

From: [REDACTED]
Sent: March 19, 2025 2:32 PM
To: [REDACTED]
Subject: FW: Municipal Apportionment & Budget 2025 - Grand River Conservation Authority
Attachments: GM-02-25-09 - AppB_Budget 2025 Package.pdf

Greetings Grand River watershed member municipalities:

By letter dated December 20, 2024, you were advised that the GRCA General Membership would consider approval of the 2025 Municipal Apportionment at the scheduled meeting on January 24, 2025 and that the 2025 Budget would be considered at the Annual General Meeting held on February 28, 2025.

At those meetings, the following resolutions were passed:

1:

THAT the 2025 Municipal Apportionment for the Grand River Conservation Authority of \$13,757,000 be approved;

AND THAT the participating municipalities be assessed for payment of:

Category 1 \$9,366,112

Category 2 \$1,052,000

General Operating Expenses \$3,338,888;

AND THAT each participating municipality's share of the 2025 Municipal Apportionment is calculated using "Modified Current Value Assessment" for General operating expenses and Category 1 operating expenses, and as per the signed Memoranda of Understanding for Category 2 operating expenses.

2:

THAT the Grand River Conservation Authority 2025 Budget of \$40,029,965 be approved.

Attached is the complete 2025 GRCA budget package that includes a summary of the 2025 municipal apportionment amounts on page 13. A hard copy of the budget package is available upon request.

Should you have any questions or require further information, please contact [Karen Armstrong](#), Deputy CAO & Secretary Treasurer, or [Kayleigh Keighan](#), Manager of Finance.

The attached Budget package should be received by Municipal Clerks of participating municipalities within the Grand River watershed; please forward if you have received this notification in error, and advise me of the correct contact.

On behalf of

Karen Armstrong

Deputy CAO & Secretary-Treasurer

Eowyn Spencer

Executive Assistant

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Budget 2025



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Message from the Chair

The Grand River Conservation Authority is governed through a partnership of 38 watershed municipalities, working together to ensure the conservation, protection and sustainable management of the water and other natural habitats in the Grand River watershed.

One of the fastest growing regions in the province, with a population of more than one million people, the Grand River watershed is also home to one of the richest agricultural regions in Canada.

Population growth and extensive agriculture, combined with the impacts of climate change, present an enormous challenge to the GRCA, area municipalities, and all watershed residents. There is an urgent need for us to work collaboratively in the stewardship of the Grand River watershed and its natural resources.

As we look ahead to 2025, we are confident that this budget reflects the GRCA's ongoing commitment to providing excellent, fiscally responsible watershed programs and services to our participating municipalities and the residents we serve.



John Challinor II, Chair

1) Summary Information

GRCA 2025 Budget Highlights

Conservation Authority (CA) Act – Programs and Services Inventory

As required under O.Reg.687/21 Transition Plans and Agreements for Programs and Services under Section 21.2.2 of the CA Act, the GRCA has developed an Inventory of Programs and Services based on the categories identified in the Regulation. These categories include: (1) Mandatory, (2) Municipally requested, (3) Other (Authority determines are advisable), and General Operating Expenses. In accordance with regulatory reporting requirements, the budget package includes a “Programs and Services Inventory” chart which outlines the expenditures and funding sources applicable to each category, along with the reallocation of program surplus between programs and services. These reporting requirements became effective January 1, 2024.

The 2025 budget framework corresponds with the GRCA’s Program and Services Inventory which was prepared in accordance with provincial regulations. The GRCA business areas are divided into the following categories and programs and services (P&S) groups:

Category 1 – Mandatory Programs & Services

- P&S #1 - Watershed Management
- P&S #2 - Flood Forecasting and Warning
- P&S #3 - Water Control Structures
- P&S #4 - Resource Planning
- P&S #5 - Conservation Lands Management
- P&S #6 - Source Protection Program

General Operating Expenses

- P&S #7 - General Operating Expenses

Category 2 – Programs & Services delivered in accordance with funding agreements with Participating Municipalities

- P&S #8 - Watershed Services

Category 3 – Other Programs & Services the Authority deems Advisable (non-mandatory)

- P&S #9 - Burford Tree Nursery and Planting Services
- P&S #10 - Conservation Services
- P&S #11 - Outdoor Environmental Education
- P&S #12 - Property Rentals
- P&S #13 - Hydro Production
- P&S #14 - Conservation Areas
- P&S #15 - Administrative Support



To carry out these programs and services, the GRCA draws revenues from a variety of sources:

- User fees, such as conservation area admissions, outdoor environmental education programs, tree planting, planning and permitting fees and others
- Revenues from property rentals and hydro generation at some GRCA dams
- Municipal apportionment (previously referred to as levy), which are applied to category 1 mandatory programs and the general operating expense category
- Municipal funding granted via agreements with participating municipalities, which are applied to category 2 watershed services such as private land stewardship and outreach, subwatershed planning, and water quality programs
- Provincial transfer payments for flood forecasting and water control structure expenses
- Provincial grants for specific purposes, such as the provincial drinking water Source Protection Program and capital projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as outdoor environmental education, tree planting activities, and various special projects
- Federal grants and other miscellaneous sources of revenue

Overall, the 2025 budget reflects the continued delivery of prior year programs and services with the use of self-generated revenue (46%), government funding (44%) and the use of reserves (10%).

Category 1 – Mandatory Programs

Mandatory programs and services include watershed management, flood forecasting and warning to help protect residents from flooding, the operation of water control structures such as dams and dikes, resource planning, conservation lands management, and the drinking water source protection program.

Watershed management and monitoring programs help protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed.

Resource planning includes managing: (a) Natural Hazard Regulation (Permitting and Compliance) - the administration of conservation authority regulations related to development, alteration and other activities in regulated areas (i.e., floodplains, wetlands, slopes, shorelines and watercourses), and (b) Plan Input and Review – planning and technical review of municipal planning documents and recommending policies related to natural hazards; providing advice and information to municipal councils or committees on development proposals and applications; review of environmental assessments and proposals under other legislation (i.e., Aggregate Act and Drainage Act).

Conservation Lands management includes expenses associated with managing GRCA-owned lands. Land management examples include managing trails, infrastructure (i.e., fences, roads, bridges, other structures), passive land holdings, provincially significant wetlands (e.g., Luther Marsh, Dunnville Marsh) and activities such as forest management.

Drinking water source protection includes programs and services to carry out the GRCA's duties as a Source Protection Authority under the *Clean Water Act, 2006*. The program includes updating and amending technical work and policies in Source Protection Plans for each of the four watersheds in the



Lake Erie Source Protection Region, maintaining a multi-stakeholder Source Protection Committee, and reporting annually on implementation of the Source Protection Plans.

Work was completed in 2024 for the following new regulations mandatory deliverables, which in turn will help inform future budgets:

- Watershed-based Resource Management Strategy
- Operational Plan for Natural Hazard Infrastructure
- Asset Management Plan for Natural Hazard Infrastructure
- Ice Management Plan
- Conservation Area Strategy
- Land Inventory

Expenditures:

| | |
|--|--------------|
| • P&S #1 - Watershed Management | \$ 974,100 |
| • P&S #2 - Flood Forecasting and Warning | \$ 1,556,000 |
| • P&S #3 - Water Control Structures | \$ 5,490,700 |
| • P&S #4 - Resource Planning | \$ 2,747,600 |
| • P&S #5 - Conservation Lands Management | \$ 3,120,900 |
| • P&S #6 - Source Protection Program | \$ 780,000 |

Total Expenditures: \$ 14,669,300

Revenue sources:

Municipal Apportionment, permit fees, enquiry fees, plan review fees, provincial and federal grants, and reserves.

General Operating Expenses

Administrative expenses related to the Office of the CAO, communications, capital support, finance, payroll, human resources, health and safety, head office facility, insurance, Information Management and Innovation (IM&I) and other administrative expenses that support the provision of programs and services.

Expenditures:

| | |
|---------------------------------------|--------------|
| • P&S #7 - General Operating Expenses | \$ 4,314,465 |
| • IM&I and Vehicle & Equipment | \$ 753,000 |

Total Expenditures \$ 5,067,465

Revenue sources:

Municipal Apportionment, interest income, and reserves.



Category 2 – Watershed Services (non-mandatory)

The programs included under watershed services are: subwatershed planning, conservation services, water quality, and watershed sciences and collaborative planning.

Subwatershed planning includes recommending where subwatershed or watershed studies are needed, reviewing and providing input to subwatershed studies, monitoring support, and collaborative work.

Conservation services includes delivering municipal and partnership cost-share programs to support private land stewardship, facilitating private and public land tree planting, and coordinating education and outreach activities for watershed health.

Water quality programs include the operation of continuous water quality stations, analysis and reporting on surface water and groundwater quality, and delivery of the Watershed-Wide Wastewater Optimization Program.

Watershed sciences and collaborative planning includes watershed and landscape-scale science and reporting, cross-disciplinary integration, and collaborative water planning with municipalities and provincial and federal agencies.

Total Expenditures:

- P&S #8 – Watershed Services \$ 2,426,000

Revenue sources:

Municipal funding agreements, provincial and federal grants.

Category 3 – Other Programs & Services (non-mandatory)

The programs and services included in Category 3 are: Burford tree nursery and planting services, special conservation projects, outdoor environmental education, property rentals, hydro production, conservation areas, and administrative support.

Burford Tree Nursery and planting services includes the operation of the Burford Tree Nursery and facilitating tree planting contracts.

Special projects under the conservation services program include special studies and evaluations, and events such as children's water festivals and the Mill Creek Rangers program.

The outdoor environmental education program provides curriculum-based programs to about 30,000 students annually, as well as some community groups throughout the watershed at five GRCA nature centres, as well as at schools, Conservation Areas and virtually.

Property Rental activities include residential leases, cottage lot leases, agricultural leases, and other miscellaneous leases.



Hydro production includes hydro generation at Belwood (Shand), Conestogo, Guelph, and Elora dam locations.

Conservation areas include the operation of 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing, tubing, and other activities at its conservation areas. It provides 2,200 campsites, making it the second-largest provider of camping accommodation in Ontario. Over 1.5 million people visit Grand River Conservation Areas each year.

