



BUDGET & ADMINISTRATION

March 19, 2026



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Budget & Administration Committee Meeting

Thursday, March 19, 2025 at 2:00 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. **Election of Vice Chair**
6. **Consent Items**
 - 6.1. Approval of Budget & Administration Committee Minutes – November 20, 2025 Page 1
 - 6.2. Remuneration for Members of the Board of Directors for 2025 Page 7
 - 6.3. Workplace Safety & Insurance Board 2025 Year-end Statistics Page 9
7. **Business Arising from the Minutes**
8. **Staff Reports/Memorandums**

Memorandums to be received

 - 8.1 HCA 2025 Financial Results – Operating – Scott Fleming Page 13

8.2 HCA 2025 Financial Results – Capital & Major Maintenance – Matt Hall Page 19

8.3 HCA 2025 Vendor Report – Scott Fleming Page 25

9. New Business

10. In-Camera Items

11. Next Meeting – Thursday, April 23, 2026 at 2:00 p.m.

12. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

Thursday, November 20, 2025

Minutes of the Budget & Administration Committee meeting held on Thursday, November 20, 2025 at 2:00 p.m., fully virtually via Webex platform and livestreamed on YouTube.

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

Regrets: Lisa DiCesare

Staff Present: Gord Costie, Marlene Ferreira, Scott Fleming, Liam Fletcher, Brandon Good, Rob Gray, Matt Hall, Amanda Martin, Scott Peck, 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.

BA 2537

MOVED BY: Maureen 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 – September 18, 2025

6. Business Arising from the Minutes

There was none.

7. Staff Reports/Memoranda

Memorandums to be received

7.1. HCA 2025 3rd Quarter Financial Results – Operating

Scott Fleming provided a summary of the staff memorandum, highlighting the third quarter results indicated that the HCA is performing well but are generally not as favourable when compared to previous years.

In response to a question posed by Maureen Wilson, Scott F indicated that there were four new staff hired during this budget year, noting that 2025 budget was designed as a capacity building budget. Staff indicated that they will provide further information to Councillor Wilson in the near future.

BA 2538

MOVED BY: Brad Clark
SECONDED BY: Alex Wilson

**THAT the Memorandum entitled HCA 2025 3rd Quarter
Financial Results – Operating be received.**

CARRIED

7.2. HCA 2025 3rd Quarter Cumulated Financial Results – Capital and Major Maintenance

Matt Hall provided an overview of the memorandum, highlighting the capital projects that have been completed to date as well as those still in progress.

BA 2539

**MOVED BY: Alex Wilson
SECONDED BY: Brad Clark**

THAT the Memorandum entitled HCA 2025 3rd Quarter Financial Results – Capital and Major Maintenance be received.

CARRIED

7.3. HCA 3rd Quarter Vendor Report

Scott Fleming provided a summary of the staff memorandum and answered members' questions.

In response to a question posed by Alex Wilson, staff indicated the criteria used to source out suppliers included the availability of the material required, the price as well as the location of the company in relation to the distance to the project site. Additionally, the HCA does utilize donations of raw materials from local companies when available.

BA 2540

**MOVED BY: Maureen Wilson
SECONDED BY: Brad Clark**

THAT the Memorandum entitled HCA 2025 3rd Quarter Vendor Report be received.

CARRIED

Reports for Recommendation

7.4. HCA Reserves Policy

Scott Fleming provided an overview of the report noting the policy that will standardize and support decision making around the HCA's financial reserves as well as creating transparency by outlining the purpose of the reserves, target minimums, reporting requirements and governance. The Policy will be reviewed every four years, with changes requiring Board approval. In response to a question posed by Alex Wilson, Scott Fleming provided clarification between reserves held for specific purpose, such as the Satlfleet Wetland Project versus funds that are carried

forward after year-end because the project has not yet been completed; the money would continue to be held for that project until it's completion.

BA 2541

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

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.

CARRIED

7.5. Project Technical Advisory Committee – Insurance Coverage

Mike Stone provided an overview of the staff report indicating that the Committee (PTAC) provides assistance to staff, reviewing and approving funding applications for the Hamilton-Halton Watershed Stewardship Program. The members indicated on Appendix A are to be formally recognized in order to ensure they are covered under the HCA's insurance.

BA 2542

**MOVED BY:
SECONDED BY:**

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.

CARRIED

7.6. Budget & Administration Committee 2026 Meeting Schedule

Scott Peck provided an overview of the staff memorandum, which outlines the schedule of meeting for the Budget & Administration Committee for 2026.

