



BUDGET & ADMINISTRATION

September 17, 2026



Hamilton
Conservation
Authority

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Budget & Administration Committee Meeting

Thursday, September 17, 2026 at 3:00 P.M.

This meeting will be fully virtual 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 – August 27, 2026 Page 1
- 6. Business Arising from the Minutes**
- 7. Staff Reports/Memorandums**

Reports for Recommendation

 - 7.1 HCA Reserves Allocation – Scott Fleming Page 5

Memorandums to be received

 - 7.2 HCA 2026 2nd Quarter Financial Results – Operating – Scott Fleming Page 7
 - 7.3 HCA 2026 2nd Quarter Cumulated Financial Results – Capital and Major Maintenance – Matt Hall Page 13

8. New Business

9. In-Camera Items

10. Next Meeting – Thursday, October 15, 2026 at 2:00 p.m.

11. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

August 27, 2026

Minutes of the Budget & Administration Committee meeting held on Thursday, August 27, 2026 at 2:00 p.m., fully virtual via Webex platform 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, Brandon Good, Matt Hall, Mike Stone, and Sandra Winner

Others Present: None

Note: There was an interruption to the live stream, just prior to item 7.1, which was corrected, allowing the meeting to continue

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. Lisa Burnside indicated that an administrative correction was made to item 7.1, the 2027 Draft Budget presentation; the updated version would be presented to the Committee.

BA 2623**MOVED BY: Brad Clark
SECONDED BY: Maureen Wilson****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 – June 25, 2026

6. Business Arising from the Minutes

There was none.

7. Staff Reports/MemorandaReports for Recommendation**7.1. HCA 2027 Draft Budget**

Scott Fleming brought forward the staff report highlighting that the 2027 budget is a balanced one, reflecting a continuation of all programs and services while also addressing year-three priorities of the HCA's Strategic Plan. The 2027 total budget is \$23.1M with \$18.3 in operating and \$4.8M in capital

The operating budget contains a 3.7% increase to municipal Levy and is balanced in part by significant self-generating revenue from the conservation areas.

The Capital budget holds the \$2 million block funding from the City of Hamilton focusing on special projects and major maintenance of HCA's extensive assets and is more than doubled with \$2.8 million in use of grants and reserves to support construction of the third wetland at Saltfleet and initiate design work for the fourth and final wetland.

BA 2624**MOVED BY: Brad Clark
SECONDED BY: Alex Wilson**

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

THAT the 2027 Draft Operating and Capital Budgets, as presented, be endorsed for approval and further;

THAT staff be directed to circulate to our participating municipalities for comment.

CARRIED

7.2. 2027 HCA Draft Fee Schedule

Brandon Good provided an overview of the staff report highlighting that proposed 2027 fee increases are intended to contribute self-generated revenue to HCA's 2027 budget and are designed to maintain competitive and financially viable fees while remaining generally modest in nature.

Modest increases to fees are suggested to selected areas, such as camping, pavilion and cabin rentals while fee Annual Membership program will not be increased. Fees at Fifty Point Marina are to be streamlined, removing the 5% early-payment discount for seasonal boat docking to simplify the fee structure and help address increased operating costs.

Fees related to the planning and review of development proposals and permits will remain at the 2026 level in accordance with the directive issued by the Minister of Environment, Conservation and Parks.

BA 2625

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

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

THAT effective January 1, 2027, HCA staff be directed to implement the revised fee schedule contained in this report.

CARRIED

8. New Business

There was none.

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

BA 2626

MOVED BY: Brad Clark

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 personnel matter was discussed.

**9.1. Confidential Report – BA/Aug 01-2026
(Personnel Matter)**

Marlene Ferriera provided a summary of the staff report and answered members' questions.

BA 2627

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

**THAT the confidential report entitled BA/Aug 01-2026 be
approved and remain in camera.**

CARRIED

BA 2628

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

**THAT the Budget and Administration Committee moves
out of closed session.**

CARRIED

10. Next Meeting

The next meeting of the Budget and Administration Committee will be held on Thursday, September 17th, 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.



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: September 17, 2026

Subject: HCA Reserves Allocation

Recommendation:

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

THAT \$57,846.56 be allocated to the Human Resources Reserve to restore the reserve to its established minimum target balance of \$250,000; and further

THAT the remaining \$229,431.22 be allocated to the Saltfleet Conservation Area Wetland Restoration Project Reserve to support future project work.

Executive Summary:

As part of the year-end financial process, HCA staff have reviewed available funds and reserve requirements in accordance with the HCA Reserves Policy.

