



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE ADDENDUM**

**Meeting #:** 23-001(j)  
**Date:** March 1, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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	<b>Pages</b>
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
*3.2 February 27, 2023	<i>3</i>
<b>4. COMMUNICATIONS</b>	
*4.4 Correspondence from Lou Piriano, President, REALTORS Association of Hamilton-Burlington, respecting the proposed hike to the tax levy Recommendation: Be received.	<i>10</i>
*4.5 Correspondence from Grand River Conservation Authority, respecting the 2023 Grand River Conservation Authority Municipal Levy and Budget Recommendation: Be received.	<i>11</i>
<b>10. GENERAL INFORMATION / OTHER BUSINESS</b>	
*10.1 Amendments to the Outstanding Business List:	

\*a. Items Requiring a New Due Date: - REVISED

Requirements for the Implementation of a 311 Customer Service Call Platform

That staff be directed to review the 311 Customer Service Call Platform to determine the costs associated with having the 311 system operated by staff 24 hours per day, 7 days per week, and report back to the General Issues Committee during the 2023 operating budget process.

Added: November 25, 2022 at GIC

Requested New Due Date: Q2 2023 - Regular GIC

**11. PRIVATE & CONFIDENTIAL**

\*11.1 Motion Regarding Grounds for an Appeal to the Ontario Civil Police Commission (LS23018) (City Wide)

Pursuant to Section 9.3, Sub-section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.



**GENERAL ISSUES COMMITTEE  
(OPERATING BUDGET)  
MINUTES 23-001(i)**

3:00 p.m.

Monday, February 27, 2023  
Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Mayor A. Horwath, Councillors B. Clark (Chair)  
J. Beattie, C. Cassar, J. P. Danko, M. Francis, T. Hwang,  
T. Jackson, C. Kroetsch, T. McMeekin, N. Nann, E. Pauls,  
M. Spadafora, M. Tadeson, A. Wilson, M. Wilson

**THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:**

**(a) DECLARATIONS OF INTEREST (Item 1)**

Councillor E. Pauls declared a non-disqualifying interest to the Delegations respecting the Hamilton Police Budget as her son works for the Hamilton Police Service.

**(b) DELEGATIONS (Item 3)**

- (i) The following Delegates addressed the Committee respecting the 2023 Budget:
- (1) Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (Item 3.1)
  - (2) Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (Item 3.4)
  - (3) Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (Item 3.6)
  - (4) Miranda Vander Vliet, requesting the 2023 Hamilton Police Services Budget (Virtual) (Item 3.7)
  - (5) Adeola Egbeyemi, Environment Hamilton, respecting Reducing Fossil Fuel Dependence in the City of Hamilton (In-Person) (Item 3.8)

- (6) Adan Amer, Hamilton 350, respecting Support for Care Fare Campaign Initiative (In-Person) (Item 3.11)
  - (7) Ken Stone, Community Coalition Against Racism, respecting the 2023 Hamilton Police Services Budget (Pre-Recorded Video) (Item 3.12)
  - (8) Nicole Tollenaar, respecting comments on the 2023 Budget (Pre-Recorded Video) (Item 3.13)
  - (9) Laura Katz, respecting the 2023 Hamilton Police Budget (Pre-Recorded Video) (Item 3.14)
  - (10) Marnie Schurter, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.15)
  - (11) Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.16)
- (ii) The following delegates from the February 27<sup>th</sup>, 2023 meeting were not present when called upon:
- (1) Elizabeth Bloomfield, respecting the 2023 Hamilton Police Services Budget (In-Person) (Item 3.2)
  - (2) Jacqueline Cantar, respecting the 2023 Municipal Budget (In-Person) (Item 3.3)
  - (3) Kara Jongeling, respecting the 2023 Hamilton Police Service Budget (Virtual) (Item 3.5)
  - (4) Myles Demeter, respecting the 2023 Municipal Budget (In-Person) (Item 3.9)
  - (5) Mike Burnet, ACORN, respecting 2023 Municipal Budget (In-Person) (Item 3.10)

**(Tadeson/Spadafora)**

That the delegations respecting the 2023 Budget, be received, as follows:

- (i) Delegates from the February 6<sup>th</sup>, 2023 meeting:
  - (1) Anthony Marco, Hamilton and District Labour Council respecting Care Fare Transit (Virtual) (Added Item 6.1)

- (2) Elizabeth Wong, Vice-President, and Simranjeet Singh, President, McMaster Students Union, respecting the 2023 municipal budget (In-Person) (Added Item 6.2)
- (3) Miriam Sager, respecting the 2023 Budget (In-Person) (Added Item 6.3)
- (4) Alex Bonenfant, respecting Hamilton's waterfalls (Virtual) (Added Item 6.4)
- (5) Tara McFadyen, respecting installation of security cameras on all escarpment stair needing to be put into the budget process (In-Person) (Added Item 6.5)
- (6) Kojo Dampsey, Hamilton Centre for Civic Inclusion, respecting public budget delegation on behalf of the Just Recovery HamOnt Coalition (In-Person) (Added Item 6.6)
- (7) Ian Borsuk, Environment Hamilton, respecting the 2023 Budget (In-Person) (Added Item 6.7)
- (8) Emily Scherzinger, respecting the 2023 Police Budget (In-Person) (Added Item 6.8)
- (9) Elia Hamelin, respecting the police budget (Virtual) (Added Item 6.10)
- (10) Rachel Chaplow, respecting the detrimental effects of the proposed budget cuts to specialized mental health and addiction services and the negative impact they will have on the citizens of Hamilton who rely on these services (In-Person) (Added Item 6.11)
- (11) Ed Reece, Council of Canadians, Hamilton Chapter, respecting the Care Fare Campaign (Virtual) (Added Item 6.12)
- (12) Steacy Easton, respecting questions about funding the police budget (In-Person) (Added Item 6.13)
- (13) Theresa Cardey, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.14)
- (14) Katie King, respecting the 2023 Budget (Virtual) (Added Item 6.15)
- (15) Anna Norris, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.16)

- (16) Anastasia Zavarella, respecting the proposed budget increase for HPS (In-Person) (Added Item 6.17)
- (17) Jo Aitcheson, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.18)
- (18) Karl Andrus, Hamilton Community Benefits Network, respecting the 2023 Just Recovery Policy Paper for consideration in the 2023 municipal budget (In-Person) (Added Item 6.19)
- (19) Dania Igdoura, respecting the proposed budget increase for HPS (Virtual) (Added Item 6.20)
- (20) Brock Bodo, Just Recovery Hamilton Coalition, respecting 2023 Municipal Budget (In-Person) (Added Item 6.21)
- (21) Damien Ash, ACORN, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.22)
- (22) Jessica Merolli, respecting the 2023 Municipal Budget and the 2023 Hamilton Police Services Budget (Virtual) (Added Item 6.23)
- (23) Sid Ryan Eilers, Aeris Korper Contemporary Dance, respecting 2023 Hamilton Police Budget (Virtual) (Added Item 6.24)
- (24) Montana Mellett, respecting the 2023 Hamilton Police Budget (In-Person) (Added Item 6.26)
- (25) Greg Dunnett, Hamilton Chamber of Commerce, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.27)
- (26) Sue Markey, respecting Increasing Staffing and Green Infrastructure (Virtual) (Added Item 6.29)
- (27) Kim Martin, Social Planning and Research Council of Hamilton, respecting 2023 Municipal Budget (In-Person) (Added Item 6.30)
- (28) Donald Currie, respecting Encampment Response Funding in the 2023 Budget (In-Person) (Added Item 6.31)
- (29) Jane Jamnik, Hamilton Cycling Advisory Committee, respecting Expediting Cycling Plan and Cycling Infrastructure (In-Person) (Added Item 6.33)
- (30) Becky Shaini Katz, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.34)

- (31) Mohammed Shalalfeh, respecting Affordable Housing in the City of Hamilton (In-Person) (Added Item 6.35)
- (ii) Delegates from the February 27<sup>th</sup>, 2023 meeting:
- (1) Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (Item 3.1)
  - (2) Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (Item 3.4)
  - (3) Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (Item 3.6)
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  - (11) Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.16)

**Result: MOTION, CARRIED by a vote of 15 to 0, as follows:**

- |     |   |                                    |
|-----|---|------------------------------------|
| Yes | - | Mayor Andrea Horwath               |
| Yes | - | Ward 1 Councillor Maureen Wilson   |
| Yes | - | Ward 2 Councillor Cameron Kroetsch |
| Yes | - | Ward 3 Councillor Nrinder Nann     |
| Yes | - | Ward 4 Councillor Tammy Hwang      |

