

Budget 2027

Grand River Conservation Authority



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Message from the Chair

The Grand River Conservation Authority (GRCA) 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.

As we look ahead to 2027, the GRCA continues to adapt to a changing regulatory environment while remaining focused on delivering effective, efficient, and fiscally responsible programs and services. This budget reflects our commitment to working with our municipal partners, protecting communities from natural hazards, conserving vital natural resources, and ensuring that residents across the watershed continue to benefit from the programs and services they rely on. 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 strong collaboration, coordinated planning, and a watershed-wide approach to natural resource management.

By working together, we can continue to meet these challenges with confidence and create lasting environmental, social, and economic benefits for the communities we serve.



John Challinor II, Chair

1) Summary Information

GRCA 2027 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 2027 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 - Planning & Regulations Services
- 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
- 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 2027 budget reflects the continued delivery of prior year programs and services with the use of self-generated revenue (46%), government funding (46%) and the use of reserves (8%).

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, permits and 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.

Planning and Regulations Services includes managing: (a) Natural Hazard Regulation (Permitting and Compliance) - the administration of conservation authority regulations related to development activity 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 municipalities 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	$	1,021,700
• P&S #2 - Flood Forecasting and Warning	$	2,545,600
• P&S #3 - Water Control Structures	$	5,540,700
• P&S #4 - Planning & Regulations Services	$	3,111,800
• P&S #5 - Conservation Lands Management	$	3,064,200
• P&S #6 - Source Protection Program	$	838,000
Total Expenditures:	***$***	***16,122,000***

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	$	4,460,765
• DI&I and Vehicle & Equipment	$	333,000
Total Expenditures	***$***	***4,793,765***

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 **$ 2,845,000**

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, 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 and licences.

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	$	975,900
• P&S #10 - Conservation Services	$	121,400
• P&S #11 - Environmental Education	$	1,051,000
• P&S #12 - Property Rentals	$	1,264,076
• P&S #13 - Hydro Production	$	171,500
• P&S #14 - Conservation Areas	$	13,828,600
• P&S #15 - Administrative Support	$	1,314,523
Total Expenditures:	***$***	***18,726,999***

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

Property Rentals: Lease and licence agreement income.

Hydro Production: Sale of hydroelectricity.

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



Budget 2027 Summary

	Budget 2026	Budget 2027	Incr/(decr)
Operating Budget*	33,007,388	34,163,764	1,156,376
			3.5%
Major Maintenance & Equipment Budget	6,316,000	6,316,000	-
			0.0%
Special Projects Budget	2,083,000	2,008,000	(75,000)
			-3.6%
TOTAL*	41,406,388	42,487,764	1,081,376
			2.6%

** Operating Budget includes $103,000 funding to reserve compared to Statement of Operations which shows reserve transfers separately.*

Operating Budget Summary

	Budget 2026	Budget 2027	Incr/(Decr)	% change
EXPENDITURES				
OPERATING EXPENSES	32,957,388	34,060,764	1,103,376	3.3%
FUNDING TO RESERVES-Hydro Revenue, Property Rentals	50,000	103,000	53,000	106.0%
Total Expenses & Reserve Movements	**33,007,388**	**34,163,764**	**1,156,376**	**3.50%**
SOURCES OF FUNDING				
MUNICIPAL APPORTIONMENT - CATEGORY 1 & General Operating	12,199,000	12,776,000	577,000	4.7%
MUNICIPAL APPORTIONMENT - CATEGORY 2	1,089,000	1,127,000	38,000	3.5%
OTHER GOVERNMENT FUNDING	1,365,388	1,375,188	9,800	0.7%
SELF-GENERATED	16,948,000	17,773,000	825,000	4.9%
FUNDING FROM RESERVES	906,000	962,576	56,576	6.2%
SURPLUS CARRYFORWARD	500,000	150,000	(350,000)	-70.0%
Total Funding	**33,007,388**	**34,163,764**	**1,156,376**	**3.50%**

