



Budget 2026



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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 reduce flood risk, maintain and support a healthy watershed, and connect people to nature.

With a population of more than one million people, the Grand River watershed continues to grow and evolve. Faced with rapid population growth, the escalating impacts of climate change and increasing pressure on natural systems, sustaining the human, ecological and economic health of the watershed requires us to work collaboratively in the stewardship of the Grand River watershed and its natural resources.

As we look ahead to 2026, we are confident that this budget reflects the GRCA's steadfast 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 2026 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 2026 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 - Environmental Education Program
- 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, 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 environmental education, tree planting activities, and various special projects
- Federal grants and other miscellaneous sources of revenue

Overall, the 2026 budget reflects the continued delivery of prior year programs and services with the use of self-generated revenue (46%), government funding (45%) and the use of reserves (9%).

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 and natural areas including wetlands, grasslands and forests.

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.

Expenditures:

• P&S #1 - Watershed Management	\$ 975,700
• P&S #2 - Flood Forecasting and Warning	\$ 2,856,600
• P&S #3 - Water Control Structures	\$ 5,413,700
• P&S #4 - Resource Planning	\$ 2,877,500
• P&S #5 - Conservation Lands Management	\$ 3,100,200
• P&S #6 - Source Protection Program	\$ 800,000

Total Expenditures: \$ 16,023,700

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, Finance, Payroll, Human Resources (HR), health and safety, head office facility, insurance, Digital Information and Innovation (DI&I) and other administrative expenses that support the provision of programs and services.

Expenditures:

• P&S #7 - General Operating Expenses	\$ 4,765,065
• DI&I and Vehicle & Equipment	\$ 498,100

Total Expenditures \$ 5,263,165

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 \$ 2,519,200

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, environmental education program, 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 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 environmental education 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 and one Wildlife Management Area. The GRCA offers camping, hiking, fishing, swimming, skiing, tubing, and other activities at its conservation areas. It provides over 2,000 campsites, making it the second-largest provider of camping accommodation in Ontario. Over 1.7 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	\$	963,900
• P&S #10 - Conservation Services	\$	132,400
• P&S #11 - Environmental Education Program	\$	1,099,000
• P&S #12 - Property Rentals	\$	1,178,500
• P&S #13 - Hydro Production	\$	168,500
• P&S #14 - Conservation Areas	\$	13,198,600
• P&S #15 - Administrative Support	\$	1,239,523

Total Expenditures: **\$ 17,980,423**

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.

Environmental Education Program: 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 2026 Summary

	Budget 2025	Budget 2026	Incr/(decr)
Operating Budget*	31,557,965	33,007,388	1,449,423 4.6%
Major Maintenance & Equipment Budget	6,053,000	6,696,100	643,100 10.6%
Special Projects Budget	2,419,000	2,083,000	(336,000) -13.9%
TOTAL*	40,029,965	41,786,488	1,756,523 4.4%

* Operating Budget includes \$50,000 funding to reserve compared to Statement of Operations which shows reserve transfers separately.



Operating Budget Summary

	Budget 2025	Budget 2026	Incr/(Decr)	% change
<u>EXPENDITURES</u>				
OPERATING EXPENSES	31,491,465	32,957,388	1,465,923	4.7%
FUNDING TO RESERVES-Hydro Revenue (2025), Property Rentals (2026)	66,500	50,000	(16,500)	-24.8%
Total Expenses & Reserve Movements	31,557,965	33,007,388	1,449,423	4.59%
<u>SOURCES OF FUNDING</u>				
MUNICIPAL APPORTIONMENT - CATEGORY 1 & General Operating	11,755,000	12,199,000	444,000	3.8%
MUNICIPAL APPORTIONMENT - CATEGORY 2	1,052,000	1,089,000	37,000	3.5%
OTHER GOVT FUNDING	1,347,188	1,365,388	18,200	1.4%
SELF-GENERATED	16,117,000	16,948,000	831,000	5.2%
FUNDING FROM RESERVES	788,000	906,000	118,000	15.0%
SURPLUS CARRYFORWARD	498,777	500,000	1,223	0.2%
Total Funding	31,557,965	33,007,388	1,449,423	4.59%



Major Maintenance & Equipment Budget Summary

Budget 2026	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
WQ Monitoring Equipment & Instruments	60,000					60,000
Flood Forecasting Warning Hardware and Gauges		1,138,000				1,138,000
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					498,100	498,100
TOTAL EXPENSE	60,000	1,138,000	3,000,000	2,000,000	498,100	6,696,100
Funding						
Municipal Apportionment	35,000	165,000	750,000			950,000
Provincial & Federal Government			1,450,000			1,450,000
Self Generated				1,500,000		1,500,000
Funding from Reserves	25,000	973,000	800,000	500,000	498,100	2,796,100
TOTAL FUNDING	60,000	1,138,000	3,000,000	2,000,000	498,100	6,696,100
Budget 2025						
Budget 2025	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
WQ Monitoring Equipment & Instruments	110,000					110,000
Flood Forecasting Warning Hardware and Gauges		190,000				190,000
Flood Control Structures - Major Maintenance			3,000,000			3,000,000
Conservation Areas Capital Projects				2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments					753,000	753,000
TOTAL EXPENSE	110,000	190,000	3,000,000	2,000,000	753,000	6,053,000
Funding						
Municipal Apportionment	35,000	165,000	750,000			950,000
Provincial & Federal Government			1,450,000			1,450,000
Self Generated				1,500,000		1,500,000
Funding from Reserves	75,000	25,000	800,000	500,000	753,000	2,153,000
TOTAL FUNDING	110,000	190,000	3,000,000	2,000,000	753,000	6,053,000



