

**Items of Information**  
**Council Agenda – March 24, 2025**

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**LONG POINT REGION CONSERVATION AUTHORITY**  
**Board of Directors Meeting Minutes of February 5, 2025**  
**Approved March 7, 2025**

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Members in attendance:

Dave Beres, Chair	Town of Tillsonburg
Doug Brunton, Vice-Chair	Norfolk County
Shelley Ann Bentley	Haldimand County
Robert Chambers	County of Brant
Michael Columbus	Norfolk County
Tom Masschaele	Norfolk County
Jim Palmer	Township of Norwich
Chris Van Paassen	Norfolk County
Rainey Weisler	Municipality of Bayham/Township of Malahide

Regrets:

Peter Ypma	Township of South-West Oxford
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Staff in attendance:

Judy Maxwell, General Manager  
Aaron LeDuc, Manager of Corporate Services  
Leigh-Anne Mauthe, Manager of Watershed Services  
Saifur Rahman, Manager of Engineering and Infrastructure  
Jessica King, Social Media and Marketing Associate  
Nicole Sullivan, HR Coordinator/Executive Assistant

**1. Welcome and Call to Order**

The Chair called the meeting to order at 6:30 p.m., Wednesday, February 5, 2025.

**2. Additional Agenda Items**

There were no additional agenda items.

**3. Approval of the Agenda**

**A-17/25**

Moved by J. Palmer  
Seconded by S. Bentley

THAT the LPRCA Board of Directors approves the agenda as circulated.

**Carried**

**4. Declaration of Conflicts of Interest**

None were declared.

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**FULL AUTHORITY COMMITTEE MEMBERS**

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,  
Tom Masschaele, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

## **5. Minutes of the Previous Meeting**

### **a) Board of Directors Meeting of January 8, 2025**

#### **A-18/25**

Moved by R. Weisler

Seconded by C. Van Paassen

THAT the minutes of the LPRCA Board of Directors Meeting held January 8, 2025 be adopted as circulated.

**Carried**

## **6. Business Arising**

### **a) Letter to Honourable Graydon Smith Re: Extensions to Minister's Direction**

Mike Columbus asked the Chair, Dave Beres, if there was any discussion at the ROMA conference about the Minister's Direction. Dave Beres replied that there was no opportunity to bring the issue forward.

Judy Maxwell informed the Board that during a Conservation Ontario General Manager's meeting it was made clear at ROMA that Minister Graydon had no plans on changing his direction. Robert Chambers echoed this sentiment.

#### **A-19/25**

Moved by T. Masschaele

Seconded by S. Bentley

THAT the Letter outlined in the Board of Directors agenda of February 5, 2025 be received as information.

**Carried**

## **7. Review of Committee Minutes**

### **a) Lee Brown Marsh Management Committee, August 20, 2024**

#### **A-20/25**

Moved by M. Columbus

Seconded by D. Brunton

THAT the minutes of the Lee Brown Marsh Management Committee meeting held August 20, 2024 be adopted as circulated.

**Carried**

## **8. Correspondence**

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### **FULL AUTHORITY COMMITTEE MEMBERS**

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,  
Tom Masschaele, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

There was no correspondence to discuss.

**9. Development Applications**

**a) Section 28 Regulations Approved Permits (L. Mauthe)**

**A-21/25**

Moved by S. Bentley  
Seconded by R. Weisler

THAT the LPRCA Board of Directors receives the staff approved Section 28 Regulation Approved Permits report dated January 29, 2025 as information

**Carried**

**b) 2024 Permit Application Turnaround Times (L. Mauthe)**

Leigh-Anne Mauthe presented the report. Dave Beres asked Leigh-Anne Mauthe if the Authority received many complaints about the turnaround times last year. Leigh-Anne Mauthe replied that there were only a few that occurred during a Resource Planner vacancy.

**A-22/25**

Moved by M. Columbus  
Seconded by J. Palmer

THAT the LPRCA Board of Directors receives the 2024 Permit Application Turnaround Times Report as information.

**Carried**

**10. New Business**

**a) General Manager's Report (J. Maxwell)**

Judy Maxwell presented the report. There were no questions.

**A-23/25**

Moved by T. Masschaele  
Seconded by R. Weisler

THAT the LPRCA Board of Directors receives the General Manager's Report for January 2025 as information.

**Carried**

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**FULL AUTHORITY COMMITTEE MEMBERS**

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,  
Tom Masschaele, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

**b) Service Recognition Program (J. Maxwell)**

Judy Maxwell presented the Service Recognition Report. There were no questions.

**A-24/25**

Moved by J. Palmer

Seconded by R. Chambers

THAT the LPRCA Board of Directors receives the Service Recognition Report as information.

**Carried**

**c) Timber Tender Results – McKonkey Tract (J. Maxwell)**

Judy Maxwell presented the McKonkey Tract report. Mike Columbus asked staff what the budget for forestry was in 2025. Judy Maxwell informed the Board that the budget for 2025 is \$310,000.

**A-25/25**

Moved by S. Bentley

Seconded by M. Columbus

THAT the LPRCA Board of Directors receives the Timber Tender report for the McKonkey Tract Block 1 and Block 2 as information.

**Carried**

**d) LPRCA Riverine Flood Hydrology Study Update RFP (S. Rahman)**

Saifur Rahman presented the Flood Hydrology Study report. Dave Beres asked if Water's Edge Environmental Solutions were the highest ranked based on the decision matrix. Saifur Rahman informed the Board that Water's Edge were the highest ranked.

**A-26/25**

Moved by M. Columbus

Seconded by J. Palmer

THAT the LPRCA Board of Directors approve retaining Water's Edge Environmental Solutions Team Ltd. for engineering services to update the hydrology model for the LPRCA watershed at a cost of \$49,985.00 exclusive of HST.

**Carried**

The closed session began at 6:48 p.m.

**11. Closed Meeting**

**A-27/25**

Moved by T. Masschaele

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**FULL AUTHORITY COMMITTEE MEMBERS**

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,  
Tom Masschaele, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

THAT the LPRCA Board of Directors does now enter into a closed session to discuss:

- A Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority.

**Carried**

The Board reconvened in open session at 6:51 p.m.

The closed meeting minutes of the Board of Directors Meeting of January 8, 2025 was approved in closed session.

Next meeting: March 7, 2025, Board of Directors, Annual General Meeting

**Adjournment**

The Chair adjourned the meeting at 6:51 p.m.

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Dave Beres  
Chair

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Judy Maxwell  
General Manager/Secretary-Treasurer

/ns

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**FULL AUTHORITY COMMITTEE MEMBERS**

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,  
Tom Masschaele, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma



## Long Point Region Conservation Authority

Long Point Region Conservation Authority  
4 Elm Street, Tillsonburg, Ontario N4G 4Y7

Phone: 519-842-4242  
Fax: 519-842-7123  
Toll free: 1-888-231-5408  
[www.lprca.on.ca](http://www.lprca.on.ca)

March 14, 2025

Cathy Case, CAO  
Haldimand County  
53 Thorburn St. S  
Cayuga ON N0A 1E0  
Email: [ccase@haldimandcounty.on.ca](mailto:ccase@haldimandcounty.on.ca)

Attention: Ms. Case

Dear Members of Council, Residents, and Ratepayers,

The Long Point Region Conservation Authority held our Annual General Meeting on Friday March 7, 2025 and I am pleased to inform you the Authority had another successful year in 2024.

The Annual Report highlights the activities of the Authority for the year 2024. The Authority issued 198 planning permits, consulted on 84 municipal applications, and participated in 14 pre-consultations. We surveyed six of our forest tracts (544 acres) to identify species at risk, and invasive control was completed on 1,146 acres of land. We funded two erosion control projects and 1,504 acres of cover crops on landowners' properties, and planted 44,727 trees throughout the watershed.

The Vittoria Dam Class Environmental Assessment was completed and the preferred alternative will be implemented over a number of years. The Authority completed and updated six corporate plans including the 2024 – 2027 Strategic plan and the following plans in compliance with *Ontario Regulation 686/21*: Conservation Lands Strategy, Watershed-based Resource Management Strategy, Water Control Infrastructure Asset Management Plan, Water Control Infrastructure Operation Plan, and Ice Management Plan. Our Flood Forecasting & Warning team issued 11 flood messages over seven events in partnership with our municipal emergency management teams.

Financially, the Authority ended 2024 in a positive financial position. The 2024 LPRCA financial statements, audited by MNP LLP of London, and a copy of our 2024 Annual Report highlighting the programs, services, and accomplishments the Authority achieved in 2024 are attached.

On behalf of the Long Point Region Conservation Authority Board of Directors, I would like to thank you for your continued support of the Authority.

Yours truly,

*Judy Maxwell*

Judy Maxwell, CPA, CGA  
General Manager/Secretary-Treasurer

CC. Chad Curtis, Municipal Clerk

Attachment 1: 2024 Annual Report  
Attachment 2: 2024 LPRCA financial statements

Hard copy sent by mail

# LONG POINT REGION CONSERVATION AUTHORITY

# ANNUAL REPORT

2024





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## Message from the Chair & General Manager

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On behalf of the Board of Directors and staff, we are pleased to present this year's Annual Report, highlighting the progress and achievements of the Authority throughout 2024. Our continued commitment to protecting people and optimizing the health of the natural environment is essential in serving the residents of the watershed and delivering on our mission.

The Authority approved six key strategic documents in 2024, which will guide the organization's direction and decision-making to ensure organizational efficiency and effectiveness. The Watershed-based Resource Management and Conservation Land Strategies identify the Authority's goals for resource management and management of Authority properties. The 2024-2027 Strategic Plan refresh reaffirmed our mission. The Water Control Infrastructure Operational Plan and the Water Control Infrastructure Asset Management Plan will guide the Authority's operational and infrastructure renewal decisions for the 13 water control structures throughout the watershed.

