



**Grand River Conservation Authority  
Agenda - General Meeting**

Friday, October 27, 2023

9:30 a.m.

Hybrid Meeting of the General Membership

GRCA Administration Centre

Zoom Virtual Meeting

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	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Certification of Quorum</b>	
<b>3. Chair's Remarks</b>	
<b>4. Review of Agenda</b>	
THAT the agenda for the General Membership Meeting be approved as circulated.	
<b>5. Declarations of Pecuniary Interest</b>	
<b>6. Minutes of the Previous Meetings</b>	1
THAT the minutes of the General Membership Meeting of September 22, 2023 be approved as circulated.	
<b>7. Business Arising from Previous Minutes</b>	
<b>8. Hearing of Delegations</b>	
<b>9. Presentations</b>	
<b>10. Correspondence</b>	
a. Minister of Municipal Affairs and Housing - Proposed legislation to return lands to the Greenbelt and Oak Ridges Moraine	9
THAT Correspondence from the Minister of Municipal Affairs and Housing regarding the proposed legislation to return lands to the Greenbelt and Oak Ridges Moraine be received as information.	
<b>11. 1st and 2nd Reading of By-Laws</b>	
<b>12. Reports:</b>	

a.	GM-10-23-80 - Budget 2024 - Draft #1	12
	THAT Report Number GM-10-23-80 - Budget 2024 - Draft #1 be approved for consultation purposes, circulated to all participating municipalities, and posted to the GRCA website.	
b.	GM-10-23-81 - Budget Draft #1 - Municipal Apportionment	43
	THAT Report Number GM-10-23-81 - Budget 2024 - Draft #1 - Municipal Apportionment be received as information.	
c.	GM-10-23-75 - Cash and Investment Status	45
	THAT Report Number GM-10-23-75 - Cash and Investment Status – September 2023 be received as information.	
d.	GM-10-23-82 - Financial Summary	47
	THAT the Financial Summary for the period ending September 30, 2023 be approved.	
e.	GM-10-23-73 - 2024 Board Meeting Schedule	52
	THAT the 2024 Grand River Conservation Authority Board Meeting Schedule be approved.	
f.	GM-10-23-74 - New Guelph Lake Nature Centre Update	55
	WHEREAS the Grand River Conservation Authority remains committed to supporting the construction of a new Guelph Lake Nature Centre;	
	THEREFORE BE IT RESOLVED THAT staff proceed with tendering the construction of the new Guelph Lake Nature Centre and report back to the General Membership for construction award approval.	
g.	GM-10-23-76 - Outdoor Environmental Education Program Review	57
	THAT the Grand River Conservation Authority endorse the proposed actions and transition plan outlined within this report to move its Outdoor Environmental Education Program towards a breakeven business model that does not rely on municipal apportionment (levy);	
	AND THAT staff report back to the board at minimum on an annual basis on progress made.	
h.	GM-10-23-78 - Provincial Offences Act Officer Appointments - Section 30.1	63
	THAT the Grand River Conservation Authority re-appoint all Provincial Offences Act Officers under Section 30.1 of the Conservation Authorities Act, to take effect on the date of proclamation.	

- i. GM-10-23-77 - Conestogo Dam Bridge Deck Rehabilitation - Energy Attenuator - Project Award 65

THAT the Grand River Conservation Authority award the contract for the Conestogo Dam Bridge Deck Rehabilitation – Energy Attenuator supply and installation project to Royal Fence Limited for the amount of \$129,500 (excluding HST).

AND THAT an overall project budget of \$142,450 (excluding HST) be approved for this project.

- j. GM-10-23-72 - Permits Issued under Ontario Regulation 150/06 67

THAT Report Number GM-10-23-72 – Permits Issued under Ontario Regulation 150/06 be received as information.

- k. GM-10-23-79 - Current Watershed Conditions 68

THAT Report Number GM-10-23-79 – Current Watershed Conditions as of October 17, 2023 be received as information.

**13. Committee of the Whole**

**14. General Business**

**15. 3rd Reading of By-Laws**

**16. Other Business**

- a. Governance and Attendance 77

**17. Closed Meeting**

THAT the General Membership enter a closed meeting to discuss a confidential matter.

- a. Minutes from the previous closed session
- b. Labour Relations or employee negotiations
- c. Litigation or potential litigation

**18. Next Meetings**

**19. Adjourn**

Regrets only to:

Office of the Chief Administrative Officer, Phone: 519-621-2763 ext. 2200



## Grand River Conservation Authority Minutes - General Membership Meeting

Date: September 22, 2023  
Time: 9:30 am  
Location: Hybrid Meeting of the General Membership  
GRCA Administration Centre  
Zoom Virtual Meeting

Members Present Bruce Banbury, Christine Billings, John Challinor II, Ken Yee Chew, Brian Coleman, Kevin Davis, Mike Devine, Jim Erb, Susan Foxton, Guy Gardhouse, Gord Greavette, Colleen James, Daniel Lawrence, Dave Miller, Natasha Salonen, Rob Shirton, Jerry Smith, Shawn Watters, Chris White, Kari Williams, Pam Wolf

Regrets Gino Caputo, Doug Craig, Lisa Hern, Sandy Shantz, Alex Wilson  
Staff Samantha Lawson, Karen Armstrong, Beth Brown, Ron Gasparetto, Brandon Heyer, Janet Ivey, Katelyn Lynch, Sonja Radoja, Lisa Stocco, Pam Walther-Mabee, Eowyn Spencer, Marijan Blazevic, Michael Penney, David Townsend, Kevin Tupman, Ron Wu-Winter, Shari Dahmer

Others Marty Cotter, Dr. Hugh Whitely, Laura Murr

### 1. Call to Order

The Meeting was called to order by the Chair at 9:34 a.m.

### 2. Certification of Quorum

The Secretary-Treasurer certified quorum with more than half of the Members present. A total of 21 Members attended the meeting.

### 3. Chair's Remarks

The Chair made the following remarks in the preceding Source Protection Authority meeting, and they are copied here for ease of reference:

- The GRCA received site plan approval for the new Guelph Lake Nature Centre on September 20th, and staff are working with the municipality to obtain the building permit.
- Conservation Ontario Council will meet on September 25th. Agenda highlights include the 2024 budget and coordinated submissions on ERO postings affecting conservation authorities.

### 4. Review of Agenda

23-132

**Moved By** Pam Wolf

**Seconded By** Rob Shirton

THAT the agenda for the General Membership Meeting be approved as circulated.

Carried

**5. Declarations of Pecuniary Interest**

There were no declarations of pecuniary interests made in relation to the matters to be dealt with.

**6. Minutes of the Previous Meetings**

23-133

**Moved By** Pam Wolf

**Seconded By** Susan Foxton

THAT the minutes of the General Membership Meeting of August 25, 2023 be approved as circulated.

Carried

**7. Business Arising from Previous Minutes**

There was no business arising from the minutes of the previous meeting.

**8. Hearing of Delegations**

**8.a Dr. Hugh Whitely - Niska Land Holdings 2023 Draft Management Plan**

- Dr. Hugh Whitely attended the meeting virtually to address concerns regarding the draft Niska Lands Management Plan. Dr. Whitely addressed the Board to provide a history of the property and relay his understanding of the historical purchases and intended use of the lands.
- Dr. Whitely wished to ensure that the Board was aware of the information provided so that the management plan may be properly assessed, and to suggest that the Board consider changes to the Plan to reflect his understanding of the history and statement of purchase.
- The Chair thanked the delegation for sharing his concerns, and Dr. Whitely exited the meeting.

**8.b Laura Murr - Niska Land Holdings 2023 Draft Management Plan**

- Laura Murr attended the meeting virtually to address concerns related to the draft Niska Lands Management Plan.
- Ms. Murr said that the plan does not include the interest of the public in restoring nature and protecting the lands, and does not consider re-naturalization of the lands, wildlife and fish habitats, and groundwater recharge areas.
- Ms. Murr asked that the Board consider returning the lands to their historical uses as more environmental lands are needed to accommodate population growth and noting that none of the lands should be declared as surplus.
- The Chair thanked the delegation for attending, and Ms. Murr exited the meeting.

**9. Presentations**

**9.a GRCA Permitting and Hearing Process - Beth Brown, Manager of Planning and Engineering Services**

Beth Brown provided a presentation on the GRCA's permitting and hearing process, which included information on regulated areas, the permit application process, and the appeal process. The following highlights were noted:

- The Conservation Authorities Act authorizes Conservation Authorities to create a natural hazard-based regulation, and Section 28 of the Act further defines regulatory requirements. Permits are required for development or activities in regulated areas, alterations to watercourses, and changing or interfering with a watercourse.

- The permitting process requires a submission from applicants and staff review, and pre-consultation is encouraged. Upon review, staff may recommend approval of the application with or without conditions if the application meets GRCA policies, recommend consideration of approval if it does not meet policies, or recommend refusal. The CAO has delegated authority to approve permits when the application meets policies; applications that do not meet policies are brought to the Board for consideration.
- The Conservation Authorities Act requires a hearing if the application is being considered for refusal, and GRCA staff have developed a Hearing Guideline based on a template provided by MNR and Conservation Ontario with legal advice. In accordance with the GRCA Administrative By-law, the General Membership will form a Tribunal for the purposes of a hearing, which is guided by the Statutory Powers and Procedures Act.
- The tribunal will vote on the permit in open session following presentations by staff and the applicant, and a letter of decision will be sent out. The applicant then has 30 days to appeal the decision to the Ontario Land Tribunal, which may refuse the permit, or grant the permit with or without conditions.

The Chair thanked staff for the presentation, and there were no comments or concerns from the Board.

**10. Correspondence**

None.

**10.a Hamilton Conservation Authority re: Reverse Changes to the Conservation Authorities Act and Ontario Wetland Evaluation System**

23-134

**Moved By** Brian Coleman

**Seconded By** Gord Greavette

THAT correspondence from the Hamilton Conservation Authority regarding a motion to Reverse Changes to the Conservation Authorities Act and Ontario Wetland Evaluation System be received as information.

**Carried**

**11. 1st and 2nd Reading of By-Laws**

None.

**12. Reports:**

**12.a GM-09-23-68 - Progress Report #6 - Ontario Regulation 687/21**

- The Chair noted that extension requests for the January 1, 2024 transition date for completion of Municipal Memoranda of Understanding for Category 2 Programs and Services is not permitted, and so the last paragraph will be struck from the report as written in the agenda package for this meeting.
- The report was updated to include the carried motion before it was circulated per the recommendation.

23-135

**Moved By** John Challinor II

**Seconded By** Shawn Watters

THAT Progress Report #6 be approved, circulated to all participating Grand River watershed municipalities, posted on the Grand River Conservation Authority website, and submitted to the Ministry of Natural Resources and Forestry in accordance with Ontario Regulation 687/21;

AND THAT the Municipal Memorandum of Understanding and Letter Agreement for Category 2 Programs and Services be approved and circulated to participating municipalities.

**Carried**

**12.b GM-09-23-66 - Update on Regulatory Deliverables - Ontario Regulation 686/21**

- D.Miller inquired about the overall cost to implement the required deliverables and if provincial funding is available to support the projects, and S.Lawson responded in the negative. The Board previously set up a transition reserve to provide support for the implementation of changes to the CA Act.
- K.Davis inquired about groundwater health and the resource management strategy, and if the health of the Grand River will be built in to a plan. J.Ivey responded, noting that it is a fairly high-level strategy about the delivery of programs and services which in turn support the health of the water systems, but it will not be broken down to the level of providing specific recommendations. J.Ivey added that the GRCA does have plans and strategies in place to protect groundwater areas.

23-136

**Moved By** Christine Billings

**Seconded By** Susan Foxtan

THAT Report Number GM-09-23-66 – Update on Regulatory Deliverables – Ontario Regulation 686/21 be received as information.

**Carried**

**12.c GM-09-23-67 - Banking and Investment Policy**

There were no comments or questions regarding this report.

23-137

**Moved By** Pam Wolf

**Seconded By** Colleen James

THAT the Grand River Conservation Authority approve the Banking and Investment Policy dated September 22, 2023.

**Carried**

**12.d GM-09-23-69 - Cash and Investment Status**

There were no comments or questions regarding this report.

23-138

**Moved By** Jerry Smith

**Seconded By** Jim Erb

THAT Report Number GM-09-23-69 Cash and Investment Status – August 2023 be received as information.

**Carried**

**12.e GM-09-23-70 - Financial Summary**

There were no comments or questions regarding this report.

23-139

**Moved By** John Challinor II

**Seconded By** Brian Coleman

THAT the Financial Summary for the period ending August 31, 2023 be approved.

**Carried**

**12.f GM-09-23-62 - Elora Quarry and Grand River Conservation Area Membership Pass Update**

- Pam Walther-Mabee provided a presentation regarding a pilot program to allow some use annual membership passes at the Elora Quarry Conservation Area.
- Following up on a request from the Board, staff reviewed options and determined solutions which would permit annual membership pass holders to access the Elora Quarry with their membership cards. Staff considered the community and environmental impacts, the technological requirements need to ensure capacity management requirements can be maintained, and that user enjoyment is not diminished.
- It was determined that a pilot program will be implemented for the 2024 season. A modified online booking system to permit passholders to obtain tickets for morning or afternoon access as available has been developed. Ticket sales for membership holders will be limited to week days only and capped at ten percent of daily sales, and parking will remain an additional cost for all users as spaces are limited.
- Members of the public will be informed of this change in 2024, via the GRCA memberships and Elora Quarry webpages, and social media channels.
- The evaluation of the pilot program will focus on the environmental impact, financial considerations, staff resourcing requirements, and overall programming. Feedback from the community and passholders will be accepted.

Board Members thanked staff for the presentation, and for the work to find a positive solution to implement the program.

23-140

**Moved By** Shawn Watters

**Seconded By** Pam Wolf

THAT Report Number GM-09-23-62 - Elora Quarry and Grand River Conservation Area Membership Pass Update be received as information.

**Carried**

**12.g GM-09-23-63 - ERO No. 019-4706: Technical Bulletin – Flooding Hazards: Data Survey and Mapping Specifications**

There were no comments or questions regarding this report.

23-141

**Moved By** Daniel Lawrence

**Seconded By** Susan Foxtton

THAT Report Number GM-08-23-63 – ERO No. 019-4706: Technical Bulletin – Flooding Hazards: Data Survey and Mapping Specifications be received as information.

**Carried**

**12.h GM-09-23-65 - Water Control Structures Asset Management Plan Consulting Contract**

- B.Coleman noted that he is not supportive of the recommendation as the second bidder provided a lower cost estimate.
- K.Lynch responded, noting that the evaluation criteria does consider cost. However, for this bid in particular a high importance was placed on knowledge and experience in working with and assessing major dam infrastructure. The recommended bid demonstrated the best understanding of the project and the ability and time commitment to place an appropriate level of duty and care into the assessment.



- K.Davis noted agreement with the consideration of financial efficiency but added that he is satisfied with the reasoning provided by staff.

23-142

**Moved By** Mike Devine

**Seconded By** Bruce Banbury

THAT the Grand River Conservation Authority accept the proposal from Hatch Ltd. to carry out engineering consulting services to complete the Water Control Structures Asset Management Plan up to the amount of \$197,240 excluding HST;

AND THAT an overall project budget of \$216,964 be approved for this project.

**Carried**

**12.i GM-09-23-71 - Current Watershed Conditions**

- D.Miller inquired about groundwater conditions being at an all-time low and if that has an impact on the Grand River watershed. M.Penney responded, noting that modern wells going back twenty years are used as the basis for 'normal' ranges, and that as more wells returned to within that range in comparison to May and June levels staff were comfortable removing the low-water status.

23-143

**Moved By** Susan Foxton

**Seconded By** John Challinor II

THAT Report Number GM-09-23-71 – Current Watershed Conditions as of September 11, 2023 be received as information.

**Carried**

**12.j GM-09-23-64 - Niska Land Holdings 2023 Draft Management Plan**

- Ron Gasparetto provided a presentation on the draft Niska Land Holdings Management Plan, and extended thanks to Ron Wu-Winter and Kevin Tupman for their work on this project to date.
- The presentation included an overview of the history of the project, the location and description of the property, and the process GRCA took to develop the management plan. The Niska land holdings contain four parcels of land and comprise 79 acres of provincially significant wetlands, 108 acres of City of Guelph Significant Natural Area, and 122 acres of Regulated Area under the Conservation Authorities Act.
- The properties were acquired in 1971 and 1977 for the formerly proposed Hespeler Reservoir project. The lands operated as a waterfowl park from 1965 to 2005 as part of a commercial lease with the Niska Wildlife Foundation from 1977 to 2014. In 2005 the Niska Wildlife Foundation closed the waterfowl park, and in 2014 the GRCA terminated the commercial lease and initiated clean-up of the property.
- In 2013 as part of the City of Guelph Official Plan update, a parcel of land known as Agricultural Field B was re-zoned to Low and Medium Density Residential, which was appealed to the Ontario Municipal Board (OMB) by members of the public. In 2018, through the OMB, the City of Guelph, the GRCA, and the appellants signed a Minutes of Settlements, which resulted in an enhanced public notification process regarding Agricultural Field B and the Niska Land Holdings.
- Following the detailed overview, R.Gasparetto outlined three recommendations related to the management of the property, and noted that if the Plan is approved, a joint working group will be struck and will include public stakeholders.

Board Members discussed the draft plan, the process, and had questions regarding input from the two Delegations earlier in the meeting with respect to the intended use and prior plans for the property in question. There were also questions regarding the OMB Minutes of Settlement, GRCA's legislative requirements with respect to the disposal of land, and the public notification related to the use of the lands and the management plan.

Ron Gasparetto and Samantha Lawson responded to questions, noting the following key points:

- Of the land holdings, the area recommended for disposal meets all legislative requirements for declaring the lands surplus. As there are Minutes of Settlement (MOS) related to this parcel, the GRCA has legal obligations as well, and all requirements would be followed if the land were to be declared surplus. The MOS was the result of the appeal of the re-designation of the 8-hectare parcel (Agricultural lands B)
- As part of the MOS process, all parties agreed to and signed a statement of facts document, which notes the Hespeler Dam project as the original purpose of acquiring the property. Secondary uses may have existed at the time; however, to dispose of the property, it is required to demonstrate the land is no longer required for the original purpose.
- The draft plan is being presented at this meeting for information, and the three recommendations are part of the overall land management plan which are not being voted on separately today. The final draft plan will be for 30 days prior to being brought back to the Board for consideration of approval. The recommendations in the plan would be implemented independently and follow appropriate courses of action as required.

There were additional comments from C.Billings, and staff confirmed that the historical context provided by the delegate earlier in the meeting is not in alignment with the agreed upon statement of facts under the MOS, and from K.Chew, who encouraged continued involvement with the public and other stakeholders throughout the process. Other comments from the Board included noting the importance of protecting the cold-water streams and considering that the different areas of the subject lands provide opportunities for varied uses.

23-144

**Moved By** Brian Coleman

**Seconded By** John Challinor II

THAT Report Number GM-08-23-58 – Niska Land Holdings 2023 Draft Management Plan be received as information.

**Carried**

**13. Committee of the Whole**

Not required.

**14. General Business**

There was no General Business.

**15. 3rd Reading of By-Laws**

None.

**16. Other Business**

None.

B. Coleman and K.Davis exited the meeting prior to the closed session.

**17. Closed Meeting**

23-145

**Moved By** Gord Greavette

**Seconded By** Susan Foxtton

THAT the General Membership enter a closed meeting in accordance with the *Municipal Act section 239(2)* for the following purpose(s): proposed or pending acquisition or disposition.

**Carried**

23-146

**Moved By** John Challinor II

**Seconded By** Mike Devine

THAT the General Membership reconvene in open session.

**Carried**

**17.a Minutes of the previous closed session**

23-147

**Moved By** John Challinor II

**Seconded By** Ken Yee Chew

THAT the minutes of the minutes of the previous closed session be approved as circulated.

**Carried**

**17.b Proposed or pending acquisition or disposition of land - Township of Centre Wellington**

23-148

**Moved By** Pam Wolf

**Seconded By** Bruce Banbury

IN ORDER TO FURTHER THE OBJECTS of the Grand River Conservation Authority by assisting a member municipality in providing municipal services;

THEREFORE BE IT RESOLVED THAT Grand River Conservation Authority grant the Township of Centre Wellington an easement over a portion of lands described as Pt RDAL BTN TWP of Pilkington & TWP of Nichol (Closed by ROS240130); PT LT Broken Front Con 1 East of Grand River Pilkington PTS 3, 4, 5, 6, 9 and 10, Plan 61R2180; Township of Centre Wellington, being all of PIN 714100162, to be more particularly described on a Reference Plan to be deposited, for the installation and maintenance of a multi-use trail, for the nominal consideration of \$2.00.

**Carried**

**18. Next Meeting - October 27, 2023 at 9:30 a.m.**

**19. Adjourn**

The meeting was adjourned at 11:07 a.m.

23-149

**Moved By** Bruce Banbury

**Seconded By** John Challinor II

THAT the meeting of the General Membership be adjourned.

**Carried**

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Chair

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Secretary Treasurer

**From:** [Samantha Lawson](#)  
**To:** [Management Committee](#)  
**Subject:** FW: Letter from Minister Calandra - GrandRiver Conservation Authority  
**Date:** Tuesday, October 17, 2023 6:34:43 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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**From:** [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca) <[minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)>  
**Sent:** Monday, October 16, 2023 7:57 PM  
**To:** Samantha Lawson <[slawson@grandriver.ca](mailto:slawson@grandriver.ca)>  
**Subject:** Letter from Minister Calandra - GrandRiver Conservation Authority

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre  
777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



234-2023-5060

October 16, 2023

Dear Municipal Clerks/CAOs, and Conservation Authority Administrators:

**Subject: Proposed Legislation to Return Lands to the Greenbelt and Oak Ridges Moraine**

I am writing to you to let you know that the Ontario government [introduced legislation](#) that if passed, would restore the 15 parcels of land that were redesignated or removed from the Greenbelt Plan and the Oak Ridges Moraine Conservation Plan areas in late 2022. The Greenbelt Statute Law Amendment Act, 2023, if passed, would enhance protections for these areas by ensuring any future boundary changes can only be made through an open, public and transparent legislative process.

In response to the feedback from Indigenous communities, the public, municipalities and stakeholders we introduced proposed legislative amendments that would:

- Add 15 sites back to the Greenbelt that were removed in December 2022 by incorporating the description of the Greenbelt Area and Oak Ridges Moraine Area boundaries directly into the proposed legislation.
- Eliminate the authority to remove lands from the Greenbelt Area and Oak Ridges Moraine Area by regulation so that any future removals would require legislative change to the Greenbelt Act or the Oak Ridges Moraine Conservation Act.
- Revoke the existing Greenbelt Area boundary regulation (O. Reg. 59/05) and the existing regulation that designates the Oak Ridges Moraine Area (O. Reg. 1/02).
- Undo the redesignation of lands to Settlement Area in the Oak Ridges Moraine Conservation Plan.
- Provide for a concurrent amendment to the Greenbelt Plan's land use schedules to restore the same protections to lands that they had before the 2022 amendment
- Continue to ensure provide that no Plan amendments can be made that would reduce its total area in the Greenbelt Plan..
- Reverse the repeal of the Duffins Rouge Agricultural Preserve Act, 2005.
- Restore the same protections for easements and covenants on the lands in the Duffins Rouge Agricultural Preserve that they had before the 2022 amendment, and
- Strengthen immunity provisions.

The amendments, if passed, will maintain the lands added to the Greenbelt in 2022, which includes a total of 9,400 acres (13 additions of Urban River Valleys and lands in the Paris Galt Moraine area).

**Request for Feedback**

More information on the legislative proposal to amend the Greenbelt Act, 2005, Oak Ridges Moraine Conservation Act, 2001 and other related legislation can be found on the Environmental Registry of Ontario (ERO) at:

- [ERO #019-7739 – Proposal to return lands to the Greenbelt - Greenbelt Statute Law Amendment Act, 2023.](#)
- [ERO #019-7735 – New Act regarding the Duffins Rouge Agricultural Preserve easements and covenants.](#)

Information and mapping on the 2022 decision to amend the Greenbelt Plan and Oak Ridges Moraine Conservation Plan can be found here:

- [ERO #019-6216 - Amendments to the Greenbelt Plan](#)
- [ERO #019-6218 Proposed redesignation of land under the Oak Ridges Moraine Conservation Plan O. Reg. 140/02](#)

I look forward to receiving your feedback on this proposal. Comments can be sent through the registry or to [greenbeltconsultation@ontario.ca](mailto:greenbeltconsultation@ontario.ca) by November 30, 2023.

Sincerely,



Hon. Paul Calandra  
Minister of Municipal Affairs and Housing

c. Martha Greenberg, Deputy Minister, Municipal Affairs and Housing  
Sean Fraser, Assistant Deputy Minister, Municipal Affairs and Housing, Planning and Growth Division

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Le 16 octobre 2023

**Objet : Projet de loi visant la réintégration de terres à la ceinture de verdure et à la moraine d'Oak Ridges**

Madame, Monsieur,

Je me permets de vous écrire pour vous informer que le gouvernement de l'Ontario [a déposé un projet de loi](#) qui, s'il est adopté, rétablira les 15 parcelles qui avaient été autrement désignées ou retirées du Plan de la ceinture de verdure et du Plan de conservation de la moraine d'Oak Ridges à la fin de 2022. S'il est adopté, ce projet de loi de 2023 modifiant la *Loi sur la ceinture de verdure* renforcera la protection de ces terres en veillant à ce que toute modification future de leurs limites ne puisse être apportée qu'au terme d'un processus législatif ouvert, public et transparent.