**General Issues Committee (Budget)**  
**Minutes 23-001(i)**

**February 27, 2023**  
**Page 6 of 7**

Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(c) MOTIONS (Item 4)**

**(i) Investigate Increase in the Tax Rate on the Pipeline Class**

**(Nann/A. Wilson)**

WHEREAS, the City of Hamilton approves an annual tax policy report;

WHEREAS, tax policies impact the City financially in terms of revenue streams and their sources, and have the potential to distribute the tax burden across property tax classes;

WHEREAS, in 2022 Council approved the following tax ratios:

	2021 Final Tax Ratios	Recommended 2022 Final Tax Ratios	Provincial Threshold
Residential	1.0000	1.0000	
Multi-Residential	2.4407	2.3594	2.0000
Commercial	1.9800	1.9800	1.9800
Industrial	3.2493	3.1985	2.6300
Industrial - Large	3.8102	3.7506	2.6300
Pipeline	1.7947	1.7947	
Landfills	2.9696	2.9696	3.1189
Fam	0.1767	0.1767	

WHEREAS, the City realized approximately \$4.9 million in municipal tax revenue from the pipeline class in 2022;

WHEREAS, the Education tax rate on the pipeline class is determined by the Province of Ontario;

WHEREAS, the City of Hamilton declared a Climate Emergency in 2019; and,

WHEREAS, the City has a weighty reliance on residential taxpayers;

THEREFORE BE IT RESOLVED;



That staff be directed to report back on the options to increase the tax rate on the Pipeline class, thereby decreasing the burden on other property classes, including residential.

**(d) ADJOURNMENT (Item 12)**

**(Spadafora/Hwang)**

That there being no further business, the General Issues Committee be adjourned at 4:48 p.m.

**Result: MOTION, CARRIED by a vote of 15 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

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Councillor Brad Clark  
 Chair, General Issues Committee Budget

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Angela McRae  
 Legislative Coordinator  
 Office of the City Clerk

March 1, 2023

To: Madam Mayor and City Council  
City of Hamilton  
71 Main Street, Hamilton

Thank you for accepting this correspondence from the REALTORS<sup>®</sup> Association of Hamilton Burlington (RAHB). We are a 102-year-old not-for-profit organization representing nearly 3,800 local REALTOR<sup>®</sup> members. Housing policy issues such as affordability are a priority for our members. As such, we feel it is important to weigh in on the proposed hike to the tax levy as it will negatively impact affordability and attainability in our city and add to the growing financial pressures on Hamiltonians.

While the proposed hikes are comparable to neighbouring municipalities, it is an unfair representation of the state of our affairs. In 2022 property taxes in Hamilton were approximately 1.25%, while Burlington was 0.78% and Toronto 0.63%. Hamiltonians are already paying significantly more property tax than municipalities that have approved 2023 property tax hikes similar to what is being proposed in the pending budget.

Not only are Hamiltonians already paying more property taxes than neighbouring municipalities, but they also have lower average wages. Hamiltonians are at a breaking point due to inflation and a decade of rapidly rising housing costs. Households have been forced to cut back on many cost-of-living expenses, such as groceries and gas, to make ends meet. Simply put, Hamiltonians cannot afford such an unprecedented hike to the levy.

We can appreciate that inflation is having the same impact on city expenditures. As such, now is not the time to increase spending on items such as expanded library hours, Councillor budgets, and new positions to be staffed. Instead, we urge Council to carefully consider what services might be put on hold or eliminated entirely while we contend with the municipal deficit, inflation and Covid-related financial pressures.

Thank you for this opportunity to provide input. We want to offer our resources to participate in the process as a stakeholder.



Lou Piriano  
2022 President  
REALTORS<sup>®</sup> Association of Hamilton-Burlington

**From:** Eowyn Spencer <[espencer@grandriver.ca](mailto:espencer@grandriver.ca)>

**Sent:** February 24, 2023 12:14 PM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca);

**Subject:** Municipal Levy & Budget 2023 - Grand River Conservation Authority

Greetings Grand River watershed member municipalities:

By letter dated January 25, 2023 you were advised that the Annual General Meeting of the Grand River Conservation Authority would be held on February 24, 2023 to consider the 2023 Budget and General Levy.

At that meeting, the following resolution was passed by weighted vote:

*THAT the 2023 Budget of Grand River Conservation Authority of \$35,426,690 be approved;*

*AND THAT the member municipalities be assessed for payment of:*

*Matching Levy: \$449,688*

*Non-Matching Levy: \$11,568,312*

*Capital Levy: \$950,000*

*Total General Levy: \$12,968,000*

*AND THAT each member municipality's share of the 2023 General Levy be calculated using "Modified Current Value Assessment".*

Attached are a summary of the 2023 municipal levies and the complete 2023 GRCA budget package. A hard copy of the 2023 budget package or a printable PDF **is available upon request.**

Should you have any questions or require further information, please contact [Karen Armstrong](#), Deputy CAO & Secretary Treasurer, or [Sonja Radoja](#), Manager of Corporate Services.

**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  
Grand River Conservation Authority

400 Clyde Road, PO Box 729  
Cambridge, ON N1R 5W6  
Office: 519-621-2763 ext. 2240  
Toll-free: 1-866-900-4722

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**Grand River Conservation Authority  
Summary of Municipal Levy - 2023 Budget**

*FINAL February 24, 2023*

	% CVA in Watershed	2022 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2023 Budget Matching & Maintenance Levy	2023 Budget Admin & Maintenance Levy	2023 Budget Capital Maintenance* Levy	2023 Budget Total Levy	Actual 2022	% Change
Brant County	82.9%	7,349,082,037	6,092,389,009	2.92%	13,125	337,655	27,729	378,509	361,733	4.6%
Brantford C	100.0%	15,438,439,128	15,438,439,128	7.40%	33,261	855,636	70,266	959,163	925,478	3.6%
Amaranth Twp	82.0%	823,007,110	674,865,830	0.32%	1,454	37,403	3,072	41,929	40,312	4.0%
East Garafraxa Twp	80.0%	646,737,870	517,390,296	0.25%	1,115	28,675	2,355	32,145	31,052	3.5%
Town of Grand Valley	100.0%	602,204,454	602,204,454	0.29%	1,297	33,376	2,741	37,414	34,921	7.1%
Melancthon Twp	56.0%	605,191,515	338,907,248	0.16%	730	18,783	1,542	21,055	20,387	3.3%
Southgate Twp	6.0%	1,095,001,488	65,700,089	0.03%	142	3,641	299	4,082	3,913	4.3%
Haldimand County	41.0%	7,387,846,603	3,029,017,107	1.45%	6,526	167,875	13,786	188,187	180,063	4.5%
Norfolk County	5.0%	9,785,538,892	489,276,945	0.23%	1,054	27,117	2,227	30,398	29,714	2.3%
Halton Region	10.5%	48,462,400,444	5,103,428,670	2.44%	10,995	282,844	23,227	317,066	304,589	4.1%
Hamilton City	26.8%	96,614,037,173	25,844,254,944	12.38%	55,679	1,432,351	117,626	1,605,656	1,557,692	3.1%
Oxford County	36.5%	4,574,385,729	1,667,806,332	0.80%	3,593	92,434	7,591	103,618	100,481	3.1%
North Perth T	2.0%	2,359,924,293	47,198,486	0.02%	102	2,616	215	2,933	2,779	5.5%
Perth East Twp	40.0%	2,078,521,741	831,408,696	0.40%	1,791	46,079	3,784	51,654	49,597	4.1%
Waterloo Region	100.0%	105,303,687,542	105,303,687,542	50.45%	226,867	5,836,184	479,273	6,542,324	6,325,085	3.4%
Centre Wellington Twp	100.0%	5,401,783,927	5,401,783,927	2.59%	11,638	299,380	24,585	335,603	319,769	5.0%
Erin T	49.0%	2,607,980,359	1,277,910,376	0.61%	2,753	70,825	5,816	79,394	77,102	3.0%
Guelph C	100.0%	28,289,926,279	28,289,926,279	13.55%	60,948	1,567,896	128,757	1,757,601	1,702,688	3.2%
Guelph Eramosa Twp	100.0%	2,930,879,758	2,930,879,758	1.40%	6,314	162,436	13,339	182,089	176,486	3.2%
Mapleton Twp	95.0%	1,881,798,619	1,787,708,688	0.86%	3,851	99,079	8,136	111,066	106,574	4.2%
Wellington North Twp	51.0%	1,801,568,972	918,800,176	0.44%	1,979	50,922	4,182	57,083	55,274	3.3%
Puslinch Twp	75.0%	2,769,118,798	2,076,839,099	0.99%	4,474	115,105	9,452	129,031	124,311	3.8%
<b>Total</b>		<b>348,809,062,729</b>	<b>208,729,823,079</b>	<b>100.00%</b>	<b>449,688</b>	<b>11,568,312</b>	<b>950,000</b>	<b>12,968,000</b>	<b>12,530,000</b>	<b>3.5%</b>

\*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.