BA 2543

**MOVED BY: Maureen Wilson
SECONDED BY: Brad Clark**

THAT the 2025 Budget and Administration Committee Meeting Schedule be received.

CARRIED

8. New Business

There was none.

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, March 19, 2026 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.

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Memorandum to: Budget & Administration Committee

Reviewed By & Approved for Circulation By: Lisa Burnside, CAO

Meeting Date: March 19, 2026

Subject: Remuneration for Members of the Board of Directors for 2025

Executive Summary:

An annual report of remuneration received by Board of Directors members has been prepared in accordance with a motion of the Budget and Administration Committee at its November 26, 2024, meeting.

Staff Comment / Discussion:

At the November 26, 2024, Budget and Administration meeting, a report on 2025 remuneration for Board of Directors and Advisory Board members was presented and approved. The report introduced a new process allowing members to opt out of receiving payments. The approved motion was subsequently amended to direct staff to provide an annual report on Board member remuneration to the Budget and Administration Committee and participating municipalities.

The table below provides the requested information for 2025, the first full year members could opt out. This data was also shared with the City of Hamilton and the Town of Puslinch.

Legal / Financial Implications:

The honorariums and per-dem expenses for Board members are accommodated in HCA's annual operating budget. These payments are processed biannually in June and December.

Remuneration for Members of the Board of Directors for 2025

Citizens Members	Per Diems	Honourariums	Mileage Expenses	Notes
Lisa Di Cesare	1125.00		39.15	
<i>Elise Copps</i>			-	<i>Opted to not be paid in 2025</i>
<i>Susan Fielding</i>		3,000.00	886.43	
<i>Brian McHattie</i>			-	<i>Opted to not be paid in 2025</i>
Wayne Terryberry	1425.00		58.56	
Total	\$ 2,550.00	\$ 3,000.00	\$ 984.14	
City of Hamilton Councillors				
Councillor Jeff Beattie	600.00	-	223.26	
Councillor Craig Cessar	1,125.00	-	111.63	
Councillor Brad Clark		10,000.00	706.01	
Councillor Matt Francis	375.00	-	42.70	
Councillor Mike Spadafora	300.00	-	7.32	
<i>Councillor Alex Wilson</i>		-	-	<i>Opted to not be paid in 2025</i>
Councillor Maureen Wilson	1,050.00	-	-	
Total	\$ 3,450.00	\$ 10,000.00	\$ 1,090.92	
Grand Total	\$ 6,000.00	\$ 13,000.00	\$ 2,075.06	



Memo to: Budget & Administration Committee

Approved for Circulation By: Lisa Burnside, CAO

Prepared By: Marlene Ferreira, Director of Human Resources and Wellness

Meeting Date: March 19, 2026

Subject: Workplace Safety & Insurance Board (WSIB) Year-end Review Report for 2025

Executive Summary:

This report provides a summary and analysis of the Workplace Safety and Insurance Board (WSIB) allowed claims for the period of January to December 2025 and outlines HCA's ongoing workplace safety and injury prevention efforts. In 2025, HCA experienced a reduction in total allowed claims compared to 2024, including a notable decrease in lost-time injuries, reflecting the positive impact of strengthened return-to-work practices, proactive hazard identification, and continued supervisor-led safety training.

Staff Comment / Discussion:

At HCA, we are committed to maintaining a healthy and safe workplace and take all reasonable precautions to prevent workplace injuries and occupational diseases.

The Workplace Safety and Insurance Act, 1997 (WSIA), provides a no-fault insurance system administered by the WSIB. This system provides wage-loss and medical benefits to employees injured at work while supporting employers in facilitating safe and timely return to work programs. Maintaining a safe workplace is a shared responsibility across all levels of the HCA.

This report provides a summary of 2025 allowed WSIB claims and outlines associated safety initiatives and outcomes.

The data presented reflects WSIB reportable and allowed claims within our organization and demonstrates our ongoing efforts to review incidents and implement corrective measures.

**WSIB Reportable Injuries – 2025 Year-End review
(January to December 2025)**

There were 16 allowed claims reported between January through December 2025, compared to 22 allowed claims in 2024

Claim Type	January to December 2025	January to December 2024
	Full time Staff	Full time Staff
Medical Aid (No lost time)	8	8
Lost Time	1	2
	Casual Staff	Casual Staff
Medical Aid (No lost time)	5	6
Lost Time	2	6
Year to Date Total	16	22

Key Observations:

- Overall claims decreased by 27% year over year.
- Lost-time claims decreased from 8 in 2024 to 3 in 2025, representing a significant improvement.
- Casual staff lost-time injuries declined notably.

