

Pilon, Janet

Subject: Municipal Apportionment & Budget 2024 - Grand River Conservation Authority

From: Eowyn Spencer <espencer@grandriver.ca>

Sent: February 27, 2024 9:52 AM

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Cc: Sonja Radoja <sradoja@grandriver.ca>; Karen Armstrong <karmstrong@grandriver.ca>

Subject: Municipal Apportionment & Budget 2024 - Grand River Conservation Authority

Greetings Grand River watershed member municipalities:

By letter dated December 22, 2023, you were advised that the GRCA General Membership would consider approval of the 2024 Municipal Apportionment at the scheduled meeting on January 26, 2024 and that the 2024 Total Budget would be considered at the Annual General Meeting of the Grand River Conservation Authority held on February 23, 2024.

At those meetings, the following resolutions were passed:

1:

THAT the 2024 Municipal Apportionment for the Grand River Conservation Authority of \$13,292,000 be approved;

AND THAT the participating municipalities be assessed for payment of:

General operating expenses of \$3,310,888

Category 1 operating expenses of \$8,964,112

Category 2 operating expenses of \$1,017,000;

AND THAT each participating municipality's share of the 2024 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 2024 Budget of \$37,018,714 be approved.

Attached are a summary of the 2024 municipal apportionment amounts and the complete 2024 GRCA budget package. 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 [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

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Budget 2024



Contents

- Message from the Chair & CAO..... 1
- 1) Summary Information 2**
- GRCA 2024 Budget Highlights..... 2
- Budget 2024 Summary 7
- Operating Budget Summary..... 8
- Major Maintenance & Equipment Budget Summary 9
- Special Projects Budget Summary..... 10
- Overview – 2024 Revenue by Source..... 11
- Programs and Services (P&S) Inventory..... 12
- Summary of Municipal Apportionment 13
- Municipal Funding Breakdown (Note 1) 14
- Category Two – Watershed Services Program Breakdown..... 15
- 2) Programs and Services (P&S) Reports..... 16**
- Statement of Operations/Revenues 17
- Statement of Operations/Expenses..... 18
- P&S #1 – Watershed Management..... 19
- P&S #2 - Flood Forecasting and Warning 20
- P&S #3 - Water Control Structures 22
- P&S #4 Resource Planning 24
- P&S #5 – Conservation Lands Management 26
- P&S #6 - Source Protection Program..... 28
- P&S #7 – General Operating Expenses..... 29
- P&S #8 -Watershed Services (Category 2)..... 31
- P&S #9 - Burford Tree Nursery & Planting Services 33
- P&S #10 -Conservation Services (Special Projects) 34
- P&S #11 – Outdoor Environmental Education 35
- P&S #12 - Property Rentals 37
- P&S #13 – Hydro Production 38
- P&S #14 – Conservation Areas 39
- P&S #15 - Administrative Support (Category 3)..... 41
- Supplementary Information (Information Systems and Motor Pool)..... 41
- 3) Grand River Conservation Authority Members (2024)..... 44**

Message from the Chair & CAO

The Grand River Conservation Authority is a successful partnership of municipalities working together to ensure the conservation, restoration and responsible management of water, land, and natural habitats in the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It is 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 collaboratively to care for the Grand River watershed and its natural resources.

As we look forward to 2024 and the implementation of new regulations, we are confident that our budget reflects our commitment to providing excellent watershed programs and services to our participating municipalities in alignment with our strategic priorities and provincial legislation.



Chris White, Chair



Samantha Lawson, CAO

1) Summary Information

GRCA 2024 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. Budget 2023 comparatives have been reformatted to allow for better comparison with the 2024 budget.

The 2024 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 (nonmandatory)

- 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 2024 budget reflects the continued delivery of prior year programs and services with the use of self-generated revenue (50%), government funding (45%) and the use of reserves (5%).

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 regulation 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, Dunville 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 continues on the completion of the following mandatory strategies and plans:

- 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	\$ 1,256,100
• P&S #2 - Flood Forecasting and Warning	\$ 1,351,000
• P&S #3 - Water Control Structures	\$ 3,628,700
• P&S #4 - Resource Planning	\$ 2,679,600
• P&S #5 - Conservation Lands Management	\$ 2,971,900
• P&S #6 – Source Protection Program	\$ 834,000

Total Expenditures: \$ 12,721,300

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, IS&T and other administrative expenses that support the provision of programs and services.

Expenditures:

• P&S #7 - General Operating Expenses	\$ 4,267,714
• IS & T and Motor Pool Expenses	\$ 874,000

Total Expenditures \$ 5,141,714

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, 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	\$ 2,163,000
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Revenue sources:

Municipal funding agreements and provincial 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 GRCA 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	\$	992,900
• P&S #10 - Conservation Services (Special Projects)	\$	267,200
• P&S #11 - Environmental Education	\$	1,412,000
• P&S #12 - Property Rentals	\$	1,109,200
• P&S #13 - Hydro Production	\$	212,000
• P&S #14 - Conservation Areas	\$	11,782,000
• P&S #15 - Administrative Support	\$	1,217,400

Total Expenditures: **\$ 16,992,700**

Revenue sources:

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

Conservation Services (Special Projects): Special government grants.