# **2023 BUDGET**

**February 24, 2023**

## Grand River Conservation Authority

### 2023 Budget

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## **GRCA 2023 Budget Highlights**

The Grand River Conservation Authority is a successful partnership of municipalities, working together to promote and undertake wise management of the water and natural resources of the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It takes in one of the fastest growing regions in the province, with a population of approximately 1,000,000. The Grand River watershed is also home to some of the most intensively farmed land in the nation.

The prospect of high growth and the impact on water and natural resources and the quality of life present an enormous challenge to the GRCA, municipalities and all watershed residents. It creates an urgent need to work co-operatively to care wisely for the Grand River and its resources.

The work of the GRCA is divided into seven business areas:

- Reducing flood damages
- Improving water quality
- Maintaining reliable water supply
- Protecting natural areas and biodiversity
- Watershed planning
- Environmental education
- Outdoor recreation

In order to carry out these functions, the GRCA draws revenues from a variety of sources:

- User fees, such as park admissions, nature centre programs, planning fees and others
- Revenues from property rentals and hydro generation at our dams
- Municipal levies, which are applied primarily to watershed management programs
- Municipal grants dedicated to specific programs, such as the Rural Water Quality Program and Water Quality Monitoring
- Provincial transfer payments for water management operating expenses
- Provincial grants for specific purposes, such as the provincial Source Protection Program and Capital Projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as outdoor education, tree nursery operations and various special projects
- Federal grants and other miscellaneous sources of revenue

The GRCA continues to work on the updates and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed, as part of the provincial Source Protection Program under the *Clean Water Act, 2006*. Besides supporting municipalities and other agencies in implementing the plans, the focus in 2023 continues on 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.

In 2022 terms of reference for a watershed-based resource management strategy was completed as part of the requirement of the Conservation Authorities Act to develop a watershed strategy. In 2023, the focus will be on developing a draft watershed-based resource management strategy and engage municipalities through the Water Managers Working group. The existing water management plan will provide important information to the watershed strategy.

Bill 23 – More Homes Built Faster Act, 2022 impacts the 2023 Budget to the extent that certain fees are being frozen and there is the potential for revenue declines due to restrictions on natural heritage resource planning services offered by Conservation Authorities.

## **1. Watershed Management and Monitoring**

Watershed management and monitoring programs 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. Activities include operation of flood and erosion control structures such as dikes and dams; flood forecasting and warning; water quality monitoring; natural heritage restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

### **Operating Expenditures:**

Water Resources Planning and Environment	\$2,338,900	(Table 1)
Flood Forecasting and Warning	\$ 923,000	(Table 2)
Water Control Structures	\$1,944,200	(Table 3)

**Capital Expenditures:** **\$1,800,000** (Section B)

**Total Expenditures:** **\$7,006,100**

**Revenue sources:** Municipal levies, provincial grants and reserves

## **2. Planning**

Program areas:

- a) Natural Hazard Regulations  
The administration of conservation authority regulations related to development in the floodplain, and other natural hazards e.g. wetlands, slopes, shorelines and watercourses.
- 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 on development proposals and severances; review of environmental assessments.

**Operating Expenditures:** **\$2,574,200** (Table 4)

**Capital Expenditures:** **NIL**

**Revenue sources:** Permit fees, enquiry fees, plan review fees, and municipal levy



### **3. Watershed stewardship**

The watershed stewardship program provides information and/or assistance to private and public landowners and community groups on sound water and environmental practices that will enhance, restore or protect their properties. Some activities are reforestation/tree planting through the Burford Tree Nursery, the Rural Water Quality Program, restoration and rehabilitation projects. The program also, provides conservation information through workshops, publications, the web site and media contacts.

#### **Operating Expenditures:**

Forestry & Conservation Land Taxes	\$ 1,402,500 (Table 5)
Conservation Services	\$ 605,700 (Table 6)

**Capital Expenditures:** NIL

**Total Expenditures:** \$ 2,008,200

#### **Revenue sources:**

Municipal levies and grants, provincial grants, tree sales, landowner contributions, donations from the Grand River Conservation Foundation and other donations.

### **4. Conservation Land Management**

This includes expenses and revenues associated with the acquisition and management of land owned or managed by the GRCA including woodlots, provincially significant wetlands (e.g. Luther Marsh, Dunnville Marsh), passive conservation areas, rail-trails and a number of rental properties. Activities include forest management, woodlot thinning, and hydro production at our dams.

#### **Operating Expenditures:**

Conservation Lands, Rentals, Misc	\$4,278,800 (Table 10-Conservation Lands)
Hydro Production	\$ 212,000 (Table 10-Hydro Production)

**Capital Expenditures:** NIL

**Total Expenditures:** \$4,490,800

#### **Revenue sources:**

Property rentals, hydro production, timber sales, conservation land income, donations from the Grand River Conservation Foundation

### **5. Education**

The GRCA operates six nature centres, which provide curriculum-based programs to about 50,000 students from six school boards and independent schools throughout the watershed. In addition, about 16,000 members of the public attend day camps and weekend family and community events.

**Operating Expenditures:** \$810,100 (Table 8)

**Capital Expenditures:** NIL

**Revenue sources:** School boards, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and municipal general levy.

## **6. Recreation**

This includes the costs and revenues associated with operating the GRCA's 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing and other activities at its parks. It provides 2,200 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1.7 million people visit GRCA parks each year.

<b>Operating Expenditures:</b>	<b>\$ 8,500,000</b> (Table 10)
<b>Capital Expenditures:</b>	<b>\$ 2,000,000</b> (Section B)
<b>Total Expenditures:</b>	<b>\$ 9,800,000</b>

**Revenue sources:**  
Conservation Area user fees, government grants, reserves and donations.

## **7. Corporate services & Strategic Communications**

This includes the cost of head office functions such as accounting and human resources, as well as the cost of facilities, insurance, consulting and legal fees and expenses relating to the General Membership.

### **Operating Expenditures:**

Strategic Communications	\$ 597,500 (Table 7)
Corporate Services	\$3,960,790 (Table 9)

<b>Capital Expenditures:</b>	<b>\$ 779,000</b> (Section B)
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<b>Total Expenditures:</b>	<b>\$5,337,290</b>
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**Revenue sources:** Municipal levies and reserves.