Major Maintenance & Equipment Budget Summary

Budget 2027	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
Instrumentation Equipment	60,000					**60,000**
Flood Forecasting Warning Hardware and Gauges		923,000				**923,000**
Flood Control Structures-Major Maintenance			3,000,000			**3,000,000**
Conservation Areas Capital Projects				2,000,000		**2,000,000**
Net DI&I/MP Capital Spending not allocated to Departments					333,000	**333,000**
TOTAL EXPENSE	**60,000**	**923,000**	**3,000,000**	**2,000,000**	**333,000**	**6,316,000**
Funding						
Municipal Apportionment	35,000	98,000	700,000			**833,000**
Provincial & Federal Government			1,450,000			**1,450,000**
Self Generated				1,500,000		**1,500,000**
Funding from Reserves	25,000	825,000	850,000	500,000	333,000	**2,533,000**
TOTAL FUNDING	**60,000**	**923,000**	**3,000,000**	**2,000,000**	**333,000**	**6,316,000**

Budget 2026	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
Instrumentation Equipment	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 DI&I/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**

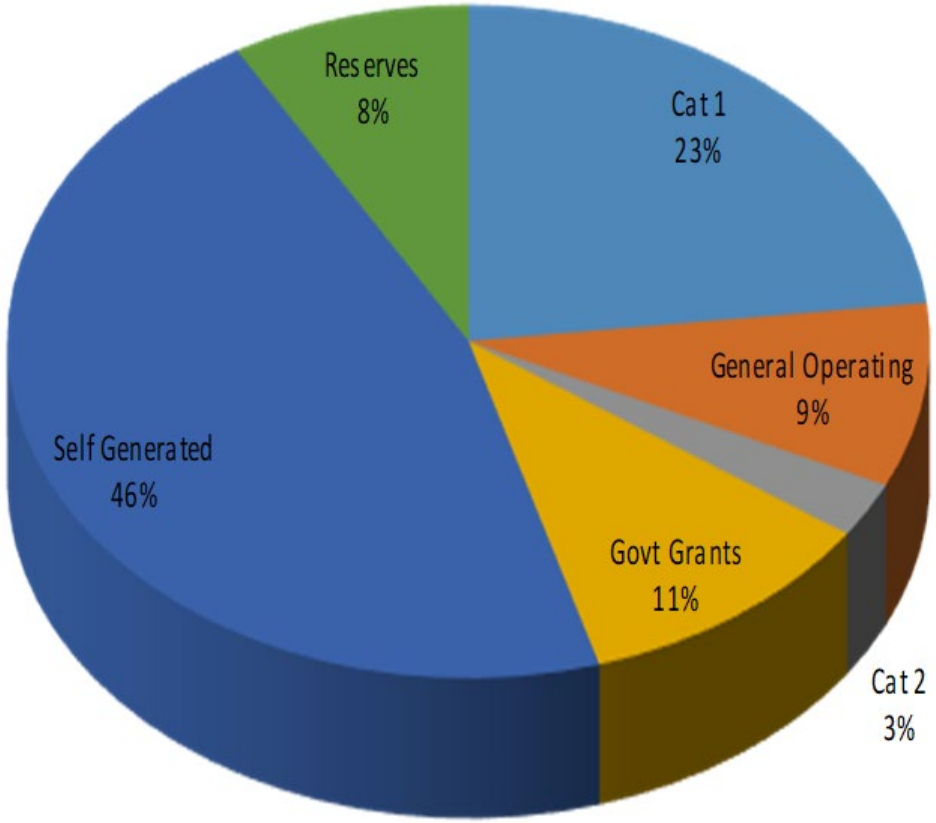
Special Projects Budget Summary

Schedule	EXPENDITURES	Budget 2026	Budget 2027
2	Floodplain Mapping	475,000	76,000
5	Apps Mills Trail Improvements	-	49,000
5	Ecological Restoration	100,000	100,000
7	OPCA Expenditures	-	75,000
8	Subwatershed Plans - City of Kitchener	85,000	85,000
8	Waste Water Optimization Program	20,000	123,000
8	Upper Grand Restoration	10,000	10,000
8	Conservation Services Grants (RWQP)	800,000	800,000
8	Species at Risk	70,000	70,000
8	Fresh Water Ecosystem Project	-	175,000
8	Water Management Plan (WQ)	80,000	50,000
8	Great Lakes Renewal Project	35,000	10,000
8	Resilient Agriculture Landscape Program	167,000	275,000
8	Grand River Simulation Model	50,000	-
8	Clean Water Project	-	20,000
10	Brant/Brantford Children's Water Festival	45,000	45,000
10	Wateloo Wellington Children's Water Festival	6,000	5,000
10	Mill Creek Rangers	40,000	40,000
11	Guelph Lake Nature Centre	100,000	-
	Total SPECIAL Project Expenditures	**2,083,000**	**2,008,000**
	SOURCES OF FUNDING		
	OTHER GOVERNMENT FUNDING	1,417,000	1,736,000
	SELF-GENERATED	185,000	217,000
	FUNDING FROM/(TO) RESERVES	481,000	55,000
	Total Funding	**2,083,000**	**2,008,000**

