



Budget & Administration Committee Meeting Agenda

Thursday November 20, 2025

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Budget & Administration Committee Meeting

Thursday, November 20, 2025 at 3:00 P.M.

This meeting will be fully virtual via 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 – September 18, 2025 Page 1
- 6. Business Arising from the Minutes**
- 7. Staff Reports/Memorandums**

Memorandums to be received

 - 7.1 HCA 2025 3rd Quarter Financial Results – Operating – Scott Fleming Page 5
 - 7.2 HCA 2025 3rd Quarter Cumulated Financial Results – Capital and Major Maintenance
– Matt Hall Page 11
 - 7.3 HCA 3rd Quarter Vendor Report – Scott Fleming Page 15

Reports for Recommendation

- | | | | |
|-----|--|-----------------|---------|
| 7.4 | HCA Reserves Policy | – Scott Fleming | Page 17 |
| 7.5 | Project Technical Advisory Committee – Insurance Coverage 2026 | – Mike Stone | Page 33 |
| 7.6 | Budget & Administration Committee 2026 Meeting Schedule | – Lisa Burnside | Page 37 |

8. New Business

9. In-Camera Items

10. Next Meeting – Thursday, March 19, 2026 at 2:00 p.m.

11. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

September 18, 2025

Minutes of the Budget & Administration Committee meeting held on Thursday, September 18, 2025 at 2:00 p.m., at the HCA main office, 838 Mineral Springs Road, in Ancaster, and livestreamed on YouTube.

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

Regrets: Lisa DiCesare

Staff Present: Lisa Burnside, Marlene Ferreira, Scott Fleming, Liam Fletcher, Brandon Good, Rob Gray, Matt Hall, Amanda Martin, Stacey McConnell, Scott Peck, 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.

BA 2534**MOVED BY: Alex Wilson
SECONDED BY: Brad Clark****THAT the agenda be approved.****CARRIED****4. Delegations**

There were none.

5. Consent Items

The following consent items were adopted:

- 5.1. Approval of Budget & Administration Committee Minutes –
August 21, 2025

6. Business Arising from the Minutes

There was none.

7. Staff Reports/Memoranda

Reports to be approved

7.1. Draft 2026 Operating and Capital Budgets

Scott Fleming brought forward the staff report, indicating the proposed 2026 operational budget focuses on maintaining programs and services that began in 2025, as part of the Year One priorities of the HCA's Strategic Plan. This is in addition to aligning with HCA's regulatory requirements. The operational budget is balanced through the use of \$1.8 million in self-generated revenues, to be achieved through the expanded campground at Valens' Lake, modest increase of fees at conservation areas in addition to a 3.3% increase in Levy.

The 2026 proposed budget also includes the Board approved special funding request from the City of Hamilton in the amount of \$500,00 for the HCA's land acquisition program. This long-term plan will help protect and expand natural areas within the watershed. Land parcels to be considered will connect or create natural linkages with current HCA lands.

Matt Hall presented the draft 2026 capital budget, highlighting new as well as major maintenance projects planned for 2026. He noted that these projects will be accomplished through the \$2 million block funding from the City of Hamilton. Improvements to the conservation areas include Marina Chancel dredging at Fifty Point; boardwalk replacements at Valens Lake as well as way-finding sign improvements in the Dundas Valley and floodplain mapping updates. The finalization of the design for the third Saltfleet wetland is planned for 2026, the funding of which will be drawn from the \$500,000 Saltfleet reserve.

In response to questions regarding the reserve funds, Scott Fleming indicated that that money in HCA reserves is used exclusively for the purpose for which they were created. He also noted that Board of Director's approval is required prior to using any money from the reserves.

Further discussion occurred on the amount of self generated HCA money has been used for land acquisition. Staff direction was given to provide specific information on how recent land acquisitions were funded for the upcoming budget meetings with the City of Hamilton.

BA 2535

MOVED BY: Alex Wilson

SECONDED BY: Maureen Wilson

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

**THAT the 2026 Draft Operating Budget, as presented, be
endorsed for approval and;**

**THAT the 2026 Draft Capital Budget, as presented, be
endorsed for Approval**

CARRIED

7.2. External Audit Serviced – Request for Proposals Results

Scott Fleming brought forward the staff report indicating that the current contract for the services of external auditors has concluded. A Request for Proposal was issued to qualified firms to provide these services for the fiscal years from 2025 to 2029. Following evaluation of the proposals, staff recommended that the contract be awarded to KPMG LLP for \$341,330 for the 5-year period. It was noted that KPMG LLP had the lowest cost proposal in addition to demonstrating their strong qualifications and experience in working with conservation authorities.

BA 2536

MOVED BY: Brad Clark

SECONDED BY: Maureen Wilson

HCA the Budget & Administration Committee

recommends to the Board of Directors:

THAT the contract for external audit services for the Hamilton Conservation Authority, Confederation Beach Park, and the Hamilton Conservation Foundation for the five-year period beginning with the year ending December 31, 2025, be awarded to KPMG LLP for a total cost of \$341,330.00, exclusive of HST and further;

THAT the Hamilton Conservation Authority appoints KPMG as its auditors for the 2025 fiscal year.

CARRIED

8. New Business

8.1. Bylaw review with respect to Board member resignation of citizen Brian McHattie

Lisa Burnside indicated that a review of HCA's administrative Bylaws confirms that the HCA is to request a replacement through the municipality from which the Board member was appointed.

Staff direction was provided to notify the City of Hamilton clerk of the vacancy for a citizen member.

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

There was none.

10. Next Meeting

The next meeting of the Budget and Administration Committee will be held on Thursday, October 16, 2025 at 2:00 p.m. at the HCA Main Administration Office – Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

11. Adjournment

On motion, the meeting adjourned.

Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

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

Meeting Date: November 20, 2025

Subject: HCA 2025 3rd Quarter Financial Results – Operating

Hamilton Region Conservation Authority - Net Results (in thousands)

	9 mos. <u>2025</u>	9 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Watershed Management & Services	\$ 44	\$ 1	\$ 43	\$ -	\$ -	\$ -
Conservation Areas	\$ 1,633	\$ 1,694	\$ (61)	\$ 1,569	\$ 1,462	\$ 107
Westfield Heritage Village CA	\$ (2)	\$ 50	\$ (52)	\$ -	\$ 22	\$ (93)
Central Support Services	\$ (1,135)	\$ (528)	\$ (563)	\$ (1,569)	\$ (1,054)	\$ (515)
Net surplus	<u>\$ 540</u>	<u>\$ 1,217</u>	<u>\$ (677)</u>	<u>\$ -</u>	<u>\$ 430</u>	<u>\$ (430)</u>

Summary of Results

The results to the end of the third quarter in Conservation Areas Services continued to demonstrate strong performance, landing very close to 2024's surplus position at the Q3 mark. Overall results were not as favourable when compared to prior years, with a \$540K surplus position to end the quarter vs. \$1.2M in 2024.

Watershed Management Services delivered a better than break even result, with current results continuing to align with budgeted expectations for 2025.

Westfield Heritage Village Conservation Area continues to achieve solid results, with a slight deficit position (\$2K) through the end of the quarter.

Central Support Services is currently operating in a deficit position as budgeted. However, more significant than in prior years, performance is tracking favourable to budget expectations and is entirely offset by CAS' strong performance.

Overall, HCA is performing well through the first three quarters, with a Q3 surplus position of \$540K. With HCA's slowest quarter upcoming, we are optimistic that we can land at a break-even by the end of the year.

Watershed Management Services

	9 mos. <u>2025</u>	9 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 1,745	\$ 1,646	\$ 99	\$ 2,306	\$ 1,783	\$ 523
Permits, fees & misc.	286	350	(64)	310	338	(28)
Grants	255	273	(18)	336	497	(161)
Transfer from reserves	896	582	314	95	696	(601)
Other	<u>4</u>	<u>-</u>	<u>4</u>	<u>181</u>	<u>1,433</u>	<u>(1,252)</u>
Total	3,187	2,851	336	3,228	4,051	(823)
Expenses						
Staff	2,046	1,679	367	2,709	2,351	358
Materials & Supplies	29	9	20	115	35	80
Utilities	18	13	5	23	20	3
Equipment	64	47	17	15	64	(49)
Contracts & Consultants	935	1,040	(105)	233	1,457	(1,224)
Other	<u>51</u>	<u>62</u>	<u>(11)</u>	<u>135</u>	<u>125</u>	<u>10</u>
Total	<u>3,143</u>	<u>2,850</u>	<u>294</u>	<u>3,228</u>	<u>4,051</u>	<u>(823)</u>
Net surplus / (deficit)	<u>\$ 44</u>	<u>\$ 1</u>	<u>\$ 42</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>

Revenues

WMS revenues are higher than what they were at this point in 2024, however, largely due to larger Transfers from Reserves to fund the Saltfleet Wetland Project. Of note, Planning fees are down \$64K from 2024. This can be attributed to current economic uncertainties as well as the reduction in scope of our review of applications resulting from changes to the Conservation Authorities Act and Planning Act.

Expenses

On the expenditure side, most items are tracking similar to prior year with the exception of Staffing. Staffing spend has increased in 2025 with additional staff having been added and is tracking to budget presently.

Net surplus

A balanced budget for the year is expected within Watershed Management Services.

Conservation Areas Services

	9 mos. <u>2025</u>	9 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 2,923	\$ 2,742	\$ 181	\$ 3,683	\$ 3,400	\$ 283
Marina	1,696	1,699	(3)	1,604	1,519	85
Camping	1,721	1,727	(7)	1,905	1,834	70
Cabins	45	33	12	213	199	14
Concessions	227	217	10	246	234	12
Other	372	438	(66)	410	733	(323)
Total	<u>6,983</u>	<u>6,857</u>	<u>126</u>	<u>8,060</u>	<u>7,920</u>	<u>141</u>
Expenses						
Staff	3,094	2,881	213	3,755	3,664	91
Equipment	572	642	(69)	807	852	(45)
Utilities	340	286	54	375	374	1
Materials & Supplies	293	337	(44)	330	333	(3)
Contracts & Consultants	185	125	60	135	185	(50)
Other	865	892	(27)	1,090	1,049	41
Total	<u>5,350</u>	<u>5,163</u>	<u>187</u>	<u>6,492</u>	<u>6,457</u>	<u>34</u>
Net surplus	<u>\$ 1,633</u>	<u>\$ 1,694</u>	<u>\$ (60)</u>	<u>\$ 1,569</u>	<u>\$ 1,462</u>	<u>\$ 106</u>

Revenues

Conservation Area revenues are favourable to prior year, up \$126K (nearly 2%), demonstrating CAS' continued strong performance. Despite some variable weather in the first half, revenues were resilient in the third quarter. All revenue areas are performing well, and we are cautiously optimistic that budgeted revenues will be realized by year's end as they are budgeted to exceed those of 2024 Actuals.

Expenses

Overall, expenses are tracking similarly to 2024, in some cases, favorably to budget, with no concerns noted.

Net surplus

In summary, Conservation Area Services are having yet another great year, tracking to budgeted expectations, similar to prior year. CAS is in a solid position to head into the fourth quarter.

