



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

Friday, September 27, 2024

9:30 a.m.

Hybrid Meeting of the General Membership

GRCA Administration Centre

Zoom Virtual Meeting

Pages

1. Call to Order

2. Certification of Quorum

3. Chair's Remarks

4. Review of Agenda

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

5. Declarations of Pecuniary Interest

6. Minutes of the Previous Meetings

1

THAT the minutes of the General Membership Meeting of August 23, 2024 be approved as circulated.

7. Business Arising from Previous Minutes

8. Hearing of Delegations

a. Dan Schneider - Outdoor Education Program Review

9. Presentations

10. Correspondence

THAT Correspondence from Tom Woodcock on behalf of rare Charitable Research Reserve regarding Giant Hogweed, and from Christa Hesselink regarding conservation lands and delegations be received as information.

a.	Tom Woodcock, rare Charitable Research Reserve re: Giant Hogweed (Letter, and GRCA Response September, 19, 2024)	9
b.	Christa Hesselink re: Conservation Lands and Delegations (August agenda)	12
11.	1st and 2nd Reading of By-Laws	
12.	Reports:	
a.	GM-09-24-78 - Outdoor Environmental Education Program - Update THAT the Grand River Conservation Authority extend the deadline regarding the potential options for the Apps' Mill, Laurel Creek, and Taquanyah nature centres from September 2024 to March 2025 to allow staff to continue discussions with municipalities, school boards and other agencies.	13
b.	GM-09-24-80 - By-law Update - Delegations WHEREAS By-law 2-2024 was read a first and second time at the General Membership meeting on August 23, 2024; and staff were directed to make amendments based on discussion at the meeting THEREFORE BE IT RESOLVED THAT By-law 2-2024 be read a third time and adopted by the General Membership effective September 27, 2024; AND THAT a copy of By-law 2-2024 be forwarded to the Ministry of Natural Resources and posted on the Grand River Conservation Authority's website.	18
c.	GM-09-24-77 - Budget 2025 - Timelines and Considerations THAT Report Number GM-09-24-77 - Budget 2025 – Timelines and Preliminary Considerations be received as information.	51
d.	GM-09-24-75 - Cash and Investment Status THAT Report Number GM-09-24-75 – Cash and Investment Status – August 2024 be received as information.	55
e.	GM-09-24-84 - Financial Summary THAT the Financial Summary for the period ending August 31, 2024 be approved.	57
f.	GM-09-24-79 - 2024 Road Site Preparation and Surface Treatment Contract Increase THAT the Grand River Conservation Authority increase the Cornell Construction contract value by \$130,357.00 for the 2024 Road Site Preparation and Surface Treatment to align with the completed essential road repairs on GRCA properties throughout the watershed.	78

- g. GM-09-24-81 - Planning and Regulations Fees Guidance 80
 THAT staff be directed to implement a cost recovery target of 65% for Regulations fees;
 AND THAT staff be directed to implement a cost recovery target of 100% for Plan Review fees.
- h. GM-09-24-74 - ERO Posting 019-8463 - Decision - Updated Provincial Planning Statement 86
 THAT Report Number GM-09-24-74 ERO Posting 019-8462 Decision - Updated Provincial Planning Statement be received as information.
- i. GM-09-24-76 - Speed River Hydrology Contract 88
 THAT the Grand River Conservation Authority accept the bid from Matrix Solutions Inc. to carry out the Speed River Hydrologic Model Development at a cost of \$109,664 (excluding HST);
 AND THAT a contingency of 10% be included in the overall project budget for a total project budget of \$120,630 (excluding HST).
- j. GM-09-24-82 - GRCA Reservoir Operations Policy 91
 THAT the Grand River Conservation Authority Reservoir Operations Policy be approved.
- k. GM-09-24-85 - Current Watershed Conditions 118
 THAT Report Number GM-09-28-85 – Current Watershed Conditions as of September 17, 2024 be received as information.
- l. GM-09-24-83 - Unauthorized Encampments on GRCA Properties 125
 THAT Report Number GM-08-24-83 – Unauthorized Tenting on GRCA Properties be received as information.

13. **Committee of the Whole**

14. **General Business**

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

16. **Other Business**

17. **Closed Meeting - Not required.**

18. **Next Meeting - Friday, October 25, 2024 at 9:30 a.m. (Hybrid)**

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: August 23, 2024
Time: 9:30 am
Location: Hybrid Meeting
Members Present: Bruce Banbury, Christine Billings, Gino Caputo, John Challinor II, Brian Coleman, Doug Craig, Jim Erb, Susan Foxtton, Guy Gardhouse, Gord Greavette, Lisa Hern, Colleen James, Daniel Lawrence, Dave Miller, Sandy Shantz, Rob Shirton, Jerry Smith, Shawn Watters, Chris White, Kari Williams, Pam Wolf
Regrets: Ken Yee Chew, Kevin Davis, Mike Devine, Natasha Salonen, Alex Wilson
Staff: Samantha Lawson, Karen Armstrong, Beth Brown, Krista Bunn, Brandon Heyer, Murray Lister, Katelyn Lynch, Sonja Radoja, Lisa Stocco, Mark Anderson, Benjamin Cheng, Shari Dahmer, Cameron Irvine, Mitch Jewson, Megan Kitchen, Eowyn Spencer, Sonja Strynatka

1. Call to Order

C.White welcomed Members to the meeting and advised that Vice-Chair Susan Foxtton will be acting Chair for this meeting, as he is unable to attend in person today.

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 welcomed the Members and made the following remarks:.

- The annual AMO conference was held in Ottawa earlier this week and was attended by many of our Board members on behalf of their respective municipalities.

4. Review of Agenda

24-119

Moved By Brian Coleman

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

24-120

Moved By Jim Erb

Seconded By Kari Williams

THAT the minutes of the General Membership Meeting of June 28, 2024 be approved as circulated.

7. Business Arising from Previous Minutes

The Chair provided an update on the delegation in June by Jerry Demianiw regarding his property and concerns with development constraints. In this instance, staff were able to complete further review, and using information from the landowner, the development constraints can now be refined. Staff will continue to work with the landowner on any future proposals.

8. Hearing of Delegations

8.a Susan Watson - Re: Agenda items 12a (By-law) and 12e (Acquisition and Disposition Policies)

- Susan Watson addressed the Board to share concerns regarding the proposed changes to the Administrative By-law with respect to the time limits for delegations, in particular noting that shortening the length of time for all delegations to a total of ten minutes will hinder public input on matters of concern.
 - K.Armstrong clarified that the current practice is to provide ten minutes per speaker, and the proposed change is to permit five minutes per speaker, and ten minutes per group of three or more. There is no total time limit for all delegations.
 - There was brief discussion regarding the wording, and it was confirmed that the item is listed later in the agenda for discussion.
- Susan Watson also addressed the Board with concerns regarding the Land Disposition and Acquisition Policies as proposed on this agenda. The delegation noted that it seems there has not been sufficient consideration of conservation of green spaces, natural habitats, public input, and original sources of funding received for the purchase of any lands to be considered as surplus to the needs of the conservation authority.
 - Staff confirmed there is a report later in the agenda and requested that discussion be held until the staff report on the policies has been considered.
- The Chair thanked the delegation, who then exited the meeting.

8.b Phil Pothen - Re: 12e (Acquisition and Disposition Policies)

Phil Pothen was absent during the call for delegations and the Chair permitted his speaking time to be occur during the Reports portion of the meeting.

9. Presentations

There were no Presentations.

10. Correspondence

10.a Kim Charlesworth - Land Inventory (June meeting)

10.b Fraser Gibson - Land Inventory (June report)

10.c Kai Reimer-Watts - Land Inventory (June report)

10.d Halton Region - 2025 Budget Direction

10.e Bryan Duross - Degradation of a navigable waterway and destruction of sport fishery (Report, and GRCA response with past staff report)

- P.Wolf provided some input on this correspondence item, noting that the person who wrote the correspondence felt there was no discussion related to the long-term impacts of closing off the sluice gates at Parkhill dam.
- Board members discussed the correspondence and K.Lynch responded to questions on behalf of staff, noting the following:
 - Two factors impact the sediment buildup above Parkhill dam: upstream sediment supply, and closing the low-level sluice ways which would have removed the pathway for sediment to travel downstream.

- The decision was made to close the sluices as part of a jury recommendation following an inquest into two deaths at Parkhill dam in the interest of public safety.
- Parkhill is a run-of-the-river dam with historic mill uses and is no longer used for that purpose. As it is not used for flood control or ice mitigation, sediment build-up is not a risk to the function of the dam.
- The Board directed staff to bring a report back to a future meeting that provides information on the sediment buildup at Parkhill, and to identify the GRCA's role in such matters.

10.f Liz - Enhancing River Safety Awareness & Signage

- D.Miller inquired about the concerns raised in the correspondence items related to river safety and asked that staff speak to the roles and responsibilities of river safety.
- K.Lynch provided the following information:
 - Transport Canada issues approvals for works such as dams or booms on navigable waterways. Dam owners are responsible for infrastructure in the water and are required to comply with legal requirements for signage, booms and buoys for Transport Canada approval. The GRCA is not responsible for reviewing, approving, or permitting dam and dike-related signage on non-GRCA properties.
 - Education on water safety is a very important aspect of the GRCA's environmental education program. Staff provide educational resources on dam hazards and water safety at events and to school groups on an ongoing basis. Information is also shared regularly through social media.
 - There was a suggestion to consider adding QR codes linked to river conditions at access points along the Grand River. A high number of access points are not owned or operated by the GRCA, which restricts the GRCA's ability to provide any signage at those locations.
 - Members of the public and local outfitters are encouraged to sign up on the GRCA website to receive flood messages which include information about water levels.
- D.Miller suggested that staff could reach out to local outfitters to ensure they are aware that they can sign up to receive these notifications.
- The Board directed staff to bring a report back to a future meeting related to options for supporting improved safety for recreational activities on the river.

10.g Carol Thorman - Enhancing River Safety Awareness & Signage

10.h Amy Haertel (Letter, photos, email, and GRCA response) - Enhancing River Safety & Signage

10.i Alex Latta - Land Inventory (June report)

10.j Bryan Duross - Additional information submitted following GRCA response (see agenda item 10e)

24-121

Moved By Daniel Lawrence

Seconded By John Challinor II

THAT Correspondence from Kim Charlesworth, Fraser Gibson, Kai Reimer-Watts, and Alex Latta regarding the Conservation Land Inventory, and from Halton Region regarding the 2025 budget direction, and from Bryan Duross regarding his report on the Grand River above Parkhill Dam, and from Liz (surname unknown), Amy Haertel, and Carol Thorman regarding enhancing river safety and signage be received as information.

Carried

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

See agenda item 12a.

12. Reports:

12.a GM-08-24-67 - GRCA Administrative By-law Update

- K.Armstrong noted the proposed changes related to delegation speaking times, and confirmed that the intent of the proposed change is to allow each individual delegation five minutes to speak and/or present, and to permit registered groups of three or more individuals to a maximum of ten minutes.
- There was some discussion amongst the Board with respect to the allotted time permitted to delegations, and there was consensus that five minutes is a sufficient amount of time to present a point in relation to agenda items.
- There was further discussion that the language in the by-law can be clarified to ensure the speaking times are clear.
- It was also noted that additional speaking times, or any other changes related to delegate presentations, can be amended by the Chair with consent from the Board. The change to the limitation is to ensure all delegations can address the Board as requested, and to be respectful of the length of meetings.
- K.Armstrong identified that guidance on the number of Vice-Chairs is required. The second vice-chair position was eliminated by the Board in 2013, however, in 2018 when the by-law was significantly amended, the language was updated to allow a second vice-chair to be elected if the Board chose to do so.
- There was some discussion, and it was noted that the second vice-chair position was initially eliminated due to the decreased governance support required for a smaller number of committees, and to save honorarium expenses. There was general agreement to reduce the number of vice-chairs back to one, with the change to be implemented for the next election of officers (January 2025).
- K.Armstrong confirmed that the direction to staff is to reduce the permitted speaking time for delegations, to clarify the wording in the delegation section of the by-law, and to remove references to a second vice-chair.

21-123

Moved By Brian Coleman

Seconded By John Challinor II

THAT By-law 2-2024 be read a first and second time;

AND THAT staff be directed to make amendments based on discussion at the meeting.

Carried

12.b GM-08-24-71 - Cash and Investment Status

24-124

Moved By Jerry Smith

Seconded By Shawn Watters

THAT Report Number GM-08-24-71 – Cash and Investment Status – July 2024 be received as information.

Carried

Delegation 8.b Phil Pothen - Re: 12e (Acquisition and Disposition Policies)

- Phil Pothen was absent during the call for delegations and the Chair permitted his speaking time to be moved.
- Phil Pothen joined the meeting to speak to the Board about concerns with the Land Acquisition and Disposition Policies. Mr.Pothen identified himself as legal counsel for environmental defence, and noted concerns with how the policies comply with relevant legislation. Mr.Pothen asked that the Board consider retaining legal counsel to complete a line-by-line review of the policies, and to address his concern about what can be declared as surplus, and where that information is mandated.

- The Chair thanked the delegation and reiterated that discussion will be held until the staff report is considered. Mr.Pothen exited the meeting.

12.c GM-08-24-72 - Financial Summary

There were no comments or questions regarding this item.

24-125

Moved By John Challinor II

Seconded By Bruce Banbury

THAT the Financial Summary for the period ending July 31, 2024 be approved.

Carried

12.d GM-08-24-65 - Quarterly Permits issued under Ontario Regulation 41/24

There were no comments or questions regarding this item.

24-126

Moved By Brian Coleman

Seconded By Gord Greavette

THAT Report Number GM-08-24-65 – Permits Issued under Ontario Regulation 41/24 be received as information.

Carried

12.e GM-08-24-70 - Land Acquisition and Disposition Policies

- S.Lawson discussed the draft policies and provided further detail on each, noting the following:
 - The Land Acquisition and Disposition Policies are regulatory deliverables under O.Reg. 686/21. Many other conservation authorities have also completed their policies in accordance with the regulation.
 - The Land Disposition Policy is new, and incorporates current practice in accordance with regulatory requirements, changes to the regulation, as well as provincial guidelines. The Acquisition Policy was approved in 2003 and has been updated also to ensure compliance with current regulations.
- Board members asked questions regarding the responsibility for wildlife and species at risk on certain properties and if that consideration falls within GRCA jurisdiction, and sources of funding received to purchase properties under section 39 of the Conservation Authorities Act.
- S.Lawson responded to questions, noting that GRCA's considers provincial interests such as wetlands, forests, and some areas of natural and scientific interests (ANSI). In terms of funding sources, when section 39 lands are disposed of, the revenue is required to be allocated to the Land Sale Reserve which is controlled by the province. No portion of sales can be earmarked for a specific municipality, as the Land Sale Reserve has specific purposes for which it can be accessed for use across the watershed. However, if there is required flood related maintenance specific to one municipality, the GRCA may be required to impose a special levy, which could be alleviated by provincial permission to use this reserve fund.
- P.Wolf added that may wish to consider the delegation's request to seek legal review of the policy.
- In response to a question from D.Miller, S.Lawson confirmed there is a requirement to review the policy in five years.

24-127

Moved By Pam Wolf

Seconded By Christine Billings

THAT approval of the Land Acquisition and Land Disposition Policies be deferred.

Defeated

C.Billings requested that the recommendation be considered as separate motions, and the Chair agreed to the request seeing no concerns from other Board members.

24-128

Moved By John Challinor II

Seconded By Rob Shirton

THAT the Grand River Conservation Authority approve the Land Acquisition Policy.

Carried

24-129

Moved By John Challinor II

Seconded By Rob Shirton

THAT the Grand River Conservation Authority approve the Land Disposition Policy.

Carried, 4 opposed

12.f GM-08-24-66 - Draft Conservation Areas Strategy

- Megan Kitchen provided a presentation on the draft Conservation Areas Strategy, which is being developed as part of the requirements under Ontario Regulation 686/21.
- The presentation included an overview of the development of the strategy and highlighted its intended purpose.
- The strategy provides a framework to help guide decision-making and direct programs and resources with respect to GRCA-owned lands and provides future direction and actions to meet the objectives of the strategy.
- This draft strategy will be open for public comments until October 4. Staff will distribute notification letters to watershed municipalities and Indigenous Band Councils, and two information sessions will be held virtually in September. Registration information is available on the GRCA website.
- The Chair thanked staff for the presentation, and there were no questions or comments.

24-130

Moved By Jerry Smith

Seconded By Pam Wolf

THAT Report Number GM-08-24-66 – Draft Conservation Areas Strategy be received as information;

AND THAT the Grand River Conservation Authority direct staff to undertake public consultation on the draft Strategy;

AND THAT the Grand River Conservation Authority send a letter to participating municipalities, Six Nations of the Grand River, and the Mississaugas of the Credit First Nation to advise them of the consultation period for the draft Strategy.

Carried

12.g GM-08-24-69 - City of Guelph Well Monitoring Agreement

There were no comments or questions regarding this item.

24-131

Moved By Brian Coleman

Seconded By Christine Billings

THAT the Grand River Conservation Authority enters into an agreement with the City of Guelph for the construction, operation, and maintenance of monitoring well(s) located on PIN(s) 711790199 and 711790004 within the Township of Guelph/Eramosa, County of Wellington.

Carried

B.Coleman exited the meeting at 11:10 a.m.

12.h GM-08-24-68 - July 2024 Flood Event

- K.Lynch provided a presentation on the July 2024 flood event, and thanked V.Taleban and flood operations staff for putting the presentation together.
- The presentation highlighted various aspects of the flood event that spanned several days in mid-July and provided a visual overview of the several storm cells that carried precipitation across the watershed. The initial rains were remnants of Hurricane Beryl, which were quickly followed by active cellular thunderstorms and resulted in a significant amount of rainfall in a short period of time.
- Throughout the event, from July 9 to July 16, the GRCA issued 6 flood messages.
- Board members thanked staff for the presentation and inquired about reservoirs in the Ayr and Paris areas, and commented on the unusual amount of rain, climate change, and climate resilience in storm surges.
- K.Lynch responded to questions, noting that the possibility of reservoirs throughout the Grand River watershed has been assessed, and reservoirs around Paris/Ayr for flood mitigation are currently not under consideration. It was also noted that flood reservoirs have an operational rule curve in relation to storage and release of precipitation, and modelling of various scenarios can demonstrate the capacity of the flood storage at major reservoirs.
- S.Lawson added that GRCA systems and procedures can mitigate flooding but do not prevent it, and reservoirs and dams are managed to help augment flows as needed. The Reservoir Operations Policy has been in review as part of the regulatory deliverables and will be coming to a future Board meeting for review and approval.

24-132

Moved By Sandy Shantz

Seconded By Bruce Banbury

THAT Report Number GM-08-24-68 – July 2024 Flood Event be received as information.

Carried

12.i GM-08-24-73 - Current Watershed Conditions

There were no comments or questions regarding this item.

24-133

Moved By Gord Greavette

Seconded By John Challinor II

THAT Report Number GM-08-24-73 – Current Watershed Conditions as of August 13, 2024 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.

17. Closed Meeting

The Chair asked if any Board members had questions regarding the minutes of the previous closed session. Seeing that there were none, the Board continued in open session.

17.a Minutes of the previous closed session

24-134

Moved By John Challinor II

Seconded By Doug Craig

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

Carried

18. Next Meeting - September 27, 2024 at 9:30 a.m.

19. Adjourn

The meeting was adjourned at 11:30 a.m.

24-135

Moved By Christine Billings

Seconded By Guy Gardhouse

THAT the General Membership Meeting be adjourned.

Carried

Chair

Secretary-Treasurer



September 18, 2024

Community Leaders

Sue Foxton, Mayor
North Dumfries Township
Jan Liggett, Mayor
City of Cambridge
Joe Nowak, Mayor
Wellesley Township
Karen Redman, Chair
Region of Waterloo
Sandy Shantz, Mayor
Woolwich Township
Berry Vrbanovic, Mayor
City of Kitchener
Chris White, Mayor
Twp of Guelph/Eramosa

Governance

David Beatty

Ambassadors

Ljubodrag Andric
Michael Barnstijn
Kehkashan Basu
David Buckland
Ed Burtynsky
Geneviève Caron
Severn Cullis-Suzuki
Ron Dembo
Louise MacCallum
Gerry Remers
Jane Urquhart
Frances Westley, OC
Morden Yolles

Board of Directors

Joy Roberts, Chair,
Rockwood
David Agro
Toronto
Keith Ainsworth,
Cambridge
Madhur Anand,
Guelph
Karen Hacker,
Toronto
Brian McGee,
King City
Claire Mussar,
Guelph

Dear GRCA Board of Directors,

The **rare Charitable Research Reserve** is an urban land trust and environmental institute in Waterloo Region/Wellington. formed in 2001 after the acquisition of 900+ acres of lands from the University of Guelph. Three properties located along the Grand River in the village of Blair and Township of North Dumfries comprise **rare's** original holdings. The organization now protects more than 1250 acres on eight properties across the Region of Waterloo and Wellington County, including several kilometers of shoreline on the Grand, Speed, and Eramosa Rivers. Furthermore, we steward a large area of Grand River floodplain, which provides numerous benefits to wildlife and to human settlements in terms of water storage, flood control, carbon sequestration, water quality, and much more.

As responsible property stewards committed to conservation, **rare** is continuously battling invasive species. Giant Hogweed is one of our focal species, due to its invasive properties and its ability to cause serious injury to humans that have contact with its sap. Furthermore, Giant Hogweed can crowd out native species and spread rapidly via water in floodplain habitats. Plants that are allowed to go to seed can produce thousands of seeds, which are carried by winter and spring flows downstream to new areas. The plant also has a tendency to sprout in unexpected places near the river where recreational users may come in contact with it and be injured.

Giant Hogweed began to appear on the **rare** floodplains in Cambridge and North Dumfries in increasing numbers in 2014 and 2015, which are our first years of record keeping. In 2015, 422 plants were removed from our floodplain areas, and a concerted effort each year gradually reduced those numbers, until only 16 plants were discovered and removed in 2020. However, since that time there have been dramatic year-over-year increases in Giant Hogweed populations on our property, with 730 plants removed in 2021, 994 in 2022, and 807 in 2023. A doubling of this three-year average was seen in 2024, with 1,485 plants removed by **rare** staff. The continued strain on staff and resources to address Giant Hogweed

1679 Blair Road
Cambridge, Ontario
Canada N3H 4R8

+1 519 650 9336 phone
+1 519 650 5923 fax

rare@raresites.org
www.raresites.org

Charitable Registration #
87761 5914 RR0001

infestation on our property cannot continue, particularly when easily observed plants on adjacent properties are left to flower and go to seed but for the efforts of John Kemp and his generous volunteers. Mr. Kemp has documented similar precipitous increases in Giant Hogweed populations in the Grand River basin downstream of the Region of Waterloo.

We encourage the GRCA, as the primary body protecting environmental integrity in the Grand River watershed, to

- Improve monitoring and control of Giant Hogweed on its own riparian properties. Not to do so is a false economy, as uncontrolled populations increase through seed production, and export seed downstream to other properties.
- Provide advisory assistance to other public bodies, such as municipalities, that own land with floodplains, to identify and control Giant Hogweed.
- Provide advisory assistance to private landowners to identify and control Giant Hogweed in the floodplain areas of their properties.

It should not be left to private citizens and volunteers such as Mr. Kemp to organize and lead the watershed response to Giant Hogweed, nor should property owners with finite resources to commit to stewardship be expected to address an increasing problem year after year. We would be delighted to see a collaborative watershed-wide effort bringing together the various affected parties such as municipalities, environmental organizations, landowners etc. to come up with a comprehensive strategy to address Giant Hogweed in the short and long term through both response and preventative measures. We are happy to have further conversations or to host a meeting at *rare* to explore how this could be best facilitated and what resources are needed.

Sincerely,

Tom Woodcock, Ph.D.
Planning Ecologist
rare Charitable Research Reserve
1679 Blair Road, Cambridge ON N3H 4R8
phone: 519-650-9336 x121 fax: 519-650-5923
email: tom.woodcock@raresites.org
website: raresites.org



September 19, 2024

Tom Woodcock, Ph.D./ rare Charitable Research Reserve Board of Directors
Planning Ecologist
rare Charitable Research Reserve
1679 Blair Road, Cambridge ON N3H 4R8

Re: Correspondence of September 18, 2024- Giant Hogweed Mitigation

The Grand River Conservation Authority (GRCA) General Membership will receive your letter as correspondence at its September 27, 2024 board meeting. On behalf of the Board, I would like to thank you for sharing your concerns.

The GRCA is aware that giant hogweed, an invasive species that arrived in North America about a century ago, has spread throughout southern Ontario. We also recognize the impact it has on human health if someone comes in contact with this plant and appreciate your concerns.

Please note that the GRCA has a limited role in management and mitigation of invasive species and most legislation falls under the jurisdiction of the provincial and/or municipal governments.

Having said that, we will continue to work within our own role to help mitigate the local impact of giant hogweed where possible. Giant hogweed has been located on several GRCA properties near Belwood Lake, St. Jacobs, Kitchener, Guelph and Cambridge. A program is in place to eliminate the plant whenever it is found on GRCA property and we have the resources in place to address these instances as quickly as possible.

Beyond the removal of the plant on our own properties, we provide information through our communications channels, and in particular on our website about how to identify it, the hazards it poses to human health, and contact information for the public to report suspected instances of giant hogweed.

Once again, we thank you contacting us with your concerns.

Regards,

A handwritten signature in black ink that reads "Samantha Lawson".