En réponse aux commentaires des communautés autochtones, du grand public, des municipalités et des parties prenantes, nous avons proposé des modifications législatives qui :

- ajoutent 15 parcelles à la ceinture de verdure qui avaient été retirées en décembre 2022 en incorporant la description des limites de la ceinture de verdure et de la moraine d'Oak Ridges directement dans le libellé;
- éliminent le pouvoir de retirer des terres de la ceinture de verdure et de la moraine d'Oak Ridges par voie réglementaire, de sorte que tout retrait futur nécessiterait une modification à la *Loi sur la ceinture de verdure* ou à la *Loi sur la conservation de la moraine d'Oak Ridges*;
- révoquent deux règlements existants, soit celui délimitant la ceinture de verdure (Règl. de l'Ont. 59/05) et celui désignant le territoire de la moraine d'Oak Ridges (Règl. de l'Ont. 1/02);
- annulent la réaffectation de terres à la zone de peuplement dans le Plan de conservation de la moraine d'Oak Ridges;
- prévoient une modification simultanée des schémas d'aménagement du Plan de la ceinture de verdure afin de rétablir les mêmes protections pour les terres que celles dont celles-ci bénéficiaient avant la modification de 2022;
- maintiennent l'interdiction de toute modification qui réduirait la superficie totale du Plan de la ceinture de verdure;
- renversent l'abrogation de la *Loi de 2005 sur la Réserve agricole de Duffins-Rouge*;
- rétablissent les mêmes protections pour les servitudes et engagements sur les terres de la Réserve agricole de Duffins-Rouge que celles dont celles-ci bénéficiaient avant la modification de 2022;
- renforcent les dispositions relatives à l'immunité.

Ces modifications, si elles sont adoptées, maintiendront les terres ajoutées à la ceinture de verdure en 2022, ce qui représente, au total, 9 400 acres (13 ajouts de vallées fluviales urbaines et de terres dans la région de la moraine de Paris Galt).

**Demande de commentaires**

De plus amples renseignements sur le projet de loi visant à modifier la *Loi de 2005 sur la ceinture de verdure*, la *Loi de 2001 sur la conservation de la moraine d'Oak Ridges* et d'autres lois connexes sont fournis dans le Registre environnemental de l'Ontario (REO) à partir des liens suivants :

- [REO n° 019-7739 – Proposition de réintégration de terres à la ceinture de verdure -Loi de 2023 modifiant des lois en ce qui concerne la ceinture de verdure](#)
- [REO n° 019-7735 – Loi de 2023 sur la réserve agricole de Duffins-Rouge](#)

Des renseignements et des cartes sur la décision de 2022 modifiant le Plan de la ceinture de verdure et le Plan de conservation de la moraine d'Oak Ridges sont accessibles à partir des liens suivants :

- [REO n° 019-6216 – Modifications au Plan de la ceinture de verdure](#)
- [REO n° 019-6218 – Nouvelle désignation proposée des terres dans le cadre du Plan de conservation de la moraine d'Oak Ridges \(Règl. de l'Ont. 140/02\)](#)

Je me réjouis à la perspective de recevoir vos commentaires en ce qui a trait à cette proposition. Vous pouvez envoyer vos commentaires par l'intermédiaire du registre ou à [greenbeltconsultation@ontario.ca](mailto:greenbeltconsultation@ontario.ca) avant le 30 novembre 2023.

Cordialement,



L'honorable Paul Calandra  
Ministre des Affaires municipales et du Logement

cc Martha Greenberg, sous-ministre, Affaires municipales et Logement  
Sean Fraser, sous-ministre adjoint, Affaires municipales et Logement, Division de l'aménagement et de la croissance

# Grand River Conservation Authority

**Report number:** GM-10-23-80

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Budget 2024 – Draft #1

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## **Recommendation:**

THAT Report Number GM-10-23-80 - Budget 2024 - Draft #1 be approved for consultation purposes, circulated to all participating municipalities, and posted to the GRCA website.

## **Summary:**

This report summarizes the first draft of the 2024 Budget. The final budget for 2024 will be presented for approval at the February 24, 2024 Annual General Meeting. See Attachment A “Budget 2024 Timetable” for additional details on budget timelines.

Budget 2024- Draft #1 reflects the continuation of programs and services delivered in 2023 and maintains breakeven results. Total draft expenditures for 2024 are \$34,442,188. For context, the October 2022 draft budget for 2023 included expenditures of \$33,279,188. Preliminary budget financial figures are outlined in Attachment G which includes the Statement of Operations and detailed Program and Services statements. The individual programs and services budgets have been categorized as Operating, Capital Maintenance, and Special projects.

Grand River Conservation Authority (GRCA) programs and services are funded by:

- Municipal Apportionment (in prior years referred to as Municipal General Levy)
- Municipal Funding as per Memorandum of Understandings (MOUs)
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

Overall, the municipal funding request has been increased by 2.5% (or \$324,000) to \$13,292,000 in 2024. For a breakdown of municipal funding by Category 1, 2, and general operating expenses see Attachment C “Budget 2024 Municipal funding breakdown”.

As required under *O.Reg.687/21 Transition Plans and Agreements for Programs and Services Under Section 21.2.2 of the 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.

Attachment B “Programs & Services Inventory” outlines the expenditures and funding sources applicable to each category, along with the reallocation of program surplus between programs and services.

Appendix D “Summary of Municipal Apportionment” details the municipal apportionment and MOU funding requests by participating municipalities.

**TABLE A -BUDGET 2024 EXPENDITURES**

	2024	2023 (Oct draft)	Increase/(decrease)
<b>EXPENDITURES</b>			
Operating Expenses	\$29,066,688	\$28,148,688	\$918,000
Capital Expenses	\$4,419,000	\$4,104,000	\$315,000
Special Projects	\$840,000	\$840,000	\$0
Funding to Reserve (hydro)	\$116,500	\$116,500	\$0
<b>TOTAL</b>	<b>\$34,442,188</b>	<b>\$33,209,188</b>	<b>\$1,233,000</b>

Note: Use of the term capital expenses for spending that is funded with municipal apportionment refers to major maintenance, water control structure studies, or water management equipment.

**Report:**

**A. CONSERVATION AUTHORITIES ACT - NEW REGULATIONS**

The Conservation Authorities Act (CA Act) outlines three categories of programs and services: (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable).

*O. Reg. 402/22 - Budget and Apportionment* also defines “general operating expense or capital cost” as an operating expense or capital cost that is not related to the provision of a program or service that an authority provides. The regulations require that these costs be identified separately, and municipal funding be apportioned using Modified Current Value Assessment (MCVA).

*O. Reg. 402/22* requirements came into force for the 2024 budget process. See Attachment A – Budget 2024 Timetable for timeline details. This regulation outlines Four Phases to the budget process

- Phase 1: Categorizing revenue and expenses as per the categories listed above, and amounts of municipal apportionment
- Phase 2: Board approval of draft budget for consultation (vote required), distribution to participating municipalities, and posting on the GRCA’s Governance section on the website. Consultation with municipalities will occur as required.
- Phase 3: Board apportionment approval process (weighted vote required)
- Phase 4: Final budget approval process (vote required)

**B. OPERATING BUDGET**

In general, the 2024 budget assumes the same level of program and service delivery as provided in 2023. Any exceptions to specific program areas are included in the commentary below as applicable.

(a) Resource Planning

- Resource Planning fee revenue declined in 2023 and therefore this draft of the budget reduced revenue by \$100,000.
- Compensation and benefits costs reduced by \$50,000 to recognize vacancy and/or rate savings which have resulted historically (budget assumes no change in staffing complement).

(b) Residential Property Rental Program

- The Residential Property Rental Program is in the process of winding down. The budgeted 2023 revenue of \$110,000 assumes no decrease in occupancy during 2024.
- The budgeted net result for this program is a \$25,000 deficit.



(c) Outdoor Environmental Education

- Negotiations with school boards for 2023/24 contracts have been completed. The first draft of the budget assumes that 2023/24 school contracts will be extended for the 2024/25 school year. This draft does not include any community or day camp program delivery. Decisions regarding the future format and scope of the Outdoor Environmental Education program will be incorporated into future budget drafts as applicable.

(d) Conservation Areas

- Conservation Area 2024 budgeted revenue of \$10,500,000 is approximately \$1,000,000 less than projected revenue of \$11,500,000 for 2023.
- Operating expenses are being increased by \$350,000.
- Conservation Area program and services expenses have been expanded to include 100% of Manager of Conservation Area Operations, 50% of Luther Marsh operations, and 100% of hazard tree management in the Conservation Areas. The funding for these three additional components is being funded with surplus from other Category 3 programs.
- The Conservation Areas budget excludes any allocation for corporate services overhead expenses.
- The revenue and cost assumptions will be revisited once actuals for the full 2023 season are available. Any adjustments to operating revenue or expenses will be the transfer to/from the Conservation Areas Reserve.

(e) Investment Income

- Income increased \$50,000 due to higher interest being earned on cash balances.

(f) Section 39 Funding

- It is assumed that there will no further cutbacks in the provincial Section 39 grant for the period April 1, 2023 to March 31, 2024 and therefore the Section 39 grant amount is anticipated to remain at \$449,688.

(g) Municipal Funding

- The 2024 Budget includes \$12,275,000 of funding for Category 1 Mandatory Programs and General Operating Expenses along with \$1,017,000 for Category 2 MOU Programs for a total of \$13,292,000 which is a \$324,000 (or 2.5%) increase over the 2023 General Municipal Levy of \$12,968,000.

(h) Surplus Assumption

- The draft budget assumes a \$100,000 surplus carry forward from 2023. If additional surplus is applicable, staff will recommend that it be incorporated in the final budget and used for non-recurring expense demands (i.e. consulting, professional development, and other administrative costs).

(i) Transition Reserve (created in 2021)

- The purpose of the reserve is to fund expenditures related to the transitioning of the GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. As at December 31, 2022, the reserve balance is approximately \$2.0 million.
- The strategy for Budget 2024 draft #1 is to utilize the transition reserve to fund one staff position (\$100,000) to assist with some of the deliverables required by the new regulations and to fund the Outdoor Environmental Education program deficit (\$312,000).

(j) Compensation and Benefits and Staffing Comments:

- The 2024 draft budget includes a 3% increase for compensation and benefits which allows for a general wage increase, grid steps within wage scales, and benefit cost increases. In addition, one administrative position is being added to the budget.
- Non-union salary adjustments are required to be approved by the General Membership which is typically presented in November or December for the subsequent year.
- Union wage adjustments have been incorporated into the budget in accordance with the Collective Agreement which is effective until December 31, 2025.

(k) Source Protection Program

- The province has identified that this program is considered a Category 1 mandatory program that is required to be delivered by Conservation Authorities. Funding until March 2024 was secured. The province, which currently fully funds this program, has not guaranteed funding for future years, nor has it announced an end to program funding.

## C. CAPITAL & MAJOR MAINTENANCE BUDGET

(a) Major Maintenance Spending Water Control Structures

- The budget is set at \$1,500,000. Any demands that arise more than that amount can be funded with the Water Control Structures reserve and/or the Land Sale Proceeds reserve. Staff continue to seek funding to repair and update the water control infrastructure from provincial and federal government. Government funding included in budget 2024 relates to provincial Water and Erosion Control Infrastructure (WECI) funding which is subject to provincial approval of projects. Changes to this budget line will not impact the request for municipal funding. Any additional spending will be funded with WECI funding or reserves.

(b) Capital Spending Conservation Areas

- The budget is set at \$2,000,000. This spending is budgeted to be funded with \$1,650,000 of fee revenue and \$350,000 from the conservation area reserve. Future budget drafts will be revised as capital projects are prioritized. Any increases in budgeted spending will be facilitated by either increased revenue or use of the conservation area reserve. Any decrease in budgeted expenses would be offset by a transfer to the conservation reserve.

(c) Water Monitoring Equipment and Flood Forecasting and Warning Expenses

- The budget is being held constant at \$300,000. The gauge reserve will be used to fund \$100,000 of total costs and the remaining costs will be funded with Category 1 Municipal Apportionment funding.

(d) Information Systems and Motor Pool

- Costs of \$379,000 for Information Systems and \$240,000 for Motor Pool represent the costs not funded through internal cost allocations to programs and services and are funded through the IS reserve and MP reserve respectively. See Attachment G 'P&S #16 - Supplemental Information – IS and MP' for detailed expense information.

## D. SPECIAL PROJECTS

(a) Special projects do not rely on Municipal Apportionment funding.

(b) This draft of the budget only includes items that are known or highly likely to be undertaken and a cost can be estimated. At present, the budget includes \$840,000 in spending. By the time the 2024 budget is finalized, special project spending, along with

matching revenue, is expected to increase as projects are approved and carryover amounts are confirmed.

(c) The \$840,000 in special projects included in this draft budget are:

- \$800,000 Rural Water Quality Capital Grants
- \$40,000 Species at Risk Program

(d) New Guelph Lake Nature Centre Building

To date, the purchasing process for this project has not commenced, therefore, a reliable cost estimate is not available. The final budget draft will incorporate this project as applicable with funding to be provided via donations and potentially using GRCA reserves.

## **E. RESERVES**

For 2024, reserves are budgeted to decrease by \$331,500. Significant budgeted drawdowns to reserves include \$350,000 for Conservation Area capital projects, \$315,000 to fund the Environmental Education deficit, \$100,000 to fund one staff position, \$379,000 for Information Systems, and \$240,000 for Motor Pool. See Attachment E 'Summary of Reserves' for details of reserve movements budgeted for 2024. The use of reserves is integral to GRCA operations. The GRCA sets aside certain funds to reserves (i.e. Land Sale Proceeds, Hydro Revenue, Interest Earned on Reserves) in order to be able to draw upon these reserves at a later date in accordance with either legislative mandates and/or board-approved use

Reserves can be viewed as:

- Planned savings set aside for future capital projects (facilitates smoothing of funding requests)
- Surpluses set aside for future operating or capital needs (i.e. Conservation Area revenue in excess of budget)
- Contingency funds for unplanned expenditures
- Legislated amounts to be used in accordance with regulations (i.e. land sale proceeds)

A detailed report on reserves will be presented at the November 24, 2023 meeting.

## **F. CATEGORY 2 – WATERSHED SERVICES**

The programs and services included under watershed services are:

- Subwatershed Studies
- Conservation Services
- Water Quality
- Wastewater Optimization Program
- Groundwater Resources
- Watershed Services

See Attachment F 'Budget 2024 Category 2 - Watershed Services Program Breakdown'

This budget assumes that all participating municipalities will enter into a Memorandum of Agreement with the GRCA and agree to apportioning the funding requirements using MCVA, the same as Category 1 apportionment and the same method that was used in prior years.

## **G. MUNICIPAL APPORTIONMENT (referred to as General Municipal Levy in prior years)**

Where municipal funding is applicable, namely, Category 1, 2, and General Operating Expenses, the methodology of apportionment used is Modified Current Value Assessment (MCVA) on the basis that there is a watershed benefit for all participating municipalities from the programs and services. See Attachment D 'Budget 2024 Summary of Municipal Apportionment' for details.

The methodology for calculating the MCVA and distributing apportionment is outlined *in O. Reg. 402/22 Section (7)*. Agreements with participating municipalities for Category 2 programs and services have not been finalized therefore the funding allocation is subject to change and would be communicated and agreed to accordingly if applicable.

#### **OTHER MAJOR ASSUMPTIONS**

- (a) Cottage Lot Rental Program revenue increased by 2.5% or \$57,000 in accordance with the Residential Tenancy Act.
- (b) Total Insurance expense increased by 5% or \$24,000 to reflect 2023 rate increases and projected 2024 rate increases.
- (c) Total Property Tax expense increased \$20,000.
- (d) Admin Operating expense held constant.
- (e) Other Operating expenses increased between 0% and 5% as applicable.
- (f) Motor Pool charge-out rates held constant.
- (g) Computer charge-out rates held constant.

#### **H. SIGNIFICANT OUTSTANDING BUDGET ITEMS**

- (a) Year 2023 Carry forward Adjustments  
2023 Surplus carry forward - this draft of the 2024 Budget assumes a \$100,000 surplus carryover from year 2023. The actual "2023 Net Surplus" will be incorporated into the 2024 budget.
- (b) 2023 Special Projects carry forward  
Any projects commenced in year 2023 and not completed by December 31, 2023 will be carried forward and added to Budget 2023 (i.e. both the funding and the expense will be added to Budget 2023 and therefore these adjustments will have no impact on the breakeven net result).
- (c) Water Control Structures Major Maintenance Expenditures  
A final determination of the amount of spending to be added to the Budget 2024 (i.e. unspent amounts from 2023, new projects) will be made, including use of reserves for 2024 projects. Any decisions to increase spending should not impact the general municipal apportionment request but would be funded with reserves, WECl funding, and/or new funding sources, as applicable.
- (d) Conservation Area Revenue and Expenses  
Final revenue, operating, and capital expense figures are to be determined following the year-end actuals review.
- (e) Environmental Education  
Final revenue and operating expense figures are to be determined following further information on program delivery developments.

The following are attached:

- Attachment A: Budget 2024 Timetable
- Attachment B: Budget 2024 Program and Services Inventory
- Attachment C: Budget 2024 Municipal Funding Breakdown
- Attachment D: Budget 2024 Summary of Municipal Apportionment
- Attachment E: Budget 2024 Summary of Reserves
- Attachment F: Budget 2024 Category 2 - Watershed Services Program breakdown
- Attachment G: Statement of Operations & Detailed Program and Services Statements

## **Financial Implications:**

Budgeted spending for 2024 is \$34,442,188 (2023: \$33,279,188) which includes transfers of \$116,500 to reserves. This first draft of the budget includes a municipal general levy increase of \$324,000 (or 2.5%).

The main budgetary challenges faced by the GRCA are:

- Cost pressures created by the economic environment including inflation, supply chain issues, and labour force shortages.
- Conservation Area operating revenue is impacted by fluctuations in consumer demand and weather conditions which are difficult to predict.
- An aging infrastructure in the Conservation Areas and aging Nature Centre facilities.
- Increased demands on managing passive lands (i.e. land use decisions, hazard tree management, trespassing, infrastructure).
- Keeping pace with digital innovation and technological advancements.
- Meeting new regulation reporting requirements (Conservation Area Strategy, etc.)

## **Other Department Considerations:**

None

### **Prepared by:**

Sonja Radoja  
Manager of Corporate Services

### **Approved by:**

Samantha Lawson  
Chief Administrative Officer

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

ATTACHMENT A  
Grand River Conservation Authority  
Budget 2024 Timetable  
October 27, 2023

- Oct 27, 2022: Draft Budget #1 to General Meeting and Board approval of the draft budget for consultation purposes
- November 2023: Distribute Draft Budget #1 to Participating Municipalities and post it on the GRCA website in the Governance section
- Nov & Dec 2023: Consultation with Participating Municipalities as requested
- December 15, 2023: Board Motion to send 30 days' notice to Participating Municipalities of Municipal Apportionment Vote at January 26, 2024 General Meeting
- December 22, 2023: Send Notice to Participating Municipalities of Municipal Apportionment Vote and include apportionment amounts and most recent draft Budget
- Jan 26, 2024: Draft Budget #2 to General Meeting and Municipal Apportionment Vote – weighted majority and recorded. Once approved, distribute to Participating Municipalities.
- Feb 23, 2024: Final 2024 Budget Vote – weighted majority (as per by-law) and recorded. Once approved, distribute to Participating Municipalities, post on the GRCA website, and send to MNRF

Grand River Conservation Authority  
**PROGRAMS AND SERVICES INVENTORY**  
**BUDGET 2024**

to General Meeting October 27th, 2023

**ATTACHMENT B**

Programs & Services Inventory		TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOA FUNDING	MUNICIPAL- OTHER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs & Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Resources-Planning	1,416,100	1,303,600			37,500	75,000		1,416,100	-
	FFW & Flood Plain Mapping	1,101,000	911,662			164,338	25,000		1,101,000	-
	Water Control Structures	3,628,700	2,593,350			985,350	50,000		3,628,700	-
	Resource Planning	2,609,600	1,525,600		1,044,000	40,000			2,609,600	-
	Conservation Lands Mgmt	2,871,900	2,629,900		42,000		200,000		2,871,900	-
	Source Protection Planning	640,000	-			640,000			640,000	-
	<b>Total Category 1</b>	<b>12,267,300</b>	<b>8,964,112</b>		<b>1,086,000</b>	<b>1,867,188</b>	<b>350,000</b>	<b>-</b>	<b>12,267,300</b>	<b>-</b>
			73%	0%	9%	15%	3%	0%	100%	
General Operating	<b>General Operating Expenses (note 5)</b>	<b>4,449,188</b>	<b>3,310,888</b>		<b>250,000</b>		<b>684,000</b>	<b>204,300</b>	<b>4,449,188</b>	<b>-</b>
			74%	0%	6%	0%	15%	5%	100%	
CATEGORY 2	<b>CATEGORY 2 Watershed Services</b>	<b>1,868,000</b>	<b>1,017,000</b>	<b>850,000</b>			<b>1,000</b>		<b>1,868,000</b>	<b>-</b>
			54%	46%	0%	0%	0%	0%	100%	
CATEGORY 3	Tree Planting/Nursery Program	892,900			580,000			312,900	892,900	-
	Conservation Services	82,200				30,000		52,200	82,200	-
	Environmental Education	912,000			600,000		312,000		912,000	-
	Property Rentals	1,109,200			3,038,000			(1,928,800)	1,109,200	-
	Hydro Production	212,000			580,000			(368,000)	212,000	-
	Conservation Areas	11,432,000			10,571,000		351,000	510,000	11,432,000	-
	Administrative Support (note 6)	1,217,400						1,217,400	1,217,400	-
<b>Total Category 3</b>	<b>15,857,700</b>	<b>-</b>	<b>-</b>	<b>15,369,000</b>	<b>30,000</b>	<b>663,000</b>	<b>(204,300)</b>	<b>15,857,700</b>	<b>-</b>	
			0%	0%	97%	0%	4%	-1%	100%	
<b>TOTAL Programs &amp; Services</b>		<b>34,442,188</b>	<b>13,292,000</b>	<b>850,000</b>	<b>16,705,000</b>	<b>1,897,188</b>	<b>1,698,000</b>	<b>-</b>	<b>34,442,188</b>	<b>-</b>
			39%	2%	49%	6%	5%	0%	100%	

NOTE 1, NOTE 4

NOTE 2

NOTE 3

**COMMENTARY:**

- NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 39% by the combined total of mandatory municipal apportionment and Category 2 MOA municipal funding.
- NOTE 2 Almost 50% of total expenses is funded with self-generated revenue.
- NOTE 3 Category 3 'Property Rentals' and 'Hydro Production' generate a surplus which is allocated to Category 3 programs and General Operating expenses to achieve breakeven results for each P&S.
- NOTE 4 In 2023 General Municipal Levy funding totalled \$12,968,000. Therefore Municipal funding is increasing by \$324,000 (or 2.5%) to \$13,292,000 in 2024 compared to 2023.  
**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 5 **Administrative Support** include administrative expenses related to finance, communications, capital support and other administrative expenses that support category 3 programs and services.

Grand River Conservation Authority  
**MUNICIPAL FUNDING BREAKDOWN (note 1)**

**ATTACHMENT C**

**BUDGET 2024**

to General Meeting October 27th, 2023

	2024	2023
	Municipal Apportionment	Municipal Levy
CATEGORY 1 - Mandatory	8,964,112	
General Operating Expenses	3,310,888	
CATEGORY 2 - Municipally Requested MOU's (note 2)	1,017,000	
Matching Admin & Mtce Levy		449,688
Non-Matching Admin & Mtce Levy		11,568,312
Capital Maintenance Levy		950,000
	<b>13,292,000</b>	<b>12,968,000</b>
	<i>dollar Increase</i>	324,000
	<i>percentage Increase</i>	2.5%

**Note 1**  
**Funding under special agreements with Municipalities is not included in above municipal funding breakdown (i.e. RWQP, Subwatershed studies)**

**Note 2**  
 Participation of all member municipalities for Category 2 programs and services has not been confirmed as at Oct 27/23. Adjustments may be applicable.



