



Budget & Administration Committee Meeting Agenda

Thursday May 15, 2025

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Budget & Administration Committee Meeting

Thursday, May 15, 2025 at 2:00 P.M.

Hamilton Conservation Authority is now conducting meetings in a hybrid format via an in-person and WebEx platform.

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

1. **Welcome** – Susan Fielding

2. **Declaration of Conflict of Interest**

3. **Approval of Agenda**

4. **Delegations**

5. **Consent Items**

5.1. Approval of Budget & Administration Committee Minutes
– March 25, 2025

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6. **Business Arising from the Minutes**

7. **Staff Reports/Memorandums**

Memorandums to be received

7.1 2025 First Quarter Financials – Operating – Scott Fleming

7.2 2025 1st Quarter Financial Results – Capital and Major Maintenance

– Matt Hall

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7.3 HCA 1st Quarter Vendor report

– Scott Fleming

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7.4	HCA Rental House Information Update	– Matt Hall	Page 13
7.5	2025 General Insurance Renewal	– Scott Fleming	Page 17

Reports for Recommendation

7.6	Canadian Supplies and Suppliers – Update	– Scott Fleming	Page 21
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8. New Business

9. In-Camera Items

10. Next Meeting – Thursday, June 19, 2025 at 2:00 p.m.

11. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

March 25, 2025

Minutes of the Budget & Administration Committee meeting held on Tuesday, March 25 at 2:00 p.m., fully virtual via WebEX, and livestreamed on YouTube.

Present: Susan Fielding, in the Chair
Brad Clark
Lisa DiCesare
Alex Wilson
Maureen Wilson

Regrets: None

Staff Present: Lisa Burnside, Gord Costie, Marlene Ferreira, Scott Fleming, Liam Fletcher, Rob Gray, Matt Hall, Amanda Martin, Mike Stone, Jaime Tellier, and Sandra Winninger

Others Present: None

1. Welcome

The Chair called the meeting to order and welcomed everyone present.

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; there were none.

BA 2501**MOVED BY: Alex Wilson
SECONDED BY: Brad Clark****THAT the agenda be approved.****CARRIED****4. Delegations**

There were none.

5. Election of Vice Chair

Susan Fielding opened the call for nominations for the position of Vice-Chair of the Budget & Administration Committee for 2025. Alex Wilson expressed interest in the position of Vice Chair.

Nominated: Alex Wilson
By – Mover: Alex Wilson

Having no further nominations, the election for the office of Vice-Chair of the Budget & Administration Committee for 2025 was then closed and the position acclaimed with the following resolution.

BA 2502**MOVED BY: Maureen Wilson
SECONDED BY: Lisa DiCesare****THAT nominations for the 2025 Vice-Chair of HCA Budget and Administration Committee be closed and Alex Wilson be confirmed as Vice-Chair of the Hamilton Conservation Authority Budget & Administration Committee for 2025.****CARRIED****6. Consent Items**

The following consent items were adopted:

- 6.1 Approval of Budget & Administration Committee Minutes – November 26, 2024
- 6.2 Workplace Safety & Insurance Board (WSIB) Year-end Review Report
- 6.3 2024 Annual Statistical Reporting for Freedom of Information Requests

In response to a question, Jaime Tellier indicated that the FOIs are tracked on a spreadsheet and the HCA does not receive many requests during any given year.

7. Business Arising from the Minutes

There was none.

8. Staff Reports/Memoranda

Memorandums to be received

8.1. HCA Q4 Financial Results

Scott Fleming reviewed the memorandum and answered members' questions. Following discussion and questions on rental properties, staff will provide further information to the Committee at a future meeting.

In response to a question in regard to use of municipal levy, Scott Fleming noted that it is directed to the core functions of the HCA and any unused amounts in watershed management services flow to offset central support services.