An amount of \$287,277.78 previously set aside for a specific HR liability is no longer required for its original purpose. HCA staff have confirmed with the auditors that the liability can appropriately be released and that the funds are available for reallocation. Staff therefore recommend that these funds be allocated to HCA reserves in accordance with the HCA Reserves Policy.

Of the available funds, **\$57,846.56** is recommended for the Human Resources

Reserve, increasing its balance to its established minimum target of \$250,000. The remaining **\$229,431.22** is recommended for the Saltfleet Conservation Area Wetland Restoration Project Reserve to support future project work and related financial requirements.

These allocations address an identified reserve shortfall and provide additional capacity for an established long-term conservation project. The recommended allocations are consistent with the HCA Reserves Policy and support HCA's financial stability and long-term conservation priorities.

Strategic Plan Linkage:

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

- **Strategic Priority Area – Organizational Excellence**

Legal / Financial Implications:

The recommended allocation will result in the reduction of liabilities on HCA's balance sheet by \$287,277.78, with a corresponding increase in reserves of \$287,277.78.

Of this amount, \$57,846.56 will be allocated to the Human Resources Reserve, increasing the reserve to its established minimum target balance of \$250,000. The remaining \$229,431.22 will be allocated to the Saltfleet Conservation Area Wetland Restoration Project Reserve.

Related Reports and Appendices:

- Reserve Policy, November 2025

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: September 17, 2026

Subject: HCA 2026 2nd Quarter Financial Results – Operating

Hamilton Region Conservation Authority - Net Results (in thousands)

	6 mos. <u>2026</u>	6 mos. <u>2025</u>	\$ <u>Variance</u>	Budget <u>2026</u>	Actual <u>2025</u>	\$ <u>Variance</u>
Watershed Management & Services	\$ 142	\$ 35	\$ 107	\$ -	\$ -	\$ -
Conservation Areas	\$ 458	\$ 560	\$ (102)	\$ 1,833	\$ 1,507	\$ 326
Westfield Heritage Village CA	\$ 23	\$ 1	\$ 22	\$ -	\$ 16	\$ (93)
Central Support Services	\$ (715)	\$ (826)	\$ 123	\$ (1,833)	\$ (1,341)	\$ (492)
Net surplus / (deficit)	<u>\$ (92)</u>	<u>\$ (230)</u>	<u>\$ 138</u>	<u>\$ -</u>	<u>\$ 182</u>	<u>\$ (182)</u>

Watershed Management Services

	6 mos. <u>2026</u>	6 mos. <u>2025</u>	\$ <u>Variance</u>	Budget <u>2026</u>	Actual <u>2025</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 1,277	\$ 1,145	\$ 132	\$ 2,574	\$ 2,014	\$ 560
Permits, fees & misc.	164	166	(2)	295	425	(130)
Grants	814	165	648	456	317	139
Transfer from reserves	-	360	(360)	17	615	(598)
Other	<u>15</u>	<u>18</u>	<u>(3)</u>	<u>196</u>	<u>1,752</u>	<u>(1,556)</u>
Total	2,270	1,854	416	3,537	5,123	(1,586)
Expenses						
Staff	1,325	1,260	65	2,913	2,662	251
Contracts & Consultants	671	448	224	313	2,216	(1,903)
Materials & Supplies	34	24	10	107	50	57
Equipment	36	31	4	25	85	(60)
Utilities	17	15	2	23	23	0
Other	<u>46</u>	<u>42</u>	<u>4</u>	<u>156</u>	<u>87</u>	<u>69</u>
Total	<u>2,129</u>	<u>1,820</u>	<u>309</u>	<u>3,537</u>	<u>5,123</u>	<u>(1,586)</u>
Net surplus / (deficit)	<u>\$ 142</u>	<u>\$ 35</u>	<u>\$ 107</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Conservation Areas Services