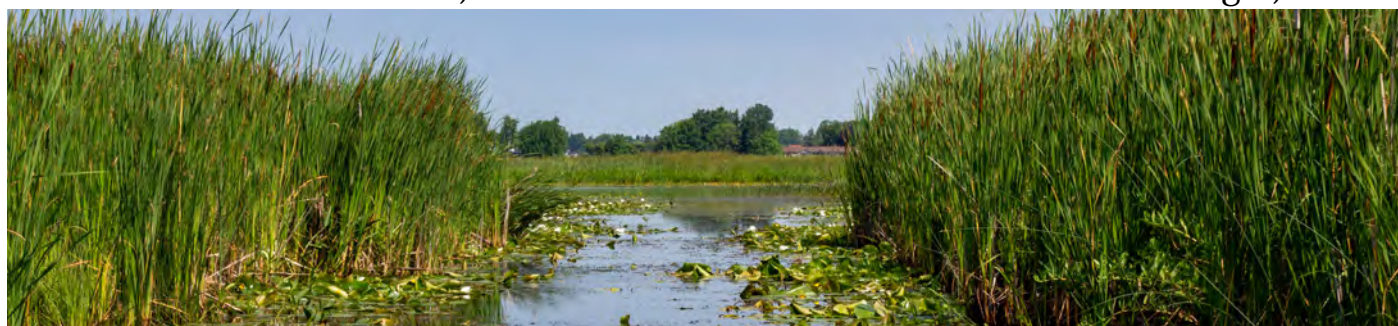
In 2024, planning staff issued 198 permits, the Flood Forecasting and Warning team issued 11 messages over 7 events, 44,727 trees were planted, 1,504 acres of cover crops were planted, 1,146 acres of land were treated for invasive species across 15 properties, and our conservation area campgrounds brought in 455 seasonal campers and 8,465 overnight stays.

The Authority made important progress throughout 2024 through the completion of corporate plans/studies and the delivery of programs and services. These achievements could not have been accomplished without the commitment of staff and the support of the Board of Directors.

We extend our sincere appreciation and thanks to everyone that contributed to another successful year.

**Robert Chambers**  
Chair, LPRCA Board of Directors

**Judy Maxwell**  
General Manager, LPRCA





# Memorial Forest Dedication Service

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The Memorial Forest is a forest located within Backus Heritage Conservation Area meant to act as a living tribute to loved ones in a unique and environmentally nurturing way. A service is held annually on the third Sunday in September where donors and families are invited to remember their loved ones in the form of creating new life by expanding the forest each year in their memory. In 2024, we honoured 142 loved ones in the presence of 130 guests. LPRCA Chair, Robert Chambers, took to the podium alongside Pastor Rev. Ted Smith to deliver the service. Throughout the event, Brenda Atkinson performed a series of musical performances.



## In Memoriam

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*Stewart Patterson*

It is with sorrow that LPRCA notes the passing of Stewart Patterson, Board of Directors member who served with LPRCA for six years, representing Haldimand County. Stew was heavily involved in his community being a member of the Jarvis Lions Club among a variety of other organizations. He had a great passion for bettering his community and the environment. He was an honored member of the LPRCA family and will be greatly missed.

It is with sadness that LPRCA notes the passing of Betty Chanyi. Betty served on LPRCA's Backus Museum Committee for nine years and on LPRCA's Board of Directors as a member representing Norfolk County for four years. Betty was heavily involved in the community as she immersed herself in a multitude of local groups in the Port Rowan area. Betty was a great supporter of LPRCA and will be dearly missed.



*Betty Chanyi*



# Protecting Life & Property

## Flood Forecasting & Warning

LPRCA’s Flood Forecasting and Warning team works on rotation 24/7/365 to fulfill conversation authorities’ core mandate of protecting people and property from natural hazards. The team monitors both lake and

	2024	2023
Water Conditions Statements	6	5
Flood Watches	2	2
Flood Warnings	3	1

riverine conditions across the watershed and delivers flood-related messages to the public for storm events. During storm events, there is coordination with municipal emergency response staff. In addition, the messages are also relayed to LPRCA’s corporate website and posted to all LPRCA social media channels. In 2024, the Long Point Region Watershed experienced a total of seven flood-related events with staff issuing 11 messages during the events. LPRCA also has a low-water response team that monitors levels by measuring precipitation, stream flow and groundwater levels. There were no advisories issued in 2024.

## Source Water Protection

In accordance with the *Clean Water Act* of 2006, LPRCA works alongside Grand River CA, Catfish Creek CA, Kettle Creek CA and stake-holders, forming the Lake Erie Source Protection Region. Each authority has its own source protection plan that includes policies aimed to protect existing and future sources of municipal drinking water. The Long Point Source Protection Plan has been in effect since 2015 and aims to protect sources of drinking water from contamination and overuse. In accordance with *Ontario Regulation 287/07 s.52*, Long Point Region Source Protection Authority provides annual progress reports that report on the implementation status of significant drinking water threats within the region. The report is submitted to the Ministry of the Environment, Conservation and Parks.

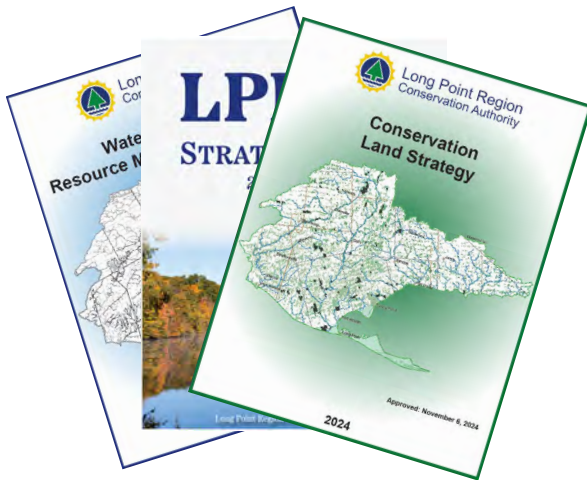


# Vittoria Dam - Conservation Ontario Class Environmental Assessment

A Conservation Ontario Class Environmental Assessment on Vittoria Dam, initiated in 2023 following a Dam Safety Review completed in 2015, is now complete. The Notice of Project Completion was issued on August 26, 2024 and outlined the preferred alternative of slowly decommissioning the flow controls over a number of years. This process includes the removal of all available operational dam elements related to flow control including stop logs and gains, and the low-level sluice gate bypass system. Mitigating remobilization of sediment, providing time for flora and fauna to adjust, and protecting native Brook Trout is of utmost importance during this process. The next step is to develop a detailed plan and design to implement the decommissioning.



## Update of Corporate Strategic Plans



In 2024, LPRCA completed the required plans in accordance to *Ontario Regulation 686/21: Mandatory Programs and Services* made under the *Conservation Authorities Act*, along with a refresh of the LPRCA Strategic Plan. The plans will provide the Authority with a high-level framework that guides, manages and informs future decision-making.

The plans are as follows:

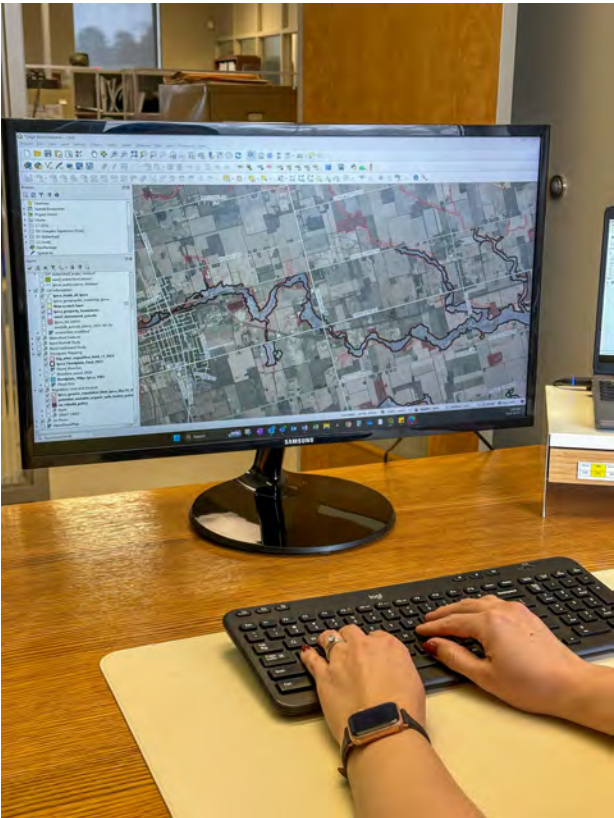
- Conservation Land Strategy;
- Watershed-based Resource Management Strategy;
- Water Control Infrastructure Asset Management Plan;
- Water Control Infrastructure Operational Plan;
- Ice Management Plan; and
- LPRCA Strategic Plan Refresh 2024-2027.



# Planning & Regulations

The *Ontario Regulation 178/06: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses* under the *Conservation Authorities Act*, legislation was revoked and the new *Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits* took effect on April 1, 2024. The new legislation, *Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits*, is used to regulate development in floodplains and hazardous areas within our watershed. Some changes are highlighted below:

- A number of development activities are exempt from requiring a permit and many are minor in nature and have size and/or location restrictions in order to be exempt;
- The regulated area around Provincially Significant Wetlands is reduced from 120 metres to 30 metres; and
- The Minister of Natural Resources has increased authority for permit decisions for issuing or denying a permit.



	2024	2023
Permit Applications Issued	198	245
Municipal Applications Reviewed and Comments Provided	84	117
Formal Pre-consultation Meetings	14	32

In 2024, LPRCA issued 198 permits with an average turnaround time for minor applications taking 5.2 calendar days and major applications taking 8.3 calendar days.

# Enhancing Watershed Health

## Stewards of the Land

LPRCA's landowner services are designed to help residents make the most out of their land by helping preserve and enhance the health of it. Services include:

- Cover crops;
- Tree planting;
- Restoration services;
  - Pit & mound forest restoration
  - Wetland enhancement/protection
  - Tall grass prairie planting
  - Riparian buffer zone installation
  - Species at risk protection
- Erosion control plans; and
- Rural water quality programs.

These best management practices benefit the watershed's health by filtering water to limit nutrient runoff, restoring the natural hydrology of the land, supporting biodiversity and more.



Through Forest Canada's 50 Million Program and Ontario Power Generation's Regional Biodiversity Program, LPRCA facilitated the planting of 44,727 trees throughout the watershed in 2024. LPRCA also planted 1,504 acres of cover crops in partnership with 19 agricultural producers in 2024. ALUS Norfolk coordinated funding from Environment and Climate Change Canada's Integrated Conservation Action Plan (ECCC/ICAP) to execute the cover crop planting. Staff designed two erosion control projects with funding from ECCC/ICAP and Canada-Ontario Agreement funding from the Ministry of Agriculture, Food, and Agribusiness coordinated by Kettle Creek Conservation Authority.



## Invasive Species Control

In the summer of 2024, LPRCA expanded the Hemlock Woolly Adelgid (HWA) monitoring program initially established by the Invasive Species Centre, Natural Resources Canada and the Canadian Food Inspection Agency. The program monitors HWA using environmental DNA (eDNA). Forestry staff have installed eDNA traps in the Jacques Tract and Hay Creek Conservation Area. Staff have also inventoried and/or treated four properties across the watershed that are or could be affected by HWA.

LPRCA and Ontario Woodlot Association partnered to inventory and treat the Jacques Tract to help in developing an HWA management guide for land managers across the province.