Administrative Support includes administrative expenses related to finance, communications, capital support, and other administrative expenses that support category 3 programs and services.

Expenditures:

| | |
|--|---------------|
| • P&S #9 - Burford Tree Nursery & Planting Services | \$ 977,400 |
| • P&S #10 - Conservation Services (Special Projects) | \$ 181,200 |
| • P&S #11 - Environmental Education | \$ 1,603,000 |
| • P&S #12 - Property Rentals | \$ 1,109,700 |
| • P&S #13 - Hydro Production | \$ 162,000 |
| • P&S #14 - Conservation Areas | \$ 12,540,000 |
| • P&S #15 - Administrative Support | \$ 1,293,900 |

Total Expenditures: **\$ 17,867,200**

Revenue sources:

Burford Nursery/Planting Services: Trees sales, landowner contributions and donations.

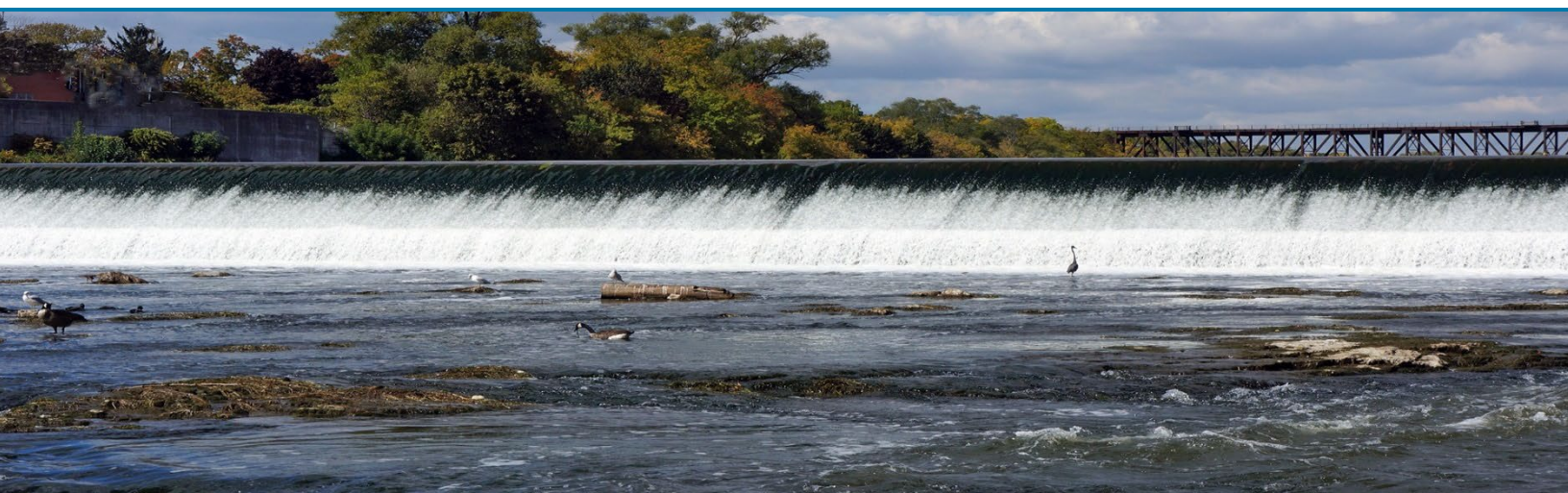
Conservation Services (Special Projects): Special local and government grants and Grand River Conservation Foundation funding.

Outdoor Environmental Education: School boards, other user fees (i.e., individual schools, community program fees, donations from the Grand River Conservation Foundation and reserves)

Property Rentals: Lease agreement income.

Hydro Production: Sale of hydroelectricity.

Conservation Areas: Conservation Area user fees, government grants, donations, and reserves.



Budget 2025 Summary

| | Budget 2024 | Budget 2025 | Incr/(decr) |
|--------------------------------------|-------------------|-------------------|------------------|
| Operating Budget* | 30,214,714 | 31,557,965 | 1,343,251 |
| | | | 4.4% |
| Major Maintenance & Equipment Budget | 4,674,000 | 6,053,000 | 1,379,000 |
| | | | 29.5% |
| Special Projects Budget | 2,130,000 | 2,419,000 | 289,000 |
| | | | 13.6% |
| TOTAL* | 37,018,714 | 40,029,965 | 3,011,251 |
| | | | 8.1% |

* Operating Budget includes \$66,500 funding to reserve (hydro revenue to capital reserve) compared to Statement of Operations which shows reserve transfers separately.



Operating Budget Summary

| | Budget 2024 | Budget 2025 | Incr/(Decr) | % change |
|--|-------------------|-------------------|------------------|--------------|
| <u>EXPENDITURES</u> | | | | |
| OPERATING EXPENSES | 30,098,214 | 31,491,465 | 1,393,251 | 4.6% |
| FUNDING TO RESERVES-Hydro Revenue | 116,500 | 66,500 | (50,000) | -42.9% |
| Total Expenses & Reserve Movements | 30,214,714 | 31,557,965 | 1,343,251 | 4.45% |
| <u>SOURCES OF FUNDING</u> | | | | |
| MUNICIPAL APPORTIONMENT - CATEGORY 1 & General Operating | 11,325,000 | 11,755,000 | 430,000 | 3.8% |
| MUNICIPAL APPORTIONMENT - CATEGORY 2 | 1,017,000 | 1,052,000 | 35,000 | 3.4% |
| OTHER GOVT FUNDING | 1,446,188 | 1,347,188 | (99,000) | -6.8% |
| SELF-GENERATED | 15,310,000 | 16,117,000 | 807,000 | 5.3% |
| FUNDING FROM RESERVES | 579,000 | 788,000 | 209,000 | 36.1% |
| SURPLUS CARRYFORWARD | 537,526 | 498,777 | (38,749) | -7.2% |
| Total Funding | 30,214,714 | 31,557,965 | 1,343,251 | 4.45% |



Major Maintenance & Equipment Budget Summary

| Budget 2025 | Watershed Management | Flood Forecasting & Warning | Water Control Structures | Conservation Areas | General Operating | BUDGET TOTAL |
|---|-----------------------------|--|---------------------------------|---------------------------|--------------------------|---------------------|
| Expenses: | | | | | | |
| WQ Monitoring Equipment & Instruments | 110,000 | | | | | 110,000 |
| Flood Forecasting Warning Hardware and Gauges | | 190,000 | | | | 190,000 |
| Flood Control Structures-Major Maintenance | | | 3,000,000 | | | 3,000,000 |
| Conservation Areas Capital Projects | | | | 2,000,000 | | 2,000,000 |
| Net IT/MP Capital Spending not allocated to Departments | | | | | 753,000 | 753,000 |
| TOTAL EXPENSE | 110,000 | 190,000 | 3,000,000 | 2,000,000 | 753,000 | 6,053,000 |
| Funding | | | | | | |
| Municipal Apportionment | 35,000 | 165,000 | 750,000 | | | 950,000 |
| Provincial & Federal Government | | | 1,450,000 | | | 1,450,000 |
| Self Generated | | | | 1,500,000 | | 1,500,000 |
| Funding from Reserves | 75,000 | 25,000 | 800,000 | 500,000 | 753,000 | 2,153,000 |
| TOTAL FUNDING | 110,000 | 190,000 | 3,000,000 | 2,000,000 | 753,000 | 6,053,000 |

| Budget 2024 | Watershed Management | Flood Forecasting & Warning | Water Control Structures | Conservation Areas | General Operating | BUDGET TOTAL |
|---|-----------------------------|--|---------------------------------|---------------------------|--------------------------|---------------------|
| Expenses: | | | | | | |
| WQ Monitoring Equipment & Instruments | 110,000 | | | | | 110,000 |
| Flood Forecasting Warning Hardware and Gauges | | 190,000 | | | | 190,000 |
| Flood Control Structures-Major Maintenance | | | 1,500,000 | | | 1,500,000 |
| Conservation Areas Capital Projects | | | | 2,000,000 | | 2,000,000 |
| Net IT/MP Capital Spending not allocated to Departments | | | | | 874,000 | 874,000 |
| TOTAL EXPENSE | 110,000 | 190,000 | 1,500,000 | 2,000,000 | 874,000 | 4,674,000 |
| Funding | | | | | | |
| Municipal Apportionment | 35,000 | 165,000 | 750,000 | | | 950,000 |
| Provincial & Federal Government | | | 700,000 | | | 700,000 |
| Self Generated | | | | 1,500,000 | | 1,500,000 |
| Funding from Reserves | 75,000 | 25,000 | 50,000 | 500,000 | 874,000 | 1,524,000 |
| TOTAL FUNDING | 110,000 | 190,000 | 1,500,000 | 2,000,000 | 874,000 | 4,674,000 |