Overview – 2027 Revenue by Source

2027 Budget: $42.4 million

(2026: $41.7 million)



Programs and Services (P&S) Inventory

	Programs & Services Inventory	TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOU FUNDING	MUNICIPAL-0THER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs& Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Management	**1,021,700**	934,200			37,500	50,000		**1,021,700**	-
	Flood Forecasting & Warning	**2,545,600**	1,295,262			240,338	1,010,000		**2,545,600**	-
	Water Control Structures	**5,540,700**	2,905,350			1,735,350	900,000		**5,540,700**	-
	Planning & Regulation Services	**3,111,800**	2,008,800		1,049,000		54,000		**3,111,800**	-
	Conservation Lands Management	**3,064,200**	2,705,200		259,000		100,000		**3,064,200**	-
	Source Protection Program	**838,000**	-			838,000			**838,000**	-
	Total Category 1	**16,122,000**	**9,848,812**		**1,308,000**	**2,851,188**	**2,114,000**	**-**	**16,122,000**	**-**
			61%	*0%*	*8%*	*18%*	*13%*	*0%*	*100%*	
General Operating	**General Operating Expenses (note 5)**	**4,793,765**	**3,760,188**		**300,000**	**75,000**	**398,000**	**260,577**	**4,793,765**	**-**
			78%	*0%*	*6%*	*2%*	*8%*	*5%*	*100%*	
CATEGORY 2	**Category 2 Watershed Services**	**2,845,000**	**1,127,000**	**965,000**	**-**	**653,000**	**100,000**		**2,845,000**	**-**
			40%	*34%*	*0%*	*23%*	*4%*	*0%*	*100%*	
CATEGORY 3	Burford Tree Nursery & Planting Services	**975,900**			745,000			230,900	**975,900**	-
	Conservation Services	**121,400**		17,000	68,000	-	5,000	31,400	**121,400**	-
	Environmental Education	**1,051,000**			740,000		311,000	-	**1,051,000**	-
	Property Rentals	**1,264,076**			3,283,000		122,576	(2,141,500)	**1,264,076**	-
	Hydro Production	**171,500**			525,000			(353,500)	**171,500**	-
	Conservation Areas	**13,828,600**			12,671,000		500,000	657,600	**13,828,600**	-
	Administrative Support (note 6)	**1,314,523**						1,314,523	**1,314,523**	-
	Total Category 3	**18,726,999**	**-**	**17,000**	**18,032,000**	**-**	**938,576**	**(260,577)**	**18,726,999**	**-**
			0%	*0%*	*96%*	*0%*	*5%*	*-1%*	*100%*	
	TOTAL Programs & Services	**42,487,764**	**14,736,000**	**982,000**	**19,640,000**	**3,579,188**	**3,550,576**	**-**	**42,487,764**	**-**
			35%	*2%*	*46%*	*8%*	*8%*	*0%*	*100%*	
			NOTE 1, NOTE 4		**NOTE 2**			**NOTE 3**		

COMMENTARY:

NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 35% by the combined total of mandatory municipal apportionment and Category 2 MOU municipal funding.

NOTE 2 46% of total expenditures are 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 2026 Municipal apportionment totalled $14,238,000. Therefore Municipal funding is increasing by $498,000 (or 3.5%) to $14,736,000 in 2027 as compared to 2026.

