><i>The Management Committee provides direction to Cootes to Escarpment EcoPark System staff including the EcoPark System Coordinator.</i></p>			<p>Ensure the requirements of stakeholders are met.</p> <p>Review the progress of the project.</p>
Secretariat			
<p><i>The Secretariat acts as the administrative and coordinating lead for the Cootes to Escarpment EcoPark System project and programs.</i></p>	<p>The Secretariat will consist of an EcoPark System Coordinator and other staff as needed and will report to the Chair of the Management Committee.</p> <p>Guided by the decisions of the Governing Council and Management Committee.</p>	<p>Cootes to Escarpment EcoPark System Coordinator</p>	<p>Prepare and coordinate Governing Council and Management Committee meetings and related material.</p> <p>Prepare and coordinate Subcommittee meetings and related material.</p> <p>Manage opportunities for stakeholder and public engagement with the program.</p> <p>Facilitate discussion and collaborative opportunities between EcoPark System partner agency staff.</p> <p>Communicate programming to the public and stakeholders.</p> <p>Coordinate programming and research.</p> <p>Prepare detailed accounting of revenue and expenditures quarterly.</p>

Schedule B: 2022-2026 Expenses and Budget

Approximately \$8,500,000 has been invested in protecting, connecting and restoring natural lands in the Cootes to Escarpment EcoPark System since 2010. These funds have gone to 100 ha of additional land securement, ecological restoration, invasive species remediation and recovery of species at risk, promoting sustainable recreational uses, education and research, and private land stewardship and public engagement.

To support the alliance between 2022-2026, the Cootes to Escarpment EcoPark System is requesting financial contributions from partner agencies over five years (Table 1). These funds will support the Secretariat in implementing the Directions and Action Items identified in the 2021-2030 Cootes to Escarpment EcoPark System Strategic Plan, and in implementing the directions of Management Committee and Governing Council (Table 2).

Grants and other outside sources of funding will be sought to support programming and land securement.

Table 1. 2022-2026 Partner Financial Contributions

Partners with annual operating budgets under \$5,000,000 shall contribute the amount of \$1,138 beginning in 2022, with 2% inflation added each year until 2026.

Partners with annual operating budgets of \$5,000,000 per year or more shall contribute the amount of \$15,937 in 2022, with 2% inflation added each year until 2026.

2022-2026 EcoPark System Partner Contributions						
	2022	2023	2024	2025	2026	Total
Bruce Trail Conservancy	\$ 1,138	\$ 1,161	\$ 1,184	\$ 1,208	\$ 1,232	\$ 5,922
City of Burlington	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
City of Hamilton	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
Conservation Halton	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
Halton Region	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
Hamilton Conservation Authority	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
Hamilton Naturalists' Club	\$ 1,138	\$ 1,161	\$ 1,184	\$ 1,208	\$ 1,232	\$ 5,922
McMaster University	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
Royal Botanical Gardens	\$ 15,937	\$ 16,256	\$ 16,581	\$ 16,912	\$ 17,251	\$ 82,936
TOTAL CONTRIBUTIONS	\$113,834	\$116,111	\$118,433	\$120,802	\$123,218	\$592,397

Table 2. 2022-2026 EcoPark System Secretariat Budget

Expenditure of the Secretariat support provided by Partner agencies (Table 1) is under the control of Management Committee, with the assistance of Royal Botanical Gardens as Implementing Partner providing financial services and controls. Expenditures made on behalf of the EcoPark System Secretariat by Royal Botanical Gardens shall conform to the oversight and financial controls in place for RBG. As expenses change each year depending on programs being undertaken, the budget presented here is for illustrative purposes only.