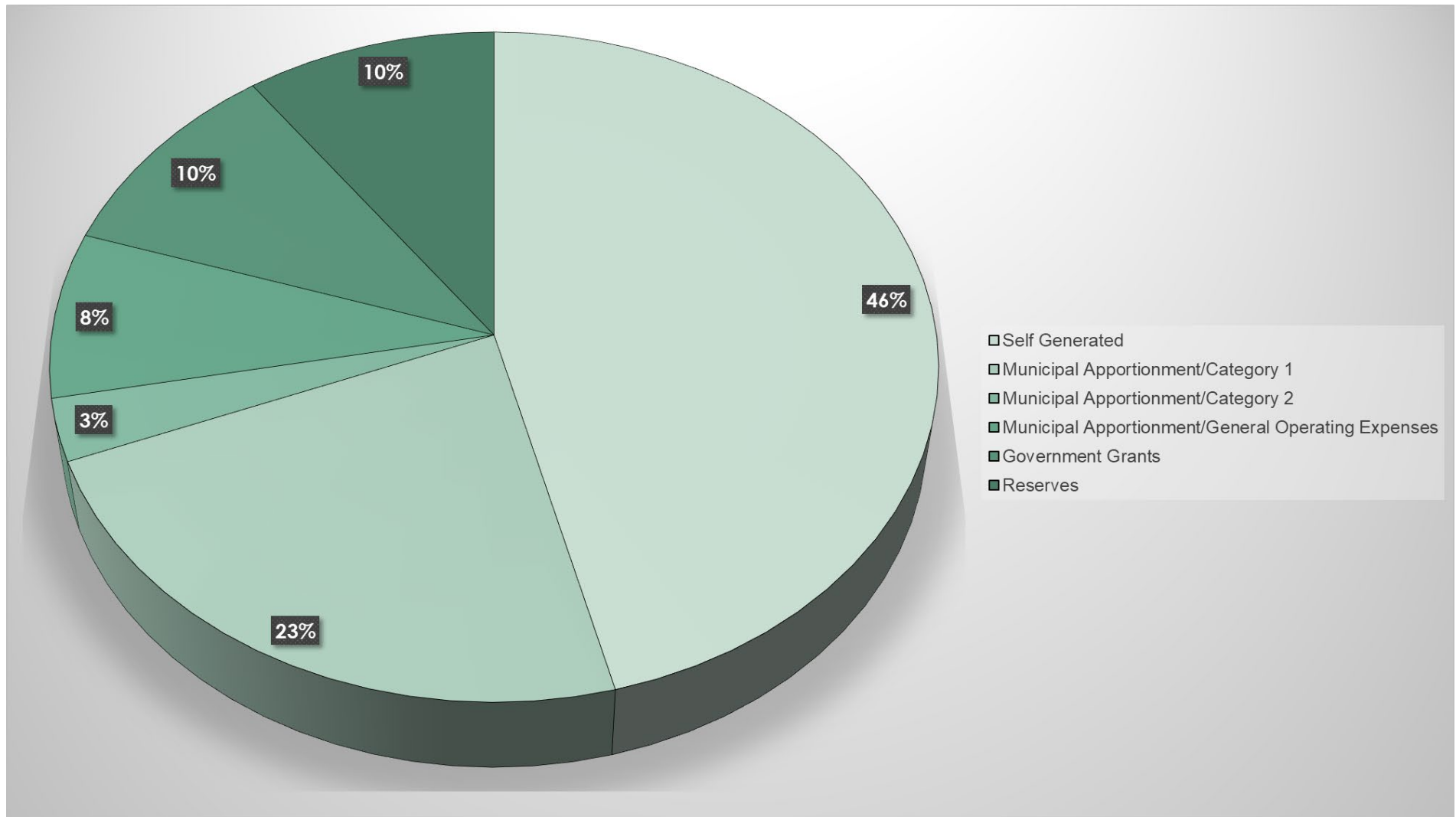


Special Projects Budget Summary

| EXPENDITURES | Budget 2024 | Budget 2025 |
|--|--------------------|--------------------|
| Subwatershed Plans - City of Kitchener | 80,000 | 96,000 |
| Waste Water Optimization Program | 130,000 | 130,000 |
| Floodplain Mapping | 250,000 | 250,000 |
| Conservation Services Grants (RWQP) | 800,000 | 800,000 |
| Brant/Brantford Children's Water Festival | 45,000 | 45,000 |
| Species at Risk | 70,000 | 70,000 |
| Ecological Restoration | 100,000 | 100,000 |
| Nature Smart Climate Solutions | 85,000 | - |
| Profit Mapping | 35,000 | - |
| Fresh Water Ecosystem Project | - | 138,000 |
| Guelph Lake Nature Centre | 500,000 | 650,000 |
| Water Management Plan (WQ) | - | 100,000 |
| Mill Creek Rangers | 35,000 | 40,000 |
| Total SPECIAL Projects Expenditures | 2,130,000 | 2,419,000 |
| SOURCES OF FUNDING | | |
| OTHER GOVERNMENT FUNDING | 1,200,000 | 1,334,000 |
| SELF-GENERATED | 680,000 | 185,000 |
| FUNDING FROM/(TO) RESERVES | 250,000 | 900,000 |
| Total Funding | 2,130,000 | 2,419,000 |



Overview – 2025 Revenue by Source

2025 Budget: \$40.0 million**(2024: \$37.0 million)**

Programs and Services (P&S) Inventory

| Programs & Services Inventory | | TOTAL EXPENDITURES (includes transfers to reserves) | MUNICIPAL APPORIONMENT/ Cat 2-MOA FUNDING | MUNICIPAL- OTHER | SELF-GENERATED REVENUE | PROVINCIAL & FEDERAL GRANTS | Funding from RESERVES | Programs & Services SURPLUS allocation | TOTAL REVENUE (after P&S surplus allocation) | NET RESULT |
|--------------------------------------|--|---|--|---------------------|---------------------------|--------------------------------|--------------------------|---|--|------------|
| CATEGORY 1 | Watershed Management | 974,100 | 861,600 | | | 37,500 | 75,000 | | 974,100 | - |
| | FFW & Flood Plain Mapping | 1,556,000 | 1,116,662 | | | 164,338 | 275,000 | | 1,556,000 | - |
| | Water Control Structures | 5,490,700 | 2,785,350 | | | 1,735,350 | 970,000 | | 5,490,700 | - |
| | Resource Planning | 2,747,600 | 1,823,600 | | 924,000 | | | | 2,747,600 | - |
| | Conservation Lands Management | 3,120,900 | 2,778,900 | | 142,000 | | 200,000 | | 3,120,900 | - |
| | Source Protection Planning | 780,000 | - | | | 780,000 | | | 780,000 | - |
| | Total Category 1 | 14,669,300 | 9,366,112 | | 1,066,000 | 2,717,188 | 1,520,000 | - | 14,669,300 | 0 |
| | | 64% | 0% | | 7% | 19% | 10% | 0% | 100% | |
| General Operating | General Operating Expenses (note 5) | 5,067,465 | 3,338,888 | | 748,777 | | 818,000 | 161,800 | 5,067,465 | - |
| | | 66% | 0% | | 15% | 0% | 16% | 3% | 100% | |
| CATEGORY 2 | CATEGORY 2 Watershed Services | 2,426,000 | 1,052,000 | 946,000 | - | 428,000 | - | - | 2,426,000 | - |
| | | 43% | 39% | | 0% | 18% | 0% | 0% | 100% | |
| CATEGORY 3 | Burford Tree Nursery & Planting Services | 977,400 | | | 705,000 | | | 272,400 | 977,400 | - |
| | Conservation Services (Special Projects) | 181,200 | | - | 85,000 | 40,000 | | 56,200 | 181,200 | - |
| | Outdoor Environmental Education | 1,603,000 | | | 600,000 | | 1,003,000 | - | 1,603,000 | - |
| | Property Rentals | 1,109,700 | | | 3,150,000 | | | (2,040,300) | 1,109,700 | - |
| | Hydro Production | 162,000 | | | 475,000 | | | (313,000) | 162,000 | - |
| | Conservation Areas | 12,540,000 | | | 11,471,000 | | 500,000 | 569,000 | 12,540,000 | - |
| | Administrative Support (note 6) | 1,293,900 | | | | | | 1,293,900 | 1,293,900 | - |
| Total Category 3 | | 17,867,200 | - | - | 16,486,000 | 40,000 | 1,503,000 | (161,800) | 17,867,200 | - |
| | | 0% | 0% | | 92% | 0% | 8% | -1% | 100% | |
| TOTAL Programs & Services | | 40,029,965 | 13,757,000 | 946,000 | 18,300,777 | 3,185,188 | 3,841,000 | - | 40,029,965 | 0 |
| | | 34% | 2% | | 46% | 8% | 10% | 0% | 100% | |

NOTE 1, NOTE 4

NOTE 2

NOTE 3

COMMENTARY:

- NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 34% by the combined total of mandatory municipal apportionment and Category 2 MOA municipal funding.
- NOTE 2 46% of total expenses is funded with self-generated revenue.
- NOTE 3 Category 3 'Property Rentals' and 'Hydro Production' generate a surplus which is allocated to Category 3 programs and General Operating expenses to achieve breakeven results for each P&S.
- NOTE 4 In 2024 Municipal funding totalled \$13,292,000. Therefore Municipal funding is increasing by \$465,000 (or 3.5%) to \$13,757,000 in 2025 compared to 2024.
- NOTE 5 **General Operating Expenses** include administrative expenses related to Office of the CAO, communications, capital support, finance, payroll, human resources, health and safety, head office facility, and other administrative expenses that support the provision of programs and services.
- NOTE 6 **Administrative Support** includes administrative expenses related to finance, communications, capital support and other administrative expenses that support category 3 programs and services.