Summary of Incident Types and Actions

Incidents in 2025, were categorized as follows:

- **Environmental (poison ivy, ticks, bee stings)** – 5 incidents
- **Struck by Object** – 1 incident
- **Slips, Trips, and Falls** – 2 incidents
- **Musculoskeletal (repetitive movement)** – 2 incidents
- **Sprains and Strains** – 3 incidents
- **Cuts/Lacerations** – 1 incident

2025 Workplace Safety and Injury Prevention

In 2025, HCA strengthened its commitment to injury prevention through enhanced

oversight, proactive hazard management, and continuous safety education. Key initiatives included:

- Implementation of a revised return-to-work program supporting early and safe reintegration.
- Internal review of all incidents in collaboration with the Joint Health and Safety Committee to identify root causes and corrective actions.
- Supervisor-led safety discussions and refresher training throughout the year.
- Ongoing workplace inspections, employee hazard reporting, and post-incident corrective measures.

These initiatives collectively contributed to improved outcomes in 2025 and support the organization's goal of continuous safety improvement. HCA continues to work collaboratively with WSIB and maintains a generally positive safety record, with most reportable incidents categorized as minor in nature.

Strategic Plan Linkage:

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

- **Strategic Priority Area – Organizational Excellence**
 - Promote employee training, engagement, well-being, diversity, and inclusivity to strengthen our organizational resilience and ensure employees are equipped with the necessary skills to address emerging needs.

Agency Comments:

Not applicable.

Legal / Financial Implications:

HCA continues to operate in compliance with the Workplace Safety and Insurance Act, 1997. Ongoing injury prevention, return-to-work practices, and active claims management remain essential components of responsible organizational and financial stewardship.

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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: March 19, 2026

Subject: HCA 2025 Financial Results – Operating

Hamilton Region Conservation Authority - Net Results (in thousands)

	12 mos. <u>2025</u>	12 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Watershed Management & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Conservation Areas	\$ 1,507	\$ 1,462	\$ 45	\$ 1,569	\$ 1,462	\$ 107
Westfield Heritage Village CA	\$ 16	\$ 22	\$ (6)	\$ -	\$ 22	\$ (93)
Central Support Services	<u>\$ (1,350)</u>	<u>\$ (930)</u>	<u>\$ (586)</u>	<u>\$ (1,569)</u>	<u>\$ (930)</u>	<u>\$ (639)</u>
Net surplus	<u>\$ 173</u>	<u>\$ 554</u>	<u>\$ (382)</u>	<u>\$ -</u>	<u>\$ 554</u>	<u>\$ (554)</u>

Watershed Management Services

	12 mos. <u>2025</u>	12 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 2,070	\$ 1,839	\$ 231	\$ 2,306	\$ 1,783	\$ 523
Permits, fees & misc.	425	462	(37)	310	338	(28)
Grants	317	497	(180)	336	497	(161)
Transfer from reserves	1,615	696	920	95	696	(601)
Other	<u>696</u>	<u>557</u>	<u>138</u>	<u>181</u>	<u>1,433</u>	<u>(1,252)</u>
Total	5,123	4,051	1,072	3,228	4,051	(823)
Expenses						
Staff	2,662	2,351	312	2,709	2,351	358
Materials & Supplies	50	35	15	115	35	80
Utilities	23	20	3	23	20	3
Equipment	85	64	21	15	64	(49)
Contracts & Consultants	2,216	1,457	758	233	1,457	(1,224)
Other	<u>87</u>	<u>125</u>	<u>(38)</u>	<u>135</u>	<u>125</u>	<u>10</u>
Total	<u>5,123</u>	<u>4,051</u>	<u>1,072</u>	<u>3,228</u>	<u>4,051</u>	<u>(823)</u>
Net surplus / (deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>