## Grand River Conservation Authority Summary of Municipal Apportionment - 2024 Budget

*DRAFT - October 27th, 2023*

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

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

**Grand River Conservation Authority**  
**BUDGET 2024 - SUMMARY of RESERVES**

ATTACHMENT E

General Meeting - October 27th, 2023

	BUDGET 2023	"NET CHANGE" INCREASE/(DECREASE) 2023 VS 2024	DETAILS OF "NET CHANGE" BUDGET 2023			BUDGET 2024
			Transfer In (Interest Income)	Transfer In	Transfer Out Description of Transfer	
<b>Type A: GRCA Controlled</b>						
<b>Operating Reserves (designated)</b>						
Property & Liability Insurance	270,383	0	0			270,383
Building & Mechanical Equipment	1,231,833	0	0			1,231,833
Small Office Equipment	8,013	0	0			8,013
Personnel	1,039,112	(65,000)	0		(65,000) OUT- Vacation Accrual, Wages	974,112
Transition	2,003,704	(357,000)	55,000		(412,000) OUT-\$100K Staff Position, \$312,000 Environmental Education	1,646,704
Forestry	1,347,640	35,000	35,000			1,382,640
Information Systems and Technology	1,063,602	(344,000)	35,000	1,437,000	(1,816,000) IN-Chargebacks; OUT-Operating/Capital costs	719,602
Cottage Operations	1,215,650	35,000	35,000			1,250,650
Grand River Watershed Management Plan	116,939	3,000	3,000			119,939
Planning Enforcement	542,179	16,000	16,000			558,179
Property Rental Expenses	757,976	20,000	20,000			777,976
Watershed Restoration	276,275	8,000	8,000			284,275
Master Planning	439,958	15,000	15,000			454,958
Water Management Operating NEW-2022	850,000	25,000	25,000			875,000
Motor Pool Equipment	1,445,368	(185,000)	55,000	1,300,000	(1,540,000) IN-Chargebacks;OUT-Operating/Capital costs	1,260,368
Motor Pool Insurance	95,064	3,000	3,000			98,064
<b>Capital Reserves (designated)</b>						
Water Control Structures	2,759,473	25,000	75,000		(50,000) OUT-Water Control Structures major repairs	2,784,473
Cambridge Desiltation Pond	4,709	(1,000)	0		(1,000) OUT-Cambridge Desiltation Pond costs	3,709
Completion of Capital Projects	162,000	0	0			162,000
Conservation Areas-Stabilization/Capital	7,049,262	(140,000)	210,000		(350,000) OUT-Cons Area Capital costs	6,909,262
Gauges	901,275	(70,000)	30,000		(100,000) OUT-Gauge costs	831,275
<b>Capital Reserves (undesignated)</b>						
General Capital Reserve	1,314,608	151,500	35,000	116,500	IN-Hydro Generation Revenue	1,466,108
<b>Total Type A: GRCA Controlled</b>	<b>24,895,023</b>	<b>(825,500)</b>	<b>655,000</b>	<b>2,853,500</b>	<b>(4,334,000)</b>	<b>24,069,523</b>
<b>Type B: Reserves with Outside Control/Interest</b>						
<b>With MNRF Interest (Capital Reserves)</b>						
Gravel	263,716	4,000	5,000		(1,000) OUT-Gravel Pit License	267,716
Land Sale Proceeds Reserve	22,606,367	479,000	579,000		(100,000) OUT-\$100K Demolition costs	23,085,367
<b>With School Board Interest (Operating Reserves)</b>						
App's Nature Centre	75,501	2,000	2,000			77,501
Laurel Creek Nature Centre	123,611	3,000	3,000			126,611
Guelph Lake Nature Centre	142,487	3,000	3,000			145,487
Taquanyah Nature Centre	23,197	1,000	1,000			24,197
Shade's Mills Nature Centre	79,836	2,000	2,000			81,836
<b>Total Type B: Outside Control/Interest</b>	<b>23,314,715</b>	<b>494,000</b>	<b>595,000</b>	<b>0</b>	<b>(101,000)</b>	<b>23,808,715</b>
<b>TOTAL</b>	<b>\$48,209,738</b>	<b>(331,500)</b>	<b>\$1,250,000</b>	<b>\$2,853,500</b>	<b>(\$4,435,000)</b>	<b>\$47,878,238</b>

**BUDGET 2024 - CATEGORY 2 - WATERSHED SERVICES PROGRAM BREAKDOWN**

*Draft October 27, 2023 to General Meeting*

Programs & Services	Cost	Offsetting Funding	NET COST	Description of Funding
Sub-watershed Services	\$ 285,000	\$ (50,000)	\$ 235,000	Municipal Funding
Conservation Services	\$ 1,339,000	\$ (800,000)	\$ 539,000	Municipal Funding
Water Quality	\$ 148,000	\$ (1,000)	\$ 147,000	
Water Quality - Waste Water Optimization Program	\$ 87,600		\$ 87,600	
Water Quality - Groundwater Resources	\$ 8,400	\$ -	\$ 8,400	
Watershed Sciences & Collaborative Planning *				
<b>TOTAL</b>	<b>\$ 1,868,000</b>	<b>\$ (851,000)</b>	<b>\$ 1,017,000</b>	

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

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2024**

	<b>New Regulations</b>		<b>NEW REGS Budget 2023 (draft Oct version)</b>	<b>NEW REGS Budget 2024</b>
	<b>Category</b>	<b>P&amp;S Ref #</b>		
<b><u>REVENUE</u></b>				
<b><u>Municipal</u></b>				
Municipal Apportionment	Category 1	various	11,976,000	12,275,000
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000
Other	Category 2	8	850,000	850,000
			<b>13,818,000</b>	<b>14,142,000</b>
<b><u>Government Grants</u></b>				
MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	640,000	640,000
Other Provincial	Category 1	various	737,500	737,500
Other Provincial	Category 3	various	30,000	30,000
Federal	Category 1	various	40,000	40,000
			<b>1,897,188</b>	<b>1,897,188</b>
<b><u>Self Generated</u></b>				
User Fees and Sales				
<i>Resource Planning</i>	Category 1	4	1,144,000	1,044,000
<i>Tree Planting</i>	Category 3	9	580,000	580,000
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000
<i>Conservation Lands Income</i>	Category 1	5	15,000	15,000
<i>Conservation Areas User Fees</i>	Category 3	14	10,000,000	10,500,000
<i>Environmental Education</i>	Category 3	11	500,000	600,000
Property Rentals	Category 3	12	2,981,000	3,038,000
Hydro Generation	Category 3	13	580,000	580,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	27,000
Investment Income	General Operating	7	1,350,000	1,400,000
			<b>17,248,000</b>	<b>17,855,000</b>
<b>Total Self-Generated Revenue</b>			<b>17,248,000</b>	<b>17,855,000</b>
<b>TOTAL REVENUE</b>			<b>32,963,188</b>	<b>33,894,188</b>

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2024**

	<b>New Regulations</b>		<b>NEW REGS Budget 2023 (draft Oct version)</b>	<b>NEW REGS Budget 2024</b>
	<b>Category</b>	<b>P&amp;S Ref #</b>		
<b><u>EXPENSES</u></b>				
<b>OPERATING</b>				
Watershed Management	Category 1	1	1,276,000	1,306,100
Flood Forecasting and Warning	Category 1	2	895,000	911,000
Water Control Structures	Category 1	3	2,143,200	2,128,700
Resource Planning	Category 1	4	2,551,800	2,569,600
Conservation Lands Management	Category 1	5	2,954,600	2,871,900
Source Protection Program	Category 1	6	640,000	640,000
General Operating Expenses	General Operating	7	3,495,788	3,830,188
Watershed Services	Category 2	8	1,043,000	1,068,000
Tree Planting	Category 3	9	867,300	892,900
Conservation Services	Category 3	10	81,200	82,200
Environmental Education	Category 3	11	775,100	912,000
Property Rentals	Category 3	12	1,095,200	1,109,200
Hydro Production	Category 3	13	95,500	95,500
Conservation Areas	Category 3	14	9,037,000	9,432,000
Administrative Support	Category 3	15	1,198,000	1,217,400
<b>Total OPERATING Expenses</b>			<b>28,148,688</b>	<b>29,066,688</b>
<b>CAPITAL</b>				
Watershed Management	Category 1	1	110,000	110,000
Flood Forecasting and Warning	Category 1	2	190,000	190,000
Water Control Structures	Category 1	3	1,500,000	1,500,000
Conservation Areas	Category 3	13	2,000,000	2,000,000
Information Systems	General Operating	16	290,000	379,000
Motor Pool	General Operating	16	14,000	240,000
<b>Total Capital Expenses</b>			<b>4,104,000</b>	<b>4,419,000</b>
<b>SPECIAL</b>				
Resource Planning	Category 1	4	40,000	40,000
Conservation Services	Category 2	8	800,000	800,000
<b>Total SPECIAL PROJECTS Expenses</b>			<b>840,000</b>	<b>840,000</b>
<b>Total Expenses</b>			<b>33,092,688</b>	<b>34,325,688</b>
<b>Gross Surplus</b>			<b>(129,500)</b>	<b>(431,500)</b>
<b>Prior Year Surplus Carryforward</b>			<b>100,000</b>	<b>100,000</b>
<b>Net Funding FROM/(TO) Reserves</b>			<b>29,500</b>	<b>331,500</b>
<b>NET SURPLUS</b>			<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
P&S #1 - Watershed Management  
BUDGET 2024

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

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

draft Bud 2023(Oct)

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,013,900	1,044,000
Administration Expenses	197,000	197,000
Other Operating Expenses	65,100	65,100
<b>Total OPERATING Expenditures</b>	<b>1,276,000</b>	<b>1,306,100</b>
Instrumentation	60,000	60,000
Water Quality Monitoring Equipment	50,000	50,000
<b>Total CAPITAL Expenditures</b>	<b>110,000</b>	<b>110,000</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,386,000</b>	<b>1,416,100</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	1,273,500	1,303,600
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**Government Grants**

Other Provincial	37,500	37,500
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**Funding From Reserves**

Gauges	75,000	75,000
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<b>TOTAL FUNDING</b>	<b>1,386,000</b>	<b>1,416,100</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #2 - Flood Forecasting and Warning  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
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(draft Oct version)

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	551,000	567,000
Administration Expenses	236,000	236,000
Other Operating Expenses	108,000	108,000
<b>Total OPERATING Expenditures</b>	<b>895,000</b>	<b>911,000</b>
Hardware	88,000	88,000
Stream Gauges	102,000	102,000
<b>Total CAPITAL Expenditures</b>	<b>190,000</b>	<b>190,000</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,085,000</b>	<b>1,101,000</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	835,662	911,662
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**Government Grants**

MNRF Transfer Payments	164,338	164,338
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**Funding From Reserves**

Floodplain Mapping Projects & Gauges	25,000	25,000
Water Management Operating	60,000	0

<b>TOTAL REVENUE</b>	<b>1,085,000</b>	<b>1,101,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #3 - Water Control Structures  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
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(draft Oct version)

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,399,500	1,441,000
Administration Expenses	29,200	29,200
Insurance	199,000	143,000
Property Taxes	170,700	170,700
Other Operating Expenses	344,800	344,800
<b>Total OPERATING Expenditures</b>	<b>2,143,200</b>	<b>2,128,700</b>
<b>Total CAPITAL Expenditures</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	2,537,850	2,593,350
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**Government Grants**

MNRF Transfer Payments	285,350	285,350
Provincial	700,000	700,000

**Funding From Reserves**

Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000
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<b>TOTAL REVENUE AND FUNDING FROM RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #4 - Resource Planning  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
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(draft Oct version)

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	2,275,200	2,293,000
Administration Expenses	221,900	221,900
Other Operating Expenses	54,700	54,700
<b>Total OPERATING Expenditures</b>	<b>2,551,800</b>	<b>2,569,600</b>
Species at Risk	40,000	40,000
<b>Total SPECIAL PROJECT Expenditures</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,591,800</b>	<b>2,609,600</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	1,362,800	1,525,600
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**Government Grants**

Federal	40,000	40,000
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**Self Generated**

Solicitor Enquiry Fees	90,000	80,000
Permit Fees	500,000	470,000
Plan Review Fees	554,000	494,000

**Funding from Reserves**

Water Management Operating Reserve	45,000	-
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<b>TOTAL REVENUE</b>	<b>2,591,800</b>	<b>2,609,600</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #5 - Conservation Lands Management  
BUDGET 2024**

NEW REGS	NEW REGS
Budget 2023	Budget 2024

(draft Oct version)

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,789,700	1,813,000
Administration Expenses	165,100	165,100
Insurance	201,000	60,000
Property Taxes	285,200	305,200
Other Operating Expenses	513,600	528,600
<b>Total OPERATING Expenditures</b>	<b>2,954,600</b>	<b>2,871,900</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,954,600</b>	<b>2,871,900</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	2,712,600	2,629,900
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**Self Generated**

Timber Sales	15,000	15,000
Donations - Foundation	27,000	27,000

**Funding From Reserves**

Land (Demolitions)	100,000	100,000
Transition Reserve (Staffing)	100,000	100,000

<b>TOTAL REVENUE</b>	<b>2,954,600</b>	<b>2,871,900</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #6 - Source Protection Program  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

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

**Expenditures**

Compensation and Benefits	490,000	490,000
Administration Expenses	50,000	50,000
Other Operating Expenses	90,000	90,000
Water Budget - Technical Studies	10,000	10,000
<b>TOTAL EXPENDITURES</b>	<b>640,000</b>	<b>640,000</b>

**Funding**

**Government Grants**

Provincial	640,000	640,000
<b>TOTAL FUNDING</b>	<b>640,000</b>	<b>640,000</b>

**GRAND RIVER CONSERVATION AUTHORITY  
P&S #7 General Operating Expense  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	2,327,500	2,441,000
Administration Expenses	370,000	370,000
Insurance	63,500	284,500
Other Operating Expenses	804,788	804,688
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)
<b>Total OPERATING Expenditures</b>	<b>3,495,788</b>	<b>3,830,188</b>
Interest Income	1,250,000	1,250,000
<b>Total FUNDING to RESERVES</b>	<b>1,250,000</b>	<b>1,250,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>4,745,788</b>	<b>5,080,188</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	3,253,588	3,310,888
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**Self Generated**

Investment Income	1,350,000	1,400,000
Personnel	65,000	65,000

<b>TOTAL REVENUE</b>	<b>4,668,588</b>	<b>4,775,888</b>
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<b>Net Surplus/(Deficit)</b>	<b>(77,200)</b>	<b>(304,300)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #8 - Watershed Services - CAT 2  
BUDGET 2024**

NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024
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**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	825,100	850,000
Administration Expenses	117,900	118,000
Other Operating Expenses	100,000	100,000
<b>Total OPERATING Expenditures</b>	<b>1,043,000</b>	<b>1,068,000</b>
RWQP Grants	800,000	800,000
<b>Total SPECIAL PROJECT Expenditures</b>	<b>800,000</b>	<b>800,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,843,000</b>	<b>1,868,000</b>

**Funding**

**Municipal**

Memorandums of Understanding Apportionment	992,000	1,017,000
Municipal Other	850,000	850,000

**Funding From Reserves**

Cambridge Desiltation Pond	1,000	1,000
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<b>TOTAL REVENUE</b>	<b>1,843,000</b>	<b>1,868,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY  
P&S #9 Tree Planting Program  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	278,000	287,000
Administration Expenses	30,900	30,900
Other Operating Expenses	558,400	575,000
<b>Total OPERATING Expenditures</b>	<b>867,300</b>	<b>892,900</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>867,300</b>	<b>892,900</b>
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**Funding**

**Self Generated**

Nursery	400,000	400,000
Landowner Contributions (Tree Planting)	180,000	180,000

<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>580,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(287,300)</b>	<b>(312,900)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #10 - Conservation Services  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	26,000	27,000
Administration Expenses	33,200	33,200
Other Operating Expenses	22,000	22,000
<b>Total OPERATING Expenditures</b>	<b>81,200</b>	<b>82,200</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>81,200</b>	<b>82,200</b>
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**Funding**

**Government Grants**

Other Provincial	30,000	30,000
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<b>TOTAL REVENUE</b>	<b>30,000</b>	<b>30,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(51,200)</b>	<b>(52,200)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #11 - Environmental Education  
BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget 2023</b>	<b>Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation & Benefits	574,500	642,000
Administration Expenses	57,000	57,000
Other Operating Expenses	143,600	213,000
<b>Total OPERATING Expenditures</b>	<b>775,100</b>	<b>912,000</b>

Guelph Lake Nature Centre

<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>0</b>
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<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>775,100</b>	<b>912,000</b>
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**Funding**

**Self Generated**

Nature Centre Revenue - Schools	500,000	600,000
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**Funding from Reserves**

Transition Reserve		312,000
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<b>TOTAL REVENUE</b>	<b>500,000</b>	<b>912,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(275,100)</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #12 - Property Rentals  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	456,000	470,000
Administration Expenses	37,500	37,500
Other Operating Expenses	601,700	601,700
<b>Total OPERATING Expenditures</b>	<b>1,095,200</b>	<b>1,109,200</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,095,200</b>	<b>1,109,200</b>
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**Funding**

**Self Generated**

Belwood	1,040,000	1,066,000
Conestogo	1,245,000	1,276,000
Agricultural	250,000	250,000
Residential	110,000	110,000
Miscellaneous	336,000	336,000

<b>TOTAL REVENUE</b>	<b>2,981,000</b>	<b>3,038,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>1,885,800</b>	<b>1,928,800</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #13 - Hydro Production  
BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget 2023</b>	<b>Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	70,000	70,000
Other Operating Expenses	25,500	25,500
<b>Total OPERATING Expenditures</b>	<b>95,500</b>	<b>95,500</b>
General Capital/Land Sale Proceeds	116,500	116,500
<b>Total FUNDING to RESERVES</b>	<b>116,500</b>	<b>116,500</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>212,000</b>	<b>212,000</b>

**Revenue**

**Government Grants**

Provincial	0	0
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**Self Generated**

Hydro Production-Belwood	265,000	265,000
Hydro Production-Conestogo	260,000	260,000
Hydro Production-Guelph	40,000	40,000
Hydro Production-Elora	15,000	15,000
Miscellaneous Income	0	0

**Funding from Reserves**

Land Sale Proceeds	0	0
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<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>580,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>368,000</b>	<b>368,000</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #14 - Conservation Areas  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	5,033,000	5,224,000
Administration Expenses	215,000	220,000
Property Tax	65,000	65,000
Other Operating Expenses	3,724,000	3,923,000
<b>Total OPERATING Expenditures</b>	<b>9,037,000</b>	<b>9,432,000</b>
<b>Total CAPITAL Expenditures</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>11,037,000</b>	<b>11,432,000</b>

**Funding**

**Self Generated**

Brant	1,100,000	1,175,000
Byng Island	1,000,000	1,100,000
Belwood Lake	400,000	375,000
Conestogo Lake	550,000	600,000
Elora Gorge	2,000,000	2,100,000
Elora Quarry	450,000	450,000
Guelph Lake	1,300,000	1,400,000
Laurel Creek	650,000	650,000
Pinehurst Lake	850,000	900,000
Rockwood	1,250,000	1,300,000
Shade's Mills	450,000	450,000
<b>Total Fee Revenue</b>	<b>10,000,000</b>	<b>10,500,000</b>

Miscellaneous Income (Luther)	71,000	71,000
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**Funding From Reserves**

Gravel	1,000	1,000
Conservation Areas - Capital Projects	500,000	350,000

<b>TOTAL REVENUE</b>	<b>10,572,000</b>	<b>10,922,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(465,000)</b>	<b>(510,000)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #15 - Administrative Support - CATEGORY 3  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	648,600	668,000
Administration Expenses	100,900	100,900
Insurance	208,500	208,500
Other Operating Expenses	240,000	240,000
LESS: Recovery of Corporate Services Expenses		
<b>Total OPERATING Expenditures</b>	<b>1,198,000</b>	<b>1,217,400</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,198,000</b>	<b>1,217,400</b>
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**Funding**

<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>
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<b>Net Surplus/(Deficit)</b>	<b>(1,198,000)</b>	<b>(1,217,400)</b>
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**GRAND RIVER CONSERVATION AUTHORITY**  
**P&S #16 - Supplemental Information - Information Systems and Motor Pool**  
**BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget</b>	<b>Budget</b>
<b>2023</b>	<b>2024</b>
(draft Oct version)	

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

**Expenditures**

**Information Systems**

Compensation and Benefits	1,290,000	1,329,000
Administrative Expenses	25,500	25,500
Software and Hardware Maintenance	187,500	187,500
Supplies and Services	54,000	54,000
<b>Total OPERATING Expenditures</b>	<b>1,557,000</b>	<b>1,596,000</b>
 <b>Capital Expenses</b>	 <b>170,000</b>	 <b>220,000</b>
 <b>LESS Internal Charges</b>	 <b>(1,437,000)</b>	 <b>(1,437,000)</b>
 <b>NET Unallocated Expenses</b>	 <b>290,000</b>	 <b>379,000</b>

**Motor Pool**

Compensation and Benefits	312,000	321,000
Administrative Expenses	26,000	26,000
Insurance	50,600	63,000
Motor Pool Building and Grounds Maintenance	10,400	10,000
Equipment, Repairs and Supplies	286,000	336,000
Fuel	254,000	284,000
<b>Total OPERATING Expenditures</b>	<b>939,000</b>	<b>1,040,000</b>
 <b>Capital Expenses</b>	 <b>375,000</b>	 <b>500,000</b>
 <b>LESS Internal Charges</b>	 <b>(1,300,000)</b>	 <b>(1,300,000)</b>
 <b>NET Unallocated Expenses</b>	 <b>14,000</b>	 <b>240,000</b>

<b>TOTAL EXPENDITURES</b>	<b>304,000</b>	<b>619,000</b>
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**Funding**

<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>
Gross Surplus (Deficit)	(304,000)	(619,000)
Funding From Reserves	3,041,000	3,356,000
Funding to Reserves	(2,737,000)	(2,737,000)
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>

# Grand River Conservation Authority

**Report number:** GM-10-23-81

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Budget 2024 – Draft #1 – Municipal Apportionment

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## **Recommendation:**

THAT Report Number GM-10-23-81 – Budget 2024 – Draft #1 – Municipal Apportionment be received as information.

## **Summary:**

The distribution of the proposed 2024 Municipal Apportionment to participating municipalities is attached, based on the first draft of the 2024 Budget.

## **Report:**

*Ontario Regulation 402/22: Budget and Apportionment*, which came into effect July 1, 2023, details the Conservation Authority (CA) budget process and municipal apportionment methods and requirements. This regulation replaced O.Reg.139/96 Municipal Levies and O.Reg.670/0 Conservation Authority Levies.

Different apportionment methodologies are available depending on the category of expense. General operating expenses are to be apportioned using Modified Current Value Assessment (MCVA). General capital expenses may be apportioned using MCVA or by agreement. Category 1 operating and capital expenses may be apportioned using MCVA or by benefit-based apportionment agreements. Category 2 operating and capital costs are to be apportioned based on the methodology agreed to in the Memorandum of Understanding (MOU). Where Category 3 operating and capital costs are apportioned to municipalities, that calculation may be determined by MCVA, MOU, or benefit-based apportionment agreement.

At the Grand River Conservation Authority, municipal apportionment is allocated to participating municipalities based on Modified Current Value Assessment information in the watershed, which the Ministry of Natural Resources and Forestry (MNRF) provided.

Using the 2023 assessment information provided, the resulting allocation of the proposed 2024 Municipal Apportionment based on the first draft of the 2024 budget is attached. The expenses are categorized separately as General Operating Expenses, Category 1 Operating Expenses, and Category 2 Operating Expenses. Although not all participating municipalities have signed the Category 2 MOU at this point, the MCVA allocation for Category 2 reflects an assumption of agreement by all participating municipalities.

## **Financial Implications:**

The first draft of the 2024 Budget proposes a total municipal apportionment amount of \$13,292,000, representing an increase of \$324,000, or 2.5%, over 2023. After allocating this amount in accordance with O.Reg. 402/22, individual municipalities will experience increases ranging from 1.3% to 7.4% compared to 2023.

## **Other Department Considerations:**

Not Applicable

## **Prepared by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

## **Approved by:**

Samantha Lawson  
Chief Administrative Officer

## Grand River Conservation Authority Summary of Municipal Apportionment - 2024 Budget

*DRAFT - October 27th, 2023*

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

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

# Grand River Conservation Authority

**Report number:** GM-10-23-75

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Cash and Investment Status – September 2023

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## **Recommendation:**

THAT Report Number GM-10-23-75 Cash and Investment Status – September 2023 be received as information.

## **Summary:**

The cash position including Notes Receivable of the Grand River Conservation Authority as at September 30, 2023 was \$62,237,634 with outstanding cheques written in the amount of \$142,815.

## **Report:**

See attached.

## **Financial Implications:**

Interest rates, etc. are shown on the report.

## **Other Department Considerations:**

Not applicable.