With the support and funding from Environment and Climate Change Canada, forestry staff continue to survey and treat new forest tracts and conduct re-treatment spraying for invasive species. Throughout the year, 1,146 acres of land across 15 properties were treated for invasive species, with 718 acres receiving their first treatment.

Staff will continue to monitor for new and emerging invasive species that threaten the LPRCA watershed.



## Forest Management & Land Holdings

To ensure the Authority continues its legacy of well managed forests, LPRCA uses good forestry practices that focus on ecologically sustainable forest management with emphasis on social, economic and ecological values.

LPRCA owns over 11,000 acres of land, which includes:

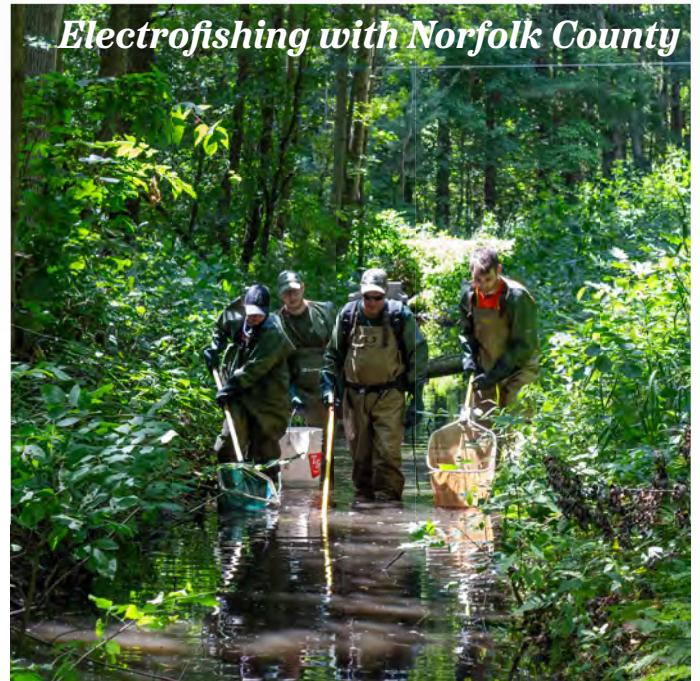
- 90 forest tracts;
- Over 7,500 acres of managed forests tracts;
- 1,145 acres of protected and classified natural heritage woodlands; and
- 800 acres of uplands and marsh.



An ecologist was hired to ecologically survey 544 acres of land over six forest tracts to identify Species at Risk and Species of Concern. As per the *Endangered Species Act*, this is done to aid in the protection of these species and to promote habitat through upcoming harvesting operations. Using good forestry practices, certified tree markers marked trees for harvest. As a result, in 2024, the Authority issued and awarded two tenders.



## Water Quality Monitoring



As a mandatory program and service, the Ministry of the Environment, Conservation and Parks (MECP) oversees the Provincial (Stream) Water Quality Monitoring Network (PWQMN) and the Provincial Ground Monitoring Network (PGMN), LPRCA monitors surface and ground water quality throughout the Long Point Region Watershed. Samples are collected throughout the year and sent for testing for parameters such as chloride, nutrients and metals. In 2024, samples for PWQMN were collected eight times at ten different locations. Samples for PGMN are collected annually and are drawn from 11 sampling wells. The information collected by analyzing these samples are added to a provincial dataset and the results are on the MECP website.

LPRCA also monitors the region's stream health by collecting samples using the protocol under the Ontario Benthos Bio-monitoring Network (OBBN). Samples are collected slightly different to monitor stream health, instead of taking a water sample and analyzing that, we collect the living things within the water itself. LPRCA gathered benthic invertebrate samples from 12 different sites around the watershed and sent the identification information to OBBN once the invertebrates were sorted. Staff also worked with Norfolk County staff, with funding from the Department of Fisheries and Oceans, to classify seven unrated drains. This is done by identifying different fish species (through the practice of electrofishing), identifying different plant species and assessing flows within the watercourses.



# Connecting People to Nature

## Backhouse Historic Site



*Historic Site Interpreter at Cherry Valley School House*

The Backhouse Historic Site welcomed visitors this summer to enjoy the historic village. An estimated 2,100 visitors made the journey to visit the site. The village was staffed with interpreters that facilitated programming such as tinsmithing, period demonstrations of school lessons, dressing and laundry, wool carding and spinning, and period appropriate games/crafts. Daily guided tours of the Mill took place when the village was open. At the Community Hall, the Weaver's from the Norfolk Fibre Arts Guild set up shop and gave spinning demonstrations for visitors to enjoy.

## Education Programming



Interactive heritage and outdoor education programming saw a significant increase in the number of students registered in the 2024 school year. Contracts with two local school boards and an increase of out-of-contract classes brought in over 3,500 students who participated in education programming at Backus Heritage Conservation Area, nearly doubling the number of students from the previous year.

Two new program options were developed to expand the age range of students that can participate in programming. The programs include, ***Dominion in Canada***, designed for grade 8 students and the ***Backus Benthic Study***, designed for grades 9-12.



## Conservation Areas



The 2024 season welcomed 8,465 overnight campers and 455 seasonal campers across LPRCA's five campgrounds. LPRCA education/heritage staff brought the educational workshops, *Turtle Talk* and *History on Wheels*, to all five campgrounds for campers to enjoy.

Backus Heritage CA, Norfolk CA and Waterford North CA all received washroom upgrades. The water access at Haldimand CA was improved, the well head was repaired and the park received drainage upgrades.



Park staff started on the prep work for a monarch habitat restoration site at Norfolk CA in partnership with the Canadian Wildlife Federation with funding from Environment and Climate Change Canada.

## Community Relations

2024 was an exciting and fun year full of partnerships and community outreach. LPRCA hosted the Scouts of Port Dover at our Wetland Trail located in Backus Heritage CA to teach them how to properly plant trees. In June, LPRCA, alongside St. Clair Region CA, attended Tillsonburg Turtle Fest as information vendors. In partnership with Rogers TV, LPRCA collaborated with Ranger Em on her show, *Learning With Ranger Em*, showcasing the uniqueness of the Long Point Region. LPRCA staff attended the Elgin Children's Water Festival and the Carolinian Forest Festival with neighbouring Conservation Authorities, Kettle Creek CA, Catfish CA and Upper Thames CA. The Authority also collaborated with local newspapers and landowners to showcase landowner stewardship projects in the watershed.





## Children's Fishing Derbies



The 2024 Deer Creek Children's Fishing Derby (Kids, Cops & Canadian Fishing Days) was a great success with a turnout of 100 participants! This annual event is one that brings the community together to have fun in the outdoors.



## Return of the War of 1812 Re-Enactment

After a 4 year hiatus, the War of 1812 Re-enactment returned and took place September 6-8, 2024. The 40th anniversary of the annual event was a large success, with over 400 visitors in attendance. The event included 155 re-enactors, two battle re-enactments, period demonstrations and shopping at Sutlers row. Tea for Three, a musical trio, added to the 19th century ambiance with their time period appropriate musical performances. Dolly's Sandwiches, a food vendor, made sure the re-enactors and visitors were full of delicious food. The Port Rowan South Walsingham Heritage Association took up shop in the Cherry Valley School House to further educate visitors. Overall, the return of the event was a great success.





## Leighton & Betty Brown Scholarship



Since 2007, the Lee Brown Marsh Management Committee and LPRCA have been awarding the Leighton & Betty Brown scholarship to deserving watershed students that are pursuing a degree in an environmental or natural resources field at a post-secondary level. In 2024, Jared McPherson was awarded with a \$1,000 scholarship to help him in his studies of Geography at the

University of Ottawa. The scholarship recognizes graduating high school students who demonstrate a passion for the environment and have achieved academic excellence. The scholarship was established to honour Leighton, former LPRCA employee, and Betty, Leighton's wife, who both made significant contributions to waterfowl management.

## Conservation Stewardship Award

Brian Woolley is an active member in the community as Director of Woodhouse Township on the Norfolk Soil & Crop Improvement Association Board of Directors, an active participant in the Haldimand-Norfolk Beekeepers' Association and an upcoming Board member for the Norfolk Federation of Agriculture. Brian actively participates in environmentally responsible farm management practices on his property to mitigate erosion and improve soil health, amongst many other projects/hobbies, like beekeeping.

Brian's lifelong passion and dedication for the conservation of natural resources is the reason he was selected as the recipient of the Conservation Stewardship award for 2024. Thank you and congratulations Brian!



# Meet the Authority

As a special-purpose environmental body, LPRCA works in partnership with our eight member municipalities, the provincial and federal governments, and the community to protect, restore and manage the natural heritage in the Long Point Region Watershed. The watershed is 2,782 km<sup>2</sup> with 255 km of Lake Erie Shoreline and a population of approximately 100,000. LPRCA owns approximately 11,000 acres of land, 13 water-control structures and operates five campgrounds and various parkettes within the watershed.

## 2024 LPRCA Staff

<b>Judy Maxwell</b>	General Manager/Secretary-Treasurer		
<b>Aaron Le Duc</b>	Manager of Corporate Services		
<b>Leigh-Anne Mauthe</b>	Manager of Watershed Services		
<b>Lorrie Minshall</b>	Project Manager, Watershed Services		
<b>Saifur Rahman</b>	Manager of Engineering & Infrastructure		
<b>Kim Brown</b>	Marsh Manager	<b>Dana McLachlan</b>	Executive Assistant
<b>Paige Burke</b>	Accounting Clerk	<b>Barry Norman</b>	Workshop Operations Labourer
<b>Greg Butcher</b>	Grounds Maintenance	<b>Sarah Pointer</b>	Curator
<b>Bob Dewdney</b>	Marsh Operations Labourer	<b>David Proracki</b>	Water Resources Analyst
<b>Evan Forbes</b>	Superintendent of CAs	<b>Chris Reinhart</b>	Forestry Technician
<b>Paul Gagnon</b>	Lands & Waters Supervisor	<b>Braedan Ristine</b>	Resource Planner
<b>Alex Huber</b>	Receptionist	<b>Darell Rohrer</b>	Workshop Operations Labourer
<b>Brock Hussey</b>	Lands & Waters Technician	<b>Frank Schram</b>	Workshop Supervisor
<b>Isabel Johnson</b>	Resource Planner	<b>Jeffery Smithson</b>	Workshop Operations Labourer
<b>Amanda Kaye</b>	Accounting Clerk	<b>Nicole Sullivan</b>	HR Associate/Receptionist
<b>Ryan Kindt</b>	Workshop Technician	<b>Debbie Thain</b>	Supervisor of Forestry
<b>Jessica King</b>	Marketing & Social Media Associate	<b>Alanna Yungblut</b>	Heritage Programmer

**As well as our many seasonal staff and summer students.**





## 2024 Board of Directors

### Chair

Robert Chambers

### Vice Chair

Dave Beres

### Directors

Shelly Ann Bentley	Haldimand County
Doug Brunton	Norfolk County
Michael Columbus	Norfolk County
Tom Masschaele	Norfolk County
Chris Van Paassen	Norfolk County
Jim Palmer	Township of Norwich
Stewart Patterson	Haldimand County
Rainey Weisler	Municipality of Bayham/ Township of Malahide
Peter Ypma	Township of South-West Oxford

### Lee Brown Marsh

### Management Committee

Tom Haskett, Chair  
Doug Brunton  
Larry Chanda  
Michael Columbus  
Lou Kociuk

### Backus Museum Committee

Heather Smith, Chair  
Betty Chanyi, Past Chair  
Daves Beres  
Michael Columbus  
Dene Elligson  
Tom Masschaele  
Julie Stone  
Madaline Wilson

## Farewell, Dana!

Dana McLachlan started her journey at LPRCA in 2007 and served as the Executive Assistant for nearly 18 years. She is a true testament to what a loyal and hardworking employee looks like. She was someone you could always count on for a helping hand. Her kindness and bubbly personality filled the LPRCA team with a sense of joy and unity that will always hold a special place in our hearts. The LPRCA team wishes her nothing but happiness and a sense of fulfillment in her retirement.