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 suport 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	2026 CVA (Modified)	2026 CVA in Watershed	CVA-Based Apportionment	2027 Budget General Operating Expenses*	2027 Budget Category 1 Operating Expenses*	2027 Budget Category 2 Operating Expenses*	2027 Budget Total Apportionment	2026 Actual Total Apportionment	% Change
Brant County	83%	8,512,248,184	7,056,653,744	3.12%	117,492	307,739	35,215	**460,446**	439,119	4.9%
Brantford C	100%	16,744,061,660	16,744,061,660	7.41%	278,785	730,204	83,557	**1,092,546**	1,057,730	3.3%
Amaranth Twp	82%	1,000,662,285	820,543,074	0.36%	13,662	35,784	4,095	**53,541**	46,876	14.2%
East Garafraxa Twp	80%	706,264,810	565,011,848	0.25%	9,407	24,640	2,820	**36,867**	35,581	3.6%
Town of Grand Valley	100%	668,616,057	668,616,057	0.30%	11,132	29,158	3,337	**43,627**	42,200	3.4%
Melancthon Twp	56%	655,190,892	366,906,899	0.16%	6,109	16,001	1,831	**23,941**	23,210	3.1%
Southgate Twp	6%	1,418,370,742	85,102,244	0.04%	1,417	3,711	425	**5,553**	5,068	9.6%
Haldimand County	41%	8,055,541,579	3,302,772,047	1.46%	54,991	144,033	16,482	**215,506**	208,212	3.5%
Norfolk County	5%	10,233,512,400	511,675,620	0.23%	8,519	22,314	2,553	**33,386**	32,393	3.1%
Halton Region	11%	53,032,101,921	5,689,172,903	2.52%	94,724	248,103	28,390	**371,217**	351,366	5.6%
Hamilton City	27%	102,771,490,060	27,491,373,591	12.17%	457,726	1,198,892	137,189	**1,793,807**	1,744,849	2.8%
Oxford County	36%	4,893,137,727	1,738,994,306	0.77%	28,954	75,837	8,678	**113,469**	110,036	3.1%
North Perth T	2%	2,631,682,450	52,633,649	0.02%	876	2,295	263	**3,434**	3,331	3.1%
Perth East Twp	40%	2,215,993,378	886,397,351	0.39%	14,758	38,656	4,423	**57,837**	55,852	3.6%
Region of Waterloo	100%	113,964,487,842	113,964,487,842	50.46%	1,897,486	4,969,960	568,711	**7,436,157**	7,190,113	3.4%
Centre Wellington Twp	100%	6,210,841,917	6,210,841,917	2.75%	103,409	270,853	30,994	**405,256**	388,669	4.3%
Erin T	49%	3,048,013,055	1,493,526,397	0.66%	24,867	65,132	7,453	**97,452**	86,869	12.2%
Guelph C	100%	29,890,542,373	29,890,542,373	13.24%	497,672	1,303,519	149,162	**1,950,353**	1,888,870	3.3%
Guelph Eramosa Twp	100%	3,064,519,128	3,064,519,128	1.36%	51,024	133,643	15,293	**199,960**	195,452	2.3%
Mapleton Twp	95%	2,050,575,273	1,948,046,510	0.86%	32,435	84,954	9,721	**127,110**	123,833	2.6%
Wellington North Twp	51%	2,075,716,188	1,058,615,256	0.47%	17,626	46,166	5,283	**69,075**	66,227	4.3%
Puslinch Twp	75%	2,972,349,135	2,229,261,851	0.99%	37,117	97,218	11,125	**145,460**	142,144	2.3%
Total		**376,815,919,053**	**225,839,756,267**	**100.00%**	**3,760,188**	**9,848,812**	**1,127,000**	**14,736,000**	**14,238,000**	**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	$ 375,000	$ (135,000)	$ 240,000	Municipal Funding
Conservation Services	$ 1,725,000	$ (1,155,000)	$ 570,000	Municipal, Provincial, Federal Funding
Water Quality	$ 745,000	$ (428,000)	$ 317,000	Municipal, Provincial, Federal Funding, Reserves
Watershed Sciences & Collaborative Planning *				
TOTAL	**$2,845,000**	**$ (1,718,000)**	**$1,127,000**	

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



2) Programs and Services (P&S) Reports



Statement of Operations – Revenue

	O.Reg. 402/22 Category	Schedule Reference	Budget 2026	Budget 2027
REVENUE				
Municipal				
Municipal Apportionment	Category 1	various	13,149,000	13,609,000
Memorandums of Understanding Apportionment	Category 2	various	1,089,000	1,127,000
Other	Category 2 & 3	various	960,000	982,000
Total Municipal			**15,198,000**	**15,718,000**
Government Grants				
MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	800,000	838,000
Other Provincial	Category 1	various	1,687,500	1,638,500
Other Provincial	Category 2	8	217,000	398,000
Other Provincial	Category 3	10	-	-
Federal	Category 1 & 2	various	118,200	255,000
Total Government Grants			**3,272,388**	**3,579,188**
Self Generated				
User Fees and Sales				
Planning & Regulations Services	Category 1	4	1,049,000	1,049,000
Burford Operations & Planting Services	Category 3	9	725,000	745,000
Conservation Lands Management	Category 3	14	71,000	71,000
Timber Revenue	Category 1	5	95,000	100,000
Conservation Areas User Fees	Category 3	14	12,000,000	12,600,000
Environmental Education	Category 3	11	610,000	740,000
Property Rentals	Category 3	12	3,208,000	3,283,000
Hydro Generation	Category 3	13	545,000	525,000
Grand River Conservation Foundation	Category 1,2,3	various	180,000	227,000
Investment Income	General Operating	7	2,050,000	2,050,000
Total Self-Generated Revenue			**20,533,000**	**21,390,000**
TOTAL REVENUE			**39,003,388**	**40,687,188**