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 2024 Summary

	Budget 2023	Budget 2024	Incr/(decr)
Operating Budget	28,265,188	30,214,714	1,949,526 6.9%
Major Maintenance & Equipment Budget	4,104,000	4,674,000	570,000 13.9%
Special Projects Budget	840,000	2,130,000	1,290,000 153.6%
TOTAL	33,209,188	37,018,714	3,809,526 11.5%



Operating Budget Summary

	Budget 2023 (Oct draft)	Budget 2024	Incr/(Decr)	%age change
<u>EXPENDITURES</u>				
OPERATING EXPENSES	28,148,688	30,098,214	1,949,526	6.9%
FUNDING TO RESERVES-Hydro Revenue	116,500	116,500	-	0.0%
Total Expenses & Reserve Movements	28,265,188	30,214,714	1,949,526	6.90%
<u>SOURCES OF FUNDING</u>				
MUNICIPAL APPORTIONMENT - CATEGORY 1 & General Operating	11,026,000	11,325,000	299,000	2.7%
MUNICIPAL APPORTIONMENT - CATEGORY 2	992,000	1,017,000	25,000	2.5%
OTHER GOVT FUNDING	1,207,188	1,446,188	239,000	19.8%
SELF-GENERATED	14,498,000	15,310,000	812,000	5.6%
FUNDING FROM RESERVES	442,000	579,000	137,000	31.0%
SURPLUS CARRYFORWARD	100,000	537,526	437,526	437.5%
Total Funding	28,265,188	30,214,714	1,949,526	6.90%



Major Maintenance & Equipment Budget Summary

Budget 2024	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	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
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	874,000	1,524,000
TOTAL FUNDING	110,000	190,000	1,500,000	-	2,000,000	874,000	4,674,000

Budget 2023	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	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						304,000	304,000
TOTAL EXPENSE	110,000	190,000	1,500,000	-	2,000,000	304,000	4,104,000
Funding							
General Capital Levy	35,000	165,000	750,000				950,000
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	304,000	954,000
TOTAL FUNDING	110,000	190,000	1,500,000	-	2,000,000	304,000	4,104,000



Special Projects Budget Summary

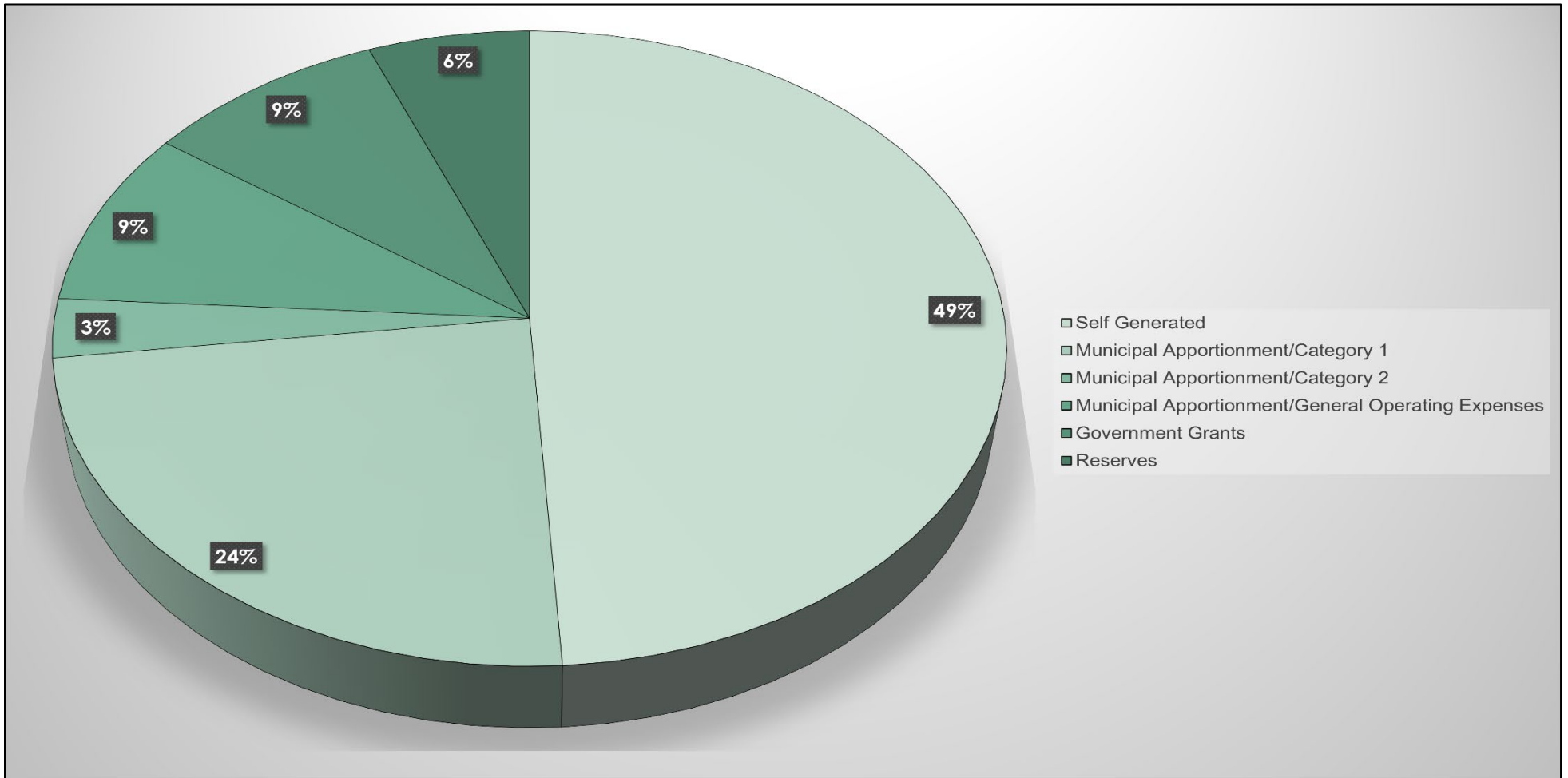
EXPENDITURES	BUDGET 2023 (Oct draft)	BUDGET 2024
Subwatershed Plans - City of Kitchener		80,000
Waste Water Optimization Program		130,000
Floodplain Mapping		250,000
RWQP - Capital Grants	800,000	800,000
Brant/Brantford Children's Water Festival		45,000
Haldimand Children's Water Festival		-
Species at Risk	40,000	70,000
Ecological Restoration		100,000
Nature Smart Climate Solutions		85,000
Profit Mapping		35,000
Guelph Lake Nature Centre		500,000
Mill Creek Rangers		35,000
Total SPECIAL Projects Expenditures	840,000	2,130,000
SOURCES OF FUNDING		
OTHER GOVT FUNDING	840,000	1,200,000
SELF-GENERATED		680,000
FUNDING FROM/(TO) RESERVES		250,000
Total Funding	840,000	2,130,000



