



HAMILTON REGION CONSERVATION AUTHORITY

OPERATING BUDGET 2023

AS APPROVED BY

THE FULL AUTHORITY BOARD OF DIRECTORS ON

NOVEMBER 3RD, 2022

Executive Summary

The Hamilton Region Conservation Authority has five major sub-watersheds within its boundaries. They are the Spencer, Red Hill and Stoney-Battlefield Creeks as well as the Stoney Creek Numbered Watercourses and Urban Hamilton.

As the region's largest environmental management agency, owning, leasing or managing 4,500 hectares (11,000 acres) of environmentally significant land, our watershed covers portions of two municipalities - Township of Puslinch and the City of Hamilton.

Properties owned and managed by the HRCA include 14 Niagara Escarpment properties, 25 waterfalls, an award-winning marina, 2 recreational lakes, 145 kilometres of park and rail trails, 12 significant wetlands, an ecological preserve and an 18,000 year old muskeg bog.

The goals for this coming fiscal year are four in number as follows:

1) Operate on a cash neutral (A Balanced Budget). This requires maintaining and growing the 70% of the funding revenues that come from non-levy sources, primarily the commercial operations at conservation areas and supplemented by the Hamilton Conservation Foundation, corporate and government grants. The expenditure side of the equation is dominated by the cost of salaries, wages and staff expenses; demonstrating the importance of maintaining tight control over the core complement and only supplementing as needed to complete specific projects with seasonal or contract help.

2) Limit levy increase to 2%, the percentage which has historically been asked by Hamilton Council. As has been the practice over the past decade, the HRCA will construct its budget to operate within the suggested guidelines provided by the City (2%).

3) Support HRCA's 2019 - 2023 Strategic Plan, as herein described:

Vision - A healthy watershed for everyone

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

Strategic Plan - Five areas of strategic priority have been identified. The five being Organizational Excellence, Water Management, Education & Environmental Awareness, Conservation Area Experience and Natural Heritage Conservation. These broad areas of priority will be advanced through the development and implementation of related programs.

4) In areas of uncertainty, budget conservatively to mitigate risk. When making assumptions with significant unknowns, budget to cover unfavorable financial scenarios to mitigate the risk of an operating deficit in 2023.

Of note, capital and major maintenance expenditures and amortization expenses are not included in this budget as capital is dealt with separately through the City of Hamilton's block funding process, with the exception of the one-time \$300,000 request for Ancaster Wells Retaining Wall Project. Lastly, amortization is not included as it is non-cash expense.

BUDGET 2023

CONSOLIDATED HAMILTON REGION CONSERVATION AUTHORITY

<u>Division</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>% Split</u>	<u>Revenue Description</u>
Watershed Management Services	\$ 2,911	\$ 2,211 700		Levy Other Revenues
Conservation Areas Operations	6,004	- 7,397		Levy Other Revenues
Westfield Heritage Village	881	636 245		Levy Other Revenues
Central Support Services	6,140	1,931 2,816		Levy Other Revenues
Total		4,778 11,158	30.0% 70.0%	Levy Other Revenues
	\$ 15,936	\$ 15,936	100.0%	
Budget Surplus		\$ -		

2022 Levy	\$ 4,684
2023 Levy Regular*	4,778
2023 Levy One-Time**	300
2023 Total Levy	5,078
Year over Year Change	394

* Township of Puslinch will contribute \$30.6 in 2023 (\$30.0 in 2022)

** For Ancaster Wells Retaining Wall Project, one-time request

DIVISION SUMMARY 2023

Central Support Services

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staff	\$ 3,467	Municipal levy	\$ 1,931
Equipment	83	Equipment rental	1,325
Supplies	107	Management fees	500
Utilities	402	Other	991
Other	2,081		
Total	<u>\$ 6,140</u>	Total	<u>\$ 4,747</u>

Watershed Management Services

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 2,585	Municipal levy	\$ 2,211
Contractors	30	Permits, fees	380
Supplies	115	Grants	242
Other	181	Other	78
Total	<u>\$ 2,911</u>	Total	<u>\$ 2,911</u>

Conservation Areas

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 3,349	Admissions	\$ 3,309
Equipment	824	Marina	1,538
Materials/supplies	451	Camping	1,929
Utilities	558	Other	621
Other	822		
Total	<u>\$ 6,004</u>	Total	<u>\$ 7,397</u>

Westfield Heritage Village

<u>EXPENSE</u>		<u>REVENUE SOURCES</u>	
Staffing	\$ 558	Municipal levy	\$ 636
Promotion	100	Admissions	72
Materials/supplies	33	Events	78
Utilities	60	Other	95
Other	130		
Total	<u>\$ 881</u>	Total	<u>\$ 881</u>