## **Prepared by:**

Carol Anne Johnston  
Senior Accountant

Sonja Radoja  
Manager of Corporate Services

## **Approved by:**

Karen Armstrong  
Deputy CAO/Secretary Treasurer



**Grand River Conservation Authority  
Cash and Investments Status Report  
September 30, 2023**

BANK ACCOUNTS	Location	Type	Amount	Interest Rate
	CIBC	Current Account	13,204,677	5.40%
	RBC	Current Account	468,207	nil
	Wood Gundy	Current Account	0	nil
	CIBC - SPP Holding	Current Account	705,685	5.40%
	<b>TOTAL CASH - CURRENT ACCOUNT</b>		<b>14,378,569</b>	

INVESTMENTS	Date Invested	Location	Type	Amount	Face Value Interest Rate	Yield Rate	Date of Maturity	2023 Total Interest Earned/ Accrued
		CIBC Renaissance	High Interest Savings Account	7,609,682	4.55%	4.55%	not applicable	240,506
		CIBC High Interest	High Interest Savings Account	4,551,807	4.55%	4.55%	not applicable	117,029
		One Investment Savings	High Interest Savings Account	4,587,220	5.465%	5.465%	not applicable	235,503
	October 23, 2019	Cdn Western Bank	Bond	2,010,000	2.800%	2.78%	September 6, 2024	55,625
	January 16, 2020	Cdn Western Bank	Bond	3,000,000	2.597%	2.45%	September 6, 2024	73,383
	September 15, 2021	Cdn Western Bank	Bond	1,500,000	2.597%	1.21%	September 6, 2024	18,537
	September 23, 2021	Province of Ontario	Bond	2,300,000	1.230%	1.23%	December 2, 2026	27,156
	September 23, 2021	ManuLife Financial	Bond	2,000,000	2.237%	1.34%	May 12, 2030, call date 2025	37,326
	December 8, 2021	Province of B.C.	Bond	2,050,356	1.180%	1.18%	December 18, 2023	22,978
	December 14, 2022	Royal Bank	Bond	2,000,000	2.333%	4.87%	December 5, 2023	87,901
	December 14, 2022	National Bank	Bond	4,054,000	2.983%	4.84%	March 4, 2024	190,857
	December 14, 2022	CIBC	Bond	4,100,000	3.300%	4.36%	May 26, 2025	174,281
	December 14, 2022	Bank of Montreal	Bond	4,096,000	2.700%	4.59%	September 11, 2024	182,053
	June 28, 2023	CIBC	Non-Redeemable GIC	4,000,000	5.250%	5.25%	June 28, 2024	107,014
		<b>TOTAL INVESTMENTS</b>		<b>47,859,065</b>				<b>\$1,570,149</b>
		<b>TOTAL CASH AND INVESTMENTS</b>		<b>\$62,237,634</b>				
		* Reserve Balance at December 31st, 2022		33,621,402				

**Investment By Institution**

	<u>% of Total Portfolio</u>
C.I.B.C.	42%
Royal Bank	4%
Bank of Montreal	9%
National Bank	9%
Cdn Western Bank	14%
ManuLife Financial Bank	4%
One Investment Program	10%
Province of B.C.	4%
Province of Ontario	5%
	<u>100%</u>

\* Reserve balances are reviewed annually by the Board in November.

# Grand River Conservation Authority

**Report number:** GM-10-23-82

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Financial Summary for the Period Ending September 30, 2023

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## **Recommendation:**

THAT the Financial Summary for the period ending September 30, 2023 be approved.

## **Summary:**

The Financial Statements include the 2023 *actual* year-to-date income and expenditures. The budget approved at the February 24, 2023 General Meeting is included in the *Budget* column. The *Current Forecast* column indicates an estimate of income and expenditures for the whole year. At this time a net surplus of \$564,000 at year-end is anticipated.

## **Report:**

The Financial Statements for the period ending September 30, 2023 are attached.

### A. Self-Generated Revenue increased by \$200,000

- Environmental Education donations decreased by \$400,000 due to deferral of work on the Guelph Lake Nature Centre project to 2024.
- Conservation Area revenue increased by \$600,000 due to revised projection of annual fee revenue.

### B. Operating Expenses decreased by \$82,000

- Flood Forecasting and Warning compensation and benefits expenses decreased by \$23,000 due to vacancy savings.
- Forestry compensation and benefits expenses decreased by \$25,000 due to vacancy savings.
- Communications compensation and benefits expenses decreased by \$53,000 due to vacancy savings.
- Property Rentals compensation and benefits expenses decreased by \$28,000 due to vacancy savings.
- Property program demolition expenses decreased by \$100,000 due to deferral of projects.
- Property Rentals operational expenditures decreased by \$100,000 due to reduced spending requirements on cottage lot road maintenance.
- Conservation Area operating expenses increased by \$300,000 due to an increase in activity.
- Information Systems compensation and benefits expenses decreased by \$20,000 due to rate savings.
- Motor Pool compensation and benefits expenses decreased by \$54,000 due to vacancy and rate savings.

### C. Special Project Expenses decreased by \$400,000

- Environmental Education special project expenses decreased by \$400,000 due to the revised timing of the Guelph Lake Nature Centre new building construction.

D. Funding from Reserves decreased by \$153,000

- Transfer from Land Sale Proceeds reserve decreased by \$100,000 due to reduction in planned demolition expenditures
- Transfer from the Computer reserve decreased by \$20,000 due to a decrease in compensation and benefits forecast
- Transfer from the Motor Pool reserve decreased by \$33,000 due to a decrease in compensation and benefits forecast

E. Funding to Reserves increased by \$400,000

- Transfer to Cottage Lot Reserve increased by \$100,000 for savings related to road maintenance spending for the Cottage Lot Program
- Transfer to Conservation Area reserve increased by \$300,000 as a result of the increase in forecast revenue.

**Financial Implications:**

The activity summarized will result in a \$564,000 surplus as at December 31, 2023.

**Other Department Considerations:**

The management committee and appropriate supervisory staff receive monthly financial reports and advise the finance department of applicable forecast adjustments.

**Prepared by:**

Kayleigh Keighan  
Financial Controller

**Approved by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

**GRAND RIVER CONSERVATION AUTHORITY  
FINANCIAL SUMMARY - FORECAST**

General Membership - October 27, 2023

<b>FORECAST - August 31, 2023 - NET RESULT</b>				<b>\$435,000</b>
<u>CHANGES - SEPTEMBER 2023</u>				
Sch 2	Flood Forecasting & Warning	\$23,000	Compensation & Benefits Expenses Decrease (vacancy savings)	<b>\$23,000</b>
Sch 5	Forestry	\$25,000	Compensation & Benefits Expenses Decrease (vacancy savings)	<b>\$25,000</b>
Sch 7	Communications	\$53,000	Compensation & Benefits Expenses Decrease (vacancy savings)	<b>\$53,000</b>
Sch 8	Environmental Education	\$400,000 (\$400,000)	Capital Expenses Decrease-GLNC Donations-Foundation Decrease	<b>\$0</b>
Sch 11	Property Rentals	\$28,000 \$100,000 (\$100,000) \$100,000 (\$100,000)	Compensation & Benefits Expenses Decrease (vacancy savings) Demolition Expenses Decrease Funding from Land Sale Proceeds Reserve Decrease Other Operating Expenses Decrease - Cottage Lot Roads Funding to Cottage Lot Reserve Increase	<b>\$28,000</b>
Sch 13	Conservation Areas	\$600,000 (\$300,000) (\$300,000)	Conservation Area Revenue Increase (\$11M to \$11.6M) Other Operating Expenses Increase (\$8.7M to \$9M) Transfer to Conservation Area Reserve Increase	<b>\$0</b>
Sch 16	Information Systems	\$20,000 (\$20,000)	Compensation & Benefits Expenses Decrease (rate savings) Funding from Computer Reserve Decrease	<b>\$0</b>
Sch 16	Motor Pool	\$33,000 (\$33,000)	Compensation & Benefits Expenses Decrease (vacancy & rate savings) Funding from Motor Pool Reserve Decrease	<b>\$0</b>
<b>FORECAST - September 30, 2023 - NET RESULT</b>				<b>\$564,000</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**STATEMENT OF OPERATIONS**  
**FOR THE PERIOD ENDING September 30, 2023**

<b>SCHEDULE</b>		<b>Actual 2022</b>	<b>Budget 2023</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
<b><u>REVENUE</u></b>							
<b><u>Municipal</u></b>							
General Municipal Levy (Operating)	various	11,580,000	12,018,000	12,018,000	12,018,000	12,018,000	-
General Municipal Levy (Capital)	various	950,000	950,000	950,000	950,000	950,000	-
Special Municipal Levy	various	99,593	130,000	305	130,000	130,000	-
Other	various	536,972	800,000	1,216,823	840,000	840,000	-
		<b>13,166,565</b>	<b>13,898,000</b>	<b>14,185,128</b>	<b>13,938,000</b>	<b>13,938,000</b>	<b>-</b>
<b><u>Government Grants</u></b>							
NDMNRF Transfer Payments	various	449,688	449,688	449,688	449,688	449,688	-
Source Protection Program-Provincial	various	569,995	640,000	371,697	602,000	602,000	-
Other Provincial	various	688,888	982,500	926,006	982,500	982,500	-
Federal	various	431,024	190,000	283,116	200,000	200,000	-
		<b>2,139,595</b>	<b>2,262,188</b>	<b>2,030,507</b>	<b>2,234,188</b>	<b>2,234,188</b>	<b>-</b>
<b><u>Self Generated</u></b>							
<b>User Fees and Sales</b>							
<i>Enquiries and Permits</i>	4	591,330	590,000	443,412	550,000	550,000	-
<i>Plan Input and Review</i>	4	598,852	554,000	352,480	494,000	494,000	-
<i>Consulting</i>	4	-	-	3,726	-	-	-
<i>Nursery and Woodlot Management</i>	5	636,389	415,000	566,312	650,000	650,000	-
<i>Conservation Lands Income</i>	10	65,050	71,000	27,399	71,000	71,000	-
<i>Conservation Areas User Fees</i>	13	11,232,460	10,000,000	11,389,982	11,000,000	11,600,000	600,000
<i>Nature Centres and Camps</i>	8	519,747	500,000	358,118	609,000	609,000	-
<i>Merchandising and Sales</i>	8	872	-	417	-	-	-
Property Rentals	11	2,910,172	3,006,000	2,332,438	3,006,000	3,006,000	-
Hydro Generation	12	589,334	580,000	449,536	580,000	580,000	-
Land Sales	10	15,196,404	-	-	-	-	-
Grand River Conservation Foundation	various	435,141	552,000	72,266	602,000	202,000	(400,000)
Donations	various	23,473	135,000	56,935	135,000	135,000	-
Landowner Contributions	5	163,602	180,000	188,674	200,000	200,000	-
Investment Income	14	866,001	1,350,000	1,275,886	1,350,000	1,350,000	-
Miscellaneous Income	various	27,822	35,000	11,120	35,000	35,000	-
<b>Total Self-Generated Revenue</b>		<b>33,856,649</b>	<b>17,968,000</b>	<b>17,528,701</b>	<b>19,282,000</b>	<b>19,482,000</b>	<b>200,000</b>
<b>TOTAL REVENUE</b>		<b>49,162,809</b>	<b>34,128,188</b>	<b>33,744,336</b>	<b>35,454,188</b>	<b>35,654,188</b>	<b>200,000</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**STATEMENT OF OPERATIONS**  
**FOR THE PERIOD ENDING September 30, 2023**

		Actual	Budget	Actual	Previous	Current	Forecast
	SCHEDULE	2022	2023	YTD	Forecast	Forecast	Change
<b>EXPENSES</b>							
<b>OPERATING</b>							
Water Resources Planning & Environment	1	1,979,753	2,373,900	1,608,651	2,187,900	2,187,900	-
Flood Forecasting and Warning	2	774,798	923,000	734,974	787,000	764,000	(23,000)
Water Control Structures	3	1,667,314	1,944,200	1,339,219	1,944,200	1,944,200	-
Resource Planning	4	2,229,262	2,574,200	1,615,692	2,574,200	2,574,200	-
Forestry & Conservation Land Property Taxes	5	1,327,936	1,402,500	1,232,818	1,502,500	1,477,500	(25,000)
Conservation Services	6	449,256	605,700	374,606	570,700	570,700	-
Communications & Foundation	7	406,064	597,500	323,903	495,500	442,500	(53,000)
Environmental Education	8	817,034	810,100	840,290	1,048,100	1,048,100	-
Corporate Services	9	4,048,436	3,890,790	2,801,277	3,857,790	3,857,790	-
Conservation Lands	10	2,100,710	2,613,600	1,902,730	2,527,600	2,527,600	-
Property Rentals	11	1,257,435	1,665,200	921,073	1,603,200	1,375,200	(228,000)
Hydro Production	12	250,261	95,500	54,191	95,500	95,500	-
Conservation Areas	13	8,144,188	8,500,000	8,058,290	8,700,000	9,000,000	300,000
Miscellaneous	14	19,233	-	39,149	-	-	-
Information Systems	16	1,171,003	1,557,000	942,948	1,367,000	1,347,000	(20,000)
Motor Pool	16	1,001,110	939,000	724,680	950,000	917,000	(33,000)
Less: Internal Charges (IS & MP)	16	(2,172,113)	(2,496,000)	(1,667,628)	(2,317,000)	(2,317,000)	-
<b>Total OPERATING Expenses</b>		<b>25,471,680</b>	<b>27,996,190</b>	<b>21,846,863</b>	<b>27,894,190</b>	<b>27,812,190</b>	<b>(82,000)</b>
<b>CAPITAL</b>							
Water Resources Planning & Environment	1	56,922	110,000	26,440	110,000	110,000	-
Flood Forecasting and Warning	2	188,310	190,000	135,600	190,000	190,000	-
Water Control Structures	3	1,347,653	1,500,000	388,680	1,500,000	1,500,000	-
Conservation Areas	13	934,152	2,000,000	1,747,981	2,000,000	2,000,000	-
Information Systems	16	154,773	170,000	81,001	170,000	170,000	-
Motor Pool	16	615,925	850,000	650,951	850,000	850,000	-
Less: Internal Charges (IS & MP)	16	(390,588)	(241,000)	(1,073,443)	(420,000)	(420,000)	-
<b>Total Capital Expenses</b>		<b>2,907,147</b>	<b>4,579,000</b>	<b>1,957,210</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>-</b>
<b>SPECIAL</b>							
Water Resources Planning & Environment	1	127,969	210,000	134,015	260,000	260,000	-
Flood Forecasting and Warning	2	341,735	90,000	61,599	90,000	90,000	-
Forestry	5	52,653	100,000	65,986	100,000	100,000	-
Conservation Services	6	757,372	1,090,000	691,177	1,090,000	1,090,000	-
Environmental Education	8	26,600	500,000	3,510	500,000	100,000	(400,000)
Conservation Land Purchases/Land Sale Expe	10	17,660	-	3,637	-	-	-
Conservation Lands	10	229,921	-	424	-	-	-
Miscellaneous	14	27,323	35,000	33,191	35,000	35,000	-
Source Protection Program	15	569,995	640,000	371,697	602,000	602,000	-
<b>Total SPECIAL PROJECTS Expenses</b>		<b>2,151,228</b>	<b>2,665,000</b>	<b>1,365,236</b>	<b>2,677,000</b>	<b>2,277,000</b>	<b>(400,000)</b>
<b>Total Expenses</b>		<b>30,530,055</b>	<b>35,240,190</b>	<b>25,169,309</b>	<b>34,971,190</b>	<b>34,489,190</b>	<b>(482,000)</b>
<b>Gross Surplus</b>		<b>18,632,754</b>	<b>(1,112,002)</b>	<b>8,575,027</b>	<b>482,998</b>	<b>1,164,998</b>	<b>682,000</b>
<b>Prior Year Surplus Carryforward</b>		<b>567,177</b>	<b>562,502</b>	<b>-</b>	<b>562,502</b>	<b>562,502</b>	<b>-</b>
<b>Total Funding FROM Reserves (Funding)</b>		<b>3,377,001</b>	<b>4,653,000</b>	<b>-</b>	<b>3,983,000</b>	<b>3,830,000</b>	<b>(153,000)</b>
<b>Total Funding TO Reserves</b>		<b>(22,014,431)</b>	<b>(4,103,500)</b>	<b>-</b>	<b>(4,593,500)</b>	<b>(4,993,500)</b>	<b>(400,000)</b>
<b>NET SURPLUS</b>		<b>562,502</b>	<b>-</b>	<b>8,575,027</b>	<b>435,000</b>	<b>564,000</b>	<b>129,000</b>

# Grand River Conservation Authority

**Report number:** GM-10-23-73

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** 2024 Board Meeting Schedule

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## Recommendation:

THAT the 2024 Grand River Conservation Authority Board Meeting Schedule be approved.

## Summary:

Not applicable.

## Report:

The General Membership of the Grand River Conservation Authority meets on the fourth Friday of each month at 9:30 a.m. unless there is a conflict with a statutory holiday. There is no meeting scheduled in July and the December meeting will be held on the second Friday to accommodate holiday schedules. The Chair may call a special meeting at any time with three days' notice if required.

Other significant events which have been taken into consideration are:

- ROMA Conference: January 21-23, 2024
- AMO Conference: August 18-21, 2024

Additional events, such as Special Budget Meetings, Source Protection Authority meetings, tours, and other special events, may be scheduled as needed during the year. The Audit Committee meets twice per year, once in February prior to the Annual General Meeting, and again in November. The meeting dates for 2024 are shown below and are subject to change with notice.

Meetings will be held in a hybrid format using Zoom and hosted in the Auditorium at the Grand River Conservation Authority Administration Office, 400 Clyde Road, Cambridge. Standing Committee and ad-hoc meetings may be held virtually. Any change to the format for future meetings, whether in-person or electronic, will be determined in advance.

The proposed 2024 meeting dates and times are as follows:

DATE	TIME	MEETING
Friday, January 26, 2024	9:30 a.m.	General Membership <i>(and elections of officers)</i>
Wednesday, February 14, 2024	9:30 a.m.	Audit Committee
Friday, February 23, 2024	9:30 a.m.	Annual General Meeting
Friday, March 22, 2024	9:30 a.m.	General Membership
Friday, April 26, 2024	9:30 a.m.	General Membership
Friday, May 24, 2024	9:30 a.m.	General Membership

<b>DATE</b>	<b>TIME</b>	<b>MEETING</b>
Friday, June 28, 2024	9:30 a.m.	General Membership
Friday, August 23, 2024	9:30 a.m.	General Membership
Friday, September 27, 2024	9:30 a.m.	General Membership
Friday, October 25, 2024	9:30 a.m.	General Membership
Friday, November 22, 2024	9:30 a.m.	General Membership
Friday, November 22, 2024	11:30 a.m.*	Audit Committee <i>*Immediately following GM</i>
Friday, December 13, 2024*	9:30 a.m.	General Membership <i>*Second Friday of month</i>

**Financial Implications:**

Not applicable.

**Other Department Considerations:**

Not applicable

**Prepared by:**

Karen Armstrong  
Deputy CAO/ Secretary-Treasurer

**Approved by:**

Samantha Lawson  
Chief Administrative Officer



GRCA General Membership & Management Committee Meetings Calendar

2024

January

s	m	t	w	t	f	s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	GM	27
28	29	30	31			

February

s	m	t	w	t	f	s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	GM	24
25	26	27	28	29		

March

s	m	t	w	t	f	s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	GM	23
24	25	26	27	28	29	30
31						

April

s	m	t	w	t	f	s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	GM	27
28	29	30				

May

s	m	t	w	t	f	s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	GM	25
26	27	28	29	30	31	

June

s	m	t	w	t	f	s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	GM	29
30						

July

s	m	t	w	t	f	s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	*	27
28	29	30	31			

August

s	m	t	w	t	f	s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	GM
23	24	25	26	27	28	29
30	31					

September

s	m	t	w	t	f	s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	GM	28
29	30					

October

s	m	t	w	t	f	s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	GM	26
27	28	29	30	31		

November


s	m	t	w	t	f	s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	GM	23
24	25	26	27	28	29	30


December


s	m	t	w	t	f	s
1	2	3	4	5	06	7
8	9	10	11	12	GM	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

 Agenda Published

 GM General Membership Meeting

 Holiday/Head Office Closed

 Audit Committee

 \* No meeting scheduled in July

# Grand River Conservation Authority

**Report number:** GM-10-23-77

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** New Guelph Lake Nature Centre Update

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## **Recommendation:**

WHEREAS the Grand River Conservation Authority remains committed to supporting the construction of a new Guelph Lake Nature Centre;

THEREFORE BE IT RESOLVED THAT staff proceed with tendering the construction of the new Guelph Lake Nature Centre and report back to the General Membership for construction award approval.

## **Summary:**

The COVID-19 pandemic coupled with the provincial changes to the Conservation Authorities Act have had an ongoing impact on the GRCA's outdoor environmental education program, and consequently the new Guelph Lake Nature Centre (GLNC) project. The Grand River Conservation Area (GRCA) has reevaluated its outdoor environmental education program in order to develop a break-even operating model.

At the December 2021 General Membership meeting, an update on the new GLNC was provided and received as information. At that time, staff recommended that revised detailed design drawings be obtained and that planning and permit approvals for the new GLNC building be obtained followed by a tender.

Staff have worked with +VG Architects to revise detailed design drawings and have received a Site Plan Agreement with the Township of Guelph Eramosa and are currently seeking a building permit. Staff recommend that the GRCA continue to proceed with obtaining permit approvals, with the goal of proceeding with a tender as soon as possible.

## **Report:**

The GRCA continues to gain insight about the operational impacts to its outdoor environmental education program resulting from the new regulations being implemented under the Conservation Authorities Act. The new regulations, coupled with the changes to the program brought on by the pandemic, have had a significant and ongoing impact on the GRCA's outdoor environmental education program. As such, a reevaluation of the GRCA's outdoor environmental education program has been conducted, and includes an assessment of the existing nature centre buildings and properties. Even prior to the program review, as reported to the General Membership in 2021, it became evident that the new Guelph Lake Nature Centre building needed to be redesigned from earlier more expansive versions of the building to better align with the anticipated future operating budget and needs of the program.

GRCA staff have worked with +VG Architects to redesign the proposed GLNC to decrease project costs, while ensuring it brings people together with nature from an early age - to learn, to experience nature and the environment around them, and to promote an ethic of stewardship in the Grand River watershed.

The new centre will immerse visitors into a dynamic, environmental learning experience from the moment they arrive on-site and throughout their entire stay. The plan is a simple form to reduce construction costs and maintain energy efficiency, while its orientation and use of glass

maximizes solar gain. The building design references the simple, yet elegant, rural architecture of the Guelph-Eramosa area. The building is made entirely of wood framing and primarily clad with wood siding materials, which along with a recycled metal roof, make it both environmentally friendly and durable. The orientation of the building has the sloping roof face south, making it ideal for a potential future photovoltaic panel installation. This has been anticipated in the mechanical design, which is based on environmentally friendly electrical heating and cooling. The site chosen has already had an access road and granular parking lot installed, which will be upgraded and finished to suit the design of the facility and the building will connect to the septic system and well installed as part of the Guelph Lake Conservation Area maintenance shop construction.

The redesign of the new GLNC maintains an emphasis on accessible outdoor spaces and incorporates the importance of new technology and evolving trends in outdoor education. It integrates the importance of ventilation, and the needs of not only the GRCA's outdoor environmental education program, but also the needs of the Guelph Lake Conservation Area, in order to maximize the use of the building and GRCA funding sources.

Through the redesign, construction costs were decreased by reducing the building footprint, which includes the reduction of two classrooms. Two additional covered learning spaces will need to be considered as part of future fundraising efforts and completed as stand-alone projects on the vacant space surrounding the new nature centre building. Donor gift agreements have been considered and further discussions with the Grand River Conservation Foundation (GRCF) and respective donors will need to continue through subsequent phases to ensure donors are recognized for their generous contributions to this project.

The GRCA recommends that once staff receive permit approvals from the appropriate authority, they tender the project and report back to the General Membership for construction award approval.

### **Financial Implications:**

The balance of the GRCF funds for the project is \$1,765,944.00 (\$1,335,444.00 received + \$385,500.00 committed). In addition, there is \$45,000 remaining from the \$100,000 set aside by the GRCA in the Guelph Nature Centre Reserve. The GRCA and GRCF will continue to encourage all committed pledge donations to be received.

The remaining project costs are estimated and the actual construction cost of the new GLNC will be known after the tender. Additional remaining project costs include consulting, security infrastructure, planning and permit approvals, furniture, equipment, and a donor recognition installation.

Two additional covered learning spaces will need to be considered as part of future fundraising efforts and completed as stand-alone projects on the vacant space surrounding the new nature centre building.

### **Other Department Considerations:**

This project has involved staff from many different departments at the GRCA and the Grand River Conservation Foundation Board has done considerable work fundraising for this project.

#### **Prepared by:**

Brandon Heyer  
Manager of Central Services

Lisa Stocco  
Manager of Strategic Communications  
and Environmental Education

#### **Approved by:**

Samantha Lawson  
Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-10-23-76

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Outdoor Environmental Education Program Review

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## **Recommendation:**

THAT the Grand River Conservation Authority endorse the proposed actions and transition plan outlined within this report to move its Outdoor Environmental Education Program towards a breakeven business model that does not rely on municipal apportionment (levy);

AND THAT staff report back to the board at minimum on an annual basis on progress made.

## **Summary:**

The Grand River Conservation Authority (GRCA) has been providing Outdoor Environmental Education programming since the 1970s. A thorough review of the GRCA's Outdoor Environmental Education program has been conducted by staff, which was driven by the changes to the way this program can be funded, and the significant change to operations that occurred during the COVID-19 pandemic. The program review considered all aspects of the Outdoor Environmental Education Program, with the primary objective of developing a breakeven business model that no longer relies on municipal apportionment.

Based on the program review, staff have identified a number of key recommendations to help achieve the desired objectives, which include the recommendation that the program be transitioned to operate from within the GRCA's Conservation Areas, the hybrid program delivery model be expanded, and that the current staffing model primarily support the delivery of the school component of the program, while enhancing support for day-to-day operations.

## **Report:**

The Grand River Conservation Authority (GRCA) has been providing Outdoor Environmental Education programming since the 1970s. This program was created through partnerships with watershed school boards to create curriculum-based programs to help educators get students outdoors and engaged in hands-on environmental learning. The program was designed to engage and connect watershed residents with the GRCA, and to help educate, raise awareness and gain the support of residents for all the work that the GRCA does in the watershed. Creating positive working relationships with school boards and associations with watershed residents, municipal partners, community groups and other organizations has and continues to create social credit and support for the GRCA and its work as a water management agency. The Outdoor Environmental Education program has evolved over the years, and at times, has provided community programming, birthday parties, day camps and participated in community events, in addition to the main school program component.