Thank you for your service Dana, enjoy your retirement!



# Facts & Figures

## Financial Highlights

### 2024 Revenue

Municipal Levy - Operating	\$	2,145,963	33%
Municipal Levy - Capital	\$	216,424	2%
Provincial Funding	\$	35,229	1%
Fees	\$	3,542,876	56%
Forestry Sales	\$	505,027	8%
Total	\$	6,445,519	100%

### 2024 Expenditures

Planning and Watershed Services	\$	1,130,016	21%
Backus Heritage CA	\$	308,323	6%
Maintenance Operations Services	\$	900,671	15%
Forestry Services	\$	398,958	7%
Conservation Parks	\$	1,499,324	26%
Corporate Services	\$	1,368,009	25%
Total	\$	5,605,301	100%

### Use of 2024 Operating Levy

Corporate Services	\$	958,646	36%
Planning and Watershed Services	\$	536,509	29%
Backus Heritage CA	\$	5,582	5%
Maintenance Operations Services	\$	645,226	30%
Total	\$	2,145,963	100%

### Share of 2024 Operating Levy

Haldimand County	\$308,299	14%
Norfolk County	\$1,102,752	51%
Oxford County	\$469,365	22%
Brant County	\$152,855	7%
Bayham Municipality	\$97,190	5%
Malahide Township	\$15,502	1%
Total	\$2,145,963	100%



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**4 Elm Street, Tillsonburg, ON N4G 0C4**  
**519-842-4242 | 1-888-231-5408**  
**conservation@lprca.on.ca**  
**www.lprca.on.ca**

## **THANK YOU TO OUR MUNICIPAL PARTNERS**

Municipality of Bayham | County of Brant | Haldimand County  
Town of Tillsonburg | Township of Malahide | Norfolk County  
Township of Norwich | Township of South-West Oxford

# **LONG POINT REGION CONSERVATION AUTHORITY**

**Financial Statements  
December 31, 2024**

# **LONG POINT REGION CONSERVATION AUTHORITY**

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**DECEMBER 31, 2024**

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## MANAGEMENT REPORT

### Management's Responsibility for the Financial Statements

The accompanying financial statements are the responsibility of the management of Long Point Region Conservation Authority and have been prepared by management in accordance with Canadian public sector accounting standards. Management is also responsible for the notes to the financial statements, schedules and the integrity and objectivity of these financial statements. The preparation of financial statements involves the use of estimates based on management's judgment to which management has determined such amounts on a reasonable basis in order to ensure that the financial statements and any other supplementary information presented are consistent with that in the financial statements.

The Authority is also responsible to maintain a system of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable, available on a timely basis, and accurate, and that the transactions are properly authorized and that the Authority's assets are properly accounted for and adequately safeguarded.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a quarterly basis with management, as well as with the external auditors to satisfy itself that each party is properly discharging its responsibilities with respect to internal controls and financial reporting. The external auditors MNP LLP have full and free access to financial information and the Board of Directors prior to the approval of the financial statements.

The financial statements have been examined by MNP LLP, the external auditors of the Authority. The responsibility of the external auditors is to conduct an independent examination in accordance with Canadian generally accepted auditing standards, and to express their opinion on whether the financial statements are fairly presented in all material respects in accordance with Canadian public sector accounting standards.

*Dave Beres*

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Dave Beres  
Chairman of the Board

*Judy Maxwell*

---

Judy Maxwell, CPA, CGA  
General Manager, Secretary/Treasurer

Tillsonburg, Canada  
**March 7, 2025**

## Independent Auditor's Report

---

To the Board of Directors of Long Point Region Conservation Authority:

### Opinion

We have audited the financial statements of Long Point Region Conservation Authority (the "Authority"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations and change in accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 2024, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

London, Ontario  
March 7, 2025

The logo for MNP LLP, featuring the letters 'MNP' in a large, bold, handwritten-style font, followed by 'LLP' in a smaller, sans-serif font.

Chartered Professional Accountants

Licensed Public Accountants



# LONG POINT REGION CONSERVATION AUTHORITY

## STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2024

	<u>2024</u>	<u>2023</u>
<b>Financial Assets</b>		
Cash (note 4)	\$ 2,865,947	\$ 4,059,009
Investments (note 5)	10,420,467	8,429,577
Accounts receivable (note 12)	162,954	388,631
Accrued receivable (note 12)	46,941	13,575
Other assets (note 12)	127,479	75,824
	<hr/> 13,623,788	<hr/> 12,966,616
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities (note 12)	349,044	356,288
Deferred revenue (schedule 1)	1,027,817	879,128
	<hr/> 1,376,861	<hr/> 1,235,416
<b>Net financial assets</b>	<hr/> 12,246,927	<hr/> 11,731,200
<b>Non-Financial Assets</b>		
Tangible capital assets (schedule 2)	8,387,688	8,063,197
	<hr/>	<hr/>
<b>Net assets</b>	<hr/> <b>\$ 20,634,615</b>	<hr/> <b>\$ 19,794,397</b>
Commitment (note 7)		
Contingent liabilities (note 9)		
<b>Accumulated Surplus</b>		
Accumulated surplus - internally restricted (schedule 3)	6,249,829	5,743,696
Accumulated surplus - externally restricted (schedule 4)	5,997,098	5,987,504
Accumulated surplus - tangible capital assets	8,387,688	8,063,197
	<hr/>	<hr/>
<b>Total accumulated surplus</b>	<hr/> <b>\$ 20,634,615</b>	<hr/> <b>\$ 19,794,397</b>

On behalf of the Board of Directors:

*Dave Beres*

\_\_\_\_\_  
Dave Beres

Chair, Board of Directors

*Chris Van Paassen*

\_\_\_\_\_  
Chris Van Paassen

Chair, Audit and Finance Committee

# LONG POINT REGION CONSERVATION AUTHORITY

## STATEMENT OF OPERATIONS AND CHANGE IN ACCUMULATED SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2024

	<b>Budget <u>2024</u> (note 6)</b>	<b>Actual <u>2024</u></b>	<b>Actual <u>2023</u></b>
<b>Revenues</b>			
Municipal levies:			
General	\$2,145,963	\$2,145,963	\$2,099,510
Special	248,940	216,424	150,000
Government grants:			
Provincial	35,229	35,229	35,229
Corporate services (note 8)	281,200	406,347	372,551
Planning and watershed services	322,730	501,757	532,681
Forestry services	526,985	505,027	499,788
Backus Heritage conservation area	168,179	148,542	213,802
Conservation parks	1,955,100	2,152,252	2,044,566
Maintenance operations services	636,017	333,978	359,381
Gain on disposal of tangible capital assets	-	-	11,271
<b>Total Revenues</b>	<b>6,320,343</b>	<b>6,445,519</b>	<b>6,318,779</b>
<b>Expenditures</b>			
Corporate services	1,376,698	1,368,009	1,305,091
Planning and watershed services	926,451	1,130,016	1,092,552
Forestry services	485,960	398,958	412,513
Backus Heritage conservation area	307,756	308,323	317,138
Conservation parks	1,667,787	1,499,324	1,410,308
Maintenance operations services	1,103,616	900,671	778,254
<b>Total expenditures</b>	<b>5,868,268</b>	<b>5,605,301</b>	<b>5,315,856</b>
<b>Annual Surplus</b>	<b>\$452,075</b>	<b>\$840,218</b>	<b>\$1,002,923</b>
<b>Accumulated surplus, beginning of the year</b>	<b>19,794,397</b>	<b>19,794,397</b>	<b>18,791,474</b>
<b>Accumulated surplus, end of the year</b>	<b><u>\$20,246,472</u></b>	<b><u>\$20,634,615</u></b>	<b><u>\$19,794,397</u></b>

# LONG POINT REGION CONSERVATION AUTHORITY

## STATEMENT OF CHANGES IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2024

	<b>Budget <u>2024</u> (note6)</b>	<b>Actual <u>2024</u></b>	<b>Actual <u>2023</u></b>
Annual Surplus	\$452,075	\$840,218	\$1,002,923
Acquisition of tangible capital assets	(696,340)	(645,031)	(416,841)
Gain on disposal of tangible capital assets	-	-	(11,271)
Proceeds on disposal of tangible capital assets	-	-	20,890
Amortization of tangible capital assets	-	320,540	282,719
<b>Change in net financial assets</b>	<b>(244,265)</b>	<b>515,727</b>	<b>878,420</b>
<b>Net financial assets, beginning of year</b>	<b>11,731,200</b>	<b>11,731,200</b>	<b>10,852,780</b>
<b>Net financial assets, end of year</b>	<b><u>\$11,486,935</u></b>	<b><u>\$12,246,927</u></b>	<b><u>\$11,731,200</u></b>

# LONG POINT REGION CONSERVATION AUTHORITY

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2024

	<u>2024</u>	<u>2023</u>
<b>Cash Flows from Operating Activities</b>		
Operating activities:		
Annual Surplus	\$840,218	\$1,002,923
Items not affecting cash:		
Amortization of tangible capital assets	320,540	282,719
Gain on disposal of tangible capital assets	-	(11,271)
	<hr/> 1,160,758	<hr/> 1,274,371
Change in non-cash working capital:		
Accounts receivable	225,677	(186,022)
Accrued receivable	(33,366)	61,162
Other receivables	(51,655)	43,239
Accounts payable and accrued liabilities	(7,244)	139,371
Deferred revenue	148,689	114,367
	<hr/> 1,442,859	<hr/> 1,446,488
<b>Investing activities:</b>		
Acquisition of tangible capital assets	(645,031)	(416,841)
Change in investments	(1,990,890)	(1,226,323)
Proceeds on disposal of tangible capital assets	-	20,890
	<hr/> (2,635,921)	<hr/> (1,622,274)
 <b>Change in cash</b>	 (1,193,062)	 (175,786)
 <b>Cash, beginning of year</b>	 <hr/> 4,059,009	 <hr/> 4,234,795
 <b>Cash, end of year</b>	 <hr/> <b>\$2,865,947</b>	 <hr/> <b>\$4,059,009</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 1. Purpose of the Organization

Long Point Region Conservation Authority (the “Authority”) is a special purpose environmental body established under the Conservation Authorities Act of Ontario and works with member municipalities, other stakeholders, and undertakes programming to protect, restore and manage the natural resources and features in the Long Point Region Watershed.

