

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



Contents

- Message from the Chair 1
- 1) Summary Information 2**
- GRCA 2025 Budget Highlights 2
- Budget 2025 Summary 7
- Operating Budget Summary 8
- Major Maintenance & Equipment Budget Summary 9
- Special Projects Budget Summary 10
- Overview – 2025 Revenue by Source 11
- Programs and Services (P&S) Inventory 12
- Summary of Municipal Apportionment 13
- Category Two – Watershed Services Program Breakdown..... 14
- 2) Programs and Services (P&S) Reports 16**
- Statement of Operations/Revenues 16
- Statement of Operations/Expenses 17
- P&S #1 - Watershed Management 18
- P&S #2 - Flood Forecasting and Warning 19
- P&S #3 - Water Control Structures 21
- P&S #4 - Resource Planning 23
- P&S #5 - Conservation Lands Management..... 25
- P&S #6 - Source Protection Program 27
- P&S #7 - General Operating Expenses 28
- P&S #8 - Watershed Services (Category 2) 30
- P&S #9 - Burford Tree Nursery & Planting Services..... 32
- P&S #10 - Conservation Services (Special Projects) 33
- P&S #11 - Outdoor Environmental Education..... 34
- P&S #12 - Property Rentals..... 36
- P&S #13 - Hydro Production..... 37
- P&S #14 - Conservation Areas 38
- P&S #15 - Administrative Support (Category 3) 40
- Supplementary Information (Information Management and Motor Pool) 40
- 3) Grand River Conservation Authority Members (2025) 43**

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.

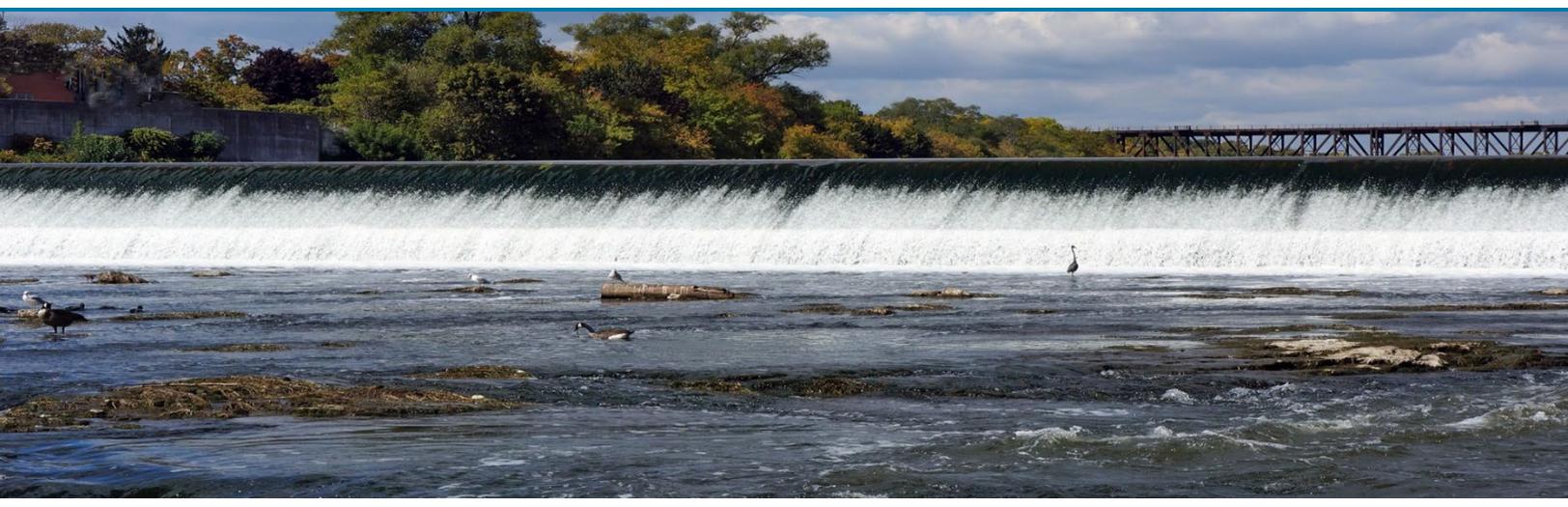
Conservation Services (Special Projects): Special local and government grants and Grand River Conservation Foundation funding.