Overview – 2024 Revenue by Source

2024 Budget: \$37.0 million

(2023: \$33.2 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	1,256,100	1,143,600			37,500	75,000		1,256,100	-
	FFW & Flood Plain Mapping	1,351,000	911,662			164,338	275,000		1,351,000	-
	Water Control Structures	3,628,700	2,593,350			985,350	50,000		3,628,700	-
	Resource Planning	2,679,600	1,685,600		994,000				2,679,600	-
	Conservation Lands Management	2,971,900	2,629,900		142,000		200,000		2,971,900	-
	Source Protection Planning	834,000	-			834,000			834,000	-
Total Category 1		12,721,300	8,964,112		1,136,000	2,021,188	600,000	-	12,721,300	-
			70%	0%	9%	16%	5%	0%	100%	
General Operating	General Operating Expenses (note 5)	5,141,714	3,310,888		687,526		939,000	204,300	5,141,714	-
			64%	0%	13%	0%	18%	4%	100%	
CATEGORY 2	CATEGORY 2 Watershed Services	2,163,000	1,017,000	930,000	-	215,000	1,000	-	2,163,000	-
			47%	43%	0%	10%	0%	0%	100%	
CATEGORY 3	Burford Tree Nursery & Planting Services	992,900			680,000			312,900	992,900	-
	Conservation Services (Special Projects)	267,200		10,000	35,000	170,000		52,200	267,200	-
	Outdoor Environmental Education	1,412,000			1,100,000		312,000		1,412,000	-
	Property Rentals	1,109,200			3,038,000			(1,928,800)	1,109,200	-
	Hydro Production	212,000			580,000			(368,000)	212,000	-
	Conservation Areas	11,782,000			10,771,000		501,000	510,000	11,782,000	-
	Administrative Support (note 6)	1,217,400						1,217,400	1,217,400	-
Total Category 3		16,992,700	-	10,000	16,204,000	170,000	813,000	(204,300)	16,992,700	-
			0%	0%	95%	1%	5%	-1%	100%	
TOTAL Programs & Services		37,018,714	13,292,000	940,000	18,027,526	2,406,188	2,353,000	-	37,018,714	-
			36%	3%	49%	6%	6%	0%	100%	

NOTE 1, NOTE 4

NOTE 2

NOTE 3

COMMENTARY:

- NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 39% by the combined total of mandatory municipal apportionment and Category 2 MOA municipal funding.
- NOTE 2 Almost 50% 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 2023 General Municipal Levy funding totalled \$12,968,000. Therefore Municipal funding is increasing by \$324,000 (or 2.5%) to \$13,292,000 in 2024 compared to 2023.
- 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	2023 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2024 Budget General Operating Expenses*	2024 Budget Category 1 Operating Expenses*	2024 Budget Category 2 Operating Expenses*	2024 Budget Total Apportionment	Actual 2023	% Change
Brant County	82.9%	7,651,609,216	6,343,184,040	2.98%	98,549	266,819	30,271	395,639	378,509	4.5%
Brantford C	100.0%	15,830,835,062	15,830,835,062	7.43%	245,952	665,906	75,549	987,407	959,163	2.9%
Amaranth Twp	82.0%	836,304,475	685,769,670	0.32%	10,654	28,846	3,273	42,773	41,929	2.0%
East Garafraxa Twp	80.0%	659,250,495	527,400,396	0.25%	8,194	22,184	2,517	32,895	32,145	2.3%
Town of Grand Valley	100.0%	629,306,057	629,306,057	0.30%	9,777	26,471	3,003	39,251	37,414	4.9%
Melancthon Twp	56.0%	621,036,905	347,780,667	0.16%	5,403	14,629	1,660	21,692	21,055	3.0%
Southgate Twp	6.0%	1,171,985,196	70,319,112	0.03%	1,092	2,958	336	4,386	4,082	7.4%
Haldimand County	41.0%	7,540,022,556	3,091,409,248	1.45%	48,029	130,037	14,753	192,819	188,187	2.5%
Norfolk County	5.0%	9,936,265,436	496,813,272	0.23%	7,719	20,898	2,371	30,988	30,398	1.9%
Halton Region	10.6%	49,388,040,845	5,220,626,448	2.45%	81,109	219,600	24,914	325,623	317,066	2.7%
Hamilton City	26.7%	98,248,255,488	26,281,408,343	12.33%	408,315	1,105,497	125,421	1,639,233	1,605,656	2.1%
Oxford County	36.1%	4,704,097,710	1,696,921,269	0.80%	26,364	71,379	8,098	105,841	103,618	2.1%
North Perth T	2.0%	2,497,940,188	49,958,804	0.02%	776	2,101	238	3,115	2,933	6.2%
Perth East Twp	40.0%	2,108,636,244	843,454,498	0.40%	13,104	35,479	4,025	52,608	51,654	1.8%
Waterloo Region	100.0%	107,591,348,898	107,591,348,898	50.49%	1,671,568	4,525,707	513,453	6,710,728	6,542,324	2.6%
Centre Wellington Twp	100.0%	5,519,221,813	5,519,221,813	2.59%	85,748	232,160	26,339	344,247	335,603	2.6%
Erin T	49.0%	2,632,734,184	1,290,039,750	0.61%	20,042	54,264	6,156	80,462	79,394	1.3%
Guelph C	100.0%	28,678,588,984	28,678,588,984	13.46%	445,558	1,206,332	136,861	1,788,751	1,757,601	1.8%
Guelph Eramosa Twp	100.0%	2,990,332,288	2,990,332,288	1.40%	46,459	125,785	14,271	186,515	182,089	2.4%
Mapleton Twp	95.0%	1,936,823,480	1,839,982,306	0.86%	28,586	77,397	8,781	114,764	111,066	3.3%
Wellington North Twp	51.0%	1,842,795,052	939,825,477	0.44%	14,601	39,533	4,485	58,619	57,083	2.7%
Puslinch Twp	75.0%	2,856,920,480	2,142,690,360	1.01%	33,289	90,130	10,225	133,644	129,031	3.6%
Total		355,872,351,049	213,107,216,762	100.00%	3,310,888	8,964,112	1,017,000	13,292,000	12,968,000	2.5%