	6 mos. <u>2026</u>	6 mos. <u>2025</u>	\$ <u>Variance</u>	Budget <u>2026</u>	Actual <u>2025</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 1,268	\$ 1,298	\$ (31)	\$ 3,796	\$ 3,663	\$ 133
Marina	1,060	1,183	(123)	1,659	1,644	15
Camping	810	778	32	2,074	1,997	76
Cabins	86	84	2	215	237	(22)
Concessions	73	65	8	267	246	21
Other	<u>292</u>	<u>234</u>	<u>58</u>	<u>415</u>	<u>539</u>	<u>(124)</u>
Total	3,589	3,643	(54)	8,425	8,326	99
Expenses						
Staff	1,748	1,813	(65)	3,952	3,892	61
Equipment	393	369	25	708	760	(52)
Utilities	215	176	39	399	459	(60)
Materials & Supplies	143	149	(6)	335	370	(35)
Contracts & Consultants	110	77	33	170	270	(100)
Other	<u>522</u>	<u>499</u>	<u>23</u>	<u>1,028</u>	<u>1,068</u>	<u>(40)</u>
Total	<u>3,131</u>	<u>3,083</u>	<u>48</u>	<u>6,592</u>	<u>6,819</u>	<u>(227)</u>
Net surplus / (deficit)	<u>\$ 458</u>	<u>\$ 560</u>	<u>\$ (102)</u>	<u>\$ 1,833</u>	<u>\$ 1,507</u>	<u>\$ 326</u>

Westfield Heritage Village Conservation Area

	6 mos. <u>2026</u>	6 mos. <u>2025</u>	\$ <u>Variance</u>	Budget <u>2026</u>	Actual <u>2025</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 348	\$ 337	\$ 11	\$ 695	\$ 673	\$ 23
Events	69	63	5	145	107	38
School Programs	60	30	30	65	54	11
Admissions	32	35	(3)	85	83	2
Other	<u>44</u>	<u>57</u>	<u>(13)</u>	<u>138</u>	<u>119</u>	<u>19</u>
Total	520	487	30	1,043	953	92
Expenses						
Staff	308	325	(17)	757	622	135
Utilities	42	38	4	63	61	2
School Programs	35	21	13	35	41	(6)
Equipment	34	31	3	60	62	(3)
Materials & Supplies	20	19	1	45	54	(9)
Advertising & Promotion	5	6	(0)	9	9	(0)
Other	<u>54</u>	<u>47</u>	<u>7</u>	<u>76</u>	<u>87</u>	<u>(12)</u>
Total	<u>497</u>	<u>486</u>	<u>11</u>	<u>1,043</u>	<u>937</u>	<u>107</u>
Net surplus / (deficit)	<u>\$ 23</u>	<u>\$ 1</u>	<u>\$ 19</u>	<u>\$ -</u>	<u>\$ 16</u>	<u>\$ (15)</u>

Central Support Services

	6 mos. <u>2026</u>	6 mos. <u>2025</u>	\$ <u>Variance</u>	Budget <u>2026</u>	Actual <u>2025</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 990	\$ 1,028	\$ (38)	\$ 1,950	2,366	\$ (416)
Equipment	694	643	51	1,413	1,362	51
Management Fees	254	262	(9)	600	618	(18)
Interest	119	169	(50)	425	298	127
Rental houses	64	71	(7)	165	133	32
Foundation	40	28	12	227	279	(52)
Other	<u>152</u>	<u>214</u>	<u>(62)</u>	<u>345</u>	<u>423</u>	<u>(78)</u>
Total	2,273	2,387	(102)	4,898	5,479	(355)
Expenses						
Staff	2,258	2,328	(71)	4,957	4,664	294
Utilities	117	120	(3)	359	240	119
Contracts & Consultants	45	53	(8)	144	231	(86)
Materials & Supplies	31	32	(1)	69	75	(6)
Other	<u>538</u>	<u>680</u>	<u>(142)</u>	<u>1,203</u>	<u>1,611</u>	<u>(409)</u>
Total	<u>2,989</u>	<u>3,214</u>	<u>(225)</u>	<u>6,732</u>	<u>6,820</u>	<u>(89)</u>
Net surplus / (deficit)	<u>\$ (715)</u>	<u>\$ (826)</u>	<u>\$ 123</u>	<u>\$ (1,833)</u>	<u>\$ (1,341)</u>	<u>\$ (492)</u>
Land, Vehicle & equipment activity						
Donations & misc.	50	-	50	-	127	(127)
Transfer from Reserves	<u>-</u>	<u>-</u>	<u>-</u>	<u>300</u>	<u>930</u>	<u>(630)</u>
	<u>\$ 50</u>	<u>\$ -</u>	<u>\$ 50</u>	<u>\$ 300</u>	<u>\$ 1,057</u>	<u>\$ (757)</u>
Land	-	3	(3)	-	533	(533)
Vehicles & misc.	<u>135</u>	<u>221</u>	<u>(86)</u>	<u>300</u>	<u>522</u>	<u>(222)</u>
	<u>\$ 135</u>	<u>\$ 224</u>	<u>\$ (89)</u>	<u>\$ 300</u>	<u>\$ 1,055</u>	<u>\$ (755)</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: Sept. 17, 2026