BA 2503

**MOVED BY: Lisa DiCesare
SECONDED BY: Alex Wilson**

THAT the Memorandum entitled HCA Q4 Financial Results - Operating be received, and further,

THAT staff provide an overview of HCA's rental properties at a future meeting.

CARRIED

8.2. HCA 2024 Twelve-month Financial Results – Capital and Major Maintenance

Matt Hall provided a visual presentation of capital and major maintenance projects that occurred during 2024. Rob Gray, the new Senior Manager of the Capital Projects and Strategic Services division, was introduced to members

BA 2504

**MOVED BY: Alex Wilson
SECONDED BY: Maureen Wilson**

THAT the Memorandum entitled HCA 2024 Twelve-month Financial Results – Capital and Major Maintenance be received

CARRIED

8.3. HCA 4th Quarter Vendor Report

Scott Fleming presented the memorandum and answered members' questions.

BA 2505

MOVED BY: Alex Wilson

SECONDED BY: Maureen Wilson

THAT the Memorandum entitled HCA 4th Quarter Vendor Report received

CARRIED

Reports for Recommendation

8.4. Updates to HCA Administrative By-Law and Hearing Guidelines

Jaime Tellier and Mike Stone provided an overview of the report, highlighting the changes proposed. It was noted that updates to the Hearing Guidelines were the result of the legislative changes to the Conservation Authorities Act which came into effect April 1, 2024. It was also noted that the updated By-laws and Hearing Guidelines follow the model by-laws provided by Conservation Ontario, with some specific adaptations to match HCA's practices, such as holding Hearings bi-monthly.

BA 2506

MOVED BY: Brad Clark

SECONDED BY: Lisa DiCesare

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

THAT the Administrative By-Law and Hearing Guidelines be amended with the revisions noted in the attached draft, subject to and including any further revisions as noted during the March 25, 2025 meeting.

CARRIED

9. New Business

There was none.

10. In-Camera Items for Matters of Law, Personnel and Property**BA 2507****MOVED BY: Lisa DiCesare
SECONDED BY: Alex Wilson****THAT the Budget and Administration Committee moves
in camera for matters of law, personnel and property.****CARRIED****During the *in-camera* session, one legal matter was discussed.****10.1. Confidential Verbal Update – BA/Mar 01-2025**

Lisa Burnside provided a verbal update regarding a legal matter and answered the members' questions.

BA 2508**MOVED BY: Alex Wilson
SECONDED BY: Lisa DiCesare****THAT the confidential verbal update entitled BA/Mar 01-2025 be approved and remain in camera.****CARRIED****BA 2509****MOVED BY: Brad Clark
SECONDED BY: Maureen Wilson****THAT the Budget and Administration Committee moves
out of closed session.****CARRIED****11. Next Meeting**

The next meeting of the Budget and Administration Committee will be held on Thursday, April 17, 2025 at 2:00 p.m. at the HCA Main Administration Office – Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

12. Adjournment

On motion, the meeting adjourned.

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Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Reviewed By: Scott Fleming, Director of Finance & Central Support Services

Prepared By: Matt Hall, Director of Capital Projects & Strategic Services

Meeting Date: May 15, 2025

Subject: HCA 2025 1st Quarter Financial Results – Capital & Major Maintenance

CAPITAL: JANUARY THROUGH MARCH 2025

Christie Lake Conservation Area

Major Maintenance	3%		
Other		\$	618
Project	97%		
Boat Launch & Marina Wall Review		\$	1,570
Causeway Culvert Inspection & Design		\$	8,071
Wayfinding Signage Improvements		\$	11,245
Other		\$	347
			\$ 21,851

Dundas Valley Conservation Area & Woodend Main Office

Major Maintenance	0%		
Other		\$	834
Project	100%		
Lower Lions Club Parking Review		\$	4,212
Woodend Entrance Sign Design		\$	3,284

Woodend Office Renovations	\$	115,783	
Master and Management Plans	\$	5,688	
<i>Ancaster Wells Retaining Wall Replacement¹</i>	\$	241,832	
Other	\$	615	
			\$ 372,248

