



# **Budget & Administration Committee Meeting Agenda**

Thursday, September 15, 2022





## **Budget & Administration Committee Meeting**

**Thursday, September 15, 2022 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 view the meeting live on HCA's You Tube Channel:**  
<https://www.youtube.com/user/HamiltonConservation>

- 1. Welcome** – Moccio
- 2. Declaration of Conflict of Interest**
- 3. Approval of Agenda**
- 4. Delegations**
- 5. Consent Items**
  - 5.1. Approval of Budget & Administration Committee Minutes  
– August 18, 2022
- 6. Business Arising from the Minutes**
- 7. Staff Reports/Memorandums**

Reports for recommendation

  - 7.1 2023 Capital Budget – Fleming

Memorandums to be received

  - 7.2 2023 Operating Budget – Items of Note – Fleming
- 8. New Business**
  - 8.1. Admin By Law Review: Ability to Chair Using Hybrid Meetings – Moccio
- 9. In-Camera Items**
- 10. Adjournment**



# Hamilton Conservation Authority

## Minutes

---

### Budget & Administration Committee

**August 18, 2022**

Minutes of the Budget & Administration Committee meeting held on Thursday, August 18, 2022 at 6:00 p.m., at the HCA main office, 838 Mineral Springs Road, in Ancaster, and livestreamed on YouTube.

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

**Regrets:** Maria Topalovic

**Staff Present:** Lisa Burnside, Gord Costie, Scott Fleming, Matt Hall, Bruce Harschnitz, Neil McDougall, Scott Peck, and Jaime Tellier

**Others Present:** None

#### 1. Welcome

The Chair called the meeting to order and welcomed everyone present. The Chair introduced Scott Fleming, the new Director of Finance and Central Support Services, sharing details of his credentials and welcoming him to the HCA.

#### 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. Lisa Burnside advised of a memorandum regarding an Electronic Monitoring of Employees Policy, to be



added as item 7.6, as well as an additional in camera matter, to be added as item 12.3.

**BA 2228**

**MOVED BY: Jim Cimba**

**SECONDED BY: Lloyd Ferguson**

**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 –  
June 16, 2022

5.2. 2<sup>nd</sup> Quarter 2022 WSIB Injury Statistics

#### **6. Business Arising from the Minutes**

There was none.

#### **7. Staff Reports/Memoranda**

##### **7.1. 2<sup>nd</sup> Quarter Financial Results – Operating**

Neil McDougall presented a summary of the memorandum and answered the members' questions. HCA is still in a good financial position in comparison with the pre-Covid period. There has been some softening in most areas, as expected due to the broad re-openings following the pandemic closures, however the marina remains full and camping continues to perform well on weekdays, in addition to usual high bookings on weekends.

##### **7.2. 2<sup>nd</sup> Quarter Financial Results – Capital & Major Maintenance**

Neil McDougall presented a summary of the memorandum highlighting major projects at each Conservation Area. The Valens camping cabins are nearing completion and the Christie Lake Conservation Area entrance reconstruction is also wrapping up, most expenses will show in the third quarter. Staff are preparing for bridge replacement and trail work at Tiffany Falls and the contracts have been secured to complete the dredging and boat ramp replacement this Fall. Staff are also completing road, trail and hazard tree work throughout all areas.

### 7.3. 2<sup>nd</sup> Quarter Vendor Report

Neil McDougall presented a summary of the memorandum, noting significant payments and answered members questions related to insurance payments for Wild Waterworks and acquisition of computers.

### 7.6. Electronic Monitoring of Employees Policy

Lisa Burnside provided a summary of the memorandum and policy and answered the members' questions.

The process for advising HCA staff of this policy was addressed. Lisa advised that HCA has an employee handbook that includes policies relevant to all employees. Staff sign a document confirming they have read the handbook.

**BA 2229**

**MOVED BY: Jim Cimba**

**SECONDED BY: Dan Bowman**

**THAT the memorandums entitled 2<sup>nd</sup> Quarter Financial Results – Operating, 2<sup>nd</sup> Quarter Financial Results – Capital & Major Maintenance, 2<sup>nd</sup> Quarter Vendor Report, and Electronic Monitoring of Employees Policy be received.**

**CARRIED**

### 7.4. Application to renew governance exceptions granted by MECP

Lisa Burnside provided a summary of the report and answered the members' questions.