Subject: HCA 2026 2nd Quarter Cumulated Financial Results – Capital & Major Maintenance

CAPITAL: JANUARY THROUGH JUNE 2026

Christie Lake Conservation Area

Reinvestment %

Major Maintenance

95%

Roads & Parking	\$	60,096	100%
Utilities & Services	\$	15,409	100%
Signage	\$	5,248	100%
Bridges	\$	4,145	100%
Fencing	\$	2,268	50%
Building Maintenance	\$	1,763	50%
Other	\$	-	

Project

5%

Causeway Culvert Inspection	\$	1,604	50%
Beach House Accessibility Improvements	\$	1,226	50%
Webster & Tews Falls Accessibility Improvements	\$	1,169	100%
Other	\$	1,042	

\$ 93,970

Dundas Valley Conservation Area & Woodend Main Office

Major Maintenance

52%

Building Maintenance	\$	41,822	100%
Roads & Parking	\$	26,763	100%
Bridges/Boardwalks	\$	1,299	100%
Natural Areas Improvements	\$	1,165	100%
Signage	\$	1,125	100%
Trails	\$	1,280	100%
Other	\$	-	

Project

48%

DVCA Master And Management Plan Review	\$	37,254	50%
Lower Lions Club Parking Design	\$	15,806	25%
Woodend Historic Building Window Replacements	\$	6,425	100%
Woodend Office Renovations	\$	6,244	100%
Other	\$	1,823	

\$ 141,006

Fifty Point Conservation Area

Major Maintenance

54%

Building Maintenance	\$	24,510	100%
Roads	\$	18,862	100%
Utilities & Services	\$	14,382	100%
Bridges/Boardwalks	\$	10,203	
Other	\$	-	

Project

46%

Campground Grading Improvements	\$	24,865	100%
West Road Rehabilitation	\$	22,333	100%
Marina Channel Dredging	\$	7,131	100%
Marina Wall Repairs	\$	1,239	100%
West Gate Access	\$	1,099	50%
Accessible Fishing Platform Replacement	\$	1,069	50%
Other	\$	592	

\$ 126,285

Hamilton Mountain Conservation Area

Major Maintenance

29%

Trails	\$	7,297	100%
Gates	\$	7,208	100%
Fencing	\$	1,912	100%
Roads & Parking	\$	1,903	50%
Natural Areas Improvements	\$	1,458	0%
Other	\$	695	

Project

71%

DPB Site Development	\$	29,015	25%
DPB Master Plan	\$	8,442	50%
HMCA Master & Management Plans	\$	7,248	50%
Saltfleet Perimeter Fencing	\$	5,340	0%
Other	\$	504	

\$ 71,022

Valens Lake Conservation Area

Major Maintenance

5%

Bridges/Boardwalks	\$	15,769	100%
Roads & Parking	\$	5,519	100%
Natural Areas Improvements	\$	4,762	100%
Utilities & Services	\$	4,284	100%
Other	\$	920	

Project

95%

West Campground Expansion Design & Approvals	\$	319,804	100%
Valens Boardwalk Reconstruction	\$	199,955	0%
Wayfinding Signage Improvements	\$	27,010	50%
Beach Access Improvements	\$	5,436	50%
Lookout Platform Replacement Construction	\$	4,185	25%
Pull Through Site Drainage Improvements	\$	1,001	100%
Other	\$	-	

\$ 588,645

Westfield Heritage Village Conservation Area

Major Maintenance	42%		
Building Maintenance	\$	15,249	100%
Roads & Parking	\$	10,834	50%
Gates	\$	2,211	100%
Other	\$	345	
Project	58%		
D'Aubigny Inn Roof Replacement	\$	30,760	100%
Wayfinding Signage Improvements	\$	5,992	50%
Locomotive Restoration	\$	2,013	100%
Other	\$	96	
		\$	67,500

Millgrove Works Yard

Major Maintenance	100%		
Building Maintenance	\$	12,164	100%
Other	\$	-	
		\$	12,164
<i>Average Reinvestment %</i>			<i>77%</i>

2026 Q2 Cumulative Capital and MM \$ 1,100,592

Major Maintenance Items 28%
Capital Projects 72%

<i>Estimated value of capital reinvestments</i>	\$	850,920
<i>Estimated value of new capital investments</i>	\$	249,671