Fifty Point Conservation Area

Major Maintenance 0%

Other	\$	-	
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Project 100%

Accessible Fishing Platform Construction	\$	2,065	
Dock Repair & Boardwalk Improvements	\$	11,587	
Other	\$	166	
			\$ 13,818

Hamilton Mountain Conservation Area

Major Maintenance 0%

Other	\$	-	
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Project 100%

Saltfleet Autogates & Laneway Improvements	\$	1,584	
Other	\$	1,331	
			\$ 2,915

Valens Lake Conservation Area

Major Maintenance 4%

Natural Area Improvements	\$	3,024	
Utilities & Services	\$	4,021	
Other			

Project 96%

Lafarge Boardwalk Reconstruction	\$	142,001	
West Campground Expansion Design & Approvals	\$	20,766	
Lookout Platform Replacement Construction	\$	15,497	
Entry Road Reconfiguration Design	\$	6,644	
Other	\$	842	
			\$ 192,795

Westfield Heritage Village Conservation Area

Major Maintenance	1%		
Other		\$	280
Project	99%		
Staff & Volunteer Building Improvements		\$	20,490
Other		\$	493
			\$ 21,263

Millgrove Works Yard

Major Maintenance	100%		
Other		\$	137
			\$ 137

2025 Q1 Capital and MM \$ 625,028

Major Maintenance Items	1%
Capital Projects	99%

Other projects = combined items of value of \$1,000 or less

1. Denotes project funded through special request to City of Hamilton

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Memorandum to: Budget & Administration Committee

**Approved for
Circulation By:** Lisa Burnside, CAO

Prepared By: Scott Fleming, Director of Finance & Central Support Services

Meeting Date: May 15, 2025

Subject: HCA 1st Quarter Vendor Report

Vendor Summary for Payments January - March, 2025

CITY OF HAMILTON (Public Works)	\$ 280,813	Ancaster Wells Gabion Wall Replacement
MARSH CANADA LIMITED	236,194	Annual HCA Insurance Renewal
NET ACCESS SYSTEMS INC	156,695	Internet services, hardware, and cabling projects
BEATTIES BASICS OFFICE PRODUCTS	111,935	Woodend Renovation Furniture, office supplies
CROSSROADS EQUIPMENT	62,947	3 John Deere Mowers
O'NEIL'S FARM EQUIPMENT	61,428	Tractor
FREW ENERGY INC	59,566	Gas & Diesel
CITY OF HAMILTON (General)	50,284	Real Estate costs for CBP per City
CONSERVATION ONTARIO	40,851	Levy instalment
BRANTCO CONSTRUCTION	32,030	Holdback Release
GRANT THORNTON LLP	31,753	Audit Fees
CITY OF HAMILTON (Taxes)	31,118	Tax instalments
SUPERIOR PROPANE INC	27,861	Heating Propane for Parks
MASCORE INC	19,196	Boardwalk materials & supplies (Valen's)
CORNELL CONSTRUCTION LIMITED	18,295	Holdback Release - Tar & Chip
DURABOND JANITORIAL SERVICES LTD	17,967	Janitorial services
ROYAL BOTANICAL GARDENS	16,912	Annual Ecopark Cootes Contribution
UNIFIRST CANADA LTD.	15,407	Staff uniforms
GFL ENVIRONMENTAL SERVICES INC.	15,120	Hazardous Waste Pick Up
WES MABEE MECHANICAL	15,092	Various HVAC services at various sites
SPARK TESTING SERVICES CANADA INC	14,514	Power Grid Testing (WWW)