Westfield Heritage Village Conservation Area

	9 mos. <u>2025</u>	9 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 505	\$ 490	\$ 14	\$ 673	\$ 654	\$ 20
Events	72	87	(16)	160	119	41
Admissions	64	63	1	73	82	(8)
School Programs	34	43	(9)	62	58	4
Other	<u>28</u>	<u>71</u>	<u>(43)</u>	<u>42</u>	<u>91</u>	<u>(50)</u>
Total	702	754	(52)	1,010	1,004	6
Expenses						
Staff	474	493	(19)	653	697	(44)
Utilities	44	39	5	60	57	3
Equipment	44	45	(1)	58	61	(3)
Materials & Supplies	37	31	6	48	48	(0)
School Programs	30	28	2	35	38	(3)
Advertising & Promotion	6	5	2	103	6	96
Other	<u>68</u>	<u>63</u>	<u>6</u>	<u>55</u>	<u>75</u>	<u>(20)</u>
Total	<u>704</u>	<u>704</u>	<u>0</u>	<u>1,010</u>	<u>982</u>	<u>28</u>
Net surplus / (deficit)	<u>\$ (2)</u>	<u>\$ 50</u>	<u>\$ (52)</u>	<u>\$ -</u>	<u>\$ 22</u>	<u>\$ (22)</u>

Revenues

Similarly to Conservation Areas Services, Westfield Heritage Village and Conservation Area is experiencing strong results thus far in 2025, however, slightly unfavourable to 2024's revenue results.

Expenses

Overall, expenses are tracking similarly to 2024, with no concerns noted.

Net surplus / (deficit)

Currently with a near-to-budget \$2K deficit, Westfield Heritage Village is also heading into the fourth quarter in a strong position.

Central Support Services

	9 mos. 2025	9 mos. 2024	\$ Variance	Budget 2025	Actual 2024	\$ Variance
Revenues						
Levy	\$ 1,542	\$ 1,574	\$ (32)	\$ 2,073	2,472	\$ (399)
Equipment	988	987	1	1,372	1,336	36
Management Fees	582	545	36	552	571	(20)
Interest	240	417	(177)	520	526	(6)
Rental houses	102	124	(22)	180	165	15
Foundation	45	-	45	212	182	29
Other	169	92	76	429	19	410
Total	3,622	3,739	(72)	5,126	5,272	65
Expenses						
Staff	3,542	2,841	702	4,599	4,160	439
Utilities	174	258	(84)	370	320	51
Contracts & Consultants	115	224	(109)	181	288	(107)
Materials & Supplies	44	66	(22)	99	79	19
Other	883	878	4	1,445	1,478	(33)
Total	4,757	4,267	490	6,694	6,326	369
Net surplus / (deficit)	<u>\$ (1,135)</u>	<u>\$ (528)</u>	<u>\$ (563)</u>	<u>\$ (1,569)</u>	<u>\$ (1,054)</u>	<u>\$ (515)</u>
Land, Vehicle & equipment activity						
Donations & misc.	-	232	(232)	-	232	(232)
Transfer from Reserves	-	-	-	300	365	(65)
	<u>\$ -</u>	<u>\$ 232</u>	<u>\$ (232)</u>	<u>\$ 300</u>	<u>\$ 597</u>	<u>\$ (297)</u>
Land	48	-	48	-	14	(14)
Vehicles & misc.	401	373	28	300	598	(298)
	<u>\$ 449</u>	<u>\$ 373</u>	<u>\$ 76</u>	<u>\$ 300</u>	<u>\$ 612</u>	<u>\$ (312)</u>

Revenues

As can be seen above, Central Support Services revenue is similar to the prior year (down \$117K). Interest Income being the only outlier, having declined from prior year as interest rates continue to fall, especially year-over-year. With other revenues, which include budgeted Transfer from revenues, coming in higher than 2024 as expected (up \$77K).

Expenses

Expenditures have increased year over year largely due to the addition of staff positions, found in the Staff line, along with annual COLA and Step increases. Other items are tracking to, or favourable to budget, with no concerns of note.

Net surplus / (deficit)

The 2025 Budget anticipated a decline from 2024 levels, and thus far the results have come in as expected, generally tracking to budget.

Land, vehicle, equipment, and miscellaneous activity

Purchased two small hybrid pick-up trucks, one Ford F-350 with a dump box, one Farm King Tri-Deck Mower, two John Deere Zero Turn Mowers, as well as Furniture for the Woodend Renovation.



Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Prepared By: Scott Fleming, Director of Finance & Central Support Services
Matt Hall, Director of Capital Projects & Strategic Services

Meeting Date: November 20, 2025

Subject: HCA 2025 3rd Quarter Cumulated Financial Results – Capital & Major Maintenance

CAPITAL: JAN. THROUGH SEPT. 2025

Christie Lake Conservation Area

Reinvestment %

Major Maintenance	11%		
Utilities & Services		\$ 14,938	100%
Roads		\$ 7,287	100%
Other		\$ 1,029	
Project	89%		
CLCA Wayfinding Signage Installation		\$ 111,749	50%
Spencer Gorge Wayfinding Installation		\$ 35,807	0%
Causeway Culvert Inspection & Design		\$ 12,915	100%
Webster & Tews Falls Accessibility Improvements		\$ 11,778	50%
Beach House Accessibility Improvements		\$ 7,851	50%
Boat Launch & Marina Wall Design		\$ 7,235	100%
Other		\$ 724	
Subtotal		\$ 211,313	

Dundas Valley Conservation Area & Woodend Main Office

Major Maintenance	8%		
Trails		\$ 19,014	100%
Roads		\$ 14,800	100%

Bridges/Boardwalks	\$	12,624	100%
Gates	\$	7,279	0%
Natural Area Improvements	\$	1,292	50%
Other	\$	448	

Project 92%

<i>Ancaster Wells Retaining Wall Replacement¹</i>	\$	242,682	100%
Woodend Office Renovations	\$	238,091	50%
Woodend Heat Pump Upgrade	\$	44,940	50%
Indigenous Interpretive Sign Installation	\$	26,716	0%
Lower Lions Club Parking Design	\$	24,806	25%
Master And Management Plans	\$	13,133	50%
Woodend Historic Building Window Replacements	\$	11,254	100%
Woodend Entrance Sign Design	\$	6,044	0%
Artaban Parking Area Design	\$	3,549	50%
Woodend Autogates	\$	2,356	0%
Other	\$	189	
Subtotal		\$ 669,217	