Conservation Areas Services

	12 mos. <u>2025</u>	12 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 3,663	\$ 3,400	\$ 263	\$ 3,683	\$ 3,400	\$ 283
Marina	1,644	1,519	125	1,604	1,519	85
Camping	1,998	1,834	164	1,905	1,834	70
Cabins	236	199	37	213	199	14
Concessions	246	234	12	246	234	12
Other	<u>539</u>	<u>733</u>	<u>(195)</u>	<u>410</u>	<u>733</u>	<u>(323)</u>
Total	8,326	7,920	407	8,060	7,920	141
Expenses						
Staff	3,892	3,664	228	3,755	3,664	91
Equipment	760	852	(92)	807	852	(45)
Utilities	459	374	85	375	374	1
Materials & Supplies	370	333	37	330	333	(3)
Contracts & Consultants	270	185	85	135	185	(50)
Other	<u>1,068</u>	<u>1,049</u>	<u>19</u>	<u>1,090</u>	<u>1,049</u>	<u>41</u>
Total	<u>6,819</u>	<u>6,457</u>	<u>362</u>	<u>6,492</u>	<u>6,457</u>	<u>34</u>
Net surplus	<u>\$ 1,507</u>	<u>\$ 1,462</u>	<u>\$ 45</u>	<u>\$ 1,569</u>	<u>\$ 1,462</u>	<u>\$ 106</u>

Westfield Heritage Village Conservation Area

	12 mos. <u>2025</u>	12 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 673	\$ 654	\$ 19	\$ 673	\$ 654	\$ 20
Events	107	119	(12)	160	119	41
Admissions	83	82	1	73	82	(8)
School Programs	54	58	(4)	62	58	4
Other	<u>36</u>	<u>91</u>	<u>(55)</u>	<u>42</u>	<u>91</u>	<u>(50)</u>
Total	953	1,004	(51)	1,010	1,004	6
Expenses						
Staff	622	697	(75)	653	697	(44)
Utilities	61	57	4	60	57	3
Equipment	62	61	2	58	61	(3)
Materials & Supplies	54	48	6	48	48	(0)
School Programs	41	38	3	35	38	(3)
Advertising & Promotion	9	6	2	103	6	96
Other	<u>87</u>	<u>75</u>	<u>12</u>	<u>55</u>	<u>75</u>	<u>(20)</u>
Total	<u>937</u>	<u>982</u>	<u>(45)</u>	<u>1,010</u>	<u>982</u>	<u>28</u>
Net surplus / (deficit)	<u>\$ 16</u>	<u>\$ 22</u>	<u>\$ (6)</u>	<u>\$ -</u>	<u>\$ 22</u>	<u>\$ (22)</u>

Central Support Services

	12 mos. <u>2025</u>	12 mos. <u>2024</u>	\$ <u>Variance</u>	Budget <u>2025</u>	Actual <u>2024</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 2,366	\$ 2,472	\$ (106)	\$ 2,073	2,472	\$ (399)
Equipment	1,362	1,336	26	1,372	1,336	36
Management Fees	618	571	46	552	571	(20)
Interest	298	526	(228)	520	526	(6)
Foundation	279	182	97	212	182	29
Rental houses	133	165	(32)	180	165	15
Other	<u>423</u>	<u>308</u>	<u>115</u>	<u>397</u>	<u>308</u>	<u>89</u>
Total	5,479	5,396	(82)	5,126	5,396	(255)
Expenses						
Staff	4,664	4,160	503	4,599	4,160	439
Utilities	240	320	(80)	370	320	51
Contracts & Consultants	231	288	(57)	181	288	(107)
Materials & Supplies	75	79	(5)	99	79	19
Other	<u>1,620</u>	<u>1,478</u>	<u>142</u>	<u>1,445</u>	<u>1,478</u>	<u>(33)</u>
Total	<u>6,829</u>	<u>6,325</u>	<u>504</u>	<u>6,694</u>	<u>6,326</u>	<u>369</u>
Net surplus / (deficit)	<u>\$ (1,350)</u>	<u>\$ (930)</u>	<u>\$ (586)</u>	<u>\$ (1,569)</u>	<u>\$ (930)</u>	<u>\$ (639)</u>
Land, Vehicle & equipment activity						
Donations & misc.	127	232	(105)	-	232	(232)
Transfer from Reserves	<u>930</u>	<u>365</u>	<u>565</u>	<u>300</u>	<u>365</u>	<u>(65)</u>
	<u>\$ 1,057</u>	<u>\$ 597</u>	<u>\$ 460</u>	<u>\$ 300</u>	<u>\$ 597</u>	<u>\$ (297)</u>
Land	533	14	519	-	14	(14)
Vehicles & misc.	<u>522</u>	<u>598</u>	<u>(76)</u>	<u>300</u>	<u>598</u>	<u>(298)</u>
	<u>\$ 1,055</u>	<u>\$ 612</u>	<u>\$ 443</u>	<u>\$ 300</u>	<u>\$ 612</u>	<u>\$ (312)</u>

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Report 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: March 19, 2026