Summary of Municipal Apportionment

| | % CVA in Watershed | 2024 CVA (Modified) | CVA in Watershed | CVA-Based Apportionment | 2025 Budget General Operating Expenses* | 2025 Budget Category 1 Operating Expenses* | 2025 Budget Category 2 Operating Expenses* | 2025 Budget Total Apportionment | 2024 Actual Total Apportionment | % Change |
|----------------------------|--------------------|------------------------|------------------------|-------------------------|---|--|--|---------------------------------|---------------------------------|-------------|
| Brant County | 82.9% | 7,956,819,370 | 6,596,203,258 | 3.03% | 101,217 | 283,929 | 31,891 | 417,037 | 395,639 | 5.4% |
| Brantford City | 100.0% | 16,110,222,385 | 16,110,222,385 | 7.40% | 247,206 | 693,453 | 77,888 | 1,018,547 | 987,407 | 3.2% |
| Amaranth Township | 82.0% | 858,651,370 | 704,094,123 | 0.32% | 10,804 | 30,307 | 3,404 | 44,515 | 42,773 | 4.1% |
| East Garafraxa Township | 80.0% | 698,985,395 | 559,188,316 | 0.26% | 8,581 | 24,070 | 2,704 | 35,355 | 32,895 | 7.5% |
| Town of Grand Valley | 100.0% | 637,941,807 | 637,941,807 | 0.29% | 9,789 | 27,460 | 3,084 | 40,333 | 39,251 | 2.8% |
| Melancthon Township | 56.0% | 636,708,237 | 356,556,612 | 0.16% | 5,471 | 15,348 | 1,724 | 22,543 | 21,692 | 3.9% |
| Southgate Twp | 6.0% | 1,226,384,688 | 73,583,081 | 0.03% | 1,129 | 3,167 | 356 | 4,652 | 4,386 | 6.1% |
| Haldimand County | 41.0% | 7,744,135,997 | 3,175,095,759 | 1.46% | 48,721 | 136,670 | 15,351 | 200,742 | 192,819 | 4.1% |
| Norfolk County | 5.0% | 9,992,562,732 | 499,628,137 | 0.23% | 7,667 | 21,506 | 2,416 | 31,589 | 30,988 | 1.9% |
| Halton Region | 10.6% | 50,597,805,213 | 5,374,240,578 | 2.47% | 82,466 | 231,330 | 25,983 | 339,779 | 325,623 | 4.3% |
| Hamilton City | 26.8% | 99,914,929,873 | 26,727,243,741 | 12.28% | 410,121 | 1,150,455 | 129,219 | 1,689,795 | 1,639,233 | 3.1% |
| Oxford County | 35.9% | 4,736,170,991 | 1,700,479,619 | 0.78% | 26,093 | 73,196 | 8,221 | 107,510 | 105,841 | 1.6% |
| North Perth Township | 2.0% | 2,555,744,512 | 51,114,890 | 0.02% | 784 | 2,200 | 247 | 3,231 | 3,115 | 3.7% |
| Perth East Township | 40.0% | 2,138,784,312 | 855,513,725 | 0.39% | 13,128 | 36,825 | 4,136 | 54,089 | 52,608 | 2.8% |
| Region of Waterloo | 100.0% | 110,087,538,563 | 110,087,538,563 | 50.59% | 1,689,258 | 4,738,637 | 532,243 | 6,960,138 | 6,710,728 | 3.7% |
| Centre Wellington Township | 100.0% | 5,678,028,668 | 5,678,028,668 | 2.61% | 87,128 | 244,407 | 27,452 | 358,987 | 344,247 | 4.3% |
| Erin Township | 49.0% | 2,665,324,254 | 1,306,008,884 | 0.60% | 20,040 | 56,216 | 6,314 | 82,570 | 80,462 | 2.6% |
| Guelph City | 100.0% | 29,061,812,848 | 29,061,812,848 | 13.36% | 445,944 | 1,250,945 | 140,506 | 1,837,395 | 1,788,751 | 2.7% |
| Guelph Eramosa Township | 100.0% | 3,023,807,383 | 3,023,807,383 | 1.39% | 46,399 | 130,158 | 14,619 | 191,176 | 186,515 | 2.5% |
| Mapleton Township | 95.0% | 1,950,508,544 | 1,852,983,117 | 0.85% | 28,433 | 79,760 | 8,959 | 117,152 | 114,764 | 2.1% |
| Wellington North Township | 51.0% | 1,881,548,776 | 959,589,876 | 0.44% | 14,725 | 41,305 | 4,639 | 60,669 | 58,619 | 3.5% |
| Puslinch Township | 75.0% | 2,935,530,680 | 2,201,648,010 | 1.01% | 33,784 | 94,768 | 10,644 | 139,196 | 133,644 | 4.2% |
| Total | | 363,089,946,596 | 217,592,523,382 | 100.00% | 3,338,888 | 9,366,112 | 1,052,000 | 13,757,000 | 13,292,000 | 3.5% |

*Operating Expenses include maintenance of capital infrastructure, studies, and/or equipment.

Category Two – Watershed Services Program Breakdown

| Programs & Services | Cost | Offsetting Funding | NET COST | Description of Offsetting Funding |
|---|--------------------|-----------------------|--------------------|-----------------------------------|
| Sub-watershed Services | \$ 379,000 | \$ (146,000) | \$ 233,000 | Municipal Funding |
| Conservation Services | \$ 1,629,000 | \$ (1,098,000) | \$ 531,000 | Municipal & Federal Funding |
| Water Quality | \$ 418,000 | \$ (130,000) | \$ 288,000 | Reserves |
| Watershed Sciences & Collaborative Planning * | | | | |
| TOTAL | \$2,426,000 | \$ (1,374,000) | \$1,052,000 | |

* Costs related to this activity integrated in the above listed programs and services.





2) Programs and Services (P&S) Reports



Statement of Operations/Revenues

| | New Regulations Category | P&S Ref # | Actual 2024 | Budget 2024 | Budget 2025 |
|---|--------------------------------|-----------|-------------------|-------------------|-------------------|
| REVENUE | | | | | |
| <u>Municipal</u> | | | | | |
| Municipal Apportionment | Category 1 | various | 12,275,000 | 12,275,000 | 12,705,000 |
| Memorandums of Understanding Apportionment | Category 2 | various | 1,017,000 | 1,017,000 | 1,052,000 |
| Other | Category 1 | various | - | - | - |
| Other | Category 2 & 3 | 8 | 728,463 | 940,000 | 946,000 |
| | | | 14,020,463 | 14,232,000 | 14,703,000 |
| <u>Government Grants</u> | | | | | |
| MNRF Transfer Payments | Category 1 | various | 449,688 | 449,688 | 449,688 |
| Source Protection Program-Provincial | Category 1 | various | 820,925 | 834,000 | 780,000 |
| Other Provincial | Category 1 | various | 1,406,061 | 737,500 | 1,487,500 |
| Other Provincial | Category 2 | 8 | 121,275 | 130,000 | 220,000 |
| Other Provincial | Category 3 | 10 | 29,768 | 100,000 | 40,000 |
| Federal | Category 1 & 2 | various | 309,678 | 155,000 | 208,000 |
| | | | 3,137,395 | 2,406,188 | 3,185,188 |
| User Fees and Sales | | | | | |
| <i>Resource Planning</i> | Category 1 | 4 | 911,842 | 994,000 | 924,000 |
| <i>Burford Operations & Planting Services</i> | Category 3 | 9 | 787,732 | 680,000 | 705,000 |
| <i>Conservation Lands Income</i> | Category 3 | 14 | 64,508 | 71,000 | 71,000 |
| <i>Timber Revenue</i> | Category 1 | 5 | 197,946 | 15,000 | 15,000 |
| <i>Conservation Areas User Fees</i> | Category 3 | 14 | 12,459,228 | 10,700,000 | 11,400,000 |
| <i>Environmental Education</i> | Category 3 | 11 | 609,969 | 600,000 | 600,000 |
| Property Rentals | Category 3 | 12 | 3,122,120 | 3,038,000 | 3,150,000 |
| Hydro Generation | Category 3 | 13 | 612,640 | 580,000 | 475,000 |
| Land Sales | Category 1 | 5 | 1,745,835 | - | - |
| Grand River Conservation Foundation | Category 1,2,3 | various | 1,568,930 | 662,000 | 197,000 |
| Donations | Category 1,2,3 | various | 26,070 | - | 15,000 |
| Investment Income | General Operating | 7 | 2,597,296 | 2,200,000 | 2,300,000 |
| Miscellaneous Income | various | various | 65,904 | - | - |
| Total Self-Generated Revenue | | | 24,770,020 | 19,540,000 | 19,852,000 |
| TOTAL REVENUE | | | 41,927,878 | 36,178,188 | 37,740,188 |



Statement of Operations/Expenses

| | New Regulations Category | P&S Ref # | Actual 2024 | Budget 2024 | Budget 2025 |
|---|--------------------------|-----------|--------------------|-------------------|--------------------|
| EXPENSES | | | | | |
| OPERATING | | | | | |
| Watershed Management | Category 1 | 1 | 908,054 | 1,146,100 | 864,100 |
| Flood Forecasting and Warning | Category 1 | 2 | 1,030,941 | 911,000 | 1,116,000 |
| Water Control Structures | Category 1 | 3 | 2,308,746 | 2,128,700 | 2,490,700 |
| Resource Planning | Category 1 | 4 | 2,580,544 | 2,679,600 | 2,747,600 |
| Conservation Lands Management | Category 1 | 5 | 2,567,190 | 2,871,900 | 3,020,900 |
| Source Protection Program | Category 1 | 6 | 820,925 | 834,000 | 780,000 |
| General Operating Expenses | General Operating | 7 | 3,749,114 | 4,267,714 | 4,314,465 |
| Watershed Services | Category 2 | 8 | 1,010,976 | 1,068,000 | 1,102,000 |
| Burford Operations & Planting Services | Category 3 | 9 | 1,007,151 | 992,900 | 977,400 |
| Conservation Services | Category 3 | 10 | 11,800 | 82,200 | 86,200 |
| Environmental Education | Category 3 | 11 | 933,061 | 912,000 | 953,000 |
| Property Rentals | Category 3 | 12 | 1,074,696 | 1,109,200 | 1,109,700 |
| Hydro Production | Category 3 | 13 | 139,970 | 95,500 | 95,500 |
| Conservation Areas | Category 3 | 14 | 10,163,820 | 9,782,000 | 10,540,000 |
| Administrative Support | Category 3 | 15 | 1,079,629 | 1,217,400 | 1,293,900 |
| Total OPERATING Expenses | | | 29,386,617 | 30,098,214 | 31,491,465 |
| MAJOR MAINTENANCE & EQUIPMENT Expenses | | | | | |
| Watershed Management | Category 1 | 1 | 7,475 | 110,000 | 110,000 |
| Flood Forecasting and Warning | Category 1 | 2 | 88,056 | 190,000 | 190,000 |
| Water Control Structures | Category 1 | 3 | 3,104,861 | 1,500,000 | 3,000,000 |
| Conservation Areas | Category 3 | 13 | 2,193,994 | 2,000,000 | 2,000,000 |
| Information Systems | General Operating | 16 | 435,756 | 459,000 | 429,000 |
| Motor Pool | General Operating | 16 | 434,770 | 415,000 | 324,000 |
| Total Capital Expenses | | | 6,264,912 | 4,674,000 | 6,053,000 |
| SPECIAL | | | | | |
| Flood Forecasting and Warning | Category 1 | 2 | 17,445 | 250,000 | 250,000 |
| Conservation Lands | Category 1 | 5 | 57,050 | 100,000 | 100,000 |
| Watershed Services | Category 2 | 8 | 1,001,230 | 1,095,000 | 1,324,000 |
| Conservation Services | Category 3 | 10 | 132,620 | 185,000 | 95,000 |
| Environmental Education | Category 3 | 11 | 1,669,934 | 500,000 | 650,000 |
| Total SPECIAL PROJECTS Expenses | | | 2,878,279 | 2,130,000 | 2,419,000 |
| Total Expenses | | | 38,529,808 | 36,902,214 | 39,963,465 |
| Gross Surplus | | | 3,398,070 | (724,026) | (2,223,277) |
| Prior Year Surplus Carryforward | | | 537,526 | 537,526 | 498,777 |
| Net Funding FROM/(TO) Reserves | | | (3,436,819) | 186,500 | 1,724,500 |
| NET SURPLUS | | | 498,777 | - | - |



P&S #1 - Watershed Management

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources.