### 2. Significant Accounting Policies

The financial statements of Long Point Region Conservation Authority are the representation of management, prepared in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The policies that are considered to be particularly significant are as follows:

#### [a] Revenue Recognition

The Authority follows the deferral method of accounting for contributions and government transfers. Restricted contributions and government transfers are deferred and are recognized as revenues in the year in which the related expenses are incurred or services performed. Unrestricted contributions and government transfers are recognized as revenues in the period in which events giving rise to the revenue occur, provided that the transactions are authorized, any eligibility criteria have been met, and a reasonable estimate can be made of the amount to be received.

General grants and levies are recognized in the period they pertain to.

Corporate services, Planning and watershed services, Forestry services, Backus Heritage site, Conservation parks and Maintenance operations services are recognized as the related expenses are incurred and the services are provided.

Interest and investment income is recognized on the accrual basis as it is earned.

#### [b] Accrual Accounting

Revenues and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 2. Significant Accounting Policies (continued from previous page)

#### [c] Internal Transactions

All inter-departmental revenues and expenditures have been eliminated for these financial statements.

#### [d] Investments

All of the investments are carried at amortized cost using the effective interest rate method. The Board of Directors has the intention to hold investments until maturity.

#### [e] Reserve Fund Balances

Internally restricted reserves are those with restrictions imposed by the Board of Directors in order to ensure funds are available for financial relief in the event of a significant loss of revenues or other financial emergency for which there is no other source of funding available. Internally restricted funds are as follows:

- (i) The Education Centre Maintenance Fund for the maintenance of the Backus Conservation Education Centre.
- (ii) The OPG Forest Corridor Fund for the long-term monitoring of forest areas.
- (iii) The Memorial Woodlot fund for the donations to the Memorial Woodlot Fund and cost to Memorial Woodlot Fund at Backus.
- (iv) The Lee Brown Waterfowl M.A. Capital Replacement Fund for the capital replacements of Lee Brown Waterfowl M.A.
- (v) The Capital Levy fund for capital additions, replacements or improvements within the authority.
- (vi) The Dam Fund is for maintenance and capital upgrades to the Authority owned flood control structures.
- (vii) The Administration Office Fund is for the future acquisition of office space that meets the organization's needs.
- (viii) The Strategic Investments in Operation/Capital Fund is for investment in operations and capital alignment with the organization's strategic plan.
- (ix) The Motor Pool Reserve is for the Operations/Capital replacement of the Authority's Motor Pool fleet and equipment.
- (x) The User Fee Reserve is for the Operations/Capital of the self-sustaining programs and services (Forestry and Parks).

Externally restricted reserves are those with restriction imposed by individuals external to the Board of Directors. Externally restricted funds are as follows:

- (i) Revenues and expenditures related to the Backus Heritage Village are recorded in the Backus Heritage Village Trust Fund.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 2. Significant Accounting Policies (continued from previous page)

- (ii) Revenues and expenditures related to the Leighton and Betty Brown scholarships are recorded in the Leighton and Betty Brown Scholarship Fund.
- (iii) Disposition of Lands Reserve shall use the funds for dam studies and repairs, flood hazard mapping and flood forecasting tools.
- (iv) The Backus Woods Reserve shall be used for conservation educational activities and capital expenditures related to educational activities at the Backus Heritage Conservation Area.

#### [f] Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual values, of the tangible capital asset, excluding land and landfill sites, are amortized on a straight-line basis over their estimated useful lives as follows:

<b>Asset</b>	<b>Useful Life - Years</b>
Land improvements	5 - 20 years
Buildings and building improvements	20 - 50 years
Machinery & equipment	20 years
Furniture and fixtures	10 years
Computers	5 years
Motor vehicles	10 years
Infrastructure	10 - 50 years

Amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Contributed tangible capital assets are recorded into revenues at their fair market values on the date of a donation.

#### [g] Donations

Unrestricted donations are recorded as revenue in the year they are received. Externally restricted donations are deferred and recognized as revenue in the year in which the related expenses are recognized. Donated materials and services are recorded as revenue and expenditure when the fair market value of the materials and services donated is verifiable, only to the extent the Authority has issued a charitable donation receipt for those materials and services.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 2. Significant Accounting Policies (continued from previous page)

#### [h] Use of Estimates

The preparation of the financial statements of the Authority, in conformity with Canadian public sector accounting standards, requires management to make estimates that affect the reported amount of assets and liabilities and the disclosure of contingent liabilities, at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results may differ from these estimates.

#### [i] Contaminated Sites

Contaminated sites are the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or living organism that exceed an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Authority is directly responsible or accepts responsibility for the liability;
- (iv) future economic benefits will be given up; and
- (v) a reasonable estimate of the liability can be made.

#### [j] Deferred Revenue

The Authority receives contributions principally from public sector bodies pursuant to legislation, regulations or agreements that may only be used for certain programs or in the completion of specific work. These amounts are recognized as revenue in the fiscal year the related expenditures are incurred or service is performed.

#### [k] Financial instruments

- (i) Measurement of financial instruments

The Authority initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Authority subsequently measures its financial assets and financial liabilities at amortized cost.



# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 2. Significant Accounting Policies (continued from previous page)

Financial assets measured at amortized cost include cash, accounts receivable and accrued receivables.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long term liabilities.

#### (ii) Fair value measurements

The Authority classifies fair value measurements recognized in the statement of financial position using a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value as follows:

Level 1: Quoted prices (unadjusted) are available in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices in active markets that are observable for the asset or liability, either directly or indirectly; and

Level 3: Unobservable inputs in which there is little or no market data, which require the Organization to develop its own assumptions.

Fair value measurements are classified in the fair value hierarchy based on the lowest level input that is significant to that fair value measurement. This assessment requires judgment, considering factors specific to an asset or a liability and may affect placement within the fair value hierarchy.

#### (iii) Impairment

All financial assets are assessed for impairment on an annual basis. When a decline is determine to be other than temporary, the amount of the loss is reported in the Statement of Operations and any unrealized gain is adjusted through the Statement of Remeasurement Gains and Losses. When the asset is sold, the unrealized gains and losses previously recognized in the Statement of Remeasurement Gains and Losses are reversed and recognized in the Statement of Operations.

The write-down reflects the difference between the carrying amount and the higher of:

- a) the present value of the cash flows expected to be generated by the asset or group of assets;
- b) the amount that could be realized by selling the assets or group of assets;

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 2. Significant Accounting Policies (continued from previous page)

c) the net realizable value of any collateral held to secure repayment of the assets of group of assets.

There are no items to be reported on the Statement of Remeasurement Gains and Losses, as a result, this statement has not been presented.

#### [I] Asset Retirement Obligations

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- (i) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) the past transaction or event giving rise to the liability has occurred;
- (iii) it is expected that future economic benefits will be given up; and
- (iv) a reasonable estimate of the amount can be made.

There have been no asset retirement obligations identified.

### 3. Changes to accounting policies

#### *Public sector standard PS 3400 – Revenue*

On January 1, 2024, the Authority adopted Canadian public sector accounting standard PS 3400 – Revenue. The new standard provides guidance on how to account and report on revenue for public sector entities. PS 3400 differentiates between revenues arising from transactions with performance obligations, referred to as exchange transactions, and transactions that do not have performance obligations, referred to as non-exchange transactions.

The Authority has implemented this standard with no significant impact.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 4. Cash

Cash consists of cash on hand and all bank account deposits. The cash balance is comprised of the following:

	2024	2023
General	\$2,862,738	\$4,009,811
Externally restricted:		
Backus Heritage Village	295	26,664
Leighton and Betty Brown Scholarship	2,914	22,534
	<b>\$2,865,947</b>	<b>\$4,059,009</b>

General cash includes a bank account earning interest at 3.40% (2023 – 5.40%).

### 5. Investments

The Authority holds short-term guaranteed investment certificates, money market funds and cash within their investments. The investment balance is comprised of:

	2024	2023
Government and corporate bonds, maturing at various dates between 2025 and 2035, yields varying between 1.40% and 5.21%	\$5,890,000	\$5,955,000
Guaranteed investment certificates maturing at various dates in 2025, yielding between 3.75% and 5.10%	3,459,000	1,505,000
Principal protected notes – fixed income note, yields varying between 0% and index return multiplied by the participation rate	1,000,000	1,000,000
Money market funds, no specified maturity or yield	11,743	11,342
Cash	92,279	43,397
	<b>10,453,022</b>	<b>8,514,739</b>
Plus: accrued interest	35,916	32,469
Plus: unamortized purchase premium	(68,471)	(117,631)
	(32,555)	(85,162)
	<b>\$10,420,467</b>	<b>\$8,429,577</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 6. Budget Figures

The unaudited budget data presented in these financial statements are based upon the 2024 operating and capital budgets approved by the Board of Directors on February 7, 2024.

### 7. Commitment

The Authority rents a premise under a long-term operating lease that expires October 2028, with two further 5 year optional renewal periods, with a final term ending October, 2038. The operating lease payments are as follows:

2025	115,347
2026	117,654
2027	120,007
2028	122,407
2029	124,855
Thereafter	1,210,703
	<u>1,810,973</u>

### 8. Investment Income

Included in corporate services revenue is interest income on investments of \$362,458 (2023 - \$321,032).