Samantha Lawson
Chief Administrative Officer

From: [Grand River Conservation Authority](#)
To: [Eowyn Spencer](#)
Subject: FW: For GRCA Board
Date: September 3, 2024 1:58:40 PM

From: Christa Hesselink [REDACTED]
Sent: September 3, 2024 12:39 PM
To: Grand River Conservation Authority <grca@grandriver.ca>
Subject: For GRCA Board

Dear GRCA Board Members,
I'd like to register my concern about the Grand River Conservation lands being at risk.

You can read about the big picture on this blog on the Environmental Defense website: **Premier Ford's greenspace carve outs: Coming soon to a Conservation Area near you** <https://environmentaldefence.ca/2024/08/14/premier-fords-greenspace-carve-outs-coming-soon-to-a-conservation-area-near-you/>

I'd like the GRCA Board members to note that "mitigation" of ecologically sensitive lands is not good enough - they need to be protected! Why the disposition policy is silent on the issue of species at risk. How are financial contributions to conservation land purchases made by local municipalities accounted for if land is sold!

Please do not cut and cap total public delegations - 10 out of 17 meetings in the last year and a half had ZERO delegations. This move to cut delegations when people actually engage with issues is undemocratic and sends a message that public input is not welcome or wanted.

Thank you,
Christa Hesselink
[REDACTED]

Grand River Conservation Authority

Report number: GM-09-24-78

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Update - Outdoor Environmental Education Program Review

Recommendation:

THAT the Grand River Conservation Authority extend the deadline regarding the potential options for the Apps' Mill, Laurel Creek, and Taquanyah nature centres from September 2024 to March 2025 to allow staff to continue discussions with municipalities, school boards and other agencies.

Summary:

In October 2023, staff brought forward a review of the GRCA's Outdoor Environmental Education Program (GRCA Board report GM-11-23-76), which was driven by the changes to how this program can be funded and impacts to the program related to the 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 identified several key recommendations to help achieve the desired objectives. These included the recommendation that the program be transitioned to operate from within the GRCA's fee-for-use conservation areas, the hybrid program delivery model be expanded, and the current staffing model primarily support the delivery of the school component of the program while enhancing support for day-to-day operations. The facility costs were a significant factor in determining the recommendation to transition the program to operate from within the GRCA's fee-for-use conservation areas, along with the opportunity for operational efficiencies and enhanced support for the program.

In November 2023, the GRCA Board received report GM-11-23-76 and referred it back to staff, requesting that further discussion with interested municipalities be continued and additional information regarding the potential options for the Nature Centre facilities and lands be brought back on or before the September 2024 Board meeting.

Currently, the original motion from the October 27, 2023, staff report GM-11-23-76 remains on the floor:

Motion #23-161 from the General Membership Meeting on October 27, 2023:

Moved By: Susan Foxtton
Seconded By: John Challinor II

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.

Of the five (5) nature centres, three (3) operate on GRCA lands specifically dedicated to the use of the nature centre: Apps' Mill (Brant County), Laurel Creek (Waterloo), and Taquanyah (Cayuga). Shade's Mills Nature Centre is within Shade's Mills Conservation Area in Cambridge,

and the new Guelph Lake Nature Centre is currently being built within Guelph Lake Conservation Area in Guelph.

In June 2024, staff provided additional information to the GRCA board regarding potential options for the Apps' Mill, Laurel Creek, and Taquanyah nature centres, along with an update on the discussions with municipalities, school boards and other agencies that had occurred until that time. Since then, discussions with these agencies have been ongoing.

Report:

The Grand River Conservation Authority (GRCA) has been providing Outdoor Environmental Education programming since the 1970s. The changes to the Conservation Authorities (CA) Act and new regulations have changed the way that conservation authorities can fund their programs and services. The GRCA's Outdoor Environmental Education Program, as a Category 3 non-mandatory program, is now required to operate without any municipal funding, unless a cost-apportioning agreement with municipalities is in place. Through discussions with the GRCA Board and its Ad-Hoc CA Act Committee over the past few years, the direction provided to GRCA staff was that this program was to be self-funded and achieve breakeven operations.

In consideration of the GRCA board's direction and driven by the changes to the CA Act, as well as the significant change to operations that occurred during the COVID-19 pandemic, GRCA staff conducted a review of the program. The objectives of the review were to confirm the program's alignment with the GRCA's strategic priorities, develop a breakeven business model, and recommend opportunities for improvement, including greater alignment and synergies with other GRCA program and services areas.

[GRCA Board Report GM-10-23-76 Outdoor Environmental Education Program Review](#) was presented to the GRCA board in October 2023, and provided a summary of the review and its key recommendations, which included that the current staffing model primarily support the delivery of the school component of the program while enhancing support for day-to-day operations, that the hybrid program delivery model (at school in person and virtual options) be expanded to meet the changing needs of school boards and other groups, and that the 'field-trip component' of the program (i.e., to GRCA nature centre properties) be transitioned to operate from within the GRCA's fee-for-use conservation areas.

While the program review considered all aspects of the Outdoor Environmental Education Program; it did not address the future of the current nature centre properties and facilities if the program were to relocate within Grand River Conservation Areas. The report stated that to determine options for the existing properties and buildings, a more thorough analysis would be undertaken by the GRCA Conservation Lands department.

At the November 24, 2023, General Membership Meeting, the GRCA board received the Outdoor Environmental Education Program Review report and referred it back to staff for further consideration, requesting that more information be provided to the GRCA board no later than September 2024.

At the June 28, 2024, General Membership Meeting, the Board was provided with potential options for the three (3) nature centres that operate on lands specifically dedicated to the use of the nature centre, i.e., Apps' Mills, Laurel Creek and Taquanyah nature centres, along with an update on the discussions with municipalities, school boards and other agencies that had occurred until that time. Staff were directed to continue to discuss and negotiate opportunities with municipalities, school boards and other agencies for these three (3) nature centres, and discussions are ongoing.

Nature Centre Facilities and Properties

The GRCA currently has 5 nature centre facilities and properties where school groups attend programs during the school year. These include:

- Apps' Mill Nature Centre, County of Brant
- Guelph Lake Nature Centre, City of Guelph (new facility under construction within Guelph Lake Conservation Area)
- Laurel Creek Nature Centre, City of Waterloo, Region of Waterloo
- Shade's Mills Nature Centre, City of Cambridge (in Shade's Mills Conservation Area), Region of Waterloo
- Taquanyah Nature Centre, Cayuga, Haldimand County

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. 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.

Due to limited funds, there has been very little capital investment in the nature centre facility infrastructure. Required maintenance has been funded with Grand River Conservation Foundation (GRCF) donations, nature centre reserves, and special government grants, as more urgent needs arose. 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 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 condition assessments looked at all 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, as noted in Appendix A.

Operating Budget and Capital Maintenance Costs

The 2023 actual budget for this program included a \$310,100 allocation of municipal general levy to break even. The 2024 budget includes the use of approximately \$312,000 of the transition reserve to break even. Operating costs include program delivery (compensation, benefits, program equipment), administrative (travel, phones, health and safety, office supplies, and computer charges), and facility expenses (utilities, grounds maintenance, cleaning, etc.). Appendix A provides a financial summary of the Outdoor Environmental Education Program, including the 2024 Budget, the 2023 Actual Budget, and a summary of the additional capital maintenance costs. Currently and historically, property and capital maintenance costs have not been incorporated into the annual budgets for the Outdoor Environmental Education Program.

Land Use Analysis

A land use analysis of the three (3) nature centre properties outside of fee-for-use conservation areas was completed. Through this analysis, several options were explored, including:

- Demolition: structures removed from the property, limiting future liability and operational expenses.
- Sever/sell: Ability to/options for disposition of facility and associated lands.
- Municipal Transfer: Transfer of facility, program-associated lands, and/or conservation lands to municipality.
- Lease/Agreements: Options for leasing facilities and associated lands through agreement or for commercial purposes.
- Retain and repurpose the facility and property for alternative use by the GRCA.

The land use analysis of the three nature centres determined that the options to sever, lease the facilities and/or properties for commercial purposes, or enter into other agreements with organizations and companies outside the public sector are very limited, and the facilities cannot be repurposed for alternative use by the GRCA.

For Apps' Mill and Laurel Creek nature centres, GRCA staff have met with municipal and school board staff to examine various options for municipal/school board use. Options for each nature centre may include funding to maintain the GRCA program at the nature centre, transferring the ownership and operation of the facility to a municipality, and leasing the property to both or one of the municipalities/school boards. For the Taquanyah Nature Centre, similar preliminary discussions have started with the school boards, municipality, and Six Nations of the Grand River.

Conclusion

Due to the changes to the Conservation Authorities Act around funding of the program and changes to the operations and program during the pandemic, staff completed a program review with the primary objective of developing a breakeven business model that no longer relies on municipal apportionment.

Site condition assessments of the existing nature centres were completed, and several significant facility improvements are required outside the existing and projected funding. To maximize the available funding and maintain the outdoor education program, staff made several recommendations, including that the program moves from existing facilities on separate GRCA parcels and into the fee-for-use Conservation Areas where shared resources can be utilized. As a result, the GRCA would be left with three facilities with limited land use options.

Considering the long-standing community history and the considerable financial and social investments made by donors and other interest groups in these nature centres, staff would like to continue the discussions and negotiations regarding the opportunities for these facilities and associated lands.

Financial Implications:

The financial implications are contingent on the course of action decided upon.

Other Department Considerations:

Staff from various departments have contributed to the review.

Prepared by:

Lisa Stocco
Manager of Strategic Communications
and Environmental Education

Approved by:

Samantha Lawson
Chief Administrative Officer

Grand River Conservation Area
ENVIRONMENTAL EDUCATION PROGRAM - by Location
 Budget 2024 and Actual 2023

OPERATING RESULTS	BUDGET 2024						ACTUAL 2023					
	APPS MILL	TAQUANYAH	GUELPH LAKE	LAUREL CREEK	SHADES MILLS	TOTAL	APPS MILL	TAQUANYAH	GUELPH LAKE	LAUREL CREEK	SHADES MILLS	TOTAL
Revenue												
LEVIES-GENERAL	-	-	-	-	-	-	82,200	25,700	138,000	64,200		310,100
REVENUE-School Contracts	142,500	47,500	160,000	150,000	100,000	600,000	183,813		150,875	162,244	73,860	570,793
Total Revenue	142,500	47,500	160,000	150,000	100,000	600,000	266,013	25,700	288,875	226,444	73,860	880,893
Expenses												
Compensation & Benefits-Program Delivery	135,750	45,250	190,000	142,000	82,000	595,000	166,334	29,821	203,949	139,602	80,964	620,670
Administrative (Travel, Phones, H&S,Supplies,Computer)	17,100	1,300	16,900	14,000	9,100	58,400	16,420	2,637	17,523	14,979	9,575	61,135
Facility Expenses (Utilities, Grounds Maintenance, Cleaning, etc. - excludes capital expenses)	61,100	28,200	55,600	73,600	40,100	258,600	75,537	39,303	58,487	90,201	40,882	304,410
Total Expenses	213,950	74,750	262,500	229,600	131,200	912,000	258,290	71,761	279,959	244,782	131,422	986,215
Net Surplus/(Deficit) with Levy Funding	(71,450)	(27,250)	(102,500)	(79,600)	(31,200)	(312,000)	7,723	(46,061)	8,916	(18,338)	(57,562)	(105,322)
LESS: 2023 General Municipal Levy	-	-	-	-	-	-	(82,200)	(25,700)	(138,000)	(64,200)	-	(310,100)
Net Operating Deficit	(71,450)	(27,250)	(102,500)	(79,600)	(31,200)	(312,000)	(74,477)	(71,761)	(129,084)	(82,538)	(57,562)	(415,422)

Total 20 Year Capital Maintenance Cost* \$2,024,100.00 \$802,400.00 *new building 2024* \$2,416,500.00 \$303,500.00 **\$5,546,500.00**
** based on 20 year site condition assessments completed in 2022*

Average Annual Property (Capital) Maintenance Costs** \$101,205.00 \$40,120.00 TBD \$120,825.00 \$15,175.00 **\$277,325.00**
***represents total cost above divided by 20 years, not included in the Operating Budget, required maintenance funded by GRCF donations or nature centre reserves*

Nature Centre Reserve Balance at December 31, 2023 \$ 76,500 \$ 23,000 \$ 145,000 \$ 117,000 \$ 81,000 \$ 442,500

Grand River Conservation Authority

Report number: GM-09-24-80

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: By-law Update - Delegations

Recommendation:

WHEREAS By-law 2-2024 was read a first and second time at the General Membership meeting on August 23, 2024; and staff were directed to make amendments based on discussion at the meeting

THEREFORE BE IT RESOLVED THAT By-law 2-2024 be read a third time and adopted by the General Membership effective September 27, 2024;

AND THAT a copy of By-law 2-2024 be forwarded to the Ministry of Natural Resources and posted on the Grand River Conservation Authority's website.

Summary:

Not Applicable

Report:

Following discussion at the General Membership meetings of June 28, 2024 and August 23, 2024, staff have updated the By-law to reduce the amount of time available for each individual delegation from ten (10) minutes to five (5) minutes, and a total of ten (10) minutes for delegations of three (3) or more people. Some other minor edits were made to typos.

At the August meeting, direction was provided about clarifying the by-law to specify that there will only be one vice-chair position. At the January 2023 election, the current vice-chairs were both appointed until the next election which will be in January 2024. To reduce any impact prior to the election, staff recommend that this change be incorporated into a by-law update to be presented at the December 2024 meeting.

Financial Implications:

Not applicable

Other Department Considerations:

Not applicable

Prepared by:

Karen Armstrong
Deputy CAO, Secretary-Treasurer

Approved by:

Samantha Lawson
Chief Administrative Officer



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Grand River Conservation Authority

By-Law No. 21-2024

GRAND RIVER CONSERVATION AUTHORITY
By-Law No. ~~4~~2-2024

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Introduction

The 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 for the purpose of furthering the conservation, restoration, development and management of natural resources in watershed(s) 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. Members of the Authority are appointed as representatives by the Participating Municipalities and are effectively also Directors of the Authority.

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) and (4), 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;

(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;

(q) 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

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

“**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, and effectively acting as Directors as specified in the *Ontario Not-for-Profit Corporations Act (ONCA)*.

“**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. Members effectively act as Directors as specified in the *Ontario Not-for-Profit Corporations Act (ONCA)*.

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

“**Officer**” means an officer of the Authority as 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 Vote**” means the votes of 51 percent of the total weighted value for of the votes cast. Each member’s vote is weighted by the percentage that applies under Ontario Regulation 402/22: Budget and Apportionment.

B. Governance

1. Members

a) *Appointments*

Participating Municipalities within the jurisdiction of the Grand River Conservation Authority may appoint Members in accordance with the Order-in-Council dated October 7, 1994. 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, 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.

The Minister will define the term for the Member they appoint as a representative of the agricultural sector and they may be replaced at the Minister's discretion.

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 the total budget for the ensuing year, and approving the apportionment 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 or as may be required under the Act or Regulation 41/24, and advising every applicant of their right to appeal the applicable decision directly to the Minister or through the Ontario Land Tribunal.

If a Member has been appointed representing the agricultural sector, they do not have a vote on items ix, x, and xi as per s.14 of the Act and s.2 of *O.Reg.402/22 Budget and Apportionment*.

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 Chief Administrative Officer and/or the Secretary-Treasurer and other staff of the Authority are responsible for the day-to-day operations, the General Membership is responsible for matters of governance, ensuring compliance with applicable legislation, ensuring appropriate policies are in place, and for the financial soundness of the Authority.

Every member and officer, in exercising their powers or discharging their duties to the Authority, shall act honestly and in good faith with a view to the best interests of the Authority and exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.

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.

Additionally, the agricultural representative appointed by the Minister will be required to follow the provincial ethical framework set out for government public appointees in the Management Board of Cabinet's Agencies and Appointments Directive.

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*
- *Not-for-Profit Corporations Act, 2010*

If any part of the by-law conflicts with any provision of the Municipal Conflict of Interest Act, the Municipal Freedom of Information and Protection of Privacy Act, or the Not-for-Profit Corporations Act, or a provision of a regulation made under one of those acts, the provision of that act or regulation prevails. The same applies to conflicts between these by-laws and the *Not-for-Profit Corporations Act* except where dictated by the *Conservation Authorities Act*, in which case the *Conservation Authorities Act* 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 Members.

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 Prohibited Activities, Exemptions and Permits 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 60 months;
- Approves permit extensions and Notices of Intent to refuse permit extensions or cancel permits made under Section 28 of the Conservation Authorities Act, RSO 1990 or the Prohibited Activities, Exemptions and Permits Regulation.
- Completes administrative reviews under the Prohibited Activities, Exemptions and Permits Regulation and reviews fee reconsideration requests.
- 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 of the year 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 in 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 corporate policies from time to time, including Human Resources Policies, for employees containing conditions of employment and benefits.

11. Apportionment Notice

The municipal apportionment 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 municipal apportionment 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 at the expense and discretion of the Province.

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/or members of the public on Authority property.

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 O.Reg. 400/22 Information Requirements.

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 judgment, 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 will be followed.

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. 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 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.

3. Special Meetings

The eChair 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.

4. Meetings Open to Public

All meetings of the General Membership shall be open to the public. All electronic and hybrid 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. Failure to webcast does not call a meeting into question.

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 or arises during a meeting requiring that it be closed to the public at the time that the matter is raised at a meeting, and the subject matter meets the criteria for a closed meeting as defined in this by-law.

5. 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. 1st & 2nd readings of By-laws*
10. Presentation of Reports
11. Committee of the Whole
12. Election of officers*
13. Adoption of Projects*
14. 3rd reading of By-laws*
15. Other business
16. Closed Meeting
17. Adjournment

**if applicable*

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.

6. 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. Note: the Member appointed by the Minister to represent the agricultural sector, if applicable, is not counted when determining quorum.

If there is no quorum within thirty minutes 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.

7. 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.

8. 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.

9. 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.

10. Electronic Meetings and Participation

Electronic meetings are permitted and the Meeting Procedures identified in this by-law apply.

In-person attendance at meetings is preferred, however, 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.

11. 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.

12. 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. Registered delegations may address the Authority by joining the meeting electronically or in person. Presentation materials related to the delegation may be shared with Authority Members if the delegation provides them at least two business days in advance of the meeting. Unregistered delegations present at the meeting in person 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, each individual delegations shall be limited to one (1) speaker for not more than five~~10~~(5) minutes. A group delegation of more than three (3) speakers presenting together will be limited to a total maximum of twenty~~ten~~ (21)0 minutes. When a large number of D delegations wish to speak on the same topic, the time limits may be reduced adjusted 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.

13. Hearings and Permit Issuance

Hearings

When a hearing is required under Part V, VI, or VIII of the Conservation Authorities Act, or under the Prohibited Activities, Exemptions, and Permits Regulations, the General Membership shall form a tribunal for the purpose of such a hearing. When hearings are to be held 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 or extended, 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.

14. 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 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.

15. 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 or Ontario Land 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, and the designated head of the Authority for the purposes of MFIPPA is present.

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.

16. 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 municipal apportionment is to be approved, the Secretary-Treasurer shall conduct the vote to approve the apportionment by a Weighted Majority of the Members present and eligible to vote, in accordance with *O.Regulation 402/22 Budget and Apportionment*. The vote to approve the budget shall also be conducted by a Weighted Majority of the Members present and eligible to vote.

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.

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.

17. 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.

18. 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.

19. Duties of the Meeting Chair

It shall be the duty of the Chair, with respect to any meetings over which the Chair 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, the Chair may appoint a Member of the Authority to take the chair in their 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.

20. 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.

21. 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.

Meeting recordings shall be made publicly available for later viewing, except in times of technological failure. Failure to produce a recording does not call the meeting into question.

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

By-law number 2-2023 is hereby repealed;

By-law number ~~2~~-2024 shall come into force on the ~~1st~~27th day of ~~April~~September , 2024

READ A FIRST AND SECOND TIME

Date: March 22, 2024

READ A THIRD TIME AND FINALLY PASSED

Date: March 22, 2024

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.

The agricultural representative appointed by the Minister will also be required to follow the provincial ethical framework set out for government public appointees in the Management Board of Cabinet's Agencies and Appointments Directive.

2. General

All Members, whether municipal councillors or appointed representatives of a municipality, or appointed by the Minister as a representative of the agricultural sector, 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.

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 to 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 and the Members are 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 Election of Officers.

3. Scrutineer(s)

The appointment of one or more scrutineers is required to count 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 appointed by a participating municipality
 - ii. Election of one or more Vice-chairs, who shall be Members of the Authority appointed by participating municipalities.
- b) The Acting Chair shall ask for nominations for 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.

Grand River Conservation Authority

Report number: GM-09-24-77

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Budget 2025 – Timelines and Preliminary Considerations

Recommendation:

THAT Report Number GM-09-24-77 - Budget 2025 – Timelines and Preliminary Considerations be received as information.

Summary:

This report summarizes the first draft of the 2023 Budget which shows breakeven results. The first draft of 2025 Budget will be provided at the October 25, 2024 General Meeting, and, subject to Board approval, will be distributed to member municipalities for consultation purposes in accordance with the new regulations.

The municipal apportionment will be presented for approval by the General Membership on January 24, 2025 and the overall budget will be approved at the February 28, 2025 Annual General meeting.

The first draft of the budget will identify the municipal apportionment (levy) increase required to break-even. For the past few years, staff have held the levy increase to 2.5%, with the exception of 2023, when the levy increase was 3.5% (driven by large increase in insurance costs). A target increase of 2.5% may be achievable for 2025. The outcome of a wage compensation survey (to be completed in October) is not yet known and may impact the budget.

Staff are seeking direction/guidelines regarding the apportionment (levy) increase for the 2025 budget.

Report:

The first draft of the 2025 budget will be provided at the October 25th General Meeting. This report provides information regarding preliminary key budget assumptions for the purpose of having the board provide direction to staff with respect to the municipal apportionment increase for 2025.

A. Overall Preliminary 2025 Budget Assumptions:

- Municipal Apportionment (levy) increase 2.5%
- Compensation and Benefit Expense increase 3.0%
- Computer Expenses increased 10% due to the previous year's staffing increase and increasing capital cost demands. Increased computer costs are being phased in by increasing charges to program areas and funding some of the added costs with the computer reserve.
- Insurance Expenses budgeted at 2024 actual cost plus 5%
- Other Operating Expense increases range from 0% to 3% by program
- Add 1 Full-time equivalent (FTE) Engineering position and fund with reserves
- Resource Planning Program Revenue to be reduced compared to budget 2024 and offsetting cost reductions will also be incorporated (preliminary estimate \$100,000 revenue/cost reduction)

- Environmental Education Program to continue to operate at status quo and use the transition reserve to fund deficit (estimate \$350,000)
 - Conservation Area revenue continues to trend upwards and program budgeted to have deficit of approximately \$500,000 related to Luther, hazard tree management expenses, and staff management costs (same as 2024).
 - Property Rental income increased 2%
 - Investment income increased \$100,000 given favourable interest rates.
 - Surplus carry forward \$100,000
- B. Recent Staffing events/decisions and budget impact:
- Converted temporary Land Management Analyst position to permanent
 - Position will work on GRCA Conservation Area Strategy and Land Inventory as required under the new regulations.
 - Included in Budget 2023, 2024, and in 2025 will continue to be funded using the Transition reserve.
 - Create permanent Intermediate Engineer Position
 - Position will address project management needs related to flood control structures.
 - Position will be added to Budget 2025
 - Positions will be funded 100% with the 'water management operating' reserve over the next 2-3 years and then municipal apportionment funding will be phased in as considered necessary.
 - Converted two Resource Planner Positions to Intermediate Resource Planners
 - Facilitated the filling of staff vacancies and meeting workload demands
 - Reduced cost will help offset the expected decrease to planning revenue.
 - Reallocations of compensation and benefits in 2025 between program areas to reflect the allocation of staff time to GRCA program areas as identified via actual 2024 wage allocations.
- C. Wage Adjustments and Budget Impact:
- The collective agreement expires December 31, 2025. The union wage increases for 2025 are 2.25% on January 1st and an additional 1% on July 1st for certain job grades.
 - A compensation survey is currently being conducted and the outcome is not yet known.
- D. Environmental Outdoor Education
- There are school contracts in place for the 2024/25 school year.
 - The 2025 budget will continue to assume status quo operations, namely, school programs will be delivered at GRCA nature centre buildings, limited community program delivery, and no day camp program.
 - Decisions and timelines regarding the future format and scope of the program will be incorporated into future budget drafts as appropriate or via 2025 forecast adjustments.
- E. Municipal Apportionment (Levy) Target Discussion
- What is an acceptable apportionment increase – 2.5% to 3.5%?
 - Strategies to reduce the potential apportionment increase necessary to balance the budget include:
 - Phased-in approach
 - Use of 2024 surplus
 - Use of reserves
 - A 2.5% increase results in levy amount from \$13,292,000 to \$13,624,000 (or \$332,000)
 - Each 1% apportionment increase generates \$130,000 funding
 - Staff are seeking board direction on an overall apportionment target.

The 2025 budget timetable is attached.

Financial Implications:

The first draft of the 2025 budget will be provided at the October 25, 2024 General Membership meeting.

Other Department Considerations:

None

Prepared by:

Sonja Radoja
Manager of Corporate Services

Approved by:

Karen Armstrong
Deputy CAO/Secretary-Treasurer

Budget 2025 Timetable

September 27, 2024:	Timelines and Preliminary Considerations
October 25, 2024:	Draft Budget #1 to General Meeting and Board approval of the draft budget for consultation purposes
November 2024:	Distribute Draft Budget #1 to Participating Municipalities and post it on the GRCA website in the Governance section
Nov & Dec 2024:	Consultation with Participating Municipalities as requested
December 13, 2024:	Board Motion to send 30 days' notice to Participating Municipalities of Municipal Apportionment Vote at January 26, 2024 General Meeting
December 20, 2024:	Send Notice to Participating Municipalities of Municipal Apportionment Vote and include apportionment amounts and most recent draft Budget
Jan 24, 2025:	Draft Budget #2 to General Meeting and Municipal Apportionment Vote – weighted majority and recorded. Once approved, distribute to Participating Municipalities.
Feb 28, 2025:	Final 2025 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

Report number: GM-09-24-75

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Cash and Investment Status – August 2024

Recommendation:

THAT Report Number GM-09-24-75 – Cash and Investment Status – August 2024 be received as information.

