

BUDGET & ADMINISTRATION

November 23, 2026

Hamilton Conservation Authority

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Hamilton Conservation Authority

A Healthy Watershed for Everyone

Budget & Administration Committee Meeting

Monday, November 23, 2026 at 9:00 A.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 17, 2026 Page 1

6. Business Arising from the Minutes

7. Staff Reports/Memorandums

Memorandums to be received

7.1 HCA 2026 3rd Quarter Financial Results – Operating – Scott Fleming Page 5

7.2 HCA 2026 3rd Quarter Cumulated Financial Results – Capital & Major Maintenance – Rob Gray Page 11

7.3 HCA 3rd Quarter Vendor Report – Scott Fleming Page 15

8. New Business

9. In-Camera Items

10. Next Meeting – No further meetings currently scheduled

11. Adjournment

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

September 17, 2026

Minutes of the Budget & Administration Committee meeting held on Thursday, September 17, 2026 at 3:00 p.m., virtually via Webex platform, and livestreamed on YouTube.

Present:	**Susan Fielding, in the Chair** **Brad Clark** **Lisa DiCesare** **Maureen Wilson**
Regrets:	**Alex Wilson**
Staff Present:	**Lisa Burnside, Marlene Ferreira, Scott Fleming, Liam Fletcher, Brandon Good, Rob Gray, Matt Hall, Amanda Martin, 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 2629	**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 – August 27, 2026

6. Business Arising from the Minutes

There was none.

7. Staff Reports/Memoranda

Reports for Recommendation

7.1. HCA Reserves Allocation

Scott Fleming presented the staff report regarding the reallocation of funds previously set aside for a Human Resources liability that is no longer required.

In response to a question from Lisa DiCesare, Scott Fleming advised that a review of HCA reserves identified the Human Resources Reserve as the only reserve below its minimum target balance. A review of current projects identified the Saltfleet Wetland Restoration Project as a priority for the remaining funds.

BA 2630 **MOVED BY: Lisa DiCesare**
SECONDED BY: Brad Clark

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.

CARRIED

Memorandums to be Received

7.2. HCA 2026 2nd Quarter Financial Results – Operating

Scott Fleming provided an overview of the memorandum indicating that second quarter results are in-line with budgeted numbers. It is typical for the HCA to sit in a deficit position at the end of the second quarter as a large portion of expenditures occurs in this quarter. Details of each business unit were highlighted.

In response to a question posed by Lisa DiCesare, Scott Fleming confirmed there is slightly reduced revenue for rental houses as there are two rental properties currently vacant that are being reviewed for internal use.

BA 2631 **MOVED BY: Maureen Wilson**
SECONDED BY: Lisa DiCesare

THAT the Memorandum entitled HCA 2026 2nd Quarter Financial Results – Operating be received

CARRIED

7.3. HCA 2026 2nd Quarter Cumulated Financial Results – Capital and Major Maintenance

Matt Hall provided an overview of the memorandum highlighting projects that are currently underway including detailed design of the replacement of the causeway culvert at Christie Lake Conservation Area, Phase 1 of the Dundas Valley Conservation Area Master and Management Plans and, restoration of the 103 locomotive at Westfield Heritage Village Conservation Area.

BA 2632 **MOVED BY: Brad Clark**
SECONDED BY: Lisa DiCesare

THAT the Memorandum entitled HCA 2026 2nd Quarter Cumulated Financial Results – Capital & Major Maintenance be received

CARRIED

7.4. HCA 2026 2nd Quarter Vendor Report

Scott Fleming provided an overview of the memorandum indicating the report contains the vendor along with the amount paid to them during the second quarter period.

BA 2633 **MOVED BY: Maureen Wilson**
SECONDED BY: Brad Clark

THAT the Memorandum entitled HCA 2026 2nd Quarter Vendor Report 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, October 15, 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.