Special Projects Budget Summary

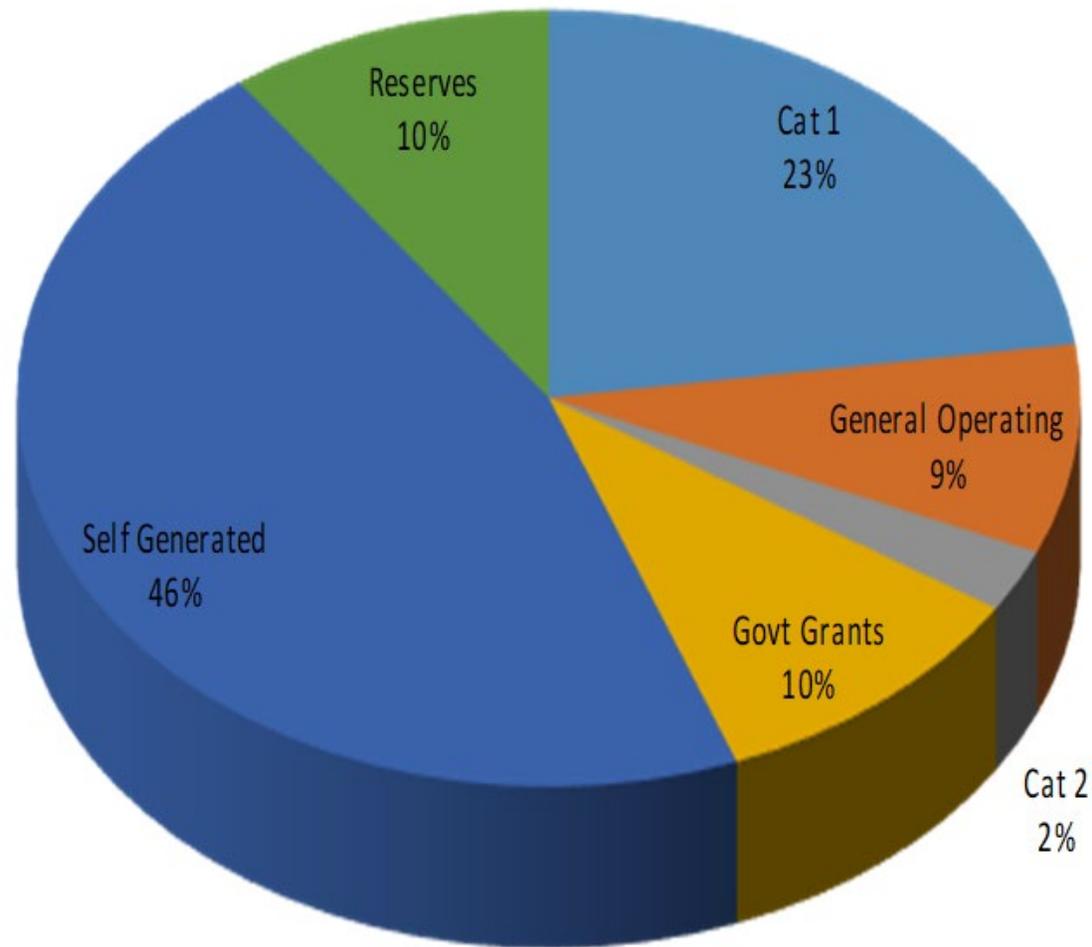
Schedule	EXPENDITURES	Budget 2025	Budget 2026
P&S #2	Floodplain Mapping	250,000	475,000
P&S #5	Ecological Restoration	100,000	100,000
P&S #8	Subwatershed Plans - City of Kitchener	96,000	85,000
P&S #8	Waste Water Optimization Program	130,000	20,000
P&S #8	Upper Grand Restoration	-	10,000
P&S #8	Conservation Services Grants (RWQP)	800,000	800,000
P&S #8	Species at Risk	70,000	70,000
P&S #8	Fresh Water Ecosystem Project	138,000	-
P&S #8	Water Management Plan (WQ)	100,000	80,000
P&S #8	Great Lakes Renewal Project	-	35,000
P&S #8	Resilient Agriculture Landscape Program	-	167,000
P&S #8	Grand River Simulation Model	-	50,000
P&S #10	Brant/Brantford Children's Water Festival	45,000	45,000
P&S #10	Watloo Wellington Children's Water Festival	-	6,000
P&S #10	Mill Creek Rangers	40,000	40,000
P&S #11	Guelph Lake Nature Centre	650,000	100,000
Total SPECIAL Project Expenditures		2,419,000	2,083,000
SOURCES OF FUNDING			
	OTHER GOVERNMENT FUNDING	1,334,000	1,417,000
	SELF-GENERATED	185,000	185,000
	FUNDING FROM/(TO) RESERVES	900,000	481,000
Total Funding		2,419,000	2,083,000