Summary:

The cash position including Notes Receivable of the Grand River Conservation Authority as at August 31, 2024 was \$63,550,225 with outstanding cheques written in the amount of \$ 340,639.

Report:

See attached.

Financial Implications

Interest rates, etc. are shown on the report.

Other Department Considerations:

Not applicable.

Prepared by:

Racha Ibrahim
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
August 31, 2024**

BANK ACCOUNTS	Location	Type	Amount	Interest Rate
	CIBC	Current Account	13,535,780	5.09%
	RBC	Current Account	94,830	nil
	Wood Gundy	Current Account	0	nil
	CIBC - SPP Holding	Current Account	675,773	5.09%
TOTAL CASH - CURRENT ACCOUNT			14,306,383	

INVESTMENT	Date Invested	Location	Type	Amount	Face Value Rate	Yield Rate	Date of Maturity	2024 Total Interest Earned/ Accrued
		CIBC Renaissance	High Interest Savings Account	7,948,284	4.55%	4.55%	not applicable	559,141
		CIBC High Interest	High Interest Savings Account	2,269,149	4.55%	4.55%	not applicable	217,683
		One Investment Savings	High Interest Savings Account	4,820,409	5.465%	5.465%	not applicable	413,024
	October 23, 2019	Cdn Western Bank	Bond	2,010,000	2.800%	2.78%	September 6, 2024	33,073
	January 16, 2020	Cdn Western Bank	Bond	3,000,000	2.597%	2.45%	September 6, 2024	50,061
	September 15, 2021	Cdn Western Bank	Bond	1,500,000	2.597%	1.21%	September 6, 2024	12,570
	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 14, 2022	CIBC	Bond	4,100,000	3.300%	4.36%	May 26, 2025	96,320
	December 14, 2022	Bank of Montreal	Bond	4,096,000	2.700%	4.59%	September 11, 2024	27,230
	December 7, 2023	National Bank	Non-Redeemable GIC	2,000,000	4.700%	4.70%	December 7, 2026	94,000
	December 21, 2023	CIBC Trust Corp	Non-Redeemable GIC	2,000,000	4.450%	4.45%	December 22, 2025	89,000
	March 6, 2024	Laurenian Bank of Canada	GTD Investment Certificate	1,000,000	5.20%	5.20%	March 6, 2025	51,572
	March 6, 2024	National Bank of Canada	GTD Investment Certificate	1,000,000	5.00%	5.00%	March 6, 2025	50,000
	March 6, 2024	HSBC Bank of Canada	GTD Investment Certificate	1,000,000	4.80%	4.80%	March 6, 2026	96,000
	March 6, 2024	National Bank of Canada	GTD Investment Certificate	1,000,000	4.70%	4.70%	March 6, 2026	94,000
	June 27, 2024	CIBC	GTD Investment Certificate	4,000,000	4.80%	4.80%	June 30, 2025	192,000
	June 27, 2024	Laurenian Bank of Canada	GTD Investment Certificate	3,200,000	4.43%	4.43%	June 28, 2027	425,280
TOTAL INVESTMENTS				49,243,842				2,565,436

TOTAL CASH AND INVESTMENTS **\$63,550,225**

* Reserve Balance at December 31st, 2023 52,678,473

Investment By Institution

	<u>% of Total Portfolio</u>
C.I.B.C.	41%
Bank of Montreal	8%
Cdn Western Bank	13%
ManuLife Financial Bank	4%
One Investment Program	10%
Province of Ontario	5%
Laurenian Bank of Canada	9%
National Bank of Canada	8%
HSBC Bank of Canada	2%
	<u>100%</u>

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

Grand River Conservation Authority

Report number: GM-09-27-84

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Financial Summary for the Period Ending August 31, 2024

Recommendation:

THAT the Financial Summary for the period ending August 31, 2024 be approved.

Summary:

The Financial Statements include the 2024 *actual* year-to-date income and expenditures. The budget approved at the February 23, 2024 General Meeting is included in the *Budget* column. The *Current Forecast* column indicates an estimate of income and expenditures to the end of the current fiscal year. Currently, a net surplus of \$213,500 at year-end is anticipated.

Report:

Forecast Adjustments for the period ending August 31, 2024 include the following:

- A. Provincial Funding increased by \$1,028,000
 - Water Control Structures provincial funding increased by \$1,000,000 due to expenditures related to Water and Erosion Control Infrastructure (WECI) projects that were approved by the province on August 8th, 2024.
 - Source Protection Program provincial funding increased by \$28,000 based on provincial approval of the budget for 2024-2027 received September 6th, 2024.
- B. Federal Funding increased by \$8,500
 - Watershed Services special project funding increased by \$8,500 for a municipal drain study.
- C. Self-Generated Revenue increased by \$1,750,000
 - Conservation Lands income increased by \$1,750,000 due to land sale proceeds from the sale of a residential property, as part of the residential program wind down.
- D. Operating Expenses increased by \$53,000
 - Watershed Management operating expenses decreased by \$43,000 due to a budget reallocation of motor pool expenses from Conservation Lands Management.
 - Conservation Lands Management operating expenses increased by \$43,000 due to a budget reallocation of motor pool expenses from Watershed Management.
 - Water Control Structures compensation and benefits expenses decreased by \$30,000 and administration expenses increased by \$30,000 related to the cost of a corporate membership with the Centre for Energy Advancement through Technical Innovation (CEATI).
 - Source Protection Program operating expenses increased by \$28,000 based on confirmation of program budget.
 - Environmental Education major repairs expense increased \$25,000 for deck railing repairs at Laurel Creek Nature Centre.

- E. Major Maintenance Expenses increased by \$2,060,000
- Water Control Structures capital expenditures increased by \$2,000,000 due to approval of WECl projects and primarily driven by the Conestogo Dam upstream concrete construction project
 - Information Systems and Technology capital expenditures increased by \$60,000 for notebook and desktop replacements, and additional IS storage.
- F. Special Project Expenses increased by \$8,500
- Watershed Services special project expenses increased by \$8,500 related to a municipal drain sampling study.
- G. Net Funding to Reserves increased by \$665,000
- Funding from Land Sale Proceeds reserve increased by \$1,000,000 to fund Water Control Infrastructure projects.
 - Transfer to Land Sale proceeds reserve increased by \$1,750,000 due to the sale of a residential property.
 - Funding from the Nature Centre reserve increased by \$25,000 to fund major maintenance expenses.
 - Funding from Information Systems and Technology reserve increased by \$60,000 to fund the increase in capital expenditures.

Financial Implications:

The forecast adjustments reported to date will result in a forecast surplus of \$213,500 as at December 31, 2024.

Other Department Considerations:

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

Prepared by:

Kayleigh Keighan
Manager of Finance

Approved by:

Karen Armstrong
Deputy CAO/Secretary-Treasurer

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

General Membership - September 27, 2024

FORECAST - JULY 31, 2024 - NET RESULT				\$213,500
<u>CHANGES - August 2024</u>				
P&S #1	Watershed Management	\$43,000	Other Operating Expense Decrease (reallocation)	\$43,000
P&S #3	Water Control Structures	(\$2,000,000)	Capital Expense Increase (WECI)	\$0
		\$1,000,000	Provincial Grant Increase	
		\$1,000,000	Funding from Land Sale Proceeds Reserve Increase	
		(\$30,000)	Admin Expense Increase (CEATI)	
		\$30,000	Compensation and Benefits Expense Decrease	
P&S #5	Conservation Lands Management	\$1,750,000	Land Sale Proceeds Revenue Increase	(\$43,000)
		(\$1,750,000)	Funding to Land Sales Proceeds Reserve Increase	
		(\$43,000)	Other Operating Expense Increase (reallocation)	
P&S #6	Source Protection Program	(\$90,000)	Compensation and Benefit Expense Increase	\$0
		\$7,000	Administration Expense Decrease	
		\$19,000	Other Operating Expense Decrease	
		\$36,000	Water Budget - Technical Studies Expense Decrease	
		\$28,000	Provincial Funding Increase	
P&S #8	Watershed Services - Category 2	\$8,500	Federal Funding Increase - Special Project	\$0
		(\$8,500)	Special Project Expense Increase - Drain Studies (DFO)	
P&S #11	Outdoor Environmental Education	(\$25,000)	Major Repairs Expense Increase	\$0
		\$25,000	Funding from Nature Centre Reserve Increase	
P&S #16	Motor Pool & Information Systems - Supplementary	(\$60,000)	Capital Expense Increase - IT hardware	\$0
		\$60,000	Funding from Information Systems and Technology Reserve Increase	
FORECAST - AUGUST 31, 2024 - NET RESULT				\$213,500

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
for the period Ending August 31, 2024

Category			Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
<u>REVENUE</u>								
<u>Municipal</u>								
Municipal Apportionment	Category 1	various	11,976,000	12,275,000	8,183,334	12,275,000	12,275,000	-
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000	678,000	1,017,000	1,017,000	-
Other	Category 2 & 3	8	850,000	940,000	957,170	940,000	940,000	-
Total Municipal			13,818,000	14,232,000	9,818,504	14,232,000	14,232,000	-
<u>Government Grants</u>								
MNRF Transfer Payments	Category 1	various	449,688	449,688	449,688	449,688	449,688	-
Source Protection Program-Provincial	Category 1	6	640,000	834,000	578,772	834,000	862,000	28,000
Other Provincial	Category 1	various	737,500	737,500	644,070	737,500	1,737,500	1,000,000
Other Provincial	Category 2	8	-	130,000	151,788	130,000	130,000	-
Other Provincial	Category 3	10	30,000	100,000	71,409	65,000	65,000	-
Federal	Category 1,2,3	various	40,000	155,000	315,306	238,000	246,500	8,500
Total Government Grants			1,897,188	2,406,188	2,211,033	2,454,188	3,490,688	1,036,500
<u>Self Generated</u>								
User Fees and Sales								
<i>Resource Planning</i>	Category 1	4	1,144,000	994,000	667,874	914,000	914,000	-
<i>Burford Operations & Planting Services</i>	Category 3	9	580,000	680,000	720,442	820,000	820,000	-
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000	15,812	71,000	71,000	-
<i>Conservation Lands Income</i>	Category 1	5	15,000	15,000	158,750	160,000	160,000	-
<i>Conservation Areas User Fees</i>	Category 3	14	10,000,000	10,700,000	10,978,519	11,400,000	11,400,000	-
<i>Environmental Education</i>	Category 3	11	500,000	600,000	370,531	600,000	600,000	-
Property Rentals	Category 3	12	2,981,000	3,038,000	2,442,016	3,058,000	3,058,000	-
Hydro Generation	Category 3	13	580,000	580,000	479,494	580,000	580,000	-
Land Sales	Category 1	5	-	-	1,745,835	-	1,750,000	1,750,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	662,000	280,642	1,172,000	1,172,000	-
Donations	Category 1,2,3	various	-	-	48,598	35,000	35,000	-
Investment Income	General Operating	7	1,350,000	2,200,000	1,228,020	2,200,000	2,200,000	-
Miscellaneous Income	various	various	-	-	65,563	60,000	60,000	-
Total Self-Generated Revenue			17,248,000	19,540,000	19,202,096	21,070,000	22,820,000	1,750,000
TOTAL REVENUE			32,963,188	36,178,188	31,231,633	37,756,188	40,542,688	2,786,500

GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
for the period Ending August 31, 2024

Category			Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
EXPENSES								
OPERATING								
Watershed Management	Category 1	1	1,276,000	1,146,100	685,778	1,028,100	985,100	(43,000)
Flood Forecasting and Warning	Category 1	2	895,000	911,000	691,162	1,011,000	1,011,000	-
Water Control Structures	Category 1	3	2,143,200	2,128,700	1,386,577	2,130,700	2,130,700	-
Resource Planning	Category 1	4	2,551,800	2,679,600	1,752,450	2,744,600	2,744,600	-
Conservation Lands Management	Category 1	5	2,954,600	2,871,900	1,725,505	2,783,900	2,826,900	43,000
Source Protection Program	Category 1	6	640,000	834,000	578,772	834,000	862,000	28,000
General Operating Expenses	General Operating	7	3,495,788	4,267,714	2,787,666	4,247,214	4,247,214	-
Watershed Services	Category 2	8	1,043,000	1,068,000	675,726	1,068,000	1,068,000	-
Burford Operations & Planting Services	Category 3	9	867,300	992,900	894,855	1,037,900	1,037,900	-
Conservation Services	Category 3	10	81,200	82,200	11,541	82,200	82,200	-
Environmental Education	Category 3	11	775,100	912,000	594,082	932,000	957,000	25,000
Property Rentals	Category 3	12	1,095,200	1,109,200	624,641	1,059,200	1,059,200	-
Hydro Production	Category 3	13	95,500	95,500	85,356	135,500	135,500	-
Conservation Areas	Category 3	14	9,037,000	9,782,000	7,354,531	10,082,000	10,082,000	-
Administrative Support	Category 3	15	1,198,000	1,217,400	710,781	1,148,400	1,148,400	-
Total Operating Expenses			28,148,688	30,098,214	20,559,423	30,324,714	30,377,714	53,000
MAJOR MAINTENANCE & EQUIPMENT								
Watershed Management	Category 1	1	110,000	110,000	20,901	110,000	110,000	-
Flood Forecasting and Warning	Category 1	2	190,000	190,000	74,627	190,000	190,000	-
Water Control Structures	Category 1	3	1,500,000	1,500,000	1,248,475	1,500,000	3,500,000	2,000,000
Conservation Areas	Category 3	14	2,000,000	2,000,000	1,147,117	2,000,000	2,000,000	-
Information Systems	General Operating	16	290,000	459,000	(70,823)	394,000	454,000	60,000
Motor Pool	General Operating	16	14,000	415,000	(105,105)	415,000	415,000	-
Total Major Maintenance & Equipment Expenses			4,104,000	4,674,000	2,315,192	4,609,000	6,669,000	2,060,000
SPECIAL PROJECTS								
Flood Forecasting and Warning	Category 1	2	-	250,000	2,825	250,000	250,000	-
Conservation Lands Management	Category 1	5	-	100,000	27,366	100,000	100,000	-
Watershed Services	Category 2	8	800,000	1,095,000	654,532	1,095,000	1,103,500	8,500
Conservation Services	Category 3	10	40,000	185,000	166,909	195,000	195,000	-
Environmental Education	Category 3	11	-	500,000	383,784	1,000,000	1,000,000	-
Total Special Project Expenses			840,000	2,130,000	1,235,416	2,640,000	2,648,500	8,500
TOTAL EXPENSES			33,092,688	36,902,214	24,110,031	37,573,714	39,695,214	2,121,500
Gross Surplus/(Deficit)			(129,500)	(724,026)	7,121,602	182,474	847,474	665,000
Prior Year Surplus Carryforward			100,000	537,526	537,526	537,526	537,526	-
Net Funding FROM/(TO) Reserves			29,500	186,500	200,000	(506,500)	(1,171,500)	(665,000)
NET SURPLUS			-	-	7,859,128	213,500	213,500	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #1 - Watershed Management
for the period Ending August 31, 2024

Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
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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	1,013,900	884,000	575,658	766,000	766,000	-
Administration Expenses	197,000	197,000	97,603	197,000	197,000	-
Other Operating Expenses	65,100	65,100	12,517	65,100	22,100	(43,000)
Total OPERATING Expenditures	1,276,000	1,146,100	685,778	1,028,100	985,100	(43,000)
Instrumentation	60,000	60,000	5,841	60,000	60,000	-
Water Quality Monitoring Equipment	50,000	50,000	15,060	50,000	50,000	-
Total CAPITAL Expenditures	110,000	110,000	20,901	110,000	110,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,386,000	1,256,100	706,679	1,138,100	1,095,100	(43,000)

Funding

Municipal

Municipal Apportionment (levy)	1,273,500	1,143,600	758,400	1,143,600	1,143,600	-
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Government Grants

Other Provincial	37,500	37,500	49,024	37,500	37,500	-
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Funding From Reserves

Gauges	75,000	75,000	-	75,000	75,000	-
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TOTAL FUNDING	1,386,000	1,256,100	807,424	1,256,100	1,256,100	-
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Net Surplus/(Deficit)	-	-	100,745	118,000	161,000	43,000
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GRAND RIVER CONSERVATION AUTHORITY
P&S #2 - Flood Forecasting and Warning
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	551,000	567,000	367,855	667,000	667,000	-
Administration Expenses	236,000	236,000	218,014	236,000	236,000	-
Other Operating Expenses	108,000	108,000	105,293	108,000	108,000	-
Total OPERATING Expenditures	895,000	911,000	691,162	1,011,000	1,011,000	-
Hardware	88,000	88,000	64,375	88,000	88,000	-
Stream Gauges	102,000	102,000	10,252	102,000	102,000	-
Total CAPITAL Expenditures	190,000	190,000	74,627	190,000	190,000	-
Floodplain Mapping Projects		250,000	2,825	250,000	250,000	-
Total SPECIAL PROJECT Expenditures	-	250,000	2,825	250,000	250,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,085,000	1,351,000	768,614	1,451,000	1,451,000	-
<u>Funding</u>						
Municipal						
Municipal Apportionment (levy)	835,662	911,662	607,775	911,662	911,662	-
Government Grants						
MNR Transfer Payments	164,338	164,338	164,338	164,338	164,338	-
Other Provincial	-	-	276,421	-	-	-
Federal	-	-	1,740	-	-	-
Funding From Reserves						
Floodplain Mapping Projects & Gauges	25,000	275,000	-	275,000	275,000	-
Water Management Operating	60,000	-	-	-	-	-
TOTAL REVENUE	1,085,000	1,351,000	1,050,274	1,351,000	1,351,000	-
Net Surplus/(Deficit)	-	-	281,660	(100,000)	(100,000)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #3 - Water Control Structures
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	1,399,500	1,441,000	875,620	1,441,000	1,411,000	(30,000)
Administration Expenses	29,200	29,200	37,992	29,200	59,200	30,000
Insurance	199,000	143,000	144,749	145,000	145,000	-
Property Taxes	170,700	170,700	36,843	170,700	170,700	-
Other Operating Expenses	344,800	344,800	291,373	344,800	344,800	-
Total OPERATING Expenditures	2,143,200	2,128,700	1,386,577	2,130,700	2,130,700	-
Total CAPITAL Expenditures	1,500,000	1,500,000	1,248,475	1,500,000	3,500,000	2,000,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	3,643,200	3,628,700	2,635,052	3,630,700	5,630,700	2,000,000
<u>Funding</u>						
Municipal						
Municipal Apportionment (levy)	2,537,850	2,593,350	1,732,900	2,593,350	2,593,350	-
Government Grants						
MNR Transfer Payments	285,350	285,350	285,350	285,350	285,350	-
Provincial	700,000	700,000	293,000	700,000	1,700,000	1,000,000
Federal	-	-	-	-	-	-
Funding From Reserves						
Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000	-	50,000	50,000	-
Land Sale Proceeds Reserve	-	-	-	-	1,000,000	1,000,000
TOTAL REVENUE AND FUNDING FROM RESERVES	3,643,200	3,628,700	2,311,250	3,628,700	5,628,700	2,000,000
Net Surplus/(Deficit)	-	-	(323,802)	(2,000)	(2,000)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #4 - Resource Planning
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	2,275,200	2,403,000	1,374,287	2,303,000	2,303,000	-
Administration Expenses	221,900	221,900	245,821	221,900	221,900	-
Other Operating Expenses	54,700	54,700	132,342	219,700	219,700	-
Total OPERATING Expenditures	2,551,800	2,679,600	1,752,450	2,744,600	2,744,600	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,551,800	2,679,600	1,752,450	2,744,600	2,744,600	-
<u>Funding</u>						
Municipal						
Municipal Apportionment (levy)	1,362,800	1,685,600	1,123,733	1,685,600	1,685,600	-
Self Generated						
Solicitor Enquiry Fees	90,000	80,000	36,810	70,000	70,000	-
Permit Fees	500,000	470,000	306,858	400,000	400,000	-
Plan Review Fees	554,000	444,000	324,206	444,000	444,000	-
Funding from Reserves						
Water Management Operating Reserve	45,000	-	-	-	-	-
TOTAL REVENUE	2,551,800	2,679,600	1,791,607	2,599,600	2,599,600	-
Net Surplus/(Deficit)	-	-	39,157	(145,000)	(145,000)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #5 - Conservation Lands Management
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(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	1,110,608	1,723,000	1,723,000	-
Administration Expenses	165,100	165,100	131,982	165,100	165,100	-
Insurance	201,000	60,000	61,025	62,000	62,000	-
Property Taxes	285,200	305,200	75,377	305,200	305,200	-
Other Operating Expenses	513,600	528,600	346,513	528,600	571,600	43,000
Total OPERATING Expenditures	2,954,600	2,871,900	1,725,505	2,783,900	2,826,900	43,000
Total CAPITAL Expenditures						
Ecological Restoration		100,000	27,366	100,000	100,000	-
Total SPECIAL PROJECT Expenditures	-	100,000	27,366	100,000	100,000	-
Forestry/Master Plans/Transition	-	-	-	145,000	145,000	-
Land Sale Proceeds	-	-	-	-	1,750,000	1,750,000
Total FUNDING to RESERVES	-	-	-	145,000	1,895,000	1,750,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,954,600	2,971,900	1,752,871	3,028,900	4,821,900	1,793,000
Funding						
Municipal						
Municipal Apportionment (levy)	2,712,600	2,629,900	1,753,267	2,629,900	2,629,900	-
Municipal Other	-	-	-	-	-	-
Government Grants						
Provincial	-	-	25,625	-	-	-
Federal	-	-	4,303	-	-	-
Self Generated						
Timber Sales	15,000	15,000	158,750	160,000	160,000	-
Land Sale Proceeds	-	-	1,745,835	-	1,750,000	1,750,000
Donations - Foundation	27,000	127,000	15,053	127,000	127,000	-
Donations - Other	-	-	800	-	-	-
Funding From Reserves						
Land (Demolitions)	100,000	100,000	-	100,000	100,000	-
Transition Reserve (Staffing)	100,000	100,000	-	100,000	100,000	-
TOTAL REVENUE	2,954,600	2,971,900	3,703,633	3,116,900	4,866,900	1,750,000
Net Surplus/(Deficit)	-	-	1,950,762	88,000	45,000	(43,000)