Fifty Point Conservation Area

Major Maintenance 21%

Roads	\$	57,916	100%
Bridges/Boardwalks	\$	21,557	100%
Building Maintenance	\$	12,632	100%
Trails	\$	1,920	100%
Other	\$	-	

Project 79%

Tar & Chip Resurfacing	\$	146,687	100%
West Road Rehabilitation	\$	88,525	50%
Accessible Fishing Platform Replacement	\$	66,710	50%
Internet Service Improvements	\$	21,717	0%
General Dock Repairs	\$	20,723	100%
Marina Wall Repairs	\$	1,234	100%
Other	\$	21	
Subtotal		\$ 439,642	

Hamilton Mountain Conservation Area

Major Maintenance 11%

Gates	\$	14,527	0%
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Signage	\$	10,444	0%
Other	\$	1,493	

Project 89%

Saltfleet Autogates & Laneway Improvements	\$	188,633	50%
HM Master & Management Plans	\$	10,663	50%
Saltfleet Trail Expansion	\$	5,768	0%
Saltfleet Perimeter Fencing	\$	3,317	0%
DPB Master Plan	\$	2,613	50%
DPB Site Development	\$	1,168	50%
Other	\$	718	
Subtotal		\$ 239,344	

Valens Lake Conservation Area

Major Maintenance 15%

Utilities & Services	\$	27,035	100%
Building Maintenance	\$	10,934	100%
Natural Area Improvements	\$	5,248	50%
Trails	\$	3,443	100%
Beach Sand Improvements	\$	2,477	100%
Other	\$	41	

Project 85%

Lafarge Boardwalk Reconstruction	\$	144,940	25%
West Campground Expansion Design & Approvals	\$	68,126	0%
Lookout Platform Replacement Construction	\$	26,899	25%
Beach Access Improvements	\$	9,779	50%
Wayfinding Signage	\$	8,848	50%
Entry Road Reconfiguration Design	\$	6,878	50%
Trail Expansion & Improvements	\$	6,218	50%
Other	\$	177	
Subtotal		\$ 321,043	

Westfield Heritage Village Conservation Area

Major Maintenance 46%

Building Maintenance	\$	11,767	100%
Roads	\$	7,235	100%
Other	\$	646	

Project	54%		
Staff & Volunteer Building Improvements	\$	22,799	50%
Other	\$	556	
Subtotal		\$	43,003

Millgrove Works Yard

Major Maintenance	100%		
Other	\$	273	
Subtotal		\$	273
Average Reinvestment %			58%

2025 Q3 Cumulative Capital and MM Expenses \$ 1,923,835

Major Maintenance Items	14%
Capital Projects	86%

Estimated value of capital reinvestments	\$ 1,125,100
Estimated value of new capital investments	\$ 798,735

Other projects = combined items of value of \$1,000 or less
 1. Denotes project funded through special request to City of Hamilton



Memorandum to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

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

Meeting Date: November 20, 2025

Subject: HCA 3rd Quarter Vendor Report

Vendor Summary for Payments July - September, 2025

MARCH CANADA LIMITED	\$ 286,871	Insurance Renewal (WWW)
ARCHAEOLOGICAL RESEARCH ASSOCIATES LTD	208,259	DPB Archaeological Monitoring & Assessment
FREW ENERGY INC	171,827	Gas & Diesel
MOHAWK FORD SALES LIMITED	167,785	Three Pick-Up Trucks
NET ACCESS SYSTEMS INC	95,471	Internet services, hardware, and cabling projects
JASEN ENTERPRISES	79,563	Dump Truck & Driver Rentals (50 Point & Saltfleet)
NELSON AGGREGATE CO.	70,681	Crusher Runs (50 Point & Saltfleet)
HAUDENOSAUNEE DEVELOPMENT INSTITUTE	70,605	DBP Archaeological Monitoring
ALLSTEEL FABRICATION INC	61,359	Steel for Accessible Fishing Platform (50 Point)
CARTER LEASE & RENTALS	51,643	Summer fleet rentals
MISSISSAUGAS OF THE CREDIT FIRST NATION	51,581	DBP Archaeological Monitoring
WES MABEE MECHANICAL	49,958	Heat Pumps (Woodend)
FAIRWAY ELECTRICAL SERVICES	42,476	Service calls and repairs - various locations
FIREWOOD GUYS	40,601	Firewood bags for camping
SIX NATIONS OF THE GRAND RIVER	38,841	DBP Archaeological Monitoring
CROSSROADS EQUIPMENT	35,765	Two John Deere mowers
STAPLES CORPORATE EXPRESS	35,638	Office & Cleaning Supplies
BESWICK TREE SERVICE LIMITED	34,951	Various tree removals and prunings
CITY OF HAMILTON - TAX SECTION	34,576	Property taxes
CAMIS INC	32,487	Monthly fees - all parks
DOANE GRANT THORNTON LLP	28,815	Audit fees - final bill
THE CRUSHED TOMATO-TATSE OF VINCENZO	28,714	WWW event fees
TECHNOLOGIES CONNECT & GO INC	28,024	WWW admission tickets
H2FLOW EQUIPMENT INC	27,434	WWW UV System repairs