A thorough review of the GRCA's Outdoor Environmental Education program has been conducted by staff, which was driven by two factors:

1. the changes to the Conservation Authorities Act; and
2. the significant change to operations that occurred during the COVID-19 pandemic.

The changes to the Conservation Authorities Act have impacted how this program can be funded. As a Category 3 program, it is required to operate without any municipal funding, unless a cost-apportioning agreement with municipalities is in place. The direction provided by the Ad-Hoc Conservation Authorities Act Committee to staff was that this program should be self-

funded and achieve breakeven results. The funding approach that was endorsed by the General Membership is that funds from the transition reserve will be used as a funding source to augment program revenue and achieve breakeven during a transition period.

Another significant change impacting the Outdoor Education Program occurred during the COVID-19 pandemic. The entire program was paused in March 2020. In January 2021, the school program slowly restarted with virtual and limited at-school outdoor program delivery. While the program has since resumed in-person delivery to school classes, many of the other programs that were offered pre-pandemic (e.g., day camps, Conservation Area and community group programs) have not resumed or have been limited. This decision was driven by resource limitations and the priority focus on the school board agreements as the foundation of the outdoor environmental education program, as well as the need to complete of the Outdoor Education Program Review. Evaluating the programs at a time when they were not operating also minimized any potential negative impacts that may have resulted from decisions made.

The program review considered all aspects of the Outdoor Environmental Education Program including program delivery, facilities, staffing, revenue and operating costs. The objectives of the review were defined as:

- Confirm the program's alignment with the GRCA's future strategic direction;
- Develop a breakeven business model; and
- Recommend opportunities for the improvement of the program, including opportunities to foster greater alignment and synergies with other GRCA programs and service areas.

### **Program Delivery**

For many years, the GRCA's Outdoor Environmental Education Program has provided a variety of offerings including program delivery with school boards, additional programs booked individually by schools, community programming (e.g., Girl Guides, Scouts, etc.), birthday parties and day camps.

As noted, the Outdoor Environmental Education program was paused in March 2020 at the start of the pandemic and slowly restarted beginning in early 2021 with online virtual and limited at-school program delivery. This delivery model of the school program was utilized until September 2022 when the nature centres reopened for in-person programs.

This shift in operations during the pandemic to focus on school board agreements has continued post-pandemic. Currently, the GRCA remains focused on delivering programs through agreements with the school boards, although some individual school classes outside of the agreements and some community group programs are being facilitated. This decision was largely driven by resource limitations and the fact that the school board agreements are the core of the program and provide a substantial portion of its funding.

Currently, most classes are delivered through field trips by school groups to the Nature Centres, along with some at-school visits due to increased transportation costs and continued virtual program delivery, although the need and desire for virtual programming has decreased significantly post pandemic. At-school programs are mostly delivered outdoors but can include indoor activities as well. While less so, the virtual programs that were developed through the pandemic are still being delivered as school boards continue to provide equal opportunities for virtual students. The operation of the GRCA's Outdoor Environmental Education Program is busiest from Monday to Friday, mid-September to mid-June, as this is when the majority of program delivery occurs.

### **Nature Centre Facilities**

The GRCA currently has five nature centre facilities where school groups attend programs during the school year. These facilities include:

- Apps' Mill Nature Centre, Brantford
- Guelph Lake Nature Centre, Guelph
- Laurel Creek Nature Centre, Waterloo
- Shade's Mills Nature Centre, Cambridge (in Shade's Mills Conservation Area)
- Taquanyah Nature Centre, Cayuga

The first three centres listed above operate throughout the entire school year while Shade's Mills operates for five to six months during the school year, and Taquanyah operates as a seasonal site in the fall and if needed, in the spring. In addition to the GRCA Nature Centres, staff also deliver programs in GRCA Conservation Areas, other GRCA properties, schoolyards and virtually, as well as other locations that complement the curriculum delivery.

Historically, there has been very little capital investment in the nature centre facility infrastructure. All previously required maintenance has been funded with Grand River Conservation Foundation (GRCF) donations, nature centre reserves and special government grants. As a result, the five nature centre buildings and properties require significant investment for maintenance, replacement, and other required upgrades to continue to operate.

In 2022, as part of the program review, site condition assessments for all the nature centre properties were completed by an external consultant, except for the Guelph Lake Nature Centre, since the GRCA is in the process of constructing a new facility within the Guelph Lake Conservation Area. The site conditions assessments looked at all of the infrastructure on the properties, including the buildings and their various components (roof, furnaces, windows, etc.), and structures such as bridges, boardwalks, etc.

The site condition assessments included 20-year cost estimates for each nature centre, e.g., facilities, which are summarized as follows:

<b>Nature Centre</b>	<b>Estimated Cost to Replace in 2022 Dollars</b>	<b>20-year Cost Estimate for Maintenance (2022-2042) in 2022 Dollars</b>
Apps' Mill Nature Centre	\$3,071,600	\$2,024,100
Laurel Creek Nature Centre	\$3,776,000	\$2,416,500
Shade's Mills Nature Centre	\$1,599,000	\$ 303,500
Taquanyah Nature Centre	\$1,737,900	\$ 802,400
<b>Total</b>	<b>\$10,184,500</b>	<b>\$5,546,500</b>
<b>Average Annual Cost</b>		<b>\$ 275,000</b>

Property and capital maintenance costs are not currently incorporated into the annual budgets for the Outdoor Environmental Education program. School boards have indicated that their ability to accommodate further fee increases is not feasible without an increase to their funding for this program from the province. The current fee structure covers the cost of program delivery (staff), equipment and materials. It does not provide any funding for capital and infrastructure costs. The Nature Centre reserve balance for all locations is \$444,632 as at December 31, 2022.

Currently, four of the five nature centres are located outside of the GRCA's Conservation Areas. Apart from Shade's Mills Nature Centre and the future Guelph Lake Nature Centre, to be located within Guelph Lake Conservation Area, the GRCA operates its Outdoor Environmental Education Program from separate properties with dedicated/exclusive use buildings located outside of its fee-for-use Conservation Areas. Historically, this has posed several challenges, including:

- Increased costs to maintain the nature centre properties to support the program and the type of property use associated with the program, such as managing tree risk and security issues, as well as the maintenance of aging buildings and other infrastructure.
- Increased work and competing demands on staff resources related to property maintenance and management as these tasks are currently performed by various staff including Nature Centre, Central Services and Conservation Area employees. The competing demands are compounded by being located outside of conservation areas.
- Security of property, safety and enforcement concerns related to unauthorized uses of the nature centre properties and the more isolated location of these areas.

The existing nature centre buildings range in size from approximately 1,200 ft<sup>2</sup> (Shade's Mills) to 7,000 ft<sup>2</sup> (Laurel Creek). As demonstrated through the pandemic, a large indoor facility is not required to operate the Outdoor Environmental Education Program. Students and program participants require access to certain amenities, including washrooms, clean drinking water, warming areas in the winter months, shelter in the event of inclement weather, and accessible spaces where people of all abilities can actively participate in the program. Staff require a workspace with a computer, as well as storage space for program materials.

### **Staffing**

The current staffing complement in the Outdoor Environmental Education program includes 4 full-time staff, 3 seasonal staff, and 11 casual part-time staff. To varying degrees, each of the staff have responsibilities that may include program development, delivery, planning and administrative work with teachers, and facility and property-related tasks. These are all unionized positions.

Since March 2021, these staff have reported directly to the Manager of Strategic Communications and Environmental Education, who also oversees the work and activities of the Strategic Communications Department.

### **Financial Information**

The 2023 operating budget for this program included a \$310,100 allocation of municipal general levy in order to breakeven. This amount of municipal levy funding is reflective of typical levy requirements for this program in the past few years. The other source of revenue is fee revenue from school board agreements and any additional school classes that get booked.

Under the new regulations effective January 1, 2024 this program is considered a Category 3 program and therefore the allocation of municipal funding will cease. As previously endorsed by the General Membership, use of funds from the transition reserve will be allocated to this program during a transition period as the program seeks to achieve a breakeven operating model. The transition period is anticipated to be three to five years, as the proposed actions outlined below are implemented.

As at August 31, the 2023 operating forecast net result is a \$70,000 deficit. Forecast operating costs for 2023 are \$1,048,100 and include staffing, administrative expenses, and facility and grounds maintenance. The 2023 forecast fee revenue from school contracts was increased from \$500,000 to \$600,000 to reflect the outcome of school contracts negotiated for the 2023/2024 school year. Staffing costs were also increased to reflect the increased activity. Nature centre staffing expenses are forecast at \$674,500. The deficit is being driven by increased facility cleaning costs post-COVID. The forecast for 2023 includes capital maintenance and equipment costs of approximately \$60,000, which are funded by a combination of donations from the Grand River Conservation Foundation (GRCF) and use of the nature centre reserves. Historically, capital maintenance expenses for the facilities have been funded with either the nature centre reserves or GRCF donations.

The preliminary 2024 budget includes the use of approximately \$300,000 of the transition reserve. It does not reflect savings from the proposed action plan outlined below at this time.

The recommendations in the proposed action plan are expected to reduce costs over time, but not to the extent required to achieve breakeven results. Additional funding will still be required from either reserves or other external revenue sources. Funding for operating costs could potentially be generated via fundraising activities carried out by the GRCA, which has occurred historically.

### **Risks and Considerations**

There have always been numerous challenges facing the GRCA's Outdoor Environmental Education Program. These have included limitations on and uncertainty of school board funding, the increased cost of managing the properties and facilities, increased costs due to aging infrastructure, the increased costs and pressure from other types of property use, i.e., trespassing, unauthorized use, passive use and the increased costs of program delivery.

### **Proposed Action Plan**

Based on the Program Review, staff have identified a number of key recommendations to help achieve the established objectives and address the risks and considerations. The recommendations and proposed next steps include:

1. Transition the Outdoor Environmental Education Program to operate from within the GRCA's Conservation Areas.
  - Develop a transition plan for the relocation of the program that includes anticipated timelines, a plan to rehome the nature centre animals where applicable, and further establishes appropriate infrastructure requirements to support the program.
2. Expand the hybrid program delivery model to further develop existing and new At-School, Virtual, and Outreach programs, to complement the field trips to the GRCA's Conservation Areas.
3. Maintain a staffing model that primarily supports the delivery of the school program, while providing enhanced support for the day-to-day operations for the program.

In addition to the key recommendations listed above, work is already underway to streamline and refine the management and delivery of the program, including updated procedures, training, and information management, and efficiencies will be sought through greater use of technology.

Once the new business model for the program has been implemented and established, opportunities for additional revenue and program offerings, e.g., day camps, Conservation Area programs, virtual programs for the public, etc., may be considered, each with its own financial analysis and business case.

### **Conclusion**

Despite several challenges throughout the program's history, the GRCA has established and maintained its position as a leading provider of outdoor environmental education within the Grand River watershed. Now, more than ever, the importance of providing outdoor environmental education is critical to our vision of a healthy watershed, where we work, live, play and prosper in balance with the natural environment. The GRCA's Outdoor Environmental Education Program serves to raise public awareness of the important benefits of conservation and the work of the GRCA.

In consideration of the initial program review objectives, the program continues to be directly aligned with the GRCA's strategic priority 3 to connect people to the environment through outdoor experiences. The recommendations that have been developed are expected to transition the program to a breakeven business model over a period of three to five years, through decreased operating costs and opportunities to achieve operational efficiencies, greater alignment and integration with other GRCA programs and service areas, and the potential for additional revenue and enhanced program offerings.



**Financial Implications:**

Implementation of the proposed action plan will result in reduced costs over time, thereby helping move the program towards breakeven results. The issue of the aging facilities and future costs still needs to be fully addressed. To determine options for the existing nature centre properties, a more thorough analysis will be required. This process will be led and implemented by the Conservation Lands department. The use of municipal general levy to fund this program ceases at the end of 2023. For 2024, the transition reserve (estimate \$300,000) will be used to achieve breakeven results for the Outdoor Environmental Education Program. Reduced reliance on the transition reserve is contingent on the pace of implementing the recommendations and the realization of actual costs of operating out of the conservation areas.

**Other Department Considerations:**

Various departments were instrumental in conducting the program review and supported the development of the proposed action plan.

**Prepared by:**

Lisa Stocco  
Manager of Strategic Communications  
and Environmental Education

**Approved by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

# Grand River Conservation Authority

**Report number:** GM-10-23-78

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Provincial Offences Act Officer Appointments – Section 30.1

---

## **Recommendation:**

THAT the Grand River Conservation Authority re-appoint all Provincial Offences Act Officers under Section 30.1 of the *Conservation Authorities Act*, to take effect on the date of proclamation.

## **Summary:**

Not applicable

## **Report:**

Currently, the *Conservation Authorities (CA) Act* under Section 28 (1) (d) and e) enables the appointment of officers for the purposes of enforcing any regulation made under Section 28 and Section 29 of the Act. *Ontario Regulation 150/06, s.10* enables the Grand River Conservation Authority (GRCA) to appoint officers to enforce *Ontario Regulation 150/06* (Development, Interference with Wetlands and Alterations to Shorelines and Watercourses regulation). Currently, seven staff in the Engineering and Planning Services department, including Resource Planners and Regulations Officers, are designated to enforce Section 28 of the CA Act and *Regulation 150/06*.

Furthermore, the CA Act under Section 29 authorizes the GRCA to make regulations applicable to lands owned by the GRCA. *R.R.O. 1990, Regulation 106 (Conservation Areas – Grand River) s. 14* enables the GRCA to appoint staff members as Provincial Offences Act (POA) Officers to enforce the Act and Regulations. Currently, 35 staff in the Conservation Area Operations department including Superintendents, Assistant Superintendents, and Park Operations Technicians, and 1 staff in the Conservation Lands department, the Property Superintendent, are designated to enforce Section 29 of the CA Act and Regulation 106.

GM Report 07-17-82 outlined proposed amendments to the CA Act as part of Bill 139 – *Building Better Communities and Conserving Watersheds Act 2017*. The legislation was passed; however, some amendments have not yet come into force. Sections 28, 29, and 30.1 will be repealed and replaced upon proclamation. The new Section 30.1 will enable the GRCA to appoint officers to ensure compliance with the Act, regulations, and permit conditions.

The timing of proclamation is unknown. To ensure staff that are designated as POA Officers are bestowed all powers immediately upon enactment of Section 30.1, staff are recommending approval of the re-appointment now. This re-appointment will take effect on the date of proclamation.

## **Financial Implications:**

None.

## **Other Department Considerations:**

This will impact all Provincial Offences Act Officers in Engineering and Planning Services, Conservation Area Operations, and Conservation Lands departments.

**Prepared by:**

Beth Brown  
Manager of Engineering  
and Planning Services

Pam Walther-Mabee  
Manager of Conservation Area Operations

**Approved by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

# Grand River Conservation Authority

**Report number:** GM-10-23-77

**Date:** October 22, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Conestogo Dam Bridge Deck Rehabilitation – Energy Attenuator – Project Award

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## Recommendation:

THAT the Grand River Conservation Authority award the contract for the Conestogo Dam Bridge Deck Rehabilitation – Energy Attenuator supply and installation project to Royal Fence Limited for the amount of \$129,500 (excluding HST).

AND THAT an overall project budget of \$142,450 (excluding HST) be approved for this project.

## Summary:

A Request for Quotations for project the Conestogo Dam – Bridge Deck Rehabilitation (Energy Attenuator) was distributed to a selected list of five (5) contractors. The GRCA received two (2) quotation packages on September 22, 2023, and recommends award of the contract to Royal Fence Limited as the low quote. Both quotation packages met all the submission requirements.

## Report:

The GRCA manages a large portfolio of water control structures. Annual inspections are performed at the structures and repair work is identified; then planned and prioritized as part of the 5 year budget forecasts. Concrete repairs have been identified to address deterioration on the upstream and downstream portions of Conestogo Dam along with the bridge deck. The strategy for concrete repairs at Conestogo Dam was developed by engineering consultant, AECOM Canada Limited (AECOM), through consultation with GRCA staff. The downstream repairs were completed in three phases which took place between 2019 and 2021. The work on the road deck commenced in 2022 with the deferred installation of an energy attenuator on the bridge deck to be completed in 2023. The upstream portions of the dam are to be worked on in the years to come.

A project for the rehabilitation of all bridge components including waterproofing, paving, concrete repairs, expansion joint replacement, and the repaving of the dam parking area was tendered and awarded in 2022. An item that was identified during the project to meet current safety standards as well as operational constraints was the provision of a permanent narrow energy attenuator (crash barrier). Due to budget and timeline constraints this item was out of scope of the contract for the project Conestogo Dam – Bridge Deck Rehabilitation that was completed in 2022.

A Request for Quotations (RFQ) for supply and installation of an energy attenuator was sent by AECOM to the following five (5) contractors:

- Royal Fence Limited.
- Weathertech Restoration Services Incorporated.
- Powell Contracting
- Peninsula Construction Incorporated.
- A.J. Braun Manufacturing Limited.

All contractors were contacted prior to distributing the RFQ and all indicated an interest in bidding in the work. The RFQ closed on September 22, 2023. GRCA received two bids as identified in Table 1.

Table 1 – Quotation Summary

<b>Contractor</b>	<b>Amount (Excluding HST)</b>
Royal Fence Limited	\$129,500
Peninsula Construction Inc.	\$138,500

The quotations were reviewed by GRCA staff and AECOM. AECOM developed the design and RFQ for the project and is acting on behalf of the GRCA as contract administrators for the project. Both quotation packages met submission requirements. The low quote was approximately \$44,500 over the engineering pre-estimate value which was based on a previous quotation received as part of the Conestogo Dam Bridge – Phase 3 work performed in 2022 and attempted to account for ongoing inflation and current industry-wide risk factors and project budget. There are several possible reasons for the higher than anticipated costs including a busier than anticipated construction season reducing the number of competitive bids; ongoing labour shortages in the construction industry increasing costs for skilled labour and risk; and, recent high inflation rates and significant increases in material costs. The project is recommended to advance regardless of the increased costs as these are not expected to reduce in the future and this work is required. The award of the project is recommended to go to Royal Fence Limited as the lowest quote and meeting all requirements.

**Financial Implications:**

The funding for this project has been included in the Water Control Structures maintenance budgets and 50 percent grant funding has been received under the provincial Water and Erosion Control Infrastructure (WECI) program. The project cost overage will be covered within the approved WECI project funding agreement for this project DR23027 Conestogo Dam – Bridge Deck Rehabilitation Phase 2.

**Other department considerations:**

The Conestogo Dam bridge deck energy attenuator installation will result in the need for closure Wellington County Road 11 across the top of Conestogo Dam. A one-week road closure will be required within the work period to be scheduled in November or December 2023. A detour route has been planned. Service disruption notifications will be communicated to cottagers at Conestogo Lake, and a general notice will be posted on the GRCA website.

**Prepared by:**

Katelyn Lynch, P.Eng  
 Manager of Water Infrastructure

**Approved by:**

Samantha Lawson  
 Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-10-23-72

**Date:** October 27, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Permits Issued under Ontario Regulation 150/06

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## Recommendation:

THAT Report Number GM-10-23-72 – Permits Issued under Ontario Regulation 150/06 be received as information.

## Summary:

To provide the General Membership of the Grand River Conservation Authority with a quarterly summary of permits approved and issued by staff which conform to current Grand River Conservation Authority policies for the Administration of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation Ontario Regulation 150/06.

## Report:

July, August, and September 2023 total number of permits approved and issued: **217**

City of Brantford:	6	Town of Erin:	2	Township of North Dumfries:	12
City of Cambridge:	8	Town of Milton:	2	Township of Norwich:	1
City of Guelph:	11	Township of Amaranth:	6	Township of Perth East:	1
City of Hamilton:	3	Township of Blandford-Blenheim:	8	Township of Puslinch:	10
City of Kitchener:	10	Township of Centre Wellington:	14	Township of Southgate:	2
City of Waterloo:	8	Township of Guelph/Eramosa:	10	Township of Wellesley:	12
County of Brant:	17	Township of East Garafraxa:	1	Township of Wellington North:	1
Haldimand County:	23	Township of Mapleton:	12	Township of Wilmot:	6
Norfolk County	2	Township of Melancthon:	14	Township of Woolwich:	13

## Financial Implications:

Not Applicable.

## Other Department Considerations:

Not Applicable.

## Prepared by:

Melissa Larion  
Supervisor of Resource Planning

Beth Brown  
Manager of Engineering  
and Planning Services

## Approved by:

Samantha Lawson  
Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-10-23-79

**Date:** October 17, 2023

**To:** Members of the Grand River Conservation Authority

**Subject:** Current Watershed Conditions as of October 16, 2023

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## **Recommendation:**

THAT Report Number GM-10-23-79 – Current Watershed Conditions as of October 17, 2023 be received as information.

## **Summary:**

September was a dry month with slightly warmer than average temperatures. The month started with warmer temperatures and very low precipitation. The temperatures across the watershed remained slightly higher than the long-term average throughout the month with multiple days above 30 degrees Celsius. During the month of September, the watershed has observed precipitation levels that have been less than half of long-term averages, ranging from as low as 9 percent in Brantford to 48 percent in Woolwich.

Higher than normal precipitation during the months of June, July, and August along with improved groundwater conditions prompted the Low Water Response Team to remove the watershed from Level 1 low water conditions and return the entire watershed to normal conditions as of September 13, 2023. All reservoirs are within their normal operating range.

Lake Erie continues to be above the long-term average, and between the levels in 2021 and 2022. The long-term forecast over the next three months is for above normal temperatures and near normal precipitation.

## **Report:**

### **Precipitation**

Despite a wet summer and significant precipitation in June, July and August, the watershed received significantly lower precipitation in the month of September. Precipitation over the first two weeks of October has also been generally lower than long-term averages but proportionally higher than September, as shown in Table 1. This may potentially be the result of the El Nino phenomena observed this fall.

Trends in precipitation, as presented in Table 2, show that during the month of September, the watershed has observed precipitation levels that have been less than half of long-term averages, ranging from only 9 percent in Brantford to 48 percent in Woolwich. Over the mid-term, the watershed shows signs of recovery from dry conditions in 2022 with above normal precipitation at most locations. Over the long term, the precipitation levels appear to approach normal long-term averages. A visual representation of these trends for the Shand climate station is provided in Figure 1.

**Table 1:** Current monthly precipitation for climate stations across the watershed up to October 16, 2023 including the long-term average precipitation for half of September.

Climate Station	Current Month Precipitation (millimeters)	Long Term Average Precipitation (millimeters)	Percentage of Long Term Average Percent (%)
Shand	35.6	42.1	85%
Conestogo	35.4	46.5	76%
Guelph	35.3	39.0	91%
Luther	37.3	44.6	84%
Woolwich	27.4	34.1	80%
Laurel	53.8	42.6	126%
Shades	33.2	40.0	83%
Brantford	26.9	34.8	77%

**Table 2:** Precipitation trends as a percentage (%) of the long-term average over the last 18 months

Climate Station	Last Month	Last 3 Months	Last 6 Months	Last 12 Months	Last 18 Months
Shand	43%	111%	106%	103%	93%
Conestogo	42%	116%	111%	102%	97%
Guelph	29%	119%	110%	104%	93%
Luther	25%	107%	113%	112%	99%
Woolwich	48%	120%	110%	101%	90%
Laurel	19%	97%	95%	93%	80%
Shades	26%	132%	120%	107%	90%
Brantford	9%	103%	101%	103%	93%

### Air Temperatures

September was slightly warmer than usual across the watershed. At the beginning of the month, multiple days with maximum temperatures exceeding 30 C were observed across the watershed. The average temperature across the watershed during the month of September was approximately 1.3 degrees above the long-term average. At the Shand Dam climate station, daily maximum temperatures exceeded 25 degrees Celsius for 5 days during the month of September and daily averages ranged between 12 to 25 degrees Celsius with an average daily temperature of 16.5 degrees Celsius.

The first half of October was also warm with temperatures peaking in the high twenties across the watershed in the first week of October. The average temperature at the Shand Dam climate station over the first two weeks of October was 12.3 degrees Celsius which is 2.2 degrees warmer than the long-term average for the first half of the month of October.

A visual representation of these trends for the Shand climate station is provided in Figure 2.



### **Lake Erie Water Levels**

During September, the average lake level was approximately 0.37 meters above the long-term average. Levels remained elevated during the first half of October and are approximately 0.33 meters above the long-term average. The forecast for Lake Erie is for lake levels to continue to remain above the long-term average over the fall and winter months following regular seasonal patterns. Figure 3 shows the range of water levels that are expected over the next six months as well as the observed water levels over the last three years.

### **Reservoir Conditions**

The large reservoirs are within their normal operating levels. The Conestogo reservoir has been drawn down more than normal over the month of September to allow for regular maintenance on the gates. Flows through the watershed continue to be above the flow augmentation targets.

Reservoirs will be used to manage flows during fall rain events over the next couple of months as well as to augment the flows above the low flow targets as needed. The amount of flood storage available will be balanced with the amount of runoff expected from precipitation. Year to date reservoir levels and operating rule curves are shown in Figures 4 and 5 for the four largest reservoirs.