GRAND RIVER CONSERVATION AUTHORITY
P&S #6 - Source Protection Program
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures</u>						
Compensation and Benefits	490,000	490,000	327,133	490,000	580,000	90,000
Administration Expenses	50,000	50,000	40,172	50,000	43,000	(7,000)
Other Operating Expenses	90,000	90,000	43,154	90,000	71,000	(19,000)
Water Budget - Technical Studies	10,000	204,000	168,313	204,000	168,000	(36,000)
TOTAL EXPENDITURES	640,000	834,000	578,772	834,000	862,000	28,000
<u>Funding</u>						
Government Grants						
Provincial	640,000	834,000	578,772	834,000	862,000	28,000
TOTAL FUNDING	640,000	834,000	578,772	834,000	862,000	28,000
Net Surplus/(Deficit)	-	-	-	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #7 General Operating Expense
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	2,327,500	2,441,000	1,546,395	2,468,000	2,468,000	-
Administration Expenses	370,000	460,000	357,149	460,000	460,000	-
Insurance	63,500	334,500	289,431	287,000	287,000	-
Other Operating Expenses	804,788	1,102,214	618,482	1,102,214	1,102,214	-
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)	(23,791)	(70,000)	(70,000)	-
Total OPERATING Expenditures	3,495,788	4,267,714	2,787,666	4,247,214	4,247,214	-
Interest Income	1,250,000	2,050,000	-	2,050,000	2,050,000	-
Personnel/Transition	-	-	-	60,000	60,000	-
Total FUNDING to RESERVES	1,250,000	2,050,000	-	2,110,000	2,110,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	4,745,788	6,317,714	2,787,666	6,357,214	6,357,214	-
<u>Funding</u>						
Municipal						
Municipal Apportionment (levy)	3,253,588	3,310,888	2,207,259	3,310,888	3,310,888	-
Self Generated						
Investment Income	1,350,000	2,200,000	1,228,020	2,200,000	2,200,000	-
Miscellaneous	-	-	61,141	60,000	60,000	-
Funding From Reserves						
Personnel	65,000	65,000	-	65,000	65,000	-
TOTAL REVENUE	4,668,588	5,575,888	3,496,420	5,635,888	5,635,888	-
Net Surplus/(Deficit)	(77,200)	(741,826)	708,754	(721,326)	(721,326)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #8 - Watershed Services - CAT 2
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	825,100	850,000	496,786	850,000	850,000	-
Administration Expenses	117,900	118,000	113,823	118,000	118,000	-
Other Operating Expenses	100,000	100,000	65,117	100,000	100,000	-
Total OPERATING Expenditures	1,043,000	1,068,000	675,726	1,068,000	1,068,000	-
Total CAPITAL Expenditures						
RWQP Grants	800,000	800,000	465,609	800,000	800,000	-
Waste Water Optimization Project	-	130,000	79,090	130,000	130,000	-
Nature Smart Climate Solutions	-	85,000	84,835	85,000	85,000	-
Upper Blair Subwatershed Study	-	80,000	24,998	80,000	80,000	-
Municipal Drain Studies	-	-	-	-	8,500	8,500
Total SPECIAL PROJECT Expenditures	800,000	1,095,000	654,532	1,095,000	1,103,500	8,500
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,843,000	2,163,000	1,330,258	2,163,000	2,171,500	8,500
<u>Funding</u>						
Municipal						
Memorandums of Understanding Apportionment	992,000	1,017,000	678,000	1,017,000	1,017,000	-
Municipal Other	850,000	930,000	957,170	930,000	930,000	-
Government Grants						
Other Provincial	-	130,000	151,788	130,000	130,000	-
Federal	-	85,000	84,834	85,000	93,500	8,500
Self Generated						
Donations - Foundation	-	-	-	-	-	-
Donations - Other	-	-	32,798	-	-	-
Miscellaneous	-	-	-	-	-	-
Funding From Reserves						
Cambridge Desiltation Pond	1,000	1,000	-	1,000	1,000	-
TOTAL REVENUE	1,843,000	2,163,000	1,904,590	2,163,000	2,171,500	8,500
Net Surplus/(Deficit)	-	-	574,332	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #9 Burford Tree Nursery & Planting Services
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	278,000	287,000	231,824	307,000	307,000	-
Administration Expenses	30,900	30,900	13,797	30,900	30,900	-
Other Operating Expenses	558,400	675,000	649,234	700,000	700,000	-
Total OPERATING Expenditures	867,300	992,900	894,855	1,037,900	1,037,900	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	867,300	992,900	894,855	1,037,900	1,037,900	-
<u>Funding</u>						
Self Generated						
Burford Nursery	400,000	450,000	467,037	550,000	550,000	-
Landowner Contributions (Tree Planting)	180,000	230,000	253,405	270,000	270,000	-
Donations - Foundation	-	-	3,250	-	-	-
TOTAL REVENUE	580,000	680,000	723,692	820,000	820,000	-
Net Surplus/(Deficit)	(287,300)	(312,900)	(171,163)	(217,900)	(217,900)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #10 - Conservation Services
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	26,000	27,000	7,107	27,000	27,000	-
Administration Expenses	33,200	33,200	3,677	33,200	33,200	-
Other Operating Expenses	22,000	22,000	757	22,000	22,000	-
Total OPERATING Expenditures	81,200	82,200	11,541	82,200	82,200	-
Total CAPITAL Expenditures						
Brant/Brantford Water Festival	-	45,000	38,658	45,000	45,000	-
Waterloo Wellington Children's Water Festival	-	-	3,041	10,000	10,000	-
Species at Risk	40,000	70,000	64,477	70,000	70,000	-
Mill Creek Rangers Program	-	35,000	26,863	35,000	35,000	-
Profit Mapping	-	35,000	29,101	35,000	35,000	-
Great Lakes Agricultural Stewardship Initiative	-	-	4,769	-	-	-
Total SPECIAL PROJECT Expenditures	40,000	185,000	166,909	195,000	195,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	121,200	267,200	178,450	277,200	277,200	-
<u>Funding</u>						
Municipal						
Municipal-Other	-	10,000	-	10,000	10,000	-
Government Grants						
Other Provincial	30,000	100,000	71,409	65,000	65,000	-
Federal	40,000	70,000	141,361	70,000	70,000	-
Self Generated						
Donations - Foundation	-	35,000	29,741	35,000	35,000	-
Donations - Other	-	-	15,000	35,000	35,000	-
Funding from Reserves						
Transition Reserve	-	-	-	10,000	10,000	-
TOTAL REVENUE	70,000	215,000	257,511	225,000	225,000	-
Net Surplus/(Deficit)	(51,200)	(52,200)	79,061	(52,200)	(52,200)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #11 - Outdoor Environmental Education
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation & Benefits	574,500	642,000	396,756	642,000	642,000	-
Administration Expenses	57,000	57,000	56,199	57,000	57,000	-
Other Operating Expenses	143,600	213,000	141,127	233,000	258,000	25,000
Total OPERATING Expenditures	775,100	912,000	594,082	932,000	957,000	25,000
Guelph Lake Nature Centre	-	500,000	383,784	1,000,000	1,000,000	-
Total SPECIAL PROJECT Expenditures	-	500,000	383,784	1,000,000	1,000,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	775,100	1,412,000	977,866	1,932,000	1,957,000	25,000
<u>Funding</u>						
Government Grants						
Provincial	-	-	412	-	-	-
Federal	-	-	-	-	-	-
Self Generated						
Donations - Foundation	-	500,000	232,598	1,010,000	1,010,000	-
Donations - Other	-	-	-	-	-	-
Nature Centre Revenue - Schools	500,000	600,000	369,202	600,000	600,000	-
Nature Centre Revenue - Community	-	-	1,329	-	-	-
Funding from Reserves						
Transition Reserve	275,100	312,000	-	312,000	312,000	-
Nature Centre Reserve	-	-	-	10,000	35,000	25,000
TOTAL REVENUE	775,100	1,412,000	603,541	1,932,000	1,957,000	25,000
Net Surplus/(Deficit)	-	-	(374,325)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #12 - Property Rentals
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
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How much does it cost, and who pays for it?

Expenditures and Funding to Reserves

Compensation and Benefits	456,000	470,000	233,086	420,000	420,000	-
Administration Expenses	37,500	37,500	46,826	37,500	37,500	-
Property Taxes	-	-	21,160	-	-	-
Other Operating Expenses	601,700	601,700	323,569	601,700	601,700	-
Total OPERATING Expenditures	1,095,200	1,109,200	624,641	1,059,200	1,059,200	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,095,200	1,109,200	624,641	1,059,200	1,059,200	-

Funding

Self Generated

Belwood	1,040,000	1,066,000	908,365	1,066,000	1,066,000	-
Conestogo	1,245,000	1,276,000	1,060,605	1,276,000	1,276,000	-
Agricultural	250,000	250,000	133,173	250,000	250,000	-
Residential	110,000	110,000	76,546	110,000	110,000	-
Miscellaneous	336,000	336,000	263,327	356,000	356,000	-
TOTAL REVENUE	2,981,000	3,038,000	2,442,016	3,058,000	3,058,000	-
Net Surplus/(Deficit)	1,885,800	1,928,800	1,817,375	1,998,800	1,998,800	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #13 - Hydro Production
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	70,000	70,000	46,376	70,000	70,000	-
Other Operating Expenses	25,500	25,500	38,980	65,500	65,500	-
Total OPERATING Expenditures	95,500	95,500	85,356	135,500	135,500	-
General Capital/Land Sale Proceeds	116,500	116,500	-	76,500	76,500	-
Total FUNDING to RESERVES	116,500	116,500	-	76,500	76,500	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	212,000	212,000	85,356	212,000	212,000	-
<u>Revenue</u>						
Self Generated						
Hydro Production-Belwood	265,000	265,000	227,874	265,000	265,000	-
Hydro Production-Conestogo	260,000	260,000	244,685	260,000	260,000	-
Hydro Production-Guelph	40,000	40,000	6,935	40,000	40,000	-
Hydro Production-Elora	15,000	15,000	-	15,000	15,000	-
TOTAL REVENUE	580,000	580,000	479,494	580,000	580,000	-
Net Surplus/(Deficit)	368,000	368,000	394,138	368,000	368,000	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #14 - Conservation Areas
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	5,033,000	5,774,000	4,053,000	5,774,000	5,774,000	-
Administration Expenses	215,000	220,000	209,250	220,000	220,000	-
Property Tax	65,000	65,000	10,959	65,000	65,000	-
Other Operating Expenses	3,724,000	3,723,000	3,081,322	4,023,000	4,023,000	-
Total OPERATING Expenditures	9,037,000	9,782,000	7,354,531	10,082,000	10,082,000	-
Total CAPITAL Expenditures	2,000,000	2,000,000	1,147,117	2,000,000	2,000,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	11,037,000	11,782,000	8,501,648	12,082,000	12,082,000	-
<u>Funding</u>						
Government Grants						
Federal	-	-	83,068	83,000	83,000	-
Self Generated						
Brant	1,100,000	1,175,000	1,321,135	1,305,000	1,305,000	-
Byng Island	1,000,000	1,100,000	1,090,626	1,200,000	1,200,000	-
Belwood Lake	400,000	375,000	374,710	390,000	390,000	-
Conestogo Lake	550,000	600,000	611,137	625,000	625,000	-
Elora Gorge	2,000,000	2,300,000	2,117,246	2,200,000	2,200,000	-
Elora Quarry	450,000	450,000	379,377	450,000	450,000	-
Guelph Lake	1,300,000	1,400,000	1,555,730	1,600,000	1,600,000	-
Laurel Creek	650,000	650,000	660,264	690,000	690,000	-
Pinehurst Lake	850,000	900,000	993,383	1,020,000	1,020,000	-
Rockwood	1,250,000	1,300,000	1,347,370	1,370,000	1,370,000	-
Shade's Mills	450,000	450,000	527,541	550,000	550,000	-
Total Fee Revenue	10,000,000	10,700,000	10,978,519	11,400,000	11,400,000	-
Other Areas Income	71,000	71,000	15,812	71,000	71,000	-
Funding From Reserves						
Gravel	1,000	1,000	-	1,000	1,000	-
Conservation Areas - Capital Projects	500,000	500,000	-	17,000	17,000	-
TOTAL REVENUE	10,501,000	11,201,000	11,077,399	11,501,000	11,501,000	-
Net Surplus/(Deficit)	(536,000)	(581,000)	2,575,751	(581,000)	(581,000)	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #15 - Administrative Support - CATEGORY 3
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	(draft Oct version)					
How much does it cost, and who pays for it?						
<u>Expenditures and Funding to Reserves</u>						
Compensation and Benefits	648,600	668,000	298,819	602,000	602,000	-
Administration Expenses	100,900	100,900	86,323	100,900	100,900	-
Insurance	208,500	208,500	207,894	205,500	205,500	-
Other Operating Expenses	240,000	240,000	117,745	240,000	240,000	-
LESS: Recovery of Corporate Services Expenses						
Total OPERATING Expenditures	1,198,000	1,217,400	710,781	1,148,400	1,148,400	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,198,000	1,217,400	710,781	1,148,400	1,148,400	-
<u>Funding</u>						
Self Generated						
Miscellaneous	-	-	4,422	-	-	-
TOTAL REVENUE	-	-	4,422	-	-	-
Net Surplus/(Deficit)	(1,198,000)	(1,217,400)	(706,359)	(1,148,400)	(1,148,400)	-

GRAND RIVER CONSERVATION AUTHORITY
Supplementary Information - Information Systems and Motor Pool
for the period Ending August 31, 2024

	Budget 2023	Budget 2024	YTD Actual	Previous Forecast	Current Forecast	Forecast Change
	<small>(draft Oct version)</small>					
How much does it cost, and who pays for it?						
<u>Expenditures</u>						
Information Systems						
Compensation and Benefits	1,290,000	1,329,000	776,120	1,264,000	1,264,000	-
Administrative Expenses	25,500	25,500	5,087	25,500	25,500	-
Software and Hardware Maintenance	187,500	187,500	141,354	187,500	187,500	-
Supplies and Services	54,000	54,000	35,188	54,000	54,000	-
Total OPERATING Expenditures	1,557,000	1,596,000	957,749	1,531,000	1,531,000	-
Capital Expenses	170,000	300,000	347,295	300,000	360,000	60,000
LESS Internal Charges	(1,437,000)	(1,437,000)	(1,375,867)	(1,437,000)	(1,437,000)	-
NET Unallocated Expenses	290,000	459,000	(70,823)	394,000	454,000	60,000
Motor Pool						
Compensation and Benefits	312,000	321,000	187,070	321,000	321,000	-
Administrative Expenses	26,000	26,000	16,290	26,000	26,000	-
Insurance	50,600	63,000	64,264	63,000	63,000	-
Motor Pool Building and Grounds Maintenance	10,400	10,000	9,990	10,000	10,000	-
Equipment, Repairs and Supplies	286,000	336,000	300,872	336,000	336,000	-
Fuel	254,000	284,000	164,296	284,000	284,000	-
Total OPERATING Expenditures	939,000	1,040,000	742,782	1,040,000	1,040,000	-
Capital Expenses	375,000	675,000	476,982	675,000	675,000	-
LESS Internal Charges	(1,300,000)	(1,300,000)	(1,324,869)	(1,300,000)	(1,300,000)	-
NET Unallocated Expenses	14,000	415,000	(105,105)	415,000	415,000	-
TOTAL EXPENDITURES	304,000	874,000	(175,928)	809,000	869,000	60,000
Gross Surplus (Deficit)	(304,000)	(874,000)	175,928	(809,000)	(869,000)	(60,000)
Funding From Reserves	3,041,000	3,611,000	-	3,546,000	3,606,000	60,000
Funding to Reserves	(2,737,000)	(2,737,000)	-	(2,737,000)	(2,737,000)	-
Net Surplus/(Deficit)	-	-	175,928	-	-	-

Grand River Conservation Authority

Report number: GM-09-24-79

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: 2024 Road Site Preparation and Surface Treatment Contract Increase

Recommendation:

THAT the Grand River Conservation Authority increase the Cornell Construction contract value by \$130,357.00 for the 2024 Road Site Preparation and Surface Treatment to align with the completed essential road repairs on GRCA properties throughout the watershed.

Summary:

Not applicable

Report:

The Grand River Conservation Authority (GRCA) constructs and maintains approximately 146 kilometers of paved roadways and 11.6 hectares of paved parking lots. Conservation Area roads and cottage lot roads are heavily used during the operating season and it is necessary to ensure that these roads are maintained to provide safe driving surfaces for GRCA patrons.

GRCA roads are maintained to provide an appropriate driving surface in keeping with the nature of the areas that the roads serve. Each year deteriorated portions of roadway are built up, leveled, and compacted. This work is completed using either in-house resources or through the use of external contractors. Build-up for the Conservation Area roads was included in the tender, along with surface treatment for Conservation Area and Cottage Lot Roads. Once the road base has been prepared the road is resurfaced using a combination of emulsified asphalt and aggregate to form a paved surface. Application of this surfacing material requires specialized equipment and there are very few companies that specialize in this type of work.

The General Membership approved \$550,000.00 excluding HST of road repairs to Cornell Construction at the March 2024 meeting based on the estimated quantity of road repairs required.

Cornell completed the required road repairs from April to June 2024 at 9 different GRCA sites throughout the watershed. After quantifying the actual amount of road repairs completed the total actual cost was \$680,357.00 using the approved unit rates. This results in a contract increase of \$130,357.00.

GRCA staff have reviewed the actual quantities from Cornell Construction and agree with the total amount of repairs completed to adequately maintain the GRCA roads in 2024. Initial estimates completed in the fall of 2023 underestimated the amount of build-up materials required to adequately prepare the roads in 2024.

Going forward, staff aim to improve our annual road repair estimates to account for the increased traffic that sites are experiencing throughout the year, account for various seasonal freeze/thaw cycles, increase the internal contract contingency to account for unanticipated road repairs and strive to improve monitoring of ongoing road repair expenses.

Financial Implications:

Funding for road resurfacing is included in both the Conservation Area and Property Rentals (Cottage Lot Program) budgets. These programs are classified as Category 3 programs (i.e. municipal apportionment funding is not used) which are funded with self-generated program revenue. The \$680,357.00 contract amount is within the amount budgeted for the Cottage Lot Program and a forecast adjustment was made to the Conservation Area Program budget.

Other Department Considerations:

Not applicable

Prepared by:

Paul Lucier
Supervisor of Maintenance and Operations

Brandon Heyer
Manager of Central Services

Approved by:

Karen Armstrong
Deputy CAO, Secretary-Treasurer

Grand River Conservation Authority

Report number: GM-09-24-81

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Planning and Regulations Fees Cost Recovery Targets

Recommendation:

THAT staff be directed to implement a cost recovery target of 65% for Regulations fees;

AND THAT staff be directed to implement a cost recovery target of 100% for Plan Review fees.

Summary:

As per the 'Policy: Minister's list of classes of programs and services in respect of which conservation authorities (CAs) may charge a fee', fees for permitting and planning services should be developed to recover but not exceed the costs associated with administering and delivering the services on a program basis. Each authority can decide the proportion of costs recovered by a user fee versus other sources such as municipal apportionment (general levy).

Staff recommend the following cost recovery targets be realized through user fees:

- cost recovery target of 65% for Regulations fees (permits and inquiries)
- cost recovery targets of 100% for Plan Review fees (Planning Act and Aggregate Act applications)

The balance of the Planning and Regulations program and services is funded through municipal apportionment. This support is vital to the delivery of this mandatory program that provides a watershed benefit.

Report:

The Planning and Regulations program is a mandatory service that provides a watershed benefit by regulating development and undertaking review of applications/proposals in and near natural hazards to reduce the risk of loss of life and minimize property damage. The program includes proactive planning (plan input and policy advice, environmental assessments etc.), review of planning and other applications, as well as the permit process, public inquiries, title clearances and compliance.

As per the 'Policy: Minister's list of classes of programs and services in respect of which conservation authorities (CAs) may charge a fee', fees for planning and permitting services should be developed to recover but not exceed the costs associated with administering and delivering the services on a program basis. Each authority can decide the proportion of costs recovered by a user fee versus other sources such as municipal apportionment (general levy).

Report GM-12-23-101 was presented to the General Membership on December 15, 2023. The report proposed changes for 2024 permit and planning fees, taking into consideration the recommendations of a Program Rates and User Fee Review (User Fee Review) completed by Watson and Associates Economists Ltd. (Watson). The consultant assessed the full cost for certain planning services and permitting activities and provided recommendations considering cost recovery, affordability of fees, and comparison with municipal and fee schedules of other Conservation Authorities.

On December 13, 2023, a Minister's Direction to freeze fees from January 1, 2023 to December 31, 2023 was extended to December 31, 2024. The Grand River Conservation Authority had approved fee changes for 2023 prior to the effective date (Report GM-12-22-98), therefore the fee freeze only impacted 2024 and the proposed fee changes were not able to be implemented. At this time, it is unknown if the Minister's Direction will be extended again.

If Conservation Authorities are permitted to make fee changes, staff are seeking approval of the user fee cost recovery targets as outlined last year. This direction will be used to inform a proposed Planning and Regulations fee schedule for 2025, which will be considered at a future General Membership meeting.

2024 Fee review

As outlined in Report GM-12-23-101, based on the analysis undertaken by Watson across all permitting and planning activities, user fees collected recovered 61% of the total annual cost of processing. More specifically, for permits (and inquiries) the cost recovery was 66% and for certain planning services (Planning Act, Aggregate Act, Drainage Act and Environmental Assessments) it was 56%. The balance of program costs is funded through apportionment (general levy).

Historically, the cost recovery target for permits has been 50%. Last year, staff recommended that the cost recovery target of approximately 65% that was being achieved for permits (including inquiries) should be maintained. It was therefore proposed that a cost-of-living increase of 3% (rounded to the nearest \$5.00) be implemented, except in limited cases.

Historically, the cost recovery target for plan review has been 100%. Last year, staff recommended this cost recovery target for Planning Act and Aggregate Act applications. To achieve this, it was proposed to phase-in increased fees for Planning Act applications as per the User Fee Review with an annual cost-of-living increase. No increases for Aggregate applications were proposed as the fees were already in line with the consultant recommendations. A new fee category was proposed for the review of applications within the Niagara Escarpment Plan boundary circulated by the Niagara Escarpment Commission. The proposed increases were expected to achieve 98% cost recovery for plan review (Planning Act and Aggregate Act applications), while continuing to fund other planning services such as Environmental Assessments and Drainage Act applications and plan input through apportionment.

Staff Recommendation

Staff recommend the following cost recovery targets be realized through user fees as proposed in 2024:

- cost recovery target of 65% for Regulations fees (permits and inquiries)
- cost recovery targets of 100% for Plan Review fees (Planning Act and Aggregate Act applications)

The Planning and Regulations program would continue to be funded through user fees along with the allocation of municipal apportionment (general levy). The program provides a watershed benefit by regulating development and undertaking review of applications/proposals in and near natural hazards to reduce the risk of loss of life and minimize property damage. Historically, in recognition of this benefit, permit fees were not intended to achieve full cost recovery. The apportionment funding support for permit fees facilitates a fee structure which may otherwise be a deterrent to seek permission if full cost recovery was the objective and the fees were higher. It is important to highlight that in the User Fee Review, it is noted that permitting program costs associated with enforcement and violations are largely unrecoverable through user fees, therefore 100% cost recovery for the Regulations program is not achievable.

Municipal apportionment also provides a stable funding source, given the variation of applications in any given year based on current and potential future legislative and regulatory changes as well as fluctuations in market conditions. Legislative changes have occurred which reduced areas that are regulated by CAs. Amendments to the CA Act were also made but not proclaimed that may exempt the requirement for a permit if the activity is authorized under the *Planning Act*. A new regulation would prescribe the activities, areas of municipalities or type of authorizations under the *Planning Act* to enable this exemption, which has the potential to further reduce the number of permits received if this exemption is enabled within the Grand River watershed. While the total permit revenue has been on a downward trend since 2022, direct and indirect costs increase every year. Of note, best practices regarding timelines for determining completeness of an application and making a decision on a permit application are now legislative timelines. In combination with other legislative timelines, as well as internal service delivery targets, a stable funding source for staffing to deliver planning and regulations services is needed.

Continued partial funding for planning services enables staff to provide input to initiatives of municipalities in the watershed without charging a fee per project/circulation. These initiatives may include Environmental Assessments, Drainage Act applications, municipal plans and policies such as Official Plan and Comprehensive Zoning By-law documents, Secondary/Block/Community Plans, review of planning amendments initiated by municipalities, as well as policy and technical support at appeal hearings.

Apportionment funding also provides support for review of provincial policy and technical initiatives related to natural hazards, enforcement and compliance responsibilities as well as responding to most general inquiries from watershed residents related to permit regulations, planning processes and approval requirements.

Comparison to Other Conservation Authorities

At the December 2023 Board meeting, questions were raised regarding the cost recovery targets and fees of other Conservation Authorities (CAs). Appendix A illustrates the cost recovery targets of neighbouring Conservation Authorities as well as Central Lake Ontario CA, Lake Simcoe CA and Toronto and Region CA. It is important to note that these are targets which may not yet be achieved for several reasons, including the fee freeze, and actual cost recovery from user fees will vary in any given year depending on factors such as staff vacancies and the number and complexity of applications/inquiries received.

Fees amongst the CAs vary significantly, reflective of cost recovery targets and direct and indirect costs of delivering the planning and regulations programs at each individual CA.

The User Fee Review undertaken by Watson reviewed GRCA proposed fees to ensure they were within the range of other CAs as well as municipal fees.

Alternative Cost Recovery Options

At the December 2023 Board meeting, questions were raised regarding implications of seeking further cost recovery through user fees. This was contemplated in the User Fee Review, and if the report recommendations were fully implemented for Regulations fees (permits and inquiries), it is expected that approximately 90% cost recovery would be achieved. Appendix B shows potential fee increases based on the User Fee Review and a 90% cost recovery target compared to maintaining a 65% cost recovery target. The table is for comparative purposes, and a more detailed review of the fee schedule would be undertaken if direction was provided to implement a 90% cost recovery target.

For planning services, the User Fee Review contemplated the introduction of new fees for other planning services. The following fees could be introduced for the review of Environmental

Assessments and Drainage Act applications to achieve further cost recovery; \$5000 for a Class B EA, \$6400 for a Class C E and \$2200 for an application under the Drainage Act.

Financial Implications:

The draft 2025 budget will be updated to incorporate the fees approved by the General Membership in a future meeting.

Other Department Considerations:

Staff from other departments that are involved in permitting and planning are accounted for in the direct and indirect costs.

Prepared by:

Beth Brown
Manager of Planning and Regulations Services

Approved by:

Samantha Lawson
Chief Administrative Officer

Appendix A: Examples of Conservation Authority Cost Recovery Targets through User Fees

Conservation Authority (CA)	Permit Fees	Plan Review Fees
Central Lake Ontario CA	100%	100%
Conservation Halton	100%	100%
Grand River CA	65% (proposed)	100% (proposed)
Grey Sauble Conservation	100%	100%
Hamilton CA	80%	100%
Lake Simcoe Region CA	100%	100%
Long Point CA	100%	100%
Maitland Valley CA	100% direct costs	No specified target
Niagara Peninsula CA	100%	100%
Nottawasaga CA	85%	80%
Saugeen Valley CA	70%	100%
Toronto Region CA	100%	100%
Upper Thames CA *review planned	50%	50%

Notes –

Planned/approved fee increases may not yet be implemented

Planning Services/Plan Review charged a user fee vary amongst CAs

APPENDIX B

Table 1: Comparison of Regulations Fees based on 65% and 90% user fee recovery targets

Permit Fee Schedule	Current Fee (65% Cost Recovery)	User Fee Review (90% Cost Recovery)	Increase From 65% to 90% cost recovery
Minor: Low risk of impact on regulated features. No technical reports required			
Fee for Development Applications	\$465	\$500	8%
Fee for Alterations or Interference with Wetlands, Shorelines and Watercourses Applications	\$465	\$500	8%
Standard: Moderate risk and/or potential impact on regulated features. Detailed report/plans, and/or site visit required			
Fee for Development Applications	\$675	\$1,500	122%
Fee for Alterations or Interference with Wetlands, Shorelines and Watercourses Applications	\$1,185	\$1,500	27%
Major: Requires one or more reports (Environmental Impact Study, Hydraulic Analysis, Stormwater Management, Geotechnical, etc.)			
Fee for Development Applications	\$10,230	\$10,230	0%
Fee for Alterations or Interference with Wetlands, Shorelines and Watercourses Applications	\$6,710	\$10,230	52%
Culvert/Bridge replacement			
All other applications	\$10,230	\$10,230	0%
Large Fill : over 1,000m ³	\$10,230 plus \$0.50/m ³	\$10,230 plus \$0.50/m ³	0%
Works initiated prior to GRCA approval	2 times the fee for the category		
Rural Water Quality Programs or GRCA projects	\$90	\$200	122%
Expired Permit	\$90	\$200	122%
Plans amended to an approved permit	\$90	\$200	122%

Table 2: Inquiry Schedule

Inquiry Schedule			
Title Clearance, Real Estate and other Inquiry Fee (per request/per property)	\$255	\$400	57%

Grand River Conservation Authority

Report number: GM-09-24-74

Date: September 27, 2024

To: General Membership of the Grand River Conservation Authority

Subject: ERO Posting 019-8462 Decision - Updated Provincial Planning Statement

Recommendation:

THAT Report Number GM-09-24-74 ERO Posting 019-8462 Decision - Updated Provincial Planning Statement be received as information.