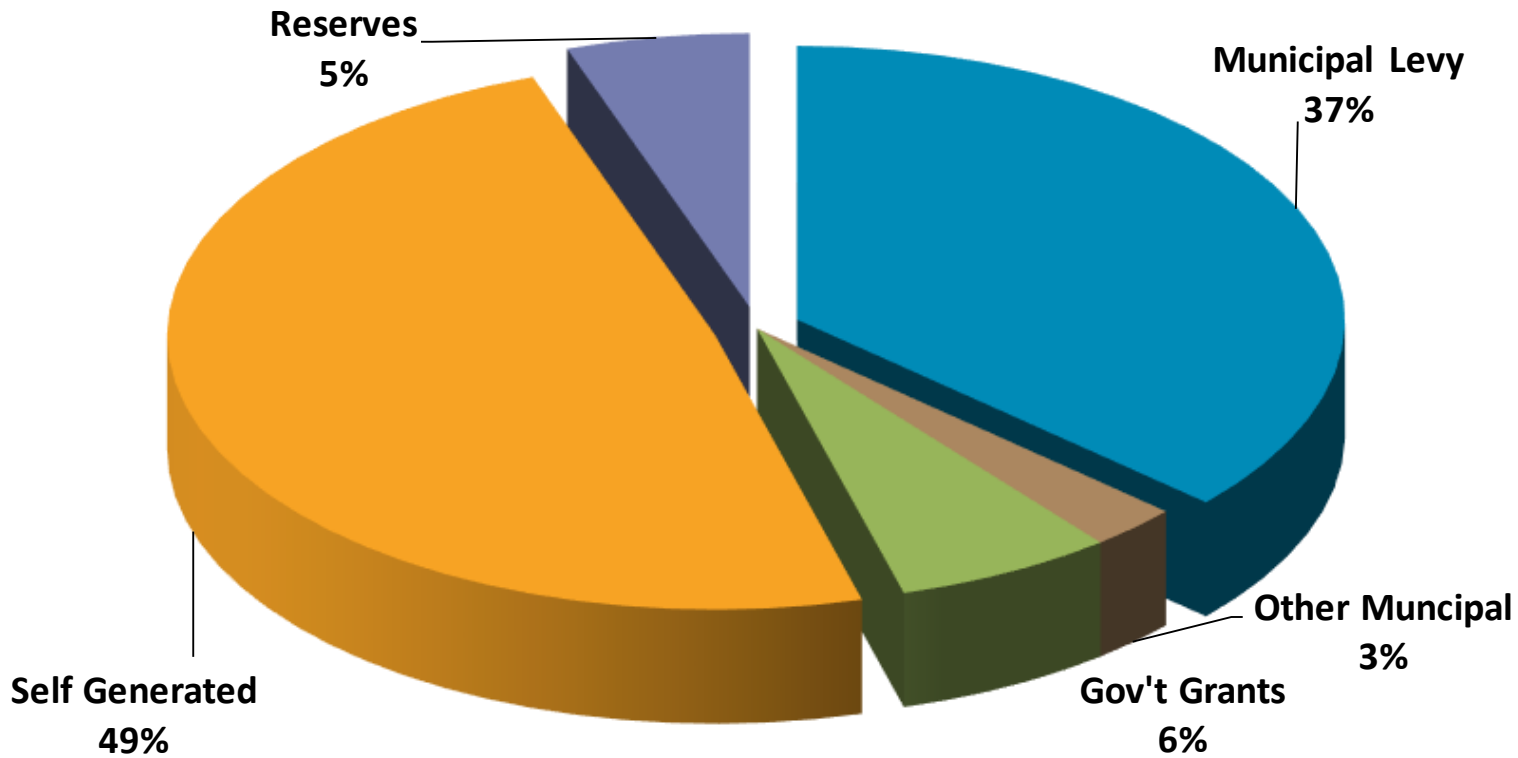
GRAND RIVER CONSERVATION AUTHORITY

**BUDGET 2023 - Summary of Revenue and Expenditures**

FUNDING		Actual 2020	Actual 2021	Actual 2022	Budget 2022	Budget 2023	Budget Incr/(decr)
Municipal General Levy Funding		11,927,000	12,225,000	12,530,000	12,530,000	12,968,000	438,000 3.50%
Other Government Grants		3,058,703	3,131,738	2,776,160	3,927,188	3,217,188	(710,000) -18.1%
Self-Generated Revenue		15,869,456	16,021,037	33,808,667	16,273,177	17,325,502	1,052,325 6.5%
Funding from Reserves		788,467	494,912	805,916	2,144,000	1,916,000	(228,000) -10.6%
<b>TOTAL FUNDING</b>		<b>31,643,626</b>	<b>31,872,687</b>	<b>49,920,743</b>	<b>34,874,365</b>	<b>35,426,690</b>	<b>552,325</b> 1.6%
EXPENDITURES		Actual 2020	Actual 2021	Actual 2022	Budget 2022	Budget 2023	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	26,583,370	27,048,151	44,299,866	26,497,365	28,182,690	1,685,325 6.36%
Base Programs - Capital	SECTION B	2,450,132	2,150,870	2,907,147	5,102,000	4,579,000	(523,000) -10.25%
Special Projects	SECTION C	2,293,883	2,106,489	2,151,228	3,275,000	2,665,000	(610,000) -18.6%
<b>TOTAL EXPENDITURES</b>		<b>31,327,385</b>	<b>31,305,510</b>	<b>49,358,241</b>	<b>34,874,365</b>	<b>35,426,690</b>	<b>552,325</b> 1.6%
<b>NET RESULT</b>		<b>316,241</b>	<b>567,177</b>	<b>562,502</b>	<b>-</b>	<b>-</b>	

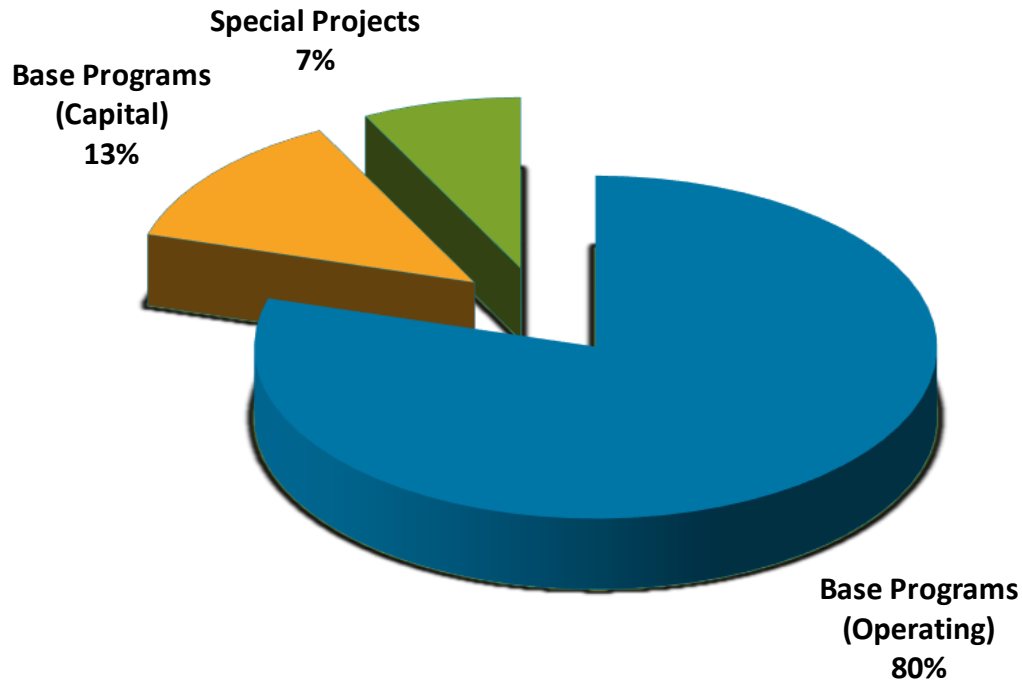
# 2023 Budget – Revenue by Source

Total 2023 Budget Revenue = \$35.4 Million (\$ 34.9 Million in 2022)