Subject: HCA 2025 Financial Results – Capital & Major Maintenance

CAPITAL: JANUARY THROUGH DECEMBER 2025

Christie Lake Conservation Area

		<u>Reinvest</u> <u>ment %</u>	<u>Project</u> <u>Completion</u> <u>%</u>
Major Maintenance	12%		
Utilities & Services	\$ 15,129	100%	
Roads	\$ 7,250	100%	
Building Maintenance	\$ 2,322	100%	
Other	\$ 1,339		
Project	88%		
CLCA Wayfinding Signage Installation	\$ 111,195	50%	100%
Spencer Gorge Wayfinding Installation	\$ 35,656	0%	100%
Webster & Tews Falls Accessibility Improvements	\$ 17,660	50%	25%
Causeway Culvert Inspection & Design	\$ 14,016	100%	50%
Boat Launch & Marina Wall Design	\$ 12,503	100%	75%
Beach House Accessibility Improvements	\$ 7,900	50%	50%
Other	\$ 985		

CLCA Total

\$ 225,955

Dundas Valley Conservation Area & Woodend Main Office

Major Maintenance	13%			
Bridges/Boardwalks		\$ 52,918	100%	
Trails		\$ 18,991	100%	
Roads		\$ 14,663	100%	
Gates		\$ 7,195	0%	
Building Maintenance		\$ 5,669	100%	
Utilities and Services		\$ 2,557	100%	
Natural Area Improvements		\$ 1,268	50%	
Other		\$ 286		
Project	87%			
Woodend Office Renovations		\$ 271,657	75%	75%
Ancaster Wells Retaining Wall Replacement ¹		\$ 242,693	100%	100%
Woodend Heat Pump Upgrade		\$ 49,220	75%	100%
Lower Lions Club Parking Design		\$ 31,877	25%	25%
Indigenous Interpretive Sign Installation		\$ 27,081	0%	100%
DVCA Master And Management Plan Review		\$ 21,641	50%	10%
Woodend Historic Building Window Replacements		\$ 11,439	100%	25%
Woodend Entrance Sign Addition		\$ 7,329	0%	75%
Artaban Parking Area Expansion		\$ 7,015	50%	60%
Woodend Autogate Installation		\$ 2,321	0%	100%
Other		\$ 534		
<i>DVCA Total</i>				\$ 776,354

Fifty Point Conservation Area

Major Maintenance	17%			
Roads		\$ 72,841	100%	
Building Maintenance		\$ 23,470	100%	

Utilities and Services	\$ 8,487	100%
Fencing	\$ 2,955	100%
Trails	\$ 2,112	100%
Other	-	

Project 83%

West Road Rehabilitation	\$ 360,283	75%	75%
Tar & Chip Resurfacing	\$ 146,349	100%	100%
Accessible Fishing Platform Replacement	\$ 105,366	50%	100%
Internet Service Improvements	\$ 31,482	100%	100%
General Dock Repairs	\$ 28,272	0%	100%
Marina Wall Repairs	\$ 1,741	100%	100%
Other	\$ 21		

FPCA Total \$ 783,379

Hamilton Mountain Conservation Area

Major Maintenance 7%

Gates	\$ 14,419	0%
Signage	\$ 10,276	0%
Other	\$ 1,843	

Project 93%

Saltfleet Autogates, Laneway & Parking Improvements	\$ 290,865	25%	100%
HMCA Master & Management Plans	\$ 12,652	50%	80%
Saltfleet Trail Expansion	\$ 11,667	0%	25%
DPB Site Development	\$ 8,990	25%	10%
DPB Master Plan	\$ 4,296	50%	80%
Saltfleet Perimeter Fencing	\$ 3,162	0%	50%
EKCA Tree Planting	\$ 2,086	0%	100%
Other	\$ 696		

HMCA Total \$ 360,952

Valens Lake Conservation Area

Major Maintenance	15%			
Utilities & Services		\$ 31,169	100%	
Building Maintenance		\$ 12,779	100%	
Natural Area Improvements		\$ 5,223	50%	
Bridges/Boardwalks		\$ 4,438	100%	
Trails		\$ 3,473	100%	
Beach Sand Improvements		\$ 2,491	100%	
Other		\$ 39		
Project	85%			
Lafarge Boardwalk Reconstruction		\$ 143,805	100%	50%
West Campground Expansion Design & Approvals		\$ 125,280	0%	75%
Lookout Platform Replacement Construction		\$ 27,758	25%	40%
Beach Access Improvements		\$ 11,072	50%	50%
Wayfinding Signage Improvements		\$ 10,321	50%	50%
Entry Road Reconfiguration Improvements		\$ 6,839	75%	75%
Trail Expansion & Improvements		\$ 6,171	50%	50%
Trailer Storage Compound Expansion Design		\$ 3,382	0%	75%
Other				
<i>VLCA Total</i>				<i>\$ 394,240</i>