2022-2026 EcoPark System Secretariat Budget							
		2022	2023	2024	2025	2026	Total
Human Resources							
Secretariat Staff Salaries and Benefits	Cootes to Escarpment EcoPark System Coordinator Salary	\$ 72,450	\$ 73,899	\$ 75,377	\$ 76,885	\$ 78,422	\$ 377,033
	MERCs (17.72% of salary)	\$ 12,050	\$ 12,291	\$ 12,536	\$ 12,787	\$ 13,043	\$ 62,707
Human Resources Subtotal		\$ 84,500	\$ 86,190	\$ 87,913	\$ 89,672	\$ 91,465	\$ 439,739
Operating Expenses							
Communications	Web hosting, domain renewal, CMS management	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 4,163
Meeting and Travel Expenses	Support for costs representation at conferences and forums, our own meetings and like-minded groups.	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 18,214
Contract Services	Support for Stewardship, Land Securement Services, Research, Trail Management and other services	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 104,081
Community Engagement	Support for community outreach had minor events (BioBlitz, etc.).	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 10,408
Finance and Administration	RBG Overhead Payment	\$ 3,035	\$ 3,095	\$ 3,157	\$ 3,220	\$ 3,285	\$ 15,792
Operating Expenses Subtotal		\$ 29,335	\$ 29,921	\$ 30,520	\$ 31,130	\$ 31,753	\$ 152,658
TOTAL EXPENSES		\$ 113,834	\$ 116,111	\$ 118,433	\$ 120,802	\$ 123,218	\$ 592,397

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

RECOMMENDED & PREPARED BY: Nancy Watts, director of Human Resources & Wellness
Neil McDougall, Secretary-Treasurer

MEETING DATE: May 20, 2021

RE: Request for Quote – Job Evaluation and Competitive Market Salary Survey

STAFF ECOMMENATION:

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

THAT staff be directed to undertake a request for quotes to carry out a job evaluation and market salary survey; and further

THAT the results of the review be presented back to the Budget & Administration Committee for consideration and implications for future budgets.

BACKGROUND

HCA has historically undertaken comprehensive reviews of the job evaluation program in order to ensure that positions are being evaluated and compensated in a fair and equitable manner, remain in compliance with pay equity legislation while also maintaining internal equity. Past reviews have taken place every 10 to 15 years, with those being in 1986, 2001 and 2011. Given it has been a decade since the last review in 2011 and there have been many management and organizational changes which occurred in the last ten years, senior staff feel the time is again appropriate for a comprehensive review. HCA has undertaken the past two Job Evaluation Studies led by consultant Judy Kroon from KMAC Consulting. However, this consultant has now retired and wound up her business requiring HCA to seek the services of a new provider.

STAFF COMMENT

The job evaluation process requires all full time staff to complete a comprehensive job analysis questionnaire detailing the job content and job requirements of their position. From this questionnaire, the skill, effort, responsibilities and working conditions will be evaluated and scored, allowing for each position to be ranked in the organization.

A second component of the job evaluation process is the comparison of salaries for HCA positions to comparable jobs within the market. The information gathered is then used to match identified benchmark positions and analyze survey data to assess external equity.

The request for quotes will encompass both the job evaluation and market survey analysis as well as selection of key HCA positions in order to then benchmark our pay scales.

It is noted that internal equity of positions within HCA along with competitive salaries is important for staff morale, critical for staff retention and future recruitment efforts. As endorsed by the Board in 2011, It is not the intention that the HCA lead the market in regards to wages, but rather to have its wage ranges meet the 50th percentile amongst area Conservation Authorities.

STRATEGIC PLAN LINKAGE

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

- **Strategic Priority Area – Organizational Excellence**
 - Attracting and retaining a skilled workforce and promoting staff training, mentoring and succession planning
 - Support a dynamic and resilient culture of learning, safety and engagement through professional development, training and ongoing assessment

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

The total cost of the project is anticipated to be under \$50,000. Budget funds are available for this cost within the 2021 and 2022 Human Resources operating budget. Costs to implement any recommendations resulting from the review will be returned to the Budget and Administration Committee for endorsement and factored into future budgets.

CONCLUSIONS

With the continued emphasis and focus on financial effectiveness and customer service and with HCA generating about approximately 60% of its operating revenues, the time is again appropriate for HCA to go to market to retain the services of an external firm to undertake a job evaluation and market review of HCA full time positions to ensure internal equity, competitiveness and pay equity are in place.