Summary:

On August 20, 2024, following public consultation on the Environmental Registry of Ontario (ERO), the province released the final version of the updated Provincial Planning Statement, which will come into effect on October 20, 2024. This document will replace the current Provincial Policy Statement (PPS) and Growth Plan for the Greater Golden Horseshoe. The goal of the new document is to support growth by reducing and streamlining planning rules, simplifying development approvals, and removing duplication in the planning process.

Through Reports GM-04-24-33 and GM-05-24-24, GRCA submitted comments on previous ERO postings to the province requesting:

That the province includes a requirement for watershed/subwatershed planning to support all settlement area boundary expansions, secondary planning and other large-scale planning projects (i.e., planning for potable water, stormwater, and wastewater systems).

The new PPS does not include a specific policy that requires watershed/subwatershed planning to support all large-scale planning projects and initiatives. However, large and fast-growing municipalities are required to, and others encouraged to undertake watershed/subwatershed planning for planning for sewage, water services and stormwater, water quantity and quality.

Report:

On April 12, 2024, the Ministry of Municipal Affairs and Housing (MMAH) released an updated proposed PPS on the ERO (ERO Posting 019-8462) titled “Review of proposed policies for a new provincial planning policy instrument”. The posting incorporated feedback received through previous consultations completed in spring 2023 and outlined the province’s plan to integrate the PPS and A Place to Grow: Growth Plan for the Greater Golden Horseshoe into a single province-wide land use planning policy document.

The GRCA provided comments during the initial consultation in 2023 as outlined in Report GM-05-23-43. Our comments focused on several items such as recognizing the importance of natural heritage and water resource features (i.e., wetlands and watercourses) and systems, clarifying the roles of municipalities and conservation authorities in the identification and management of natural hazards, and requiring watershed/subwatershed planning for large-scale planning initiatives such as settlement area boundary expansions and secondary plans.

In the April 2024 version, as noted in GM-05-24-24, GRCA’s comments on natural heritage and the clarification of roles in natural hazard management were generally addressed. However, the past recommendation to require watershed/subwatershed planning for large-scale planning initiatives such as secondary plans and settlement area boundary expansions was not incorporated.

On August 20, 2024, the final version of the Provincial Planning Statement was released and takes effect on October 20, 2024. The document includes some changes which are in line with GRCA's past recommendations such as a requirement to recognize natural heritage and water resource systems and features. However, the recommendation that watershed/subwatershed planning be required for large-scale development planning such as settlement area boundary expansions was not incorporated.

At a high level, the new PPS recognizes the importance of identifying and sustaining water resource systems and minimizing impacts. It requires municipalities to consider cumulative impacts of stormwater from development on a watershed scale (Policy 3.6.8g). For integrated and long-term planning, municipalities must use the watershed as the scale for protecting, improving or restoring the quality and quantity of water (Policy 4.2.1a).

Large and fast-growing municipalities (as identified in Schedule 1 of the document) are required to, and others encouraged to undertake watershed planning to inform planning for sewage and water services and stormwater management, including low impact development, and the protection, improvement or restoration of the quality and quantity of water (Policy 4.2.3).

All municipalities undertaking watershed planning are encouraged to collaborate with conservation authorities (Policy 4.2.5) and the upper-tier municipality (Policy 4.2.4) where applicable.

As noted above, the recommendation to require watershed/subwatershed planning for new settlement areas or settlement area boundary expansions was not incorporated in the new PPS. Municipal comprehensive reviews of official plans are no longer required. As such, municipalities can now consider new settlement areas or settlement area boundary expansions at any time and the tests for considering settlement area expansion are less stringent than before. Therefore, it will be particularly important for watershed municipalities to consider the value of subwatershed planning in planning for future growth.

Subwatershed planning is an important tool used to identify the most appropriate areas for new growth, including assessing alternative areas that avoid water resource and natural heritage systems as well as natural hazard areas that may be unsafe for development. This proactive approach to planning ultimately streamlines the development review process when Planning Act applications are submitted to municipalities. The result is a more seamless and less costly development application review process for applicants, municipalities and commenting agencies.

GRCA staff will continue to assist our watershed municipalities in recognizing the importance of subwatershed planning through ongoing plan input and through our Category 2 program and services, which includes subwatershed services as per established Memorandums of Understanding.

Financial Implications:

Not applicable.

Other Department Considerations:

Staff from Water Resources were consulted in the preparation of this report.

Prepared by:

Melissa Larion
Supervisor of Planning and Regulations

Beth Brown
Manager of Planning and Regulations Services

Approved by:

Samantha Lawson
Chief Administrative Officer

Grand River Conservation Authority

Report number: GM-09-24-76

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Speed River Hydrologic Model Development Contract Award – Matrix Solutions Inc.

Recommendation:

THAT the Grand River Conservation Authority accept the bid from Matrix Solutions Inc. to carry out the Speed River Hydrologic Model Development at a cost of \$109,664 (excluding HST);

AND THAT a contingency of 10% be included in the overall project budget for a total project budget of \$120,630 (excluding HST).

Summary:

The GRCA plans to update the Hydrologic Model for the Speed River subwatershed (the Project). This Project involves development of a hydrologic model using the latest version of the US Army Corps of Engineers HEC-HMS software.

Staff developed a Request for Proposals (RFP) for the Project and posted on the Biddingo government contract portal. A total of 25 firms picked up the bid documents, with 9 complete proposals received.

The proposals were evaluated using weighted criteria including: Company and Project Team Qualifications and Relevant Experience, Project Understanding, Approach and methods, Schedule and Work Plan, and Cost and Value.

The proposal by Matrix Solutions Inc. at a cost \$109,664 is recommended to carry out this project.

Report:

Following the 2023 update of the hydraulic model for the Speed River, GRCA identified a need to update the 1988 hydrology study for the Speed River. The 1988 study carried out by Ecologistics Ltd. was comprehensive and innovative for the time as it was the first application of the Guelph All-Weather Sequential-Events Runoff (GAWSER) Model for estimating regional flood flows for the purpose of floodplain mapping.

Changes in land use and land cover over more than 35 years, rapid expansion of urban areas in Guelph and Cambridge, advances in hydrologic modelling tools and improved GIS datasets for model input are some of the factors driving the need to update the hydrology for the Speed River.

The Project involves building an updated hydrologic model using the most current version of the US Army Corps of Engineers' HEC-HMS software. This software is available free of charge, is being continuously improved and is very widely used in the US, Canada and around the world. The model will incorporate new or updated GIS layers including topography based on LiDAR (OMAFRA, 2018), updated land cover/land use information and data from the National Soils Database, Detailed Soil Survey.

The primary components of the Study include:

- Review of background information,

- Develop a hydrologic model including processing available GIS data to parameterize the model,
- Model calibration and validation using at least 6 storm events for calibration and another 6 storm events for validation,
- Run the model to determine peak flows at several locations of interest under Regulatory Storm conditions as well as 2- to 100-year frequency storms. The impact of Guelph Dam operations will be taken into account for points of interest downstream of the dam.
- Documentation and final report preparation

Staff developed a Request for Proposals (RFP) for the Project and posted on the Bidding government contract portal. A total of 25 firms picked up the bid documents, with 9 proposals received.

A committee consisting of the Deputy CAO, Manager of Flood Operations, the Senior Engineer – Flood Management (the Project Manager) participated in the proposal evaluations. The proposals were evaluated using weighted criteria including: Company and Project Team Qualifications and Relevant Experience, Project Understanding, Approach and methods, Schedule and Work Plan, and Cost and Value.

The ranked order of the evaluation and proposal costs (excl. HST) are as follows:

1. Matrix Solutions Inc
2. Stantec Consulting Ltd.
3. WSP Canada Inc.
4. Innovative Defensive Options Inc.
5. AECOM Canada Ltd.
6. Water's Edge Environmental Solutions Team
7. KGS Group
8. MPE A Division of Englobe Corp.
9. BluMetric Environmental Inc

There was significant variability in the estimated level of effort to conduct this project identified by consultants in their proposals, which resulted in significant differences in the proposal costs. Through the RFP evaluation process, based on GRCA staff professional experience and technical expertise, the consultants' direct previous experience with projects of similar scale and scope and complexity had a large impact in the overall scoring and subsequent ranking.

Matrix's proposal received the highest ranking in the evaluation and is recommended as the preferred consultant to carry out the Project. Strengths of the proposal and consultant include:

- Relevant recent similar projects carried out with similar levels of scope and complexity including recent hydrology study for Long Point Region,
- Project team with considerable local and national experience on project aspects and sufficient depth to improve efficiencies and ability to bring in other experienced staff, if any potential issues arise, e.g. proposed project team changes due to staff mobility,
- Strong, well-considered proposal which included excellent detail and insight into project approach and methodology, and understanding of project scope,
- Strong project management capability demonstrated on past GRCA and other CA projects,
- Appropriate estimation of the effort required to conduct the project, estimate of effort was consistent with expected level of effort estimated by staff,
- Costs met anticipated project budget and includes managed balance of senior staff,
- Demonstrated ability to work with GRCA staff.

The selection made by the committee represents its opinion at the current time for the recommended consultant providing the best overall value and approach to the project and ability to carry out the work.

The overall budget for the project is recommended to include consultant fees plus 10% contingency of \$10,966 to be applied for potential additional work such as meetings, additional analysis, or other incidentals that may be incurred. The overall recommended project budget is \$120,630 (excluding HST).

Financial Implications:

This project is included in the 2024 budget as part of \$250,000 Flood Forecasting and Warning special project budget (financial forecast report P&S #2) and is being funded by land sale proceeds reserve.

Other Department Considerations:

Corporate Services staff were consulted

Prepared by:

Mark Anderson, P. Eng.
Senior Engineer- Flood Management

Approved by:

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

Grand River Conservation Authority

Report number: GM-09-24-82

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Grand River Conservation Authority Reservoir Operations Policy

Recommendation:

THAT the Grand River Conservation Authority Reservoir Operations Policy be approved.

Summary:

Not Applicable

Report:

Under the *Conservation Authorities Act* and *Ontario Regulation 686/21*, the Grand River Conservation Authority (GRCA) is required to have a Reservoir Operation Policy. The GRCA manages seven medium to large multipurpose reservoirs, balancing flood management and attenuation throughout the year while also augmenting downstream watercourses during low-flow periods.

After the severe flooding of May 1974 there was a Royal Commission Inquiry into this event. Resulting from this Inquiry, a committee of representatives from the Ontario Ministry of Natural Resources, the Ontario Ministry of the Environment and the Grand River Conservation Authority developed the first set of rules and policies for reservoir operations, which were adopted and implemented by GRCA in 1978. Since 1978, the reservoir operations policy has been subject to several reviews and updates. A significant update to reservoir operating policies and procedures was completed and approved by the GRCA in February 2004. The 2004 operating policy was based on a comprehensive review of reservoir operating practices, previous operating policies, technical studies and assumptions. These technical studies included floodplain mapping, identification and inclusion of downstream constraints, and water supply requirements for communities downstream of the reservoirs.

The reservoir operational rule curves currently used are based on the revision completed as part of the policy (2004) update. As part of the 2024 review and to account for potential impacts of climate change on reservoir operations, an analysis has been conducted on the total precipitation recorded at climate stations at major dams as well as total inflow to major reservoirs. The results of this assessment indicate that no significant revisions to current reservoir operations are needed, and reservoir operational targets developed to provide a balance between flood management and water supply for downstream reaches can be sufficiently met based on observed total precipitation and reservoir inflows.

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

Grand River Conservation Authority Reservoir Operations Policy



Approval Date: September 27, 2024

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1.0 INTRODUCTION

Under Ontario's Conservation Authorities Act and Regulation 686/21, the Grand River Conservation Authority (GRCA) is mandated to update its Reservoir Operation Policy, approved on February 2004 by GRCA board of directors (Report No. P-02-04-13, resolution No. 19-04). The GRCA manages seven medium to large multipurpose reservoirs (Figure 1), balancing flood management and attenuation throughout the year while also augmenting downstream watercourses during low-flow periods. In addition to flood management, pollution abatement and water supply, these reservoirs serve additional roles including hydroelectric power generation and recreational opportunities for the public. These seven large dams are listed below:

1. Shand Dam on the Grand River
2. Conestogo Dam on Conestogo River
3. Guelph Dam on Speed River
4. Luther Dam on Luther Marsh
5. Woolwich Dam on Canagagigue Creek
6. Laurel Dam on Laurel Creek
7. Shade's Mills Dam on Mill Creek

Beyond the seven reservoirs listed in the above, GRCA operates an additional 21 small dams. These small dams are not part of this operating policy. The other 20 dams are generally run-of-the river dams or earthen embankment dams with small head ponds. Although the smaller dams do not serve a water management function, they are important community features. One exception regarding the 21 smaller

dams is Damascus dam, although not included in the list of seven large dams, Damascus dam does provide low flow augmentation to Conestogo Dam over the summer portion of the year. The rule curve for Damascus dam is included in this report given it has a low flow augmentation objective.

Runoff generated from late winter and early spring rainfall, along with snowmelt during the spring freshet, is crucial for filling the large reservoirs each spring. These reservoirs store water that is essential throughout the year, particularly in summer and fall, Supplementing the drinking water supplies for The Region of Waterloo and Six Nations of the Grand River and all of the drinking water supply for, the City of Brantford. Flow augmentation to the river water is necessary to dilute effluents from sewage treatment plant discharges into the river, especially during summer to maintain the river's ecological functions.

Insufficient spring filling of reservoirs could lead to water shortages for communities relying on the Grand River for municipal water supply and the risk of the river drying up in summer, compromising sewage dilution in reaches downstream of these reservoirs. On the other hand, early spring reservoir filling reduces their flood management capacity, raising the risk of severe flooding during heavy rains or rapid snowmelt.

Given these conflicting objectives of flood management, pollution abatement and water supply, the Grand River Conservation Authority has established reservoir operating policies using specific rule curves for its seven multi-purpose reservoirs. These rule curves aim to balance the dual needs and conflicting objectives of flood management and maintaining adequate minimum river flows downstream of these reservoirs.

2.0 HISTORY OF EXISTING RESERVOIR RULE CURVES AND OPERATING POLICY

The Grand River Watershed has been subject to many studies over the past decades which all have played a role in shaping the current operational policies. These studies date back to 1930s and started with the 1932 Finlayson Report commissioned by the Minister of Lands and Forests of Ontario followed by the 1939 H.G. Acres report to the Grand River Conservation Commission. These reports were then followed by 11 other studies from 1939 until 1971, as presented in Appendix A-Table A1. Reports listed in Table A1 cover a period of time in the evolution of the reservoir system in the Grand River which cover the reservoir planning and construction. This concluded with recommendations to build the Woolwich and Guelph Dams in the 1972 treasury board report and the construction of Guelph and Woolwich Dams. Guelph was the final large reservoir built in the watershed; it began operation in 1976. Woolwich Dam went into operation in 1974.

Subsequent to the severe flooding of May 1974 in the Grand River Watershed and the Royal Commission Inquiry into this event, a committee of representatives from the Ontario Ministry of Natural Resources, the Ontario Ministry of the Environment and the Grand River Conservation Authority followed the recommendations for the Royal Commission inquiry and developed the first set of rules and policies for reservoir operations which were adopted and implemented by GRCA in 1978. The initial 1978 rules and policies were further refined by the Grand River Basin Management Study.

Recommendations from the Provincial Inquiry into the 1974 flood trigger a shift from reservoir planning to reviewing the need and justification for any additional reservoirs and the optimization and clarification of objectives for existing reservoirs. The Provincial Inquiry into the 1974 flood made 21

recommendations. The first five recommendations resulted in the review of existing and proposed GRCA reservoirs, the reservoir operating policy and a comprehensive review of water management in the Grand River watershed. These recommendations resulted in an Environmental Assessment of Water Control Structures in the Grand River watershed (1976-1979) and a Basin Management Study by the Ontario Ministry of the Environment (MOE) (1978-1981). Technical work completed as part of the MOE basin management study firmed up operating objectives for the existing reservoirs and resulted in an updated operating policy and rule curves for the large dams.

The operational rules and policies have been subject to several reviews and updates, as outlined in Appendix A-Table A2. A brief overview of the updates to the operational policies are provided below.

The Grand River Basin Management Study, led by Ontario Ministry of Environment and published in 1982 provided the first major revisions to the reservoir operating policy through completion of reservoir yield modeling with the objective of refining low flow operating targets for major reservoirs. These targets have been designed to be met with a 95% reliability and remain in use today. The updated operating policy and rule curves were implemented in 1984.

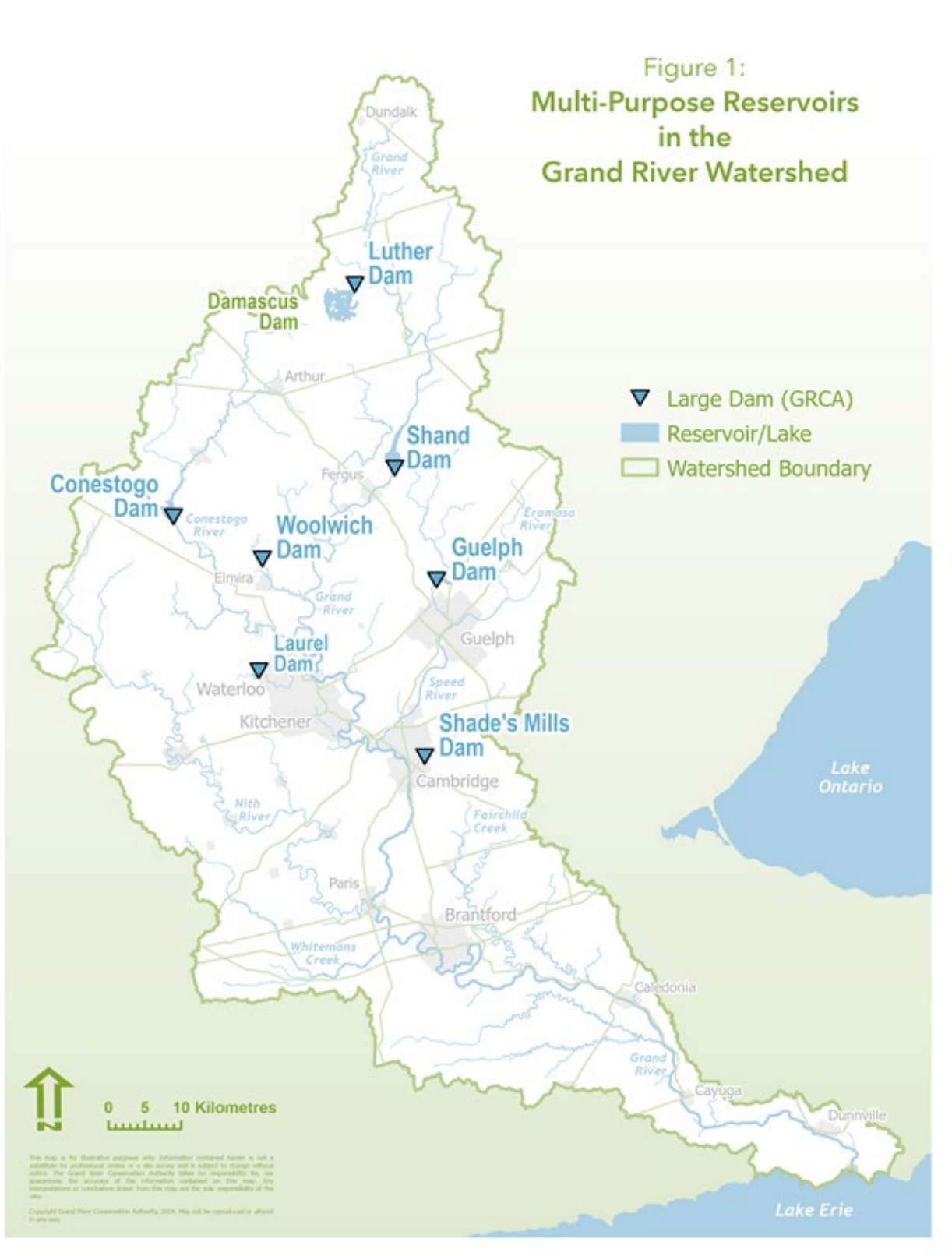
Over the years, several updates and revisions were made for individual reservoirs. In 1986, operational changes were implemented for Shand Dam to address ice jams at West Montrose.

In 1988, the reservoir operating policy for Guelph Dam was revised by raising the upper rule curve for the period from May 1 to August 1, which increased the reservoir's operating level to provide additional water for flow augmentation along the Speed River.

In 1988 and 1989 operating policies and rule curves were updated for Luther Dam following an internal water management study of Luther Dam and the completion of the Luther Marsh Management Plan. A reservoir yield model was created for Luther Dam and used to establish rule curves and operating procedures for Luther dam and low flow operating targets in the Grand River through the Town of Grand Valley. Low flow targets for the summer flow period were designed to have 95% reliability the same as the low flow targets downstream of the three large reservoirs analyzed in the 1982 Basin management plan. A valve was implemented at Luther Dam in 1989 to allow more precise efficient management of water from that dam. Reservoir rule curves at Luther Dam also reflect environmental considerations related to the management of Luther Marsh.

In the late 1990's, 1997 through 1999, severe drought conditions were observed across the Grand River watershed. Based on experience from these low water years, reservoir operations were adapted in the late fall and winter operating periods of the year to allow for some additional water in storage to improve reliability of reservoir filling and to provide additional water for winter flow augmentation.

Figure 1: Multi-Purpose Reservoirs in Grand River Watershed



It is important to note that earlier in the 1990's due to the aging of the dam infrastructure, dam safety became a primary focus of reservoir asset management. Dam safety reviews were completed for Shand Dam in 1993 and Conestogo Dam in 1997. Dam safety reviews or partial reviews have been completed for all the large dams except Shades Mills reservoir. A review has been initiated and is currently underway for that reservoir. While the dam safety review did not alter reservoir operating procedures or rule curves, it is important to recognize the importance of dam safety and asset management associated with the large dam infrastructure in the Grand River watershed. Dam safety and excellence in reservoir asset management and reservoir operations continue to be a main focus of the GRCA. The reservoir operating policy and rule curves are an important component of dam safety and corporate risk management.

In February 2004, a major update to reservoir operating policies and procedures was completed and approved by the GRCA Board of Directors. The 2004 update has been the basis for the current operating policy in use to this date. As part of this update and in response to the observed drought and challenges for reservoir filling during the period of 1997 to 1999, reservoir rule curves at major dams were modified and refined. This update was to allow for runoff storage in the early days of each year, specifically during the months of January and February, as well as later in the year from mid-October to end of December. The changes to the operating rule curves and policies in the early months of the year, January and February also reflected physical operating constraints or challenges at the two large dams, Shand and Conestogo. At Shand Dams the revised operating policy allow for maintenance of reservoir levels above the 48-inch valve to avoid freezing of the valve and ice accumulation in the pipe leading to the valve. In the case of Conestogo Dam the revised policy allowed for maintaining reservoir levels above the gates to avoid icing of the gate and gate gains.

The existing operating procedures, as outlined in the latest update in 2004, follow specific guidelines including:

- Target reservoir levels for major reservoirs for March 1st, April 1st, May 1st, June 1st and October 15th to balance flood management and low flow augmentation requirements. These targets have been presented in Table 1. Upper rule curve reservoir levels for April 1st, May 1st and June 1st are based on recommendations following the Provincial Inquiry into the 1974 flood.
- Minimum low flow targets on the Speed River at Guelph (Edinburgh Road), the Grand River in Kitchener (Doon) and the Grand River in Brantford, for water quality and water supply. These targets have been presented in Table 2. These low flow operating targets are based on recommendations from the 1982 basin management study. The ability to meet these operating targets with 95% reliability was confirmed in the Region of Waterloo Region of Waterloo Long Term Water Supply Strategy – Grand River Option (1994) and by the GRCA 2016 study Low Flow Reliabilities in Regulated River Reaches in the Grand River Watershed.

The operational rules and policies have been subject to several reviews and updates, as outlined in Appendix A-Table A2. A brief overview of the updates to the operational policies are provided below.

3.0 RESERVOIR RULE CURVES

In February 2004 an updated reservoir operating policy was presented to and approved by the GRCA board. The 2004 operating policy was based on a comprehensive review of reservoir operating practices, previous operating policies, technical studies and assumptions.

