



**FINANCE COMMITTEE MEETING
ON-LINE VIDEO CONFERENCE**

**Wednesday September 27, 2023
9:00 a.m.**

A G E N D A

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Finance Committee meeting of April 6, 2023

4. CORRESPONDENCE

5. DELEGATIONS

6. PRESENTATIONS

7. CONSENT ITEMS

- a) Report No. FC-07-23 RE: Financial Report-Q1-2023
- b) Report No. FC-08-23 RE: Financial Report-Q2-2023

8. DISCUSSION ITEMS

- a) Report No. FC-06-23 RE: 2024 Draft Budgets and Municipal Levies

9. NEW BUSINESS

10. CLOSED SESSION

11. ADJOURNMENT



**FINANCE COMMITTEE
ON-LINE VIDEO CONFERENCE
MEETING MINUTES
Thursday April 6, 2023
1:00 p.m.**

MEMBERS PRESENT: D. Cridland
R. Foster
B. Grant
D. Huson

STAFF PRESENT: C. Sharma, Chief Administrative Officer/Secretary–Treasurer
G. Bivol, Clerk
A. Christie, Director, Conservation Areas
C. Coverdale, Business and Financial Analyst
L. Gagnon, Director, Corporate Services
E. Gervais, Manager, Corporate Support Services

ALSO PRESENT: D. Marks, KPMG

In the absence of a duly appointed Finance Committee Chair, NPCA Board Chair Foster called the meeting to order at 1:10 p.m.

1. APPROVAL OF AGENDA

Recommendation No. FC-01-2023

Moved by: Member Huson

Seconded by: Member Cridland

THAT the Finance Committee meeting agenda dated April 6, 2023 **BE APPROVED** with amendment to provide for deliberation of agenda item 9.2 being Report No. FC-03-23 RE: 2022 Audited Financial Statements to occur immediately following item 7.1, the presentation by David Marks, Partner, Audit, KPMG LLP, RE: 2022 Audited Financial Statements.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPOINTMENT OF CHAIR AND VICE CHAIR

Chair Foster called three times for nominations to the position of Finance committee Chair and received the following:

Motion:

Moved by: Member Huson

THAT Donna Cridland **BE NOMINATED** as Finance Committee Chair for 2023.

With no further nominations for the position of Committee Chair, Chair Foster called three times for nominations to the position of Vice Chair to the Finance Committee and received the following:

Motion:

Moved by: Member Grant

THAT Diana Huson **BE NOMINATED** as Finance Committee Vice Chair for 2023.

Receiving no other nominations, the following recommendations came forward:

Recommendation No. FC-02-2023

Moved by: Member Huson

Seconded by: Member Grant

THAT Donna Cridland **BE APPOINTED** as Finance Committee Chair for 2023.

CARRIED

Recommendation No. FC-03-2023

Moved by: Member Cridland

Seconded by: Member Grant

THAT Diana Huson **BE APPOINTED** as Finance Committee Vice Chair for 2023.

CARRIED

Chair Cridland presided over the remainder of the meeting.

4. APPROVAL OF THE MINUTES

4.1 Minutes of the Finance Committee meeting dated November 14, 2022

Recommendation No. FC-04-2023

Moved by: Member Grant

Seconded by: Member Huson

THAT the minutes of the Finance Committee meeting dated November 14, 2022 **BE APPROVED**.

CARRIED

5. CORRESPONDENCE

None.

6. DELEGATIONS

None.

7. PRESENTATIONS

7.1 Presentation by David Marks, Partner, Audit, KPMG LLP, RE: 2022 Audited Financial Statements

Recommendation No. FC-05-2023

Moved by: Member Grant

Seconded by: Member Huson

THAT the PowerPoint Presentation by David Marks, Partner, Audit, KPMG LLP, RE: 2022 Audited Financial Statements **BE RECEIVED**.

CARRIED

9.2 Report No. FC-03-23 RE: 2022 Audited Financial Statements - Agenda item 9.2 being Report No. FC-03-23 RE: 2022 Audited Financial Statements was brought forward for deliberation immediately after the presentation.

Recommendation No. FC-06-2023

Moved by: Member Huson

Seconded by: Member Grant

1. **THAT** Report No. FC-03-23 RE: 2022 Audited Financial Statements **BE RECEIVED**.

2. **THAT** the 2022 Audited Financial Statements and the 2022 Audit Findings Report attached hereto as Appendices 1 and 2 respectively **BE RECOMMENDED** to the Board of Directors for approval.

CARRIED

Recommendation No. FC-07-2023

Moved by: Member Grant

Seconded by: Member Huson

THAT the Finance Committee **ACKNOWLEDGES** the work of staff in maintaining the corporation's financial records for the year and commends them on a job well done in producing stellar audit and financial reports.

CARRIED

8. CONSENT ITEMS

8.1 Report No. FC-02-23 RE: Financial Report – Q4 - 2022

Recommendation No. FC-08-2023

Moved by: Member Grant

Seconded by: Member Huson

THAT Report No. FA-12-23 RE: Financial Report – Q4 - 2022 **BE RECEIVED**.

CARRIED

8.2 Report No. FC-04-23 RE: Banking and Investments – 2022 Activity

Recommendation No. FC-09-2023

Moved by: Member Grant

Seconded by: Member Huson

THAT Report No. FC-04-23 RE: Banking and Investments – 2022 Activity **BE RECEIVED.**
CARRIED

8.3 Report No. FC-05-23 RE: Procurement – 2022 Activity

Recommendation No. FC-10-2023

Moved by: Member Huson

Seconded by: Member Grant

THAT Report No. FC-05-23 RE: Procurement – 2022 Activity **BE RECEIVED.**
CARRIED

9. DISCUSSION ITEMS

9.1 Report No. FC-01-23 RE: Finance Committee – 2023 Work Plan

Recommendation No. FC-11-2023

Moved by: Member Grant

Seconded by: Member Huson

1. **THAT** Report No. FC-01-23 RE: Finance Committee – 2023 Work Plan **BE RECEIVED.**
2. **THAT** the Finance Committee - 2023 Work Plan attached as Appendix 1 **BE APPROVED.**

CARRIED

- 9.2 Report No. FC-03-23 RE: 2022 Audited Financial Statements - This report was addressed immediately following agenda item 7.1. Presentation by David Marks, Partner, Audit, KPMG LLP, RE: 2022 Audited Financial Statements.

10. NEW BUSINESS

Vice Chair Huson posed questions regarding procurement.

11. ADJOURNMENT

The Finance Committee meeting adjourned at 2:22 p.m.

Donna Cridland
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

Report To: Finance Committee

Subject: Financial Report – Q1 - 2023

Report No: FC-07-23

Date: September 27, 2023

Recommendation:

THAT Report FC-07-23 RE: Financial Report – Q1 - 2023 **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Finance Committee with a summary of operating and capital expenditures and to provide a comparison of actual results to the budget as approved by the Board.

Discussion:

The report confirms the general financial oversight and compliance with Public Sector Accounting Board Standards.

Financial Implications:

The Revenue and Expenditure lines are within budget allocations identified during the budget preparation and approval cycle.

Related Reports and Appendices:

Appendix 1 – 2023 Operating Statement – Q1

Appendix 2 – 2023 Operating Statement – Q1 – CA Act Programs & Services Inventory Format

Appendix 3 – Capital Projects 2023 – Q1

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Niagara Peninsula Conservation Authority
2023 CONSOLIDATED OPERATING STATEMENT - Q1 - JANUARY 1 TO MARCH 31, 2023