Overview – 2026 Revenue by Source

2026 Budget: \$41.7 million

(2025: \$40.0 million)



Programs and Services (P&S) Inventory

Programs & Services Inventory		TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOU 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	975,700	913,200			37,500	25,000		975,700	-
	Flood Forecasting & Warning	2,856,600	1,244,262			364,338	1,248,000		2,856,600	-
	Water Control Structures	5,413,700	2,828,350			1,735,350	850,000		5,413,700	-
	Resource Planning	2,877,500	1,828,500		1,049,000				2,877,500	-
	Conservation Lands Management	3,100,200	2,695,200		205,000		200,000		3,100,200	-
	Source Protection Program	800,000	-			800,000			800,000	-
	Total Category 1	16,023,700	9,509,512		1,254,000	2,937,188	2,323,000		-	16,023,700
		59%	0%	8%	18%	14%	0%	100%		
General Operating	General Operating Expenses (note 5)	5,263,165	3,639,488		650,000		713,100	260,577	5,263,165	-
		69%	0%	12%	0%	14%	5%	100%		
CATEGORY 2	Category 2 Watershed Services	2,519,200	1,089,000	945,000	-	335,200	150,000		2,519,200	-
		43%	38%	0%	13%	6%	0%	100%		
CATEGORY 3	Burford Tree Nursery & Planting Services	963,900			725,000			238,900	963,900	-
	Conservation Services	132,400		15,000	70,000	-	8,000	39,400	132,400	-
	Outdoor Environmental Education	1,099,000			610,000		489,000	-	1,099,000	-
	Property Rentals	1,178,500			3,208,000		-	(2,029,500)	1,178,500	-
	Hydro Production	168,500			545,000			(376,500)	168,500	-
	Conservation Areas	13,198,600			12,071,000		500,000	627,600	13,198,600	-
	Administrative Support (note 6)	1,239,523						1,239,523	1,239,523	-
Total Category 3	17,980,423	-	15,000	17,229,000	-	997,000	(260,577)	17,980,423	-	
		0%	0%	96%	0%	6%	-1%	100%		
TOTAL Programs & Services		41,786,488	14,238,000	960,000	19,133,000	3,272,388	4,183,100	-	41,786,488	-
		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 2025 Municipal funding totalled \$13,757,000. Therefore Municipal funding is increasing by \$465,000 (or 3.5%) to \$14,238,000 in 2026 as compared to 2025.
- 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	2025 CVA (Modified)	2025 CVA In Watershed	CVA-Based Apportionment	2026 Budget General Operating Expenses*	2026 Budget Category 1 Operating Expenses*	2026 Budget Category 2 Operating Expenses*	2026 Budget Total Apportionment	2025 Actual Total Apportionment	% Change
Brant County	82.9%	8,261,080,919	6,848,436,082	3.08%	112,247	293,286	33,586	439,119	417,037	5.3%
Brantford C	100.0%	16,496,208,031	16,496,208,031	7.43%	270,375	706,455	80,901	1,057,730	1,018,547	3.8%
Amaranth Twp	82.0%	891,570,825	731,088,077	0.33%	11,983	31,309	3,585	46,876	44,515	5.3%
East Garafraxa Twp	80.0%	693,656,670	554,925,336	0.25%	9,095	23,765	2,721	35,581	35,355	0.6%
Town of Grand Valley	100.0%	658,134,422	658,134,422	0.30%	10,787	28,185	3,228	42,200	40,333	4.6%
Melancthon Twp	56.0%	646,397,562	361,982,634	0.16%	5,933	15,502	1,775	23,210	22,543	3.0%
Southgate Twp	6.0%	1,317,227,449	79,033,647	0.04%	1,295	3,385	388	5,068	4,652	8.9%
Haldimand County	41.0%	7,920,129,193	3,247,252,969	1.46%	53,223	139,064	15,925	208,212	200,742	3.7%
Norfolk County	5.0%	10,103,660,718	505,183,036	0.23%	8,280	21,635	2,478	32,393	31,589	2.5%
Halton Region	10.7%	51,406,109,099	5,479,852,401	2.47%	89,815	234,676	26,874	351,366	339,779	3.4%
Hamilton City	26.8%	101,728,598,671	27,212,400,145	12.25%	446,015	1,165,378	133,456	1,744,849	1,689,795	3.3%
Oxford County	35.7%	4,804,815,775	1,716,115,455	0.77%	28,127	73,493	8,416	110,036	107,510	2.3%
North Perth T	2.0%	2,597,387,936	51,947,759	0.02%	851	2,225	255	3,331	3,231	3.1%
Perth East Twp	40.0%	2,177,655,169	871,062,068	0.39%	14,277	37,303	4,272	55,852	54,089	3.3%
Region of Waterloo	100.0%	112,135,908,861	112,135,908,861	50.50%	1,837,921	4,802,248	549,940	7,190,113	6,960,138	3.3%
Centre Wellington Twp	100.0%	6,061,622,649	6,061,622,649	2.73%	99,351	259,591	29,728	388,669	358,987	8.3%
Erin T	49.0%	2,764,894,614	1,354,798,361	0.61%	22,205	58,020	6,644	86,869	82,570	5.2%
Guelph C	100.0%	29,458,533,371	29,458,533,371	13.27%	482,829	1,261,570	144,471	1,888,870	1,837,395	2.8%
Guelph Eramosa Twp	100.0%	3,048,245,188	3,048,245,188	1.37%	49,961	130,542	14,949	195,452	191,176	2.2%
Mapleton Twp	95.0%	2,032,932,118	1,931,285,512	0.87%	31,654	82,708	9,471	123,833	117,152	5.7%
Wellington North Twp	51.0%	2,025,261,218	1,032,883,221	0.47%	16,929	44,234	5,065	66,227	60,669	9.2%
Puslinch Twp	75.0%	2,955,815,044	2,216,861,283	1.00%	36,335	94,938	10,872	142,144	139,196	2.1%
Total		370,185,845,501	222,053,760,508	100.00%	3,639,488	9,509,512	1,089,000	14,238,000	13,757,000	3.5%