TAMARACK LUMBER INC	13,093	Lumber for 50 Point Dock
BOBCAT OF HAMILTON LTD.	12,524	Excavator and Loader rentals
CINTAS CANADA LIMITED	11,876	First Aid Certification Training
SUNGUARD PRODUCTS LTD	11,265	50 Point Marina Awning Replacement
AJ-SSIS SECURITY INC.	11,074	Tiffany Falls Security Services
PETO MAC CALLUM LTD	10,323	Geotech Investigation
CAMIS INC	<u>10,317</u>	Reservation fees
	1,396,450	81.8%
All other < \$10,000	<u>311,708</u>	18.2%
	<u>\$ 1,708,158</u>	



Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Prepared By: Matthew Hall, Director; Capital Projects & Strategic Services
Rob Gray, Senior Manager; Construction & Trades
Scott Fleming, Director; Financial and Central Support Services

Meeting Date: May 15, 2025

Subject: HCA Rental Property Information Update

Executive Summary:

This memorandum provides additional information and an update as requested by B&A regarding the HCA's current rental house and agricultural lease inventory, inspection and maintenance standards, and related internal policy references.

Staff Comment / Discussion:

The HCA has acquired various properties over many years, which now form the individual Conservation Areas. Some of these property acquisitions have included residential houses or active agricultural lands. Historically, many of these houses were occupied by HCA Superintendents of the site as part of the HCA's standard operation of the time. Currently, the HCA rents or leases many of these buildings and lands out to the public at market value in order to generate revenues for the HCA.

Current HCA rental properties & land leases consist of:

- 11 active residential rental units
 - 1 rental house falls within Confederation Beach Park and the terms of this agreement are managed by the City of Hamilton.
- 8 active agricultural land leases
 - 1 farm lease includes a barn building which is subject to annual inspections.

HCA Financial and Central Support Services staff are responsible for reviewing

and renewing the active rental and lease agreements for these properties, while Capital Projects & Strategic Services (CaPSS) staff perform annual inspections on the rental houses in accordance with Section 27 subsection 20(1) of the Residential Tenancy Act. HCA CaPSS staff perform regular maintenance to all of these properties to ensure they remain safe for their tenants and occupants. This work is generally charged to specific rental house accounts for internal tracking purposes against their overall revenues and to ensure they remain economically viable.

In 2015, the Board approved a policy to guide the management of rental properties owned or operated by the HCA, including both residential dwellings and agricultural lands. The purpose of the policy is to ensure fair, transparent, and compliant leasing practices while protecting the organization from liability.

Key Highlights:

Residential Rentals

- Properties are rented at market rates, with consideration for condition and location.
- Vacant units are advertised publicly, and applicants undergo a standardized screening process requiring financial and landlord references.
- Lease renewals are not automatic and are subject to the HCA's operational priorities.
- Rent increases follow provincial regulations.

Agricultural Land Leases

- Leases structured for long-term agricultural planning (typically 5 years).
- Preference is given to long-standing, reputable local farmers.
- Tenants to follow environmental stewardship standards and provide crop and nutrient management plans.
- Existing tenants have the first right of refusal at renewal.
- Rents reflect average market rates and are reviewed annually.

This policy framework helps ensure consistent property management, transparency in leasing decisions, and alignment with environmental and organizational goals.

HCA rental houses and agricultural leased lands are reviewed during each Conservation Area Master or Management Plan. These plans typically include recommendations on the future use for each rental house and leased property and are considered by HCA staff prior to issuing notice to the public of a new rental or lease opportunity. The HCA, in its discretion, may elect to discontinue a current property's rental or lease status if it is determined that the building or property's value could be better utilized through another use. In this regard since 2015, four rental houses have been demolished or repurposed. It is expected that the number of residential leases will continue to decline over time as maintenance costs on aging buildings increases, and masterplans identify alternative uses to support operations.

Strategic Plan Linkage:

The initiative refers directly to the HCA Strategic Plan 2025 – 2029:

- **Connecting People to Nature:**

- Manage and enhance conservation lands utilising best management practices to support nature appreciation and recreation activities, as communities continue to grow and look to HCA's conservation areas to spend time in nature.
- Continue development of master and management plans and implementation of priority capital reinvestments.