Hamilton Conservation Authority

A Healthy Watershed for Everyone

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 23, 2026

Subject: HCA 2026 3rd Quarter Financial Results – Operating

Hamilton Region Conservation Authority - Net Results (in thousands)

	9 mos. 2026	9 mos. 2025	$ Variance	Budget 2026	Actual 2025	$ Variance
Watershed Management & Services	$ (12)	$ 44	$ (56)	$ -	$ -	$ -
Conservation Areas	$ 1,434	$ 1,633	$ (199)	$ 1,833	$ 1,507	$ 326
Westfield Heritage Village CA	$ 36	$ (2)	$ 38	$ -	$ 16	$ (93)
Central Support Services	$ (976)	$ (1,135)	$ 445	$ (1,833)	$ (1,341)	$ (492)
Net surplus / (deficit)	$ 482	$ 540	$ (57)	$ -	$ 182	$ (182)

Watershed Management Services

	9 mos. 2026	9 mos. 2025	$ Variance	Budget 2026	Actual 2025	$ Variance
Revenues						
Levy	$ 1,916	$ 1,717	$ 199	$ 2,574	$ 2,014	$ 560
Permits, fees & misc.	256	286	(30)	295	425	(130)
Conservation Foundation	2,070	4	2,066	22	-	22
Grants	1,006	255	751	456	317	139
Transfer from reserves	(913)	896	(1,810)	17	615	(598)
Other	29	28	1	174	1,752	(1,578)
Total	4,364	3,187	1,177	3,537	5,123	(1,586)
Expenses						
Staff	2,086	2,046	40	2,913	2,662	251
Contracts & Consultants	2,060	935	1,125	313	2,216	(1,903)
Materials & Supplies	55	29	26	107	50	57
Equipment	68	64	4	25	85	(60)
Utilities	20	18	2	23	23	0
Other	86	51	35	156	87	69
Total	4,375	3,143	1,232	3,537	5,123	(1,586)
Net surplus / (deficit)	$ (12)	$ 44	$ (55)	$ -	$ -	$ -

Conservation Areas Services

	9 mos. 2026	9 mos. 2025	$ Variance	Budget 2026	Actual 2025	$ Variance
Revenues						
Admissions	$ 2,714	$ 2,923	$ (209)	$ 3,796	$ 3,663	$ 133
Marina	1,585	1,696	(111)	1,659	1,644	15
Camping	1,695	1,682	13	2,074	1,997	76
Cabins	86	84	2	215	237	(22)
Concessions	241	227	14	267	246	21
Other	466	372	94	415	539	(124)
Total	6,786	6,983	(198)	8,425	8,326	99
Expenses						
Staff	3,033	3,094	(61)	3,952	3,892	61
Equipment	616	572	44	708	760	(52)
Utilities	359	340	18	399	459	(60)
Materials & Supplies	234	293	(59)	335	370	(35)
Contracts & Consultants	188	185	3	170	270	(100)
Other	922	865	57	1,028	1,068	(40)
Total	5,351	5,350	1	6,592	6,819	(227)
Net surplus / (deficit)	$ 1,434	$ 1,633	$ (199)	$ 1,833	$ 1,507	$ 326

Westfield Heritage Village Conservation Area

	9 mos. 2026	9 mos. 2025	$ Variance	Budget 2026	Actual 2025	$ Variance
Revenues						
Levy	$ 522	$ 505	$ 17	$ 695	$ 673	$ 23
Events	74	72	2	145	107	38
School Programs	61	34	26	65	54	11
Admissions	57	64	(7)	85	83	2
Other	101	92	10	138	119	19
Total	757	702	48	1,043	953	92
Expenses						
Staff	495	474	21	757	622	135
Utilities	43	44	(2)	63	61	2
School Programs	36	30	6	35	41	(6)
Equipment	49	44	5	60	62	(3)
Materials & Supplies	30	37	(7)	45	54	(9)
Advertising & Promotion	6	6	(0)	9	9	(0)
Other	63	68	(6)	76	87	(12)
Total	722	704	18	1,043	937	107
Net surplus / (deficit)	$ 36	$ (2)	$ 31	$ -	$ 16	$ (15)