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

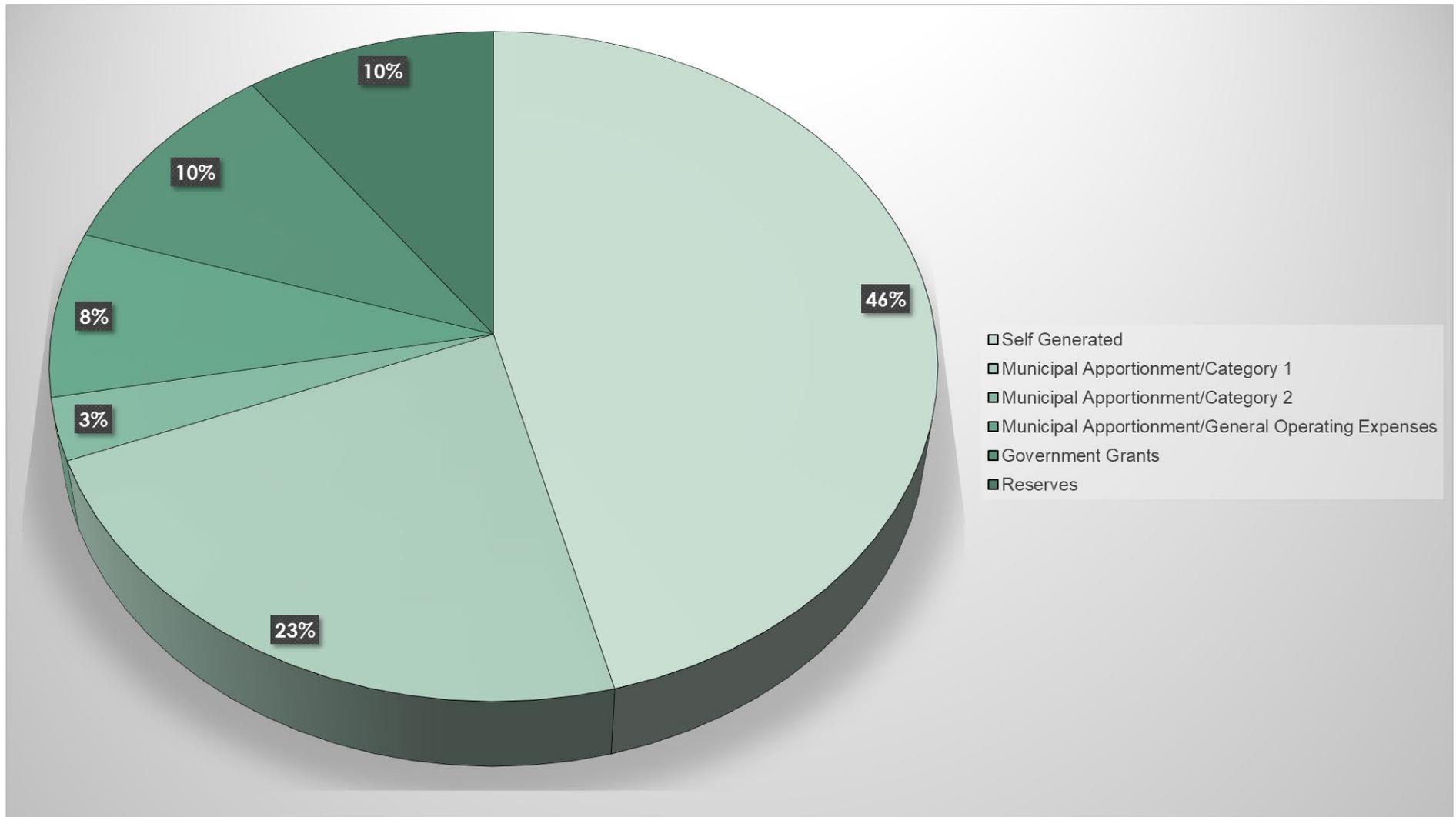
EXPENDITURES	Budget 2024	Budget 2025
Subwatershed Plans - City of Kitchener	80,000	96,000
Waste Water Optimization Program	130,000	130,000
Floodplain Mapping	250,000	250,000
Conservation Services Grants (RWQP)	800,000	800,000
Brant/Brantford Children's Water Festival	45,000	45,000
Species at Risk	70,000	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 APPORTIONMENT/ 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	2025 Budget	2025 Budget	2025 Budget	2024 Actual	% Change
					General Operating Expenses*	Category 1 Operating Expenses*	Category 2 Operating Expenses*	Total Apportionment	Total Apportionment	
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		Actual	Budget	Budget
	Regulations		2024	2024	2025
	Category	P&S Ref #			
REVENUE					
Municipal					
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
Government Grants					
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)
Expenditures and Funding to Reserves				
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
Funding				
				(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
Funding				(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)
Expenditures				
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)
Funding				(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)
				(INCR)/DECR
Funding				
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