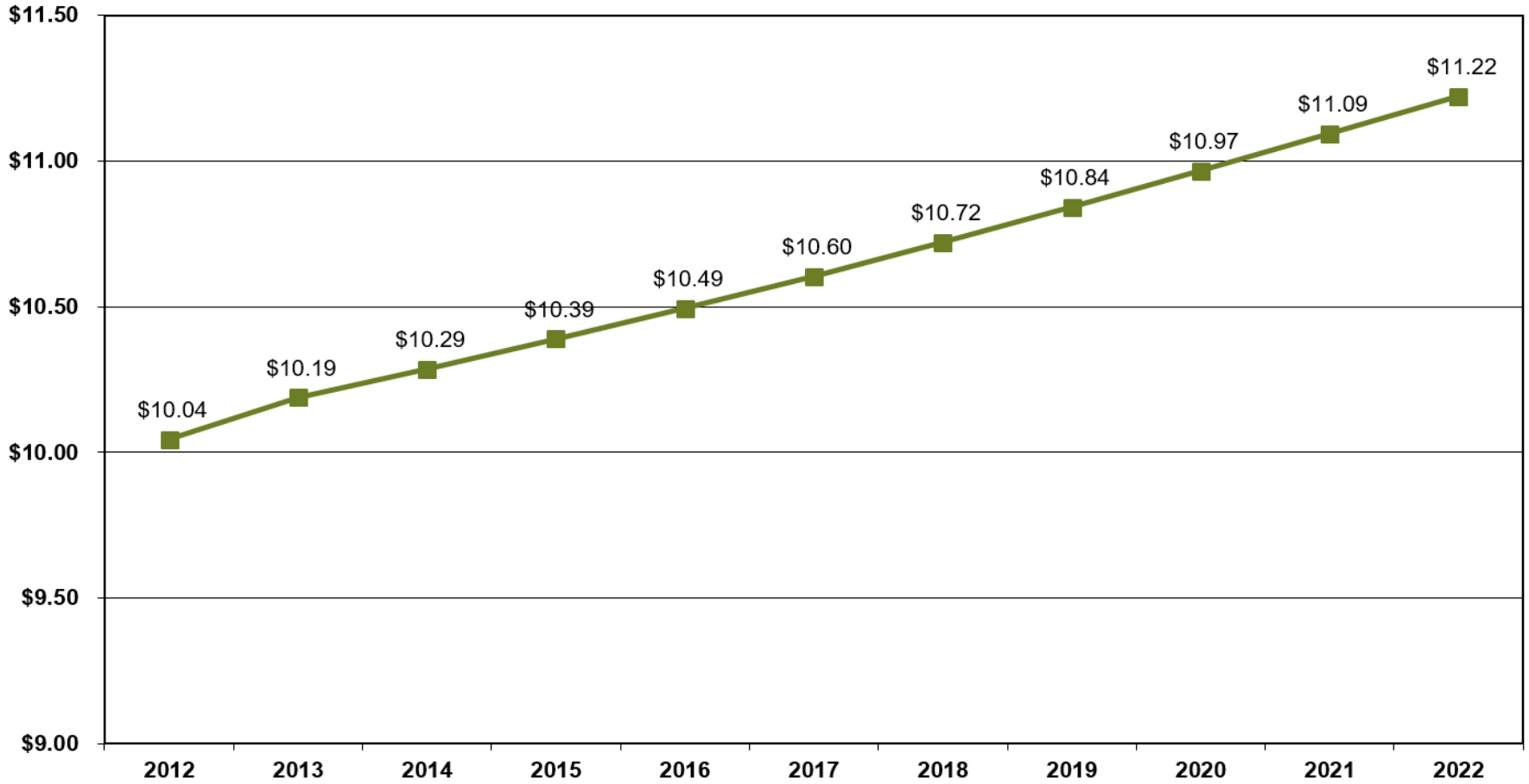


# 2023 Budget – Expenditures by Category

2023 Budget Expenditures = \$35.4 Million (\$ 34.9 Million in 2022)



### Grand River Conservation Authority Per Capita General Levy (2012 to 2022)



GRAND RIVER CONSERVATION AUTHORITY

**Budget 2023 - Summary of Expenditures, Funding and Change in Municipal Levy**

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 9	TABLE 10	TABLE 10	TABLE 10		
		Water Resources Planning & Environment	Flood Forecasting & Warning	Water Control Structures	Resource Planning	Forestry & Conservation Land Taxes	Conservation Services	Communications	Environmental Education	Corporate Services	Loss/(Surplus) impact on Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL	
<b>2023 OPERATING</b>																
TOTAL EXPENSES	A	2,373,900	923,000	1,944,200	2,574,200	1,402,500	605,700	597,500	810,100	3,960,790		4,278,800	212,000	8,500,000	28,182,690	
TOTAL OTHER FUNDING	B	87,500	224,338	355,350	1,189,000	607,000	31,000	0	500,000	135,000		3,393,000	580,000	8,500,000	15,602,188	
"Other Programs" Surplus/(Loss)	B less A															
Loss to be offset with Surplus	C												(517,800)	(517,800)		
Surplus 2021 carried forward to 2022													(562,502)	562,502		
2023 Levy	A less B less C	2,286,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,825,790	(44,702)	0	0	0	12,018,000	
															0	NET RESULT
<b>Levy Increase:</b>																
2023 Levy		2,286,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,825,790	(44,702)				12,018,000	
2022 Levy		2,179,900	678,662	1,537,350	1,307,200	773,500	555,200	577,500	284,600	3,786,565	(100,477)				11,580,000	
Levy Increase over prior year		106,500	20,000	51,500	78,000	22,000	19,500	20,000	25,500	39,225	55,775	n/a	n/a	n/a	438,000	
<b>2023 CAPITAL</b>																
TOTAL EXPENSES	A	110,000	190,000	1,500,000							779,000			2,000,000	4,579,000	
TOTAL OTHER FUNDING	B	75,000	25,000	750,000							779,000			2,000,000	3,629,000	
2023 Levy	A less B	35,000	165,000	750,000							-			-	950,000	
<b>Levy Increase:</b>																
2023 Levy		35,000	165,000	750,000							-			-	950,000	
2022 Levy		35,000	165,000	750,000							-			-	950,000	
Levy Increase/(decrease) over prior year		-	-	-							-			-	-	
<b>2023 SPECIAL</b>																
TOTAL EXPENSES	A	210,000	90,000	640,000		100,000	1,090,000		500,000			35,000			2,665,000	
TOTAL OTHER FUNDING	B	210,000	90,000	640,000		100,000	1,090,000		500,000			35,000			2,665,000	
2023 Levy	A less B	-	-	-		-	-		-			-			-	
														TOTAL EXPENSES	35,426,690	
														TOTAL FUNDING	35,426,690	
														NET RESULT	-	

**Grand River Conservation Authority  
Summary of Municipal Levy - 2023 Budget**

*FINAL February 24, 2023*

	% CVA in Watershed	2022 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2023 Budget Matching & Maintenance Levy	2023 Budget Admin & Maintenance Levy	2023 Budget Capital Maintenance* Levy	2023 Budget Total Levy	Actual 2022	% Change
Brant County	82.9%	7,349,082,037	6,092,389,009	2.92%	13,125	337,655	27,729	378,509	361,733	4.6%
Brantford C	100.0%	15,438,439,128	15,438,439,128	7.40%	33,261	855,636	70,266	959,163	925,478	3.6%
Amaranth Twp	82.0%	823,007,110	674,865,830	0.32%	1,454	37,403	3,072	41,929	40,312	4.0%
East Garafraxa Twp	80.0%	646,737,870	517,390,296	0.25%	1,115	28,675	2,355	32,145	31,052	3.5%
Town of Grand Valley	100.0%	602,204,454	602,204,454	0.29%	1,297	33,376	2,741	37,414	34,921	7.1%
Melancthon Twp	56.0%	605,191,515	338,907,248	0.16%	730	18,783	1,542	21,055	20,387	3.3%
Southgate Twp	6.0%	1,095,001,488	65,700,089	0.03%	142	3,641	299	4,082	3,913	4.3%
Haldimand County	41.0%	7,387,846,603	3,029,017,107	1.45%	6,526	167,875	13,786	188,187	180,063	4.5%
Norfolk County	5.0%	9,785,538,892	489,276,945	0.23%	1,054	27,117	2,227	30,398	29,714	2.3%
Halton Region	10.5%	48,462,400,444	5,103,428,670	2.44%	10,995	282,844	23,227	317,066	304,589	4.1%
Hamilton City	26.8%	96,614,037,173	25,844,254,944	12.38%	55,679	1,432,351	117,626	1,605,656	1,557,692	3.1%
Oxford County	36.5%	4,574,385,729	1,667,806,332	0.80%	3,593	92,434	7,591	103,618	100,481	3.1%
North Perth T	2.0%	2,359,924,293	47,198,486	0.02%	102	2,616	215	2,933	2,779	5.5%
Perth East Twp	40.0%	2,078,521,741	831,408,696	0.40%	1,791	46,079	3,784	51,654	49,597	4.1%
Waterloo Region	100.0%	105,303,687,542	105,303,687,542	50.45%	226,867	5,836,184	479,273	6,542,324	6,325,085	3.4%
Centre Wellington Twp	100.0%	5,401,783,927	5,401,783,927	2.59%	11,638	299,380	24,585	335,603	319,769	5.0%
Erin T	49.0%	2,607,980,359	1,277,910,376	0.61%	2,753	70,825	5,816	79,394	77,102	3.0%
Guelph C	100.0%	28,289,926,279	28,289,926,279	13.55%	60,948	1,567,896	128,757	1,757,601	1,702,688	3.2%
Guelph Eramosa Twp	100.0%	2,930,879,758	2,930,879,758	1.40%	6,314	162,436	13,339	182,089	176,486	3.2%
Mapleton Twp	95.0%	1,881,798,619	1,787,708,688	0.86%	3,851	99,079	8,136	111,066	106,574	4.2%
Wellington North Twp	51.0%	1,801,568,972	918,800,176	0.44%	1,979	50,922	4,182	57,083	55,274	3.3%
Puslinch Twp	75.0%	2,769,118,798	2,076,839,099	0.99%	4,474	115,105	9,452	129,031	124,311	3.8%
<b>Total</b>		<b>348,809,062,729</b>	<b>208,729,823,079</b>	<b>100.00%</b>	<b>449,688</b>	<b>11,568,312</b>	<b>950,000</b>	<b>12,968,000</b>	<b>12,530,000</b>	<b>3.5%</b>

\*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.



# **SECTION A**

## **BASE PROGRAMS – OPERATING**

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2023 vs Budget 2022

	Actual 2021	Budget 2022	Budget 2023	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	44,299,866	26,497,365	28,182,690	1,685,325	6.36%
<b>Total Expenses</b>	<b>44,299,866</b>	<b>26,497,365</b>	<b>28,182,690</b>	<b>1,685,325</b>	<b>6.36%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	11,004,351	11,580,000	12,018,000	438,000	3.78%
MUNICIPAL SPECIAL LEVY	32,157	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	491,233	517,188	517,188	-	0.00%
SELF-GENERATED	31,959,285	13,666,000	14,593,000	927,000	6.78%
RESERVES	245,663	117,000	442,000	325,000	277.78%
SURPLUS CARRYFORWARD	567,177	567,177	562,502	(4,675)	-0.82%
<b>Total BASE Funding</b>	<b>44,299,866</b>	<b>26,497,365</b>	<b>28,182,690</b>	<b>1,685,325</b>	<b>6.36%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$438,000 levy increase.