Specific Activities:

- Implementation of a Watershed-based Resource Management Strategy per Ontario Regulation 686/21 (Mandatory Programs and Services).
- Monitoring at 16 stream flow monitoring stations.
- Monitoring at 27 groundwater wells under the Provincial Groundwater Monitoring Network and other wells that inform groundwater-surface water interactions.
- Monitoring at 37 water quality monitoring stations under the Provincial Water Quality Monitoring Network.
- Maintain a water budget to support sustainable water use in the watershed and maintain a drought response program.
- Provide advice to Provincial Ministries regarding water taking permits to ensure that drinking water source protection concerns are identified so that potential impacts can be addressed.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|----------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 769,079 | 884,000 | 714,000 | (170,000) |
| Administration Expenses | 111,305 | 197,000 | 111,000 | (86,000) |
| Other Operating Expenses | 27,670 | 65,100 | 39,100 | (26,000) |
| Total OPERATING Expenditures | 908,054 | 1,146,100 | 864,100 | |
| Instrumentation | 7,475 | 60,000 | 60,000 | - |
| Water Quality Monitoring Equipment | - | 50,000 | 50,000 | - |
| Total CAPITAL Expenditures | 7,475 | 110,000 | 110,000 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 915,529 | 1,256,100 | 974,100 | (282,000) |
| Funding | | | | |
| | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 1,137,600 | 1,143,600 | 861,600 | 282,000 |
| Government Grants | | | | |
| Other Provincial | - | 37,500 | 37,500 | - |
| Funding From Reserves | | | | |
| Gauges | - | 75,000 | 75,000 | - |
| TOTAL FUNDING | 1,137,600 | 1,256,100 | 974,100 | 282,000 |
| Net Surplus/(Deficit) | 222,071 | - | - | - |



P&S #2 - Flood Forecasting and Warning

The flood warning system includes the direct costs associated with monitoring the streams and rivers to effectively provide warnings and guidance to municipalities and watershed residents during flood emergencies.

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life.

Specific Activities:

- Maintain a 'state of the art' computerized flood forecasting and warning system.
- Operate a 24-hour, year-round, on-call duty officer system to respond to flooding matters.
- Collect and manage data on precipitation, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 24 rainfall gauges, and 12 snow courses and conduct analysis on hydrometric data in support of water quantity programs such as the low water response program for the watershed.
- Use Ignition system to continuously, monitor reservoir levels, river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.
- Assist municipalities with municipal emergency planning and participate in municipal emergency planning exercises when requested.
- Hold annual municipal flood coordinator meetings to confirm responsibilities of agencies involved in the flood warning system. Test the system. Update and publish a flood warning system guide containing up-to-date emergency contact information. Maintain up-to-date emergency contact information throughout the year.
- Complete floodplain mapping projects as funding is made available.



P&S #2 Flood Forecasting and Warning: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|--|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 657,894 | 567,000 | 737,000 | 170,000 |
| Administration Expenses | 246,397 | 236,000 | 256,000 | 20,000 |
| Other Operating Expenses | 126,650 | 108,000 | 123,000 | 15,000 |
| Total OPERATING Expenditures | 1,030,941 | 911,000 | 1,116,000 | |
| Hardware | 76,648 | 88,000 | 88,000 | - |
| Stream Gauges | 11,408 | 102,000 | 102,000 | - |
| Total CAPITAL Expenditures | 88,056 | 190,000 | 190,000 | |
| Floodplain Mapping Projects | 17,445 | 250,000 | 250,000 | - |
| Total SPECIAL PROJECT Expenditures | 17,445 | 250,000 | 250,000 | |
| Total FUNDING to RESERVES | 75,000 | - | - | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 1,211,442 | 1,351,000 | 1,556,000 | 205,000 |
| <u>Funding</u> | | | | (INCR)DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 911,662 | 911,662 | 1,116,662 | (205,000) |
| Government Grants | | | | |
| MNRF Transfer Payments | 164,338 | 164,338 | 164,338 | - |
| Funding From Reserves | | | | |
| Floodplain Mapping Projects & Gauges | 17,445 | 275,000 | 275,000 | - |
| TOTAL REVENUE | 1,093,445 | 1,351,000 | 1,556,000 | (205,000) |
| Net Surplus/(Deficit) | (117,997) | - | - | - |



P&S #3 - Water Control Structures

This category includes costs associated with the capital and maintenance of structures, the primary purpose of which is to provide protection to life and property. These structures include dams, dikes, berms and channels, etc. Also included in this category are non-flood control dams and weirs, which maintain upstream water levels.

Overall, flood protection services provide watershed residents with an effective and efficient system that reduces exposure to the threat of flood damage and loss of life.

Multi-purpose reservoirs provide flow augmentation benefits to watercourses downstream of the reservoirs, improving water quality.

Specific Activities:

- Operate and maintain seven major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometers of dikes in five major dike systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg).
- Ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams and dikes.
- Carry out capital upgrades to the flood control structures to meet Provincial standards, including concrete repairs at Conestogo Dam, gate repairs at Guelph Dam, gate control improvements at Woolwich Dam, concrete repairs to Cambridge floodwalls. Carry out studies for improvements to flood control dike systems in Bridgeport and Brantford.
- Implement the Water Control Structures Asset Management Plan for GRCA flood control and flow augmentation dams.
- Operate and maintain 20 non-flood control dams, which are primarily for aesthetic, recreational, municipal fire suppression water supply, or municipal drinking water supply intake purposes.
- Develop and implement plans to decommission failing or obsolete dams.
- Ice management activities to help mitigate the impacts or respond to flooding resulting from ice jams.
- Develop and implement public safety plans for structures.

P&S #3 - Water Control Structures: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|------------------|--------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 1,480,249 | 1,441,000 | 1,770,000 | 329,000 |
| Administration Expenses | 52,664 | 29,200 | 49,200 | 20,000 |
| Insurance | 144,749 | 143,000 | 151,000 | 8,000 |
| Property Taxes | 172,192 | 170,700 | 175,700 | 5,000 |
| Other Operating Expenses | 458,892 | 344,800 | 344,800 | - |
| Total OPERATING Expenditures | 2,308,746 | 2,128,700 | 2,490,700 | |
| Total CAPITAL Expenditures | 3,104,861 | 1,500,000 | 3,000,000 | 1,500,000 |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 5,413,607 | 3,628,700 | 5,490,700 | 1,862,000 |
| <u>Funding</u> | | | | |
| | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 2,599,350 | 2,593,350 | 2,785,350 | (192,000) |
| Government Grants | | | | |
| MNRF Transfer Payments | 285,350 | 285,350 | 285,350 | - |
| Provincial | 1,396,600 | 700,000 | 1,450,000 | (750,000) |
| Federal | 11,236 | - | - | |
| Funding From Reserves | | | | |
| Water Control Structures/Water Mgmt Operating Reserve/AMP | 988,361 | 50,000 | 970,000 | (920,000) |
| TOTAL REVENUE AND FUNDING FROM RESERVES | 5,280,897 | 3,628,700 | 5,490,700 | (1,862,000) |
| Net Surplus/(Deficit) | (132,710) | - | - | - |



P&S #4 - Resource Planning

(a) PLANNING - Regulation

This category includes costs and revenues associated with administering the Prohibited Activities, Exemptions and Permits Regulation made under the CA Act. This includes permit review, permit issuance, inspections, enforcement and follow-up, which may include defending appeals.

Specific Activities:

- Process about 800 permits each year related to development, alteration or activities that may interfere with the following types of regulated features:
 - hazardous lands;
 - valley lands, steep slopes;
 - wetlands including swamps, marshes, bogs, and fens;
 - any watercourse, river, creek;
 - floodplain;
 - the Lake Erie shoreline.
- The regulation applies to the development activities listed below in the areas listed above:
 - the construction, reconstruction, erection or placing of a building or structure of any kind;
 - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure, or increasing the number of dwelling units in the building or structure;
 - site grading;
 - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- Maintain policies and guidelines to assist in the protection of people and property (i.e., Policies for the Administration of the Prohibited Activities, Exemptions and Permits Regulation).
- Enforcement of the Prohibited Activities, Exemptions and Permits Regulation and maintain compliance policies and procedures.
- Maintain natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems.

(b) PLANNING - Municipal Plan Input and Review

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning By-laws, Environmental Assessments, development applications and other proposals.



Specific Activities:

- Review municipal planning and master plan documents and recommend policies and designations for natural hazard lands including watercourses, floodplains, wetlands, slopes, shorelines, and hazard sites.
- Provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all natural hazard concerns are adequately identified and that any adverse impacts are minimized or mitigated.
- Provide information and technical advice to Municipal Councils and Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazards.

P&S #4 – Resource Planning: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 2,062,348 | 2,403,000 | 2,435,000 | 32,000 |
| Administration Expenses | 251,364 | 221,900 | 257,900 | 36,000 |
| Other Operating Expenses | 266,832 | 54,700 | 54,700 | - |
| Total OPERATING Expenditures | 2,580,544 | 2,679,600 | 2,747,600 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 2,580,544 | 2,679,600 | 2,747,600 | 68,000 |
| Funding | | | | |
| | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 1,685,600 | 1,685,600 | 1,823,600 | (138,000) |
| Self Generated | | | | |
| Solicitor Enquiry Fees | 52,620 | 80,000 | 70,000 | 10,000 |
| Permit Fees | 407,848 | 470,000 | 410,000 | 60,000 |
| Plan Review Fees | 451,374 | 444,000 | 444,000 | - |
| TOTAL REVENUE | 2,597,442 | 2,679,600 | 2,747,600 | (68,000) |
| Net Surplus/(Deficit) | 16,898 | - | - | - |



P&S #5 - Conservation Lands Management

Conservation Lands Management includes expenses associated with managing GRCA-owned lands.