### 9. Contingent Liabilities

From time to time, the Authority is subject to claims and other lawsuits that arise in the course of ordinary business, in which damages have been sought. These matters may give rise to future liabilities for which the Authority maintains insurance coverage to mitigate such risks. The outcome of these actions is not determinable, and accordingly, no provision has been made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year in which the related litigation is settled.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 10. Pension Agreements

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS") plan, which is a multi-employer plan, on behalf of full-time and qualifying part-time employees. The plan is a defined benefit pension plan, which specifies the amount of the retirement benefit to be received by employees based on the length of service, pension formula and employee earnings. Employees and employers contribute equally to the plan. In 2024, the Authority's contribution to OMERS was \$219,415 (2023 – \$193,377).

The latest available report for the OMERS plan was December 31, 2023. At that time the plan reported a \$4.2 billion actuarial deficit (2022 - \$6.7 billion deficit), based on actuarial liabilities of \$134.6 billion (2022 - \$130.3 billion) and actuarial assets of \$130.4 billion (2022 - \$123.6 billion). Ongoing adequacy of the current contribution rates will need to be monitored and may lead to increased future funding requirements.

As OMERS is a multi-employer pension plan, any pension plan surpluses or deficits are a joint responsibility of all eligible organizations and their employees. As a result, the Authority does not recognize any share of the OMERS pension actuarial surplus or deficit.

### 11. Segmented information

The Authority provides a range of services. Distinguishable functional segments have been separately disclosed in the segmented information schedule. The nature of those segments and the activities they encompass are as follows:

#### ***Corporate services***

Corporate services is comprised of Governance and general administration. These areas include the Board of Directors, Office of the General Manager, Administration, Accounting and Finance, Communications, Information Services and Human Resources.

#### ***Planning and Watershed***

Planning and watershed provides services related to property development, technical reviews, operation of flood control structures, flood forecasting and warning, restoration programming, source water protection and water quality monitoring.

#### ***Forestry services***

Forestry is comprised of Stewardship services and Forestry. Stewardship provides tree planting, restoration and establishment programs. Forestry sustainably manages the Authority's forest tracts resources.

#### ***Backus Heritage conservation area***

Backus Heritage Conservation Area provides conservation education programming, heritage programming and recreational activities and is home to the Backhouse National Historic Site.

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 11. Segmented information (continued from previous page)

#### **Conservation parks**

Conservation parks provides recreational and camping activities at: Deer Creek Conservation Area, Backus Conservation Area, Haldimand Conservation Area, Norfolk Conservation Area and Waterford North Conservation Area.

#### **Maintenance operations services**

Maintenance Operations Services provides property, plant and equipment maintenance services and includes the Lee Brown Marsh.

### 12. Financial instruments and risks

Unless otherwise noted, it is management's opinion that the Authority is not exposed to significant risks. There have been no changes in the Authority's risk exposures from the prior year.

#### *Credit risk*

The Authority is exposed to credit risk through its cash and accounts receivable. The Authority reduces its exposure to credit risk by creating an allowance for bad debts when applicable. The majority of the Authority's receivables are from government entities. The Authority mitigates its exposure to credit loss by placing its cash with major financial institutions.

At year end, the amounts outstanding for the Authority's accounts receivable are as follows:

#### 2024

	Current	31-60 days	61-90 days	91-120 days	Over 120 days	Total
Accounts receivable	\$160,510	\$2,208	\$-	\$236	\$-	\$162,954
Accrued receivable	46,941	-	-	-	-	46,941
Other assets	127,479	-	-	-	-	127,479
<b>Total</b>	<b>\$334,930</b>	<b>\$2,208</b>	<b>\$-</b>	<b>\$236</b>	<b>\$-</b>	<b>\$337,374</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

### 12. Financial instruments and risks (continued from previous page)

#### 2023

	Current	31-60 days	61-90 days	91-120 days	Over 120 days	Total
Accounts receivable	\$349,349	\$38,219	\$1,063	\$-	\$-	\$388,631
Accrued receivable	13,575	-	-	-	-	13,575
Other assets	75,824	-	-	-	-	75,824
<b>Total</b>	<b>\$438,748</b>	<b>\$38,219</b>	<b>\$1,063</b>	<b>\$-</b>	<b>\$-</b>	<b>\$478,030</b>

#### *Liquidity risk*

Liquidity risk is the risk that the Authority will not be able to meet its obligations as they become due. The Authority manages this risk by establishing budgets and funding plans to fund its expenses.

The following tables set out the expected maturities (representing undiscounted contractual cash-flow of financial liabilities):

#### 2024

	Within 1 year	1-5 years	Over 5 years	Total
Accounts payable and accrued liabilities	\$349,044	\$-	\$-	\$349,044
<b>Total</b>	<b>\$349,044</b>	<b>\$-</b>	<b>\$-</b>	<b>\$349,044</b>

#### 2023

	Within 1 year	1-5 years	Over 5 years	Total
Accounts payable and accrued liabilities	\$356,288	\$-	\$-	\$356,288
<b>Total</b>	<b>\$356,288</b>	<b>\$-</b>	<b>\$-</b>	<b>\$356,288</b>

**LONG POINT REGION CONSERVATION AUTHORITY****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2024****12. Financial instruments and risks (continued from previous page)***Interest rate risk*

Interest rate risk is the risk of potential loss caused by fluctuations in fair value of cashflow of financial instruments due to changes in market interest rate. The Authority is exposed to this risk through its interest-bearing investments. The Authority manages this risk through investing in fixed-rate securities. The Authority's investments are risk-managed under the Authority's investment policy.



# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 1 –SCHEDULE OF DEFERRED REVENUE FOR THE YEAR ENDED DECEMBER 31, 2024

	2024	2023
Balance, beginning of year	\$879,128	\$764,761
Externally restricted contributions	503,195	408,674
Interest earned, restricted	36,292	121,322
Contributions used in operations	(390,798)	(415,629)
Balance, end of year	<b>\$1,027,817</b>	<b>\$879,128</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 2 –SCHEDULE OF TANGIBLE CAPITAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2024

For the year ended December 31, 2024									
Cost					Accumulated Amortization				
2024									
	Opening Balance	Additions	Disposals	Balance End of Year	Accumulated Amortization Beginning of Year	Reversals	Amortization	Accumulated Amortization End of Year	Net Carrying Amount End of Year
Land	\$ 4,605,258	\$ -	\$ -	4,605,258	\$ -	\$ -	\$ -	\$ -	\$ 4,605,258
Land improvements	117,114	47,454	-	164,568	23,905	-	7,175	31,080	133,488
Buildings	2,497,639	162,307	-	2,659,946	1,249,996	-	60,545	1,310,541	1,349,405
Machinery and equipment	689,086	6,263	-	695,349	264,175	-	31,170	295,345	400,004
Furniture and fixtures	8,595	-	-	8,595	4,002	-	860	4,862	3,733
Computers	210,250	10,764	-	221,014	191,762	-	5,952	197,714	23,300
Motor vehicles	659,645	377,058	-	1,036,703	369,107	-	89,975	459,082	577,621
Infrastructure	2,357,969	41,185	-	2,399,154	979,412	-	124,863	1,104,275	1,294,879
Total	\$ 11,145,556	\$ 645,031	\$ -	\$ 11,790,587	\$ 3,082,359	\$ -	\$ 320,540	\$ 3,402,899	\$ 8,387,688

For the year ended December 31, 2023									
Cost					Accumulated Amortization				
2023									
	Opening Balance	Additions	Disposals	Balance End of Year	Accumulated Amortization Beginning of Year	Reversals	Amortization	Accumulated Amortization End of Year	Net Carrying Amount End of Year
Land	\$ 4,605,258	\$ -	\$ -	4,605,258	\$ -	\$ -	\$ -	\$ -	\$ 4,605,258
Land improvements	95,604	21,510	-	117,114	18,266	-	5,639	23,905	93,209
Buildings	2,362,314	148,182	12,857	2,497,639	1,202,893	8,856	55,959	1,249,996	1,247,643
Machinery and equipment	661,491	49,484	21,889	689,086	247,857	14,958	31,276	264,175	424,911
Furniture and fixtures	8,595	-	-	8,595	3,143	-	859	4,002	4,593
Computers	201,922	8,328	-	210,250	183,162	-	8,600	191,762	18,488
Motor vehicles	554,540	141,768	36,663	659,645	348,719	37,976	58,364	369,107	290,538
Infrastructure	2,310,400	47,569	-	2,357,969	857,390	-	122,022	979,412	1,378,557
Total	\$ 10,800,124	\$ 416,841	\$ 71,409	\$ 11,145,556	\$ 2,861,430	\$ 61,790	\$ 282,719	\$ 3,082,359	\$ 8,063,197

# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 3 –SCHEDULE OF INTERNALLY RESTRICTED RESERVES FOR THE YEAR ENDED DECEMBER 31, 2024

	Balance, beginning of year	Transfer from operations	Transfer to operations	Balance, end of year
Education Centre	\$ 37,638	\$ -	\$ 37,638	\$ -
OPG Forest Corridor	30,337	-	-	30,337
Memorial Woodlot	20,902	1,537	-	22,439
Lee Brown Waterfowl Capital	42,149	43,900	-	86,049
Dam Reserve	50,000	-	-	50,000
Administration Office	569,567	-	-	569,567
Strategic Investments in operations/capital	210,938	-	-	210,938
Motor Pool Reserve	124,334	68,071	-	192,405
User Fee Reserve	1,070,924	242,255	-	1,313,179
Capital Levy	690,721	165,635	286,730	569,626
Unrestricted Reserve	2,896,186	738,070	428,967	3,205,289
	<b>\$ 5,743,696</b>	<b>\$ 1,259,468</b>	<b>\$ 753,335</b>	<b>\$6,249,829</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 4 –SCHEDULE OF EXTERNALLY RESTICTED RESERVES FOR THE YEAR ENDED DECEMBER 31, 2024

	Balance, beginning of year	Transfer from operations	Transfer to operations	Balance, end of year
Backus Heritage Village	\$ 77,540	\$ 4,016	\$ -	\$ 81,556
Leighton & Betty Brown Scholarship	127,424	6,578	1,000	133,002
Backus Woods	4,872,500	-	-	4,872,500
Disposition of Lands Reserve	910,040	-	-	910,040
	\$ 5,987,504	\$ 10,594	\$1,000	\$ 5,997,098

# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 5 –SCHEDULE OF SEGMENTED REPORTING FOR THE YEAR ENDED DECEMBER 31, 2024