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



Municipal Funding Breakdown (Note 1)

	2024 Municipal Apportionment	2023 Municipal Levy
CATEGORY 1 - Mandatory General Operating Expenses	8,964,112	
CATEGORY 2 - Municipally Requested MOU's (note 2)	1,017,000	
Matching Admin & Mtce Levy		449,688
Non-Matching Admin & Mtce Levy		11,568,312
Capital Maintenance Levy		950,000
	13,292,000	12,968,000
	<i>dollar Increase</i>	324,000
	<i>percentage Increase</i>	2.5%

Note 1

Funding under special agreements with Municipalities is not included in above municipal funding breakdown (i.e. RWQP, Subwatershed studies)

Note 2

Participation of all member municipalities for Category 2 programs and services has not been confirmed as at Jan 26/24. Adjustments may be applicable.



Category Two – Watershed Services Program Breakdown

Programs & Services	Cost	Offsetting Funding	NET COST	Description of Offsetting Funding
Sub-watershed Services	\$ 365,000	\$ (130,000)	\$ 235,000	Municipal Funding
Conservation Services	\$ 1,424,000	\$ (885,000)	\$ 539,000	Municipal & Provincial Funding
Water Quality	\$ 148,000	\$ (1,000)	\$ 147,000	Reserves
Water Quality - Waste Water Optimization Program	\$ 217,600	\$ (130,000)	\$ 87,600	Provincial Funding
Water Quality - Groundwater Resources	\$ 8,400	\$ -	\$ 8,400	
Watershed Sciences & Collaborative Planning *				
TOTAL	\$ 2,163,000	\$ (1,146,000)	\$ 1,017,000	

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





2) Programs and Services (P&S) Reports



Statement of Operations/Revenues

REVENUE

Municipal

	New Regulations Category	P&S Ref #	NEW REGS Budget 2023 (draft Oct)	NEW REGS Budget 2024
Municipal Apportionment	Category 1	various	11,976,000	12,275,000
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000
Other	Category 2 & 3	8	850,000	940,000
			13,818,000	14,232,000

Government Grants

MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	640,000	834,000
Other Provincial	Category 1	various	737,500	737,500
Other Provincial	Category 2	8	0	130,000
Other Provincial	Category 3	10	30,000	100,000
Federal	Category 1 & 2	various	40,000	155,000
			1,897,188	2,406,188

Self Generated

User Fees and Sales				
<i>Resource Planning</i>	Category 1	4	1,144,000	994,000
<i>Burford Operations & Planting Services</i>	Category 3	9	580,000	680,000
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000
<i>Conservation Lands Income</i>	Category 1	5	15,000	15,000
<i>Conservation Areas User Fees</i>	Category 3	14	10,000,000	10,700,000
<i>Environmental Education</i>	Category 3	11	500,000	600,000
Property Rentals	Category 3	12	2,981,000	3,038,000
Hydro Generation	Category 3	13	580,000	580,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	662,000
Investment Income	General Operating	7	1,350,000	2,200,000
Total Self-Generated Revenue			17,248,000	19,540,000
TOTAL REVENUE			32,963,188	36,178,188