Lisa clarified that in addition to these exceptions, the City of Hamilton also has to reapply to retain the same complement of elected officials and citizen appointments on HCA's Board of Directors. While the City of Hamilton did apply in late 2021, it was advised they were too early and to reapply at a later date. The Township of Puslinch also applied in early 2022 and was approved. The City of Hamilton will need to re-submit and staff understand this is under review by the City Manager's office.

Lloyd Ferguson shared discussion from the recent AMO conference that the requirements for the rotation of the Chair and Vice-Chair may have been intended for two-tier municipalities, however it has not been addressed in the legislation.

**BA 2230            MOVED BY: Lloyd Ferguson  
                         SECONDED BY: Jim Cimba**

**WHEREAS the governance exceptions that HCA has been granted from the Minister of the Environment, Conservation and Parks will be expiring at the end of 2022,**

**THEREFORE, BE IT RESOLVED**

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

**THAT Hamilton Conservation Authority reapply to the Minister of the Environment, Conservation and Parks requesting an exception to the rotation of the Chair and Vice Chair position to rotate amongst participating municipalities; and further**

**THAT an exception also be requested to the maximum two consecutive term limits for the position of Chair and Vice Chair to a maximum of four consecutive terms; and further**

**THAT the exceptions be based on the rationale as provided in the last exception that was approved by the Minister noting HCA's unique board composition, alignment with four-year municipal appointment terms and process of annual democratic election.**

**CARRIED**

#### **7.5. 2023 HCA Fee Guide**

Neil McDougall introduced the new fee policy required as part of the changes to the Conservation Authorities Act. Gord Costie provided an overview of the proposed price changes for Conservation Areas effective January 1, 2023 which provide modest increases to address inflationary cost increases and impacts to minimum wage, while continuing to provide excellent value and price competitiveness. Scott Peck also provided an overview of the proposed changes to fees for planning and permit application review to reach the board approved 100% and 80% cost recovery targets respectively, in two years.



**BA 2231            MOVED BY: Jim Cimba  
                      SECONDED BY: Dan Bowman**

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

**THAT the Fee Policy contained in this report be included with the 2023 Fee Schedule and further;**

**THAT effective January 1, 2023, HCA staff be directed to implement the revised fee schedule contained in this report and further;**

**THAT HCA provide an additional 22 annual vehicle passes as part of the ongoing agreement with the Hamilton Public Library System.**

**CARRIED**

Lloyd Ferguson left the meeting.

## **8. New Business**

There was none.

## **9. In-Camera Items for Matters of Law, Personnel and Property**

**BA 2232            MOVED BY: Dan Bowman  
                      SECONDED BY: Jim Cimba**

**THAT the Budget and Administration Committee moves *in camera* for matters of law, personnel and property.**

**CARRIED**

**During the *in camera* session, two legal matters and one matter of official position were discussed.**

### **9.1. Confidential Memorandum – BA/Aug 01-2022 Legal Matter**

The Chair provided a summary and staff answered the members' questions.

9.2. Confidential Verbal Update – BA/Aug 02-2022  
Legal Matter

Lisa Burnside provided the members with a verbal update and answered the members' questions.

9.3. Confidential Report – BA/Aug 03-2022  
Official Position for legal matter

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

**BA 2233**

**MOVED BY: Jim Cimba**

**SECONDED BY: Dan Bowman**

**THAT the confidential report entitled BA/Aug 03-2022 be approved and remain in camera.**

**CARRIED**

**BA 2234**

**MOVED BY: Jim Cimba**

**SECONDED BY: Dan Bowman**

**THAT the Budget and Administration Committee moves out of *in camera*.**

**CARRIED**

## **10. Next Meeting**

The next meeting of the Budget and Administration Committee will be held on Thursday, September 15, 2022 at 6:00 p.m. at the HCA Main Administration Office – Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

## **11. Next Meeting Adjournment**

On motion, the meeting adjourned.

# Report

**TO:** Budget & Administration Committee

**FROM:** Lisa Burnside, Chief Administrative Officer

**RECOMMENDED & PREPARED BY:** Scott Fleming, Director of Finance & Central Support Services  
Matt Hall, Director, Capital Projects & Strategic Services

**MEETING DATE:** September 15, 2022

**RE:** Capital Budget 2023

---

## STAFF RECOMMENDATION

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

**THAT the 2023 Capital Budget request as presented herein be approved and submitted to the City of Hamilton for consideration and be included in their block funding budget of 2023.**

## BACKGROUND

Funding for capital projects and major maintenance will again be requested from the City of Hamilton under their block funding program. In each fiscal year since 2009, \$2.0 million as has been provided by the City to address the asset needs of the Authority. Much has been accomplished with these funds but new challenges arrive every year so the need is ongoing. Inflation affects how much can be done with the funds as each year the purchasing power of the dollar diminishes. The \$2.0 million today is the equivalent of \$1.54 million in 2009 when the program started or conversely it can be said that what cost \$100 in 2009 now costs \$130 (based on data for Ontario from [Inflationcalculator.ca](http://Inflationcalculator.ca)).