### 2024 Schedule of Segmented Reporting

	Corporate services	Planning and watershed services	Forestry services	Backus Heritage	Conservation parks	Maintenance operations services	2024 Total
<b>Revenue:</b>							
Levies	\$958,646	\$562,554	-	\$5,582	-	\$835,605	\$2,362,387
Grants	-	35,229	-	-	-	-	35,229
Fees	406,347	501,757	-	148,542	2,152,252	333,978	3,542,876
Forestry	-	-	505,027	-	-	-	505,027
<b>Total revenue</b>	<b>1,364,993</b>	<b>1,099,540</b>	<b>505,027</b>	<b>154,124</b>	<b>2,152,252</b>	<b>1,169,583</b>	<b>6,445,519</b>
<b>Expenditures:</b>							
Compensation	892,002	730,406	292,715	212,406	937,718	406,542	3,471,789
Administration	125,764	8,922	622	26,929	203,812	195,004	561,053
Professional/ contracted services	200,370	199,125	71,228	2,702	134,612	23,788	631,825
Materials and Supplies	17,696	135,060	34,393	7,860	83,975	29,953	308,937
Amortization	7,669	49,869	-	53,010	83,304	126,688	320,540
Repairs and maintenance	124,508	6,634	-	5,416	55,636	40,441	232,635
Motor pool	-	-	-	-	267	78,255	78,522
<b>Total expenditures</b>	<b>1,368,009</b>	<b>1,130,016</b>	<b>398,958</b>	<b>308,323</b>	<b>1,499,324</b>	<b>900,671</b>	<b>5,605,301</b>
<b>Surplus</b>	<b>(\$3,016)</b>	<b>(\$30,476)</b>	<b>\$106,069</b>	<b>(\$154,199)</b>	<b>\$652,928</b>	<b>\$268,912</b>	<b>\$840,218</b>

# LONG POINT REGION CONSERVATION AUTHORITY

## SCHEDULE 5 –SCHEDULE OF SEGMENTED REPORTING (continued) FOR THE YEAR ENDED DECEMBER 31, 2023

### 2023 Schedule of Segmented Reporting

	Corporate services	Planning and watershed services	Forestry services	Backus Heritage	Conservation parks	Maintenance operations services	2023 Total
<b>Revenue:</b>							
Levies	\$856,977	\$613,521	-	\$150,426	-	\$628,586	\$2,249,510
Grants	-	35,229	-	-	-	-	35,229
Fees	372,551	532,681	-	213,802	2,044,566	359,381	3,522,981
Forestry	-	-	499,788	-	-	-	499,788
Gain on disposal of tangible capital assets	11,271	-	-	-	-	-	11,271
<b>Total revenue</b>	<b>1,240,799</b>	<b>1,181,431</b>	<b>499,788</b>	<b>364,228</b>	<b>2,044,566</b>	<b>987,967</b>	<b>6,318,779</b>
<b>Expenditures:</b>							
Compensation	737,030	641,233	290,410	209,018	844,012	370,595	3,092,298
Administration	196,626	12,735	791	19,561	208,553	174,843	613,109
Professional/ contracted services	216,712	300,607	55,934	12,023	125,702	15,208	726,186
Materials and Supplies	15,943	80,313	65,378	15,222	94,371	32,274	303,501
Amortization	10,317	47,800	-	50,803	104,605	69,194	282,719
Repairs and maintenance	128,463	9,864	-	10,511	32,292	42,305	223,435
Motor pool	-	-	-	-	773	73,835	74,608
<b>Total expenditures</b>	<b>1,305,091</b>	<b>1,092,552</b>	<b>412,513</b>	<b>317,138</b>	<b>1,410,308</b>	<b>778,254</b>	<b>5,315,856</b>
<b>Surplus</b>	<b>(\$64,292)</b>	<b>\$88,879</b>	<b>\$87,275</b>	<b>\$47,090</b>	<b>\$634,258</b>	<b>\$209,713</b>	<b>\$1,002,923</b>



## Grand River Conservation Authority

*Summary of the General Membership Annual General Meeting – February 28, 2025*

*To GRCA/GRCF Boards and Grand River watershed municipalities - Please share as appropriate.*

### Action Items

*The Board approved the resolutions in the following reports as presented in the agenda:*

- GM-02-25-20 - Financial Summary
- GM-02-25-10 - Afforestation Services for Spring 2025
- GM-02-25-12 - Refuse Waste Collection and Recycling Request for Proposals - Agreement Extension
- GM-02-25-11 - Supply and Delivery of Gasoline and Diesel Fuel - Tender Award
- GM-02-25-13 - Septic Pumping and Disposal - Request for Proposal Award
- GM-02-25-14 - Supply and Delivery of Campfire Wood - Request for Quotations
- Report and Recommendations of the Audit Committee
- Approval of 2024 Financial Statements and Report of the Auditor
- Budget 2025 and Presentation of Budget Estimates for the Current Year
- Appointment of Auditors for the year ending December 31, 2025
- Provision for Borrowing (Pending Receipt of Municipal Apportionment)

### Information Items

*The Board received the following reports as information:*

- GM-02-25-17 - Report of the Chair
- GM-02-25-15 - Conservation Services Update
- GM-02-25-16 - Cash and Investment Status
- GM-02-25-20 - Current Watershed Conditions

### Delegations

*There were no delegations.*

### Correspondence

*The Board received the following correspondence:*

- HFH Inc. re: Concerns regarding delays in GRCA and broader permitting processes (Correspondence and GRCA response)
- Waterloo Federation of Agriculture re: Public appointments

### Source Protection Authority Correspondence & Action Items

*The General Membership of the GRCA also acts as the Source Protection Authority Board.*

- SPA-02-25-01 - Submission of the amended Grand River Source Protection Plan and Assessment Report
- SPA-02-25-02 - Source Protection Committee Member Appointments

### Committee Appointments

*The Board appointed members and officers to the following committees:*

- Audit Committee
- Conservation Ontario Council Representatives

*For full information, please refer to the [February 28 Agenda Packages in our online calendar](#).*

*You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.*





# Budget 2025





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## Message from the Chair

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

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

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

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



**John Challinor II, Chair**

# 1) Summary Information

## GRCA 2025 Budget Highlights

### Conservation Authority (CA) Act – Programs and Services Inventory

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

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

#### Category 1 – Mandatory Programs & Services

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

#### General Operating Expenses

- P&S #7 - General Operating Expenses

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

- P&S #8 - Watershed Services

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

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



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

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

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

### Category 1 – Mandatory Programs

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

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

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

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

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



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

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

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

**Expenditures:**

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

**Total Expenditures: \$ 14,669,300**

**Revenue sources:**

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

**General Operating Expenses**

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

**Expenditures:**

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

**Total Expenditures \$ 5,067,465**

**Revenue sources:**

Municipal Apportionment, interest income, and reserves.



## Category 2 – Watershed Services (non-mandatory)

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

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

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

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

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

### **Total Expenditures:**

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

### **Revenue sources:**

Municipal funding agreements, provincial and federal grants.

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

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

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

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

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

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





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

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

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

### ***Expenditures:***

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

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

### ***Revenue sources:***

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

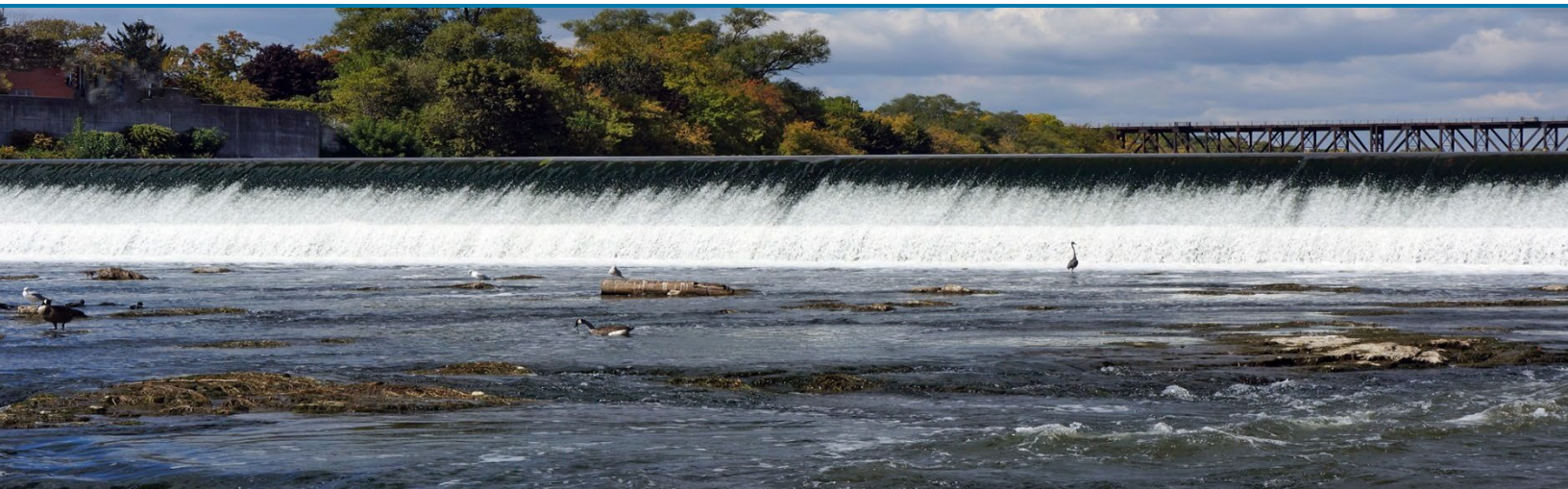
**Conservation Services (Special Projects):** Special local and government grants and Grand River Conservation Foundation funding.