Statement of Operations/Expenses

	New Regulations Category	P&S Ref #	NEW REGS Budget 2023 (draft Oct)	NEW REGS Budget 2024
EXPENSES				
OPERATING Expenses				
Watershed Management	Category 1	1	1,276,000	1,146,100
Flood Forecasting and Warning	Category 1	2	895,000	911,000
Water Control Structures	Category 1	3	2,143,200	2,128,700
Resource Planning	Category 1	4	2,551,800	2,679,600
Conservation Lands Management	Category 1	5	2,954,600	2,871,900
Source Protection Program	Category 1	6	640,000	834,000
General Operating Expenses	General Operating	7	3,495,788	4,267,714
Watershed Services	Category 2	8	1,043,000	1,068,000
Burford Operations & Planting Services	Category 3	9	867,300	992,900
Conservation Services	Category 3	10	81,200	82,200
Environmental Education	Category 3	11	775,100	912,000
Property Rentals	Category 3	12	1,095,200	1,109,200
Hydro Production	Category 3	13	95,500	95,500
Conservation Areas	Category 3	14	9,037,000	9,782,000
Administrative Support	Category 3	15	1,198,000	1,217,400
Total Operating Expenses			28,148,688	30,098,214
MAJOR MAINTENANCE & EQUIPMENT Expenses				
Watershed Management	Category 1	1	110,000	110,000
Flood Forecasting and Warning	Category 1	2	190,000	190,000
Water Control Structures	Category 1	3	1,500,000	1,500,000
Conservation Areas	Category 3	13	2,000,000	2,000,000
Information Systems	General Operating	16	290,000	459,000
Motor Pool	General Operating	16	14,000	415,000
Total Major Maintenance & Equipment Expenses			4,104,000	4,674,000
SPECIAL PROJECTS Expenses				
Flood Forecasting and Warning	Category 1	2	0	250,000
Conservation Lands Management	Category 1	5		100,000
Watershed Services	Category 2	8	800,000	1,095,000
Conservation Services	Category 3	10	40,000	185,000
Environmental Education	Category 3	11	0	500,000
Total Special Projects Expenses			840,000	2,130,000
Total Expenses			33,092,688	36,902,214
Gross Surplus			(129,500)	(724,026)
Prior Year Surplus Carryforward			100,000	537,526
Net Funding FROM/(TO) Reserves			29,500	186,500
NET SURPLUS			0	0



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:

- Development 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 use permits to ensure that significant environmental concerns are identified so that potential impacts can be addressed.

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
<u>Expenditures and Funding to Reserves</u>			INCR/(DECR)
Compensation and Benefits	1,013,900	884,000	(129,900)
Administration Expenses	197,000	197,000	-
Other Operating Expenses	65,100	65,100	-
Total OPERATING Expenditures	1,276,000	1,146,100	
Instrumentation	60,000	60,000	-
Water Quality Monitoring Equipment	50,000	50,000	-
Total CAPITAL Expenditures	110,000	110,000	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,386,000	1,256,100	(129,900)
<u>Funding</u>			(INCR)/DECR
Municipal			
Municipal Apportionment (levy)	1,273,500	1,143,600	129,900
Government Grants			
Other Provincial	37,500	37,500	-
Funding From Reserves			
Gauges	75,000	75,000	-
TOTAL FUNDING	1,386,000	1,256,100	129,900
Net Surplus/(Deficit)	0	0	0



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?

	NEW REGS Budget 2023	NEW REGS Budget 2024	Budget Change
	(draft Oct version)		
<u>Expenditures and Funding to Reserves</u>			INCR/(DECR)
Compensation and Benefits	551,000	567,000	16,000
Administration Expenses	236,000	236,000	-
Other Operating Expenses	108,000	108,000	-
Total OPERATING Expenditures	895,000	911,000	
Hardware	88,000	88,000	-
Stream Gauges	102,000	102,000	-
Total CAPITAL Expenditures	190,000	190,000	
Floodplain Mapping Projects		250,000	
Total SPECIAL PROJECT Expenditures	0	250,000	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,085,000	1,351,000	16,000
<u>Funding</u>			(INCR)DECR
Municipal			
Municipal Apportionment (levy)	835,662	911,662	(76,000)
Government Grants			
MNRF Transfer Payments	164,338	164,338	0
Funding From Reserves			
Floodplain Mapping Projects & Gauges	25,000	275,000	(250,000)
Water Management Operating	60,000	0	60,000
TOTAL REVENUE	1,085,000	1,351,000	(266,000)
Net Surplus/(Deficit)	0	0	(250,000)



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 kilometres 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, isolation stop logs and refurbishment at Shand Dam, gate cable replacements, and gate control improvements at Woolwich Dam.
- Carry out studies for improvements to flood control dike systems in Bridgeport and Brantford.
- Complete 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 prevent 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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change INCR/(DECR)
Expenditures and Funding to Reserves			
Compensation and Benefits	1,399,500	1,441,000	41,500
Administration Expenses	29,200	29,200	-
Insurance	199,000	143,000	(56,000)
Property Taxes	170,700	170,700	-
Other Operating Expenses	344,800	344,800	-
Total OPERATING Expenditures	2,143,200	2,128,700	
Total CAPITAL Expenditures	1,500,000	1,500,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	3,643,200	3,628,700	(14,500)
Funding			
			(INCR)/DECR
Municipal			
Municipal Apportionment (levy)	2,537,850	2,593,350	(55,500)
Government Grants			
MNRF Transfer Payments	285,350	285,350	-
Provincial	700,000	700,000	-
Funding From Reserves			
Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000	70,000
TOTAL REVENUE AND FUNDING FROM RESERVES	3,643,200	3,628,700	14,500
Net Surplus/(Deficit)	0	0	0