Statement of Operations - Expenses

	O.Reg. 402/22 Category	Schedule Reference	Budget 2026	Budget 2027
EXPENSES				
OPERATING				
Watershed Management	Category 1	1	915,700	961,700
Flood Forecasting and Warning	Category 1	2	1,243,600	1,546,600
Water Control Structures	Category 1	3	2,413,700	2,540,700
Planning & Regulations Services	Category 1	4	2,877,500	3,111,800
Conservation Lands Management	Category 1	5	3,000,200	2,915,200
Source Protection Program	Category 1	6	800,000	838,000
General Operating Expenses	General Operating	7	4,765,065	4,385,765
Watershed Services	Category 2	8	1,202,200	1,227,000
Burford Operations & Planting Services	Category 3	9	963,900	975,900
Conservation Services	Category 3	10	41,400	31,400
Environmental Education	Category 3	11	999,000	1,051,000
Property Rentals	Category 3	12	1,128,500	1,211,076
Hydro Production	Category 3	13	168,500	121,500
Conservation Areas	Category 3	14	11,198,600	11,828,600
Administrative Support	Category 3	15	1,239,523	1,314,523
Total Operating Expenses			**32,957,388**	**34,060,764**
MAJOR MAINTEANCE & EQUIPMENT				
Watershed Management	Category 1	1	60,000	60,000
Flood Forecasting and Warning	Category 1	2	1,138,000	923,000
Water Control Structures	Category 1	3	3,000,000	3,000,000
Environmental Education	Category 3	11	-	-
Conservation Areas	Category 3	13	2,000,000	2,000,000
Digital Information & Innovation	General Operating	16	355,000	173,900
Motor Pool	General Operating	16	143,100	159,100
Total Major Maintenance & Equipment Expenses			**6,696,100**	**6,316,000**
SPECIAL PROJECTS				
Flood Forecasting and Warning	Category 1	2	475,000	76,000
Conservation Lands	Category 1	5	100,000	149,000
General Operating Expenses	Category 1	7	-	75,000
Watershed Services	Category 2	8	1,317,000	1,618,000
Conservation Services	Category 3	10	91,000	90,000
Environmental Education Program	Category 3	11	100,000	-
Total Special Projects Expenses			**2,083,000**	**2,008,000**
Total EXPENSES			**41,736,488**	**42,384,764**
Gross Surplus/(Defecit)			**(2,733,100)**	**(1,697,576)**
Prior Year Surplus Carryforward			**500,000**	**150,000**
Net Funding FROM/(TO) Reserves			**2,233,100**	**1,547,576**
NET SURPLUS			**-**	**-**

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 and natural hazard concerns are identified so that potential impacts can be addressed.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	750,000	780,000
Administration Expenses	126,600	142,600
Other Operating Expenses	39,100	39,100
Total OPERATING Expenditures	**915,700**	**961,700**
Instrumentation	60,000	60,000
Total CAPITAL Expenditures	**60,000**	**60,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**975,700**	**1,021,700**
Funding		
Municipal		
Municipal Apportionment	913,200	934,200
Government Grants		
Other Provincial	37,500	37,500
Funding From Reserves		
Gauges	25,000	50,000
TOTAL FUNDING	**975,700**	**1,021,700**
Net Surplus/(Deficit)	**-**	**-**