## STAFF COMMENT

The budget is composed of two areas; the first being Special Projects and the second being Major Maintenance. Specific Projects make up 69% of the budget in 2023, down from the 83% of last year. These projects are further broken down into four distinct groups. The four groups are 1) Safety and Legislation, 2) Revenue Increase / Cost Reduction 3) Maintenance of Viability and 4) Strategic Priority. The Major Maintenance spending is directed to multiple groups such as Building, Parking, Roads and Trails, Bridges, Forestry, etc. which are identified in full detail on the numeric sheet which follows this report.

### Specific Projects

In 2023, the **Safety and Legislation** subgroup is garnering 33% of the specific project funds; and contains funds for some very important initiatives. Access improvements along Kelson & Baseline Road, next to Fifty Point C. A., are expected to help alleviate current traffic congestion entering and exiting the park during peak visitation periods and improve pedestrian safety. The existing accessible fishing platform in this area is currently closed to the public and is need of replacement.

The **Revenue Increase / Cost Reduction** subgroup totals 9% of the 2023 project program and is spread over two projects: 1. Improving public access and after hours controls at the new Saltfleet C.A. will be important to fully open this area to the public and allow for nearby parking relief for the popular Devil's Punchbowl C.A. 2. Automated pedestrian gates at Fifty Point C.A. will allow for fair and equitable daytime hour access to the park.

Under the **Maintenance of Viability** subgroup, which is the largest group this year garnering 29% of project funds, there are always needs caused by aging infrastructure and high usage. 2023 is expected to be the last year of the required Dofasco Boardwalk deck replacement project. Tar & Chip road resurfacing work will continue, focusing on Christie Lake C.A. An engineering review of the existing culverts supporting the Christie Lake C.A. causeway is required, along with a culvert to bridge replacement project in Dundas Valley C.A.

Lastly, we have **Strategic Priority** items for 2023 making up 29% of the project funds. Additional monies will be required moving into 2023 for the construction of the lookout tower replacement project at Valens Lake C.A. from the recently completed area Master Plan. A low impact development improvement project is planned for Tiffany Falls C.A. for a permeable parking lot to help improve local area drainage and also, improvements to facilitate safer access in and out of the lot. New trail mapping and wayfinding projects will continue into 2023 to implement the recently approved map standards. An accessible trail project is planned for Christie Lake C.A. to improve access to the beach area.

## General Projects - Major Maintenance

The General Projects group of major maintenance make up 31% of the Block funds and are spread across multiple geographic areas and work disciplines. Several years ago, we introduced the budget process of pooling the primary categories of major maintenance to address the issue of having not enough funds in one conservation area to do a necessary upgrade while having work of lesser priority completed in areas that had an allocation and felt compelled to use it. With the pooled approach the funds are held centrally and distributed to the areas that are of highest priority.

In 2023, the largest subgroups are Building Maintenance and Roads and Parking. Building Maintenance includes various painting, roofing, siding, and window replacements across HCA parks. Typical projects falling under Roads and Parking are spring and fall road and parking lot maintenance across HCA parks, as well as minor parking and roadway alternations and adjustments.

## **STRATEGIC PLAN LINKAGE**

The capital budget refers directly to the HCA Strategic Plan 2019 – 2023:

- **Strategic Priority Area – Organizational Excellence**
  - Initiatives – Support the capital development and major maintenance program to enhance our facilities and ensure they are safe, functional and current
- **Strategic Priority Area - Conservation Area Experience**
  - Initiatives – Update and develop master and management plans and implement priorities to further enhance conservation areas for current and future generations
  - Initiatives – Continue to expand installation of automatic gates across our conservation areas
  - Initiatives - Identify and act upon revenue generation / cost reduction and investment in visitor services opportunities in our conservation areas

## Reserve Project

The City of Hamilton is undertaking a road culvert repair project, adjacent to HCA's Ancaster Wells property, located on Sulphur Springs Rd. The project will extend onto HCA owned lands in order to replace an existing failing retaining wall structure as part of the overall scope of work. The HCA will be required to cover construction costs associated with the retaining wall's replacement. HCA's cost is estimated to be approximately \$300,000, and the monies will be drawn from the unplanned capital reserve fund.