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Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: May 20, 2021

RE: HCA 1st Quarter Financial Results – Operating

	Hamilton Region Conservation Authority					
	3 mos. <u>2021</u>	3 mos. <u>2020</u>	\$ <u>Variance</u>	Budget <u>2021</u>	Actual <u>2020</u>	\$ <u>Variance</u>
Watershed Planning & Eng.	\$ 145	\$ (449)	\$ 594	\$ -	\$ -	\$ -
Conservation Areas	\$ 503	\$ (129)	\$ 632	\$ 617	\$ 1,815	\$ (1,198)
Westfield Heritage Village CA	\$ 48	\$ (142)	\$ 190	\$ -	\$ 50	\$ (50)
Corporate Services	<u>\$ 135</u>	<u>\$ (677)</u>	<u>\$ 813</u>	<u>\$ (437)</u>	<u>\$ 1,041</u>	<u>\$ (1,478)</u>
	\$ 831	\$ (1,397)	\$ 2,229	\$ 180	\$ 2,906	\$ (2,726)
Loan principle repayment	<u>-</u>	<u>(44)</u>	<u>44</u>	<u>(180)</u>	<u>(216)</u>	<u>36</u>
Net surplus	<u>\$ 831</u>	<u>\$ (1,441)</u>	<u>\$ 2,273</u>	<u>\$ -</u>	<u>\$ 2,690</u>	<u>\$ (2,690)</u>

Summary of Results

This year has started with an environment that had been experienced for the preceding nine months so there was a better appreciation of how to deal with the situation.

Last year's total embracing of the conservation areas as the sanctuary of choice continued in the first quarter with pass sales and autogate revenues surpassing any previous first quarter.

Timing of the first levy payments from the City of Hamilton fell into the second quarter in 2020 but were received in March in 2021, generating a \$1.1 million positive variance in the year over year comparison.

Unlike last year when uncertainty abounded as to what would the year would bring, this year we feel we have seen the worst and survived. The economy will move forward and if anything, more options will be available for entertainment and recreation which may negatively affect our financial performance but certainly improve everyone's mental outlook.

Watershed Planning & Engineering

	3 mos. <u>2021</u>	3 mos. <u>2020</u>	\$ <u>Variance</u>	Budget <u>2021</u>	Actual <u>2020</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 349	\$ 28	\$ 321	\$ 1,484	\$ 1,454	\$ 30
Transfer from reserves	-	-	-	84	353	(269)
Grants	94	112	(18)	195	202	(7)
Conservation Fdn	-	-	-	-	-	-
Permits, fees & misc.	<u>77</u>	<u>54</u>	<u>23</u>	<u>300</u>	<u>241</u>	<u>59</u>
Total	519	194	326	2,064	2,250	(937)
Expenses						
Staff	345	363	(18)	1,828	1,686	142
Contracts & Consultants	7	256	(249)	52	489	(437)
Materials & Supplies	-	2	(2)	45	22	23
Utilities	5	7	(2)	25	19	6
Transfer to reserves	-	-	-	-	-	-
Other	<u>17</u>	<u>14</u>	<u>2</u>	<u>113</u>	<u>33</u>	<u>80</u>
Total	<u>374</u>	<u>643</u>	<u>(269)</u>	<u>2,064</u>	<u>2,250</u>	<u>(186)</u>
Net surplus / (deficit)	<u>\$ 145</u>	<u>\$ (449)</u>	<u>\$ 595</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Revenues

Levy, which provides support for regulatory and monitoring activities, was later arriving in 2020 which created this first quarter variance.

Project work is less than last year and consequently the grants recognized are lower.

Last year's first quarter was wrapping up some sizable works such as the Christie dam repair.

Permits rebounded due in part to a clarification of what would be allowed and more optimism that projects would be moving forward later this year as the vaccination impact takes hold.

Expenses

Staffing has fluctuated in the early going as positions are being formalized and searches have been undertaken to fill the roster spots envisioned in the Budget. A full squad is expected to be in place by end of second quarter.

As mentioned in revenue, there was intense project work wrapping up in 2020 that did not have its equal in 2021. This explains the steep decline in contractor expense in the first quarter of this year.

Net surplus

Timing of levy receipt has distorted the financial performance in the quarter.

This will be offset in the second quarter and effort will be ramped up to attack the 2021 work plan.