These assumptions are primarily based on studies conducted after the significant flooding in 1974, subsequent floodplain mapping studies, downstream constraints, and water supply requirements for communities situated downstream of the reservoirs. The key assumptions are outlined below:

a) Royal Commission Inquiry into Grand River Flood of 1974

Following the May 1974 flooding in the Grand River watershed, the Royal Commission Inquiry into the flood conducted a thorough investigation of the flooding, the role of GRCA reservoirs and the procedures and operational policies employed by GRCA. The inquiry identified the competing objectives of the reservoirs in the Grand River watershed for flood management and downstream water supply. Through a separate sub-committee, minimum storage requirements for the large reservoirs for April 1st, May 1st and June 1st were established. Adhering to these storage targets will enable the GRCA to maintain adequate water levels to meet downstream water supply needs with 95% confidence each year while also providing sufficient flood management capacity during the spring. These targets have been included into the upper rule curve for the three large dams: Shand, Conestogo, and Guelph.

b) Downstream Flow Augmentation Assumptions

Following the recommendations of the Royal Commission Inquiry into the Grand River Flood of 1974 and as part of the 1982 Grand River Basin Management Study conducted by the Ontario Ministry of Environment, flow augmentation targets were established. As part of the 1982 Basin Study, low flow targets were established for the Grand River downstream of the GRCA reservoirs, through Kitchener (Doon) and Brantford, and also at the Hanlon Expressway on the Speed River downstream of the City of Guelph. These targets were established such that they can be met with a 95% reliability each year and provide a balance between competing objectives of the large reservoirs for flood management and downstream water supply.

In order to meet the downstream low flow targets, flow augmentation assumptions have been developed based on a straight-line drawdown of the reservoir storage from the May 1st and June 1st storage targets to the October 15th reservoir storage target. These assumptions form the upper and lower rule curves from May 1st and June 1st through October 15th. Water in storage after October 15th is drawn down to meet downstream fall flow targets and to reduce levels to the winter holding levels at the major dams. Note the May 1st lower rule curve storage target assumes the April 1st upper rule curve storage target, it reflects the potential situation of an abnormally dry spring runoff where only April 1st storage targets are achieved. The lower rule curve is intended to help guide reservoir management and flow augmentation during dry years, defining when a consideration may be given to reducing downstream low flow operation targets due to drought conditions.

c) Regulatory Floodplain Mapping Assumptions

Regulatory flood plain mapping for the portion of the Grand River located downstream of the Shand Dam and the portion of the Conestogo River located downstream of the Conestogo Dam have been conducted by taking into account some storage available upstream of these reservoirs for the purpose of flood management. The storage requirements identified for October 15th at Shand and Conestogo Dams reflects the storage assumed available to regulate downstream regulatory storm flows used to define the floodplain associated with the Regulatory storm Hurricane Hazel.

d) Flood Management Infrastructure Design Assumptions

Following the major flooding in 1974 and the subsequent recommendations of the royal commission inquiry, flood management dikes were designed and constructed along the Grand River channel works

in the Cambridge (Galt) and Brantford areas. The dikes through Brantford were designed to handle unregulated flows, assuming no flood management storage is available in upstream reservoirs. In contrast, the dikes in Cambridge (Galt) and through Kitchener (Bridgeport) were designed with the expectation that flood management storage above the upper rule curve storage target for October 15th in the Shand, Conestogo, and Guelph Dams would be available to manage (route) the Regulatory flood... To achieve the design objectives of the dikes in Cambridge (Galt) and Kitchener (Bridgeport), upstream reservoir levels are managed to meet these October 15th storage targets.

e) Physical Operational Constraints at Shand Dam

Historically, major reservoirs like the Shand Dam and Conestogo Dam were drained to very low levels during the winter months. However, due to operational challenges related to freezing of dam components, the winter operational policy for Shand Dam was updated in 2004 to reflect the operating practice of higher operating levels during winter months. Reservoir levels are now maintained above an elevation of 410.71 meters to prevent the freezing and icing of the 48-inch diameter valve. Additionally, the 66-inch diameter valve at Shand Dam is not operated when the reservoir elevation exceeds 417.75 meters and is tested each fall when levels fall below this threshold. In the case of Conestogo Dam, reservoir elevations are maintained above 380.48 meters, one meter above the top of the gates to avoid icing of the gates and gate gains.

4.0 CLIMATE CHANGE AND POTENTIAL IMPACTS ON RESERVOIR OPERATIONS

The reservoir operational rule curves which are currently in use, are based on the latest revision and updates in 2004. As part of the current review of the operational policies and procedures, and in order to account for potential impacts of climate change, the total precipitation recorded at climate stations at major dams as well as total inflow to major reservoirs have been analyzed.

Review of the recent climate and stream flow data is indicative of a shift in climate patterns in the Grand River Watershed. In general, the observations are pointing to warmer winters with more frequent melt events through the winter months, specifically in the months of January and February and smaller spring freshets as a result of losing the snow pack in the watershed earlier through several melt events. These observations are in-line with climate change studies¹ conducted as a collaboration between Environment and Climate Change Canada (ECCC), the Computer Research Institute of Montreal (CRIM), the Pacific Climate Impacts Consortium (PCIC), the Prairie Climate Centre (PCC), CLIMAtlantic, Ouranos and HabitatSeven. In summary, by 2050, it is anticipated that there will be an increase in the number of days with temperatures greater than 30 °C, a decrease in the number of days with daily maximum temperature less than 0 °C, an increase in annual precipitation and an increase in heavy precipitation days (days with more than 20 mm of precipitation).

In order to evaluate the impacts of climate change on total precipitation in the watershed, specifically upstream of the large reservoirs, the total daily precipitation data measured at climate stations located at Shand, Conestogo and Guelph Dams have been reviewed for the first quarter of each year, between 1984 and 2024. The first quarter of each year has been the focus of this assessment since precipitation during the first three months of each year, specifically snow, is very critical for the purpose of filling the

¹ <https://climatedata.ca/explore/variable/>

reservoirs and achieving the spring targets by April 1st. The results of this assessment have been presented in Figures 2 to 4 for the Shand, Conestogo and Guelph Dams respectively. Precipitation for each year has been presented using a single bar which illustrates the total precipitation for the first quarter of the year, as well as the depth of total rainfall and total snowfall individually using different colors. A 5-year and 7-year moving average of the total precipitation have also been provided.

Figure 2 - Total Precipitation for Q1 at Shand Dam Between 1984 - 2024

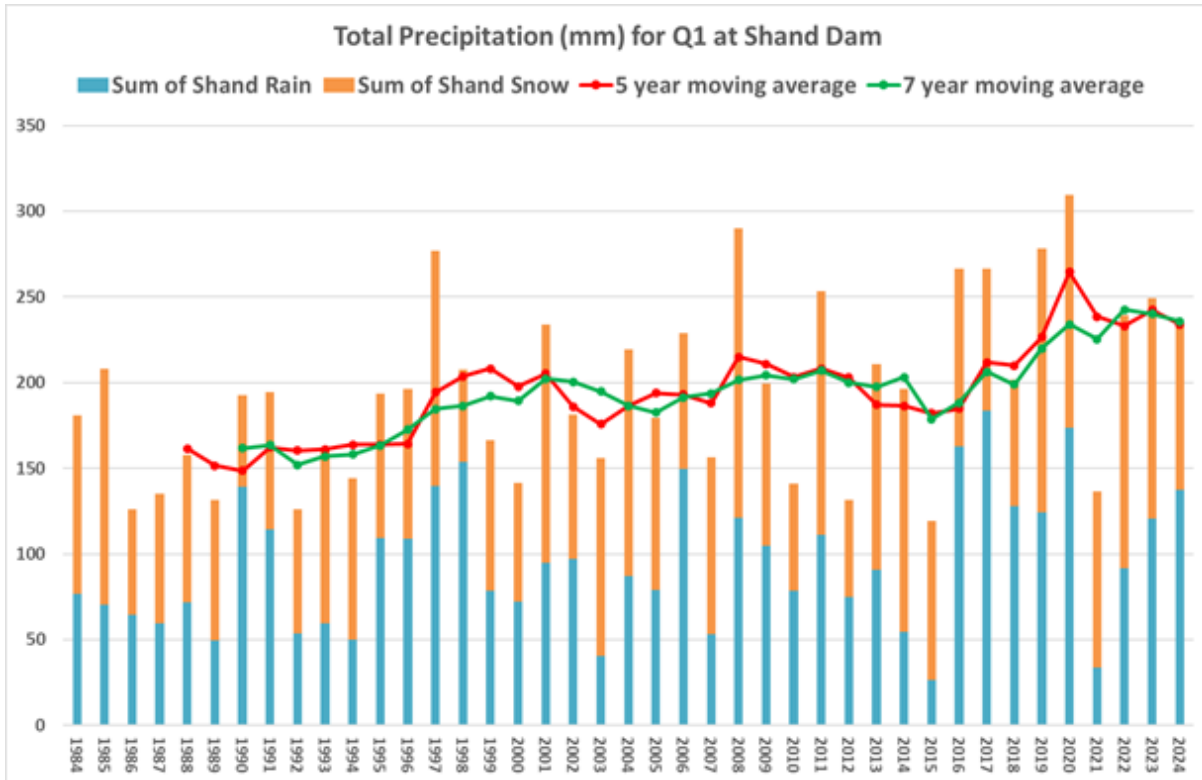


Figure 3 - Total Precipitation for Q1 at Conestogo Dam Between 1984 - 2024

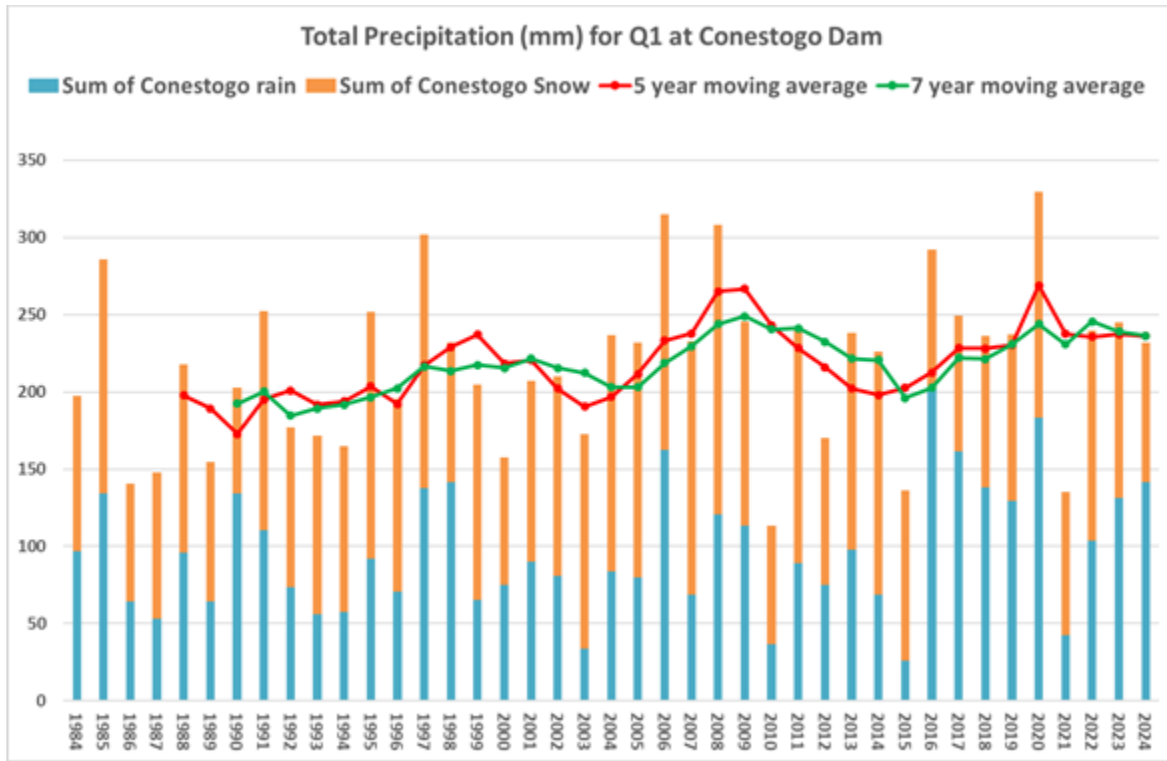
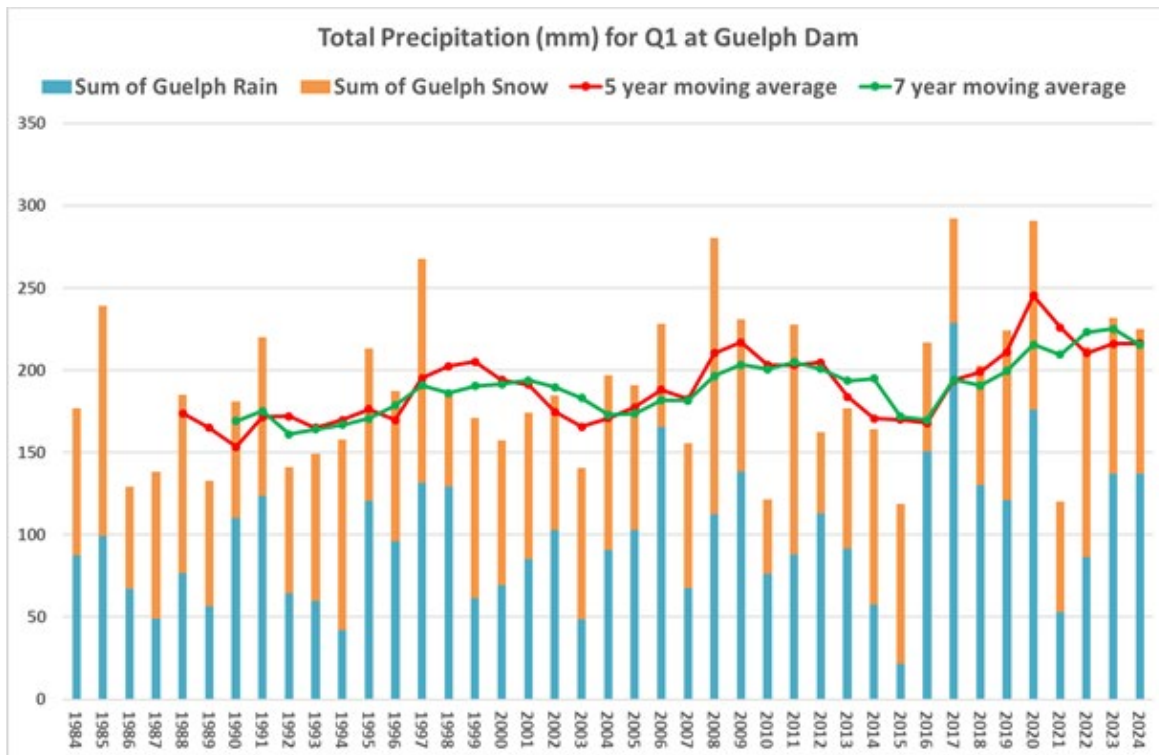


Figure 4 - Total Precipitation for Q1 at Guelph Dam Between 1984 - 2024



Results presented in Figures 2 to 4 indicate that over the past 40 years, the trend of the total precipitation for the first quarter at each dam shows a slight increase, based on both the 5-year and 7-year moving averages. This upward trend of the total precipitation aligns with climate change projections as described previously. Furthermore, it appears that the portion of the total precipitation presented in blue, which illustrates total rainfall, has increased slightly over the past few years, compared to earlier years.

During the past few years, warmer winters combined with early loss of snowpack during the winter time have raised concerns about whether the current reservoir targets for the beginning of March, April, May and June can be met. In order to evaluate the adequacy of the current operational policies and rule curves, an assessment has been conducted on the total inflow for Shand, Conestogo and Guelph reservoirs based on daily calculated reservoir inflows. The total inflows for the first quarter of each year at Shand, Conestogo and Guelph Dams for the period of 1984 to 2024 have been presented in Figures 5, 7 and 9 respectively. The total volume required to fill the reservoirs from their winter target level to April 1st target has also been presented on these figures. Additionally, the total inflows for the second quarter of each year at Shand, Conestogo and Guelph Dams for the period of 1984 to 2024 have been presented in Figures 6, 8 and 10 respectively. The total volume required to fill the reservoirs from their winter target level to June 1st target has also been presented on these figures.