| Appendix 1 - Report No. FC-07-23 | Year to date | | | | Annual Budget | Comments |
|---|---------------------|---------------------|-------------------|---------------|----------------------|--|
| | Actual | Budget | \$ Variance | % Variance | | |
| Source of Funds | | | | | | |
| Municipal Funding | 1,736,775 | 1,736,772 | 3 | 0.0% | 6,947,104 | Variance not material |
| Provincial Funding | 283,639 | 100,000 | 183,639 | 183.6% | 538,760 | Advance payments by the Province for fully funded programs |
| Federal Funding | 153,648 | 108,431 | 45,217 | 41.7% | 268,000 | 2 Billion Trees grant unbudgeted |
| Program Revenue | 261,390 | 237,812 | 23,578 | 9.9% | 4,084,201 | Increased programming; tree top trekking; hunting permits |
| Other | 166,113 | 80,282 | 85,831 | 106.9% | 1,044,418 | Unbudgeted Restoration grants |
| Total Revenues/Source of Funds | \$ 2,601,565 | \$ 2,263,297 | \$ 338,268 | 14.9% | \$ 12,882,483 | |
| Use of Funds | | | | | | |
| Salaries and Benefits, Employee Related | 1,519,434 | 1,588,218 | 68,784 | 4.3% | 8,641,201 | Gapping of vacant positions/recruitment challenges |
| Governance | - | 3,000 | 3,000 | 100.0% | 41,000 | Timing on recognition of Board expenses |
| Professional Fees, Contractor Services | 69,874 | 248,123 | 178,249 | 71.8% | 1,071,133 | Fully funded initiatives - timing of expense recognition |
| Materials & Supplies, Vehicles & Equipment | 129,882 | 132,064 | 2,182 | 1.7% | 663,790 | Variance not material |
| Occupancy Costs | 171,538 | 158,503 | (13,035) | (8.2%) | 630,522 | Inflation - utilities (specifically hydro) |
| Park Maintenance | 80,183 | 54,176 | (26,007) | (48.0%) | 626,300 | Calendarization of park maintenance disbursements |
| Information Management/GIS | 125,723 | 109,261 | (16,462) | (15.1%) | 473,487 | Licence fees; will self-correct by year end |
| Marketing, Advertising, Printing, Signs | 10,603 | 12,685 | 2,082 | 16.4% | 92,000 | Variance not material |
| Special Events (Festival, Holiday Trail) | 32,983 | 26,122 | (6,861) | (26.3%) | 331,000 | Variance not material |
| Flood Forecasting & Water Quality | 8,742 | 24,202 | 15,460 | 63.9% | 131,500 | Calendarization |
| Miscellaneous | 46,324 | 56,786 | 10,462 | 18.4% | 180,550 | Memberships and awards/events - will self correct (timing) |
| Total Expenses/Use of Funds | \$ 2,195,286 | \$ 2,413,140 | \$ 217,854 | 9.0% | \$ 12,882,483 | |
| Net Surplus/Deficit as at March 31, 2023 | \$ 406,279 | -\$ 149,843 | \$ 556,122 | 371.1% | - | |

Niagara Peninsula Conservation Authority

2023 Consolidated Operating Statement - Q1 - January to March 2023 (CA Act - Programs & Services Inventory Format)

| Appendix 2 - Report No. FC-07-23 | | | Year to date | | | | 2023 ANNUAL BUDGET |
|--|--|----------|------------------|------------------|----------------|----------------|-----------------------|
| Dept | Description | Category | Actual | Budget | \$ Variance | % Variance | |
| Category 1 | | | | | | | |
| Natural Hazard Management | | | | | | | |
| 301 | Flood Forecasting and Warning | 1 | 35,454 | 41,279 | 5,825 | 14.1% | 235,640 |
| 157 | Flood and Erosion Management | 1 | 11,568 | 15,440 | 3,872 | 25.1% | 61,185 |
| 323 | Water Resources | 1 | - | - | - | 0.0% | 58,869 |
| 329 | Shoreline Hazard Management | 1 | 7,905 | 6,092 | - 1,813 | -29.8% | 23,785 |
| 345/355 | Environmental Planning and Policy | 1 | 63,522 | 65,502 | 1,980 | 3.0% | 388,385 |
| 361 | Planning and Permitting | 1 | 105,906 | 150,712 | 44,806 | 29.7% | 707,445 |
| 371 | Compliance and Enforcement | 1 | 114,295 | 117,180 | 2,885 | 2.5% | 542,794 |
| 391 | Planning Ecology | 1 | 56,287 | 57,700 | 1,413 | 2.4% | 274,913 |
| TOTAL | | | 394,937 | 453,905 | 58,968 | 47.1% | 2,293,016 |
| Watershed Resource Management and Climate Change | | | | | | | |
| New | Watershed-based Resource Management Strategy | 1 | - | - | - | 0.0% | - |
| 265 | Watershed Monitoring and Reporting | 1 | 18,420 | 20,605 | 2,185 | 10.6% | 228,356 |
| 217 | Special Projects (groundwater sampling) | 1 | - | 12,126 | 12,126 | 100.0% | 16,500 |
| 125 | Regulatory Mapping Technical Studies | 1 | 14,125 | 12,863 | - 1,262 | -9.8% | 53,796 |
| 303 | Climate Change Resilience | 1 | 10,849 | 97,548 | 86,699 | 88.9% | 167,451 |
| TOTAL | | | 43,394 | 143,142 | 99,748 | 189.7% | 466,103 |
| Other Watershed Related Programs | | | | | | | |
| 205 | Drinking Source Water Protection | 1 | 31,077 | 32,704 | 1,627 | 5.0% | 201,937 |
| TOTAL | | | 31,077 | 32,704 | 1,627 | 5.0% | 201,937 |
| Conservation Authority Lands and Conservation Areas | | | | | | | |
| 489 | Section 29 Enforcement and Compliance | 1 | 21,174 | 19,431 | - 1,743 | -9.0% | 83,586 |
| 427 | Land Care Program | 1 | 173,054 | 145,454 | - 27,600 | -19.0% | 930,888 |
| 357/387 | Land Management Planning | 1 | 27,920 | 53,053 | 25,133 | 47.4% | 307,582 |
| 119 | Ecology | 1 | 29,266 | 25,448 | - 3,818 | -15.0% | 119,699 |
| TOTAL | | | 251,414 | 243,386 | - 8,028 | 4.4% | 1,441,755 |
| Enabling Services | | | | | | | |
| 101/107/127/129 | Corporate Services (incl HR, Corp Sup, AM) | 1 | 401,851 | 413,065 | 11,214 | 2.7% | 1,925,364 |
| 105 | Financial Services | 1 | 63,428 | 61,997 | - 1,431 | -2.3% | 303,980 |
| 109/131 | Information Management and Technology | 1 | 161,852 | 164,614 | 2,762 | 1.7% | 756,269 |
| 103/150 | Governance and Corporate Administration | 1 | 93,068 | 100,741 | 7,673 | 7.6% | 546,579 |
| 111 | Communications, Marketing and Public Relations | 1 | 30,337 | 51,334 | 20,997 | 40.9% | 299,756 |
| 801 | Vehicles and Equipment | 1 | 59,181 | 35,104 | - 24,077 | -68.6% | 202,800 |
| 153/155 | Asset Management | 1 | 37,425 | 20,134 | - 17,291 | -85.9% | 99,708 |
| TOTAL | | | 847,142 | 846,989 | - 153 | -103.9% | 4,134,456 |
| TOTAL CATEGORY 1 | | | 1,567,964 | 1,720,126 | 152,162 | 142.3% | 8,537,267 |

Niagara Peninsula Conservation Authority

2023 Consolidated Operating Statement - Q1 - January to March 2023 (CA Act - Programs & Services Inventory Format)

| Appendix 2 - Report No. FC-07-23 | | | Year to date | | | | 2023 ANNUAL BUDGET |
|--|---|----------|----------------|------------------|------------------|---------------|-----------------------|
| Dept | Description | Category | Actual | Budget | \$ Variance | % Variance | |
| General Levy - Category 3 - Cost Apportionment MOU | | | | | | | |
| Watershed Resource Management and Climate Change | | | | | | | |
| 227 | Restoration | 3 | 95,822 | 124,493 | 28,671 | 23.0% | 612,326 |
| 123 | Community Engagement and Stewardship | 3 | 47,861 | 57,337 | 9,476 | 16.5% | 276,900 |
| 343 | Integrated Watershed Planning | 3 | 54,241 | 54,260 | 19 | 0.0% | 251,316 |
| TOTAL | | | 197,924 | 236,090 | 38,166 | 39.6% | 1,140,542 |
| TOTAL GENERAL LEVY - CATEGORY 3 | | | 197,924 | 236,090 | 38,166 | 39.6% | 1,140,542 |
| Special Levy | | | | | | | |
| TBD | Capital and Special Projects | 1 | 251,367 | 2,018,159 | 1,766,792 | 87.5% | 2,018,159 |
| TBD | Land Securement/Acquisition and Disposition | 2 | - | 102,823 | 102,823 | 100.0% | 411,291 |
| TBD | Technical Advisory Support | 2 | - | - | - | 0.0% | - |
| TOTAL SPECIAL LEVY | | | 251,367 | 2,120,982 | 1,869,615 | 187.5% | 2,429,450 |
| Fee for Service - Schedule A | | | | | | | |
| 265 | Watershed Monitoring and Reporting | | 44,625 | 44,625 | - | 0.0% | 178,500 |
| TOTAL FEE FOR SERVICE - SCHEDULE A | | | 44,625 | 44,625 | - | 0.0% | 178,500 |
| Provincial, Federal, Authority Generated | | | | | | | |
| Other Watershed Related Programs | | | | | | | - |
| 241 | Niagara River Remedial Action Plan | 3 | 30,669 | 93,511 | 62,842 | 67.2% | 360,000 |
| 307 | Other (new projects/programs - i.e. 2BT) | 3 | 14,411 | 19,746 | 5,335 | 27.0% | 110,000 |
| TOTAL | | | 45,080 | 113,257 | 68,177 | 94.2% | 470,000 |
| Conservation Authority Lands and Conservation Areas | | | | | | | |
| 395/401/403/405 407/411/481 | Active Recreation Programs | 3 | 282,718 | 233,554 | - 49,164 | -21.1% | 2,196,174 |
| 413/487 | Educational Programming | 3 | 56,975 | 65,488 | 8,513 | 13.0% | 360,000 |
| New | Land Management, Other Agencies | 3 | | | - | 0.0% | - |
| TOTAL | | | 339,693 | 299,042 | - 40,651 | -8.1% | 2,556,174 |
| TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED | | | 384,773 | 412,299 | 27,526 | 86.2% | 3,026,174 |