The reservoirs have been used for augmentation to meet low flow targets between summer thunderstorms. Approximately 25 percent to 70 percent of the flows in the Grand River through Kitchener and approximately 20 percent to 40 percent of the flows in the Grand River through Brantford having been augmented from the reservoirs during periods without rainfall during the month of August (reference. Figure 6). On the Speed River approximately 40 percent to 75 percent of the water downstream of Guelph has been augmented from reservoir discharges during the month of September (reference. Figure 7)

Blue-green algae blooms have been observed in the Woolwich and Belwood reservoirs since late August and in Conestogo reservoir since late September. Warning signs have been posted at all areas advising visitors to avoid contact with blue-green algae when it is present. Downstream drinking water intakes, the Ministry of the Environment and Conservation parks (MECP) and local public health units have been notified and will be updated, if conditions change.

### **Long Range Forecast**

Environment and Climate Change Canada is forecasting above normal temperatures and closer to normal precipitation for the watershed over the 3 months of October, November and December.

### **Low Water Response**

The Low Water Response Team met to discuss the potential of returning the watershed from a Level 1 condition to a normal condition on Wednesday September 6, 2023. As a result of this meeting, the watershed was removed from level 1 low water conditions and the entire watershed returned to normal conditions as of September 13, 2023. This decision was driven by above normal precipitation during the months of June, July and August and observed signs of groundwater recovery in targeted monitoring locations across the watershed.

While the watershed is currently under normal conditions with respect to low water, the significantly low precipitation levels observed during the month of September and potential consequences of the El Nino phenomena may impact the watershed's full recovery from the dry conditions observed during the previous year. The low water response team will closely monitor the conditions and assess the watershed's status based on observed precipitation and groundwater conditions.

### **Flood Preparedness**

Reservoir conditions are being monitored closely and staff continue to hold weekly meetings as part of planning initiatives, dam operations and flood emergency preparedness.

The Annual Ontario Flood Forecasting and Warning Workshop was held in-person on September 18 and 19. The workshop has covered a range of topics related to flood forecasting and warning. Staff from GRCA have participated in organization of the workshop along with other members on the provincial flood forecasting and warning committee members and have provided two presentations at the workshop.

A dam break exercise was conducted by Centre Wellington Municipal Emergency Control Group on October 3, 2023 as part of the municipality's annual exercise. GRCA staff provided input in scenario preparation for an exercise simulating a Shand Dam break scenario and Senior Operators actively participated in the exercise. Participation in these emergency preparedness exercises is an important opportunity to explain the flood warning system to emergency response staff and improve overall preparedness for flood emergencies.

**Financial Implications:**

Not applicable

**Other Department Considerations:**

Not applicable

**Prepared by:**

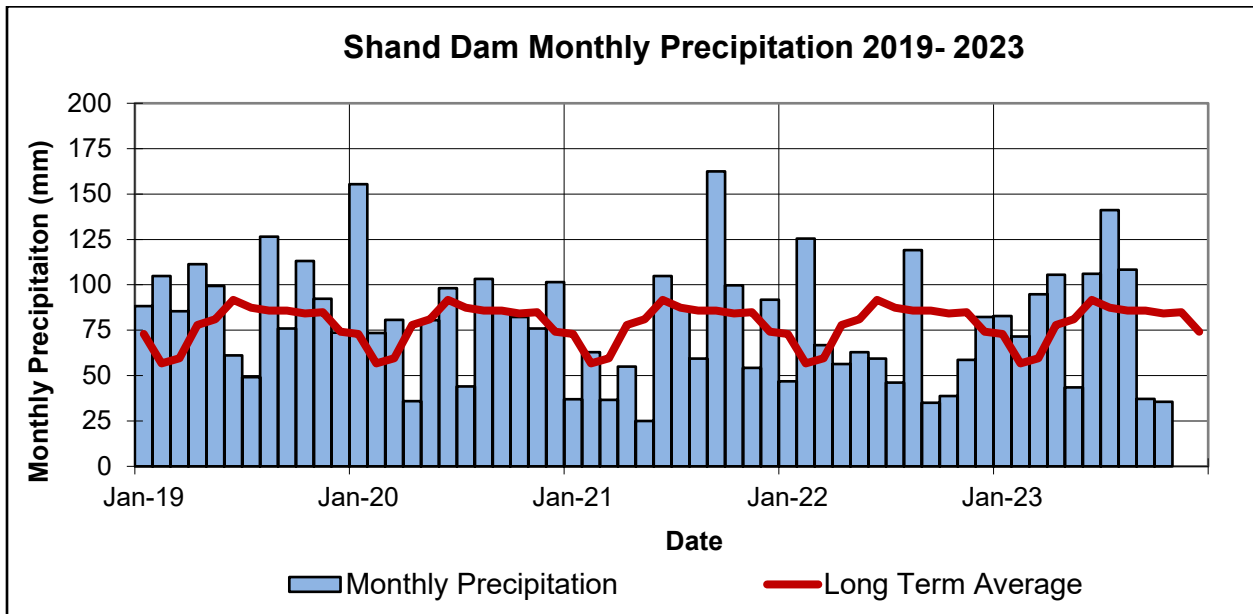
Vahid Taleban, M. Sc., P. Eng.  
Manager of Flood Operations

**Approved by:**

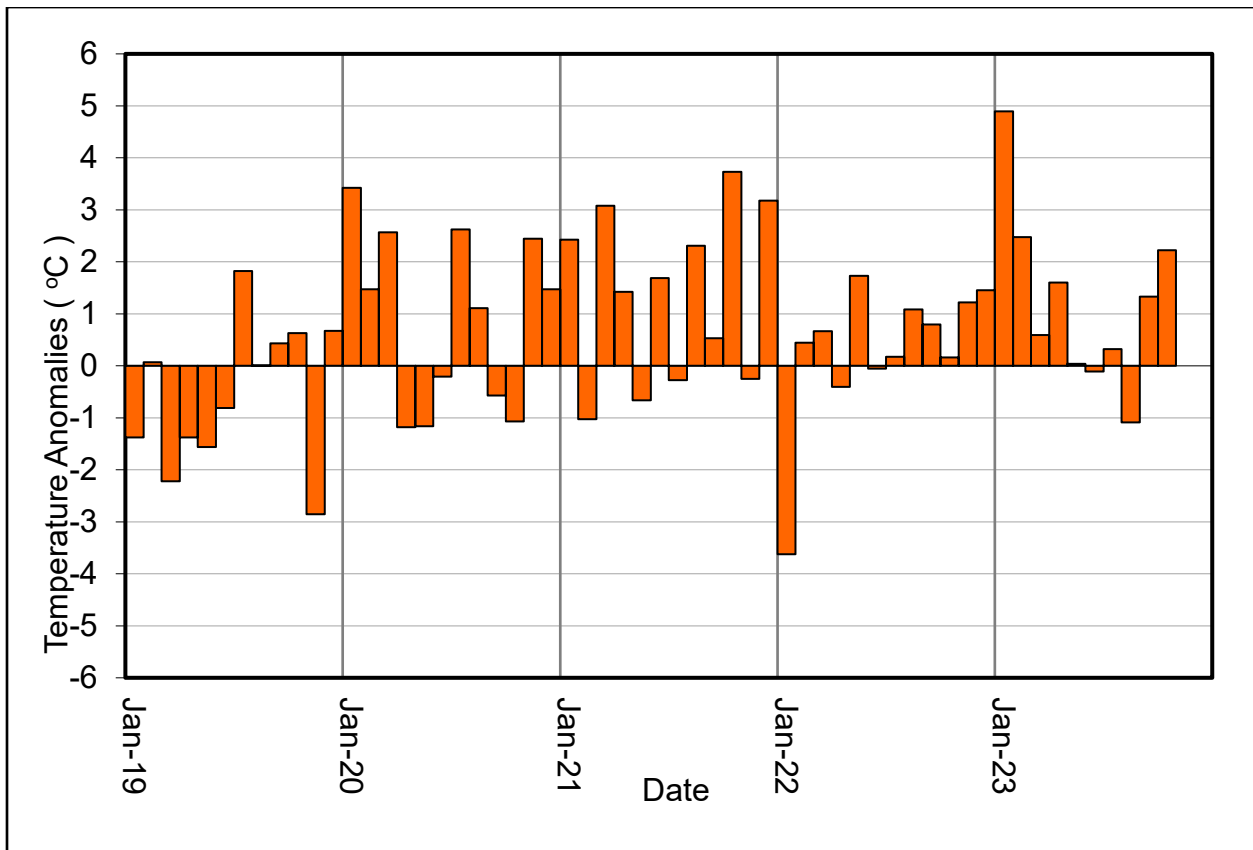
Samantha Lawson  
Chief Administrative Officer

**Figures:**

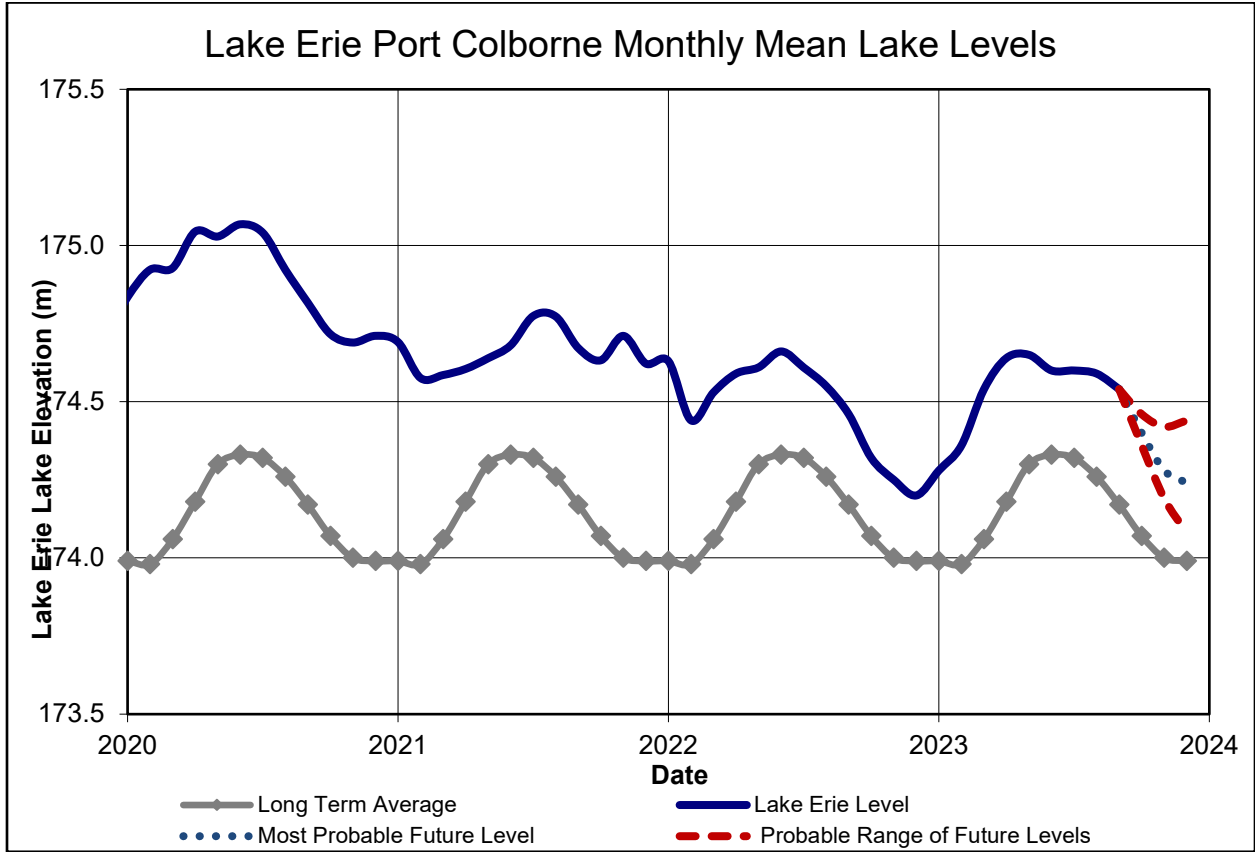
**Figure 1:** Shand Dam Monthly Precipitation 2019 to October 16, 2023



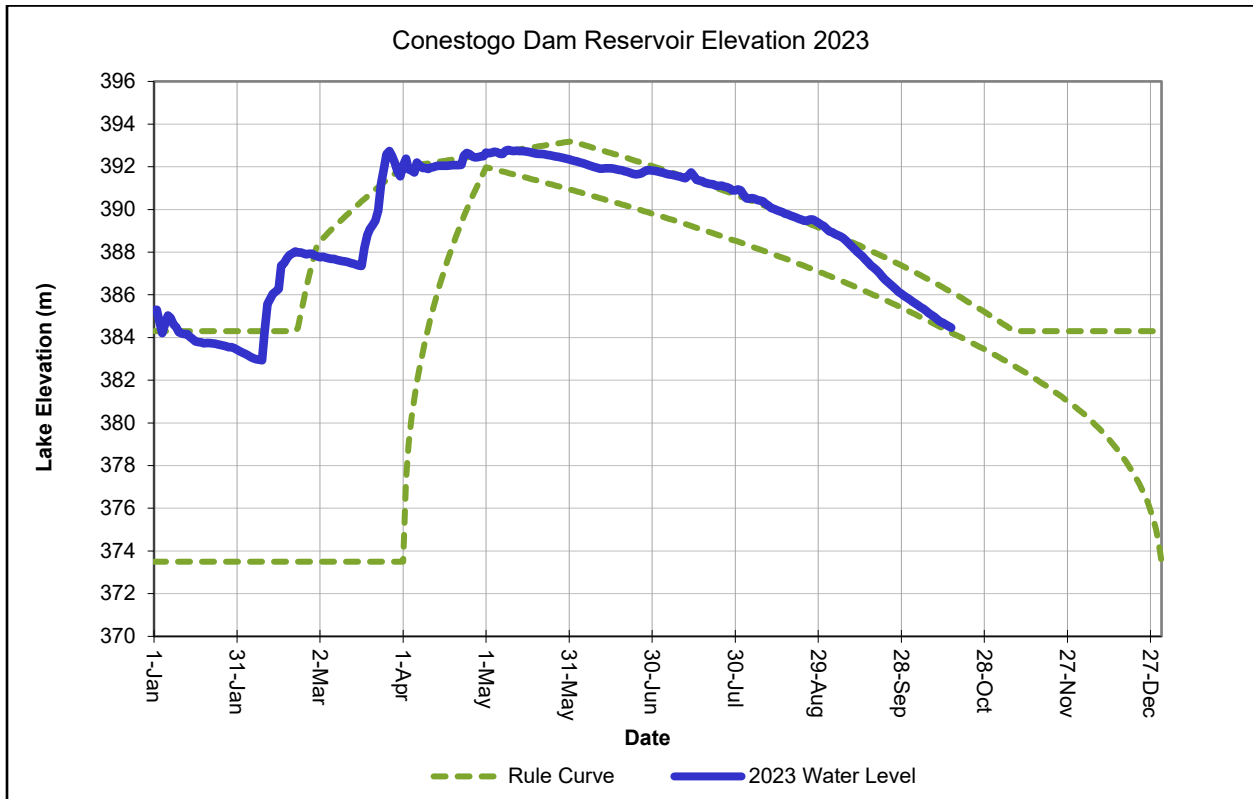
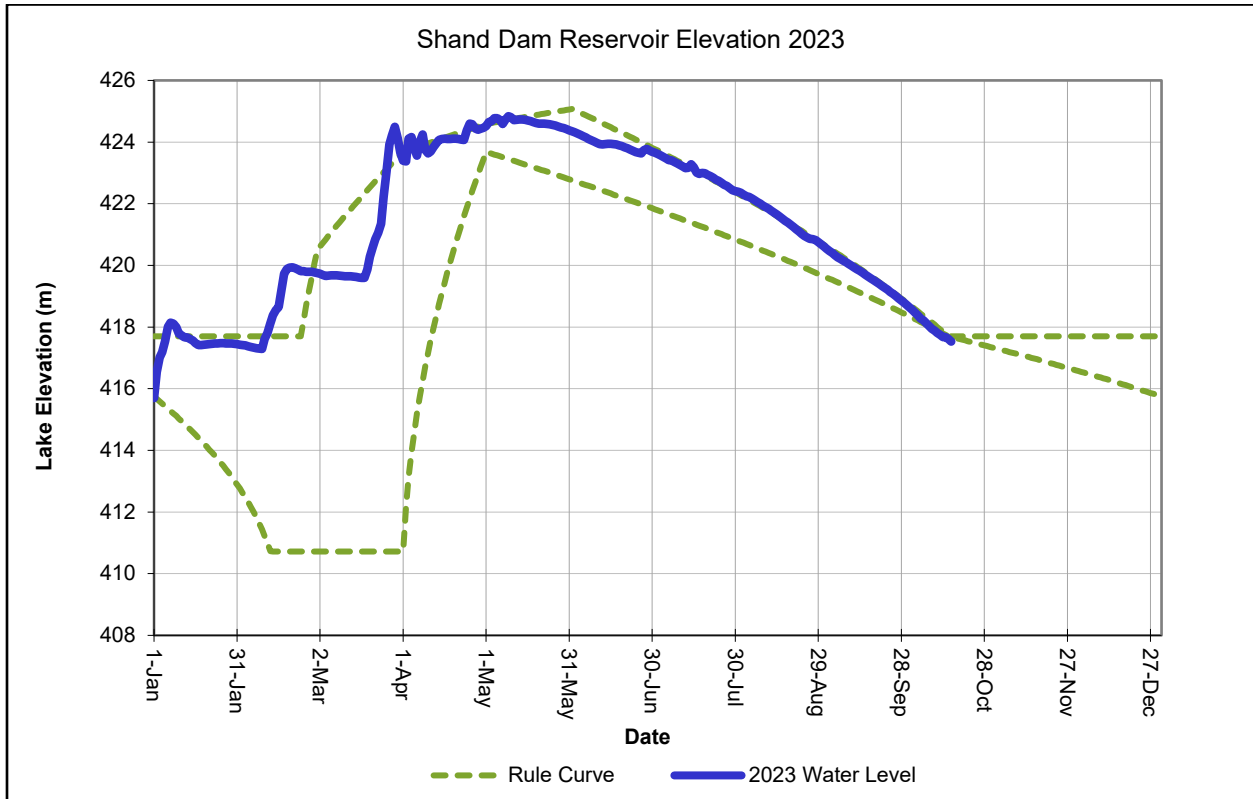
**Figure 2:** Monthly Average Air Temperatures at Shand Dam from 2019 to October 16, 2023



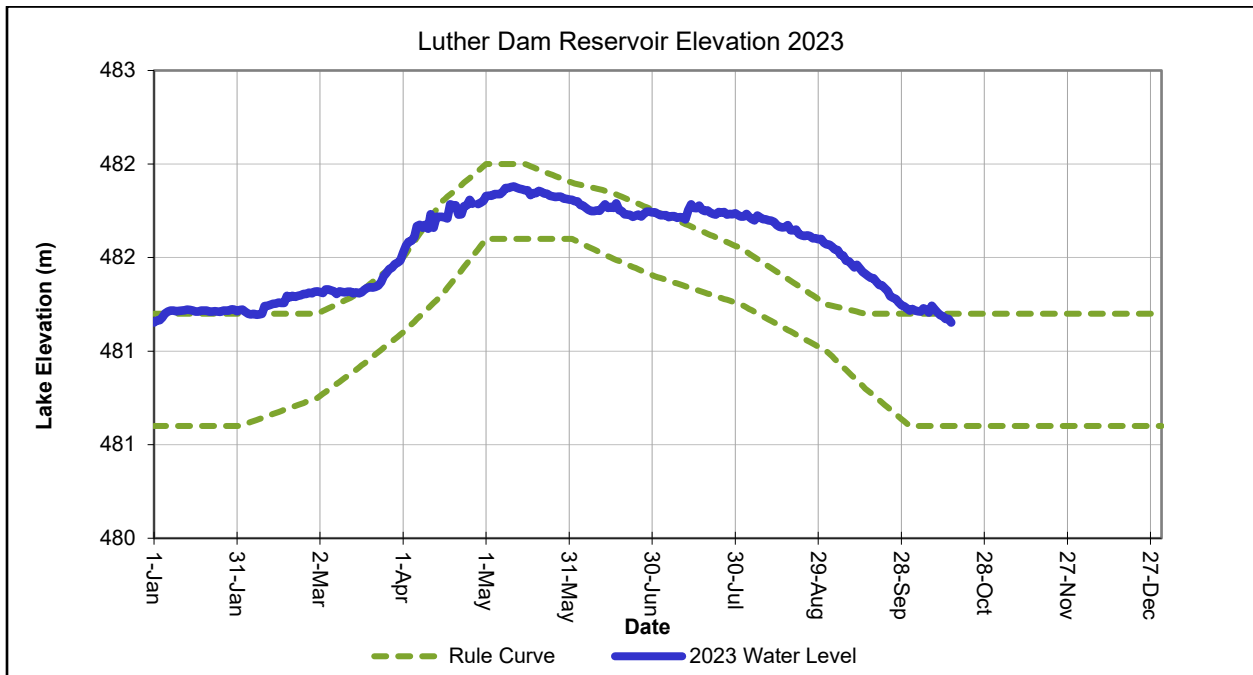
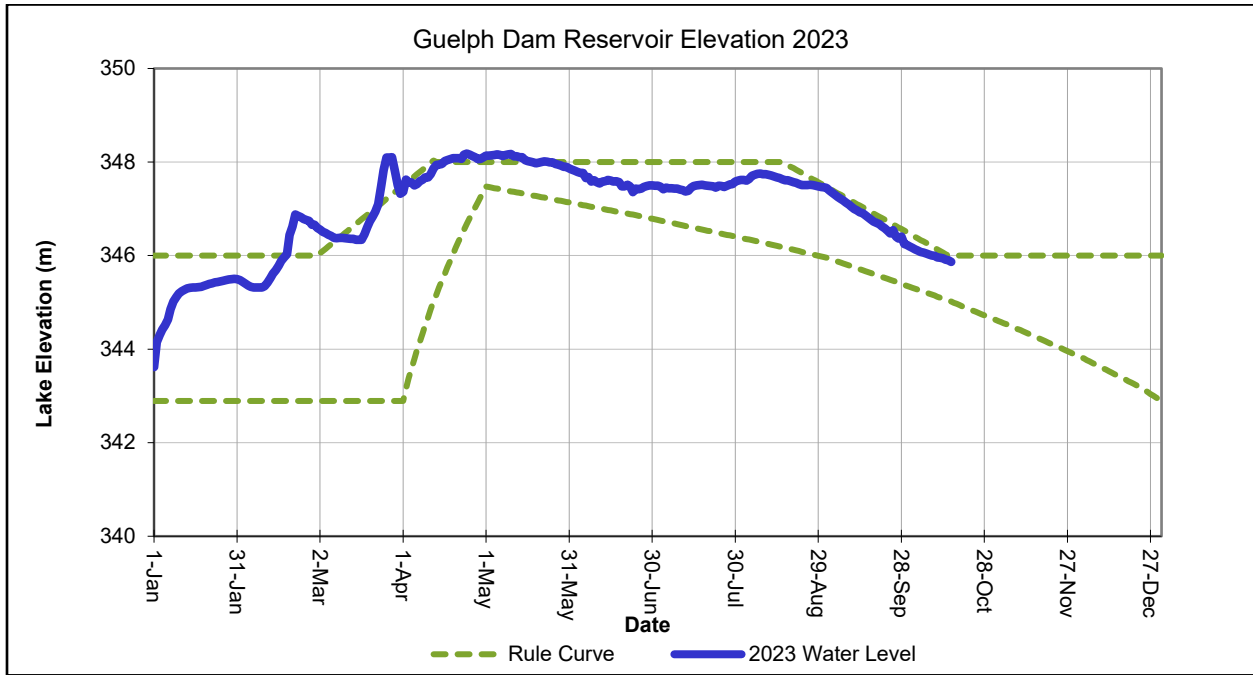
**Figure 3:** Water levels for Lake Erie at Port Colborne



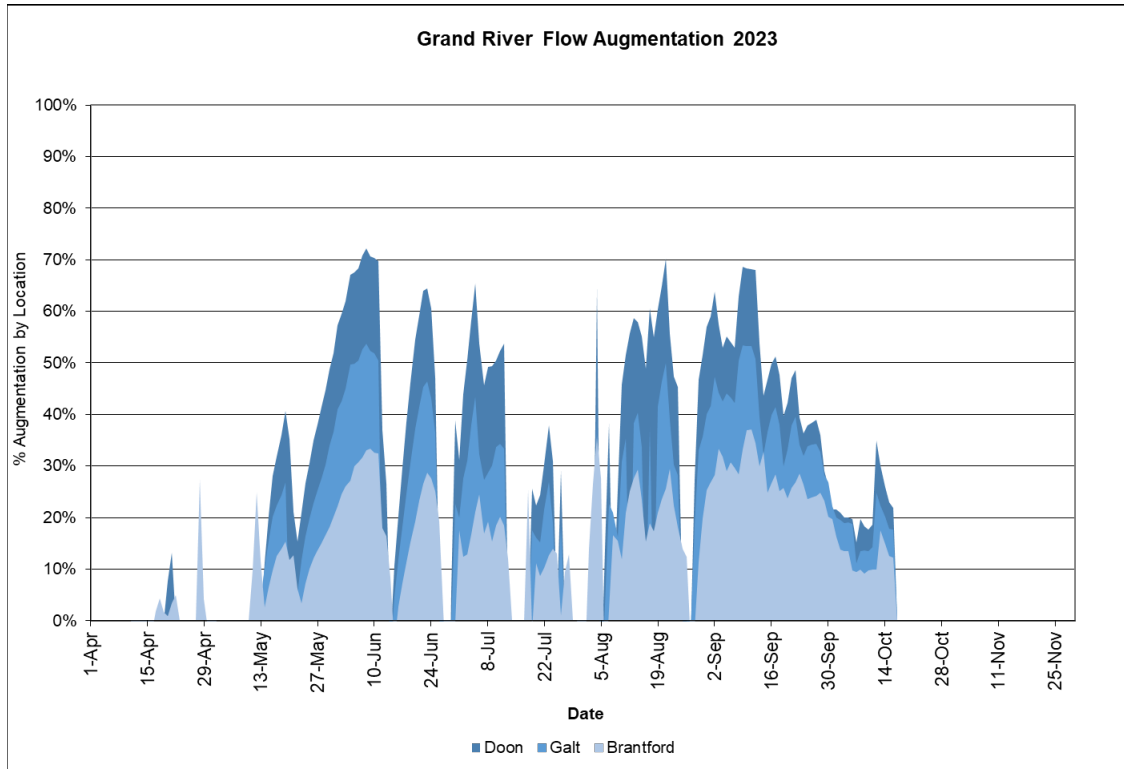
**Figure 4:** Shand and Conestogo Reservoir Elevation Plots for 2023