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



Category Two – Watershed Services Program Breakdown

Programs & Services	Cost	Offsetting Funding	Apportionment	Description of Offsetting Funding
Sub-watershed Services	\$ 368,000	\$ (135,000)	\$ 233,000	Municipal Funding
Conservation Services	\$ 1,678,200	\$ (1,130,200)	\$ 548,000	Municipal, Provincial, Federal Funding
Water Quality	\$ 473,000	\$ (165,000)	\$ 308,000	Provincial Funding, Reserves
Watershed Sciences & Collaborative Planning *				
TOTAL	\$2,519,200	\$ (1,430,200)	\$1,089,000	

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





2) Programs and Services (P&S) Reports



Statement of Operations - Revenue

	New Regulations Category	P&S Ref #	Actual 2025	Budget 2025	Budget 2026
REVENUE					
<u>Municipal</u>					
Municipal Apportionment	Category 1	various	12,705,000	12,705,000	13,149,000
Memorandums of Understanding Apportionment	Category 2	various	1,052,000	1,052,000	1,089,000
Other	Category 1	various	-	-	-
Other	Category 2 & 3	various	593,185	946,000	960,000
Total Municipal			14,350,185	14,703,000	15,198,000
<u>Government Grants</u>					
MNRF Transfer Payments	Category 1	various	449,688	449,688	449,688
Source Protection Program-Provincial	Category 1	various	605,097	780,000	800,000
Other Provincial	Category 1	various	1,768,458	1,487,500	1,687,500
Other Provincial	Category 2	8	201,563	220,000	217,000
Other Provincial	Category 3	10	21,572	40,000	-
Federal	Category 1 & 2	various	219,205	208,000	118,200
Total Government Grants			3,265,583	3,185,188	3,272,388
<u>Self Generated</u>					
User Fees and Sales					
<i>Resource Planning</i>	Category 1	4	1,019,605	924,000	1,049,000
<i>Burford Operations & Planting Services</i>	Category 3	9	666,895	705,000	725,000
<i>Conservation Lands Income</i>	Category 3	14	58,959	71,000	71,000
<i>Timber Revenue</i>	Category 1	5	286,528	15,000	95,000
<i>Conservation Areas User Fees</i>	Category 3	14	13,927,902	11,400,000	12,000,000
<i>Environmental Education</i>	Category 3	11	644,774	600,000	610,000
Property Rentals	Category 3	12	3,176,303	3,150,000	3,208,000
Hydro Generation	Category 3	13	383,370	475,000	545,000
Land Sales	Category 1	5	826,107	-	-
Grand River Conservation Foundation	Category 1,2,3	various	521,020	197,000	180,000
Donations	Category 1,2,3	various	39,730	15,000	-
Investment Income	General Operating	7	2,187,918	2,300,000	2,050,000
Miscellaneous Income	various	various	1,289,889	-	-
Total Self-Generated Revenue			25,029,000	19,852,000	20,533,000
TOTAL REVENUE			42,644,768	37,740,188	39,003,388



Statement of Operations - Expenses

	New		Actual	Budget	Budget
	Regulations		2025	2025	2026
EXPENSES	Category	P&S Ref #			
OPERATING					
Watershed Management	Category 1	1	691,096	864,100	915,700
Flood Forecasting and Warning	Category 1	2	1,174,922	1,116,000	1,243,600
Water Control Structures	Category 1	3	2,369,583	2,490,700	2,413,700
Resource Planning	Category 1	4	2,681,155	2,747,600	2,877,500
Conservation Lands Management	Category 1	5	3,117,003	3,020,900	3,000,200
Source Protection Program	Category 1	6	605,097	780,000	800,000
General Operating Expenses	General Operating	7	3,921,665	4,314,465	4,765,065
Watershed Services	Category 2	8	1,119,037	1,102,000	1,202,200
Burford Operations & Planting Services	Category 3	9	831,263	977,400	963,900
Conservation Services	Category 3	10	16,577	86,200	41,400
Environmental Education Program	Category 3	11	892,121	953,000	999,000
Property Rentals	Category 3	12	1,371,847	1,109,700	1,128,500
Hydro Production	Category 3	13	109,638	95,500	168,500
Conservation Areas	Category 3	14	11,174,536	10,540,000	11,198,600
Administrative Support	Category 3	15	1,172,765	1,293,900	1,239,523
Total Operating Expenses			31,248,305	31,491,465	32,957,388
MAJOR MAINTENANCE & EQUIPMENT					
Watershed Management	Category 1	1	12,734	110,000	60,000
Flood Forecasting and Warning	Category 1	2	182,157	190,000	1,138,000
Water Control Structures	Category 1	3	3,842,333	3,000,000	3,000,000
Environmental Education	Category 3	11	35,932	-	-
Conservation Areas	Category 3	13	701,834	2,000,000	2,000,000
Information Systems	General Operating	16	209,414	429,000	355,000
Motor Pool	General Operating	16	31,092	324,000	143,100
Total Major Maintenance & Equipment Expenses			5,015,496	6,053,000	6,696,100
SPECIAL PROJECTS					
Flood Forecasting and Warning	Category 1	2	148,829	250,000	475,000
Conservation Lands	Category 1	5	110,438	100,000	100,000
Watershed Services	Category 2	8	993,413	1,324,000	1,317,000
Conservation Services	Category 3	10	108,280	95,000	91,000
Environmental Education Program	Category 3	11	477,733	650,000	100,000
Total Special Projects Expenses			1,838,693	2,419,000	2,083,000
Total EXPENSES			38,102,494	39,963,465	41,736,488
Gross Surplus/(Defecit)			4,542,274	(2,223,277)	(2,733,100)
Prior Year Surplus Carryforward			498,777	498,777	500,000
Net Funding FROM/(TO) Reserves			(4,541,051)	1,724,500	2,233,100
NET SURPLUS			500,000	-	-