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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	834,000	1,186,000
Administration Expenses	286,600	237,600
Other Operating Expenses	123,000	123,000
Total OPERATING Expenditures	**1,243,600**	**1,546,600**
Hardware	88,000	173,000
Stream Gauges	1,050,000	750,000
Total CAPITAL Expenditures	**1,138,000**	**923,000**
Floodplain Mapping Projects	475,000	76,000
Total SPECIAL PROJECT Expenditures	**475,000**	**76,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,856,600**	**2,545,600**
Funding		
Municipal		
Municipal Apportionment	1,244,262	1,295,262
Government Grants		
MNRF Transfer Payments	164,338	164,338
Other Provincial	200,000	76,000
Funding From Reserves		
Floodplain Mapping Projects & Gauges	75,000	25,000
Water Management Operating	-	185,000
Land Sale Proceeds Reserve	1,173,000	800,000
TOTAL REVENUE	**2,856,600**	**2,545,600**
Net Surplus/(Deficit)	**-**	**-**

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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	1,699,000	1,767,000
Administration Expenses	49,200	19,200
Insurance	145,000	154,000
Other Operating Expenses	520,500	600,500
Total OPERATING Expenditures	**2,413,700**	**2,540,700**
Total CAPITAL Expenditures	**3,000,000**	**3,000,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**5,413,700**	**5,540,700**
Funding		
Municipal		
Municipal Apportionment	2,828,350	2,905,350
Government Grants		
MNRF Transfer Payments	285,350	285,350
Provincial	1,450,000	1,450,000
Funding From Reserves		
Water Control Structures/Water Mgmt Operating/Land Sale	850,000	900,000
TOTAL REVENUE AND FUNDING FROM RESERVES	**5,413,700**	**5,540,700**
Net Surplus/(Deficit)	**-**	**-**



P&S #4 - Planning & Regulations Services

(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;
    - watercourses including rivers and creeks;
    - floodplain;
    - the Lake Erie shoreline.
- The regulation applies to 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 municipalities regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazards.

P&S #4 – Planning and Regulations Services

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	2,417,000	2,694,000
Administration Expenses	305,800	361,800
Other Operating Expenses	154,700	56,000
Total OPERATING Expenditures	**2,877,500**	**3,111,800**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,877,500**	**3,111,800**
Funding		
Municipal		
Municipal Apportionment	1,828,500	2,008,800
Self Generated		
Solicitor Enquiry Fees	70,000	70,000
Permit Fees	415,000	415,000
Plan Review Fees	564,000	564,000
Funding from Reserves		
Planning Enforcement Reserve	-	54,000
TOTAL REVENUE	**2,877,500**	**3,111,800**
Net Surplus/(Deficit)	**-**	**-**

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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	1,907,000	1,798,000
Administration Expenses	177,400	181,400
Insurance	66,000	66,000
Other Operating Expenses	849,800	869,800
Total OPERATING Expenditures	**3,000,200**	**2,915,200**
Land Purchases/Land Sale Expenses	-	-
Apps Mills Trail Improvements	-	49,000
Ecological Restoration	100,000	100,000
Total SPECIAL PROJECT Expenditures	**100,000**	**149,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**3,100,200**	**3,064,200**
Funding		
Municipal		
Municipal Apportionment	2,695,200	2,705,200
Self Generated		
Forest Management	95,000	100,000
Donations - Foundation	110,000	159,000
Funding From Reserves		
Land Reserve (Demolitions/Land Sale Expenses)	100,000	100,000
Transition Reserve (Staffing)	100,000	-
TOTAL REVENUE	**3,100,200**	**3,064,200**
Net Surplus/ (Deficit)	**-**	**-**

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.

	Budget 2026	Budget 2027
Expenditures		
Compensation and Benefits	615,000	639,000
Administration Expenses	45,000	59,000
Other Operating Expenses	50,000	50,000
Water Budget - Technical Studies	90,000	90,000
TOTAL EXPENDITURES	**800,000**	**838,000**
Funding		
Government Grants		
Provincial	800,000	838,000
TOTAL FUNDING	**800,000**	**838,000**
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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	2,725,000	2,833,000
Administration Expenses	543,300	518,300
Insurance	268,300	242,300
Other Operating Expenses	1,298,465	862,165
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)
Total OPERATING Expenditures	**4,765,065**	**4,385,765**
OPCA Expenditures	-	75,000
Total SPECIAL PROJECT Expenditures	**-**	**75,000**
Interest Income	1,900,000	1,900,000
Total FUNDING to RESERVES	**1,900,000**	**1,900,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**6,665,065**	**6,360,765**
Funding		
Municipal		
Municipal Apportionment (levy)	3,639,488	3,760,188
Government Grants		
Provincial	-	75,000
Self Generated		
Investment Income	2,050,000	2,050,000
Funding From Reserves		
Personnel	65,000	65,000
Building & Mechanical	150,000	-
TOTAL REVENUE	**5,904,488**	**5,950,188**
Net Surplus/(Deficit)	**(760,577)**	**(410,577)**