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

Memorandum to: Budget & Administration Committee

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

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

Meeting Date: September 17, 2026

Subject: HCA 2026 2nd Quarter Vendor Report

Vendor Summary for Payments April - June, 2026

MARSH CANADA LIMITED	\$ 556,742	Insurance Premiums
ARCHAEOLOGICAL RESEARCH ASSOCIATES LTD	476,747	DPB Archaeological Assessment
HAUDENOSAUNEE DEVELOPMENT INSTITUTE	198,514	DPB Archaeological Monitoring
CRL CAMPBELL CONSTRUCTION & DRAINAGE LTD	141,729	Slope Repair - Mineral Springs
FREW ENERGY INC	106,950	Gas & Diesel
NET ACCESS SYSTEMS INC	97,009	Internet services, hardware, and cabling projects
MOHAWK FORD SALES LIMITED	80,978	Purchase of Ford Super Duty Truck
CAMIS INC	75,756	Reservation fees, sidekick fees
DENCO RESTORATION CONTRACTORS INC.	67,320	WWW Wavepool & Lazy River maintenance
CITY OF HAMILTON (Taxes)	66,796	Tax instalments
AMRIZE CANADA INC- formerly LAFARGE CANADA INC	63,768	Crusher runs & Gravel, various areas
JASEN ENTERPRISES	54,760	Rentals, Dumptruck repairs
MISSISSAUGAS OF THE CREDIT FIRST NATION	43,659	DBP Archaeological Monitoring
CARTER LEASE & RENTALS	39,037	Summer fleet rentals
CROSSROADS EQUIPMENT	36,317	Purchase of 2 mowers
AQUAFOR BEECH LIMITED	35,504	Floodplain mapping
SAFETYSURFACING.CA LIMITED	33,484	WWW Surfacing work
DA-LEE DUST CONTROL LTD	33,261	Dust control, various areas
CONSERVATION ONTARIO	33,004	Levy Instalment
GUILLEVIN INTERNATIONAL CO.	31,441	Electrical work - various areas
STAPLES-CORPORATE EXPRESS CANADA	30,335	Office Supplies
KISTERS SOLUTIONS CANADA INC	29,710	Wireless data loggers
UNIFIRST CANADA LTD.	28,263	Staff uniforms
CONNECT & GO INC.-PEEK TRAVEL	28,024	WWW Admission Tickets

D.M. WILLS ASSOCIATES LIMITED	27,957	Floodplain mapping
FIREWOOD GUYS	26,814	Firewood bags for camping
KEY WEST GATES INC.	25,114	Autogate maintenance and programming
BOWMAN TREE SERVICE INC	25,034	Various tree removals and prunings
MARCO'S PAINTING & DECOR O/A MARCOS ROMERO	22,611	Woodend and DV painting
GOLDEN HORSESHOE WHOLESALE INC.	21,622	Ice cream for resale
MLC ECOSYSTEM RESTORATION	20,328	Buckthorn Control
WATER'S EDGE ENVIRONMENTAL SOLUTIONS TEAM LTD.	20,054	DPB Wetland Design
DURABOND JANITORIAL SERVICES LTD	18,984	Janitorial services
WM GROVES LIMITED	18,558	Watermain repair Fifty Point
CENTRE LINE SIGNS	17,997	Signage - various sites
BRENNTAG CANADA INC	17,861	WWW Pool Chemicals
PETTY CASH	16,000	Float for summer season
BRANTCO CONSTRUCTION	15,483	Paving - Christie Lake
WATER & ICE NORTH AMERICA INC.	15,393	WWW Pool Chemicals
HAMILTON, CITY OF (EFT)	15,049	Lab water testing
ADVANTAGE RESTAURANT SUPPLY INC	13,701	Westfield Dishwasher
FAIRWAY ELECTRICAL SERVICES	13,345	Service calls and repairs - various locations
CONSERVATION HALTON	12,998	Great lakes work
AJ-SSIS SECURITY INC.	12,751	Tiffany Falls Security Services
MILLS MATTHEW	12,735	Migratory Bird surveys
PINNACLE AQUATIC GROUP INC	12,432	WWW Aquatic Filters
EMTERRA ENVIRONMENTAL	12,175	Garbage removal - various parks
BOBCAT OF HAMILTON LTD.	10,257	Excavator and Loader rentals
DEVOS TREE CARE	10,170	Various tree removals and prunings
	2,824,531	88.0%
All other < \$10,000	386,149	12.0%
	<u>\$ 3,210,680</u>	

# OF LARGE VENDORS	49	20.2%
# OF SMALL VENDORS	<u>194</u>	79.8%
	<u>243</u>	