Agency Comments:

Not applicable

Legal / Financial Implications:

Net profits generated from rental houses and agricultural leases supports the HCA operating budget. Total expected revenues in 2025 for all HCA rental houses and farm property leases are approximately \$145,000, from which expenses are paid.

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Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Reviewed By: Scott Fleming, Director, Finance & Central Support Services

Prepared By: Shara Keates, Finance Administrator

Meeting Date: May 15, 2025

Subject: General Insurance Renewal – 2025

Executive Summary:

Insurance serves as an important safeguard for HCA, protecting against unforeseen risks. Our general insurance coverage provides reassurance against liabilities, property damage and other potential losses.

HCA is a participating member of the Conservation Ontario General Insurance and Benefits Subcommittee (Insurance Committee). The Insurance Committee was formed in 1986 to act as a buying group to secure reasonable insurance rates through the power of bulk purchasing, facilitate the sharing of administration costs and risk management expertise/experience, and to help offset the impact of significant claims that may arise at one Authority. The committee oversees insurance matters including policy terms, renewals, loss reviews and annual review and approval of renewal terms.

Staff Comment / Discussion:

Marsh is the current insurance broker for Conservation Authorities. Earlier this year, they carried out a full procurement exercise on the Conservation Insurance program. They were successful in reducing several of our premium costs year over year, noting that the insurance market has continued to soften this year.

Since being appointed in 2014, they have negotiated many favourable renewals. Marsh provides ongoing service to all Conservation Authorities, including practical expertise on risk management matters and assistance with claims management.

Coverage details:

The insurance policy encompasses a comprehensive range of coverage, as highlighted

below and detailed under the Legal/Financial section:

- Property Insurance – provides protection against damage or loss of physical assets such as buildings, equipment, facilities due to perils like fire, theft, vandalism and natural disaster
- Liability Insurance – offers coverage against claims arising from third-party bodily injury, property damage or personal injury lawsuits
- Professional Indemnity Insurance: Shields against legal expenses and damages arising from professional negligence, errors or omissions in service delivery*
- Cyber Insurance: Guards against cyber threats, including data breaches, hacking incidents and cyber extortion.

On behalf of HCA, Marsh also sources insurance coverage unique for our organization in relation to Confederation Beach Park and Fifty Point Conservation Area marina.

At the beginning of the year, the Insurance Committee met with Marsh to review proposed premiums and coverage for 2025-2026. The Committee approved the April 1, 2025 renewal as recommended by Marsh.

For the suite of coverage negotiated through the Insurance Company, HCA's insurance costs will decrease by \$41,368, or 15%, with total premiums for the policy period being \$231,972.

HCA's additional insurance policies for marina related operations have decreased by \$505 or 2%, with total policy premiums of \$27,660. HCA also holds a small drone insurance policy with a premium of \$1,881, a 67% increase, due to a drone addition and upgrade.

HCA's total insurance costs for 2025-2026 will be \$261,513. A summary of HCA's 2025-2026 premiums is included below.

As per the management agreement for Confederation Beach Park, HCA is required to obtain insurance coverage for its operations which is included as an expense for that entity. Its renewal cost will be determined in June.

STRATEGIC PLAN LINKAGE:

The initiative refers directly to the HCA Strategic Plan 2025 - 2029:

- **Strategic Priority Area – Organizational Excellence**
Focused on our organizational resources to ensure efficient and responsive operations are available to meet the needs of the future.