Conservation Areas

	3 mos. <u>2021</u>	3 mos. <u>2020</u>	\$ <u>Variance</u>	Budget <u>2021</u>	Actual <u>2020</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 466	\$ 114	\$ 352	\$ 2,533	\$ 3,063	\$ (530)
Marina	749	392	357	1,411	1,233	178
Camping	83	25	58	1,229	1,346	(117)
Concessions	3	5	(2)	222	195	27
Events	-	1	(1)	50	1	49
Other	<u>34</u>	<u>56</u>	<u>(23)</u>	<u>401</u>	<u>263</u>	<u>138</u>
Total	1,335	594	741	5,846	6,101	(255)
Expenses						
Staff	411	370	42	3,074	2,273	801
Equipment	120	106	14	564	555	9
Utilities	105	79	26	476	278	198
Materials & Supplies	31	35	(4)	264	198	66
Contracts & Consultants	7	19	(13)	244	175	68
Other	<u>158</u>	<u>113</u>	<u>45</u>	<u>608</u>	<u>808</u>	<u>(201)</u>
Total	<u>833</u>	<u>723</u>	<u>109</u>	<u>5,229</u>	<u>4,287</u>	<u>942</u>
Net surplus / (deficit)	<u>\$ 503</u>	<u>\$ (129)</u>	<u>\$ 632</u>	<u>\$ 617</u>	<u>\$ 1,815</u>	<u>\$ (1,197)</u>

Revenues

Attendance continued at unprecedented rates as the impact of restrictions on activities due to the pandemic forces people to the one option considered safe which is a social distanced walk in a conservation area. The addition of Pay & Display units to areas previously relying on the honour system has contributed as well with almost immediate payback on the cost of installation. Last year the billings for marina operations were in total disarray as the province was slow to lay out what was allowed and what was not, creating significant hesitancy among the boaters. This was straightened out a couple of months later but it did impact the March revenues in 2020. Similarly, camping was hurt as the full lock down was implemented mid-March last year.

Expenses

Staffing was up in the first quarter as there was a better understanding of what was needed to

operate effectively through a restricted period. In comparison, having rules understood allowed staffing to be brought on prudently but appropriate to the various circumstances accompanying the high visitation levels.

Other costs increased reflecting the higher volume of system reservation fees accompanying the surge in bookings of campsites as visitors wish to avoid the sold out situations of last year.

Net surplus

A great start to the year.

However, the second quarter will be hurt by the shutdown of the campground in May. Regardless, there is no reason to expect we won't achieve performance somewhere between Budget and last year.

Westfield Heritage Village Conservation Area

	3 mos. <u>2021</u>	3 mos. <u>2020</u>	\$ <u>Variance</u>	Budget <u>2021</u>	Actual <u>2020</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 151	\$ -	\$ 151	\$ 614	\$ 602	\$ 12
Events	-	16	(16)	-	16	(16)
Admissions	15	5	11	63	37	26
School Programs	-	7	(7)	-	7	(7)
Other	<u>50</u>	<u>8</u>	<u>42</u>	<u>45</u>	<u>59</u>	<u>(14)</u>
Total	216	35	180	722	721	1
Expenses						
Staff	111	108	3	516	470	46
Advertising & Promotion	7	6	1	32	31	1
Utilities	17	19	(1)	49	49	(1)
Materials & Supplies	6	10	(4)	27	21	6
Equipment	14	13	1	56	51	5
School Programs	1	7	(6)	-	7	(7)
Other	<u>12</u>	<u>15</u>	<u>(3)</u>	<u>44</u>	<u>42</u>	<u>2</u>
Total	<u>167</u>	<u>177</u>	<u>(10)</u>	<u>722</u>	<u>671</u>	<u>51</u>
Net surplus / (deficit)	<u>\$ 48</u>	<u>\$ (142)</u>	<u>\$ 190</u>	<u>\$ -</u>	<u>\$ 50</u>	<u>\$ (50)</u>

Revenues

Levy was later arriving in 2020 which created this first quarter variance. This will return to expected levels by mid-year.

Some events took place last year before the pandemic shut such gatherings down, yet to return.

On the positive side there has been more utilization of the trail system and day revenue is growing.

Film shoot activity is also rebounded, accounting for the Other category's jump in revenue.

Expenses

Staffing accounts for the majority of expenses this time of year and has been stable compared to a year ago.

The reservation system, similar to what is being used at Spencer Gorge, is being prepared so that once gatherings are again allowed the event will be effectively managed.

Net surplus

Timing of levy receipt has distorted the financial performance in the quarter.

This will be offset in the second quarter.

Reliance on trail users may be the story for 2021, or at least until the post-pandemic world is better understood.