Central Support Services

	9 mos. 2026	9 mos. 2025	$ Variance	Budget 2026	Actual 2025	$ Variance
Revenues						
Levy	$ 1,477	$ 1,542	$ (65)	$ 1,950	2,366	$ (416)
Equipment	1,048	988	60	1,413	1,362	51
Management Fees	555	582	(27)	600	618	(18)
Interest	173	240	(67)	425	298	127
Rental houses	95	102	(7)	165	133	32
Conservation Foundation	330	45	286	227	279	(52)
Other	192	169	23	345	423	(78)
Total	3,540	3,622	203	4,898	5,479	(355)
Expenses						
Staff	3,505	3,542	(37)	4,957	4,664	294
Utilities	168	174	(6)	359	240	119
Contracts & Consultants	90	115	(25)	144	231	(86)
Materials & Supplies	42	44	(2)	69	75	(6)
Other	710	883	(172)	1,203	1,611	(409)
Total	4,515	4,757	(242)	6,732	6,820	(89)
Net surplus / (deficit)	$ (976)	$ (1,135)	$ 445	$ (1,833)	$ (1,341)	$ (492)
Land, Vehicle & equipment activity						
Donations & misc.	330	-	330	-	127	(127)
Transfer from Reserves	-	-	-	300	930	(630)
	$ 330	$ -	$ 330	$ 300	$ 1,057	$ (757)
Land	242	48	194	-	533	(533)
Vehicles & misc.	335	401	(66)	300	522	(222)
	$ 577	$ 449	$ 128	$ 300	$ 1,055	$ (755)

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Hamilton Conservation Authority

A Healthy Watershed for Everyone

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 23, 2026

Subject: HCA 2026 3rd Quarter Cumulated Financial Results – Capital & Major Maintenance

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CAPITAL: JANUARY THROUGH SEPTEMBER 2026

Christie Lake Conservation Area			*Reinvestment %*
Major Maintenance	**65%**		
Roads & Parking		$ 60,396	*100%*
Utilities & Services		$ 42,808	*100%*
Fencing		$ 30,879	*50%*
Signage		$ 6,934	*100%*
Bridges		$ 4,145	*100%*
Building Maintenance		$ 1,896	*50%*
Other		$ 85	
Project	**35%**		
Beach Pavilion Fire		$ 38,839	*100%*
Lakeside Pavilion Fire		$ 13,254	*100%*
Boat Launch & Marina Wall		$ 9,226	*100%*
Causeway Culvert Replacement Design		$ 8,861	*100%*
Webster Falls Interpretive Signs		$ 4,072	*75%*
Beach House Accessibility Improvements		$ 1,945	*50%*
Webster & Tews Falls Accessibility Improvements		$ 1,418	*50%*

Other		$ 444		
			$ 225,202	

Dundas Valley Conservation Area & Woodend Main Office

Major Maintenance	**42%**			
Building Maintenance		$ 67,997		*100%*
Roads & Parking		$ 27,634		*100%*
Trails		$ 2,917		*100%*
Bridges/Boardwalks		$ 1,355		*100%*
Natural Areas Improvements		$ 1,165		*100%*
Signage		$ 1,125		*100%*
Other		$ -		
Project	**58%**			
DVCA Master And Management Plan Review		$ 58,829		*50%*
Woodend Historic Building Window Replacements		$ 48,445		*100%*
Lower Lions Club Parking Design		$ 20,003		*0%*
Woodend Office Renovations		$ 7,987		*100%*
Trail Centre Teaching Garden		$ 2,131		*100%*
Woodend Entrance Sign		$ 1,205		*25%*
Other		$ 1,782		
			$ 242,575	

Fifty Point Conservation Area

Major Maintenance	**19%**			
Building Maintenance		$ 24,510		*100%*
Roads		$ 18,862		*100%*
Utilities & Services		$ 14,842		*100%*
Bridges/Boardwalks		$ 10,203		*100%*
Other		$ -		
Project	**81%**			
Marina Channel Dredging		$ 216,123		*100%*
West Road Rehabilitation		$ 26,187		*100%*
Marina WIFI		$ 26,079		*50%*
Campground Grading Improvements		$ 24,865		*100%*
Marina Wall Repairs		$ 1,239		*100%*
West Gate Access		$ 1,099		*50%*
Accessible Fishing Platform Replacement		$ 1,069		*50%*