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 2027, 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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	887,000	925,000
Administration Expenses	131,200	118,000
Other Operating Expenses	184,000	184,000
Total OPERATING Expenditures	**1,202,200**	**1,227,000**
Total CAPITAL Expenditures		
RWQP Grants	800,000	800,000
Upper Grand Restoration	10,000	10,000
Waste Water Optimization Project	20,000	123,000
Species at Risk	70,000	70,000
Water Management Plan (WQ)	80,000	50,000
Great Lakes Renewal	35,000	10,000
ECCC Freshwater Ecosystem Project	-	175,000
Resilient Agriculture Landscape Program	167,000	275,000
Clean Water Project	-	20,000
Grand River Simulation Model	50,000	-
Upper Blair Subwatershed Study	85,000	85,000
Total SPECIAL PROJECT Expenditures	**1,317,000**	**1,618,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,519,200**	**2,845,000**
Funding		
Municipal		
Memorandums of Understanding Apportionment	1,089,000	1,127,000
Municipal Other	945,000	965,000
Government Grants		
Other Provincial	217,000	398,000
Federal	118,200	255,000
Funding From Reserves		
Water Management Plan	80,000	50,000
Gauge Reserve	50,000	50,000
Land Sale Proceeds Reserve	20,000	-
TOTAL REVENUE	**2,519,200**	**2,845,000**
Net Surplus/ (Deficit)	**-**	**-**

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

The Nursery and Planting operations program includes the operation of the Burford Tree Nursery, as well as the sourcing, supply and planting of tree stock for 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.



	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	321,000	333,000
Administration Expenses	16,900	16,900
Other Operating Expenses	626,000	626,000
Total OPERATING Expenditures	**963,900**	**975,900**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**963,900**	**975,900**
Funding		
Self Generated		
Burford Nursery	475,000	485,000
Landowner Contributions (Tree Planting)	250,000	260,000
Donations - Foundation		
TOTAL REVENUE	**725,000**	**745,000**
Net Surplus/(Deficit)	**(238,900)**	**(230,900)**

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 2027, efforts will focus on:

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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	12,200	12,200
Administration Expenses	26,200	18,200
Other Operating Expenses	3,000	1,000
Total OPERATING Expenditures	**41,400**	**31,400**
Total CAPITAL Expenditures		
Mill Creek Rangers Program	40,000	40,000
Waterloo Wellington Children's Water Festival	6,000	5,000
Brant/Brantford Water Festival	45,000	45,000
Total SPECIAL PROJECT Expenditures	**91,000**	**90,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**132,400**	**121,400**
Funding		
Municipal		
Municipal-Other	15,000	17,000
Self Generated		
Donations - Foundation	70,000	68,000
Funding from Reserves		
Cambridge Desiltation	2,000	-
Transition Reserve	6,000	5,000
TOTAL REVENUE	**93,000**	**90,000**
Net Surplus/(Deficit)	**(39,400)**	**(31,400)**

P&S #11 - Environmental Education

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

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation & Benefits	706,000	734,000
Administration Expenses	74,000	74,000
Other Operating Expenses	219,000	243,000
Total OPERATING Expenditures	**999,000**	**1,051,000**
Major Repairs & Maintenance Projects	-	-
Total CAPITAL Expenditures	**-**	**-**
Guelph Lake Nature Centre	100,000	-
Total SPECIAL PROJECT Expenditures	**100,000**	**-**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,099,000**	**1,051,000**
Funding		
Self Generated		
Environmental Education - School Program	610,000	740,000
Funding from Reserves		
Transition Reserve	389,000	311,000
Land Sale Proceeds Reserve (GLNC)	100,000	-
TOTAL REVENUE	**1,099,000**	**1,051,000**
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/licence agreements for use of GRCA lands.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	497,000	537,000
Administration Expenses	36,800	38,800
Other Operating Expenses	594,700	635,276
Total OPERATING Expenditures	**1,128,500**	**1,211,076**
Property Rentals	50,000	53,000
Land Sale Proceeds	-	-
Total FUNDING to RESERVES	**50,000**	**53,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,178,500**	**1,264,076**
Funding		
Self Generated		
Belwood	1,110,000	1,133,000
Conestogo	1,329,000	1,357,000
Agricultural	280,000	296,000
Residential	86,000	86,000
Miscellaneous	403,000	411,000
Funding FROM Reserves		
Cottage Lot Operations	-	122,000
Property Rental Reserve	-	-
Cambridge Desiltation	-	576
TOTAL REVENUE	**3,208,000**	**3,405,576**
Net Surplus/(Deficit)	**2,029,500**	**2,141,500**