| | | | | | |
|--------------------|------------------|------------------|------------------|--------------|-------------------|
| GRAND TOTAL | 2,446,653 | 4,534,122 | 2,087,469 | 46.0% | 15,311,933 |
|--------------------|------------------|------------------|------------------|--------------|-------------------|

| SUMMARY - 2023 | | | | | |
|-----------------|------------------|------------------|------------------|--------------|-------------------|
| Operating | 2,195,286 | 2,413,140 | 217,854 | 9.0% | 12,882,483 |
| Capital | 251,367 | 2,018,159 | 1,766,792 | 87.5% | 2,018,159 |
| Land Securement | - | 102,823 | 102,823 | 100.0% | 411,291 |
| TOTAL | 2,446,653 | 4,534,122 | 2,087,469 | 46.0% | 15,311,933 |

| Niagara Peninsula Conservation Authority - 2023 CAPITAL AND SPECIAL PROJECTS | | | | | | Appendix 2 - Report No. FC-07-23 | |
|--|------------------|--------------|---------------|------------------------|--------------------------|----------------------------------|------------------------------------|
| Project Name | Location | Funding | | Budget Carried Forward | YTD Spend at 31-DEC-2022 | YTD Spend at 31-MAR-2023 | Total Project Spend at 31-MAR-2023 |
| | | 2023 | Total Project | | | | |
| Corprate Administration | | | | | | | |
| Human Resources Information System | Various | 27,013 | 27,013 | - | - | - | - |
| Automated External Defibrillators (8 units) | Various | 27,013 | 27,013 | - | - | - | - |
| TOTAL - Coporate Administration | | \$ 54,026 | \$ 54,026 | \$ - | \$ - | \$ - | \$ - |
| Corprate Services | | | | | | | |
| Annual PC replacements and Acquisition | Various | 81,039 | 81,039 | - | - | - | - |
| Information Technology Infrastructure Maintenance | Various | 43,220 | 43,220 | - | - | 9,140 | 9,140 |
| 2022 Capital Planning Software | Various | - | - | 22,857 | 19,742 | - | 19,742 |
| 2022 Large Scale Surface Water Inventory Mapping Update | Various | - | - | 106,311 | - | - | - |
| 2021 Restoration Site Design - Lakewood | Niagara | - | - | 52,584 | 23,587 | 1,713 | 25,300 |
| 2021 Records Management - phased | Various | - | - | 40,000 | 3,739 | 1,914 | 5,653 |
| TOTAL - Coporate Services | | \$ 124,259 | \$ 124,259 | \$ 221,752 | \$ 47,068 | \$ 12,767 | \$ 59,835 |
| Conservation Area Services | | | | | | | |
| Balls Falls - Heritage Building Restoration | Balls Falls | 81,038 | 81,038 | - | - | - | - |
| Balls Falls - Centre for Conservation Upgrades | Balls Falls | 108,051 | 108,051 | - | - | - | - |
| Binbrook - New Washroom Building (Phase 1) | Binbrook | 64,831 | 64,831 | - | - | - | - |
| Chippawa Creek - Natural Playground | Chippawa Creek | 108,051 | 108,051 | - | - | - | - |
| Long Beach - Workshop (Phase 1) | Central Workshop | 135,064 | 135,064 | - | - | - | - |
| St. John's Education Centre Student Structural Rest. | St. John's | 135,064 | 135,064 | - | - | 5,871 | 5,871 |
| Stevensville - Fishing Pier | Stevensville | 64,831 | 64,831 | - | - | 12,349 | 12,349 |
| Equipment Sustainment | Various | 243,115 | 243,115 | - | - | 51,979 | 51,979 |
| Hazard Tree Removal and Reforestation | Various | 108,051 | 108,051 | - | - | 10,072 | 10,072 |
| 2022 Rockway - Parking Area Enhancement | Rockway | 324,381 | 324,381 | - | 13,843 | 23,902 | 37,745 |
| 2022 Balls Falls - Pedestrian Path (Accessibility) | Balls Falls | - | - | 26,292 | 7,632 | - | 7,632 |
| 2022 St. John's CA - Parking Enhancement | St. John's | - | - | - | 162,505 | 3,974 | 166,479 |
| 2022 Trail Enhancement (various) | Various | - | - | - | 5,125 | 17,450 | 22,575 |
| 2021/2022 Cave Springs - Exterior Infrastructure | Cave Springs | - | - | 131,461 | 346,723 | 5,683 | 352,406 |
| 2020 CFC Gallery Upgrades | Balls Falls | - | - | 65,000 | 32,709 | - | 32,709 |
| Total - Conservation Area Services | | \$ 1,372,477 | \$ 1,372,477 | \$ 222,753 | \$ 503,119 | \$ 131,280 | \$ 634,399 |
| Watershed | | | | | | | |
| Floodplain Mapping - Coyle and Drapers Creek | Welland/Pelham | - | - | 120,944 | - | 2,861 | 2,861 |
| Floodplain Mapping - Oswego Creek | Haldimand | 56,804 | 56,804 | - | - | 594 | 594 |
| Welland River Water Quality Non Point Source Model | | 64,831 | 64,831 | - | - | - | - |
| Integrated Water Resources Spatial Drainage Framework | Various | 81,038 | 81,038 | - | - | - | - |
| Integrated Watershed Monitoring Program Startup | Various | 27,013 | 27,013 | - | - | - | - |
| Upper Welland River Tributaries Floodplain Mapping | Niagara | 108,050 | 108,050 | - | - | - | - |
| Watershed & Sub Watershed Data Analysis/Monitoring | Niagara | 81,038 | 81,038 | - | - | - | - |
| Sustainment - Stream Gauge Equipment | Various | 21,610 | 21,610 | - | - | - | - |
| Sustainment - Water Quality Monitoring Equipment | Various | 27,013 | 27,013 | - | - | - | - |
| 2022 Dam Safety Review (Binbrook and Welland River) | | - | - | 132,889 | - | 76,287 | 76,287 |
| 2022 Shoreline Mapping Update - Lake Erie | | - | - | 157,753 | - | - | - |
| 2021 Floodplain Mapping - Big Forks Creek | | - | - | 157,753 | 96,788 | 8,186 | 104,974 |
| 2020 Flood Plain Mapping - Beaver Creek | | - | - | 157,753 | 81,771 | 19,392 | 101,163 |
| Total - Watershed | | \$ 467,397 | \$ 467,397 | \$ 727,092 | \$ 178,559 | \$ 107,321 | \$ 285,880 |
| GRAND TOTAL | | \$ 2,018,159 | \$ 2,018,159 | \$ 1,171,597 | \$ 728,746 | \$ 251,367 | \$ 980,113 |

Report To: Finance Committee

Subject: Financial Report – Q2 - 2023

Report No: FC-08-23

Date: September 27, 2023

Recommendation:

THAT Report FC-08-23 RE: Financial Report – Q2 - 2023 **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Finance Committee with a summary of operating and capital expenditures and to provide a comparison of actual results to the budget as approved by the Board.

Discussion:

The report confirms the general financial oversight and compliance with Public Sector Accounting Board Standards.

Financial Implications:

The Revenue and Expenditure lines are within budget allocations identified during the budget preparation and approval cycle.

Related Reports and Appendices:

Appendix 1 – 2023 Operating Statement – Q2

Appendix 2 – 2023 Operating Statement – Q2 – CA Act Programs & Services Inventory Format