Corporate Services

	3 mos. <u>2021</u>	3 mos. <u>2020</u>	\$ <u>Variance</u>	Budget <u>2021</u>	Actual <u>2020</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 629	\$ -	\$ 629	\$ 2,494	\$ 2,618	\$ (124)
Equipment	240	260	(20)	1,100	1,032	68
Foundation	47	26	21	181	158	24
Management fees	47	48	(2)	426	183	243
School Fees	21	-	21	41	39	2
Interest	20	58	(38)	75	114	(39)
Grants	-	-	-	-	893	(893)
Other	<u>44</u>	<u>43</u>	<u>1</u>	<u>240</u>	<u>110</u>	<u>130</u>
Total	1,048	435	613	4,558	5,146	(588)
Expenses						
Staff	708	758	(50)	3,380	3,125	255
Utilities	50	47	3	301	240	61
Equipment	9	7	2	331	45	286
Materials & supplies	13	14	(0)	112	67	45
Other	<u>133</u>	<u>286</u>	<u>(154)</u>	<u>871</u>	<u>627</u>	<u>244</u>
Total	<u>913</u>	<u>1,112</u>	<u>(200)</u>	<u>4,995</u>	<u>4,105</u>	<u>890</u>
Net surplus / (deficit)	<u>\$ 135</u>	<u>\$ (677)</u>	<u>\$ 813</u>	<u>\$ (437)</u>	<u>\$ 1,041</u>	<u>\$ (1,478)</u>
Land, Vehicle & equipment activity						
Donations & misc.	-	-	-	-	-	-
Transfer from Reserves	<u>-</u>	<u>-</u>	<u>-</u>	<u>250</u>	<u>172</u>	<u>78</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250</u>	<u>\$ 172</u>	<u>\$ 78</u>
Land	-	-	-	-	5	(5)
Vehicles & misc.	<u>139</u>	<u>9</u>	<u>130</u>	<u>250</u>	<u>167</u>	<u>83</u>
	<u>\$ 139</u>	<u>\$ 9</u>	<u>\$ 130</u>	<u>\$ 250</u>	<u>\$ 172</u>	<u>\$ 78</u>

Revenues

Levy was later arriving in 2020 which created this first quarter variance. This will return to expected levels by mid-year.

Equipment revenue was slower to get underway as last year, in 2020, there were two months of normalcy before the world went south.

The impact of interest rate shifts to help stabilize the economy did reduce interest income and will continue to do so throughout the year.

Expenses

Staffing is the major cost in Corporate Services and it remains under budget in the near term with staff returning in the second quarter from temporary leaves and staying in line with budget.

Other expenses were lower in 2021 as 2020 had the windup of some legal and HR issues

Net surplus / (deficit)

Timing of levy receipt has distorted the financial performance in the quarter.

This will be offset in the second quarter and the year to date will be back to Budget.

As noted at Budget review the assumption for management fees was premised on an operating water park. Wild Waterworks will remain closed again this year so there will be a shortfall in the neighbourhood of \$300,000 that will need to be offset in some manner, either reserves or another strong performance from the conservation areas.

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: May 20, 2021

RE: HCA 1st Quarter Financial Results – Capital & Major Maintenance

The first quarter is traditionally the slowest quarter of the four. It does, however, lend itself to a certain type of work. The work effort was split almost exactly 50% on projects and 50% on major maintenance.

Within major maintenance, bridges and boardwalks was the primary focus as the Dofasco boardwalk work continued with significant progress being made again this winter. Forestry effort was the second largest group as tree trimming and removal is much safer when the tree canopy isn't present to interfere in sight lines and it is much easier to identify hazard limbs and trees that are most likely to fall.

Two capital projects that made great progress were the lab build at Woodend for the WP&E division and the cabins at Valens. Both were inside work and unbothered by the weather.