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.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	73,000	76,000
Other Operating Expenses	95,500	45,500
Total OPERATING Expenditures	**168,500**	**121,500**
General Capital	-	50,000
Total FUNDING to RESERVES	**-**	**50,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**168,500**	**171,500**
Revenue		
Self Generated		
Hydro Production-Belwood	285,000	285,000
Hydro Production-Conestogo	205,000	185,000
Hydro Production-Guelph	40,000	40,000
Hydro Production-Elora	15,000	15,000
TOTAL REVENUE	**545,000**	**525,000**
Net Surplus/(Deficit)	**376,500**	**353,500**

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.
- Capital projects include the Rockwood Conservation Area washroom renovation, Rockwood Conservation Area bridge repairs, and the Guelph Lake Conservation Area septic system replacement. Ongoing asset management activities include general repairs and maintenance of Conservation Area facilities and infrastructure, including buildings, roads, bridges, pools, electrical systems, water systems, and septic systems.



P&S #14 Conservation Areas

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	6,423,000	6,772,000
Administration Expenses	303,800	345,600
Other Operating Expenses	4,471,800	4,711,000
Total OPERATING Expenditures	**11,198,600**	**11,828,600**
Total CAPITAL Expenditures	**2,000,000**	**2,000,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**13,198,600**	**13,828,600**
Funding		
Self Generated		
Brant	1,370,000	1,470,000
Byng Island	1,110,000	1,160,000
Belwood Lake	375,000	385,000
Conestogo Lake	600,000	600,000
Elora Gorge	2,650,000	2,840,000
Elora Quarry	450,000	470,000
Guelph Lake	1,750,000	1,820,000
Laurel Creek	700,000	730,000
Pinehurst Lake	975,000	1,015,000
Rockwood	1,475,000	1,535,000
Shade's Mills	545,000	575,000
Total Fee Revenue	12,000,000	12,600,000
Miscellaneous Income	71,000	71,000
Funding From Reserves		
Conservation Areas - Capital Projects	500,000	500,000
TOTAL REVENUE	**12,571,000**	**13,171,000**
Net Surplus/(Deficit)	**(627,600)**	**(657,600)**

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.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	691,000	740,000
Administration Expenses	145,800	178,800
Insurance	190,000	183,000
Other Operating Expenses	212,723	212,723
Total OPERATING Expenditures	**1,239,523**	**1,314,523**
Stabilization Reserve-Category 3	-	-
Total FUNDING to RESERVES	**-**	**-**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,239,523**	**1,314,523**
Funding		
Self Generated		
Miscellaneous	-	-
TOTAL REVENUE	**-**	**-**
Net Surplus/(Deficit)	**(1,239,523)**	**(1,314,523)**

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.

Digital Information & Innovation & Motor Pool

	Budget 2026	Budget 2027
Expenditures		
Digital Information & Innovation		
Compensation and Benefits	1,464,000	1,388,000
Administrative Expenses	36,900	36,900
Software and Hardware Maintenance	187,500	230,000
Supplies and Services	54,000	54,000
Total OPERATING Expenditures	**1,742,400**	**1,708,900**
Capital Expenses	**400,000**	**300,000**
LESS Internal Charges	**(1,787,400)**	**(1,835,000)**
NET Unallocated Expenses	**355,000**	**173,900**
Motor Pool		
Compensation and Benefits	346,000	360,000
Administrative Expenses	27,600	29,600
Insurance	64,500	64,500
Motor Pool Building and Grounds Maintenance	10,000	10,000
Equipment, Repairs and Supplies	336,000	336,000
Fuel	284,000	284,000
Total OPERATING Expenditures	**1,068,100**	**1,084,100**
Capital Expenses	**675,000**	**675,000**
LESS Internal Charges	**(1,600,000)**	**(1,600,000)**
NET Unallocated Expenses	**143,100**	**159,100**
TOTAL EXPENDITURES	**498,100**	**333,000**

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 Watters

Town of Erin, Townships of Guelph-Eramosa and Puslinch
James Seeley

County of Brant
Brian Coleman and David Miller