Appendix 3 – Capital Projects 2023 – Q2

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Niagara Peninsula Conservation Authority
2023 CONSOLIDATED OPERATING STATEMENT - Q2 - JANUARY 1 TO JUNE 30, 2023

| Appendix 1 - Report No. FC-08-23 | Year to date | | | | Annual Budget | Comments |
|--|---------------------|---------------------|-------------------|---------------|----------------------|--|
| | Actual | Budget | \$ Variance | % Variance | | |
| Source of Funds | | | | | | |
| Municipal Funding | 3,473,557 | 3,473,544 | 13 | 0.0% | 6,947,104 | Variance not material |
| Provincial Funding | 373,722 | 234,000 | 139,722 | 59.7% | 538,760 | Advance payments by the Province for fully funded programs |
| Federal Funding | 171,148 | 218,431 | (47,283) | (21.6%) | 268,000 | Timing on payment from the Feds for fully funded programs |
| Program Revenue | 1,351,335 | 1,224,850 | 126,485 | 10.3% | 4,084,201 | Increased venue rentals; programming; transient camping |
| Other | 275,343 | 200,322 | 75,021 | 37.5% | 1,044,418 | Unbudgeted Restoration grants |
| Total Revenues/Source of Funds | \$ 5,645,105 | \$ 5,351,147 | \$ 293,958 | 5.5% | \$ 12,882,483 | |
| Use of Funds | | | | | | |
| Salaries and Benefits, Employee Related | 3,804,057 | 4,032,908 | 228,851 | 5.7% | 8,641,201 | Gapping of vacant positions/recruitment challenges |
| Governance | - | 14,578 | 14,578 | 100.0% | 41,000 | Timing on recognition of Board expenses |
| Professional Fees, Contractor Services | 159,415 | 558,244 | 398,829 | 71.4% | 1,071,133 | Timing of expenses vs budget |
| Materials & Supplies, Vehicles & Equipment | 333,099 | 315,553 | (17,546) | (5.6%) | 663,790 | Inflation (fuel), increased need for fleet rentals |
| Occupancy Costs | 304,646 | 327,919 | 23,273 | 7.1% | 630,522 | Timing on lease payments (Welland) - will self-correct |
| Park Maintenance | 265,188 | 197,686 | (67,502) | (34.1%) | 626,300 | Calendarization of park maintenance disbursements |
| Information Management/GIS | 264,205 | 231,522 | (32,683) | (14.1%) | 473,487 | Licence fees - will self-correct by year end |
| Marketing, Advertising, Printing, Signs | 23,684 | 31,078 | 7,394 | 23.8% | 92,000 | Variance not material |
| Special Events (Festival, Holiday Trail) | 41,160 | 32,315 | (8,845) | (27.4%) | 331,000 | Variance not material |
| Flood Forecasting & Water Quality | 24,500 | 33,004 | 8,504 | 25.8% | 131,500 | Variance not material |
| Miscellaneous | 98,675 | 118,637 | 19,962 | 16.8% | 180,550 | Membership and awards/events - timing |
| Total Expenses/Use of Funds | \$ 5,318,629 | \$ 5,893,444 | \$ 574,815 | 9.8% | \$ 12,882,483 | |
| Net Surplus/Deficit as at June 30, 2023 | \$ 326,476 | -\$ 542,297 | \$ 868,773 | 160.2% | - | |

Niagara Peninsula Conservation Authority

2023 Consolidated Operating Statement - Q2 - January to June 2023 (CA Act - Programs & Services Inventory Format)

| Appendix 2 - Report No. FC-08-23 | | | Year to date | | | | 2023 ANNUAL |
|--|--|----------|------------------|------------------|----------------|---------------|------------------|
| Dept | Description | Category | Actual | Budget | \$ Variance | % Variance | BUDGET |
| Category 1 | | | | | | | |
| Natural Hazard Management | | | | | | | |
| 301 | Flood Forecasting and Warning | 1 | 76,754 | 99,997 | 23,243 | 23.2% | 235,640 |
| 157 | Flood and Erosion Management | 1 | 30,024 | 31,307 | 1,283 | 4.1% | 61,185 |
| 323 | Water Resources | 1 | 1,746 | 7,849 | 6,103 | 77.8% | 58,869 |
| 329 | Shoreline Hazard Management | 1 | 17,126 | 12,611 | - 4,515 | -35.8% | 23,785 |
| 345/355 | Environmental Planning and Policy | 1 | 152,940 | 167,787 | 14,847 | 8.8% | 388,385 |
| 361 | Planning and Permitting | 1 | 249,500 | 339,400 | 89,900 | 26.5% | 707,445 |
| 371 | Compliance and Enforcement | 1 | 242,633 | 263,445 | 20,812 | 7.9% | 542,794 |
| 391 | Planning Ecology | 1 | 129,963 | 133,093 | 3,130 | 2.4% | 274,913 |
| TOTAL | | | 900,686 | 1,055,489 | 154,803 | 114.9% | 2,293,016 |
| Watershed Resource Management and Climate Change | | | | | | | |
| New | Watershed-based Resource Management Strategy | 1 | | | - | 0.0% | - |
| 265 | Watershed Monitoring and Reporting | 1 | 68,608 | 63,828 | - 4,780 | -7.5% | 228,356 |
| 217 | Special Projects (groundwater sampling) | 1 | - | 13,502 | 13,502 | 100.0% | 16,500 |
| 125 | Regulatory Mapping Technical Studies | 1 | 30,605 | 27,645 | - 2,960 | -10.7% | 53,796 |
| 303 | Climate Change Resilience | 1 | 28,898 | 121,754 | 92,856 | 76.3% | 167,451 |
| TOTAL | | | 128,111 | 226,729 | 98,618 | 158.1% | 466,103 |
| Other Watershed Related Programs | | | | | | | |
| 205 | Drinking Source Water Protection | 1 | 69,756 | 101,157 | 31,401 | 31.0% | 201,937 |
| TOTAL | | | 69,756 | 101,157 | 31,401 | 31.0% | 201,937 |
| Conservation Authority Lands and Conservation Areas | | | | | | | |
| 489 | Section 29 Enforcement and Compliance | 1 | 39,803 | 41,862 | 2,059 | 4.9% | 83,586 |
| 427 | Land Care Program | 1 | 444,527 | 404,863 | - 39,664 | -9.8% | 930,888 |
| 357/387 | Land Management Planning | 1 | 68,124 | 152,960 | 84,836 | 55.5% | 307,582 |
| 119 | Ecology | 1 | 61,352 | 65,655 | 4,303 | 6.6% | 119,699 |
| TOTAL | | | 613,806 | 665,340 | 51,534 | 57.1% | 1,441,755 |
| Enabling Services | | | | | | | |
| 101/107/127/129 | Corporate Services (incl HR, Corp Sup, AM) | 1 | 822,843 | 1,019,288 | 196,445 | 19.3% | 1,925,364 |
| 105 | Financial Services | 1 | 138,577 | 135,023 | - 3,554 | -2.6% | 303,980 |
| 109/131 | Information Management and Technology | 1 | 374,185 | 363,270 | - 10,915 | -3.0% | 756,269 |
| 103/150 | Governance and Corporate Administration | 1 | 223,131 | 254,237 | 31,106 | 12.2% | 546,579 |
| 111 | Communications, Marketing and Public Relations | 1 | 85,544 | 117,182 | 31,638 | 27.0% | 299,756 |
| 801 | Vehicles and Equipment | 1 | 131,077 | 85,550 | - 45,527 | -53.2% | 202,800 |
| 153/155 | Asset Management | 1 | 88,123 | 47,739 | - 40,384 | -84.6% | 99,708 |
| TOTAL | | | 1,863,480 | 2,022,289 | 158,809 | -84.9% | 4,134,456 |
| TOTAL CATEGORY 1 | | | 3,575,839 | 4,071,004 | 495,165 | 276.2% | 8,537,267 |

| Niagara Peninsula Conservation Authority | | | | | | | |
|---|---|----------|--------------|-----------|-------------|------------|-----------------------|
| 2023 Consolidated Operating Statement - Q2 - January to June 2023 (CA Act - Programs & Services Inventory Format) | | | | | | | |
| Appendix 2 - Report No. FC-08-23 | | | Year to date | | | | 2023 ANNUAL BUDGET |
| Dept | Description | Category | Actual | Budget | \$ Variance | % Variance | |
| General Levy - Category 3 - Cost Apportionment MOU | | | | | | | |
| Watershed Resource Management and Climate Change | | | | | | | |
| 227 | Restoration | 3 | 279,353 | 285,598 | 6,245 | 2.2% | 612,326 |
| 123 | Community Engagement and Stewardship | 3 | 113,280 | 138,830 | 25,550 | 18.4% | 276,900 |
| 343 | Integrated Watershed Planning | 3 | 124,443 | 123,558 | - 885 | -0.7% | 251,316 |
| TOTAL | | | 517,076 | 547,986 | 30,910 | 19.9% | 1,140,542 |
| TOTAL GENERAL LEVY - CATEGORY 3 | | | 517,076 | 547,986 | 30,910 | 19.9% | 1,140,542 |
| Special Levy | | | | | | | |
| TDB | Capital and Special Projects | 1 | 631,149 | 2,018,159 | 1,387,010 | 68.7% | 2,018,159 |
| TDB | Land Securement/Acquisition and Disposition | 2 | - | 205,646 | 205,646 | 100.0% | 411,291 |
| TDB | Technical Advisory Support | 2 | | | - | 0.0% | |
| TOTAL SPECIAL LEVY | | | 631,149 | 2,223,805 | 1,592,656 | 168.7% | 2,429,450 |
| Fee for Service - Schedule A | | | | | | | |
| 265 | Watershed Monitoring and Reporting | | 89,250 | 89,250 | - | 0.0% | 178,500 |
| TOTAL FEE FOR SERVICE - SCHEDULE A | | | 89,250 | 89,250 | - | 0.0% | 178,500 |
| Provincial, Federal, Authority Generated | | | | | | | |
| Other Watershed Related Programs | | | | | | | - |
| 241 | Niagara River Remedial Action Plan | 3 | 76,448 | 183,273 | 106,825 | 58.3% | 360,000 |
| 307 | Other (new projects/programs - i.e. 2BT) | 3 | 16,922 | 49,539 | 32,617 | 65.8% | 110,000 |
| TOTAL | | | 93,370 | 232,812 | 139,442 | 124.1% | 470,000 |
| Conservation Authority Lands and Conservation Areas | | | | | | | - |
| 395/401/403/405 407/411/481 | Active Recreation Programs | 3 | 842,116 | 786,615 | - 55,501 | -7.1% | 2,196,174 |
| 413/487 | Educational Programming | 3 | 200,975 | 165,777 | - 35,198 | -21.2% | 360,000 |
| New | Land Management, Other Agencies | 3 | | | - | 0.0% | - |
| TOTAL | | | 1,043,091 | 952,392 | - 90,699 | -28.3% | 2,556,174 |
| TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED | | | 1,136,461 | 1,185,204 | 48,743 | 4.1% | 3,026,174 |
| GRAND TOTAL | | | 5,949,775 | 8,117,249 | 2,167,474 | 468.9% | 15,311,933 |