Other		$ 592		
			$ 365,670	

Hamilton Mountain Conservation Area

Major Maintenance	**19%**			
Trails		$ 7,297		*100%*
Gates		$ 7,208		*100%*
Natural Areas Improvements		$ 2,691		*50%*
Roads & Parking		$ 1,903		*100%*
Fencing		$ 1,595		*100%*
Other		$ 695		
Project	**81%**			
DPB Site Development		$ 35,390		*25%*
Saltfleet Perimeter Fencing		$ 14,042		*0%*
HMCA Master & Management Plans		$ 11,947		*50%*
DPB Master Plan		$ 11,471		*50%*
Eramosa Karst Cave Clean-Outs		$ 9,915		*0%*
Saltfleet Trail Expansion		$ 4,516		*0%*
Eramosa Karst Restoration Planting		$ 3,370		*0%*
Other		$ 472		
			$ 112,512	

Valens Lake Conservation Area

Major Maintenance	**3%**			
Bridges/Boardwalks		$ 15,769		*100%*
Roads & Parking		$ 5,519		*100%*
Natural Areas Improvements		$ 4,968		*100%*
Utilities & Services		$ 4,284		*100%*
Other		$ 920		
Project	**97%**			
West Campground Expansion Design & Approvals		$ 630,934		*0%*
Valens Boardwalk Reconstruction		$ 199,955		*50%*
Wayfinding Signage Improvements		$ 30,128		*50%*
Beach Access Improvements		$ 7,595		*75%*
Lookout Platform Replacement Construction		$ 5,241		*25%*
Pull Through Site Drainage Improvements		$ 1,001		*100%*
Other		$ -		

			$ 906,314	

Westfield Heritage Village Conservation Area

Major Maintenance	**42%**			
Building Maintenance		$ 33,364		*100%*
Roads & Parking		$ 10,834		*100%*
Gates		$ 2,211		*100%*
Other		$ 345		
Project	**58%**			
D'Aubigny Inn Roof Replacement		$ 30,760		*100%*
Wayfinding Signage Improvements		$ 17,697		*25%*
Locomotive Restoration		$ 16,195		*100%*
Other		$ 224		
			$ 111,630	

Millgrove Works Yard

Major Maintenance	**100%**			
Building Maintenance		$ 12,164		*100%*
Other		$ -		
			$ 12,164	
Average Reinvestment %				*75%*

2026 Q3 Capital and MM	$ 1,976,067	
Major Maintenance Items		21%
Capital Projects		79%

Estimated value of capital reinvestments	*$ 1,489,651*
Estimated value of new capital investments	*$ 486,417*