Specific Activities:

- Acquire and manage significant wetlands and floodplain lands, e.g., the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh.
- Manage “passive” conservation lands in order to conserve forests and wildlife habitat (Puslinch Tract in Puslinch, Snyder’s Flats in Bloomingdale, etc.). Some are managed through maintenance agreements with municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- Develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). The Grand River Conservation Foundation is one source of funding for the trails.
- Carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities.
- Carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA-owned lands.
- Hazard tree management on GRCA-owned lands to protect people and property.
- Natural heritage management: carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems, e.g., species at risk and ecological monitoring on GRCA lands, and prescribed burn activities.
- Where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs.



P&S #5 Conservation Lands Management: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|--|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 1,609,002 | 1,813,000 | 1,921,000 | 108,000 |
| Administration Expenses | 141,179 | 165,100 | 168,100 | 3,000 |
| Insurance | 61,025 | 60,000 | 65,000 | 5,000 |
| Property Taxes | 317,722 | 305,200 | 314,200 | 9,000 |
| Other Operating Expenses | 438,262 | 528,600 | 552,600 | 24,000 |
| Total OPERATING Expenditures | 2,567,190 | 2,871,900 | 3,020,900 | |
| Total CAPITAL Expenditures | | | | |
| Land Purchases/Land Sale Expenses | 10,681 | - | - | |
| Ecological Restoration | 46,369 | 100,000 | 100,000 | - |
| Total SPECIAL PROJECT Expenditures | 57,050 | 100,000 | 100,000 | |
| Forestry | 198,000 | - | - | |
| Land Sale Proceeds | 1,745,835 | - | - | |
| Total FUNDING to RESERVES | 1,943,835 | - | - | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 4,568,075 | 2,971,900 | 3,120,900 | 149,000 |
| <u>Funding</u> | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 2,629,900 | 2,629,900 | 2,778,900 | (149,000) |
| Municipal Other | 9,841 | - | - | |
| Government Grants | | | | |
| Provincial | 9,461 | - | - | |
| Federal | 3,146 | - | - | |
| Self Generated | | | | |
| Timber Sales | 197,946 | 15,000 | 15,000 | - |
| Land Sale Proceeds | 1,745,835 | - | - | |
| Donations - Foundation | 53,617 | 127,000 | 127,000 | - |
| Donations - Other | 11,070 | - | - | |
| Funding From Reserves | | | | |
| Land Reserve (Demolitions/Land Sale Expenses) | 10,681 | 100,000 | 100,000 | - |
| Transition Reserve (Staffing) | | 100,000 | 100,000 | - |
| TOTAL REVENUE | 4,671,497 | 2,971,900 | 3,120,900 | (149,000) |
| Net Surplus/ (Deficit) | 103,422 | - | - | - |



P&S #6 - Source Protection Program

Drinking water Source Protection includes programs and services to carry out the GRCA's duties as a Source Protection Authority under the Clean Water Act, 2006. The program includes updating and amending technical work and policies in Source Protection Plans for each of the four watersheds in the Lake Erie Source Protection Region, maintaining a multi-stakeholder Source Protection Committee, and reporting annually on implementation of the Source Protection Plans. The focus in 2024 continues to be completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|----------------------------------|----------------|----------------|----------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures</u> | | | | |
| Compensation and Benefits | 551,787 | 490,000 | 625,000 | 135,000 |
| Administration Expenses | 54,634 | 50,000 | 45,000 | (5,000) |
| Other Operating Expenses | 46,461 | 90,000 | 50,000 | (40,000) |
| Water Budget - Technical Studies | 168,043 | 204,000 | 60,000 | (144,000) |
| TOTAL EXPENDITURES | 820,925 | 834,000 | 780,000 | (54,000) |
| <u>Funding</u> | | | | (INCR)/DECR |
| Government Grants | | | | |
| Provincial | 820,925 | 834,000 | 780,000 | 54,000 |
| TOTAL FUNDING | 820,925 | 834,000 | 780,000 | 54,000 |
| Net Surplus/(Deficit) | - | - | - | - |



P&S #7 - General Operating Expenses

General operating expenses related to Office of the Chief Administrative Officer (CAO), communications, capital support, finance, payroll, human resources, health and safety, head office facility, insurance, and other administrative expenses that support the provision of programs and services and included in this group.

Specific Activities:

This category includes the following departments:

- Office of the CAO and Deputy CAO/Secretary-Treasurer
- Capital Support
- Finance
- Human Resources
- Payroll
- Health & Safety
- Strategic Communications
- Information Management and Innovation
- Office Services

In addition, this category includes expenses relating to:

- The General Membership
- Head Office Building
- Office Supplies, Postage, Bank fees
- Head Office Communication systems
- Insurance
- Audit fees
- Consulting, Legal, Labour Relations fees
- Health and Safety Equipment, Inspections, Training
- Conservation Ontario fees
- Corporate Professional Development
- General expenses

P&S #7 General Operating Expenses: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|--|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 2,296,603 | 2,441,000 | 2,490,000 | 49,000 |
| Administration Expenses | 399,840 | 460,000 | 478,000 | 18,000 |
| Insurance | 289,431 | 334,500 | 298,000 | (36,500) |
| Other Operating Expenses | 825,593 | 1,102,214 | 1,118,465 | 16,251 |
| LESS: Recovery of Corporate Services Expenses | (62,353) | (70,000) | (70,000) | - |
| Total OPERATING Expenditures | 3,749,114 | 4,267,714 | 4,314,465 | |
| Interest Income | 2,217,982 | 2,050,000 | 2,050,000 | - |
| Stabilization Reserve-Category 1 | 230,566 | - | - | - |
| Personnel Reserve | 61,141 | - | - | - |
| Building Reserve | 116,000 | - | - | - |
| Total FUNDING to RESERVES | 2,625,689 | 2,050,000 | 2,050,000 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 6,374,803 | 6,317,714 | 6,364,465 | 46,751 |
| <u>Funding</u> | | | | |
| | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal Apportionment (levy) | 3,310,888 | 3,310,888 | 3,338,888 | (28,000) |
| Self Generated | | | | |
| Investment Income | 2,597,296 | 2,200,000 | 2,300,000 | (100,000) |
| Miscellaneous | 61,482 | - | - | |
| Funding From Reserves | | | | |
| Personnel | - | 65,000 | 65,000 | - |
| TOTAL REVENUE | 5,969,666 | 5,575,888 | 5,703,888 | (128,000) |
| Net Surplus/(Deficit) | (405,137) | (741,826) | (660,577) | (81,249) |



P&S #8 - Watershed Services (Category 2)

The programs included under watershed services are subwatershed planning, conservation services, water quality, and watershed sciences and collaborative planning.

Specific Activities:

Subwatershed planning services

- Identify and recommend where subwatershed or watershed studies are needed.
- Review and provide input to subwatershed studies.
- Undertake subwatershed monitoring to support municipal studies under agreement.
- Networking with conservation and environmental management agencies and organizations, and advocating on a watershed basis.
- In 2025, subwatershed studies/monitoring are ongoing or planned in the Region of Waterloo (City of Kitchener, City of Cambridge, Township of Woolwich), City of Guelph and City of Brantford.

Conservation Services

- Deliver municipal and partnership cost-share programs to support private land stewardship action.
- Facilitate private land, municipal and community partner tree planting.
- Coordinate education and outreach activities to promote actions to improve water quality and watershed health.

Water Quality Programs

- Wastewater optimization.
- Support optimization of wastewater treatment plant operations through:
 - Knowledge sharing workshops;
 - Hands-on training;
 - Technical advice;
 - Delivering a recognition program.
- Provide technical support for municipal assimilative capacity studies, master plans for water and wastewater services.
- Engage the provincial and federal governments to develop programs to reduce nutrient loads in rivers and streams, and ultimately Lake Erie.
- Surface water quality monitoring, modelling, analysis, and reporting.
- Operate and maintain continuous water quality stations.
- Maintain a water quality database.
- Develop and maintain a water quality model.
- Analyze and report on groundwater and surface water quality and river health.



Watershed Sciences & Collaborative Planning

- Watershed and landscape scale science and reporting.
- Support cross-disciplinary integration and inform municipal watershed planning and water, wastewater, and stormwater master planning.
- Foster cross-municipal resource management:
 - Grand River Water Management Plan;
 - Water Managers Working Group.
- Liaise with provincial, federal agencies, non-governmental organizations.

P&S #8 Watershed Services (Category 2): How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 784,578 | 850,000 | 850,000 | - |
| Administration Expenses | 112,618 | 118,000 | 118,000 | - |
| Other Operating Expenses | 113,780 | 100,000 | 134,000 | 34,000 |
| Total OPERATING Expenditures | 1,010,976 | 1,068,000 | 1,102,000 | |
| RWQP Grants | 638,543 | 800,000 | 800,000 | - |
| Waste Water Optimization Project | 121,275 | 130,000 | 130,000 | - |
| Species at Risk | 91,001 | | 70,000 | 70,000 |
| Fresh Water Ecosystem Project | 6,826 | | 138,000 | 138,000 |
| Water Management Plan (WQ) | - | | 90,000 | 90,000 |
| Nature Smart Climate Solutions | 84,834 | 85,000 | | (85,000) |
| Municipal Drain Studies | 8,500 | | | |
| Upper Blair Subwatershed Study | 50,251 | 80,000 | 96,000 | 16,000 |
| Total SPECIAL PROJECT Expenditures | 1,001,230 | 1,095,000 | 1,324,000 | |
| Stabilization Reserve-Category 2 | 36,769 | - | - | |
| Total FUNDING to RESERVES | 36,769 | - | - | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 2,048,975 | 2,163,000 | 2,426,000 | 263,000 |
| Funding (INCR)/DECR | | | | |
| Municipal | | | | |
| Memorandums of Understanding Apportionment | 1,017,000 | 1,017,000 | 1,052,000 | (35,000) |
| Municipal Other | 709,884 | 930,000 | 946,000 | (16,000) |
| Government Grants | | | | |
| Other Provincial | 121,275 | 130,000 | 220,000 | (90,000) |
| Federal | 200,816 | 85,000 | 208,000 | (123,000) |
| Funding From Reserves | | | | |
| Cambridge Desiltation Pond | - | 1,000 | - | 1,000 |
| TOTAL REVENUE | 2,048,975 | 2,163,000 | 2,426,000 | (263,000) |
| Net Surplus/ (Deficit) | - | - | - | - |



P&S #9 - Burford Tree Nursery & Planting Services

The Nursery/Planting operations includes operation of the Burford Tree Nursery and sourcing and provision of stock and planting services to the public and other GRCA programs (i.e., Category 1 and 2 programs).