**TABLE 1****(a) Watershed Studies**

This category includes watershed and subwatershed studies. These studies provide the strategic framework for understanding water resources and ecosystem form, functions and linkages. These allow for assessment of the impacts of changes in watershed resources and land use. Watershed studies also identify activities and actions that are needed to minimize the adverse impacts of change. This program supports other plans and programs that promote healthy watersheds.

***Specific Activities:***

- Carry out or partner with municipalities and other stakeholders on integrated subwatershed plans for streams and tributaries. Subwatershed Plans are technical reports which provide comprehensive background on how surface water, groundwater, terrestrial and aquatic ecosystems function in a subwatershed. The plans recommend how planned changes such as urbanization can take place in a sustainable manner. Subwatershed studies are ongoing or planned in the City of Kitchener, Region of Waterloo, City of Guelph and City of Brantford.
- In 2022 terms of reference for a watershed-based resource management strategy was completed as part of the requirement of the Conservation Authorities Act to develop a watershed strategy. In 2023, the focus will be on developing a draft watershed-based resource management strategy and engage municipalities through the Water Managers Working group.

**(b) Water Resources Planning and Environment and Support**

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources and natural heritage systems. These programs assist with implementation of monitoring water and natural resources and assessment of changes in watershed health and priority management areas.

***Specific Activities:***

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- analyze and report on water quality conditions in the Grand River watershed
- maintain a water budget to support sustainable water use in the watershed, and maintain a drought response program
- analyze water use data for the watershed and provide recommendations for water conservation approaches

- provide advice to Provincial Ministries regarding water use permits to ensure that significant environmental concerns are identified so that potential impacts can be addressed.

### **(c) Water Management Division Support**

Provides support services to the Water Management Division including support for Flood Forecasting and Warning and Water Control Structures.

#### ***Specific Spending:***

- administrative services
- travel, communication, staff development and computer
- insurance

### **(d) Natural Heritage Management**

The natural heritage management program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect the aquatic and terrestrial ecosystems. The program includes watershed scale natural heritage assessments and implements restoration activities on GRCA land.

#### ***Specific Activities:***

- implement “best bets” for protection and enhancement of fisheries, work with outside agencies, non-government organizations and the public to improve fish habitat through stream rehabilitation projects including the implementation of the recommendations of the watershed studies.
- maintain and implement the Forest Management Plan for the Grand River watershed and develop and implement components of the watershed Emerald Ash Borer strategy
- 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 and community events such as tree planting and stream restoration

**TABLE 1**  
GRAND RIVER CONSERVATION AUTHORITY  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,455,879	1,684,000	1,706,500	22,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	251,304	268,300	268,300	0
Insurance	166,978	150,000	234,000	84,000
Other Operating Expenses	105,592	165,100	165,100	0
Amount set aside to Reserves	110,000	-	-	0
<b>TOTAL EXPENSE</b>	<b>2,089,753</b>	<b>2,267,400</b>	<b>2,373,900</b>	<b>106,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Special/Other	31,482	50,000	50,000	0
Prov & Federal Govt	4,690	37,500	37,500	0
Funds taken from Reserves	-	-	-	0
<b>TOTAL FUNDING</b>	<b>36,172</b>	<b>87,500</b>	<b>87,500</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>2,053,581</b>	<b>2,179,900</b>	<b>2,286,400</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>106,500</b>

**TABLE 2****Flood Forecasting and Warning**

The flood warning system includes the direct costs associated with monitoring the streams, and rivers in order 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. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

***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 rainfall, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 24 rainfall gauges, and 12 snow courses.
- use Ignition system to continuously, monitor 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 municipal flood coordinator meetings twice a year 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 update to date emergency contact information throughout the year.

**TABLE 2**  
GRAND RIVER CONSERVATION AUTHORITY  
**Flood Forecasting & Warning**

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	439,764	499,000	579,000	80,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	235,412	236,000	236,000	-
Other Operating Expenses	99,622	108,000	108,000	-
Amount set aside to Reserves	45,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>819,798</b>	<b>843,000</b>	<b>923,000</b>	<b>80,000</b>
<b>Funding</b>				(incr)/decr
MNR Grant	164,338	164,338	164,338	-
Prov & Federal Govt		-	-	-
Funds taken from Reserves			60,000	(60,000)
<b>TOTAL FUNDING</b>	<b>164,338</b>	<b>164,338</b>	<b>224,338</b>	<b>(60,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>655,460</b>	<b>678,662</b>	<b>698,662</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>20,000</b>

**TABLE 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, dykes, 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 will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

***Specific Activities:***

- operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 5 major dyke 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 dykes.
- carry out capital upgrades to the flood control structures in order to meet Provincial standards
- operate and maintain 22 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 prevent or respond to flooding resulting from ice jams
- develop and implement public safety plans for structures



**TABLE 3**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,181,410	1,278,000	1,399,500	121,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	20,257	29,200	29,200	-
Property Taxes	160,648	170,700	170,700	-
Other Operating Expenses	304,998	344,800	344,800	-
Amount set aside to Reserves	187,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,854,313</b>	<b>1,822,700</b>	<b>1,944,200</b>	<b>121,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	285,350	285,350	285,350	-
Funds taken from Reserves			70,000	70,000
<b>TOTAL FUNDING</b>	<b>285,350</b>	<b>285,350</b>	<b>355,350</b>	<b>70,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,568,963</b>	<b>1,537,350</b>	<b>1,588,850</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>51,500</b>

**TABLE 4****(a) PLANNING - Regulations**

This category includes costs and revenues associated with administering the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* made under the *Conservation Authorities Act*. This includes permit review, inspections, permit issuance, enforcement and follow-up, which may include defending appeals.

***Specific Activities:***

- Process over 1,000 permits each year related to development, alteration or activities that may interfere with the following types of lands:
  - ravines, valleys, steep slopes
  - wetlands including swamps, marshes, bogs, and fens
  - any watercourse, river, creek, floodplain or valley land
  - 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 Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop 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 Bylaws, Environmental Assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements.

***Specific Activities:***

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial polices and federal regulations
- 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 and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazard areas such as flood plains, erosion areas, Lake Erie shoreline, watercourses and wetlands.

**TABLE 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Planning**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	1,987,108	2,074,000	2,297,000	223,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	223,619	222,500	222,500	-
Other Operating Expenses	18,535	54,700	54,700	-
Amount set aside to Reserves	155,000	-	-	-
<b>-</b>	<b>2,384,262</b>	<b>2,351,200</b>	<b>2,574,200</b>	<b>223,000</b>
<b>Funding</b>				(incr)/decr
Self Generated	1,190,182	1,044,000	1,144,000	(100,000)
Funds taken from Reserves			45,000	(45,000)
<b>TOTAL FUNDING</b>	<b>1,190,182</b>	<b>1,044,000</b>	<b>1,189,000</b>	<b>(145,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,194,080</b>	<b>1,307,200</b>	<b>1,385,200</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>78,000</b>

**TABLE 5****Forestry & Property Taxes**

The forestry program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes direct delivery of remediation programs including tree planting/reforestation.

General Municipal Levy funds the property tax for GRCA owned natural areas/passive lands.

***Specific Activities:***

- plant trees on private lands (cost recovery from landowner)
- operate Burford Tree Nursery to grow and supply native and threatened species
- carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA owned lands
- hazard tree management to protect people and property

**TABLE 5**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Forestry & Conservation Land Taxes**

OPERATING	Actual 2022	Budget 2021	Budget 2022	Budget change
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	492,827	531,000	553,000	22,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	48,990	54,300	54,300	0
Property Taxes	185,993	183,200	183,200	0
Other Operating Expenses	600,126	612,000	612,000	0
Amount set aside to Reserves	70,000			0
<b>TOTAL EXPENSE</b>	<b>1,397,936</b>	<b>1,380,500</b>	<b>1,402,500</b>	<b>22,000</b>
<b>Funding</b>				(incr)/decr
Donations	17,654	27,000	27,000	-
Self Generated	663,392	580,000	580,000	-
<b>TOTAL FUNDING</b>	<b>681,046</b>	<b>607,000</b>	<b>607,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>716,890</b>	<b>773,500</b>	<b>795,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>22,000</b>

**TABLE 6****Conservation Services**

The Conservation Services program includes those activities associated with providing service and/or assistance to private and public landowners and community groups implementing projects to conserve and enhance natural resources on their properties.