Figure 5 Total Inflow for Q1 at Shand Dam from 1984 - 2024

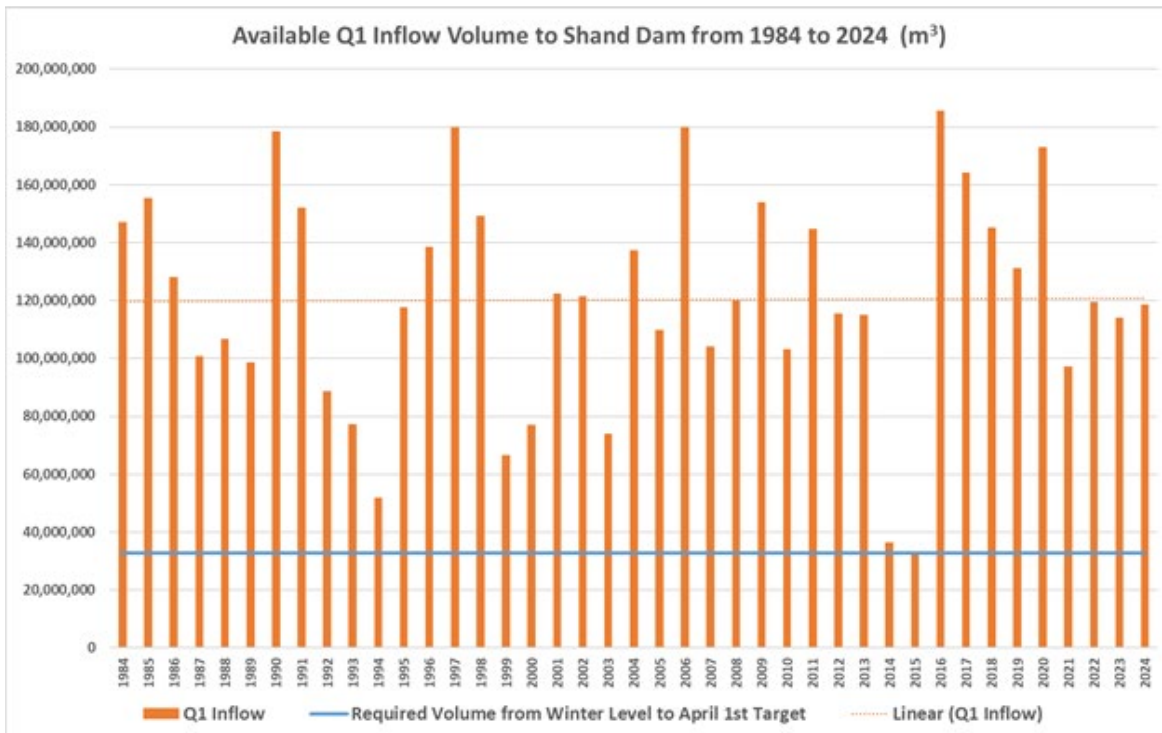


Figure 6 - Total inflow for Q2 at Shand Dam Between 1984 - 2024

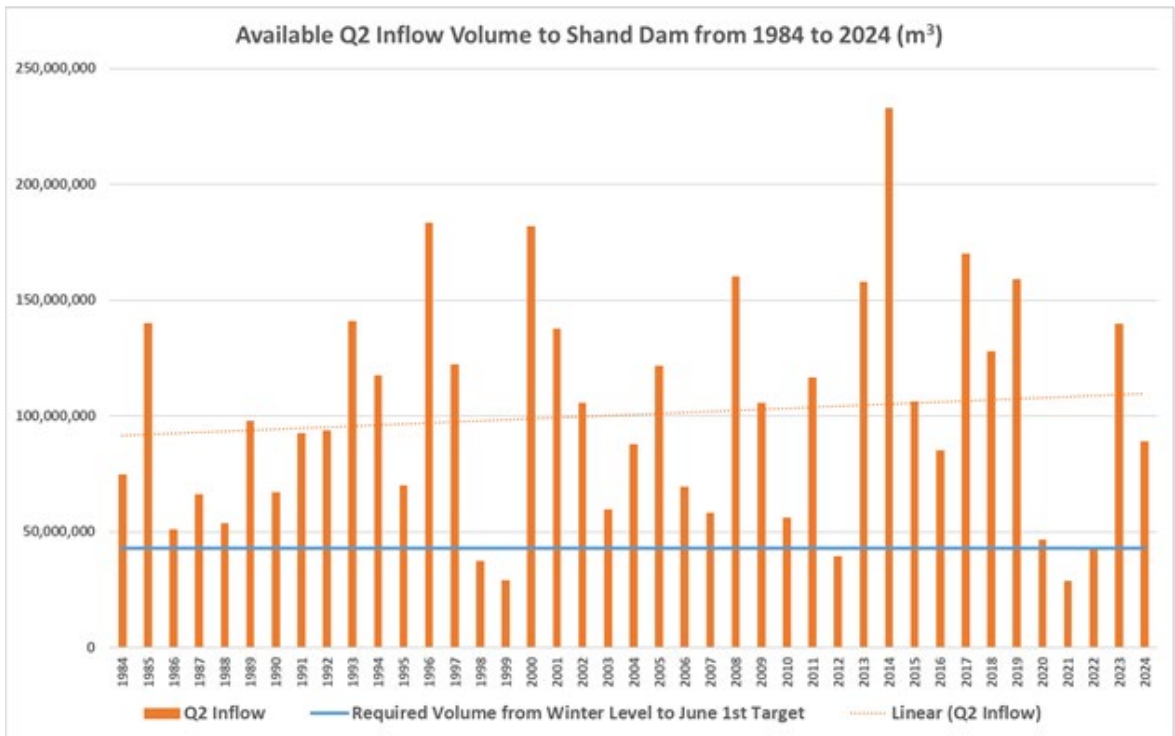


Figure 7 Total Inflow for Q1 at Conestogo Dam Between 1984 - 2024

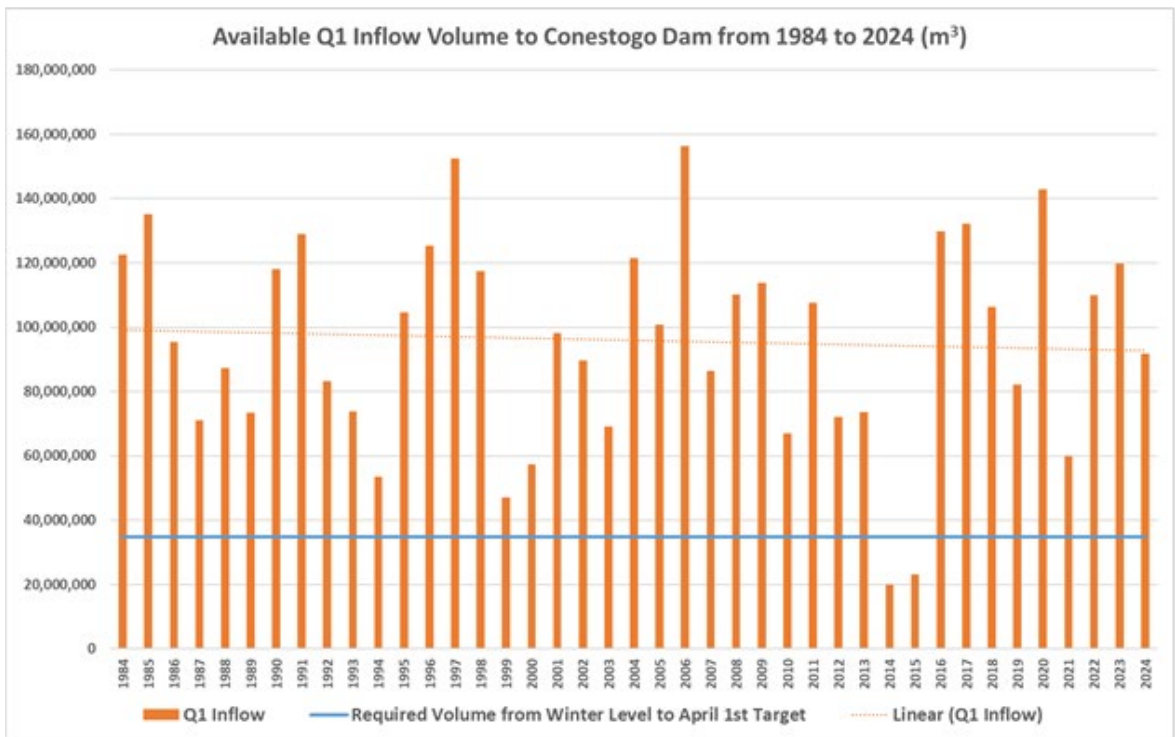


Figure 8 Total Inflow for Q2 at Conestogo Dam Between 1984 - 2024

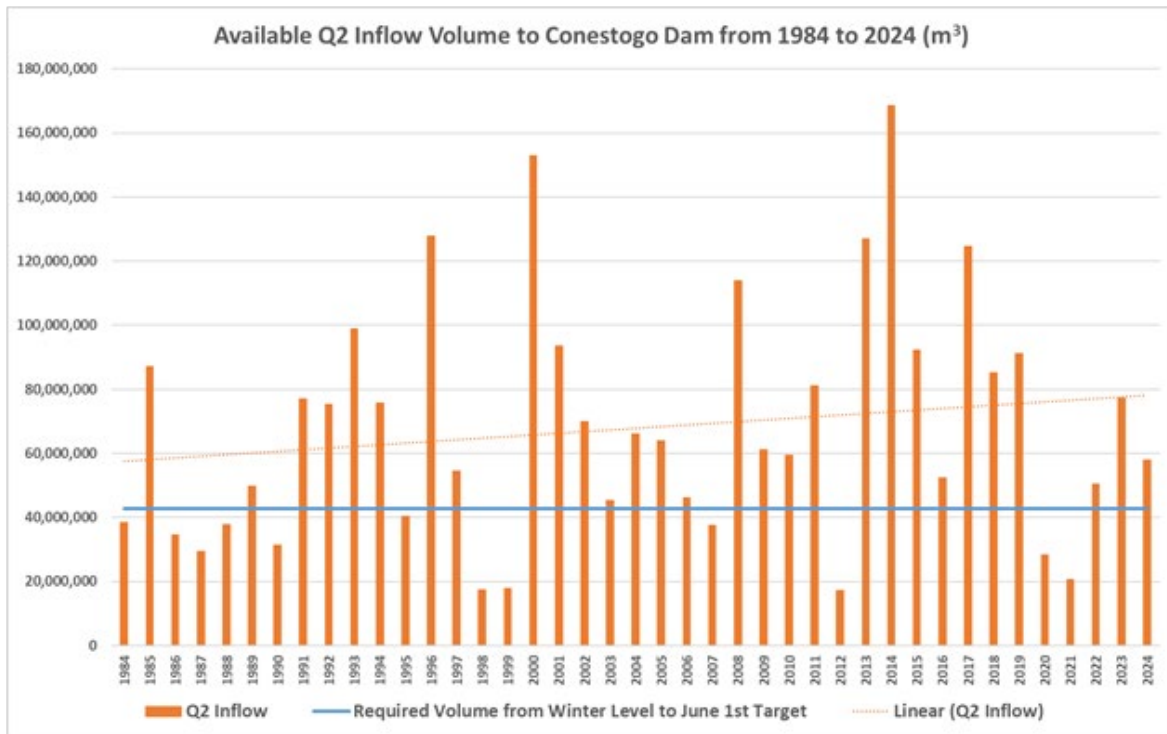


Figure 9 - Total Inflow for Q1 at Guelph Dam Between 1984 - 2024

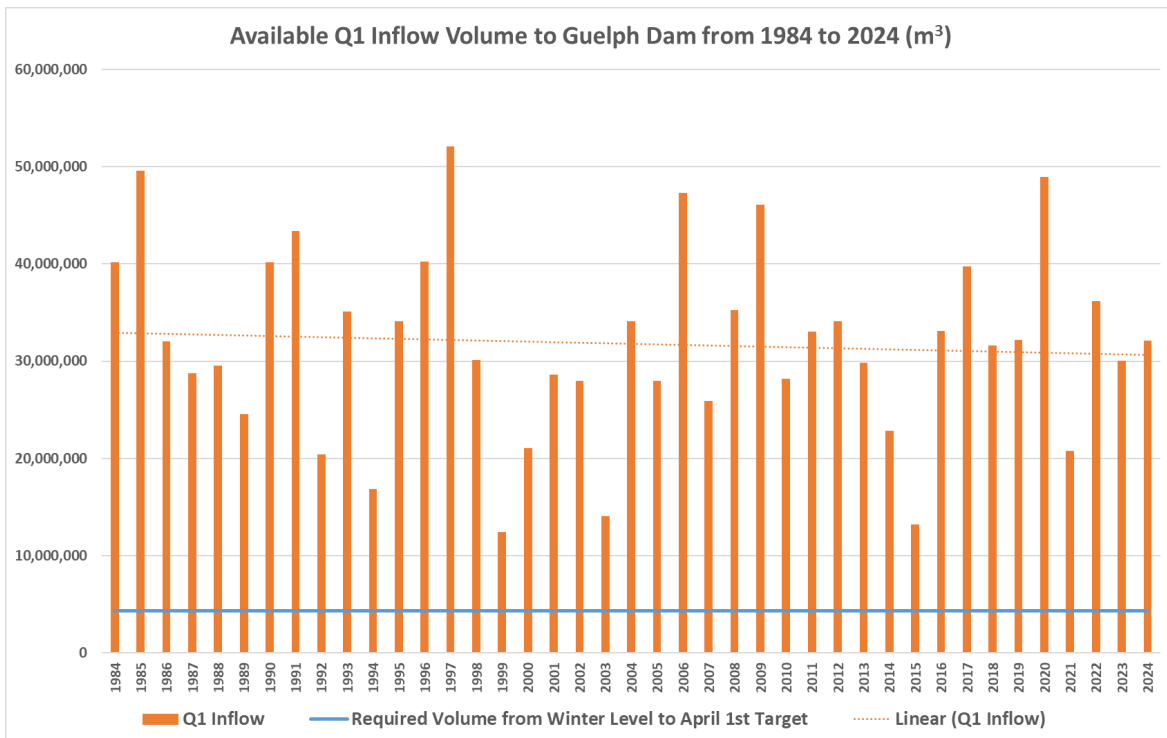
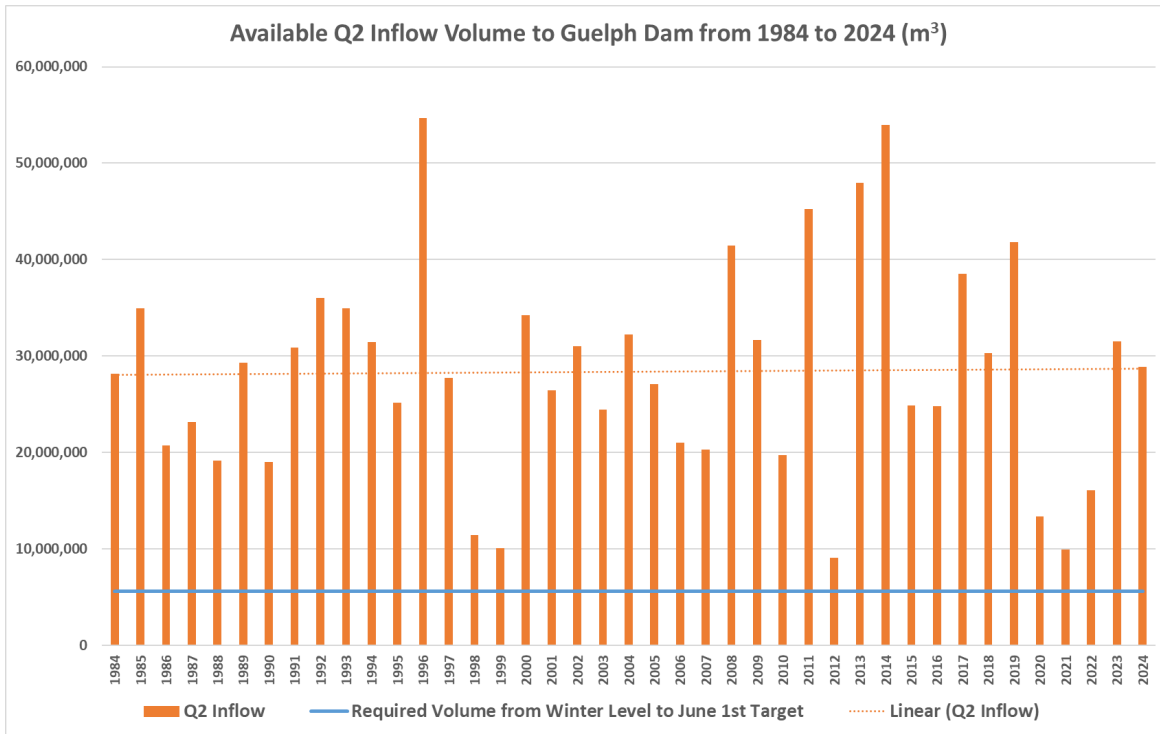


Figure 10 - Total Inflow for Q2 at Guelph Dam Between 1984 - 2024



Results presented in Figures 5, 7 and 9 indicate that with the exception of a few years, the total inflow during the first quarter of the year over the past 40 years has generally been sufficient to fill the reservoirs to their April 1st target. Results presented in Figures 6, 8 and 10 also indicate that the total volume of inflow to the large reservoirs during the second quarter of the year over the past 40 years has generally been sufficient to fill the reservoirs to their June 1st target from their winter level. In other words, if reservoirs fall short of their April 1st target due to early loss of snow pack or low precipitation, the reservoirs have received sufficient inflows in the second quarter of the year to achieve water supply targets and reliably maintain low flow targets for downstream communities.

Other considerations have also been taken into account when operating the reservoir with respect to climate change and recent weather patterns. To address the increasing risk of ice jams downstream of major reservoirs due to recent freeze and thaw patterns, Shand Dam's operation has been adjusted. During the freeze-up period, discharge rates are carefully managed to prevent conditions that have historically led to ice jams. Specifically, flow rates are regulated to promote the formation of a smooth and stable ice cover through the West Montrose reach downstream of the Elora Gorge, an area where ice jams have been frequently observed in recent years.

5.0 GENERAL OPERATING PROCEDURE

Operating rule curves for the seven multi-purpose reservoirs have been presented in Figures 11 through 17. Additionally, the operating rule curve for Damascus Dam has been presented in Figure 18. The upper and lower rule curves, as well as minimum flood storage requirements established based on the 1974 Royal Commission Inquiry have been presented on these figures. The established target reservoir levels and available storage volumes for flood management for March 1st, April 1st, May 1st, June 1st and October 15th for multi-purpose reservoirs have been presented in Table 1. Low flow targets for the Grand River in Kitchener and Brantford and for Speed River in Guelph which have been established as part of the 1982 Grand River Basin Management Study have been presented in Table 2.

In the operation of multi-purpose reservoirs, the allocation of storage between flood management and flow augmentation changes with the seasons. Generally, water available for flow augmentation is lowest in late winter or early spring and highest in late spring or early summer. Conversely, storage capacity for flood management is greatest in late winter or early spring and lowest in late spring or early summer. Flood management planning in the Grand River Watershed focuses primarily on spring runoff and extra-tropical storms in fall. Operational policy dictates that reservoir capacity is maximized for spring runoff, with approximately 65 percent of this capacity available by mid-October. To address the recent trend of warmer winter months and the early loss of snowpack before the spring freshet, the rule curves for Shand, Conestogo, Woolwich and Guelph Dams have been adjusted between February 22nd and April 1st. The upper rule curve has been revised to be shown as a dashed line during this period of the year. This revision allows for greater flexibility in capturing runoff from potential early snowmelt events. However, should an early snowmelt occur and lead to increased reservoir levels before April 1st, the levels at Shand, Conestogo and Guelph Dams will be managed to remain at or below the April 1st target to ensure that sufficient flood management storage remains available.

Operational details change annually based on weather conditions. Following the spring runoff from snowmelt, the Shand and Conestogo reservoirs are typically stabilized at an elevation about 1.5 meters below the normal high-water level in late March. Normal high-water level is the June 1st upper rule curve elevation. As spring advances, the reservoirs are gradually raised to approximately 0.6 meters

below the normal level by early May, and ideally reach full level by the end of May. Table 3 illustrates the target reservoir levels throughout the spring period and the available storage volume in the reservoirs for flood management.

Table 1 - Target Reservoir Levels and Available Storage Volume for Flood Management

	March 1		April 1		May 1		June 1		October 15	
Dam	Target <i>Reservoir level*</i> (meters))	Available Storage (x 1000m ³)	Target <i>Reservoir level*</i> (meters)	Available Storage (x 1000m ³)	Target <i>Reservoir level*</i> (meters)	Available Storage (x 1000m ³)	Target Reservoir level* (meters)	Available Storage (x 1000m ³)	Target Reservoir level* (meters)	Available Storage (x 1000m ³)
Shand	420.500	31,798	423.684	12,335	424.592	6,044	425.074	2,336	417.700	45,000
Conestogo	388.379	29,719	391.978	10,361	392.584	6,414	393.192	2,208	386.205	38,574
Guelph	346.000	9,533	347.472	5,292	348.000	3,586	348.000	3,586	346.000	9,533
Small Dams**	varies	3,824	varies	3,824	varies	3,824	varies	3,824	varies	3,824
Total		74,874		31,812		19,868		11,954		97,111

*All elevations are based on CGVD28 datum.

**Small Dams include: Laurel Creek, Woolwich, Shade's Mills

Table 2 - Minimum Low Flow Targets Downstream of Large Reservoirs

River	Location	Timing	Minimum target (m ³ /s)
Grand	Grand Valley	Annual	0.42 at Leggatt gauge
	Shand Dam	Annual	Lesser of 2.8 or inflow
	Doon	May 1 – Sept 30	9.9 before Mannheim water-taking of 0.9
		Sept 30 – Dec 31	7.1 before Mannheim water-taking
		Dec 31 – Feb 29	2.8 before Mannheim water-taking
	Brantford	May 1 – Oct 31	17.0
Conestogo	Conestogo Dam	Annual	Lesser of 2.1 or inflow
Speed	Guelph Dam	Annual	0.57
	Edinburgh Rd	June - Sept	1.7
		Oct - May	1.1
Canagagigue	Woolwich Dam	Annual	0.3

Table 3 - Water in Storage When Reservoirs are Full

Dam	Normal High-Water Level (June 1 st Upper Rule Curve Level)			Maximum High-Water Level (Full Reservoir Level)		
	Water Level* (meters)	Water in Storage (x 1000m ³)	Available Storage (x 1000m ³)	Water Level* (meters)	Water in Storage (x 1000m ³)	Available Storage (x 1000m³)
Shand	425.074	61,410	2,336	425.379	63,746	-
Conestogo	393.192	57,214	2,208	393.497	59,422	-
Guelph	348.0	16,944	3,586	348.996	**20,530	-

*All elevations are based on CGVD28 datum.

**Storage in Main Reservoir exclusive of storage above Hwy 24 Dam

Note Above an elevation of 348.086 m water from the main Guelph Dam Reservoir backs up into the reservoir above Hwy 24 Dam, between an elevation of 348.086 m and 348.996 m there is an addition storage of 566 1000's of m³ of storage upstream of Hwy 24 Dam.

Figure 11 Shand Dam Rule Curve (August 2024)

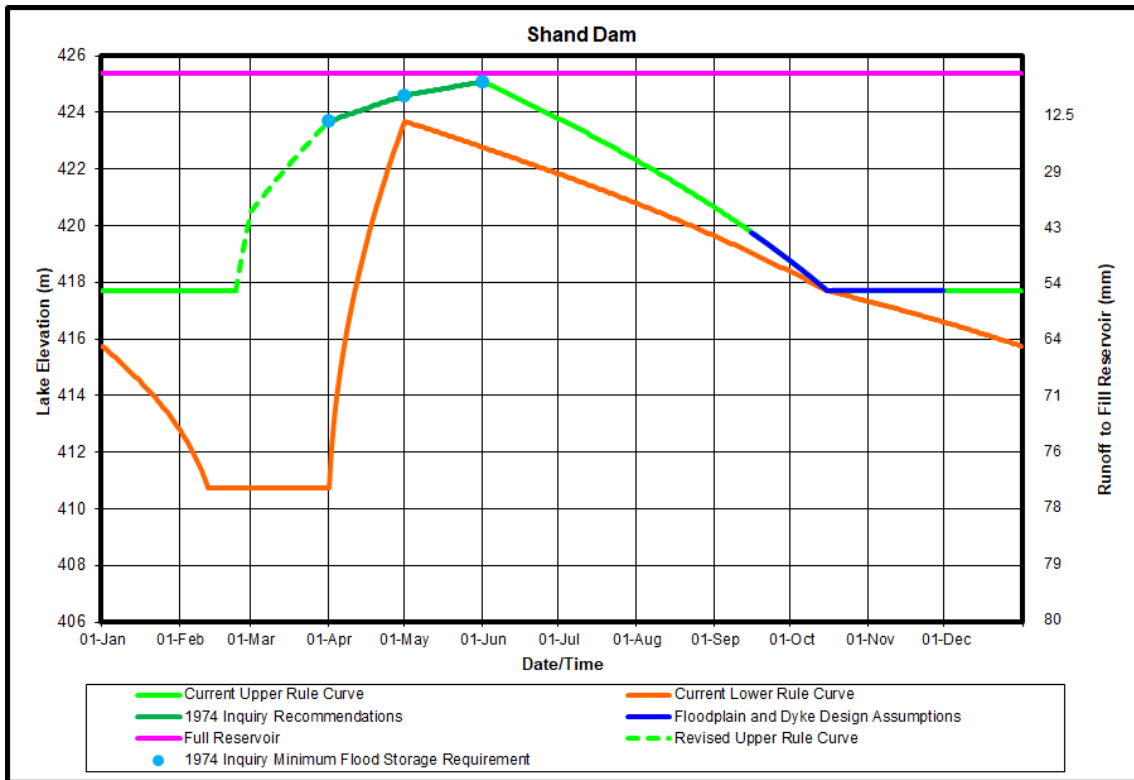


Figure 12 Conestogo Dam Rule Curve (August 2024)

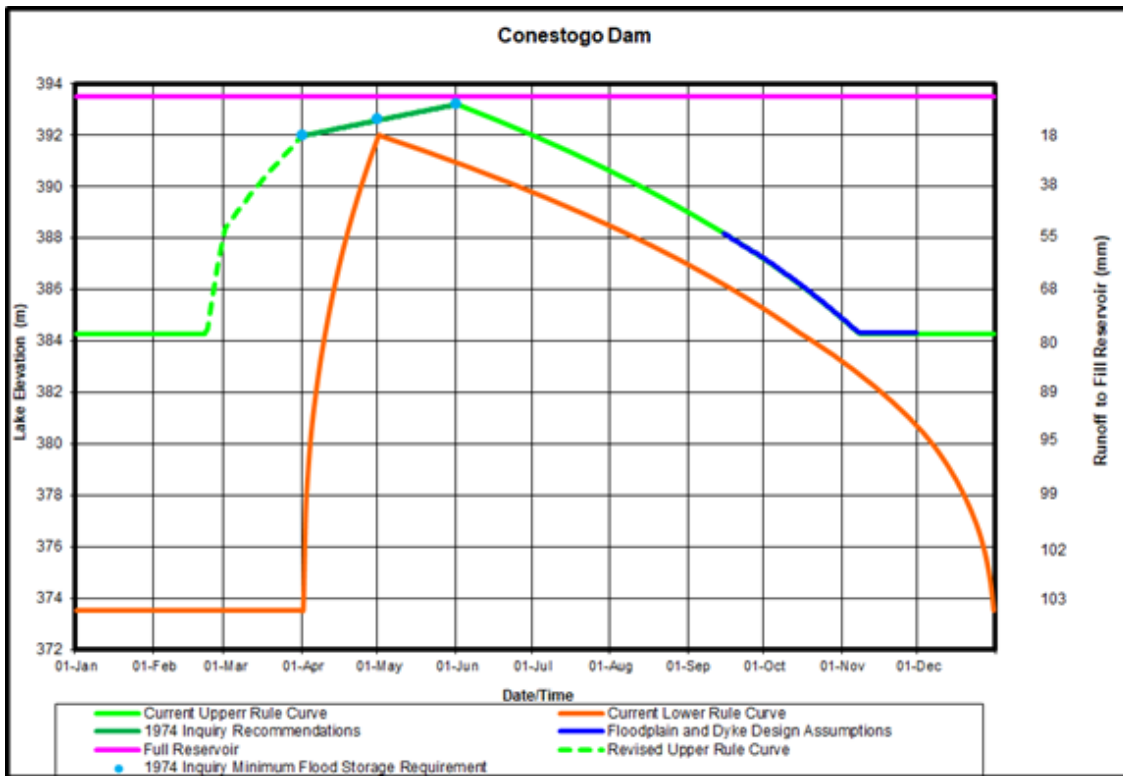


Figure 13 Guelph Dam Rule Curve (August 2024)

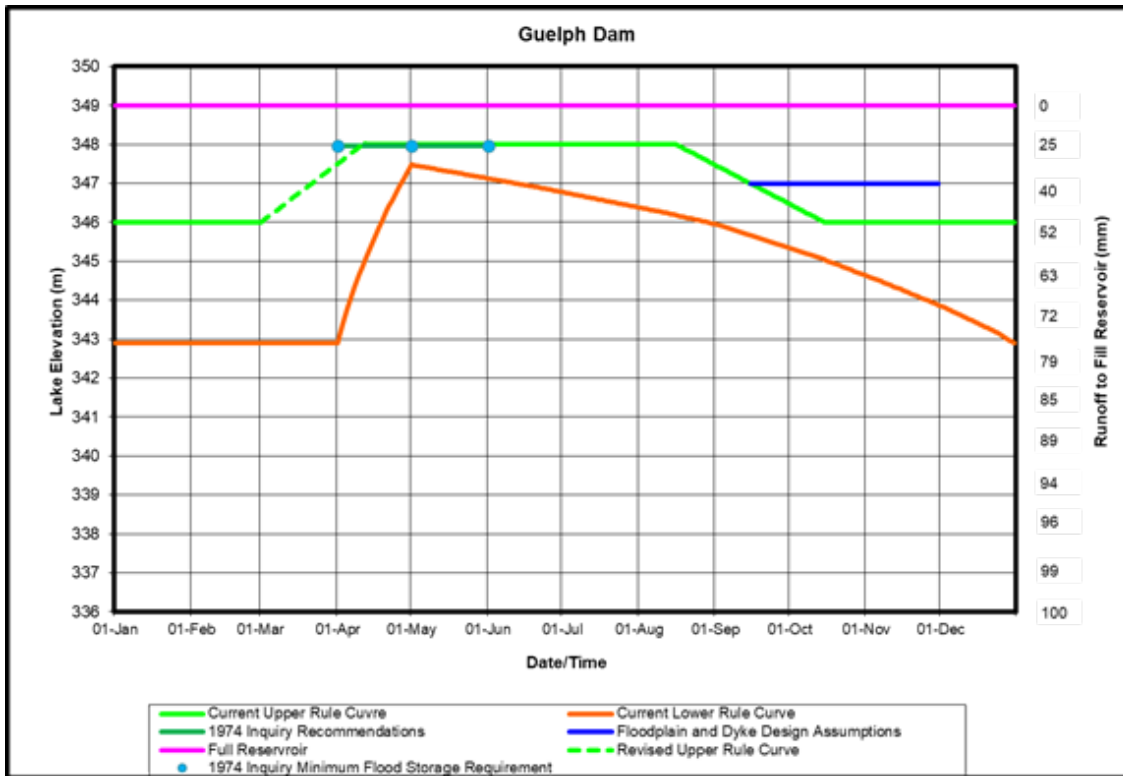


Figure 14 - Luther Dam Rule Curve (August 2024)

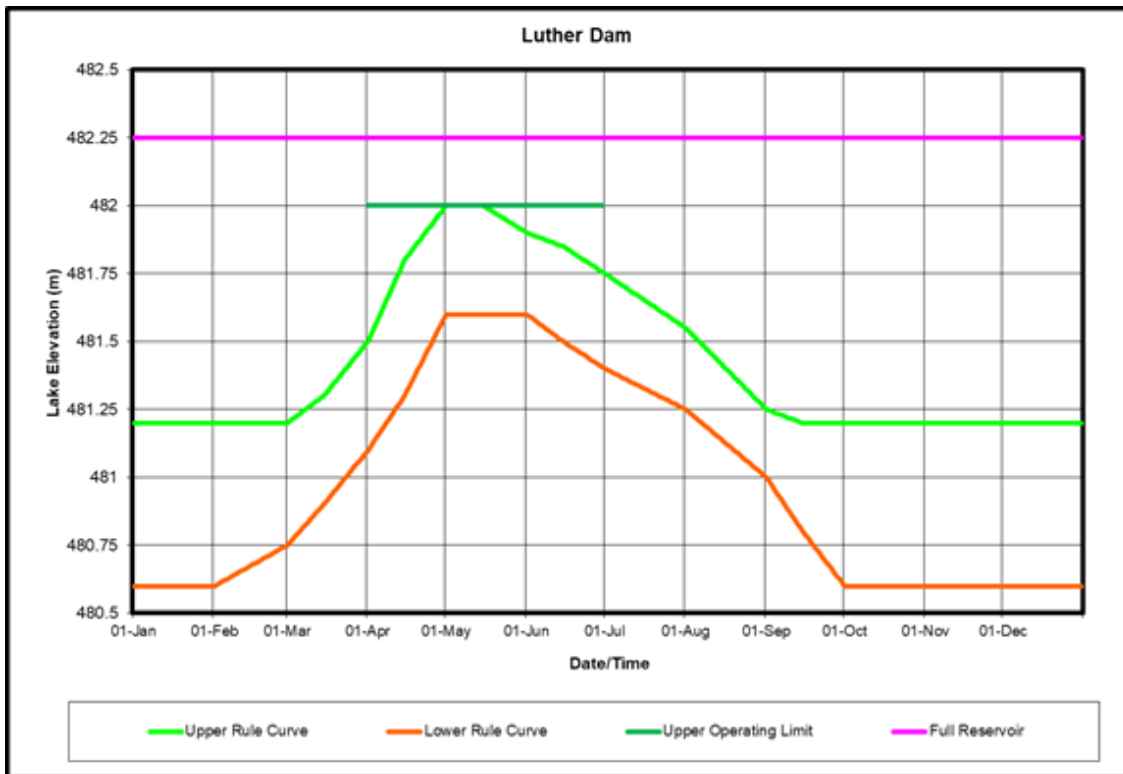


Figure 15 - Woolwich Dam Rule Curve (August 2024)