GOLDEN HORSESHOE WHOLESALE INC	25,392	Ice cream for resale (various sites)
KEY WEST GATES INC	22,724	Autogate maintenance and programming
EMTERRA ENVIRONMENTAL	22,301	Garbage removal - various parks
CITY OF HAMILTON	21,950	Various items
AJ-SSIS SECURITY INC	21,569	Security services (Tiffany Falls)
GFL ENVIRONMENTAL SERVICES INC	21,325	Garbage removal - various parks
GOWLING WLG (CANADA) LLP	20,328	Legal services
UBA INC	18,911	Pool chemicals
ICEE CANADA INC	18,125	Slushie supplies
BOWMAN TREE SERVICE INC	18,057	Various tree removals and prunings
DURABOND JANITORIAL SERVICES LTD	17,967	Janitorial services
BRENNTAG CANADA INC	17,861	Pool Chlorine WWW
LENOVO CANADA INC	16,504	Computer hardware
DA-LEE DUST CONTROL LTD	16,226	Calcium dust control - Christie Lake
KROPF INDUSTRIAL INC	16,121	Boat stands and inspection - 50 Point
DUKE ELECTRIC LIMITED	13,913	WWW repair services
1219871 ALBERTA LTD -MINI MELTS	13,809	Ice cream for resale WWW
ADAM'S PLUMBING AND PUMPS	12,052	Well pump repairs - Valen's Lake
WATER & ICE NORTH AMERICA INC	11,244	Pool chemicals WWW
D M A DISTRIBUTING	10,256	Store resale products - Valen's Lake
COURTNEY'S DISTRIBUTING INC	10,219	Store resale products - Valen's Lake
	2,140,779	84.2%
All other < \$10,000	402,283	15.8%
	\$ 2,543,062	



Report to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

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

Prepared By: Nauman Chaudhry, Special Projects Accountant

Meeting Date: November 20, 2025

Subject: HCA Reserves Policy

Recommendation:

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

THAT the HCA Reserves Policy, dated November 2025, as appended to this report, be approved; and further

THAT the Fifty Point Wetland reserve be closed and unused balance of \$85,977.72 be transferred to the Saltfleet CA Wetland Restoration Project reserve.

Executive Summary:

As part of ongoing efforts to strengthen financial management, transparency, and long-term financial sustainability, HCA staff developed a formal Reserves Policy for the Hamilton Conservation Authority (HCA), outlining the purpose, target minimums, reporting requirements, and governance of all HCA reserves.

Currently, reserve activity and balances are reported through the annual budget and year-end financial statements; however, HCA does not have a standalone, Board-approved policy.

A formal Reserves Policy will standardize, support decision making, and align HCA with best practices.

Staff Comment / Discussion:

HCA maintains several reserve accounts that play an essential role in supporting operating stability, capital projects, conservation projects, and risk mitigation. While these reserves have historically been managed through annual budget processes and year-end financial reporting, the absence of a standalone, Board-approved policy was identified as a gap.

The Reserves Policy establishes financial guidelines and controls for the creation, management, and use of HCA reserves and reserve funds. It ensures reserves are managed responsibly to maintain financial stability, support capital planning, and respond to unforeseen events.

Governance and Responsibility

- The Board of Directors holds ultimate authority for establishing, managing, and approving reserve activity.
- The Director of Finance/Secretary-Treasurer is responsible for monitoring balances, recommending transfers, and ensuring compliance with policy.
- Oversight is provided by the Budget & Administration Committee, with annual external audits and reporting.

Reserve Types and Uses

- **Operational Reserves:** Maintain liquidity and financial stability during revenue delays or unexpected costs.
- **Special Projects & Initiatives:** Fund strategic or pilot projects outside core operations.
- **Deferred Funds:** Hold externally restricted funds received in advance for future activities.
- **Discretionary Reserves:** Created at the Board's direction for flexible use.
- **Non-Discretionary Reserves:** Restricted under legislation, contracts, or agreements for specific purposes.

Reserve Management Framework

- Each reserve has defined minimum and optimum target balances to ensure adequacy and prevent over-accumulation.
- Annual review and reporting occur through the audited financial statements and year-end reserve balance report.
- Creation or closure of reserves requires Board approval, except where required under legislative or contractual obligations.
- Transfers to and from reserves are authorized by Board resolution or through the annual budget.

- Interfund borrowing between discretionary reserves is permitted with Board approval.

Policy Review

The policy will be reviewed every four years or sooner if conditions warrant, with any changes requiring Board approval.

Appendix B provides a detailed listing of all current reserves by category. The total balance in reserves as of January 1, 2025, is \$10,091,200, with all minimum target levels met.

As the Fifty Point Wetland Project has been fully completed and all related expenditures finalized, staff recommend closing this reserve and transferring the remaining \$85,977.72 to the Saltfleet CA Wetland Restoration Project Reserve to support ongoing restoration initiatives within the same program area.

Strategic Plan Linkage:

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

- **Strategic Priority Area – Organizational Excellence**

Legal / Financial Implications:

The reserves policy provides a framework to standardize, support decision making, and align HCA with best practices. Reserves support HCA's long-term financial sustainability and spreadsheet in appendix B provides reserve balances as of January 1, 2025.

Related Reports and Appendices:

Appendix A – Reserve Policy, November 2025

Appendix B – HCA Reserves

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Appendix A - Hamilton Conservation Authority

DRAFT Reserves Policy

November, 2025

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Purpose and Objectives

Purpose

The purpose of the Reserves Policy is to establish financial guidelines and appropriate controls for the administration of reserves and reserve funds for Hamilton Conservation Authority (HCA). It provides guidelines on the objectives, standards of care, reporting requirements and responsibilities for the creation and management for reserves and reserve funds.

Application

The Board of Directors and HCA Staff are responsible for the establishment, management, and administration of HCA Reserves.

Applicable Legislation

1. Conservation Authorities Act (RSO 1990)
2. Public Sector Accounting Board (PSAB) accounting standards for Canadian public sector organizations, including Conservation Authorities.

Definitions

HCA Reserves

Funds that HCA has set aside for future projects, contingencies or emergencies that are available for use at the discretion of the Board of Directors.