| SUMMARY - 2023 | | | | | |
|-----------------|-----------|-----------|-----------|--------|------------|
| Operating | 5,318,626 | 5,893,444 | 574,818 | 9.8% | 12,882,483 |
| Capital | 631,149 | 2,018,159 | 1,387,010 | 68.7% | 2,018,159 |
| Land Securement | - | 205,646 | 205,646 | 100.0% | 411,291 |
| TOTAL | 5,949,775 | 8,117,249 | 2,167,474 | 26.7% | 15,311,933 |

| Niagara Peninsula Conservation Authority - 2023 CAPITAL AND SPECIAL PROJECTS | | | | | | Appendix 2 - Report No. FC-08-23 | |
|--|------------------|--------------|---------------|------------------------|--------------------------|----------------------------------|------------------------------------|
| Project Name | Location | Funding | | Budget Carried Forward | YTD Spend at 31-DEC-2022 | YTD Spend at 30-JUN-2023 | Total Project Spend at 30-JUN-2023 |
| | | 2023 | Total Project | | | | |
| Corporate Administration | | | | | | | |
| Human Resources Information System | Various | 27,013 | 27,013 | - | - | - | - |
| Automated External Defibrillators (8 units) | Various | 27,013 | 27,013 | - | - | - | - |
| TOTAL - Coporate Administration | | \$ 54,026 | \$ 54,026 | \$ - | \$ - | \$ - | \$ - |
| Corporate Services | | | | | | | |
| Annual PC replacements and Acquisition | Various | 81,039 | 81,039 | - | - | 19,511 | 19,511 |
| Information Technology Infrastructure Maintenance | Various | 43,220 | 43,220 | - | - | 32,701 | 32,701 |
| 2022 Capital Planning Software | Various | - | - | 22,857 | 19,742 | - | 19,742 |
| 2022 Large Scale Surface Water Inventory Mapping Update | Various | - | - | 106,311 | - | - | - |
| 2021 Restoration Site Design - Lakewood | Niagara | - | - | 52,584 | 23,587 | 5,349 | 28,936 |
| 2021 Records Management - phased | Various | - | - | 40,000 | 3,739 | 1,914 | 5,653 |
| TOTAL - Coporate Services | | \$ 124,259 | \$ 124,259 | \$ 221,752 | \$ 47,068 | \$ 59,475 | \$ 106,543 |
| Conservation Area Services | | | | | | | |
| Balls Falls - Heritage Building Restoration | Balls Falls | 81,038 | 81,038 | - | - | 831 | 831 |
| Balls Falls - Centre for Conservation Upgrades | Balls Falls | 108,051 | 108,051 | - | - | 10,366 | 10,366 |
| Binbrook - New Washroom Building (Phase 1) | Binbrook | 64,831 | 64,831 | - | - | - | - |
| Chippawa Creek - Natural Playground | Chippawa Creek | 108,051 | 108,051 | - | - | - | - |
| Long Beach - Workshop (Phase 1) | Central Workshop | 135,064 | 135,064 | - | - | 3,780 | 3,780 |
| St. John's Education Centre Student Structural Rest. | St. John's | 135,064 | 135,064 | - | - | 13,452 | 13,452 |
| Stevensville - Fishing Pier | Stevensville | 64,831 | 64,831 | - | - | 60,306 | 60,306 |
| Equipment Sustainment | Various | 243,115 | 243,115 | - | - | 142,275 | 142,275 |
| Hazard Tree Removal and Reforestation | Various | 108,051 | 108,051 | - | - | 31,897 | 31,897 |
| 2022 Rockway - Parking Area Enhancement | Rockway | 324,381 | 324,381 | - | 13,843 | 66,034 | 79,877 |
| 2022 Balls Falls - Pedestrian Path (Accessibility) | Balls Falls | - | - | 26,292 | 7,632 | 30,528 | 38,160 |
| 2022 St. John's CA - Parking Enhancement | St. John's | - | - | - | 162,505 | 14,331 | 176,836 |
| 2022 Trail Enhancement (various) | Various | - | - | - | 5,125 | 24,923 | 30,048 |
| 2021/2022 Cave Springs - Exterior Infrastructure | Cave Springs | - | - | 131,461 | 346,723 | 5,683 | 352,406 |
| 2020 CFC Gallery Upgrades | Balls Falls | - | - | 65,000 | 32,709 | - | 32,709 |
| Total - Conservation Area Services | | \$ 1,372,477 | \$ 1,372,477 | \$ 222,753 | \$ 503,119 | \$ 404,406 | \$ 907,525 |
| Watershed | | | | | | | |
| Floodplain Mapping - Oswego Creek | Haldimand | 56,804 | 56,804 | - | - | 18,883 | 18,883 |
| Welland River Water Quality Non Point Source Model | | 64,831 | 64,831 | - | - | - | - |
| Integrated Water Resources Spatial Drainage Framework | Various | 81,038 | 81,038 | - | - | - | - |
| Integrated Watershed Monitoring Program Startup | Various | 27,013 | 27,013 | - | - | - | - |
| Upper Welland River Tributaries Floodplain Mapping | Niagara | 108,050 | 108,050 | - | - | - | - |
| Watershed & Sub Watershed Data Analysis/Monitoring | Niagara | 81,038 | 81,038 | - | - | - | - |
| Sustainment - Stream Gauge Equipment | Various | 21,610 | 21,610 | - | - | 3,920 | 3,920 |
| Sustainment - Water Quality Monitoring Equipment | Various | 27,013 | 27,013 | - | - | - | - |
| 2022 Floodplain Mapping - Coyle and Drapers Creek | Welland/Pelham | - | - | 120,944 | - | 30,886 | 30,886 |
| 2022 Dam Safety Review (Binbrook and Welland River) | | - | - | 132,889 | - | 76,287 | 76,287 |
| 2022 Shoreline Mapping Update - Lake Erie | | - | - | 157,753 | - | - | - |
| 2021 Floodplain Mapping - Big Forks Creek | | - | - | 157,753 | 96,788 | 17,900 | 114,688 |
| 2020 Flood Plain Mapping - Beaver Creek | | - | - | 157,753 | 81,771 | 19,392 | 101,163 |
| Total - Watershed | | \$ 467,397 | \$ 467,397 | \$ 727,092 | \$ 178,559 | \$ 167,268 | \$ 345,827 |
| GRAND TOTAL | | \$ 2,018,159 | \$ 2,018,159 | \$ 1,171,597 | \$ 728,746 | \$ 631,149 | \$ 1,359,895 |

Report To: Finance Committee

Subject: 2024 Draft Budgets and Municipal Levies

Report No: FC-06-23

Date: September 27, 2023

Recommendation:

1. **THAT** Report No. FC-06-23 RE: 2024 Draft Budgets and Municipal Levies **BE RECEIVED**;
2. **THAT** the Finance Committee is recommending that the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:
 - a. **THAT** the 2024 Draft Budgets **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff, in accordance with Board approved Budget Assumptions.
 - b. **THAT** the 2024 Draft Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff.
 - c. **THAT** the targeted Land Securement contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item in the Special Levy envelope.
 - d. **THAT** the list of 2024 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2024 budget through collaborative projects or external funding.
 - e. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2024 Q2 Finance Committee and Board of Directors meetings.
 - f. **AND FURTHER THAT** a copy of the 2024 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities on September 20, 2023 in advance of the October 20, 2023 Board of Directors meeting and the weighted levy vote.

Purpose:

The purpose of this report is to provide the Board of Directors with:

- 2024 General Levy Apportionment
- 2024 Draft Budgets & Municipal Levies (General and Special)
- 2024 Unfunded Pressures

Background:

In the development of the recommended budget assumptions for the 2024 budget process, Staff has reviewed and considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and Capital unfunded pressures
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget strategies from municipal partners
- General economic outlook and political climate
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures
- Impacts of Conservation Act transition requirements related to the Conservation Authority Act update.
- Updated levy regulations, more specifically Ontario Regulation 402/22: Budget and Apportionment
- Approved Programs and Services Inventory

Discussion:

2024 Draft Operating Budgets

Full details of the 2024 Draft Operating Budget are outlined in Appendix 1 (historical format) and Appendix 2 (CA Act - Programs and Services Inventory Format).