Valens Lake Conservation Area

Major Maintenance	12.3%	
Masterplan		\$ 79
Signage		949
Roads & Trails		584
Forestry		17,063
Project	87.7%	
West campground expansion		313
Service Road Culvert replacement		21,960
Cabins		110,981
		<hr/>
		\$ 151,929

Christie Lake Conservation Area

Major Maintenance 100.0%

Roads	\$	86
Trails		2,027
Forestry		6,195
Gates & fencing		3,328
Signage		756
Other		602

Project 0.0%

Beach house concessions		-
Boat launch repair		-

12,994

Dundas Valley Conservation Area & Woodend

Major Maintenance 55.5%

Building maintenance		294
Roads & trails		1,726
Signage		3,720
Utilities		183
Forestry		13,839
Bridges & boardwalks		2,032
Other		1,742

Project 44.5%

Artaban parking improvements		3,677
Hermitage site improvements		-
Woodend WP&E lab renovations		15,167

42,380

Fifty Point Conservation Area

Major Maintenance 91.4%

Building maintenance	\$	255
Masterplans		4,282
Signage		512
Bridges/Boardwalks		6,075
Roads & trails		536
Forestry		12,913
Other		8,262

Project 8.6%

Lake and marina shoreline repair		3,030
Dock connection repairs		58

35,923

Hamilton Mountain Conservation Area

Major Maintenance 84.5%

Roads & trails	\$	182
Bridges/Boardwalks		76,400
Fencing/Gates		1,437
Signage		191
Forestry		54

Project 15.5%

Saltfleet parking & trail		7,560
HMCA Karst autogates		6,842

92,666

Westfield Heritage Village Conservation Area

Major Maintenance 96.6%

Building maintenance	513
Signage	539
Forestry	2,134

Project 3.4%

Parking lot building cleanup	-
Water well supply	113

3,299

Three months Capital and MM

\$ 339,191

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

MEETING DATE: May 20, 2021

RE: HCA 1st Quarter Vendor Report

Vendor Summary for Payments January - March, 2021

MARK WILSON'S BETTER USED CARS	\$ 152,761	Replacement of 3 fleet pickup trucks
GALER FARM EQUIPMENT LIMITED	127,149	Replacement of 9 Z-turn lawnmowers
CAMIS INC	42,844	Reservation system fees
FREW ENERGY INC	42,452	Fuel Gas and diesel
FOX REFRIGERATION INC.	35,768	Wild Waterworks Walk-in Freezer
CONSERVATION ONTARIO	28,658	Membership fee 1st of 2 installments
HANFORD LUMBER LIMITED	25,353	Lumber
HAMILTON, CITY OF, TAX SECTION	24,955	Property taxes, 1st installment
HAMILTON, CITY OF (Cheque)	20,418	Septic waste fees, lab fees
INSTA INSULATION	20,069	Foam insulation Valens cabins
CHAMBERLAIN PLUMBING AND MECHANICAL INC.	19,339	WR&E lab, EK washrooms, Valens cabins
SUPERIOR PROPANE INC	18,815	Propane refills
PPL AQUATIC, FITNESS & SPA GROUP INC.	18,384	WWW River ride hold back release
ONTARIO INFRASTRUCTURE AND LANDS CORP.	17,480	Land leases
WES MABEE MECHANICAL	17,325	Valens cabins
CENTRALSQUARE CANADA SOFTWARE INC.	14,283	Software fees
UNIFIRST CANADA LTD.	13,770	Staff clothing
NET ACCESS SYSTEMS INC	13,385	Internet charges
TURKSTRA LUMBER COMPANY(HEAD OFFICE)	11,516	Lumber - Valens cabins
BANG THE TABLE CANADA LTD	11,300	Research survey annual fee

M-CON PIPE & PRODUCTS LNC	10,799		Mechanical repairs		
CENTRE LINE SIGNS	8,396		Warning signs		
J J MACKAY CANADA LIMITED	8,356		Pay & Display machine		
RONA INC	8,355		Miscellaneous materials & supplies		
ALEXANIAN CARPET AND FLOORING	8,114		Valens cabin flooring		
ONWARD COMMERCIAL LAUNDRY EQUIPMENT	7,463		Fifty Point customer washer/dryer		
TAMARACK LUMBER INC	6,865		Lumber		
MARCOS ROMERO	6,724		Exterior painting		
MARSH BROS TRACTOR INC	6,458		Equipment		
QUADIENT CANADA LTD - DPOC	6,294		Postage		
APC AUTO PARTS CENTRES	5,083		Auto parts		
	758,930	82.5%	# OF LARGE VENDORS	31	16.4%
All other < \$5,000	161,171	17.5%	# OF SMALL VENDORS	<u>158</u>	83.6%
	<u>\$ 920,101</u>			<u>189</u>	