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.

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation and Benefits	547,129	714,000	750,000
Administration Expenses	120,220	111,000	126,600
Other Operating Expenses	23,747	39,100	39,100
Total OPERATING Expenditures	691,096	864,100	915,700
Instrumentation	9	60,000	60,000
Water Quality Monitoring Equipment	12,725	50,000	-
Total CAPITAL Expenditures	12,734	110,000	60,000
Gauge Reserve	35,000	-	-
Total FUNDING to RESERVES	35,000	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	738,830	974,100	975,700
Funding			
Municipal			
Municipal Apportionment	861,600	861,600	913,200
Government Grants			
Other Provincial	13,502	37,500	37,500
Funding From Reserves			
Gauges	-	75,000	25,000
TOTAL FUNDING	875,102	974,100	975,700
Net Surplus/(Deficit)	136,272	-	-



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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	785,077	737,000	834,000
Administration Expenses	254,586	256,000	286,600
Other Operating Expenses	135,259	123,000	123,000
Total OPERATING Expenditures	1,174,922	1,116,000	1,243,600
Hardware	164,192	88,000	88,000
Stream Gauges	17,965	102,000	1,050,000
Total CAPITAL Expenditures	182,157	190,000	1,138,000
Floodplain Mapping Projects	148,829	250,000	475,000
Total SPECIAL PROJECT Expenditures	148,829	250,000	475,000
Total FUNDING to RESERVES	-	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,505,908	1,556,000	2,856,600
<u>Funding</u>			
Municipal			
Municipal Apportionment	1,116,662	1,116,662	1,244,262
Municipal Other	-	-	-
Government Grants			
MNRF Transfer Payments	164,338	164,338	164,338
Other Provincial	-	-	200,000
Funding From Reserves			
Floodplain Mapping Projects & Gauges	17,000	275,000	75,000
Land Sale Proceeds Reserve	149,000	-	1,173,000
TOTAL REVENUE	1,447,000	1,556,000	2,856,600
Net Surplus/(Deficit)	(58,908)	-	-



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 , gate repairs at Guelph Dam, gate control improvements at Woolwich Dam, concrete repairs to Cambridge floodwalls and dam safety assessments at Shand Dam and Laurel Dam. 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

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation and Benefits	1,515,732	1,770,000	1,699,000
Administration Expenses	40,658	49,200	49,200
Insurance	139,433	151,000	145,000
Other Operating Expenses	673,760	520,500	520,500
Total OPERATING Expenditures	2,369,583	2,490,700	2,413,700
Total CAPITAL Expenditures	3,842,333	3,000,000	3,000,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	6,211,916	5,490,700	5,413,700
Funding			
Municipal			
Municipal Apportionment	2,785,350	2,785,350	2,828,350
Government Grants			
MNRF Transfer Payments	285,350	285,350	285,350
Provincial	1,750,725	1,450,000	1,450,000
Federal	7,423	-	-
Funding From Reserves			
Water Control Structures/Water Mgmt Operating/Land Sale	1,321,000	970,000	850,000
TOTAL REVENUE AND FUNDING FROM RESERVES	6,149,848	5,490,700	5,413,700
Net Surplus/(Deficit)	(62,068)	-	-



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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	2,175,661	2,435,000	2,417,000
Administration Expenses	343,623	257,900	305,800
Other Operating Expenses	161,871	54,700	154,700
Total OPERATING Expenditures	2,681,155	2,747,600	2,877,500
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,681,155	2,747,600	2,877,500
<u>Funding</u>			
Municipal			
Municipal Apportionment	1,823,600	1,823,600	1,828,500
Self Generated			
Solicitor Enquiry Fees	59,943	70,000	70,000
Permit Fees	396,857	410,000	415,000
Plan Review Fees	562,805	444,000	564,000
Funding from Reserves			
Planning Enforcement Reserve	27,500	-	-
TOTAL REVENUE	2,870,705	2,747,600	2,877,500
Net Surplus/(Deficit)	189,550	-	-