This category includes the Rural Water Quality program and Forestry extension services.

***Specific Activities:***

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, community outreach and delivery of a grant program to encourage adoption of agricultural management practices and projects to improve and protect water quality. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, and naturalization projects with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote landowner environmental stewardship action

**TABLE 6**  
 GRAND RIVER CONSERVATION AUTHORITY  
**Conservation Services**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	420,643	478,000	497,500	19,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	27,828	86,200	86,200	-
Other Operating Expenses	785	22,000	22,000	-
Amount set aside to Reserves	87,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>536,256</b>	<b>586,200</b>	<b>605,700</b>	<b>19,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Prov & Federal Govt	-	30,000	30,000	-
Funds taken from Reserves	663	1,000	1,000	-
<b>TOTAL FUNDING</b>	<b>663</b>	<b>31,000</b>	<b>31,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>535,593</b>	<b>555,200</b>	<b>574,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>19,500</b>



**TABLE 7****Strategic Communications**

The communications department provides a wide range of services and support for the GRCA, the Grand River Conservation Foundation, and the Lake Erie Region Source Protection Program. This category includes watershed-wide communication and promotion of conservation issues to watershed residents, municipalities and other agencies.

***Communications - Specific Activities:***

- Media relations
- Public relations and awareness building
- Online communications
- Issues management and crisis communications
- Community engagement and public consultation
- Corporate brand management

**TABLE 7**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Strategic Communications**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	360,523	492,000	512,000	20,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	45,541	62,000	62,000	-
Other Operating Expenses	-	23,500	23,500	-
Amount set aside to Reserves	110,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>516,064</b>	<b>577,500</b>	<b>597,500</b>	<b>20,000</b>
<b>Funding</b>				
<b>Net Funded by General Municipal Levy</b>	<b>516,064</b>	<b>577,500</b>	<b>597,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>20,000</b>

**TABLE 8****Environmental Education**

This category includes costs and revenues associated with outdoor education facilities, which provide education and information about conservation, the environment and the Conservation Authority's programs to 50,000 students in 6 school boards and 16,000 members of the general public annually. The majority of funding for this program comes from school boards, the Grand River Conservation Foundation and public program fees.

***Specific Activities:***

- operate 6 outdoor education centres under contract with watershed school boards, providing hands-on, curriculum-based, outdoor education (App's Mills near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge and Rockwood)
- offer curriculum support materials and workshops to watershed school boards
- offer conservation day camps to watershed children and interpretive community programs to the public (user fees apply)

**TABLE 8**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2022</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	545,422	553,000	574,500	21,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	42,654	57,000	57,000	0
Insurance	19,095	17,000	21,000	4,000
Property Taxes	10,629	14,000	14,000	0
Other Operating Expenses	199,234	143,600	143,600	0
Amount set aside to Reserves	35,000	0	0	0
<b>TOTAL EXPENSE</b>	<b>852,034</b>	<b>784,600</b>	<b>810,100</b>	<b>25,500</b>
<b>Funding</b>				(incr)/decr
Provincial & Federal Grants	225	0	0	0
Self Generated	567,578	500,000	500,000	0
<b>TOTAL FUNDING</b>	<b>567,803</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>284,231</b>	<b>284,600</b>	<b>310,100</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>25,500</b>

**TABLE 9****CORPORATE SERVICES**

This category includes the costs for goods and services, as listed below, that are provided corporately. A small portion of these costs is recovered from provincial grants, namely from source protection program funding and from the MNR operating grant.

**Specific Activities:**

This category includes the following departments:

- Office of the Chief Administrative Officer and the Assistant Chief Administrative Officer/Secretary-Treasurer
- Finance
- Human Resources
- Payroll
- Health & Safety
- 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

**TABLE 9**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Corporate Services**

<b>Budget 2023</b>		<b>Deficit to be funded with Municipal Levy</b>
<b>Expenses:</b>		
Salary and Benefits	2,133,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	424,000	
Insurance	157,000	
Other Operating Expenses	1,246,790	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,960,790</b>	
<b>Funding</b>		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	65,000	
<b>TOTAL FUNDING</b>	<b>135,000</b>	
Net Result before surplus adjustments	3,825,790	
Deficit from Other Programs offset by 2022 Surplus Carryforward		(517,800)
2022 Surplus Carried Forward to 2023 used to reduce Levy		562,502
<b>Net Funded by General Municipal Levy</b>	<b>3,825,790</b>	<b>44,702</b>
<b>Budget 2022</b>		<b>Surplus available to offset Municipal Levy Increase</b>
<b>Expenses:</b>		
Salary and Benefits	2,051,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	379,000	
Insurance	103,000	
Other Operating Expenses	1,338,565	
<b>TOTAL EXPENSE</b>	<b>3,871,565</b>	
<b>Funding</b>		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
<b>TOTAL FUNDING</b>	<b>85,000</b>	
Net Result before surplus adjustments	3,786,565	
Deficit from Other Programs offset by 2021 Surplus Carryforward		(466,700)
2021 Surplus Carried Forward to 2022 used to reduce Levy		567,177
<b>Net Funded by General Municipal Levy</b>	<b>3,786,565</b>	<b>100,477</b>
<b>ACTUAL 2022</b>		<b>Surplus available to offset Municipal Levy</b>
<b>Expenses:</b>		
Salary and Benefits	2,095,636	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	299,600	
Insurance	115,301	
Other Operating Expenses	1,594,682	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>4,105,219</b>	
<b>Funding</b>		
Provincial Grant	450	
Donations/Other	975	
Recoverable Corporate Services Expenses	56,783	
Funds taken from Reserves	245,000	
<b>TOTAL FUNDING</b>	<b>303,208</b>	
Net Result before surplus/(deficit) adjustments	3,802,011	
2021 Surplus from Other Programs used to reduce Levy		(244,655)
2020 Surplus Carried Forward to 2021 used to reduce Levy		316,241
<b>Net Funded by General Municipal Levy</b>	<b>3,802,011</b>	<b>71,586</b>

**TABLE 10 (a)****Conservation Lands, Rental Properties, Forestry & Misc**

The Conservation Land Management Program includes all expenses and revenues associated with acquisition and management of land owned/managed by the Authority. This includes protection of provincially significant conservation lands, woodlot management, rental/lease agreements and other revenues generated from managing lands and facilities. These expenses do not include those associated with the “active” Conservation Areas and outdoor education programs on GRCA 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
- operate “passive” conservation areas in order to conserve forests and wildlife habitat (Puslinch Tract in Puslinch, Snyder’s Flats in Bloomingdale, etc.). Some are managed by 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.
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 8 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- permit hunting at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- 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
- 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
- payment of non-insured losses and deductibles for vandalism, loss or theft; miscellaneous amounts recovered from insurance settlements

- investment income arising from reserves and funds received in advance of program expenses

### **TABLE 10 (b)**

#### **HYDRO PRODUCTION**

This program generates revenue from ‘hydro production’.

##### *Specific Activities:*

- generate hydro from turbines in 4 dams, Shand, Conestogo, Guelph and Drimmie; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

### **TABLE 10 (c)**

#### **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) that 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
- employ seasonally over 230 students within the conservation areas