Westfield Heritage Village Conservation Area

Major Maintenance	52%			
Building Maintenance		\$ 17,052	100%	
Roads		\$ 7,284	100%	
Gates		\$ 3,088	0%	
Other		\$ 928		
Project	48%			
Staff & Volunteer Building Improvements		\$ 22,936	50%	100%
Wayfinding Signage Improvements		\$ 1,998	0%	50%
Other		\$ 815		

WHVCA Total

\$ 54,101

Millgrove Works Yard

Major Maintenance **100%**

Other \$ 391
\$ 391

<i>Average Reinvestment %</i>	<i>59%</i>
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2025 Q4 Capital and MM Total **\$ 2,595,372**

Major Maintenance Items 14%

Capital Projects 86%

<i>Estimated value of capital reinvestments</i>	<i>\$ 1,541,002</i>
<i>Estimated value of new capital investments</i>	<i>\$ 1,054,370</i>

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: March 19, 2026

Subject: HCA 2025 Vendor Report

Vendor Summary for Payments October - December, 2025

ANTHONY'S EXCAVATING CENTRAL INC	\$ 335,834	Saltfleet SC-8 Second Wetland Construction
ARCHAEOLOGICAL RESEARCH ASSOCIATES LTD	266,708	DPB Archaeological
PALM ENTERPRISES INC	166,209	Asphalt at Fifty Point
HAUDENOSAUNEE DEVELOPMENT INSTITUTE	133,286	DPB, SC-8 Archaeological Monitoring & Assessment
NET ACCESS SYSTEMS INC	65,924	Internet services, hardware, and cabling projects
ELOQUIP LTD.	57,377	Dumptruck Body for Pickup Truck
MISSISSAUGAS OF THE CREDIT FIRST NATION	56,798	DPB Archaeological Monitoring & Assessment
SIX NATIONS OF THE GRAND RIVER	54,680	DPB Archaeological Monitoring & Assessment
FREW ENERGY INC	54,285	Gas & Diesel
CENTRALSQUARE CANADA SOFTWARE INC.	46,511	2026 Software Renewal
KEY WEST GATES INC.	32,945	Autogate maintence and programming
AJ-SSIS SECURITY INC.	31,315	Security services (Tiffany, Webster, Tews Falls)
CAMIS INC	29,519	Monthly fees - all parks
JMJ WORKPLACE INVESTIGATION LAW LLP	25,832	Professional Services
CONSERVATION HALTON	24,308	Great lakes work
GOWLING WLG (CANADA) LLP OTTAWA	23,517	Professional Services
GRANICUS CANADA HOLDINGS ULC	22,841	2026 Bang the table subscription
FIREWOOD GUYS	22,501	Firewood bags for camping
FIRST RESPONSE ENVIRONMENTAL (2012) INC	21,163	Environmental Services
WOODFIELD CANADA INC	19,276	Snow Plow for Pickup Truck
DURABOND JANITORIAL SERVICES LTD	19,187	Janitorial services
BINBROOK PLUMBING & HEATING	18,216	Various HVAC repairs
CARTER LEASE & RENTALS	17,820	Fleet rentals
BESWICK TREE SERVICE LIMITED	17,781	Various tree removals and prunings

BOWMAN TREE SERVICE INC	16,634	Various tree removals and prunings
CONNECT & GO INC	14,125	WWW Wristbands
SUPERIOR PROPANE INC	13,123	Heating Propane for Parks
MINISTER OF FINANCE	12,031	License Plate Renewals
CHAMBERLAIN PLUMBING AND MECHANICAL INC.	11,052	Various HVAC repairs
CANADIAN TODS LTD.	10,848	CBP/WWW Signage
FAIRWAY ELECTRICAL SERVICES	10,561	Electrical services at Fifty Point, Valens, & CBP
BEST LOCKERS	10,543	WWW Lockers
A T MC LAREN LIMITED	10,483	Land survey
ROSS & MC BRIDE LLP	10,473	Professional Services
CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY	<u>10,000</u>	Content Management System fees
	1,693,707	81.1%
All other < \$10,000	<u>394,840</u>	18.9%
	<u>\$ 2,088,546</u>	