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 (e.g., Arkell Springs Smith 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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	1,797,100	1,921,000	1,907,000
Administration Expenses	155,536	168,100	177,400
Insurance	63,543	65,000	66,000
Other Operating Expenses	1,100,824	866,800	849,800
Total OPERATING Expenditures	3,117,003	3,020,900	3,000,200
Land Purchases/Land Sale Expenses	39,255	-	-
Ecological Restoration	71,183	100,000	100,000
Total SPECIAL PROJECT Expenditures	110,438	100,000	100,000
Forestry	271,000	-	-
Land Sale Proceeds	787,000	-	-
Total FUNDING to RESERVES	1,058,000	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	4,285,441	3,120,900	3,100,200
<u>Funding</u>			
Municipal			
Municipal Apportionment	2,778,900	2,778,900	2,695,200
Government Grants			
Provincial	4,231	-	-
Self Generated			
Forest Management	286,528	15,000	95,000
Land Sale Proceeds	826,107	-	-
Donations - Foundation	43,683	127,000	110,000
Donations - Other	39,730	-	-
Miscellaneous Other	9,238	-	-
Funding From Reserves			
Land Reserve (Demolitions/Land Sale Expenses)	136,000	100,000	100,000
Property (Demolitions)	64,000	-	-
Transition Reserve (Staffing)	100,000	100,000	100,000
TOTAL REVENUE	4,288,417	3,120,900	3,100,200
Net Surplus/(Deficit)	2,976	-	-



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 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.

	Actual 2025	Budget 2025	Budget 2026
Expenditures			
Compensation and Benefits	548,375	625,000	615,000
Administration Expenses	48,959	45,000	45,000
Other Operating Expenses	7,763	50,000	50,000
Water Budget - Technical Studies	-	60,000	90,000
TOTAL EXPENDITURES	605,097	780,000	800,000
Funding			
Government Grants			
Provincial	605,097	780,000	800,000
TOTAL FUNDING	605,097	780,000	800,000
Net Surplus/(Deficit)	-	-	-

P&S #7 - General Operating Expenses



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

Specific Activities:

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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



P&S #7 General Operating Expenses

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	2,377,116	2,490,000	2,725,000
Administration Expenses	499,369	478,000	543,300
Insurance	258,232	298,000	268,300
Other Operating Expenses	830,209	1,118,465	1,298,465
LESS: Recovery of Corporate Services Expenses	(43,261)	(70,000)	(70,000)
Total OPERATING Expenditures	3,921,665	4,314,465	4,765,065
Interest Income	2,045,317	2,050,000	1,900,000
Stabilization Reserve-Category 1	10,805	-	-
Building Reserve	216,000	-	-
Personnel Reserve	833,000	-	-
Total FUNDING to RESERVES	3,105,122	2,050,000	1,900,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	7,026,787	6,364,465	6,665,065
<u>Funding</u>			
Municipal			
Municipal Apportionment (levy)	3,338,888	3,338,888	3,639,488
Self Generated			
Investment Income	2,187,918	2,300,000	2,050,000
Miscellaneous	833,326	-	-
Funding From Reserves			
Personnel	-	65,000	65,000
Building	-	-	150,000
TOTAL REVENUE	6,360,132	5,703,888	5,904,488
Net Surplus/(Deficit)	(666,655)	(660,577)	(760,577)



P&S #8 - Watershed Services

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 2026, subwatershed studies/monitoring are ongoing or planned in the Region of Waterloo (City of Kitchener, City of Cambridge, Township of Woolwich), and City of Guelph.

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

- 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

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation and Benefits	919,447	850,000	887,000
Administration Expenses	119,754	118,000	131,200
Other Operating Expenses	79,836	134,000	184,000
Total OPERATING Expenditures	1,119,037	1,102,000	1,202,200
Total CAPITAL Expenditures			
RWQP Grants	506,906	800,000	800,000
Upper Grand Restoration	-	-	10,000
Waste Water Optimization Project	126,880	130,000	20,000
Species at Risk	52,459	70,000	70,000
Nature Smart Climate Solutions	133,522	138,000	-
Water Management Plan (WQ)	59,696	90,000	80,000
Great Lakes Renewal	-	-	35,000
Resilient Agriculture Landscape Program	15,987	-	167,000
Municipal Drain Studies	7,793	-	-
Conservation Ontario/Tree Canada planting	35,490	-	-
Grand River Simulation Model	-	-	50,000
Upper Blair Subwatershed Study	54,680	96,000	85,000
Total SPECIAL PROJECT Expenditures	993,413	1,324,000	1,317,000
Stabilization Reserve-Category 2	-	-	-
Total FUNDING to RESERVES	-	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,112,450	2,426,000	2,519,200
Funding			
Municipal			
Memorandums of Understanding Apportionment	1,052,000	1,052,000	1,089,000
Municipal Other	576,153	946,000	945,000
Government Grants			
Other Provincial	201,563	220,000	217,000
Federal	208,774	208,000	118,200
Self Generated			
Miscellaneous	39,719	-	-
Funding From Reserves			
Water Management Plan	-	-	80,000
Gauge Reserve	18,000	-	50,000
Land Sale Proceeds Reserve	-	-	20,000
Stabilization Reserve	16,241	-	-
TOTAL REVENUE	2,112,450	2,426,000	2,519,200
Net Surplus/ (Deficit)	-	-	-



