



2025 Budget

**As approved by
the Board of Directors on
October 3, 2024**

Executive Summary

- The 2025 draft budget contains details for HCA's planned operations and capital activities.
- The 2025 total budget is \$21.8M with \$17.7M in operating and \$4.1M in capital.
- The operating budget contains a 3% increase to municipal levy (2.75% in 2024), modest use of reserves, some contributions from the Province, and is balanced through use of \$1.56M in self-generated revenues from our conservation areas.
- The capital budget holds the \$2M in block funding and is matched with \$2.1M in use of reserves to accomplish its goals.
- The 2025 budget assumptions and process have been developed to align with new regulatory requirements and strategic priorities.

Goals

Operating Budget:

- Support HCA's new 2025-2029 Strategic Plan - The 2025 operating budget reflects continuation of all programs and services and takes into account those activities identified in HCA's new Strategic plan. Year 1 priorities of the new strategic plan build capacity within HCA to achieve these initiatives using self-generated revenues, reserves, and increase to municipal levy.
- Construct budget with a zero-based approach – With extra focus placed on staffing expenditures, HCA's biggest expense, and self-generated revenue, HCA's biggest revenue source, as well as other areas of importance.
- Operate on a cash neutral basis (Break-Even) – This requires maintaining and growing 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 expenditures side of the equation is dominated by the cost of salaries, wages and staff expenses.

Capital Budget:

- The draft capital budget is composed of two areas: the first being special projects and the second being major maintenance.
- HCA has much to maintain with close to 100 bridges, 15km of internal roadways, 2 km of boardwalk, 170 buildings, 145km of trails and countless other items such as fencing, utilities, gates etc.
- 2025 budget has doubled over 2024 reflecting the completion of the second wetland for Saltfleet which will be covered by reserves.
- The capital budget will see improvements made in our conservation areas, renovations in the main office to accommodate additional staff, floodplain mapping updates, and the construction of the second wetland for Saltfleet. This will be achieved through the monies provided through the capital block funding program and more than matched by use of reserves.



2025 Draft Budget

Operating Budget (in 000's)

<u>Division</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>% Split</u>	<u>Revenue Description</u>
Watershed Management Services	\$ 3,228	\$ 2,306 922		Levy Other Revenues
Conservation Areas Operations	6,491	- 8,060		Levy Other Revenues
Westfield Heritage Village	1,010	673 337		Levy Other Revenues
Central Support Services	6,995	2,073 3,353		Levy Other Revenues
Total		5,052 12,672	28.5% 71.5%	Levy Other Revenues
	\$ 17,724	\$ 17,724	100.0%	
Budget Surplus (Deficit)		\$ -		

2024 Levy	\$ 4,909
2025 Levy	5,052
Levy Increase	\$ 143
% Increase	3.00%

Capital Budget (in 000's)

<u>Capital</u>	<u>Expenditures</u>	<u>Revenues</u>	
Special Projects	\$ 3,200	\$ 3,200	
Major Maintenance	900	900	
Total		4,100	City of Hamilton Capital Block Funding
	\$ 4,100	\$ 4,100	
Budget Surplus (Deficit)		\$ -	

Consolidated Budget (in 000's)

<u>Consolidated</u>	<u>Expenditures</u>	<u>Revenues</u>
Operating	\$ 17,724	\$ 17,724
Capital	4,100	4,100
Total	\$ 21,824	\$ 21,824
Budget Surplus (Deficit)		\$ -



2025 Divisional Summary (in 000's)

Watershed Management Services

<u>Expenses</u>		<u>Revenues</u>	
Staffing	\$ 2,709	Municipal levy	\$ 2,306
Contractors	233	Permits, fees	310
Supplies	115	Grants	336
Other	171	Other	276
Total	<u>\$ 3,228</u>	Total	<u>\$ 3,228</u>

Conservation Areas

<u>Expenses</u>		<u>Revenues</u>	
Staffing	\$ 3,755	Admissions	\$ 3,683
Equipment	807	Camping	2,118
Materials/supplies	330	Marina	1,604
Utilities	375	Other	655
Other	1,224		
Total	<u>\$ 6,491</u>	Total	<u>\$ 8,060</u>

Westfield Heritage Village & Conservation Area

<u>Expenses</u>		<u>Revenues</u>	
Staffing	\$ 653	Municipal levy	\$ 673
Promotion	103	Events	160
Materials/supplies	48	Admissions	73
Utilities	60	School Programs	62
Other	146	Other	42
Total	<u>\$ 1,010</u>	Total	<u>\$ 1,010</u>

Central Support Services

<u>Expenses</u>		<u>Revenues</u>	
Staff	\$ 4,599	Municipal levy	\$ 2,073
Utilities	370	Equipment rental	1,372
Contractors	181	Management fees	552
Supplies	99	Transfer from Reserves	250
Other	1,746	Other	1,179
Total	<u>\$ 6,995</u>	Total	<u>\$ 5,426</u>