NPCA's overall 2024 operating budget of \$13,303M is supported by 52.9% (\$7.041M) municipal levy, 41.4% (\$5.51M) self-generated revenue, and 5.7% (753K) other revenues and grants including provincial and federal funding. Overall, the operating volume in this zero-based budget is projected to increase by 3.26% (\$421K). While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy:

- 2024 – 52.9%
- 2023 – 53.9%
- 2022 – 58.4%
- 2021 – 63.0%
- 2020 – 64.5%

The key drivers contributing to the 3.26% (3% levy only) operating increase include COLA provisions in the OPSEU collective agreement of 2.25% and salary grid/step increases, coupled with current inflation levels. It should be noted that 2024 budgets are generally in line with known municipal levy guidelines, with marginal increases of 1% on both the general levy operating envelope (\$68K) and the special levy (\$18K).

2024 Capital, Special Projects and Land Securement

The 2024 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Further to discussion with municipal staff, and in consideration of current pressures on municipal budgets, Staff is recommending a very conservative Special Levy Budget increase over 2022 for Capital and Special Projects of \$54,735. Other sources of funding represent an additional \$425,952, for a total proposed capital envelope for 2024 of \$2,305,211.

A summary of the 2024 Draft Capital and Special Projects Budget are outlined in Appendix 1.

In 2023, NPCA requested a special levy contribution to support land securement, in accordance with the provisions of the Board approved Land Securement Strategy (2022-2032). Haldimand County approved a provision of \$13,252, as requested in the 2023 budget cycle. Niagara Region Council approved 50% of the requested contribution, with the residual to be considered with 2024 budgets. NPCA's 2024 budgets include a provision for land securement from each municipality as follows:

- Niagara \$250,000
- Hamilton \$148,039
- Haldimand \$ 13,252

Summary - 2024 Draft Municipal Levy

Levy Apportionment ratios and a detailed levy summary by municipal partner for 2024 are included in Appendix 1, page 2.

NPCA has carefully considered levy strategies provided by municipal partners in drafting the 2024 Draft Budgets and Municipal Levies.

2024 Unfunded Budget Priorities

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- a) NPCA needs to make significant investments in infrastructural upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and provide further refinement to the Asset State-of Good Repair Gap and funding requirements
- b) Staff anticipates significant planning and growth pressures in the coming years in the NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.

- d) Conservation Authority Act update and associated regulations requires several transition priorities to be completed; this includes a significant number of investments in updating conservation areas management plans.

An assessment of current unfunded pressures was prioritized by Staff. These initiatives (\$10.19M), classified in 6 categories are detailed in Appendix 1.

Financial Implications:

NPCA's 2024 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of *The Conservation Authorities Act (CAA)*.

The NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Unfunded pressures are currently not included in the 2024 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

Related Reports and Appendices:

Appendix 1: NPCA 2024 Draft Budgets & Municipal Levies – Historical Format

Appendix 2: NPCA 2024 Draft Budgets & Municipal Levies – CA Act - Programs and Services Inventory Format

Available upon request:

1. Land Securement Strategy – 2022 to 2032
2. Strategic Plan – 2021 to 2031

Links To Policy/Strategic Plan:

Partner of Choice

Goal 4.1 Strengthen government relations toward collective outcomes and impact

Organizational Excellence

Goal 5.2 Improve internal operations and processes

Financial Sustainability:

Goal 6.1 Ensure responsible, sustainable, and sound fiscal practices

Goal 6.3 Improve asset management and close the state of good repair gap

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Niagara Peninsula Conservation Authority

2024 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2023



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| 2024 Municipal Levy Apportionment and Summary | 2 |
| 2024 Unfunded Budget Priorities | 3,4,5 |

2024 DRAFT BUDGET SUMMARY

| Operating Budget - Revenues | 2024 Budget | 2023 Budget | Variance |
|--|-------------------|-------------------|----------------|
| Municipal Funding | 7,040,886 | 6,947,104 | 93,782 |
| Provincial Funding | 540,660 | 538,760 | 1,900 |
| Federal Funding | 212,323 | 268,000 | - 55,677 |
| Program Revenue | 4,077,247 | 4,084,201 | - 6,954 |
| Other | 1,432,053 | 1,044,418 | 387,635 |
| Total - Operating Revenues | 13,303,169 | 12,882,483 | 420,686 |
| Operating Budget - Expenses | 2024 Budget | 2023 Budget | Variance |
| Salaries and benefits, Employee Related | 8,972,903 | 8,641,201 | 331,702 |
| Governance | 41,000 | 41,000 | - |
| Professional Fees, Contractor Services | 1,043,691 | 1,071,133 | - 27,442 |
| Materials & Supplies, Vehicles & Equipment | 701,109 | 663,790 | 37,319 |
| Occupancy Costs | 795,892 | 630,522 | 165,370 |
| Park Maintenance | 654,143 | 626,300 | 27,843 |
| Information Management/GIS | 455,112 | 473,487 | - 18,375 |
| Marketing, Advertising, Printing, Signs | 91,680 | 92,000 | - 320 |
| Special Events (Festival, Holiday Trail) | 211,260 | 331,000 | - 119,740 |
| Flood Forecasting & Water Quality | 144,400 | 131,500 | 12,900 |
| Miscellaneous | 191,979 | 180,550 | 11,429 |
| Total - Operating Expenses | 13,303,169 | 12,882,483 | 420,686 |
| Capital and Special Projects | 2024 Budget | 2023 Budget | Variance |
| Corporate Administration | - | 54,026 | - 54,026 |
| Corporate Services | 305,002 | 124,259 | 180,743 |
| Land Operations - Balls Falls | 184,053 | 189,089 | - 5,036 |
| Land Operations - Binbrook | 315,520 | 64,831 | 250,689 |
| Land Operations - Chippawa Creek | - | 108,050 | - 108,050 |
| Land Operations - Long Beach | 315,520 | 135,064 | 180,456 |
| Land Operations - Passive Parks | 762,505 | 875,442 | - 112,937 |
| Watershed | 422,611 | 467,398 | - 44,787 |
| Total - Capital & Special Projects | 2,305,211 | 2,018,159 | 287,052 |
| Land Securement | 411,291 | 700,000 | - 288,709 |
| TOTAL | 16,019,671 | 15,600,642 | 419,029 |

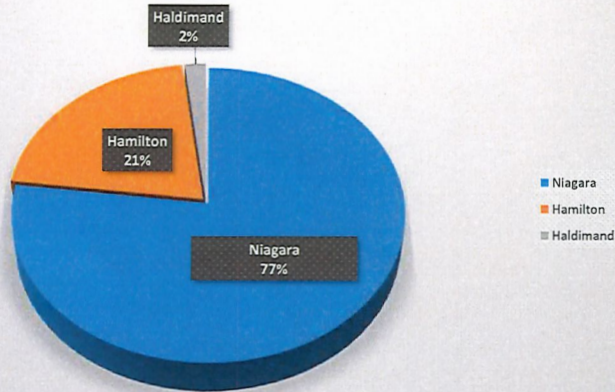
2024 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2024

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

| Municipality | % in CA | Municipal Population | Municipal Population in CA | Prior Year CVA in CA | 2024 Levy Apportionment | 2023 Levy Apportionment | Variance |
|--------------|---------|----------------------|----------------------------|----------------------|-------------------------|-------------------------|----------|
| Haldimand | 25% | 41,896 | 10,348 | \$1.862B | 1.8989% | 1.8931% | 0.0058% |
| Hamilton | 21% | 449,119 | 94,764 | \$20.730B | 21.1370% | 21.1484% | -0.0114% |
| Niagara | 100% | 370,919 | 370,919 | \$74.483B | 76.9641% | 76.9585% | 0.0056% |
| Total | | 861,934 | 476,031 | \$95.170B | 100.0000% | 100.0000% | 0.0000% |