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

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

Specific Activities:

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



	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	289,416	306,000	321,000
Administration Expenses	15,631	15,400	16,900
Other Operating Expenses	526,216	656,000	626,000
Total OPERATING Expenditures	831,263	977,400	963,900
TOTAL EXPENDITURES AND FUNDING TO RESERVES	831,263	977,400	963,900
<u>Funding</u>			
Government Grants			
Federal	3,008	-	-
Self Generated			
Burford Nursery	440,417	475,000	475,000
Landowner Contributions (Tree Planting)	226,478	230,000	250,000
Donations - Foundation			
TOTAL REVENUE	669,903	705,000	725,000
Net Surplus/(Deficit)	(161,360)	(272,400)	(238,900)



P&S #10 - Conservation Services

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

Specific Activities:

In 2026, efforts will focus on:

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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	7,148	28,000	12,200
Administration Expenses	3,100	36,200	26,200
Other Operating Expenses	6,329	22,000	3,000
Total OPERATING Expenditures	16,577	86,200	41,400
Total CAPITAL Expenditures			
Mill Creek Rangers Program	46,904	40,000	40,000
Waterloo Wellington Children's Water Festival	944	-	6,000
Heritage River Plaques	11,476	-	-
Great Lakes Agricultural Stewardship Initiative	1,159	-	-
Water Management Plan	9,238	-	-
Brant/Brantford Water Festival	38,538	45,000	45,000
Haldimand Children's Water Festival	21	-	-
Water Management Plan	-	10,000	-
Total SPECIAL PROJECT Expenditures	108,280	95,000	91,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	124,857	181,200	132,400
Funding			
Municipal			
Municipal-Other	16,500	-	15,000
Government Grants			
Other Provincial	21,572	40,000	-
Self Generated			
Donations - Foundation	69,265	70,000	70,000
Donations - Other	-	15,000	-
Funding from Reserves			
Cambridge Desiltation	1,931	-	2,000
Transition Reserve	944	-	6,000
TOTAL REVENUE	110,212	125,000	93,000
Net Surplus/(Deficit)	(14,645)	(56,200)	(39,400)



P&S #11 - Environmental Education Program

This category includes costs and revenues associated with the environmental education program. The 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, environmental education school programs under agreements with four school boards in the watershed, as well as individual schools. Programs are delivered at five environmental education 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.)



P&S #11 - Environmental Education Program

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation & Benefits	652,360	672,000	706,000
Administration Expenses	65,068	68,000	74,000
Other Operating Expenses	174,693	213,000	219,000
Total OPERATING Expenditures	892,121	953,000	999,000
Major Repairs & Maintenance Projects	35,932	-	-
Total CAPITAL Expenditures	35,932	-	-
Guelph Lake Nature Centre	477,733	650,000	100,000
Total SPECIAL PROJECT Expenditures	477,733	650,000	100,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,405,786	1,603,000	1,099,000
Funding			
Municipal			
Municipal-Other	532	-	-
Self Generated			
Donations - Foundation	376,091	-	-
Nature Centre Revenue - Schools	641,951	600,000	610,000
Nature Centre Revenue - Community	2,500	-	-
Nature Centre Revenue - Miscellaneous	323	-	-
Funding from Reserves			
Transition Reserve	251,389	353,000	389,000
Land Sale Proceeds Reserve (GLNC)	69,000	650,000	100,000
Shades Mills Nature Centre Reserve	19,000	-	-
Guelph Lake Nature Centre Reserve	45,000	-	-
TOTAL REVENUE	1,405,786	1,603,000	1,099,000
Net Surplus/(Deficit)	-	-	-



P&S #12 - Property Rentals

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

Specific Activities:

Leasing portfolio includes:

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

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation and Benefits	372,557	473,000	497,000
Administration Expenses	50,366	35,000	36,800
Other Operating Expenses	948,924	601,700	594,700
Total OPERATING Expenditures	1,371,847	1,109,700	1,128,500
Property Rentals	-	-	50,000
Land Sale Proceeds	335,000	-	-
Total FUNDING to RESERVES	335,000	-	50,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,706,847	1,109,700	1,178,500
Funding			
Self Generated			
Belwood	1,090,027	1,087,000	1,110,000
Conestogo	1,309,380	1,302,000	1,329,000
Agricultural	277,537	270,000	280,000
Residential	103,883	115,000	86,000
Miscellaneous	395,476	376,000	403,000
Miscellaneous - Gain on Contaminated Sites	334,578	-	-
Funding FROM Reserves			
Cottage Lot Operations	120,000	-	-
Property Rental Reserve	255,000	-	-
TOTAL REVENUE	3,885,881	3,150,000	3,208,000
Net Surplus/(Deficit)	2,179,034	2,040,300	2,029,500



P&S #13 - Hydro Production

This program generates revenue from 'hydro production'.