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

Hamilton Conservation Authority

A Healthy Watershed for Everyone

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 23, 2026

Subject: HCA 3rd Quarter Vendor Report

Vendor Summary for Payments July - September, 2026

ARCHAEOLOGICAL RESEARCH ASSOCIATES LTD	$ 969,060	DPB Archaeological Assessment
HAUDENOSAUNEE DEVELOPMENT INSTITUTE	339,526	DPB Archaeological Monitoring
MARSH CANADA LIMITED	265,613	Insurance Premiums
FREW ENERGY INC	187,006	Gas & Diesel
MOHAWK FORD SALES LIMITED	127,536	Purchase of 2 new Ford Maverick Hybrids
DENCO RESTORATION CONTRACTORS INC.	111,132	WWW Wavepool & Squirtworks, and deck maintenance
NET ACCESS SYSTEMS INC	99,984	Internet services, hardware, and cabling projects
MISSISSAUGAS OF THE CREDIT FIRST NATION	88,346	DBP Archaeological Monitoring
FAIRWAY ELECTRICAL SERVICES	73,198	Service calls and repairs - various locations
D.M. WILLS ASSOCIATES LIMITED	64,612	Floodplain mapping
CAMIS INC	56,419	Reservation fees, sidekick fees
CARTER LEASE & RENTALS	52,682	Summer fleet rentals
GUILLEVIN INTERNATIONAL CO.	44,292	Electrical work - various areas
1869573 ONTARIO INC-UNIQUE CHRYSLER	43,607	Office Trailer for East Mountain
STAPLES-CORPORATE EXPRESS CANADA	43,048	Office Supplies
JASEN ENTERPRISES	41,457	Rentals, truck repairs
KEY WEST GATES INC.	37,610	Autogate maintence and programming
AJ-SSIS SECURITY INC.	34,953	Security Services - Tiffany Falls & Fifty Point
KPMG LLP -AUDIT	34,804	Audit fees 2025
THE CRUSHED TOMATO-TASTE OF VINCENZO	33,744	Unifor event
FIREWOOD GUYS	32,007	Firewood bags for camping
KISTERS SOLUTIONS CANADA INC	29,710	Wireless data loggers
ELOQUIP LTD.	28,972	Dump box install
HOLLOWFORD FENCING	27,806	Fencing - Christie Lake & Saltfleet

ICEE CANADA INC	24,846	Slushie supplies
EMTERRA ENVIRONMENTAL	24,605	Garbage removal - various parks
GOLDEN HORSESHOE WHOLESALE INC.	22,089	Ice cream for resale
HAMILTON, CITY OF (EFT)	20,707	Lab water testing
BOWMAN TREE SERVICE INC	19,764	Various tree removals and prunings
AQUAFOR BEECH LIMITED	17,292	Floodplain mapping
UNIFIRST CANADA LTD.	16,828	Staff uniforms
WES MABEE MECHANICAL	16,289	Various HVAC services at various sites
TOTAL SANITATION SERVICES LTD-CHANTLER'S	15,899	Christie Lake washroom rentals
CRL CAMPBELL CONSTRUCTION & DRAINAGE LTD	15,748	Slope repair work
BRANTCO CONSTRUCTION	15,483	Paving - Christie Lake
RERA CANADA AND SAT LOCOMOTIVE	15,000	Train Restoration Work
CONNECT & GO INC.-PEEK TRAVEL	14,916	WWW admission tickets
BOBCAT OF HAMILTON LTD.	14,725	Equipment rentals - Valen's & Eramosa Karst
SODERHOLM MARITIME SERVICES INC	14,577	Marina services
1219871 ALBERTA LTD -MINI MELTS	14,363	Ice cream for resale WWW
EDGE1 EQUIPMENT RENTALS	14,215	Woodend boom lift rental
WOODFIELD CANADA INC	14,049	Snow plow purchase
AMRIZE CANADA INC- formerly LAFARGE CANADA INC	14,034	Crusher runs - various sites
WATER & ICE NORTH AMERICA INC	13,723	WWW pool chemicals
PLANMAC ENGINEERING INC	13,026	Causeway Culvert work
MARCO'S PAINTING & DECOR	12,713	Woodend window painting
DURABOND JANITORIAL SERVICES LTD	12,656	Janitorial services
QUADRA CHEMICALS LTD	12,372	WWW pool chemicals
FINE LINES SIGNS CO	12,292	Wayfinding signs WHV
B R DICKSON EQUIPMENT INC	11,769	Fleet - salt/sander unit
CHAMBERLAIN PLUMBING AND MECHANICAL INC.	11,628	Plumbing services - various sites
LENOVO CANADA INC	11,076	Computer Hardware
JOHNSTON MASONRY	11,074	Woodend chimney repairs
J J MACKAY CANADA LIMITED	11,066	Gate replacement Middletown Rd
	3,325,943	88.7%
All other < $10,000	425,056	11.3%
	$ 3,750,999	

# OF LARGE VENDORS	54	20.7%
# OF SMALL VENDORS	207	79.3%
	261	