2024 Municipal Levy - Consolidated



LEVY SUMMARY - 2024

| | | | Variance | |
|--------------------------------|-----------|-----------|----------|----------|
| | 2024 | 2023 | Amount | % |
| NIAGARA | | | | |
| General Levy | 5,418,955 | 5,235,095 | 183,860 | 3.51% |
| Special Levy - Capital | 1,601,271 | 1,576,703 | 24,568 | 1.56% |
| Special Levy - Land Securement | 250,000 | 538,710 | -288,710 | -53.59% |
| SUB TOTAL | 7,270,226 | 7,350,508 | -80,282 | -1.09% |
| Pandemic Funding | - | 111,292 | -111,292 | -100.00% |
| TOTAL | 7,270,226 | 7,461,800 | -191,574 | -2.57% |
| HAMILTON | | | | |
| General Levy | 1,488,232 | 1,469,201 | 19,031 | 1.30% |
| Special Levy - Capital | 263,309 | 232,786 | 30,523 | 13.11% |
| Special Levy - Land Securement | 148,039 | 148,039 | - | 0.00% |
| TOTAL | 1,899,580 | 1,850,026 | 49,554 | 2.68% |
| HALDIMAND | | | | |
| General Levy | 133,699 | 131,516 | 2,183 | 1.66% |
| Special Levy - Capital | 14,679 | 15,035 | -356 | -2.37% |
| Special Levy - Land Securement | 13,252 | 13,252 | - | 0.00% |
| TOTAL | 161,630 | 159,803 | 1,827 | 1.14% |
| CONSOLIDATED | | | | |
| General Levy | 7,040,886 | 6,835,812 | 205,074 | 3.00% |
| Special Levy - Capital | 1,879,259 | 1,824,524 | 54,735 | 3.00% |
| Special Levy - Land Securement | 411,291 | 700,001 | -288,710 | -41.24% |
| SUB TOTAL | 9,331,436 | 9,360,337 | -28,901 | -0.31% |
| Pandemic Funding | - | 111,292 | -111,292 | -100.00% |
| TOTAL | 9,331,436 | 9,471,629 | -140,193 | -1.48% |

2024 UNFUNDED BUDGET PRIORITIES

| Description | 2024 Unfunded Priority | 2024 Unfunded Budget Priorities - Proposed Funding Sources | | | |
|---|------------------------------|--|----------|-----------|-------|
| | | Municipal Funding | | | Other |
| | | Niagara | Hamilton | Haldimand | |
| <u>Integrated Watershed Strategies</u> | | | | | |
| Four Mile Creek Water Budget | 40,000 | 30,786 | 8,455 | 760 | |
| Invasive Species Strategy - Phase 2 | 20,000 | 20,000 | | | |
| Climate Change Action Program Corporate Risk & Vulnerability Assessment | 150,000 | 115,446 | 31,706 | 2,848 | |
| Lakewood CA Restoration Plan Implementation | 250,000 | 250,000 | | | |
| Total - Integrated Watershed Strategies | 460,000 | 416,232 | 40,160 | 3,608 | - |
| <u>Natural Hazard Management</u> | | | | | |
| Lake Ontario Shoreline Hazard Mapping - Phase 2 | 125,000 | 125,000 | | | |
| Total - Natural Hazard Management | 125,000 | 125,000 | - | - | - |
| <u>Planning and Growth Pressures</u> | | | | | |
| Upper Virgil Dam Erosion Protection | 200,000 | 200,000 | | | |
| Lower Virgil Dam Erosion Protection | 200,000 | 200,000 | | | |
| Total - Planning and Growth Pressures | 400,000 | 400,000 | - | - | - |
| <u>Conservation Authority Act Transition</u> | | | | | |
| Watershed Based Resource Management Strategy | 25,000 | 19,241 | 5,284 | 475 | |
| Land Management Plan Updates | 125,000 | 96,205 | 26,421 | 2,374 | |
| Total - Conservation Authority Act Transition | 150,000 | 115,446 | 31,706 | 2,848 | - |
| <u>Corporate Services and Asset Management</u> | | | | | |
| Strategic Asset Management Policy/Planning | 80,000 | 61,571 | 16,910 | 1,519 | |
| Sustainable Technologies and Green Infrastructure | 100,000 | 76,964 | 21,137 | 1,899 | |
| Operationalize Digital Strategy | 500,000 | 384,821 | 105,685 | 9,495 | |
| Corporate Support - Process Reviews | 100,000 | 76,964 | 21,137 | 1,899 | |
| Relocation costs, furniture, EV stations | 250,000 | 192,410 | 52,843 | 4,747 | |
| Total - Corporate Services and Asset Management | 1,030,000 | 792,730 | 217,711 | 19,559 | - |
| <u>Corporate Administration</u> | | | | | |
| NPCA Website Technical Maintenance & Redesign | 50,000 | 38,482 | 10,569 | 949 | |
| Total - Corporate Administration | 50,000 | 38,482 | 10,569 | 949 | - |

... / continued

2024 UNFUNDED BUDGET PRIORITIES

| Description | 2024 Unfunded Priority | 2024 Unfunded Budget Priorities - Proposed Funding Sources | | | |
|---|------------------------------|--|------------------|---------------|----------------|
| | | Municipal Funding | | | Other |
| | | Niagara | Hamilton | Haldimand | |
| State of Good Repair (SOGR) / Health and Safety | | | | | |
| Asset replacement and sustainment (amortization) | 875,000 | 673,436 | 184,949 | 16,615 | |
| Barn Storage Facility | 50,000 | 50,000 | | | |
| Argo (Bog & Wainfleet Wetlands) | 20,000 | 20,000 | | | |
| Automated Gates | 330,000 | 330,000 | | | |
| Furniture | 25,000 | 19,241 | 5,284 | 475 | |
| Lime Restoration | 40,000 | 40,000 | | | |
| New Metal Stairs for Bruce Trail | 100,000 | | | | 100,000 |
| Interpretive and Wayfinding Sigange | 500,000 | 384,821 | 105,685 | 9,495 | |
| Pavilion 1 Demolition | 50,000 | | 50,000 | | |
| Playground Upgrade | 300,000 | | 300,000 | | |
| New Washroom Facility | 200,000 | | 200,000 | | |
| Main Boat Launch Upgrade | 100,000 | | 100,000 | | |
| Northside Playground | 125,000 | 125,000 | | | |
| Drainage South Side | 100,000 | 100,000 | | | |
| Long Beach Workshop | 200,000 | 200,000 | | | |
| Rebuild Comfort station #2 South Side | 400,000 | 400,000 | | | |
| Beach Washroom Renovations | 15,000 | 15,000 | | | |
| Electrical Upgrades | 1,000,000 | 1,000,000 | | | |
| New Pavilion | 125,000 | 125,000 | | | |
| New Playground Equipment | 150,000 | 150,000 | | | |
| Tile Drain in Day Use | 125,000 | 125,000 | | | |
| Roadway Improvements | 500,000 | 384,821 | 105,685 | 9,495 | |
| St. Johns Valley Centre Septic System | 225,000 | 225,000 | | | |
| St. Johns Valley Centre Post Office & House Restoration | 115,000 | 115,000 | | | |
| St Johns Valley Centre Retaining Wall | 225,000 | 225,000 | | | |
| St Johns Valley Centre Pedestrian Bridges | 100,000 | 100,000 | | | |
| Fencing for All Parks | 300,000 | 230,892 | 63,411 | 5,697 | |
| Waste bins for All Parks | 30,000 | 23,089 | 6,341 | 570 | |
| Picnic tables for passive parks | 50,000 | 38,482 | 10,569 | 949 | |
| Washroom Renovations - Morgan's Point | 75,000 | 75,000 | | | |
| Outdoor Education Natural and Cultural Heritage Campus | 1,000,000 | 1,000,000 | | | |
| Morgan's Point Washroom Renovations | 300,000 | 300,000 | | | |
| EV Charging Stations | 100,000 | 76,964 | 21,137 | 1,899 | |
| Trail Pedestrian Bridges | 75,000 | 57,723 | 15,853 | 1,424 | |
| Ball Home Roof Replacement | 50,000 | 50,000 | | | |
| Total - State of Good Repair / Health and Safety | 7,975,000 | 6,659,469 | 1,168,913 | 46,618 | 100,000 |
| TOTAL 2024 UNFUNDED BUDGET PRIORITIES | 10,190,000 | 8,547,359 | 1,469,059 | 73,582 | 100,000 |

2024 UNFUNDED BUDGET PRIORITIES

| Description | 2024 Unfunded Priority | 2024 Unfunded Budget Priorities - Proposed Funding Sources | | | |
|-------------|------------------------------|--|----------|-----------|-------|
| | | Municipal Funding | | | Other |
| | | Niagara | Hamilton | Haldimand | |

| 2024 Unfunded Budget Priorities | | | | | |
|---|------------------|------------------|---------------|----------------|-------------------|
| Classification | Niagara | Hamilton | Haldimand | External | TOTAL |
| Integrated Watershed Strategies | 416,232 | 40,160 | 3,608 | - | 460,000 |
| Natural Hazard Management | 125,000 | - | - | - | 125,000 |
| Planning and Growth Pressures | 400,000 | - | - | - | 400,000 |
| Conservation Authority Act Transition | 115,446 | 31,706 | 2,848 | - | 150,000 |
| Corporate Services and Asset Management | 792,730 | 217,711 | 19,559 | - | 1,030,000 |
| Corporate Administration | 38,482 | 10,569 | 949 | - | 50,000 |
| State of Good Repair (SOGR) / Health and Safety | 6,659,469 | 1,168,913 | 46,618 | 100,000 | 7,975,000 |
| | 8,547,359 | 1,469,059 | 73,582 | 100,000 | 10,190,000 |