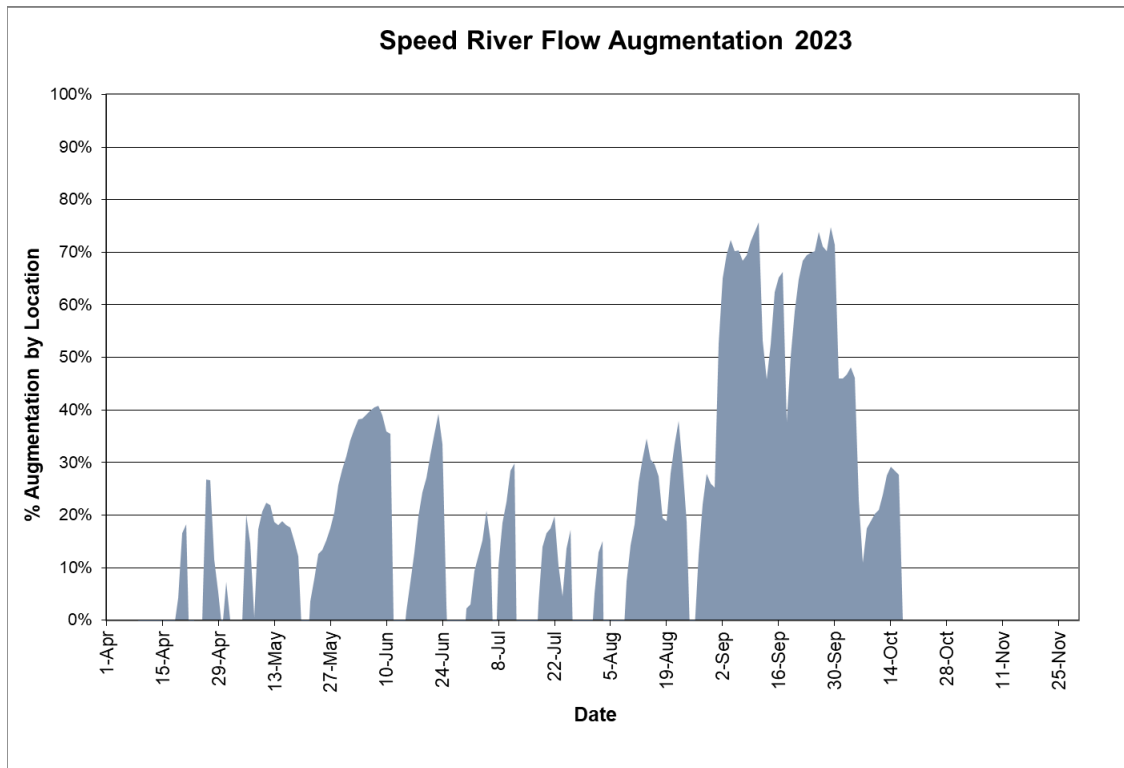
**Figure 5: Guelph and Luther Reservoir Elevation Charts for 2023**



**Figure 6:** Grand River augmentation Chart showing percent augmentation at Doon, Galt and Brantford for 2023



**Figure 7:** Speed River Flow Augmentation for 2023





# **Grand River Conservation Authority By-Law No. 1-2023**

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**GRAND RIVER CONSERVATION AUTHORITY**  
**By-Law No. 1-2023**

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## Administrative By-Law

### Introduction

Grand River Conservation Authority is a non-share corporation, established under Section 3 of the *Conservation Authorities Act*, with the objects to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, coal and minerals.

Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. The purpose of the Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario. The Authority is comprised of its Members, appointed as representatives by the Participating Municipalities.

The Members of the Conservation Authority form the General Membership of the Conservation Authority. The Members are bound by the Act and other applicable legislation. The Authority must always act within the scope of its powers. As a non-share corporation, the Authority has the capacity and, subject to the Act and other applicable legislation, the rights, powers and privileges of a natural person. The powers of a conservation authority to accomplish its objects are set out in the Act, including those identified under subsection 21(1).

### **Powers of authorities**

21 (1) For the purposes of accomplishing its objects, an authority has power,

- (a) to research, study and investigate the watershed and to support the development and implementation of programs and services intended to further the purposes of this Act;
- (b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land, with consent of the occupant or owner, and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;
- (c) to acquire by purchase, lease or otherwise any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;
- (d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;
- (e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;
- (f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;
- (g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;
- (h) to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;
- (i) to erect works and structures and create reservoirs by the construction of dams or otherwise;

(j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;

(k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;

(l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;

(m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;

(m.1) to charge fees for services approved by the Minister;

*Note: On a day to be named by proclamation of the Lieutenant Governor, clause 21 (1) (m.1) of the Act is repealed. (See: 2017, c. 23, Sched. 4, s. 19 (3))*

(n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;

(o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;

(p) generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority.

## A. Definitions

“**Authority**” means the Grand River Conservation Authority.

“**Act**” means the *Conservation Authorities Act*, R.S.O. 1990, chapter C.27

“**Chair**” means the Chairperson as referenced in the Act as elected by the Members of the Authority.

“**Chief Administrative Officer**” means the General Manager or Chief Administrative Officer of the Authority, and which may, by resolution of the Authority, include the responsibilities of the Secretary-Treasurer if so designated by resolution of the Authority.

“**Fiscal Year**” means the period from January 1 through December 31.

“**General Membership**” means all of the Members, collectively.

“**Levy**” means the amount of costs apportioned to participating municipalities in accordance with the Act and Regulations under the Act.

“**Majority**” means half of the votes plus one.

“**Members**” shall mean the members appointed to the Authority by the participating municipalities in the Authority’s area of jurisdiction, and the member appointed by the Minister as a representative of the agricultural sector.

“**Minister**” means the Minister responsible for the administration of the Act.

“**Non-matching Levy**” means that portion of an Authority’s levy that meets the definition of non-matching levy as found in Ontario Regulation 139/96.

“**Officer**” means an officer of the Authority empowered to sign contracts, agreements and other documents on behalf of the Authority in accordance with section 19.1 of the Act, which shall include the Chair, Vice-Chair(s) the Chief Administrative Officer and the Secretary-Treasurer (or the CAO/Secretary-Treasurer, if applicable).

“**Participating Municipality**” means a municipality that is designated by or under the Act as a participating municipality in a conservation authority.

“**Pecuniary Interest**” includes the financial or material interests of a Member and the financial or material interests of a member of the Member’s immediate family.

“**Secretary-Treasurer**” means Secretary-Treasurer of the Authority with the roles specified in the Act.

“**Staff**” means employees of the Authority as provided for under Section 18(1) of the Act.

“**Vice-Chair**” means the Vice-Chairperson as elected by the Members of the Authority. If a first and second Vice-Chair are elected, they shall be called First Vice-Chair and Second Vice-Chair.

**“Weighted Majority”** means the votes of 51 per cent of those represented after the votes are weighted by the percentage that applies under Ontario Regulation 139/96 for Municipal Levies.

## **B. Governance**

### **1. Members**

#### **a) Appointments**

Participating Municipalities within the jurisdiction of the Grand River Conservation Authority may appoint Members in accordance with Section 14 of the Act. An additional member may be appointed to the Authority by the Minister as a representative of the agricultural sector.

Appointed Members must reside in a Participating Municipality within the Authority’s area of jurisdiction and may include citizens as well as elected members of municipal councils. When appointing members, the council of a participating municipality must ensure that at least 70 percent of its appointees are selected from among the members of the municipal council, or they may apply to the Minister for permission to select less than the prescribed percentage.

Collectively, the appointed Members comprise the Authority, and for the purposes of this by-law are also referred to as the General Membership.

#### **b) Term of Member Appointments**

In accordance with Section 14 of the Act, a Member shall be appointed for a term of up to four years at the discretion of the appointing municipal council; such term beginning at the first meeting of the Authority following his or her appointment and ending immediately before the first meeting of the Authority following the appointment of his or her replacement. The Secretary-Treasurer shall notify the appropriate municipality in advance of the expiration date of any Member’s term, unless notified by the municipality of the Member’s reappointment or the appointment of his or her replacement. A Member is eligible for reappointment. A Member can be replaced by a Participating Municipality at the municipality’s discretion prior to the end of their term. A member appointed by the Minister as a representative of the agricultural sector may be replaced by the Minister.

#### **c) Powers of the General Membership**

Subject to the Act and other applicable legislation, the General Membership is empowered without restriction to exercise all of the powers prescribed to the Authority under the Act. In addition to the powers of an authority under s.21 of the Act for the purposes of accomplishing its objects the powers of the General Membership include but are not limited to:

- i. Approving by resolution, the creation of Committees and/or Advisory Boards, the members thereof and the terms of reference for these Committees and/or Advisory Boards;
- ii. Appointing a Chief Administrative Officer and/or Secretary-Treasurer;
- iii. Terminating the services of the Chief Administrative Officer and/or Secretary-Treasurer.
- iv. Approving establishing and implementing regulations, policies and programs;
- v. Awarding contracts or agreements where the approval of the Authority is required under the Authority’s purchasing policy.
- vi. Appointing an Executive Committee and delegate to the Committee any of its powers except:

- i. The termination of the services of the Chief Administrative Officer and/or Secretary-Treasurer,
- ii. The power to raise money, and
- iii. The power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the Authority.
- vii. Approving by resolution, any new capital project of the Authority;
- viii. Approving by resolution, the method of financing any new capital projects;
- ix. Approving details on budget allocations on any new or existing capital projects;
- x. Approving of the total budget for the ensuing year, and approving the levies to be paid by the Participating Municipalities;
- xi. Receiving and approving the Financial Statements and Report of the Auditor for the preceding year;
- xii. Authorizing the borrowing of funds on the promissory note of the Authority in accordance with subsection 3(5) of the Act;
- xiii. Approving by resolution, any proposed expropriation of land or disposition of land, subject to the requirements under the Act;
- xiv. Approving permits or refusing permission as may be required under any regulations made under Section 28 of the Act except where approving permits has been delegated to the Chief Administrative Officer;
- xv. Holding hearings required for the purpose of reviewing permit applications, and advising every applicant of their right to appeal the applicable decision to the Minister through the Mining and Lands Tribunal or the Local Planning Appeal Tribunal.

#### **d) Member Accountability**

Participating Municipalities appoint Members to the Authority as their representatives. Members have the responsibilities of Directors of the corporation that is the Authority. While the administration is responsible for the day-to-day operations, the General Membership is responsible for matters of governance, ensuring compliance with applicable legislation, and ensuring appropriate policies are in place and for financial soundness of the Authority.

All Members have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and Conflict of Interest Policy (Appendix 2), as adopted by the Authority.

Members are responsible for:

- i. Attending all meetings of the Authority;
- ii. Understanding the purpose, function and responsibilities of the authority;
- iii. Being familiar with the Authority's statutory and other legal obligations;
- iv. With the administration, setting strategic direction for the Authority.

#### **e) Applicable Legislation**

In addition to the Act, the Members are subject to other legislation including, but not limited to:

- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

If any part of the by-law conflicts with any provision of the Municipal Conflict of Interest Act or the Municipal Freedom of Information and Protection of Privacy Act or a provision of a regulation made under one of those acts, the provision of that act or regulation prevails.

## **f) Relationship Between Members and Staff**

The General Membership relies on the Chief Administrative Officer to manage the operations of the organization, including all employees of the Authority. The Chief Administrative Officer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.

The General Membership will ensure that a process exists for regular performance evaluations of the Chief Administrative Officer.

## **2. Officers**

The Officers of the Authority, and their respective responsibilities, shall be:

### **Chair**

- Is a Member of the Authority;
- Presides and preserves order and decorum and decides on questions of order at all meetings of the General Membership (and Executive Committee if applicable);
- Calls special meetings if necessary;
- Attends all meetings of the Authority;
- Acts as a public spokesperson on behalf of the General Membership;
- Serves as signing officer for the Authority;
- Ensures relevant information and policies are brought to the Authority's attention;
- Keeps the General Membership apprised of significant issues in a timely fashion;
- Is a member of the Conservation Ontario Council and the Grand River Conservation Foundation;
- Performs other duties when directed to do so by resolution of the Authority.

### **Vice-Chair(s)**

- Is/are a Member(s) of the Authority;
- Attends all meetings of the Authority (and Executive Committee if applicable);
- Carries out assignments as requested by the Chair;
- Understands the responsibilities of the Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes his/her duties;
- Serves as a signing officer for the Authority.

### **Chief Administrative Officer (CAO)**

Responsibilities of the CAO as assigned by the Authority include, but are not limited to the following:

- Is an employee of the Authority;
- Attends all meetings of the General Membership (and Executive Committee if applicable) or designates an acting CAO if not available;
- Works in close collaboration with the Chair and Vice-Chair(s) and keeps them apprised of relevant information and significant issues in a timely fashion;
- Develops a strategic plan for approval by the General Membership and implements short and long-range goals and objectives;
- Is responsible for the management of the operations of the Authority, including all staff and programs of the Authority;



- Ensures resolutions of the Authority are implemented in a timely fashion;
- Develops and maintains effective relationships and ensures good communications with Participating Municipalities, federal and provincial government ministries/agencies, Indigenous communities, other conservation authorities, Conservation Ontario, stakeholders, community groups and associations;
- Approves applications under the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations made under Section 28 of the Conservation Authorities Act, RSO 1990 when such applications meet the Authority's policies, are recommended by staff for approval with or without conditions and have a maximum period of validity that does not exceed 24 months;
- Is a member of Conservation Ontario Council;
- Serves as a signing officer for the Authority.

#### Secretary-Treasurer

- Is an employee of the Authority;
- Fulfills the requirements of the Secretary-Treasurer as defined in the Act;
- Attends all meetings of the General Membership (and Executive Committee, if applicable);
- Is the custodian of the Corporate Seal;
- Ensures notices are given and minutes are provided as required by this By-Law;
- Ensures accurate records of meetings and accounts of the Authority are kept;
- Carries out or causes to be carried out required financial transactions on behalf of the Authority;
- Is an alternate member of Conservation Ontario Council;
- Serves as a signing officer for the Authority.

### **3. Absence of Chair and Vice-Chair(s)**

In the event of the absence of the Chair and Vice-Chair(s) from any meeting, the members shall appoint an Acting Chair who, for the purposes of that meeting has all the powers and shall perform all the duties of the Chair.

### **4. Maximum Term for Chair and Vice-Chair(s)**

The individuals elected shall hold office until their successors are elected and will be eligible for re-election to the same office for up to a maximum of two one-year terms. With approval from the Minister, the chair or vice-chair(s) may be re-elected for up to a maximum of four one-year terms. Appointments must rotate amongst participating municipalities and a member from a specific municipality cannot be elected to succeed an outgoing Chair or Vice-Chair appointed by the same municipality.

### **5. Election of Chair and Vice-Chairs**

The election of the Chair and one or more Vice-Chairs shall be held annually at the first General Meeting in accordance with the Authority's Procedure for Election of Officers (Appendix 3).

All Members shall be polled by electronic or regular mail in advance of the General Meeting at which the election is to be held to determine willingness to stand for election to the position of Chair or Vice-Chair.

In the event of a vacancy occurring in the office of Chair or Vice-Chair, the Authority shall appoint one of its Members to fill the vacancy at the next special meeting or General Meeting of the Authority, as chosen by election on accordance with the Authority's Procedure for Election of Officers (Appendix 3).

#### **6. Appointment of Auditor**

The General Membership shall appoint an auditor for the coming year at the Annual Meeting in accordance with Section 38 of the Act. The Authority shall ensure that the annual audit is prepared in accordance with generally accepted accounting principles recommended by the Public Sector Accounting Board.

#### **7. Appointment of Financial Institution**

The General Membership shall appoint a financial institution to act as the Authority's banker by Resolution as required.

#### **8. Financial Statements and Report of the Auditor**

The General Membership shall receive and approve the Audited Financial Statements and Report of the Auditor annually for the previous year at the Annual General Meeting.

The Authority shall forward copies of the Audited Financial Statements and Report of the Auditor to Participating Municipalities and the Minister in accordance with Section 38 of the Act, and will make them available to the public on the Authority's website within 60 days of the Annual General Meeting.

#### **9. Borrowing Resolution**

If required, the Authority shall establish a borrowing resolution at the Annual General Meeting each year, and such resolution shall be in force until it is superseded by another borrowing resolution.

#### **10. Corporate Policies**

The Authority shall approve and amend from time to time corporate policies, including Human Resource Policies, for employees containing conditions of employment and benefits.

#### **11. Levy Notice**

The levy due to the Authority from participating municipalities shall be communicated to those municipalities in accordance with the Act and any applicable Regulations.

#### **12. Signing Officers**

All deeds, transfers, assignments, contracts, and obligations entered into by the Authority and all cheques, promissory notes, and securities for money, shall be signed by the Chair or the Vice-Chair and the Chief Administrative Officer or the Secretary-Treasurer, with the following exceptions:

- i. Agreements, contracts, property leases or other documents required to be signed by the Authority shall be signed by the Chief Administrative Officer or the Secretary-Treasurer when properly authorized by resolution of the Authority;
- ii. Property leases, licenses, access agreements or other documents related to ongoing approved programs shall be signed by the Chief Administrative Officer or the Secretary-Treasurer;

- iii. Commitments to purchase goods and services may be signed by authorized buyers in accordance with the approved Purchasing Policy of the Authority;
- iv. Electronic Fund Transfers (EFTs) may be initiated by staff in accordance with proper authorization in the Purchasing Policy of the Authority or resolution of the Authority;
- v. Electronic signatures are considered acceptable except where expressly prohibited under the Electronic Commerce Act, 2000;
- vi. Permits issued under Regulations made under the Conservation Authorities Act may be signed by the Chief Administrative Officer or Secretary-Treasurer if so authorized by resolution of the Authority to sign and execute such documents on behalf of the Authority.
- vii. Notwithstanding the above, other documents required to be signed by the Authority may be signed by the Chief Administrative Officer, Secretary-Treasurer, or designate when properly authorized by policies, procedures, or resolution of the Authority.

Signing authority that was authorized by any previous By-law is superseded by this by-law.

### **13. Advisory Boards and Other Committees**

In accordance with Section 18(2) of the Act, the Authority shall establish such advisory boards as required by regulation and may establish such other advisory boards or committees as it considers appropriate to study and report on specific matters.

The General Membership shall approve the terms of reference for all such advisory boards and committees, which shall include the purpose, the frequency of meetings and the number of members required. The names of Members to serve on all Committees shall be determined by the General Membership. The Chair is an ex-officio member of every committee.

Resolutions and policies governing the operation of the Authority shall be observed in all advisory board and committee meetings.

Each advisory board or committee shall report to the General Membership, presenting any recommendations made by the advisory board or committee.

The dates of all advisory board and committee meetings shall be made available to all Members of the Authority.

When an advisory board or committee has completed its work and submitted its final report, if applicable, it dissolves automatically, unless otherwise directed by the General Membership.

#### **Audit Committee**

The Audit Committee shall be appointed annually, at the Annual General Meeting, and shall meet at least twice per year, with the first meeting to take place after the Auditors have prepared the Auditors' Report, at such time and place as the Chair of the Committee shall decide.

The Audit Committee will be composed of the Chair of the Authority, the Vice-Chair and five other members appointed by and from the General Membership. At its first meeting, the Audit Committee shall elect a Chair from its Members, excluding the Chair and Vice-Chair of the Board. The terms of reference for the Audit Committee shall be reviewed annually by the General Membership and attached to the Minutes of the meeting at which they are approved or confirmed.

#### **14. Remuneration of Members**

The Authority shall establish a per-diem rate from time to time to be paid to Members appointed by participating municipalities for attendance at General Meetings and Advisory Board or Committee meetings, and at such other business functions as may be from time to time requested by the Chair, through the Secretary-Treasurer. In addition, an honorarium will be approved by the Authority for the Chair and Vice-chair(s) as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day. The following activities shall be eligible for per diem allowance under this clause:

- Attendance at meetings of municipal councils to present the Authority's Annual budget and general levy requirement, if the member does not sit on that council and when such council presentations are scheduled through the Chair's office or at the request of the General Membership;
- Attendance at meetings of working groups or committees when appointed by the General Membership to such group or committee as an "official representative" of the Authority;
- Attendance at workshops, conferences or tours hosted by the Authority or Conservation Ontario, if participation is open to all Members and registration is made through the Chair's office;
- Any other business approved as eligible for a per diem allowance by the General Membership.

In the event of a scheduled meeting being adjourned for lack of a quorum, those attending a meeting so adjourned shall be entitled to receive the standard per diem rate and expense.

The Authority shall reimburse Members' reasonable travel expenses incurred for the purpose of attending approved meetings and/or functions on behalf of the Authority, including actual cost of meals, lodging, public transportation and conference fees, as applicable.

A per-kilometre rate to be paid for use of a personal vehicle shall be approved by Resolution of the General Membership from time-to-time and shall be consistent with Canada Revenue Agency guidelines. Requests for such reimbursements shall be submitted on a Per Diem & Expense Claim Sheet monthly with the distance travelled entered for each meeting and allowable expenses shown. Each Member must sign a certification printed on the sheet that the information is correct.

The Chair may submit monthly expense claims, which will be reviewed and signed by the Chief Administrative Officer, the Secretary-Treasurer and the Vice-Chair. The purpose of this review is to ensure that the Chair's expense claims conform to any policies that have been established by the Authority, are within the approved budget and are supported with appropriate documentation.

Remuneration for the member appointed by the Minister as a representative of the agricultural sector shall be in accordance with direction from the Ministry of Environment, Conservation and Parks.

#### **15. Retention of Records**

The Authority shall keep full and accurate records including, but not limited to:

- i. Minutes of all meetings of the Authority, including registries of statements of interests in accordance with the *Municipal Conflict of Interest Act*;
- ii. Assets, liabilities, receipts and disbursements of the Authority and Financial Statements and Reports of the Auditors;
- iii. Human Resources Files for all employees and Members as applicable;
- iv. Workplace Health and Safety documents including workplace inspections, workplace accidents, investigations, etc.;
- v. Electronic Communications including emails
- vi. Contracts and Agreements entered into by the Authority;
- vii. Strategic Plans and other documents providing organizational direction
- viii. Projects of the Authority;
- ix. Technical Studies and data gathered in support of Programs of the Authority;
- x. Legal Proceedings involving the Authority;
- xi. Incidents of personal injury or property damage involving the Authority and members of the public.

Such records shall be retained and protected in accordance with all applicable laws and the Retention of Records Policy of the Authority as approved by the General Membership from time-to-time.

#### **16. Records Available to Public**

Records of the Authority shall be made available to the public in a manner that is consistent with existing legal obligations, restrictions and requirements, including Municipal Freedom of Information and Protection of Personal Privacy Act (MFIPPA) and other applicable legislation.

The Chair of the Authority shall act as head of the Authority for the purposes of MFIPPA and responsibility for administration related to MFIPPA shall be delegated to the CAO.

#### **17. By-law Review**

In accordance with the Act, these by-laws shall be reviewed by the Authority to ensure the by-laws are in compliance with the Act and any other relevant law. The General Membership shall review the by-laws on a biennial basis to ensure best management practices in governance are being followed

#### **18. By-law Available to Public**

In accordance with the Act, the Authority shall make its by-laws available to the public on the Authority's website. By-laws shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

#### **19. Enforcement of By-laws and Policies**

The Members shall respect and adhere to all applicable by-laws and policies (for example, the Code of Conduct and Conflict of Interest). The Authority may take reasonable measures to enforce its by-laws and policies, including the enforcement mechanisms under the *Municipal Conflict of Interest Act*.

## **20. Indemnification of Members, Officers and Employees**

The Authority undertakes and agrees to indemnify and save harmless its Members, Officers and Employees and their heirs and legal representatives, respectively, from and against all costs, charges and expenses, including all amounts paid to settle an action or satisfy any judgement, reasonably incurred by any such Member, Officer or Employee in respect of any civil, criminal or administrative action or proceeding to which any such Member, Officer or Employee is made a party by reason of being a Member, Officer or Employee of the Authority (except in respect of an action by or on behalf of the Authority to procure a judgment in its favour) if;

- such Member, Officer or Employee acted honestly, in good faith with a view to the best interests of the Authority and within the scope of such Member's, Officer's or Employee's duties and responsibilities, and,
- in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty that such Member, Officer or Employee had reasonable grounds for believing that the conduct was lawful.