P&S #4 Resource Planning

(a) PLANNING - Regulation

This category includes costs and revenues associated with administering the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses 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 1,000 permits each year related to development, alteration or activities that may interfere with the following types of regulated features:
 - 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 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.
- 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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
<u>Expenditures and Funding to Reserves</u>			INCR/(DECR)
Compensation and Benefits	2,275,200	2,403,000	127,800
Administration Expenses	221,900	221,900	-
Other Operating Expenses	54,700	54,700	-
Total OPERATING Expenditures	2,551,800	2,679,600	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,551,800	2,679,600	127,800
<u>Funding</u>			(INCR)/DECR
Municipal			
Municipal Apportionment (levy)	1,362,800	1,685,600	(322,800)
Self Generated			
Solicitor Enquiry Fees	90,000	80,000	10,000
Permit Fees	500,000	470,000	30,000
Plan Review Fees	554,000	444,000	110,000
Funding from Reserves			
Water Management Operating Reserve	45,000	-	45,000
TOTAL REVENUE	2,551,800	2,679,600	(127,800)
Net Surplus/(Deficit)	0	0	0



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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change INCR/(DECR)
Expenditures and Funding to Reserves			
Compensation and Benefits	1,789,700	1,813,000	23,300
Administration Expenses	165,100	165,100	-
Insurance	201,000	60,000	(141,000)
Property Taxes	285,200	305,200	20,000
Other Operating Expenses	513,600	528,600	15,000
Total OPERATING Expenditures	2,954,600	2,871,900	
Total CAPITAL Expenditures			
Ecological Restoration		100,000	100,000
Total SPECIAL PROJECT Expenditures	0	100,000	
Forestry/Master Plans/Transition	0	0	
Land Sale Proceeds	0	0	
Total FUNDING to RESERVES	0	0	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,954,600	2,971,900	17,300
Funding			
			(INCR)/DECR
Municipal			
Municipal Apportionment (levy)	2,712,600	2,629,900	82,700
Self Generated			
Timber Sales	15,000	15,000	-
Donations - Foundation	27,000	127,000	(100,000)
Funding From Reserves			
Land (Demolitions)	100,000	100,000	-
Transition Reserve (Staffing)	100,000	100,000	-
TOTAL REVENUE	2,954,600	2,971,900	(17,300)
Net Surplus/(Deficit)	0	0	0



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?

	NEW REGS Budget 2023	NEW REGS Budget 2024	Budget Change
	(draft Oct version)		
Expenditures			INCR/(DECR)
Compensation and Benefits	490,000	490,000	-
Administration Expenses	50,000	50,000	-
Other Operating Expenses	90,000	90,000	-
Water Budget - Technical Studies	10,000	204,000	194,000
TOTAL EXPENDITURES	640,000	834,000	194,000
Funding			(INCR)/DECR
Government Grants			
Provincial	640,000	834,000	(194,000)
TOTAL FUNDING	640,000	834,000	(194,000)
Net Surplus/(Deficit)	0	0	0



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 Systems and Technology
- 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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	2,327,500	2,441,000	113,500
Administration Expenses	370,000	460,000	90,000
Insurance	63,500	334,500	271,000
Other Operating Expenses	804,788	1,102,214	297,426
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)	-
Total OPERATING Expenditures	3,495,788	4,267,714	
Interest Income	1,250,000	2,050,000	800,000
Total FUNDING to RESERVES	1,250,000	2,050,000	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	4,745,788	6,317,714	1,571,926
Funding			(INCR)/DECR
Municipal			
Municipal Apportionment (levy)	3,253,588	3,310,888	(57,300)
Self Generated			
Investment Income	1,350,000	2,200,000	(850,000)
Personnel	65,000	65,000	0
TOTAL REVENUE	4,668,588	5,575,888	(907,300)
Net Surplus/(Deficit)	(77,200)	(741,826)	664,626



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 2024, subwatershed studies/monitoring are ongoing or planned in the City of Kitchener, Region of Waterloo, 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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	825,100	850,000	24,900
Administration Expenses	117,900	118,000	100
Other Operating Expenses	100,000	100,000	-
Total OPERATING Expenditures	1,043,000	1,068,000	
RWQP Grants	800,000	800,000	-
Waste Water Optimization Project		130,000	130,000
Nature Smart Climate Solutions		85,000	85,000
Upper Blair Subwatershed Study		80,000	80,000
Total SPECIAL PROJECT Expenditures	800,000	1,095,000	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,843,000	2,163,000	320,000
Funding			(INCR)/DECR
Municipal			
Memorandums of Understanding Apportionment	992,000	1,017,000	(25,000)
Municipal Other	850,000	930,000	(80,000)
Government Grants			
Other Provincial	0	130,000	(130,000)
Federal	0	85,000	(85,000)
Funding From Reserves			
Cambridge Desiltation Pond	1,000	1,000	-
TOTAL REVENUE	1,843,000	2,163,000	(320,000)
Net Surplus/(Deficit)	0	0	0



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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	278,000	287,000	9,000
Administration Expenses	30,900	30,900	-
Other Operating Expenses	558,400	675,000	116,600
Total OPERATING Expenditures	867,300	992,900	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	867,300	992,900	125,600
Funding			(INCR)/DECR
Self Generated			
Burford Nursery	400,000	450,000	(50,000)
Landowner Contributions (Tree Planting)	180,000	230,000	(50,000)
TOTAL REVENUE	580,000	680,000	(100,000)
Net Surplus/(Deficit)	(287,300)	(312,900)	25,600



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 2024, efforts will focus on:

- An agricultural profitability mapping demonstration project.
- Co-ordination of the Brantford-Brant Children's Water Festival.
- Species-at-risk initiatives.
- Mill Creek Rangers Program.