Appropriations from Reserve

Funds withdrawn from a Reserve Category for a defined use.

Supplements to Reserve

Funds added to an existing Reserve Category.

Designation of Reserves

All reserves are established and overseen by the Board of Directors of the Hamilton Conservation Authority.

HCA Reserves

Purpose of Reserves

Reserves are important tools in the planning and management of HCA's financial resources. Reserves maintain a stable financial position and sustainably manage significant events to:

- Provide a buffer for unanticipated expenditures or loss of revenues
- Protect against known risks and unforeseen events
- Finance multi-year capital initiatives
- Replace tangible capital assets
- Act on unanticipated opportunities (i.e., matched funding agreements)
- Provide a source of internal funding (i.e. land acquisition etc.)

Reserve Funds

Reserves are funded through annual operating surpluses, specific funding allocations, or other revenue sources.

Reserves are classified as either discretionary or non-discretionary.

- **Discretionary reserves** are established and funded at the Board's direction, typically from annual year-end operating surpluses or recommendations included in the annual budget.
- **Non-discretionary reserves** are restricted for specific purposes under legislation, contractual obligations, or funding agreements. These reserves must be used for designated projects or similar activities within the same program area. Examples include matching funding for National Disaster Mitigation Program and Land Acquisition initiatives. Additional to this category would be Construction Capital and Major Maintenance projects through City of Hamilton capital block funding where monies are carried forward to subsequent budgets to complete approved projects, support planned long-term projects or address major maintenance needs.

Operational Reserves

Operational reserves represent funds established to ensure financial stability and sustainability of ongoing operations. These reserves are intended to provide liquidity in the event of unexpected shortfalls, delays in funding, or unforeseen expenditures that may arise. These reserves are typically funded through annual surpluses or Board approved allocations and may be replenished as part of the annual budgeting process.

Deferred Funds

Deferred Funds represent restricted, unspent funds with a pre-determined specific use, received in advance of the fiscal period in which the related activities will occur. These funds are recognized as revenue only when the associated expenses are incurred. Deferred balances in any fund will be carried forward to subsequent budgets to complete approved projects or to fund planned long-term initiatives or special maintenance activities.

Funds that were secured through sole-benefitting levy or other externally restricted sources will be maintained for the intended use only and will not be redirected for any other purpose without the written permission of the funder.

In cases where project costs exceed the available deferred balance, the shortfall will be funded through unrestricted or Board-designated reserves, subject to Board approval. If a project concludes with a surplus, the Foundation will review the applicable funding agreement to determine whether unspent funds must be returned to the donor, reallocated to related projects, or transferred to another reserve in accordance with donor consent.

Special Projects and Initiatives

Special projects and initiatives reserve funds are established to support strategic, pilot projects or time sensitive initiatives that advance the organization's objectives beyond core or mandatory programs and services or operating activities. These reserves provide flexibility to respond to emerging opportunities, innovation or community needs that may not be funded through regular operating budgets. Funding may be provided from operating surpluses, board allocations, or external contributions. Unspent balances at the conclusion of a project will be reviewed to determine whether they should be reallocated to other approved projects, maintained for future use or allocated towards the operational reserves.

Reserve Management Framework

Target Minimum and Optimum Reserve Balances

The adequacy of an individual reserve will be determined on a case-by-case basis, taking into consideration the purpose of the reserve and the scope and timing of the project and funding sources. For each reserve, a target minimum and optimum balance will be established, where applicable. The minimum balance protects the reserve from being drawn down to the point where it can no longer serve its intended purpose. The optimum balance ensures the Authority's financial management objectives are met, while avoiding the accumulation of excess funds that could otherwise be directed to other organizational priorities. Reserve balances will be reviewed annually as part of the year-end financial process. The detailed reserve

balances are provided in *Appendix A*.

Governance

The Board holds ultimate responsibility for ensuring the accuracy of financial reporting and the prudent management of organizational resources, supported by the Budget & Administration Committee through regular review and recommendation.

Each year, an external accounting firm conducts a financial audit, and the Budget & Administration committee reviews the audited financial statements, internal controls, and accounting practices. The committee then recommends approval of the financial statements to the Board.

Management Responsibilities

The Director of Finance/Secretary Treasurer is responsible for monitoring the status of reserves and reserve funds in accordance with this policy and implementing the Board's direction regarding reserves.

The Director of Finance/Secretary Treasurer will:

- Recommend establishing, closing and consolidating reserves and reserve funds
- Monitor reserve and reserve fund balances and report annually
- Recommend transfers of funds to and from reserves and reserve funds
- Manage the reserves and reserve funds

Reserve Lifecycle

Creation of Reserves

A new reserve should only be established if it cannot be accommodated within an existing reserve. A Board Resolution is required to create a new reserve, other than a reserve that falls under one of the exceptions outlined below. If it is determined that a new reserve is required, a Resolution is typically recommended by staff in the annual reserve balance report though may also be recommended in a separate report when a specific transaction takes place.

A staff recommendation from the Director of Finance/Secretary Treasurer to the Board for the creation of a new reserve will include:

- Rationale for creating reserve
- Funding sources
- Target balances if applicable

Exceptions

For non-discretionary reserves that are required under legislation or a contract with

others such as land sale reserves and funds provided by others for future expenses, staff are authorized to create the reserves, with details included in future Board reports.

Closing of Reserves

If the purpose for which the reserve or reserve fund was created have been accomplished and the reserve fund is determined to be no longer necessary, the Director of Finance/Secretary Treasurer will bring forward a recommendation to the Board for closure and will include:

1. Reason for the closure of the reserve or reserve fund
2. The disposition of any remaining funds

Appropriations to/from Reserves

Transfers to reserves must be approved by a Board Resolution, unless the transfer relates to one of the non-discretionary reserve exceptions outlined above and is required by legislation or contract. A resolution to transfer funds to a reserve can be a one-time lump sum amount or can be a protocol for staff to follow (i.e. annual owned-vehicle amortization as a charge to operations to support vehicle and equipment reserve, designation of a percentage of annual pass sales to support initiatives)

All transfers from reserves for the use of reserve funds must be approved by a Board through the adoption of the annual budget or through resolution (if not included in the annual budget).