AGENCY COMMENTS:

N/A

LEGAL/FINANCIAL IMPLICATIONS:

POLICY	2024-2025	2025-2026	Change	% Change
Commercial General Liability (CGL)	\$60,057	\$34,551	-\$25,506	-42%
Umbrella Liability	\$18,124	\$14,783	-\$3,341	-18%
Property	\$86,265	\$85,872	-\$393	-1%
Errors and Omissions	\$28,400	\$15,477	-\$12,923	-54%
Directors and Officers' Liability	\$5,034	\$6,186	\$1,152	23%
Automobile	\$19,675	\$24,506	\$4,831	25%
Equipment Breakdown	\$2,539	\$2,888	\$349	14%
Crime	\$878	\$878	\$0	\$0
Cyber	\$21,186	\$20,932	-\$254	-1%
Confederation Park General Liability	\$261,641	Renews June 1, 2025	N/A	N/A
Drone Insurance	\$1,129	\$1,881	\$752	67%
Marina Operators Legal Liability	\$28,165	\$27,660	-\$505	-2%
Owned Workboat	\$4,970	\$4,970	\$0	0%

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Report to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Reviewed By: Scott Fleming, Director, Finance and Central Support Services

Prepared By: Shara Keates, Finance Administrator

Meeting Date: May 15, 2025

Subject: Canadian Supplies and Suppliers - Update

Recommendation:

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

THAT staff be directed to amend the HCA Purchasing Policy to add a clause indicating preference for Canadian-owned vendors and sourcing Canadian materials and supplies.

Executive Summary:

Following new trade tariffs applied by the United States (U.S.) government on many countries, including Canada, there is renewed interest in sourcing HCA's supplies and services within Canada.

At its meeting on March 6, 2025, the Board of Directors requested that staff review HCA's current procurement policy and report on the feasibility and implications of prioritizing Canadian supplies and suppliers.

Staff conducted a review of HCA's purchasing policy, along with an analysis of purchasing data over a two-year period (2023–2024), focusing specifically on vendor business registration addresses.

The results of the review indicate that the purchasing policy could be enhanced by including language that explicitly states a preference for Canadian supplies and suppliers. It was also found that the majority of HCA's purchases are already made through Canadian businesses and retailers.

Staff Comment / Discussion:

The procurement data reviewed focused on vendors who provided goods and services to HCA over the past two years. Each vendor was categorized as either a Canadian-owned company or a Canadian subsidiary of a company headquartered outside Canada.

In 2024, 93% of HCA's vendors were Canadian-owned companies. This figure increased to 98% when Canadian subsidiaries of foreign-owned firms were included in the evaluation criteria.

Similarly, in 2023, 95% of vendors were Canadian-owned, and 98% when subsidiaries were included.

For purchases exceeding \$10,000, 97% and 96% were made through Canadian-owned vendors in 2023 and 2024, respectively.

These findings demonstrate that HCA already exhibits a strong preference for local and Canadian-owned vendors. To formalize this practice, staff recommend revising the organization's purchasing policy to explicitly express a preference for Canadian firms in the procurement of goods and services. The intent is to strengthen support for domestic businesses, contribute to local economic growth, and ensure procurement decisions reflect HCA's commitment to sustainable and responsible sourcing.

That said, certain specialized industries and proprietary products continue to require international sourcing, particularly from the U.S., where Canadian alternatives are not currently available. For example, several essential software applications are procured from U.S.-based companies due to the absence of Canadian options. Additionally, in 2024, HCA purchased two electric pickup trucks—there are currently no electric pickup trucks assembled in Canada.

The majority of small purchases made through non-Canadian-owned vendors were limited to a select few suppliers. HCA will aim to reduce this number by actively seeking Canadian alternatives where available and practical.

Strategic Plan Linkage:

The initiative refers directly to the HCA Strategic Plan 2025 – 2029:

- **Strategic Priority Area – Organizational Excellence**

Agency Comments:

N/A

Legal / Financial Implications:

HCA has recently received notices from some U.S. vendors advising of price increases resulting from the trade tariffs. In response, HCA has begun searching for and pivoted to comparable Canadian vendors to maintain lower costs.

Full financial considerations resulting from the applied tariffs are currently unknown and difficult to quantify. Staff will continue to monitor prices for goods and services and will consider ways to mitigate such impacts.

Related Reports and Appendices:

N/A