## **AGENCY COMMENTS**

n/a

## **LEGAL/FINANCIAL IMPLICATIONS**

Approval of the capital budget will be incorporated into the Capital Projects and Strategic Services work plan for 2023.

## **CONCLUSION**

HCA management is confident that with the 2023 block funding of \$2.0 million necessary work can be accomplished to move forward with its mandate and provide a safe and enjoyable visitor experience.



<b>CAPITAL BUDGET 2023</b>				
<b><u>Specific Projects</u></b>				
<b>#</b>	<b><u>Location</u></b>		<b><u>Subtotal By Type</u></b>	<b><u>Percent of Projects</u></b>
<b>Safety and Legislation</b>				
1	FP	Kelson Road Access Improvements	\$ 250,000	
2	FP	Baseline Road Access Improvements	150,000	
3	FP	Accessible Fishing Platform Replacement	50,000	
			\$ 450,000	32.7%
<b>Revenue Increase / Cost Reduction</b>				
4	HMCA	Saltfleet Autogates & Laneway Improvements	\$ 75,000	
5	FP	West Gate Improvements	50,000	
			125,000	9.1%
<b>Maintenance of Viability</b>				
6	HMCA	Dofasco Boardwalk	\$ 150,000	
7	VAR.	Tar & Chip	150,000	
8	CL	Causeway Culvert Review	50,000	
9	DV	Lion's Club Pool Trail Bridge	50,000	
			400,000	29.1%
<b>Strategic Priority</b>				
10	VL	Lookout Platform Replacement	\$ 200,000	
11	DV	Tiffany Falls Permeable Pavement Upgrades	150,000	
12	CL	Accessible Beach Trail	25,000	
13	VAR.	Trail Mapping Improvements	25,000	
			400,000	29.1%
			<b>1,375,000</b>	<b>100.0%</b>
<b><u>General Projects - Major Maintenance</u></b>				
		Building Maintenance	\$ 200,000	
		Roads & Parking	150,000	
		Bridges	75,000	
		Forestry Management	75,000	
		Masterplans	75,000	
		Signage	25,000	
		Trails	25,000	
			625,000	100.0%
			<b>625,000</b>	<b>31.3%</b>
<b>Total Capital and Major Maintenance (Block Funding)</b>			<b>\$ 2,000,000</b>	<b>100.0%</b>
<b>Additional Project Funded by Capital Reserve</b>				
		Ancaster Wells Retaining Wall Replacement	\$ 300,000	
			300,000	
<b>Total Capital and Major Maintenance Budget</b>			<b>\$ 2,300,000</b>	



# Memorandum

**TO:** Budget & Administration Committee

**FROM:** Lisa Burnside, Chief Administrative Officer

**RECOMMENDED & PREPARED BY:** Scott Fleming, Director of Finance & Central Support Services

**MEETING DATE:** September 15, 2022

**RE:** Operating Budget 2023

---

## STAFF COMMENT

The operating budget process is underway at HCA, with the various department leads working through their figures for the upcoming year. The purpose of this Memo is to highlight some items that are of note during this budgeting cycle. It is anticipated that additional items may come forward as we continue to build the budget and review third quarter results from 2022 and operating trends and needs for 2023.

### Expenses:

- COLA increase for full time staff (3% to 4%) and increase to minimum wage
- Ongoing inflationary costs
- Network and computer infrastructure upgrades
- Corporate climate change initiatives (energy audit, etc.)
- Two additional staff for Watershed Management Services to help support and service planning and plan reviews

### Revenues:

- City levy – At this time, City of Hamilton council has not provided a specific guideline or direction regarding 2023 budget increases. We understand that budgets are to reflect an increase required to maintain existing service levels. (ballpark 2% to 3%)

- Full management fee for Confederation Beach Park with assumption that Wild Waterworks will be operating
- Additional revenues from planning and permit fee increase as well as conservation area modest fee guide increases
- Ongoing balancing act attempting to project revenues from our Conservation Areas with day use assumption of softening to near 2019 levels but maintaining an increase in camping as 2022 weekdays remained strong and exceeded expectations