**TABLE 10**  
GRAND RIVER CONSERVATION AUTHORITY  
**OTHER PROGRAMS - OPERATING - SUMMARY of Results**

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
<b>Budget 2023 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,540,000	731,000	-	2,271,000	70,000	4,675,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	210,000	
Insurance	315,000	45,000	-	360,000	-	-	
Property Taxes	-	113,000	-	113,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	-	1,307,700	25,500	3,550,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
<b>TOTAL EXPENSE</b>	<b>2,613,600</b>	<b>1,665,200</b>	<b>-</b>	<b>4,278,800</b>	<b>212,000</b>	<b>8,500,000</b>	<b>12,990,800</b>
<b>Funding</b>							
Self Generated	86,000	3,006,000	100,000	3,192,000	580,000	8,500,000	
Funds taken from Reserves	101,000	100,000	-	201,000	-	-	
<b>TOTAL FUNDING</b>	<b>187,000</b>	<b>3,106,000</b>	<b>100,000</b>	<b>3,393,000</b>	<b>580,000</b>	<b>8,500,000</b>	<b>12,473,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,426,600)</b>	<b>1,440,800</b>	<b>100,000</b>	<b>(885,800)</b>	<b>368,000</b>	<b>-</b>	<b>(517,800)</b>
<b>Budget 2022 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,384,500	703,400	-	2,087,900	68,000	4,300,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	195,000	
Insurance	234,000	28,000	-	262,000	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	30,000	1,337,700	25,500	3,240,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
<b>TOTAL EXPENSE</b>	<b>2,377,100</b>	<b>1,595,600</b>	<b>30,000</b>	<b>4,002,700</b>	<b>210,000</b>	<b>7,800,000</b>	<b>12,012,700</b>
<b>Funding</b>							
Self Generated	86,000	2,921,000	108,000	3,115,000	530,000	7,800,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
<b>TOTAL FUNDING</b>	<b>87,000</b>	<b>3,021,000</b>	<b>108,000</b>	<b>3,216,000</b>	<b>530,000</b>	<b>7,800,000</b>	<b>11,546,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,290,100)</b>	<b>1,425,400</b>	<b>78,000</b>	<b>(786,700)</b>	<b>320,000</b>	<b>-</b>	<b>(466,700)</b>
<b>Actual 2022 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,228,809	648,325	-	1,877,134	64,119	4,548,675	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	131,634	70,867	-	202,501	-	203,238	
Insurance	259,313	31,638	-	290,951	-	-	
Property Taxes	-	114,396	-	114,396	-	53,928	
Other Expenses	480,954	392,209	19,233	892,396	186,142	3,338,347	
Amount set aside to Reserves	15,423,404	189,000	115,000	15,727,404	20,000	2,225,000	
<b>TOTAL EXPENSE</b>	<b>17,524,114</b>	<b>1,446,435</b>	<b>134,233</b>	<b>19,104,782</b>	<b>270,261</b>	<b>10,369,188</b>	<b>29,744,231</b>
<b>Funding</b>							
Provincial/Federal/Municipal	-	225	-	225	-	36,630	
Donations	-	-	-	-	-	-	
Self Generated	15,420,184	2,910,172	210,386	18,540,742	589,334	10,332,645	
Funds taken from Reserves	-	-	-	-	-	-	
<b>TOTAL FUNDING</b>	<b>15,420,184</b>	<b>2,910,397</b>	<b>210,386</b>	<b>18,540,967</b>	<b>589,334</b>	<b>10,369,275</b>	<b>29,499,576</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,103,930)</b>	<b>1,463,962</b>	<b>76,153</b>	<b>(563,815)</b>	<b>319,073</b>	<b>87</b>	<b>(244,655)</b>

## OTHER INFORMATION

### **1. INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES**

The work of the IS&T Group includes wages, capital purchases and ongoing maintenance and operations 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 IS&T activities and services.

The *Information Systems and Technology* (IS&T) 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 IS&T 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. VEHICLE, 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 with administrative costs or other operating expenses, as applicable, on Tables 1 to 10.

### *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.

# **SECTION B**

## **BASE PROGRAMS – CAPITAL**

## **SECTION B – CAPITAL BUDGET**

Capital maintenance spending in 2023 includes spending in the following program areas:

- Water Resources Planning
- Flood Forecasting and Warning
- Water Control Structures
- Conservation Areas
- Corporate Services

Water Resources Planning expenditures will be for water quality monitoring equipment. Flood forecasting and warning expenditures will be for software systems and gauge equipment.

Water Control Structures expenditures will be for major maintenance on dams and dykes.

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2023, major capital projects within the Conservation Areas will include:

- New workshop at the Brant CA
- Water service upgrades at Shade’s Mill CA
- Planning for Harris Mill masonry repairs at Rockwood CA
- Bridge replacement at Rockwood CA
- Septic replacements at Conestogo CA
- Constructing washrooms at Byng CA

Corporate Services capital spending represents the portion of overall Information Services and Motor Pool expenses that are funded by the Information Technology (IT) and Motor Pool (MP) reserve. See “Other Information” above for spending descriptions for IT and MP.

**SECTION B - Capital Budget**

GRAND RIVER CONSERVATION AUTHORITY

**Budget 2023**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
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						779,000	779,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>2,000,000</b>	<b>779,000</b>	<b>4,579,000</b>
<b>Funding</b>							
Prov & Federal Govt			700,000				700,000
Self Generated					1,500,000		1,500,000
Funding from Reserves	75,000	25,000	50,000		500,000	779,000	1,429,000
<b>TOTAL FUNDING</b>	<b>75,000</b>	<b>25,000</b>	<b>750,000</b>	<b>-</b>	<b>2,000,000</b>	<b>779,000</b>	<b>3,629,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>35,000</b>	<b>165,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>

**Budget 2022**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			2,200,000				2,200,000
Conservation Areas Capital Projects					2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments						602,000	602,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>2,200,000</b>	<b>-</b>	<b>2,000,000</b>	<b>602,000</b>	<b>5,102,000</b>
<b>Funding</b>							
Prov & Federal Govt			1,110,000				1,110,000
Self Generated					1,200,000		1,200,000
Funding from Reserves	75,000	25,000	340,000		800,000	602,000	1,842,000
<b>TOTAL FUNDING</b>	<b>75,000</b>	<b>25,000</b>	<b>1,450,000</b>	<b>-</b>	<b>2,000,000</b>	<b>602,000</b>	<b>4,152,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>35,000</b>	<b>165,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>

**ACTUAL 2022 - CAPITAL**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	56,922						56,922
Flood Forecasting Warning Hardware and Gauges		188,310					188,310
Flood Control Structures-Major Maintenance			1,347,653				1,347,653
Conservation Areas Capital Projects					934,152		934,152
Net IT/MP Expenses in excess of chargebacks						380,110	380,110
<b>TOTAL EXPENSE</b>	<b>56,922</b>	<b>188,310</b>	<b>1,347,653</b>	<b>-</b>	<b>934,152</b>	<b>380,110</b>	<b>2,907,147</b>
<b>Funding</b>							
Prov & Federal Govt			629,738				629,738
Self Generated					934,152	8,384	942,536
Funding from Reserves						371,726	371,726
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>629,738</b>	<b>-</b>	<b>934,152</b>	<b>380,110</b>	<b>1,944,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>56,922</b>	<b>188,310</b>	<b>717,915</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>963,147</b>

# **SECTION C**

## **SPECIAL PROJECTS**

## SECTION C – SPECIAL PROJECTS

This category of activity represents projects that the GRCA undertakes where special one time and/or multi-year funding is applicable. The duration of these projects is typically one year although in some instances projects may extend over a number years, such as the Source Protection Planning Program. External funding is received to undertake these projects.

The main project in this category is the provincial Source Protection Planning Program under the *Clean Water Act, 2006*. Plan development work commenced in 2004, with plan implementation starting in 2015. Work includes research and studies related to the development and updates of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The focus in 2022 continues on 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.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, floodplain mapping projects, subwatershed study, waste water optimization project, trail development, and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.



## SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2023

EXPENDITURES	ACTUAL 2022	BUDGET 2022	BUDGET 2023
Subwatershed Plans - City of Kitchener	68,111	80,000	80,000
Dunnville Fishway Study	-	-	-
Waste Water Optimization Program	59,858	130,000	130,000
Floodplain Mapping	341,735	575,000	90,000
RWQP - Capital Grants	532,595	800,000	800,000
Brant/Brantford Children's Water Festival	-	-	35,000
Haldimand Children's Water Festival	-	-	25,000
Species at Risk	69,695	40,000	70,000
Ecological Restoration	52,653	100,000	100,000
Great Lakes Agricultural Stewardship Initiative	928	-	-
Precision Agriculture-OMFRA	27,057	70,000	-
Great Lakes Protection Initiative	114,731	100,000	-
Nature Smart Climate Solutions	8,441	-	75,000
Profit Mapping	3,925	-	85,000
Trails Capital Maintenance	229,921	240,000	-
Lands Mgmt - Land Purchases/Land Sale Expenses	17,660	-	-
Guelph Lake Nature Centre	26,600	500,000	500,000
Mill Creek Rangers	27,323	-	35,000
<b>Total SPECIAL Projects 'Other'</b>	<b>1,581,233</b>	<b>2,635,000</b>	<b>2,025,000</b>
<b>Source Protection Program</b>	<b>569,995</b>	<b>640,000</b>	<b>640,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>2,151,228</b>	<b>3,275,000</b>	<b>2,665,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	569,995	640,000	640,000
OTHER GOVT FUNDING	1,057,115	1,610,000	1,285,000
SELF-GENERATED	335,591	840,000	695,000
FUNDING FROM/(TO) RESERVES	188,527	185,000	45,000
<b>Total SPECIAL Funding</b>	<b>2,151,228</b>	<b>3,275,000</b>	<b>2,665,000</b>

# **APPENDIX A**

## **GRAND RIVER CONSERVATION AUTHORITY MEMBERS (2023)**

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### ***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