How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change INCR/(DECR)
Expenditures and Funding to Reserves			
Compensation and Benefits	26,000	27,000	1,000
Administration Expenses	33,200	33,200	-
Other Operating Expenses	22,000	22,000	-
Total OPERATING Expenditures	81,200	82,200	
Total CAPITAL Expenditures			
Mill Creek Rangers Program		35,000	35,000
Species at Risk	40,000	70,000	30,000
Brant/Brantford Water Festival		45,000	45,000
Profit Mapping	-	35,000	35,000
Total SPECIAL PROJECT Expenditures	40,000	185,000	
Transition	-	-	
Total FUNDING to RESERVES	-	-	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	121,200	267,200	146,000
Funding (INCR)/DECR			
Municipal			
Municipal-Other		10,000	(10,000)
Government Grants			
Other Provincial	30,000	100,000	(70,000)
Federal	40,000	70,000	(30,000)
Self Generated			
Donations - Foundation		35,000	(35,000)
TOTAL REVENUE	70,000	215,000	(145,000)
Net Surplus/(Deficit)	(51,200)	(52,200)	1,000



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 private 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.)
- Commence construction of a new nature centre facility within the Guelph Lake Conservation Area using donations as the funding source.



How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation & Benefits	574,500	642,000	67,500
Administration Expenses	57,000	57,000	-
Other Operating Expenses	143,600	213,000	69,400
Total OPERATING Expenditures	775,100	912,000	
Guelph Lake Nature Centre		500,000	500,000
Total SPECIAL PROJECT Expenditures	0	500,000	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	775,100	1,412,000	636,900
Funding			(INCR)/DECR
Self Generated			
Donations - Foundation		500,000	(500,000)
Nature Centre Revenue - Schools	500,000	600,000	(100,000)
Funding from Reserves			
Transition Reserve	275,100	312,000	(36,900)
TOTAL REVENUE	775,100	1,412,000	(636,900)
Net Surplus/(Deficit)	0	0	0



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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
<u>Expenditures and Funding to Reserves</u>			INCR/(DECR)
Compensation and Benefits	456,000	470,000	14,000
Administration Expenses	37,500	37,500	-
Other Operating Expenses	601,700	601,700	-
Total OPERATING Expenditures	1,095,200	1,109,200	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,095,200	1,109,200	14,000
<u>Funding</u>			(INCR)/DECR
Self Generated			
Belwood	1,040,000	1,066,000	(26,000)
Conestogo	1,245,000	1,276,000	(31,000)
Agricultural	250,000	250,000	0
Residential	110,000	110,000	0
Miscellaneous	336,000	336,000	0
TOTAL REVENUE	2,981,000	3,038,000	(57,000)
Net Surplus/(Deficit)	1,885,800	1,928,800	(43,000)



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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	70,000	70,000	
Other Operating Expenses	25,500	25,500	
Total OPERATING Expenditures	95,500	95,500	
General Capital/Land Sale Proceeds	116,500	116,500	
Total FUNDING to RESERVES	116,500	116,500	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	212,000	212,000	0
Revenue			(INCR)/DECR
Government Grants			
Provincial	0	0	
Self Generated			
Hydro Production-Belwood	265,000	265,000	
Hydro Production-Conestogo	260,000	260,000	
Hydro Production-Guelph	40,000	40,000	
Hydro Production-Elora	15,000	15,000	
Miscellaneous Income	0	0	
Funding from Reserves			
Land Sale Proceeds	0	0	
TOTAL REVENUE	580,000	580,000	0
Net Surplus/(Deficit)	368,000	368,000	0

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) 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.
- 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.
- Install new washrooms at the Byng Conservation Area.
- Replace septic systems at the Conestogo Conservation Area.
- Replace septic system, add new trailer staging area, repair the maintenance shop and repair the low-level bridge at the Elora Gorge Conservation Area.
- Replace bridge at the Rockwood Conservation Area.



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

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	5,033,000	5,774,000	741,000
Administration Expenses	215,000	220,000	5,000
Property Tax	65,000	65,000	-
Other Operating Expenses	3,724,000	3,723,000	(1,000)
Total OPERATING Expenditures	9,037,000	9,782,000	
Total CAPITAL Expenditures	2,000,000	2,000,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	11,037,000	11,782,000	745,000
Funding			(INCR)/DECR
Self Generated			
Brant	1,100,000	1,175,000	(75,000)
Byng Island	1,000,000	1,100,000	(100,000)
Belwood Lake	400,000	375,000	25,000
Conestogo Lake	550,000	600,000	(50,000)
Elora Gorge	2,000,000	2,300,000	(300,000)
Elora Quarry	450,000	450,000	-
Guelph Lake	1,300,000	1,400,000	(100,000)
Laurel Creek	650,000	650,000	-
Pinehurst Lake	850,000	900,000	(50,000)
Rockwood	1,250,000	1,300,000	(50,000)
Shade's Mills	450,000	450,000	-
Total Fee Revenue	10,000,000	10,700,000	(700,000)
Miscellaneous Income (Luther)	71,000	71,000	-
Funding From Reserves			
Gravel	1,000	1,000	-
Conservation Areas - Capital Projects	500,000	500,000	-
TOTAL REVENUE	10,572,000	11,272,000	(700,000)
Net Surplus/(Deficit)	(465,000)	(510,000)	45,000



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?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change
Expenditures and Funding to Reserves			INCR/(DECR)
Compensation and Benefits	648,600	668,000	19,400
Administration Expenses	100,900	100,900	-
Insurance	208,500	208,500	-
Other Operating Expenses	240,000	240,000	-
LESS: Recovery of Corporate Services Expenses			
Total OPERATING Expenditures	1,198,000	1,217,400	
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,198,000	1,217,400	19,400
Funding			
TOTAL REVENUE	0	0	0
Net Surplus/(Deficit)	(1,198,000)	(1,217,400)	19,400

Supplementary Information (Information Systems and Motor Pool)

1) INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES

The work of the IS&T 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 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 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 Systems & Motor pool: How much does it cost, and who pays for it?