Specific Activities:

- Plant trees on private lands (cost recovery from landowner) and on GRCA lands.
- Operate Burford Tree Nursery to grow and supply native and threatened species.
- Source trees from external commercial nurseries.



How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 295,301 | 287,000 | 306,000 | 19,000 |
| Administration Expenses | 14,662 | 30,900 | 15,400 | (15,500) |
| Other Operating Expenses | 697,188 | 675,000 | 656,000 | (19,000) |
| Total OPERATING Expenditures | 1,007,151 | 992,900 | 977,400 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 1,007,151 | 992,900 | 977,400 | (15,500) |
| Funding | | | | |
| | | | | (INCR)/DECR |
| Government Grants | | | | |
| Federal | 1,484 | - | - | |
| Self Generated | | | | |
| Burford Nursery | 530,876 | 450,000 | 475,000 | (25,000) |
| Landowner Contributions (Tree Planting) | 256,856 | 230,000 | 230,000 | - |
| Donations - Foundation | 3,250 | | | |
| TOTAL REVENUE | 792,466 | 680,000 | 705,000 | (25,000) |
| Net Surplus/(Deficit) | (214,685) | (312,900) | (272,400) | (40,500) |

P&S #10 - Conservation Services (Special Projects)

Special projects under the conservation services program include special studies and evaluations, and events such as children's water festivals.

Specific Activities:

In 2025, efforts will focus on:

- Co-ordination of the Brantford-Brant Children's Water Festival.
- Mill Creek Rangers Program.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|-----------------|-----------------|-----------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 7,807 | 27,000 | 28,000 | 1,000 |
| Administration Expenses | 3,236 | 33,200 | 36,200 | 3,000 |
| Other Operating Expenses | 757 | 22,000 | 22,000 | - |
| Total OPERATING Expenditures | 11,800 | 82,200 | 86,200 | |
| Total CAPITAL Expenditures | | | | |
| Mill Creek Rangers Program | 39,282 | 35,000 | 40,000 | 5,000 |
| Species at Risk | 143 | 70,000 | - | (70,000) |
| Waterloo Wellington Children's Water Festival | 3,163 | - | - | - |
| Heritage River Event | 21,690 | - | - | - |
| Great Lakes Agricultural Stewardship Initiative | 668 | - | - | - |
| Brant/Brantford Water Festival | 38,573 | 45,000 | 45,000 | - |
| Water Management Plan | - | - | 10,000 | 10,000 |
| Profit Mapping | 29,101 | 35,000 | - | (35,000) |
| Total SPECIAL PROJECT Expenditures | 132,620 | 185,000 | 95,000 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 144,420 | 267,200 | 181,200 | (86,000) |
| Funding | | | | |
| | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal-Other | 8,326 | 10,000 | - | 10,000 |
| Government Grants | | | | |
| Other Provincial | 29,768 | 100,000 | 40,000 | 60,000 |
| Federal | 9,928 | 70,000 | - | 70,000 |
| Self Generated | | | | |
| Donations - Foundation | 66,435 | 35,000 | 70,000 | (35,000) |
| Donations - Other | 15,000 | - | 15,000 | (15,000) |
| Miscellaneous | - | - | - | - |
| Funding from Reserves | | | | |
| Cambridge Desiltation/Transition Reserve | 3,920 | - | - | - |
| TOTAL REVENUE | 133,377 | 215,000 | 125,000 | 90,000 |
| Net Surplus/(Deficit) | (11,043) | (52,200) | (56,200) | 4,000 |



P&S #11 - Outdoor Environmental Education

This category includes costs and revenues associated with the outdoor environmental education program, which includes five nature centre facilities. The outdoor environmental education program provides curriculum-based programs to about 30,000 students annually, as well as some community groups throughout the watershed.

Specific Activities:

- Provide hands-on, curriculum-based, outdoor environmental education school programs under agreements with four school boards in the watershed, as well as individual schools. Programs are delivered at five nature centres (Apps' Mill near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge), as well as at schools, GRCA Conservation Areas and virtually.
- Provide community programs under agreements with third parties (i.e., watershed municipalities, etc.)
- Complete construction of a new nature centre facility within the Guelph Lake Conservation Area.



P&S #11-Outdoor Environmental Education: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation & Benefits | 624,179 | 642,000 | 672,000 | 30,000 |
| Administration Expenses | 61,113 | 57,000 | 68,000 | 11,000 |
| Other Operating Expenses | 247,769 | 213,000 | 213,000 | - |
| Total OPERATING Expenditures | 933,061 | 912,000 | 953,000 | |
| Guelph Lake Nature Centre | 1,669,934 | 500,000 | 650,000 | 150,000 |
| Total SPECIAL PROJECT Expenditures | 1,669,934 | 500,000 | 650,000 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 2,602,995 | 1,412,000 | 1,603,000 | 191,000 |
| Funding | | | | (INCR)/DECR |
| Municipal | | | | |
| Municipal-Other | 412 | - | - | - |
| Self Generated | | | | |
| Donations - Foundation | 1,429,408 | 500,000 | - | 500,000 |
| Nature Centre Revenue - Schools | 608,283 | 600,000 | 600,000 | - |
| Nature Centre Revenue - Community | 1,686 | - | - | - |
| Funding from Reserves | | | | |
| Transition Reserve | 301,999 | 312,000 | 353,000 | (41,000) |
| Land Sale Proceeds Reserve (GLNC) | 261,207 | - | 650,000 | (650,000) |
| TOTAL REVENUE | 2,602,995 | 1,412,000 | 1,603,000 | (191,000) |
| Net Surplus/(Deficit) | - | - | - | - |

P&S #12 - Property Rentals

Property Leasing activities include residential, cottage lots, agricultural and other miscellaneous lease or licence agreements.

Specific Activities:

Leasing portfolio includes:

- 733 cottage lots at Belwood Lake and Conestogo Lake.
- 1,200 hectares of agricultural land.
- 8 residential units.
- Over 50 other lease/license agreements for use of GRCA lands.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|--|------------------|------------------|------------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 365,223 | 470,000 | 473,000 | 3,000 |
| Administration Expenses | 52,909 | 37,500 | 35,000 | (2,500) |
| Other Operating Expenses | 656,564 | 601,700 | 601,700 | - |
| Total OPERATING Expenditures | 1,074,696 | 1,109,200 | 1,109,700 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 1,074,696 | 1,109,200 | 1,109,700 | 500 |
| <u>Funding</u> | | | | |
| | | | | (INCR)/DECR |
| Self Generated | | | | |
| Belwood | 1,063,904 | 1,066,000 | 1,087,000 | (21,000) |
| Conestogo | 1,280,457 | 1,276,000 | 1,302,000 | (26,000) |
| Agricultural | 267,175 | 250,000 | 270,000 | (20,000) |
| Residential | 115,535 | 110,000 | 115,000 | (5,000) |
| Miscellaneous | 395,049 | 336,000 | 376,000 | (40,000) |
| Funding FROM Reserves | | | | |
| Cottage Lot Program | 16,000 | - | - | |
| TOTAL REVENUE | 3,138,120 | 3,038,000 | 3,150,000 | (112,000) |
| Net Surplus/(Deficit) | 2,063,424 | 1,928,800 | 2,040,300 | (111,500) |



P&S #13 - Hydro Production

This program generates revenue from 'hydro production'.

Specific Activities:

- Generate hydro from turbines in 4 dams, Shand, Conestogo, Guelph and Drimmie.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|----------------|----------------|----------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 69,123 | 70,000 | 70,000 | |
| Other Operating Expenses | 70,847 | 25,500 | 25,500 | |
| Total OPERATING Expenditures | 139,970 | 95,500 | 95,500 | |
| General Capital | 105,000 | 116,500 | 66,500 | |
| Total FUNDING to RESERVES | 105,000 | 116,500 | 66,500 | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 244,970 | 212,000 | 162,000 | - |
| Revenue | | | | |
| | | | | (INCR)/DECR |
| Government Grants | | | | |
| Provincial | - | - | - | |
| Self Generated | | | | |
| Hydro Production-Belwood | 318,225 | 265,000 | 315,000 | |
| Hydro Production-Conestogo | 254,408 | 260,000 | 105,000 | 155,000 |
| Hydro Production-Guelph | 32,180 | 40,000 | 40,000 | |
| Hydro Production-Elora | 7,827 | 15,000 | 15,000 | |
| TOTAL REVENUE | 612,640 | 580,000 | 475,000 | 155,000 |
| Net Surplus/(Deficit) | 367,670 | 368,000 | 313,000 | 155,000 |

P&S #14 - Conservation Areas

These programs include costs and revenues associated with delivering recreational programs on GRCA lands and include the costs and revenues associated with day-use, camping, concessions, and other activities at GRCA active Conservation Areas.