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

**Property Rentals:** Lease agreement income.

**Hydro Production:** Sale of hydroelectricity.

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





## Budget 2025 Summary

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

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



## Operating Budget Summary

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



## Major Maintenance & Equipment Budget Summary

<b>Budget 2025</b>	<b>Watershed Management</b>	<b>Flood Forecasting &amp; Warning</b>	<b>Water Control Structures</b>	<b>Conservation Areas</b>	<b>General Operating</b>	<b>BUDGET TOTAL</b>
<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			3,000,000			3,000,000
Conservation Areas Capital Projects				2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments					753,000	753,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>3,000,000</b>	<b>2,000,000</b>	<b>753,000</b>	<b>6,053,000</b>
<b>Funding</b>						
Municipal Apportionment	35,000	165,000	750,000			950,000
Provincial & Federal Government			1,450,000			1,450,000
Self Generated				1,500,000		1,500,000
Funding from Reserves	75,000	25,000	800,000	500,000	753,000	2,153,000
<b>TOTAL FUNDING</b>	<b>110,000</b>	<b>190,000</b>	<b>3,000,000</b>	<b>2,000,000</b>	<b>753,000</b>	<b>6,053,000</b>

<b>Budget 2024</b>	<b>Watershed Management</b>	<b>Flood Forecasting &amp; Warning</b>	<b>Water Control Structures</b>	<b>Conservation Areas</b>	<b>General Operating</b>	<b>BUDGET TOTAL</b>
<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					874,000	874,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>874,000</b>	<b>4,674,000</b>
<b>Funding</b>						
Municipal Apportionment	35,000	165,000	750,000			950,000
Provincial & Federal Government			700,000			700,000
Self Generated				1,500,000		1,500,000
Funding from Reserves	75,000	25,000	50,000	500,000	874,000	1,524,000
<b>TOTAL FUNDING</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>874,000</b>	<b>4,674,000</b>



## Special Projects Budget Summary

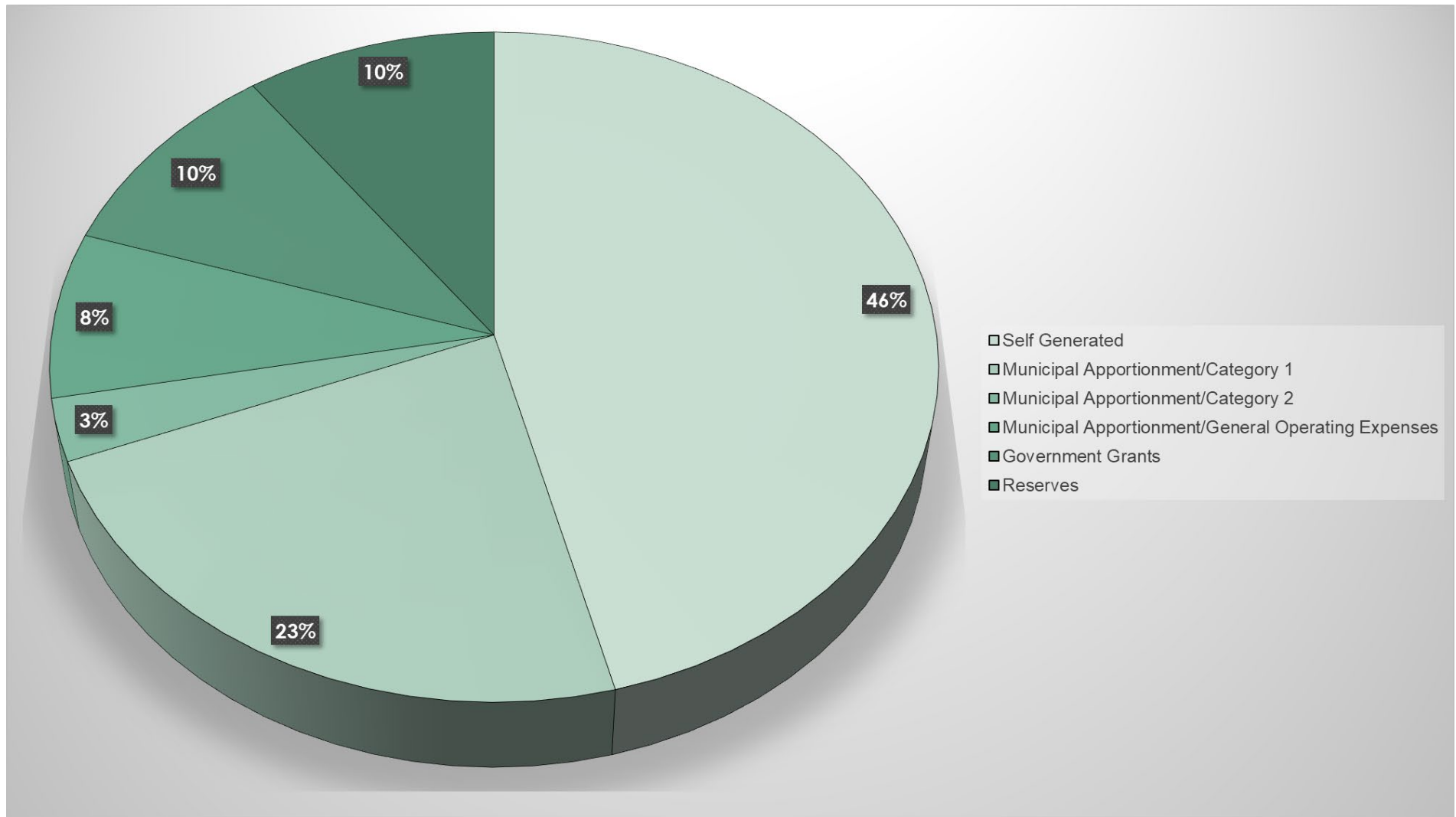
<b>EXPENDITURES</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
Subwatershed Plans - City of Kitchener	80,000	96,000
Waste Water Optimization Program	130,000	130,000
Floodplain Mapping	250,000	250,000
Conservation Services Grants (RWQP)	800,000	800,000
Brant/Brantford Children's Water Festival	45,000	45,000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



## Overview – 2025 Revenue by Source

**2025 Budget: \$40.0 million**

**(2024: \$37.0 million)**



## Programs and Services (P&S) Inventory

Programs & Services Inventory		TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORIONMENT/ Cat 2-MOA FUNDING	MUNICIPAL- OTHER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs & Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Management	974,100	861,600			37,500	75,000		974,100	-
	FFW & Flood Plain Mapping	1,556,000	1,116,662			164,338	275,000		1,556,000	-
	Water Control Structures	5,490,700	2,785,350			1,735,350	970,000		5,490,700	-
	Resource Planning	2,747,600	1,823,600		924,000				2,747,600	-
	Conservation Lands Management	3,120,900	2,778,900		142,000		200,000		3,120,900	-
	Source Protection Planning	780,000	-			780,000			780,000	-
	<b>Total Category 1</b>	<b>14,669,300</b>	<b>9,366,112</b>		<b>1,066,000</b>	<b>2,717,188</b>	<b>1,520,000</b>	<b>-</b>	<b>14,669,300</b>	<b>0</b>
		64%	0%		7%	19%	10%	0%	100%	
General Operating	<b>General Operating Expenses (note 5)</b>	<b>5,067,465</b>	<b>3,338,888</b>		<b>748,777</b>		<b>818,000</b>	<b>161,800</b>	<b>5,067,465</b>	<b>-</b>
		66%	0%		15%	0%	16%	3%	100%	
CATEGORY 2	<b>CATEGORY 2 Watershed Services</b>	<b>2,426,000</b>	<b>1,052,000</b>	<b>946,000</b>	<b>-</b>	<b>428,000</b>	<b>-</b>	<b>-</b>	<b>2,426,000</b>	<b>-</b>
		43%	39%		0%	18%	0%	0%	100%	
CATEGORY 3	Burford Tree Nursery & Planting Services	977,400			705,000			272,400	977,400	-
	Conservation Services (Special Projects)	181,200		-	85,000	40,000		56,200	181,200	-
	Outdoor Environmental Education	1,603,000			600,000		1,003,000	-	1,603,000	-
	Property Rentals	1,109,700			3,150,000			(2,040,300)	1,109,700	-
	Hydro Production	162,000			475,000			(313,000)	162,000	-
	Conservation Areas	12,540,000			11,471,000		500,000	569,000	12,540,000	-
	Administrative Support (note 6)	1,293,900						1,293,900	1,293,900	-
<b>Total Category 3</b>		<b>17,867,200</b>	<b>-</b>	<b>-</b>	<b>16,486,000</b>	<b>40,000</b>	<b>1,503,000</b>	<b>(161,800)</b>	<b>17,867,200</b>	<b>-</b>
		0%	0%		92%	0%	8%	-1%	100%	
<b>TOTAL Programs &amp; Services</b>		<b>40,029,965</b>	<b>13,757,000</b>	<b>946,000</b>	<b>18,300,777</b>	<b>3,185,188</b>	<b>3,841,000</b>	<b>-</b>	<b>40,029,965</b>	<b>0</b>
		34%	2%		46%	8%	10%	0%	100%	
		NOTE 1, NOTE 4		NOTE 2		NOTE 3				

### COMMENTARY:

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



## Summary of Municipal Apportionment

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

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





## Category Two – Watershed Services Program Breakdown

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

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





## 2) Programs and Services (P&S) Reports





## Statement of Operations/Revenues

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



## Statement of Operations/Expenses

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



## P&S #1 - Watershed Management

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

### Specific Activities:

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

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

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





## P&S #2 - Flood Forecasting and Warning

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

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

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

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



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

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



## P&S #3 - Water Control Structures

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

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

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

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

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



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

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



## P&S #4 - Resource Planning

### (a) PLANNING - Regulation

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

#### **Specific Activities:**

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

### (b) PLANNING - Municipal Plan Input and Review

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





**Specific Activities:**

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

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

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



## P&S #5 - Conservation Lands Management

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

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

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



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

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





## P&S #6 - Source Protection Program

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

### *How much does it cost and who pays for it?*

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



## P&S #7 - General Operating Expenses

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

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

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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





## GRCA Budget 2025

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

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



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

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

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

#### ***Subwatershed planning services***

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

#### ***Conservation Services***

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

#### ***Water Quality Programs***

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



### Watershed Sciences & Collaborative Planning

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

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

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



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

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

### **Specific Activities:**

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



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

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

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

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

### **Specific Activities:**

In 2025, efforts will focus on:

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

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

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





## P&S #11 - Outdoor Environmental Education

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

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

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



**GRCA Budget 2025***P&S #11-Outdoor Environmental Education: How much does it cost and who pays for it?*

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



## P&S #12 - Property Rentals

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

### **Specific Activities:**

Leasing portfolio includes:

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

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

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



## P&S #13 - Hydro Production

This program generates revenue from 'hydro production'.

### Specific Activities:

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

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

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





## P&S #14 - Conservation Areas

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

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

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

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





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

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



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

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

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

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

## Supplementary Information (Information Management and Motor Pool)

### 1) INFORMATION MANAGEMENT & INNOVATION - COMPUTER CHARGES

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



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

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

### **Specific Activities:**

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

## **2) VEHICLES AND EQUIPMENT – MOTOR POOL CHARGES**

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



**Specific Activities:**

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

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

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



### 3) Grand River Conservation Authority Members (2025)

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

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

#### **Regional Municipality of Halton**

John Challinor II

#### **Haldimand and Norfolk Counties**

Dan Lawrence and Rob Shirton

#### **City of Hamilton**

Alex Wilson

#### **County of Oxford**

Bruce Banbury

#### **City of Brantford**

Gino Caputo and Kevin Davis

#### **City of Guelph**

Christine Billings and Ken Yee Chew

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

Guy Gardhouse

#### **Townships of Mapleton and Wellington North**

Lisa Hern

#### **Municipality of North Perth and Township of Perth East**

Jerry Smith

#### **Township of Centre Wellington**

Shawn Watters

#### **Town of Erin, Townships of Guelph-Eramosa and Puslinch**

Chris White

#### **County of Brant**

Brian Coleman and David Miller