Reserve Shortfalls

Taking into account current financial position, staff may prepare a budget that includes funding to restore reserve balances to their established target minimum. The timeline for rebuilding reserves will be determined based on the size of the shortfall, the Authority's overall financial position, and other budget priorities, with the objective of returning reserves to these target levels within a defined period.

Reserve Fund Borrowing

Interfund borrowing between reserve and reserve funds is permitted, where sufficient funding is available, is deemed appropriate by the Director of Finance/Secretary Treasurer and with Board approval through resolution authorizing the transfer. Reserve fund borrowing is limited to discretionary reserves.

Financial Management

Reporting

The annual budget process will include information on reserve balances.

The audited financial statements will indicate the total reserves and the financial statement note disclosure will provide summary reserve details, compared to prior year.

Following Board approval of the audited financial statements, staff will bring forward a reserve balance report with recommended surplus allocation (if applicable) for Board approval.

Oversight and Review

Policy Review Schedule

The Reserve Policy will be reviewed and updated every four years or sooner if conditions dictate. Any changes will be approved by resolution by the Board of Directors.

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Appendix B

Appendix B - HCA Reserves

Operational Reserves

Reserve	Purpose	Discretionary or Non-discretionary	Funding Source (s)	Balance as at Jan 1, 2025	Target Minimum \$ Level	Target Optimum \$ Level	Rationale for \$ Levels Established
Vehicle and Equipment Reserve	Reserve fund for the replacement of vehicles and equipment in accordance with the Fleet policy. It will also be used to protect against unexpected expenditures that may occur should a significant piece of equipment require replacement in the fiscal year.	Discretionary	Funded by operating budget contributions derived from departmental charges to operating departments, along with proceeds from the sale or disposal of used equipment	\$405,000	\$150,000	\$450,000	Minimum ensures ~6 months of reserve fund for the purchase of vehicles as per fleet policy. Optimum covers unexpected major equipment replacement.
General Stabilization Reserve	Reserve fund to provide financial resources to respond to unforeseen events. It will be used to accommodate fluctuations in operating revenue and expenses and to protect against unexpected expenditures or unanticipated deficits that may occur in the fiscal year.	Discretionary	Self-generated revenue surplus allocation.	\$3,000,000	\$1,500,000	\$3,000,000	Minimum based on one year equivalent of 10%-15% of non-levy revenue, and optimum based on 2 years equivalent.
Unscheduled Capital	Reserve fund for unanticipated or unbudgeted capital items related to repair or replacement of assets.	Discretionary	Self-generated revenue surplus allocation.	\$700,000	\$500,000	\$1,000,000	Minimum Level ensures an unexpected project requiring funding exceeding 25% of HCA's Annual Capital Block allocation. Optimal Level ensures unexpected project requiring funding of 50%.
Human Resources	Reserve fund for potential human resources needs that could arise including restructuring, severance, sick leaves, job evaluation and emergency personnel costs	Discretionary	Self-generated revenue surplus allocation. WSIB Rebates.	\$463,000	\$250,000	\$500,000	The minimum balance for the Human Resources Reserve is established to financial capacity to address historical HR expenditures related to unforeseen personnel costs. The balance is set at approximately three times the organization’s average employee salary, providing a practical benchmark to respond effectively to unexpected HR events.
Legal Issues	Reserve funds to ensure financial capacity to address potential unplanned legal challenges without creating an operating deficit.	Discretionary	Self-generated revenue surplus allocation.	\$300,000	\$150,000	\$300,000	A minimum balance of \$150,000 has been set as a prudent contingency based on historical experience related to regulatory matters and/or other legal obligations including insurance deductibles.
				\$4,868,000	\$2,550,000	\$5,250,000	

Deferred Funds

Reserve	Purpose	Discretionary or Non-discretionary	Funding Source (s)	Balance as at Jan 1, 2025	Target Minimum \$ Level	Target Optimum \$ Level	Rationale for \$ Levels Established
Construction Capital and Major Maintenance	Reserve fund to hold funds for approved construction capital and major maintenance projects which are incomplete at year end or are multi-year in nature. This reserve fund ensures that approved project funding is preserved and carried forward until the work is completed.	Non-Discretionary	City of Hamilton Public Works Capital Funding program or specific grants and/or donations.	\$2,267,000	N/A	N/A	Carry-forward balance will fluctuate based on project needs and schedules.
Watershed Management Services	Reserve fund to hold funds for watershed management services projects or studies which are incomplete at year end and have been carried over to the next fiscal period for completion. Some projects are planned to span multiple fiscal years, while others may extend beyond their original schedule due to unforeseen delays. This reserve fund ensures that approved funding is preserved and carried forward until the work is completed, eliminating the need to re-budget ongoing projects each year.	Non-Discretionary	Federal and Provincial grants, as well as allocation from self-generated revenue surplus.	\$451,000	N/A	N/A	Carry-forward balance will fluctuate based on project needs and schedules.
				\$2,718,000	\$0	\$0	