| Niagara Peninsula Conservation Authority | | | | | | | | | | |
|---|--|----------|-----------|-----------|-----------|------------|------------|---------|----------------|-----------------|
| 2024 Budgets and Municipal Levies (CA Act Format) | | | | | | | | | | |
| Appendix 2 - Report No. FC-06-23 | | | Levy | | | | Non-Levy | | | TOTAL BUDGET |
| Dept | Description | Category | Niagara | Hamilton | Haldimand | Total Levy | Provincial | Federal | Self-Generated | |
| Category 1 | | | | | | | | | | |
| Natural Hazard Management | | | | | | | | | | |
| 301 | Flood Forecasting and Warning | 1 | 177,431 | 48,729 | 4,378 | 230,538 | 31,000 | | | 261,538 |
| 157 | Flood and Erosion Management | 1 | 43,554 | 11,961 | 1,075 | 56,590 | 5,200 | | | 61,790 |
| 323 | Water Resources | 1 | 79,522 | 21,840 | 1,962 | 103,324 | | | | 103,324 |
| 329 | Shoreline Hazard Management | 1 | 18,772 | 5,155 | 463 | 24,390 | | | | 24,390 |
| 345 | Environmental Planning and Policy | 1 | 147,741 | 40,575 | 3,645 | 191,961 | | | 153,000 | 344,961 |
| 361 | Planning and Permitting | 1 | 231,322 | 63,529 | 5,707 | 300,558 | 38,600 | | 576,000 | 915,158 |
| 371 | Compliance and Enforcement | 1 | 419,540 | 115,220 | 10,351 | 545,111 | | | 40,800 | 585,911 |
| 391 | Planning Ecology | 1 | 80,852 | 22,205 | 1,995 | 105,052 | | | | 105,052 |
| TOTAL | | | 1,198,734 | 329,214 | 29,576 | 1,557,524 | 74,800 | - | 769,800 | 2,402,124 |
| Watershed Resource Management and Climate Change | | | | | | | | | | |
| New | Watershed-based Resource Management Strategy | 1 | - | - | - | - | - | - | - | - |
| 265 | Watershed Monitoring and Reporting | 1 | 251,576 | 69,091 | 6,207 | 326,874 | | | 12,000 | 338,874 |
| 217 | Special Projects (groundwater sampling) | 1 | 12,699 | 3,488 | 313 | 16,500 | | | | 16,500 |
| 125 | Regulatory Mapping Technical Studies | 1 | 43,820 | 12,035 | 1,081 | 56,936 | | | | 56,936 |
| 303 | Climate Change Resilience | 1 | 94,555 | 25,968 | 2,333 | 122,856 | | 29,323 | | 152,179 |
| TOTAL | | | 402,650 | 110,582 | 9,934 | 523,166 | - | 29,323 | 12,000 | 564,489 |
| Other Watershed Related Programs | | | | | | | | | | |
| 205 | Drinking Source Water Protection | 1 | | | | - | 155,909 | | | 155,909 |
| TOTAL | | | - | - | - | - | 155,909 | - | - | 155,909 |
| Conservation Authority Lands and Conservation Areas | | | | | | | | | | |
| 489 | Section 29 Enforcement and Compliance | 1 | 52,418 | 14,396 | 1,293 | 68,107 | | | | 68,107 |
| 427 | Land Care Program | 1 | 98,333 | 27,006 | 2,426 | 127,765 | | | 862,306 | 990,071 |
| 357 | Land Management Planning | 1 | 205,205 | 56,356 | 5,063 | 266,624 | | | 85,000 | 351,624 |
| 119 | Ecology | 1 | 108,058 | 29,676 | 2,666 | 140,400 | | | | 140,400 |
| TOTAL | | | 464,013 | 127,434 | 11,448 | 602,896 | - | - | 947,306 | 1,550,202 |
| Enabling Services | | | | | | | | | | |
| 101/107/127 | Corporate Services (incl HR, Corp Sup, AM) | 1 | 820,734 | 225,402 | 20,250 | 1,066,386 | 27,646 | 25,000 | 665,144 | 1,784,176 |
| 105 | Financial Services | 1 | 243,464 | 66,864 | 6,007 | 316,334 | | | | 316,334 |
| 109/131 | Information Management and Technology | 1 | 584,157 | 160,430 | 14,413 | 758,999 | 9,900 | | | 768,899 |
| 103/150 | Governance and Corporate Administration | 1 | 412,284 | 113,228 | 10,172 | 535,684 | 32,377 | | | 568,061 |
| 111 | Communications, Marketing and Public Relations | 1 | 265,876 | 73,019 | 6,560 | 345,455 | | | | 345,455 |
| 801 | Vehicles and Equipment | 1 | 201,338 | 55,294 | 4,968 | 261,600 | | | | 261,600 |
| 153/155 | Asset Management | 1 | 15,544 | 4,269 | 384 | 20,197 | | | 189,966 | 210,163 |
| TOTAL | | | 2,543,398 | 698,505 | 62,752 | 3,304,655 | 69,923 | 25,000 | 855,110 | 4,254,688 |
| TOTAL CATEGORY 1 | | | 4,608,796 | 1,265,735 | 113,711 | 5,988,241 | 300,632 | 54,323 | 2,584,216 | 8,927,412 |

| Niagara Peninsula Conservation Authority | | | | | | | | | |
|---|---|----------|-----------|-----------|-----------|------------|------------|---------|----------------|
| 2024 Budgets and Municipal Levies (CA Act Format) | | | | | | | | | |
| Appendix 2 - Report No. FC-06-23 | | | Levy | | | | Non-Levy | | |
| Dept | Description | Category | Niagara | Hamilton | Haldimand | Total Levy | Provincial | Federal | Self-Generated |
| TOTAL BUDGET | | | | | | | | | |
| General Levy - Category 3 - Cost Apportionment MOU | | | | | | | | | |
| Watershed Resource Management and Climate Change | | | | | | | | | |
| 227 | Restoration | 3 | 258,495 | 70,992 | 6,378 | 335,864 | | | 202,553 |
| 123 | Community Engagement and Stewardship | 3 | 224,042 | 61,530 | 5,528 | 291,100 | | | |
| 343 | Integrated Watershed Planning | 3 | 202,348 | 55,572 | 4,992 | 262,912 | | | |
| TOTAL | | | 684,885 | 188,093 | 16,898 | 889,876 | - | - | 202,553 |
| TOTAL GENERAL LEVY - CATEGORY 3 | | | 684,885 | 188,093 | 16,898 | 889,876 | - | - | 202,553 |
| Special Levy | | | | | | | | | |
| TDB | Capital and Special Projects | 1 | 1,601,271 | 263,309 | 14,679 | 1,879,259 | | | 425,952 |
| TDB | Land Securement/Acquisition and Disposition | 2 | 250,000 | 148,039 | 13,252 | 411,291 | | | |
| TDB | Technical Advisory Support | 2 | - | 149,352 | 13,417 | 162,769 | | | |
| TOTAL SPECIAL LEVY | | | 1,851,271 | 560,700 | 41,348 | 2,453,319 | - | - | 425,952 |
| Fee for Service - Schedule A | | | | | | | | | |
| 265 | Watershed Monitoring and Reporting | | | | | | - | - | 178,500 |
| TOTAL FEE FOR SERVICE - SCHEDULE A | | | - | - | - | - | - | - | 178,500 |
| Provincial, Federal, Authority Generated | | | | | | | | | |
| Other Watershed Related Programs | | | | | | | | | |
| 241 | Niagara River Remedial Action Plan | 3 | | | | | 240,028 | 158,000 | |
| TBD | Other (new projects/programs - i.e. 2BT) | 3 | | | | | - | | |
| TOTAL | | | | | | | 240,028 | 158,000 | - |
| Conservation Authority Lands and Conservation Areas | | | | | | | | | |
| 395/401/403/405 | Active Recreation Programs | 3 | | | | | | | 2,104,031 |
| 407/411 | | | | | | | | | |
| 413 | Educational Programming | 3 | | | | | | | 440,000 |
| New | Land Management, Other Agencies | 3 | | | | | - | | |
| TOTAL | | | | | | | - | - | 2,544,031 |
| TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED | | | | | | | 240,028 | 158,000 | 2,544,031 |
| | | | | | | | | | |
| GRAND TOTAL | | | 7,144,952 | 2,014,528 | 171,957 | 9,331,436 | 540,660 | 212,323 | 5,935,252 |
| | | | | | | | | | |

| SUMMARY | | | | | | | | | |
|-----------------|--|--|-----------|-----------|---------|-----------|---------|---------|------------|
| Operating | | | 5,293,681 | 1,603,180 | 144,026 | 7,040,886 | 540,660 | 212,323 | 5,509,300 |
| Capital | | | 1,601,271 | 263,309 | 14,679 | 1,879,259 | - | - | 425,952 |
| Land Securement | | | 250,000 | 148,039 | 13,252 | 411,291 | - | - | - |
| TOTAL | | | 7,144,952 | 2,014,528 | 171,957 | 9,331,436 | 540,660 | 212,323 | 5,935,252 |
| | | | | | | | | | 16,019,671 |