Specific Activities:

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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	71,283	70,000	73,000
Administration Expenses	1,039	-	-
Other Operating Expenses	37,316	25,500	95,500
Total OPERATING Expenditures	109,638	95,500	168,500
General Capital	-	66,500	-
Total FUNDING to RESERVES	-	66,500	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	109,638	162,000	168,500
<u>Revenue</u>			
Self Generated			
Hydro Production-Belwood	264,551	315,000	285,000
Hydro Production-Conestogo	107,688	105,000	205,000
Hydro Production-Guelph	1,229	40,000	40,000
Hydro Production-Elora	9,902	15,000	15,000
TOTAL REVENUE	383,370	475,000	545,000
Net Surplus/(Deficit)	273,732	313,000	376,500



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 over 2,000 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario.
- Provide 500 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, roads, bridges, pools, electrical infrastructure, water infrastructure, and septic infrastructure.



P&S #14 Conservation Areas

	Actual 2025	Budget 2025	Budget 2026
Expenditures and Funding to Reserves			
Compensation and Benefits	6,248,487	6,117,000	6,423,000
Administration Expenses	281,237	253,000	303,800
Other Operating Expenses	4,644,812	4,170,000	4,471,800
Total OPERATING Expenditures	11,174,536	10,540,000	11,198,600
Total CAPITAL Expenditures	701,834	2,000,000	2,000,000
Conservation Area Reserve	2,735,000	-	-
Total FUNDING to RESERVES	2,735,000	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	14,611,370	12,540,000	13,198,600
Funding			
Self Generated			
Brant	1,610,451	1,300,000	1,370,000
Byng Island	1,320,043	1,050,000	1,110,000
Belwood Lake	406,122	375,000	375,000
Conestogo Lake	616,471	600,000	600,000
Elora Gorge	3,134,998	2,400,000	2,650,000
Elora Quarry	528,630	350,000	450,000
Guelph Lake	1,985,216	1,650,000	1,750,000
Laurel Creek	843,905	700,000	700,000
Pinehurst Lake	1,140,682	975,000	975,000
Rockwood	1,643,709	1,475,000	1,475,000
Shade's Mills	697,675	525,000	545,000
Total Fee Revenue	13,927,902	11,400,000	12,000,000
Donations-Foundation	31,981	-	-
Other Areas Income	58,959	-	-
Miscellaneous Income	9,515	71,000	71,000
Funding From Reserves			
Conservation Areas - Capital Projects	-	500,000	500,000
TOTAL REVENUE	14,028,357	11,971,000	12,571,000
Net Surplus/(Deficit)	(583,013)	(569,000)	(627,600)



P&S #15 - Administrative Support

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

	Actual 2025	Budget 2025	Budget 2026
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	718,344	706,000	691,000
Administration Expenses	121,719	139,400	145,800
Insurance	182,616	208,500	190,000
Other Operating Expenses	150,086	240,000	212,723
Total OPERATING Expenditures	1,172,765	1,293,900	1,239,523
Stabilization Reserve-Category 3	124,440	-	-
Total FUNDING to RESERVES	124,440	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,297,205	1,293,900	1,239,523
<u>Funding</u>			
Self Generated			
Miscellaneous	63,513	-	-
TOTAL REVENUE	63,513	-	-
Net Surplus/(Deficit)	(1,233,692)	(1,293,900)	(1,239,523)

Supplementary Information (Digital Information & Innovation and Motor Pool)

1) DIGITAL INFORMATION & INNOVATION - COMPUTER CHARGES

The work of the DI&I Group includes wages, capital purchases and ongoing maintenance, and operation is funded through the Information Systems and Technology Reserve. The Information Systems & Technology Reserve is sustained through a chargeback 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 DI&I activities and services.



The Digital Information and Innovation (DI&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, Environmental Education 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 DI&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 environmental 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

	Actual 2025	Budget 2025	Budget 2026
Expenditures			
Information Management			
Compensation and Benefits	1,253,110	1,394,000	1,464,000
Administrative Expenses	21,182	25,500	36,900
Software and Hardware Maintenance	264,702	187,500	187,500
Supplies and Services	39,838	54,000	54,000
Total OPERATING Expenditures	1,578,832	1,661,000	1,742,400
Capital Expenses	232,182	300,000	400,000
LESS Internal Charges	(1,601,600)	(1,532,000)	(1,787,400)
NET Unallocated Expenses	209,414	429,000	355,000
Motor Pool			
Compensation and Benefits	314,538	330,000	346,000
Administrative Expenses	19,223	26,000	27,600
Insurance	62,006	63,000	64,500
Motor Pool Building and Grounds Maintenance	14,478	10,000	10,000
Equipment, Repairs and Supplies	408,935	336,000	336,000
Fuel	213,491	284,000	284,000
Total OPERATING Expenditures	1,032,671	1,049,000	1,068,100
Capital Expenses	674,067	675,000	675,000
LESS Internal Charges	(1,675,646)	(1,400,000)	(1,600,000)
NET Unallocated Expenses	31,092	324,000	143,100
TOTAL EXPENDITURES	240,506	753,000	498,100



3) Grand River Conservation Authority Members (2026)

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), Joe Gowing (Kitchener), Gord Greavette (Citizen), Colleen James (Kitchener), Matt Rodrigues (Kitchener), Sandy Shantz (Woolwich), 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 Waters

Town of Erin, Townships of Guelph-Eramosa and Puslinch

James Seeley

County of Brant

Brian Coleman and David Miller