Specific Activities:

- Operate 11 “active” Conservation Areas (8 camping and 3 exclusively day-use) and Luther Marsh Wildlife Management Area which are enjoyed by over 1.7 million visitors annually. These visitors also help generate significant spin-off revenues for the local economies.
- Offer camping, hiking, fishing, swimming, boating, picnicking, skiing and related facilities.
- Provide 2,200 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario.
- Provide 700 seasonal camping sites at 7 different locations.
- Operate 2 large pools [1.85 acres (Canada’s largest outdoor pool) and 1.5 acres in size]
- Manage hunting programs at various sites.
- Employ over 230 students seasonally within the conservation areas.
- General repairs to Conservation Area buildings, boat launches, pools, electrical infrastructure, water infrastructure, and septic infrastructure.

Improving accessibility at Shade’s Mills CA with upgrades to trails, installation of an accessible beach mat, meditation grove and other amenities.



P&S #14 Conservation Areas: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|-------------------|-------------------|-------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures and Funding to Reserves | | | | |
| Compensation and Benefits | 5,741,875 | 5,774,000 | 6,117,000 | 343,000 |
| Administration Expenses | 229,988 | 220,000 | 253,000 | 33,000 |
| Property Tax | 64,964 | 65,000 | 65,000 | |
| Other Operating Expenses | 4,126,993 | 3,723,000 | 4,105,000 | 382,000 |
| Total OPERATING Expenditures | 10,163,820 | 9,782,000 | 10,540,000 | |
| Total CAPITAL Expenditures | 2,193,994 | 2,000,000 | 2,000,000 | |
| Conservation Area Reserve | 838,000 | - | - | |
| Total FUNDING to RESERVES | 838,000 | - | - | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 13,195,814 | 11,782,000 | 12,540,000 | 758,000 |
| Funding | | | | (INCR)/DECR |
| Government Grants | | | | |
| Federal | 83,068 | - | - | |
| Self Generated | | | | |
| Brant | 1,451,206 | 1,175,000 | 1,300,000 | (125,000) |
| Byng Island | 1,159,760 | 1,100,000 | 1,050,000 | 50,000 |
| Belwood Lake | 408,290 | 375,000 | 375,000 | |
| Conestogo Lake | 637,636 | 600,000 | 600,000 | |
| Elora Gorge | 2,549,436 | 2,300,000 | 2,400,000 | (100,000) |
| Elora Quarry | 402,111 | 450,000 | 350,000 | 100,000 |
| Guelph Lake | 1,755,109 | 1,400,000 | 1,650,000 | (250,000) |
| Laurel Creek | 780,535 | 650,000 | 700,000 | (50,000) |
| Pinehurst Lake | 1,075,238 | 900,000 | 975,000 | (75,000) |
| Rockwood | 1,646,290 | 1,300,000 | 1,475,000 | (175,000) |
| Shade's Mills | 593,617 | 450,000 | 525,000 | (75,000) |
| Total Fee Revenue | 12,459,228 | 10,700,000 | 11,400,000 | (700,000) |
| Donations-Foundation | 16,220 | - | - | |
| Donations - Other | - | - | - | |
| Miscellaneous Income (Luther) | 64,508 | 71,000 | 71,000 | |
| Funding From Reserves | | | | |
| Gravel | - | 1,000 | - | 1,000 |
| Conservation Areas - Capital Projects | - | 500,000 | 500,000 | |
| TOTAL REVENUE | 12,623,024 | 11,272,000 | 11,971,000 | (699,000) |
| Net Surplus/(Deficit) | (572,790) | (510,000) | (569,000) | 59,000 |



P&S #15 - Administrative Support (Category 3)

Administrative Support includes expenses related to finance, communications, capital support and other administrative expenses that support Category 3 programs and services.

How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|--|--------------------|--------------------|--------------------|------------------|
| | | | | INCR/(DECR) |
| <u>Expenditures and Funding to Reserves</u> | | | | |
| Compensation and Benefits | 584,400 | 668,000 | 706,000 | 38,000 |
| Administration Expenses | 117,122 | 100,900 | 139,400 | 38,500 |
| Insurance | 207,894 | 208,500 | 208,500 | - |
| Other Operating Expenses | 170,213 | 240,000 | 240,000 | - |
| LESS: Recovery of Corporate Services Expenses | | | | |
| Total OPERATING Expenditures | 1,079,629 | 1,217,400 | 1,293,900 | |
| Stabilization Reserve-Category 3 | 282,665 | - | - | |
| Total FUNDING to RESERVES | 282,665 | - | - | |
| TOTAL EXPENDITURES AND FUNDING TO RESERVES | 1,362,294 | 1,217,400 | 1,293,900 | 76,500 |
| <u>Funding</u> | | | | |
| Self Generated | | | | |
| Miscellaneous | 4,422 | - | - | |
| TOTAL REVENUE | 4,422 | - | - | - |
| Net Surplus/(Deficit) | (1,357,872) | (1,217,400) | (1,293,900) | 76,500 |

Supplementary Information (Information Management and Motor Pool)

1) INFORMATION MANAGEMENT & INNOVATION - COMPUTER CHARGES

The work of the IM&I Group includes wages, capital purchases and ongoing maintenance, and operation is funded through the Information Systems and Technology Reserve. The IS&T Reserve is



sustained through a charge back framework. A “Computer Charge” is allocated to the individual programs based on the number of users and the nature of system usage or degree of reliance on IM&I activities and services.

The **Information Management and Innovation** (IM&I) group leads GRCA’s information management activities; develops and acquires business solutions; and oversees investment in information and communications technology as detailed below:

Specific Activities:

- Develop and implement GRCA's long-term information management, information technology and communications plans.
- Assess business needs and develop tools to address requirements, constraints and opportunities. Acquire and implement business and scientific applications for use at GRCA. Manage information technology and business solutions implementation projects on behalf of GRCA, GRCF and the Lake Erie Source Protection Region.
- Develop, and implement GRCA’s Geographic Information Systems (GIS) technology and spatial data infrastructure. Manage GRCA’s water-related data. Create and maintain standards for the development, use and sharing of corporate data. Develop policies and implement tools to secure GRCA’s data and IT and communications infrastructure.
- Acquire, manage and support GRCA’s server, storage, network and personal computer infrastructure to support geographic information systems (GIS); flood forecasting and warning, including real-time data collection; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance, property and human resources.
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office, Conservation Areas, Nature Centres and Flood Control Structures. Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets. Support and manage mobile phones, smart phones and pagers. Develop, implement and maintain GRCA’s IM&I disaster recovery plan.
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers and phone systems for use at outdoor education centres.
- Build and maintain working relationships with all other departments within GRCA. Develop and maintain partnerships and business relationships with all levels of government, Conservation Ontario, private industry and watershed communities with respect to information technology, information management, business solutions and data sharing.

2) VEHICLES AND EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included under administrative costs or other operating expenses, as applicable, on P&S #1 to #15.



Specific Activities:

- Maintain a fleet of vehicles and equipment to support all GRCA programs.
- Purchases of new vehicles and/or equipment.
- Disposal of used equipment.
- Lease certain equipment.

Information Management & Motor pool: How much does it cost and who pays for it?

| | Actual 2024 | Budget 2024 | Budget 2025 | Budget Change |
|---|--------------------|--------------------|--------------------|------------------|
| | | | | INCR/(DECR) |
| Expenditures | | | | |
| Information Management | | | | |
| Compensation and Benefits | 1,176,446 | 1,329,000 | 1,394,000 | 65,000 |
| Administrative Expenses | 16,589 | 25,500 | 25,500 | - |
| Software and Hardware Maintenance | 198,824 | 187,500 | 187,500 | - |
| Supplies and Services | 47,233 | 54,000 | 54,000 | - |
| Total OPERATING Expenditures | 1,439,092 | 1,596,000 | 1,661,000 | |
| Capital Expenses | 385,964 | 300,000 | 300,000 | - |
| LESS Internal Charges | (1,389,300) | (1,437,000) | (1,532,000) | (95,000) |
| NET Unallocated Expenses | 435,756 | 459,000 | 429,000 | (30,000) |
| Motor Pool | | | | |
| Compensation and Benefits | 296,321 | 321,000 | 330,000 | 9,000 |
| Administrative Expenses | 17,787 | 26,000 | 26,000 | - |
| Insurance | 66,805 | 63,000 | 63,000 | - |
| Motor Pool Building and Grounds Maintenance | 12,716 | 10,000 | 10,000 | - |
| Equipment, Repairs and Supplies | 454,908 | 336,000 | 336,000 | - |
| Fuel | 274,004 | 284,000 | 284,000 | - |
| Total OPERATING Expenditures | 1,122,541 | 1,040,000 | 1,049,000 | |
| Capital Expenses | 748,745 | 675,000 | 675,000 | - |
| LESS Internal Charges | (1,436,516) | (1,300,000) | (1,400,000) | (100,000) |
| NET Unallocated Expenses | 434,770 | 415,000 | 324,000 | (91,000) |
| TOTAL EXPENDITURES | 870,526 | 874,000 | 753,000 | (121,000) |



3) Grand River Conservation Authority Members (2025)

Region of Waterloo (including Cities of Kitchener, Waterloo, Cambridge and Townships of North Dumfries, Wellesley, Wilmot and Woolwich

Doug Craig (Cambridge), Mike Devine (Citizen), Jim Erb (Waterloo), Sue Foxton (North Dumfries), Gord Greavette (Citizen), Colleen James (Kitchener), Sandy Shantz (Woolwich), Natasha Salonen (Wilmot), Kari Williams (Kitchener), and Pam Wolf (Cambridge)

Regional Municipality of Halton

John Challinor II

Haldimand and Norfolk Counties

Dan Lawrence and Rob Shirton

City of Hamilton

Alex Wilson

County of Oxford

Bruce Banbury

City of Brantford

Gino Caputo and Kevin Davis

City of Guelph

Christine Billings and Ken Yee Chew

Townships of Amaranth, East Garafraxa, Southgate and Melancthon and Town of Grand Valley

Guy Gardhouse

Townships of Mapleton and Wellington North

Lisa Hern

Municipality of North Perth and Township of Perth East

Jerry Smith

Township of Centre Wellington

Shawn Watters

Town of Erin, Townships of Guelph-Eramosa and Puslinch

Chris White

County of Brant

Brian Coleman and David Miller