## **C. Meeting Procedures**

The Meeting Procedures below governing the procedure of the Authority shall be observed in Executive Committee and Advisory Board meetings, as far as they are applicable, and the words Executive Committee or Advisory Board may be substituted for the word Authority as applicable

### **1. Rules of Procedure**

In all matters of procedure not specifically dealt with under the Act and this By-law, the current edition of Bourinot's Rules of Order shall be binding.

The Authority may choose to conduct its business as a committee of the whole. The Committee of the Whole will consist of all Members of the Authority and will be chaired by the Vice-Chair. All standing "Rules of Debate" will be observed in Committee of the Whole. The Committee of the Whole may make recommendations for consideration by the General Membership.

### **2. Declared State of Emergency – Electronic Meetings**

During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.1 of the Emergency Management and Civil Protection Act, that may prevent the General Membership from meeting in person,

- a) a Member may participate in meetings electronically and shall have the ability to:
  - i. register a vote;
  - ii. be counted towards determining quorum, with the exception of the member appointed by the Minister who is not counted when determining quorum; and
  - iii. participate in meetings closed to the public.
- b) any date or timeline requirement established under any Section in this By-law shall be postponed until such time as the General Membership can reasonably address the issue.
- c) the Authority shall make electronic meetings of the Authority open to the public.
- d) any hearing or appeal dealt with in this By-law may be conducted electronically with provisions for applicants and their agents to participate if the Authority decides to hold any such hearing or appeal.
- e) All electronic meetings of the Board of Directors, and other meetings as directed by the Chair, will be webcast except in times of technological failure (e.g. Internet outage, system

crash). Meeting recordings shall be made publicly available for later viewing. Failure to webcast or produce a recording does not call the meeting into question.

### Delegations

Registered delegations will be invited to defer their attendance to a future meeting or may choose to provide a written submission to the Membership instead.

If a delegation requests to address the Membership at an electronic meeting they may do so, provided they have registered as a delegation through the Office of the CAO at least eight calendar days in advance of the meeting. Presentation materials may be shared with the Authority members provided the delegation provides them at least eight calendar days in advance of the meeting. All matters pertaining to number of speakers, length of presentation and content presented by delegations shall be in accordance with the delegations section of this by-law.

### **3. Notice of Meeting**

The General Membership shall meet at least once a month at the Authority's Head Office unless otherwise specified, and at such time as the Chair decides. The General Membership shall approve a schedule for regular meetings in advance. The Secretary-Treasurer shall send Notice of regular meetings to all Members at least five calendar days in advance of a meeting. Notice of all regular or special meetings of the General Membership, or its Executive Committee or Advisory Board, as far as they are applicable, shall be made available to the public as soon as possible after its delivery to General Membership.

Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting. Notices of meetings shall include a notation that members are to contact the office if unable to attend.

All material and correspondence to be dealt with by the Authority at a meeting will be submitted to the Secretary-Treasurer 7 days in advance of the meeting where it is to be dealt with if it is to be included in the published agenda, or 2 days in advance if it is to be introduced at the meeting. All communications on any subject may be referred to staff or a committee without any motion or debate unless otherwise ordered by the Authority.

The Chair or the Secretary-Treasurer may, by notice in writing or email delivered to the members so as to be received by them at least 24 hours before the hour appointed for the meeting, postpone or cancel any meeting of an Advisory Board or other committee until the next scheduled date for the specific Advisory Board or committee affected.

The Chair or the Secretary-Treasurer may, if it appears that a storm or like occurrence will prevent the members from attending a meeting, postpone that meeting by advising as many members as can be reached or, if warranted, hold the meeting electronically provided quorum and public participation can be met. Postponement shall not be for any longer than the next regularly scheduled meeting date.

### **4. Special Meetings**

The chair may, at his/her pleasure, call a special meeting of the Authority as necessary on three calendar days notice in writing or email. That notice shall state the business of the special

meeting and only that business shall be considered at that special meeting. Any member, with 50% support of the other members, may also request the Chair to call a meeting of the Authority and the Chair will not refuse.

A special meeting may be held to amend the by-law.

Members of the Authority can participate electronically in any special meeting that occurs. A member of the Authority that is participating electronically in a special meeting will be counted in determining whether a quorum of members is present at any time during the meeting.

The agenda for special meetings of the Authority shall be prepared as directed by the Chair.

## **5. Meetings Open to Public**

All meetings of the General Membership shall be open to the public.

A meeting or part of a meeting may be closed to the public if the subject matter being considered is identified in the closed meeting section of the Agenda and/or the subject matter meets the criteria for a closed meeting as defined in this by-law.

## **6. Agenda for Meetings**

Authority staff, under the supervision of the Secretary-Treasurer, shall prepare an agenda for all regular meetings of the Authority that shall include, insofar as they are applicable to the meeting but not necessarily limited to, the following headings:

1. Call to order by Chair
2. Certification by Secretary-Treasurer that there is a quorum of Members present
3. Review of Agenda
4. Declarations of pecuniary interest
5. Adoption of minutes of previous meeting
6. Hearing of delegations
7. Presentations
8. Correspondence
9. 1<sup>st</sup> & 2<sup>nd</sup> readings of By-laws
10. Presentation of Reports
11. Committee of the Whole
12. Election of officers
13. Presentation of annual budget
14. General business
15. Adoption of Projects (if applicable)
16. 3<sup>rd</sup> reading of by-laws
17. Other business
18. Closed Meeting
19. Adjournment

Agendas for meetings shall be forwarded to all Members at least five calendar days in advance of the meeting. Such agendas shall be made available to the public on the Authority's website at the same time, unless the meeting is closed to the public in accordance with this by-law. Such agendas shall also be available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.



## **7. Quorum**

At any meeting of the General Membership, a quorum consists of one-half of the Members appointed by the Participating Municipalities, except where there are fewer than six such Members, in which case three such Members constitute a quorum. At any advisory board or committee meeting, a quorum consists of one-half of the Members of the advisory board or committee.

If there is no quorum within one half hour after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the recording secretary shall record the names of the Members present and absent.

If during an Authority or Advisory Board or Committee meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law.

Where the number of Members who are disabled from participating in a meeting due to the declaration of a conflict of interest is such that at that meeting the remaining Members are not of sufficient number to constitute a quorum, the remaining number of Members shall be deemed to constitute a quorum, provided such number is not less than two.

## **8. Order of Business**

The business of the Authority shall be taken up in the order in which it stands on the agenda unless otherwise decided by a majority of those Members present.

No Member shall present any matter to the Authority for its consideration unless the matter appears on the agenda for the meeting of the Authority or leave is granted to present the matter by the affirmative vote of a majority of the Members present.

## **9. Debate**

The Authority shall observe the following procedures for discussion/debate on any matter coming before it:

- a) A Member shall be recognized by the Chair prior to speaking;
- b) Where two or more Members rise to speak, the Chair shall designate the Member who has the floor, who shall be the Member who in the opinion of the Chair was first recognized;
- c) All questions and points of discussion shall be directed through the Chair;
- d) Where a motion is presented, it shall be moved and seconded before debate;
- e) Any Member may require the question or motion under debate to be read at any time during the debate, except while a Member is speaking;
- f) No Member shall speak more than once to the same question without leave from the Chair, except in explanation of a material part of the speech;
- g) A Member is allowed a time limit of ten minutes to speak on any given point, and extensions of five minute intervals may be granted at the discretion of the Chair;
- h) Any Member may ask a question of the previous speaker through the Chair;

- i) The Member who has presented a motion, other than a motion to amend or dispose of a motion, may speak again to the motion immediately before the Chair puts the motion to a vote;
- j) When a motion is under debate, no motion shall be received other than a motion to amend, to defer action, to refer the question, to take a vote, to adjourn, or to extend the hour of closing the proceedings;
- k) When a motion is under consideration, only one amendment is permitted at a time.

#### **10. Matters of Precedence**

The following matters shall have precedence over the usual order of business:

- a) a point of order;
- b) matter of privilege;
- c) a matter of clarification;
- d) a motion to suspend a rule of procedure or to request compliance with the rules of procedure;
- e) a motion that the question be put to a vote;
- f) a motion to adjourn.

When a member raises a point of order, he/she shall ask leave of the Chair to raise a point of order and after leave is granted shall state the point of order to the Chair and thereafter no Member shall address the Chair on the point of order except for the purpose of appealing the Chair's decision.

Where there is no appeal, the decision of the Chair shall be final, and where there is an appeal, the Authority shall decide the question without debate and the decision of the majority of the Members present shall be final.

#### **11. Electronic Meetings and Participation**

Electronic meetings are permitted and must follow/accommodate all Section C. Meeting Procedures identified in this by-law.

A Member can participate electronically in a meeting that is open or closed to the public and in either case may be counted in determining whether or not a quorum of members is present at any point in time, with the exception of the member appointed by the Minister who is not counted when determining quorum. Electronic meetings must permit all participants to communicate adequately with each other during the meeting. For open electronic meetings, the public must be able to participate in the meeting electronically.

#### **12. Members' Attendance**

The Authority shall provide a listing of Members' attendance at scheduled meetings of the Authority to the Participating Municipalities semi-annually.

Upon a Member's vacancy due to death, incapacity or resignation occurring in any office of the Authority, the Authority shall request the municipality that was represented by that Member appoint a Member replacement.

If a Member is unable to attend any meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the General Membership, the Member shall address in writing or email to the Chair or Secretary-Treasurer such correspondence prior to the start of the

meeting. The correspondence shall be circulated in advance, if possible, or distributed at the meeting by the Secretary-Treasurer without comment or explanations.

When a member's appointment is due to expire, the appropriate municipality shall be notified at least 30 days before the date of such expiration.

### **13. Delegations**

Any person or organization who wishes to address the Authority may make a request in writing or email to the Secretary-Treasurer. The request should include a brief statement of the issue or matter involved and indicate the name of the proposed speaker(s). If such request is received 10 days in advance of a scheduled meeting, the delegation shall be listed on the published agenda.

Any person or organization requesting an opportunity to address the Authority, but not having made a written request to do so in the timelines specified above, may register as a delegation through the Office of the CAO up to two business days immediately preceding a meeting of the General Membership or shall be listed on the published agenda for the following meeting. Unregistered delegations present at the meeting may request to speak and will be limited to a maximum of three (3) minutes to address the Board, if approved by a majority of members present at the meeting.

Except by leave of the Chair or appeal by the leave of the meeting, delegations shall be limited to one (1) speaker for not more than 10 minutes. A delegation of more than three (3) speakers will be limited to a total maximum of twenty (20) minutes. When a large number of Delegations wish to speak on the same topic, the time limits may be reduced at the discretion of the Chair.

Speakers will be requested not to repeat what has been said by previous speakers at the meeting. A returning delegation will only be allowed to speak again if new, relevant information has become available since their previous presentation. The Chair may choose to end a returning delegation's presentation if, in the opinion of the Chair, the new information being presented is not relevant to a decision facing the General Membership.

Members of the public who constitute an audience during an Authority meeting may not:

- Address the Authority without permission;
- Interrupt any speech or action of the Members, or any other person addressing the Authority;
- Display or have in their possession any picket signs, placards, or other forms of written messages deemed inappropriate by the Chair.

### **14. Section 28 Hearings and Permit Issuance**

#### Hearings

When a hearing is required under Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations, under Section 28 of the Conservation Authorities Act, the General Membership shall form a tribunal for the purpose of such a hearing. When hearings are to be held for Applications for Permit under Section 28 of the Conservation Authorities Act, RSO 1990, individual notice of hearing shall be sent by registered mail or email to the applicant, with a copy by ordinary mail or email to the applicable municipal clerk.

When a hearing is held, a letter of decision including the reasons for the decision and a copy of the resolution that includes the mover and seconder of the resolution shall be sent to the applicant by registered mail or email. A copy shall be sent by regular mail or email to those who received the hearing notice.

#### Permit Issuance

When a permit is approved the Authority will retain a record of the permit and a copy shall be sent by regular mail or email to the applicant, and to the appropriate municipal department.

### 15. Annual Meeting

The Authority shall designate one meeting of the General Membership each year as the annual meeting to be held prior to March 1 and shall include the following items on the agenda, in addition to the normal course of business:

- i. Appointment of the auditor for the upcoming year
- ii. Receipt of the most recent report of the Audit Committee
- iii. Receipt and Approval of the Auditor's Report and Audited Financial Statements for the prior year
- iv. Approval of the Budget and General Levy for the current year
- v. Approval of Provision for Borrowing for the current year
- vi. Confirmation of By-laws passed, repealed, amended or re-enacted during the past year.

### 16. Meetings with Closed "In Camera" Sessions

Every meeting of the General Membership, Executive Committee and Advisory Boards, if applicable, shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below.

Meetings may be closed to the public if the subject matter being considered relates to:

- a) The security of the property of the Authority;
- b) Personal matters about an identifiable individual, including employees of the Authority;
- c) A proposed or pending acquisition or disposition of land by the Authority;
- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;
- f) Advice that is subject to solicitor-client privilege;
- g) A matter in respect of which the General Membership, Executive Committee, Advisory Board or committee or other body may hold a closed meeting under another Act;
- h) Information explicitly supplied in confidence to the Authority by Canada, a province or territory or a Crown agency of any of them;
- i) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Authority, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) A trade secret or scientific, technical, commercial or financial information that belongs to the Authority and has monetary value or potential monetary value; or
- k) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Authority.

The Authority shall close a meeting if the subject matter relates to the consideration of a request under MFIPPA.

Before holding a meeting or part of a meeting that is to be closed to the public, the Members shall state by resolution during the open session of the meeting that there will be a meeting closed to the public and the general nature of the matter to be considered at the closed meeting. Once matters have been dealt with in a closed meeting, the General Membership shall reconvene in an open session.

The General Membership shall not vote during a meeting that is closed to the public, unless:

- a) the meeting meets the criteria outlined in this by-law to be closed to the public; and
- b) the vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of Authority.

Any materials presented to the General Membership during a closed meeting shall be returned to the Secretary-Treasurer prior to departing from the meeting and shall be treated in accordance with the Authority's procedures for handling confidential material.

A meeting of the Authority, advisory board or other committee may also be closed to the public if:

- a) the meeting is held for the purpose of educating or training the Members, and
- b) at the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the authority, advisory board or other committee.

## 17. Voting

In accordance with Section 16 of the Act:

- a) each Member is entitled to one vote, including the Chair, and
- b) a majority vote of the Members present at any meeting is required upon all matters coming before the meeting.

Where a member has been appointed by Minister as a representative of the agricultural sector, the member shall not vote on:

- a) a resolution to enlarge the Authority's area of jurisdiction;
- b) a resolution to amalgamate the Authority with another Conservation Authority;
- c) a resolution to dissolve the Authority; or
- d) a resolution related to any budgetary matter.

If any Member who is qualified to vote abstains from voting, except during a recorded vote, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a majority.

On a tie vote, the motion is lost.

Interrelated motions shall be voted on in the order specified in Bourinot's Rules of Order.

Unless a Member requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

If a member present at a meeting at the time of the vote requests immediately before or after the taking of the vote that the vote be recorded, each member present, except a member who is disqualified from voting by any Act, shall announce his or her vote openly answering “yes” or “no” to the question, and the Secretary-Treasurer shall record each vote. Any Members who did not stand in a recorded vote will be recorded as voting in favour.

At the meeting of the Authority at which the Non-Matching Levy is to be approved, the Secretary-Treasurer shall conduct the vote to approve of Non-Matching Levy by a Weighted Majority of the Members present and eligible to vote, in accordance with Ontario Regulation 139/96.

Where a question under consideration contains more than one item, upon the request of any Member, a vote upon each item shall be taken separately.

While the Chair is putting a question to the vote, no Member shall leave his/her seat or make any noise or disturbance until the result of the vote is declared.

No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

Except as provided in Section B, Paragraph 5 of this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

#### **18. Notice of Motion**

Written notice of motion to be made at an Authority advisory board or committee meeting may be given to the Secretary-Treasurer by any Member of the Authority not less than seven business days prior to the date and time of the meeting and shall be forthwith placed on the agenda of the next meeting. The Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.

Recommendations included in reports of advisory boards or committees that have been included in an agenda for a meeting of the General Membership, shall constitute notice of motion for that meeting.

Recommendations included in staff reports that have been included in an agenda for a meeting of the General Membership, shall constitute notice of motion for that meeting.

Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the Authority provided that it is made clear that to delay such motion or other business for the consideration of an appropriate advisory board or committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of a majority of the members of the Authority present.

#### **19. Motion to Reconsider**

If a motion is made to reconsider a previous motion, a two-thirds majority vote shall be required in order for reconsideration to take place. If a motion to reconsider is passed, the original motion shall then be placed on the agenda at a future meeting to be debated and voted upon, and the result of that vote, based on a simple majority, shall supersede.

## **20. Duties of the Meeting Chair**

It shall be the duty of the Chair, with respect to any meetings over which he/she presides, to:

- a) Take the chair and call the members to order when a quorum is first present after the hour fixed for a meeting of the Authority;
- b) Preserve order and decide all questions of order, subject to appeal; and without argument or comment, state the rule applicable to any point of order if called upon to do so;
- c) Ensure that the public in attendance does not in any way interfere or disrupt the proceedings of the Members;
- d) Receive and submit to a vote all motions presented by the Members, which do not contravene the rules of order or regulations of the Authority;
- e) Announce the results of the vote on any motions so presented;
- f) Adjourn the meeting when business is concluded.

The Chair who opens the meeting shall remain Chair of the meeting until its adjournment. If, however, the Chair for any reason wishes to vacate the chair, either temporarily or for the balance of the meeting, he/she may appoint a Member of the Authority to take the chair in his/her place.

The Chair will vacate the chair while the Members are sitting as a Committee of the Whole, and, while nominations are being held for the office of Chair, Vice-Chair or any and all other elected officers of the Authority. The Authority shall appoint a person other than a Member of the Authority to conduct such elections; who shall appoint such clerks and returning officers as is necessary to assist in holding the elections.

## **21. Conduct of Members**

Members shall maintain a high standard for conduct and at all times comply with applicable laws and the Authority's Code of Conduct (Appendix 1).

No Member at any meeting of the Authority shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability;
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a Member while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully or use offensive words against the Authority, the Members, staff, or any member of the public;
- e) Speak beyond the question(s) under debate;
- f) Resist the rules of order or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the By-laws.

## **22. Minutes of Meetings**

The Secretary-Treasurer shall undertake to have a recording secretary in attendance at meetings of the Authority, the Executive Committee and each advisory board or committee. The recording secretary shall make a record in the form of minutes of the meeting proceedings and in particular shall record all motions considered at the meeting.

If a recording secretary is not present in a closed session, the Secretary-Treasurer, or designate, shall take notes of any direction provided, for endorsement by the Chair and Vice-Chair.

Minutes of all meetings shall include the time and place of the meeting, a list of those present and shall state all motions presented together with the mover and seconder and voting results.

The Secretary-Treasurer or designate shall include draft minutes of the previous meeting available to each member of the Authority at the same time as agendas for the next meeting are distributed. Copies of all non-confidential minutes shall be posted as part of the agenda package on the Authority's website within 30 days following the previous meeting.

After the minutes have been approved by resolution, original copies shall be signed by the Secretary-Treasurer and the Chair. Such minutes shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.



**D. Approval of By-law and Revocation of Previous By-law(s)**

By-law number 1-2022 is hereby repealed;

By-law number 1-2023 shall come into force on the 27th day of January, 2023

READ A FIRST AND SECOND TIME

January 27, 2023  
Date

READ A THIRD TIME AND FINALLY PASSED

January 27, 2023  
Date

Signed:



Chair



Secretary-Treasurer

## **E. Appendices to the Administrative By-law**

### **Appendix 1 - Code of Conduct**

#### **1. Background**

The Grand River Conservation Authority demands a high level of integrity and ethical conduct from its General Membership. The Authority's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures.

#### **2. General**

All Members, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a code of conduct that:

- i. upholds the mandate, vision and mission of the Authority;
- ii. considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- iii. respects confidentiality;
- iv. approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- v. exercises the powers of a Member when acting in a meeting of the Authority;
- vi. respects the democratic process and respects decisions of the General Membership, Advisory Boards and other committees;
- vii. declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- viii. conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Member or any Authority staff.

#### **3. Gifts and Benefits**

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

#### **4. Confidentiality**

The members shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- i. Human Resources matters;
- ii. Information about suppliers provided for evaluation that might be useful to other suppliers;
- iii. Matters relating to the legal affairs of the Authority;
- iv. Information provided in confidence from an Indigenous community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Indigenous community and the Authority;
- v. Sources of complaints where the identity of the complainant is given in confidence;
- vi. Items under negotiation;
- vii. Schedules of prices in tenders or requests for proposals;
- viii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- ix. Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

#### **5. *Use of Authority Property***

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

#### **6. *Work of a Political Nature***

No Member shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

#### **7. *Conduct at Authority Meetings***

During meetings of the Authority, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

#### **8. *Influence on Staff***

Members shall be respectful of the fact that staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

## **9. Business Relations**

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the Authority or an advisory board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

## **10. Encouragement of Respect for the Authority and its Regulations**

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

## **11. Harassment**

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, staff or any member of the public is misconduct. Members shall follow the Authority's Harassment Policy as amended from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

## **12. Breach of Code of Conduct**

Should a Member breach the Code of Conduct, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Code of Conduct, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

## Appendix 2 - Conflict of Interest

### 1. *Municipal Conflict of Interest Act*

The Authority Members commit themselves and the Authority to ethical, businesslike, and lawful conduct when acting as the General Membership. The Authority is bound by the *Municipal Conflict of Interest Act*. This appendix to the by-law is intended to assist Members in understanding their obligations. Members are required to review the *Municipal Conflict of Interest Act* on a regular basis.

### 2. *Disclosure of Pecuniary Interest*

Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Authority, Advisory Board or committee at which the matter is the subject of consideration, the Member:

- a) shall, prior to any consideration of the matter at the meeting, disclose the pecuniary interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on any question in respect of the matter;
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question, and,
- d) shall file a written statement of the interest and its general nature to the Secretary-Treasurer at the meeting or as soon as possible afterwards.

### 3. *Chair's Conflict of Interest or Pecuniary Interest*

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Member shall be appointed to chair that portion of the meeting by Resolution.

### 4. *Closed Meetings*

Where a meeting is not open to the public, a Member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

### 5. *Member Absent*

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Authority, Advisory Board or Committee, as the case may be, attended by them after the particular meeting.

### 6. *Disclosure Recorded in Minutes*

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or pecuniary interest made by Members and whether the Member withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the General Membership, Advisory board or committee, as the case may be.

### 7. *Pecuniary Interest Registry*

A registry will be kept by the Secretary-Treasurer of each written statement of pecuniary interest filed along with a copy of each declaration recorded in the minutes. The registry shall be made available for public inspection upon request submitted to the Secretary-Treasurer.

## **8. Breach of Conflict of Interest Policy**

Should a Member breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair, with a copy to the Secretary Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

## Appendix 3 - Procedure for Election of Officers

### 1. *Voting*

Voting shall be by secret ballot and no Members may vote by proxy.

### 2. *Acting Chair*

The General Membership shall appoint a person, who is not a voting Member, as Acting Chair or Returning Officer, for the purpose of Election of Officers.

### 3. *Scrutineer(s)*

The appointment of one or more scrutineers is required for the purpose of counting ballots, should an election be required. All ballots shall be destroyed by the scrutineers afterwards. The Acting Chair shall call a motion for the appointment of one or more persons, who are not Members or employees of the Authority, to act as scrutineers. A Member, who will not stand for election, may be appointed as an additional scrutineer if requested.

### 4. *Election Procedures*

The Acting Chair shall advise the Members that the election will be conducted in accordance with the Act as follows:

- a) The elections shall be conducted in the following order:
  - i. Election of the Chair, who shall be a Member of the Authority
  - ii. Election of one or more Vice-chairs, who shall be Members of the Authority.
- b) The Acting Chair shall ask for nominations to each position;
- c) Only current Members of the Authority who are present may vote;
- d) Nominations shall be called three (3) times and will only require a mover;
- e) The closing of nominations shall require both a mover and a seconder;
- f) Each Member nominated shall be asked to accept the nomination. The Member must be present to accept the nomination unless the Member has advised the Secretary-Treasurer in writing or by email in advance of the election of their willingness to accept the nomination.

If one Nominee:

- g) If only one nominee the individual shall be declared into the position by acclamation.

If More than One Nominee:

- h) In the event of an election, each nominee shall be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing by surnames.
- i) Upon the acceptance by nominees to stand for election to the position of office, ballots shall be distributed to the Members by the scrutineers for the purpose of election and the Acting Chair shall ask the Members to write the name of one individual only on the ballot.
- j) The scrutineers shall collect the ballots, leave the meeting to count the ballots, return and advise the Acting Chair who was elected with more than 50% of the vote.

A majority vote shall be required for election. If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes shall be removed from further consideration for the office and new ballots shall be distributed. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote

shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots shall be distributed and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the Acting Chair or designate.