Special Projects and Initiatives

Reserve	Purpose	Discretionary or Non-discretionary	Funding Source (s)	Balance as at Jan 1, 2025	Target Minimum \$ Level	Target Optimum \$ Level	Rationale for \$ Levels Established
Climate Change Initiatives	Reserve fund to support HCA’s initiatives to mitigate and adapt to the impacts of climate change within the watershed. The fund enables implementation of actions identified in the Corporate Climate Change Strategy, including projects that strengthen climate resilience, reduce greenhouse gas emissions, and advance the Authority’s long-term commitment to net-zero operations.	Funding Dependant	Federal and Provincial grants, as well as allocation from self-generated revenue surplus and 10% of Annual Pass Sales.	\$181,000	\$130,000	NA	Minimum is based off 10% of annual membership pass sales.
Saltfleet CA Wetland Restoration Project	Reserve fund to support the construction and restoration of wetlands within the Saltfleet Conservation Area.	Funding Dependant	Federal and Provincial grants, as well as allocation from self-generated revenue surplus. Grants from Heritage Green Community Trust and others.	\$1,729,000	\$1,000,000	NA	Minimum ensures monies available for phasing design and archaeological cost. Optimum will be based on projections to complete final two wetlands.
Fifty Point Wetland	Reserve fund to support the construction, restoration, and enhancement of the wetland at Fifty Point Conservation Area.	Discretionary	Federal and Provincial grants, as well as allocation from self-generated revenue surplus.	\$119,000	NA	NA	Project complete and reserved to be closed.
Records Management & Information Technology (IT)	Reserve fund to support HCA’s initiatives to advance HCA’s records and information management and IT objectives. The fund helps enable implementation of actions identified in the IT Modernization Strategy and Digital Transformation Plan, including system upgrades, digitization, and implementation of updated procedures.	Discretionary	Self-generated revenue surplus allocation.	\$417,000	\$200,000	\$400,000	Minimum ensures front loaded costs of records management and information techonology initiatives are covered with reserve fund.
General Land Acquisition	Reserve fund for the future purchase of land and associated costs as identified in the HCA land acquisition strategy or otherwise approved by the Board of Directors.	Funding Dependant	Federal and Provincial grants, disposition of surplus lands, as well as allocation from self-generated revenue surplus or specific donation. Special municipal funding by agreement. 10% of Annual Pass Sales.	\$1,218,000	\$500,000	NA	The minimum is to help fund the purchase and associated cost of one property, and/or matching monies to qualify for funding. The optimal balance will be based on amounts to be determined through specific Land Acquisition priorities.
Westfield: Friends Of Westfield & Endowment Fund	Reserve fund for not yet dispersed funding for the augmentation of Westfield Heritage Village and Conservation area. This reserve is separate from items found in the Construction Capital and Major Maintenance reserve found above.	Non-Discretionary	Friends of Westfield Fundraising and Endowment.	\$268,000	NA	NA	Balance fluctuates with project needs, timing, and fundraising activity; no fixed target established.
				\$3,932,000	\$1,330,000	\$400,000	
Total				\$11,518,000	\$3,880,000	\$5,650,000	

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Report to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Reviewed By: T. Scott Peck, MCIP, RPP, Deputy Chief Administrative Officer and Director, Watershed Management Services

Prepared By: Mike Stone, MCIP, RPP, Senior Manager, Watershed Planning, Stewardship & Ecological Services

Meeting Date: November 20, 2025

Subject: Project Technical Advisory Committee – Insurance Coverage for 2026

Recommendation:

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

THAT the Project Technical Advisory Committee members be submitted for annual insurance coverage purposes.

Executive Summary:

The Project Technical Advisory Committee (PTAC) was formally established by the Advisory Boards and the full Boards of Directors of the Hamilton Conservation Authority and Conservation Halton in 2009. PTAC acts as a review and approval committee for funding applications under the Hamilton-Halton Watershed Stewardship Program's (HHWSP) Water Quality and Habitat Improvement Projects (WQHIP) grant program, which supports stewardship projects on private lands.

The purpose of this report is to recognize the volunteer committee members, as identified in Appendix A, for insurance purposes.

Staff Comment / Discussion:

Staff of the HHWSP appreciate the commitment that of PTAC members to assist

in the delivery of the HHWSP to watershed landowners. This report serves to formally recognize their work, as well as to identify committee membership.

Strategic Plan Linkage:

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

- **Strategic Priority Area – Water Resources Management**
 - Initiative - Promote our Watershed Stewardship Program to further strengthen landowner education and restoration efforts on private lands and to align with the heightened public focus on climate change.
- **Strategic Priority Area – Natural Heritage Conservation**
 - Initiative - Engage our watershed residents and stakeholders to enhance and restore natural features through participation in stewardship programs, education initiatives, and adoption of best management practices.
- **Strategic Priority Area – Connecting People to Nature**
 - Initiative - Enhance volunteer engagement opportunities and outreach efforts, promoting a sense of stewardship and community involvement.

Agency Comments:

N/A

Legal / Financial Implications:

The members on the committee are not paid for their services but they are undertaking work on behalf of Hamilton Conservation Authority. The committee has been formally recognized since its establishment in 2009, and the volunteer committee members can be provided with insurance for their decisions through the Hamilton Conservation Authority's insurer. Adding the members as volunteers to our insurance does not affect HCA's premiums.

Related Reports and Appendices:

- Appendix A, Project Technical Advisory Committee Members

Appendix A

PROJECT TECHNICAL ADVISORY COMMITTEE MEMBERS

City of Hamilton

Kara Bunn

Fisheries and Oceans Canada

Sarah Matchett

Watershed Resident Members

Paul Smith

Sheila O’Neil

Alba Dicenso

Graham Buck

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Budget & Administration Committee

2026 Meeting Schedule

**Hamilton Conservation Authority
838 Mineral Springs Road, Ancaster**

3rd Thursday of the month, generally

March 19, 2026 – 2:00 pm

April 16, 2026 – 2:00 pm

May 21, 2026 – 2:00 pm

June 18, 2026 – 2:00 pm

August 20, 2026 – 2:00 pm

September 17, 2026 – 2:00 pm

October 15, 2026 – 2:00 pm

November 19, 2026 – 2:00 pm

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