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	Budget Change INCR/(DECR)
Expenditures			
Information Systems			
Compensation and Benefits	1,290,000	1,329,000	39,000
Administrative Expenses	25,500	25,500	-
Software and Hardware Maintenance	187,500	187,500	-
Supplies and Services	54,000	54,000	-
Total OPERATING Expenditures	1,557,000	1,596,000	
Capital Expenses	170,000	300,000	130,000
LESS Internal Charges	(1,437,000)	(1,437,000)	-
NET Unallocated Expenses	290,000	459,000	169,000
Motor Pool			
Compensation and Benefits	312,000	321,000	9,000
Administrative Expenses	26,000	26,000	-
Insurance	50,600	63,000	12,400
Motor Pool Building and Grounds Maintenance	10,400	10,000	(400)
Equipment, Repairs and Supplies	286,000	336,000	50,000
Fuel	254,000	284,000	30,000
Total OPERATING Expenditures	939,000	1,040,000	
Capital Expenses	375,000	675,000	300,000
LESS Internal Charges	(1,300,000)	(1,300,000)	
NET Unallocated Expenses	14,000	415,000	401,000
TOTAL EXPENDITURES	304,000	874,000	570,000
Funding			
TOTAL REVENUE	0	0	
Gross Surplus (Deficit)	(304,000)	(874,000)	
Funding From Reserves	3,041,000	3,611,000	
Funding to Reserves	(2,737,000)	(2,737,000)	
Net Surplus/(Deficit)	0	0	



3) Grand River Conservation Authority Members (2024)

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



Summary of Municipal Apportionment

	% CVA in Watershed	2023 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2024 Budget General Operating Expenses*	2024 Budget Category 1 Operating Expenses*	2024 Budget Category 2 Operating Expenses*	2024 Budget Total Apportionment	Actual 2023	% Change
Brant County	82.9%	7,651,609,216	6,343,184,040	2.98%	98,549	266,819	30,271	395,639	378,509	4.5%
Brantford C	100.0%	15,830,835,062	15,830,835,062	7.43%	245,952	665,906	75,549	987,407	959,163	2.9%
Amaranth Twp	82.0%	836,304,475	685,769,670	0.32%	10,654	28,846	3,273	42,773	41,929	2.0%
East Garafraxa Twp	80.0%	659,250,495	527,400,396	0.25%	8,194	22,184	2,517	32,895	32,145	2.3%
Town of Grand Valley	100.0%	629,306,057	629,306,057	0.30%	9,777	26,471	3,003	39,251	37,414	4.9%
Melancthon Twp	56.0%	621,036,905	347,780,667	0.16%	5,403	14,629	1,660	21,692	21,055	3.0%
Southgate Twp	6.0%	1,171,985,196	70,319,112	0.03%	1,092	2,958	336	4,386	4,082	7.4%
Haldimand County	41.0%	7,540,022,556	3,091,409,248	1.45%	48,029	130,037	14,753	192,819	188,187	2.5%
Norfolk County	5.0%	9,936,265,436	496,813,272	0.23%	7,719	20,898	2,371	30,988	30,398	1.9%
Halton Region	10.6%	49,388,040,845	5,220,626,448	2.45%	81,109	219,600	24,914	325,623	317,066	2.7%
Hamilton City	26.7%	98,248,255,488	26,281,408,343	12.33%	408,315	1,105,497	125,421	1,639,233	1,605,656	2.1%
Oxford County	36.1%	4,704,097,710	1,696,921,269	0.80%	26,364	71,379	8,098	105,841	103,618	2.1%
North Perth T	2.0%	2,497,940,188	49,958,804	0.02%	776	2,101	238	3,115	2,933	6.2%
Perth East Twp	40.0%	2,108,636,244	843,454,498	0.40%	13,104	35,479	4,025	52,608	51,654	1.8%
Waterloo Region	100.0%	107,591,348,898	107,591,348,898	50.49%	1,671,568	4,525,707	513,453	6,710,728	6,542,324	2.6%
Centre Wellington Twp	100.0%	5,519,221,813	5,519,221,813	2.59%	85,748	232,160	26,339	344,247	335,603	2.6%
Erin T	49.0%	2,632,734,184	1,290,039,750	0.61%	20,042	54,264	6,156	80,462	79,394	1.3%
Guelph C	100.0%	28,678,588,984	28,678,588,984	13.46%	445,558	1,206,332	136,861	1,788,751	1,757,601	1.8%
Guelph Eramosa Twp	100.0%	2,990,332,288	2,990,332,288	1.40%	46,459	125,785	14,271	186,515	182,089	2.4%
Mapleton Twp	95.0%	1,936,823,480	1,839,982,306	0.86%	28,586	77,397	8,781	114,764	111,066	3.3%
Wellington North Twp	51.0%	1,842,795,052	939,825,477	0.44%	14,601	39,533	4,485	58,619	57,083	2.7%
Puslinch Twp	75.0%	2,856,920,480	2,142,690,360	1.01%	33,289	90,130	10,225	133,644	129,031	3.6%
Total		355,872,351,049	213,107,216,762	100.00%	3,310,888	8,964,112	1,017,000	13,292,000	12,968,000	2.5%

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