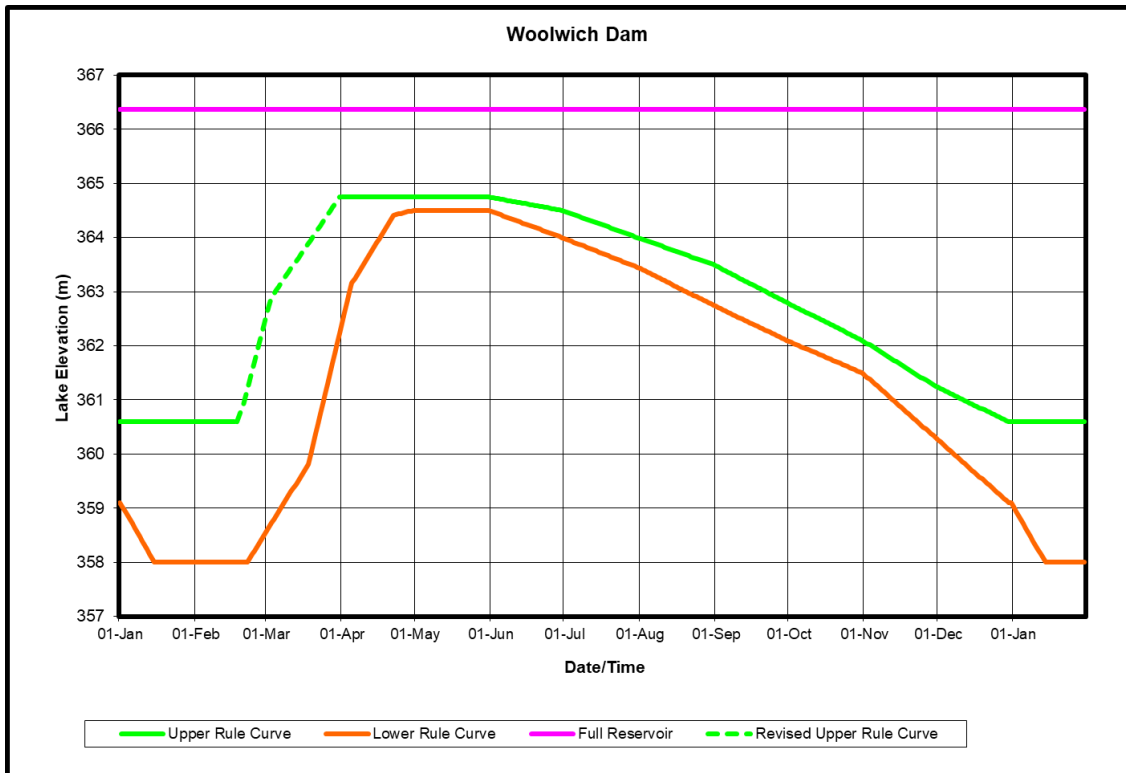


Figure 16 - Laurel Creek Dam Rule Curve (August 2024)

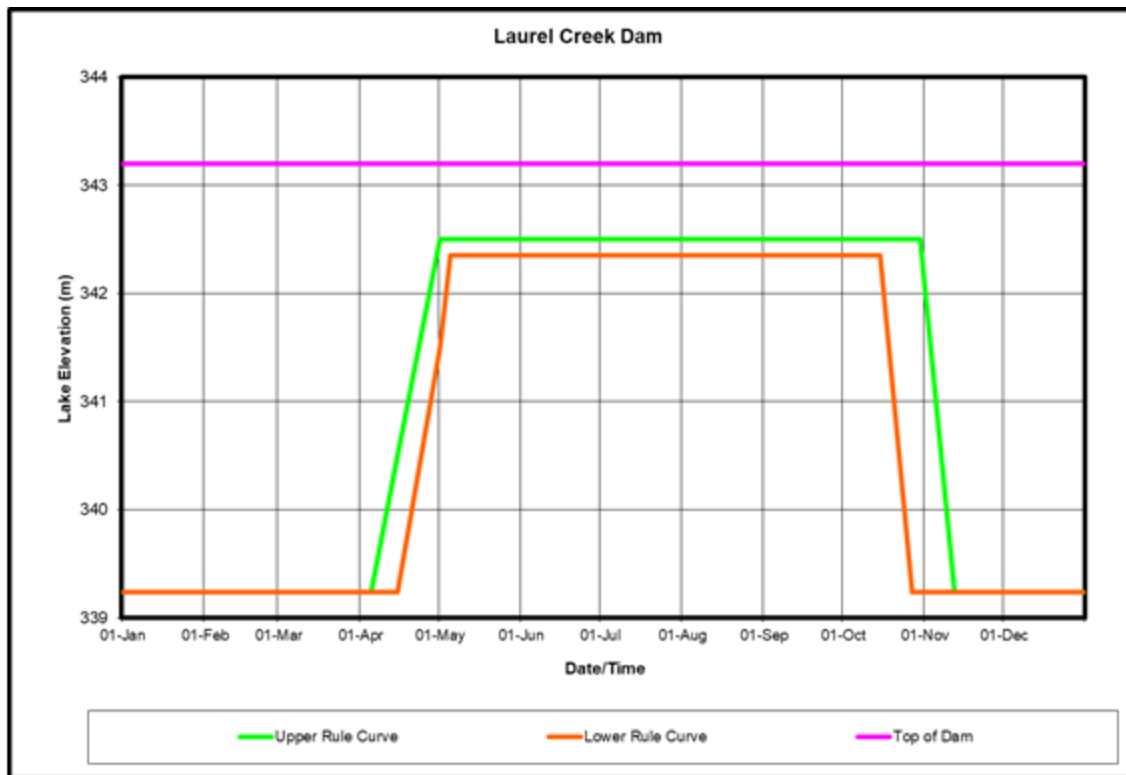


Figure 17 - Shade's Mills Dam Rule Curve (August 2024)

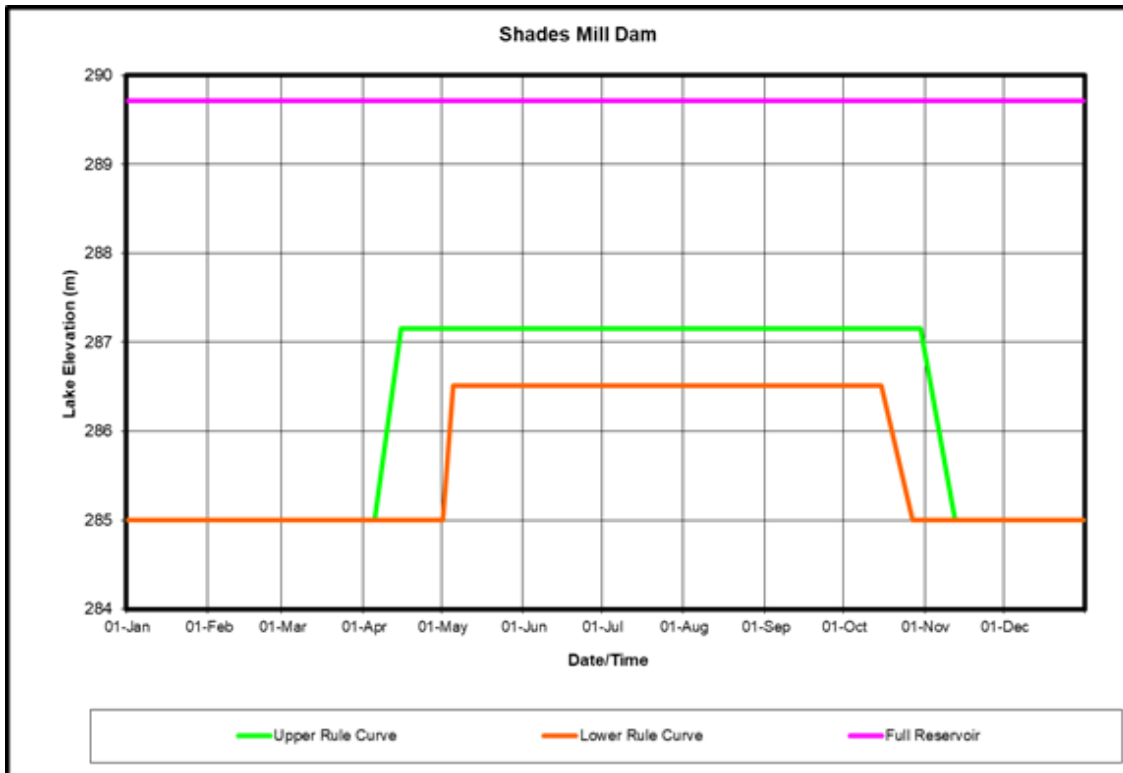
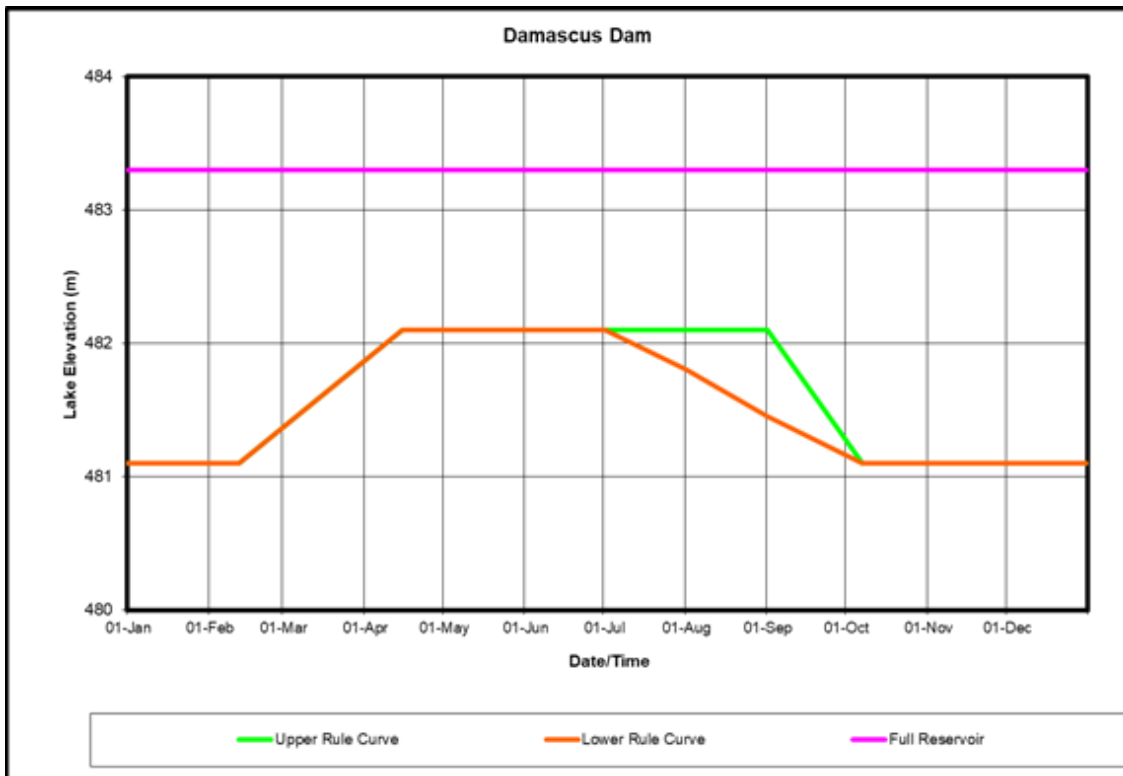


Figure 18 Damascus Dam Rule Curve (August 2024)



Appendix A

Table A1 - Studies Conducted on the Grand River Watershed Shaping Operational Policies of Dams

#	Year of Study	Name of Study
1	1932	Finlayson Report by the Minister of Lands and Forests of Ontario https://www.grandriver.ca/en/our-watershed/resources/Documents/Water_History_1932Finlayson.pdf
2	1939	H. G. Acres, Improvement of the Grand River, report to the Grand River Conservation Commission (Library Ref. W.08.3102.000.03)
3	1939	Cost Apportionment Report
4	1954	Conservation Report (Sec. Ed. 1962) 1954 Hydraulic Report (Library Ref. W.02.1005.101.004)
5	1961	Flood Control and Water Conservation Brief (Library Ref. W.01.1206.101.018)
6	1964	R J.M. Tomlinson and Associates. Report to the Grand River Commission, General Report on West Montrose and Ayr Reservoirs (Library Ref. W.02.1005.101.004)
7	1965	Speed River Report (Library Ref. W.02.1005.106.01)
8	1966	Grand River Conservation Authority Report, Brief on Flood Control and Water Conservation for the Grand River Watershed, (Library Ref. W.02.1005.101.02)
9	1967	Cost Allocation Report (Library Ref. W.01.1203.101.003)
10	1967	Montrose Functional Report (Library Ref. W.08.3101.000.012)
11	1971	Treasury Board Report (Library Ref. W.01.1208.101.001)

Table A2 - History of Reservoir Operation Policy Development and Update Studies

Name of Study	Description
<p>Royal Commission Inquiry into the Grand River Flood. 1974 (W.01.1209.101.005)</p>	<p>Investigation into the 1974 Flood Recommendations for Flood Forecasting System and Reservoir System and Operations</p> <p>Minimum flood management storage April 1st, May 1st and June 1st for major dams.</p>
<p>Hydrology Report for Cambridge Galt and Brantford. (W.01.1206.403.01)</p>	<p>Establish Regulatory Flood Flows for Galt and Brantford with Reservoir Regulation Assumptions, Design Flows For Major Dykes. Major initiative to map floodplains</p>
<p>Environmental Assessment of Water Management Structures. 1975-79 (W.04.2302.101.020)</p>	<p>Study to address Judge Leaches Recommendation to build the Montrose Reservoir. Assessed several reservoirs previously proposed. Assessed and pared down reservoir options.</p>
<p>Reservoir Operating Policy. February 1978</p>	<p>Updated operating policy and procedures for major dams. Beginning to incorporate recommendations from the 1974 flood inquiry.</p>
<p>Basin Study 1978 to 1981 lead by Ontario Ministry of Environment. (W.02.1302.101.008)</p>	<p>Published in 1982 recommended existing reservoirs and proposed dyking of specific communities to reduce flood damages. Montrose reservoir was proposed to remain on the books as a potential future project primarily for water supply and water quality purposes.</p> <p>Reservoir Yield modeling was completed to refine low flow operating objectives for major reservoirs. Low flow targets designed to have a 95% reliability. Reservoir rule curves used to guide reservoir operations.</p>

Name of Study	Description
Revision to Reservoir Procedures for Shand Dam. January 19, 1981	Memo issued regarding revised winter holding level for Shand Dam recommending holding levels above the obvert of the 48" valve
Update Reservoir Operating Policy and Procedures. October 27 1982	Updated operating policy and procedures incorporating updated reservoir low flow operating targets and recommendations from the 1982 basin study.
Update Reservoir Operating Policy and Procedures. July 4 1984	Refined low flow operating targets for summer and winter low flows.
Operating Considerations for Shand Dam to mitigate freeze in ice jams at West Montrose. February 1 1986 (W.02.1008.304.001)	Internal analysis of ice jams at West Montrose and flows from Shand Dam during the freeze in period with recommended flow ranges for ice sheet formation through the West Montrose Reach
Updated Reservoir Operating Policy for Guelph Dam. November 2, 1988	Formerly implemented operating procedure for slot gates and modified upper rule curve for the May 1 st to August 1 st period of the year. Recommended non regulation of Regulatory Flood flows by Guelph Dam for the Speed River Floodplain Mapping.
Luther Marsh Reservoir Operating Curve and Procedure Modification. 1988-1989	As part of the Luther Marsh Management Plan update, a reservoir yield analysis was completed to determine reliable flow augmentation targets for the Leggatt Gauge station. Analysis recommends an operating curve which also incorporated environmental considerations for Luther Marsh. A valve was recommended to better manage flows and was implemented in 1989.
Region of Waterloo Long Term Water Supply Strategy – Grand River Option (1994 Paragon Engineering) W.01.1208.411.013	Review of flow reliability provided by large dams in the Grand River Watershed. Report included an updated Reservoir Yield Analysis to confirm reliability of meeting low flow operating targets through Kitchener and Brantford in the Grand River.
Updated Reservoir Operating Policy and Procedures. February 17, 2004	Update Reservoir Operating Policy approved by the GRCA board. Currently operating policy in use. Modified and refined reservoir rule curves at major dams to allow for holding water early in the year January to March 1 st and late in the year October

Name of Study	Description
	15 th to December 31 st . This change was in response to droughts during the 1997-1999 period and recognized the practice of holding water in Conestogo Dam over the early winter months that evolved over the 1990's.
Updated Reservoir Yield Analysis flow augmentation targets for Grand Valley Sewage Treatment Plant. October 19, 2004	As part of the assimilative capacity assessment for the Grand Valley STP the reservoir analysis was updated include the late 1990's droughts and confirm low flow targets for the Leggatt gauge station.
Presentation of Reservoir Operating Policy to MOE Technical Staff. November 23, 2004	MOE technical staff questioned the reliability of low flows from GRCA reservoirs. Low flow augmentation from GRCA reservoirs strongly influence assimilative capacity requirements for sewage treatment plants in regulated reaches of the river. The purpose of the meeting was to provide information to MOE technical staff so they had a better comfort level with low flow reliability downstream of GRCA dams.
Guelph Dam Reservoir Yield modeling for Guelph Master Water Supply Plan. October 31, 2005	Updated reservoir yield analysis for Guelph dam considering additional municipal water taking from the Eramosa River and potential municipal surface water taking from Guelph Dam.
Climate Change Note/Memo. March 3, 2009	Brief technical note regarding key adaptations to respond to climate change related to GRCA reservoirs and dykes.
Update Reservoir Yield Analysis and Low Flow Reliability Tech Report. May 16, 2016	Updated reservoir yield analysis for the 1950 to 2010 period of record at major dams. Confirmed reliability of low flow operating targets for major GRCA dam using updated 2004 reservoir operating policy. Calculated low flow 7Q20's for regulated and unregulated reaches of river. Applied MNRF's climate data sets to test Reservoir Reliability under changed climate conditions.

Name of Study	Description
Board Report Montrose Reservoir Project Update. December 15, 2017	Board report responding to question from board member whether the Montrose reservoir project should remain as a GRCA project.
Board Report Assessment of GRCA Reservoirs to Reduce Floods. November 20, 2020	Board Report responding to a board members question whether additional upstream reservoirs are needed to regulate flood flows in the southern GRCA River. Board report summarizes the flood mitigation strategy and plan from the 1982 basin study.
Guelph Dam Reservoir Yield modeling for Guelph Master Water Supply Plan Update. February 2, 2021.	Updated reservoir yield analysis for Guelph dam considering additional municipal water taking from the Eramosa River and potential municipal surface water taking from Guelph Dam. Extended previous analysis period of record to 1950 to 2020.
Response to Cottage Lot Association Questions Regarding Reservoir Operations. April 14, 2021	Response to cottage lot owners questions regarding reservoir operating policy at Shand and Conestogo Dams.
Response to Cottage Lot Association Questions Regarding Dredging of Shand Dam. November 4, 2021	Response to cottage lot owners questions regarding need to dredge Shand Dam

Grand River Conservation Authority

Report number: GM-09-28-85

Date: September 27, 2024

To: Members of the Grand River Conservation Authority

Subject: Current Watershed Conditions as of September 17, 2024

Recommendation:

THAT Report Number GM-09-28-85 – Current Watershed Conditions as of September 17, 2024 be received as information.

Summary:

Precipitation in August was below average overall with amounts varying across the watershed. On average, the stations have only received about 9 percent of the long-term average precipitation for half of September so far. As of September 17, 3-month indicators for precipitation are still showing above average conditions at all 8 climate stations.

Recorded temperatures in August at Shand, Luther, Shades, and Environment and Climate Change Canada's Brantford Airport climate (Brantford) stations, show that the average temperature across the watershed was around 0.2 degrees Celsius warmer than the long-term average. The temperature during the first 17 days of September at the Shand Dam climate station was only about 0.1 degrees Celsius cooler than the long-term average for the first half of September.

Reservoirs are at their normal operating levels for this time of year except for Conestogo, which has been drawn down to accommodate concrete rehabilitation on the upstream side of the dam.

The large reservoirs are being used to meet downstream low flow targets.

Lake Erie continues to be above the long-term average.

The seasonal forecast over the next three months is for above normal temperatures and below normal precipitation.

Report:

Precipitation

In August, below average rainfall amounts were received across the watershed. Amounts varied, with the Shades station recording over 100 mm of rain and the Brantford and Conestogo stations each only recording around 40 mm.

The first 17 days of September have been dry with recorded precipitation ranging from 1 to 24 percent of the long-term average for half of the month of September at climate stations across the watershed, as shown in Table 1.

Trends in precipitation, as presented in Table 2, show that during the past 3 months, the watershed has experienced slightly wetter than normal conditions on average. Precipitation amounts ranged from around 84 percent at the Conestogo climate station to 141 percent at the Brantford station with an overall average of around 111 percent. Over longer periods, recorded precipitation is above normal long-term averages overall. 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 the morning of September 17, 2024.

Climate Station	Current Month Precipitation (mm)	Long Term Average Precipitation (mm)	Percentage of Long-Term Average (%)
Shand	7.1	42.9	17%
Conestogo	11.0	45.5	24%
Guelph	2.6	41.5	6%
Luther	5.7	47.8	12%
Woolwich	0.2	33.9	1%
Laurel	2.4	47.5	5%
Shades	2.2	43.3	5%
Brantford	2.2	38.5	6%

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	73%	110%	125%	107%	113%
Conestogo	46%	84%	109%	94%	105%
Guelph	65%	107%	121%	102%	111%
Luther	82%	104%	123%	103%	112%
Woolwich	75%	105%	115%	97%	102%
Laurel	84%	108%	113%	94%	101%
Shades	141%	130%	130%	107%	118%
Brantford	58%	141%	128%	110%	118%

Air Temperatures

Recorded temperatures in August at Shand and Shades were slightly warm at around 0.4 and 1.3 degrees Celsius higher than the long-term average, respectively. Temperatures at Luther and Brantford were slightly cooler than their long-term averages.

The average temperature at the Shand Dam climate station over the first 17 days of September was 16.6 degrees Celsius which is close to the long-term average for the first half of the month of September. A visual representation of these trends for the Shand climate station is provided in Figure 2.

Lake Erie Water Levels

During August, the average lake level was approximately 0.30 meters above the long-term average. As of September 15, levels are 0.12 m lower than August and approximately 0.27 meters above the long-term average and 0.1 meters below September 2023.

The most probable forecast for Lake Erie is for lake levels to remain above the long-term average for the remainder of the year. Figure 3 shows the observed water levels starting in 2021 as well as the range of water levels expected over the next six months.

Reservoir Conditions

The large reservoirs are being used to meet downstream flow targets. Recent dry conditions mean that reservoirs are more heavily relied upon to augment flows downstream. Shand, Luther, and Guelph reservoirs are at their normal operating levels for this time of year.

GRCA is undertaking concrete rehabilitation work on the upstream (reservoir facing) side of Conestogo dam which is continuing into the fall of 2024 and again in the summer/fall of 2025. To accommodate this concrete work, water in the Conestogo Lake reservoir has been drawn down below the lower rule curve.

There is 60 and 79 percent available storage at Shand and Conestogo, respectively. Year to date reservoir levels and operating rule curves are shown in Figures 4 and 5 for the four largest reservoirs.

Low Water Response

The watershed remains in normal condition based on the 3-month indicators. With current dry conditions in mind, precipitation and streamflow data will continue to be monitored closely along with groundwater level data.

Long Range Forecast

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

Flood Preparedness and Flood Centre Activities

The GRCA flood operations centre did not issue any flood messages in August or September, so far.

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

Training sessions for dam operators and field staff will be conducted as needed.

Financial Implications:

Not applicable

Other Department Considerations:

Not applicable

Prepared by:

Mark Anderson, P. Eng.
Senior Engineer – Flood Management

Liz Fisher
Water Management Supervisor

Approved by:

Vahid Taleban, P. Eng.
Manager of Flood Operations

Figure 1: Shand Dam Monthly Precipitation 2020 to morning of September 17, 2024

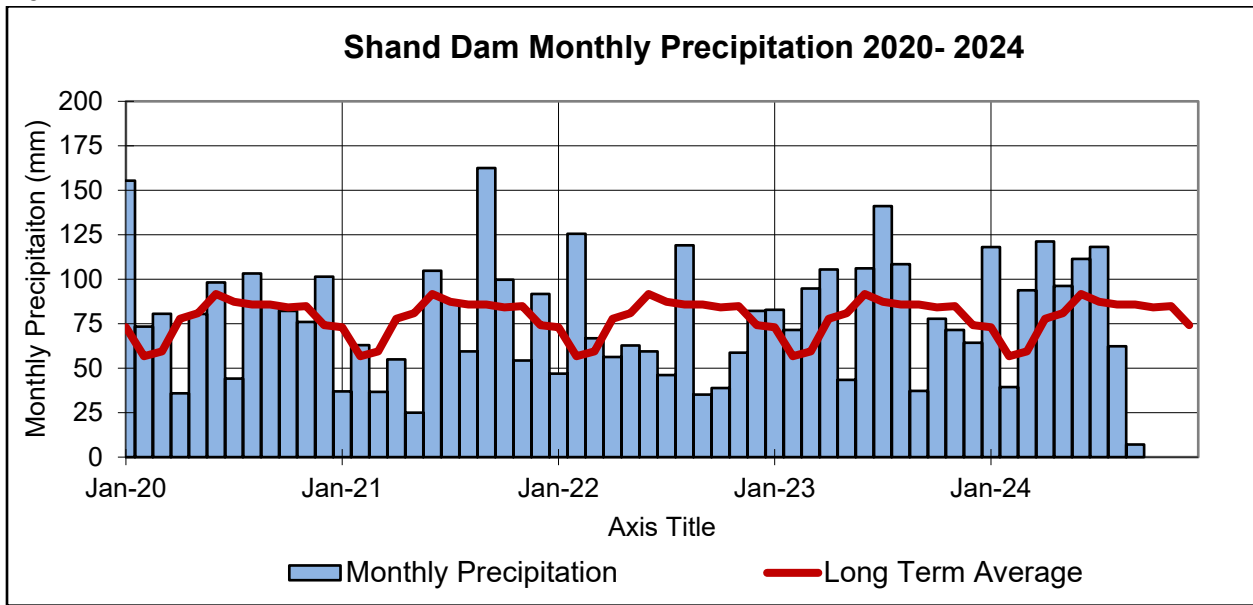


Figure 2: Monthly Average Air Temperatures at Shand Dam from 2020 to September 17, 2024

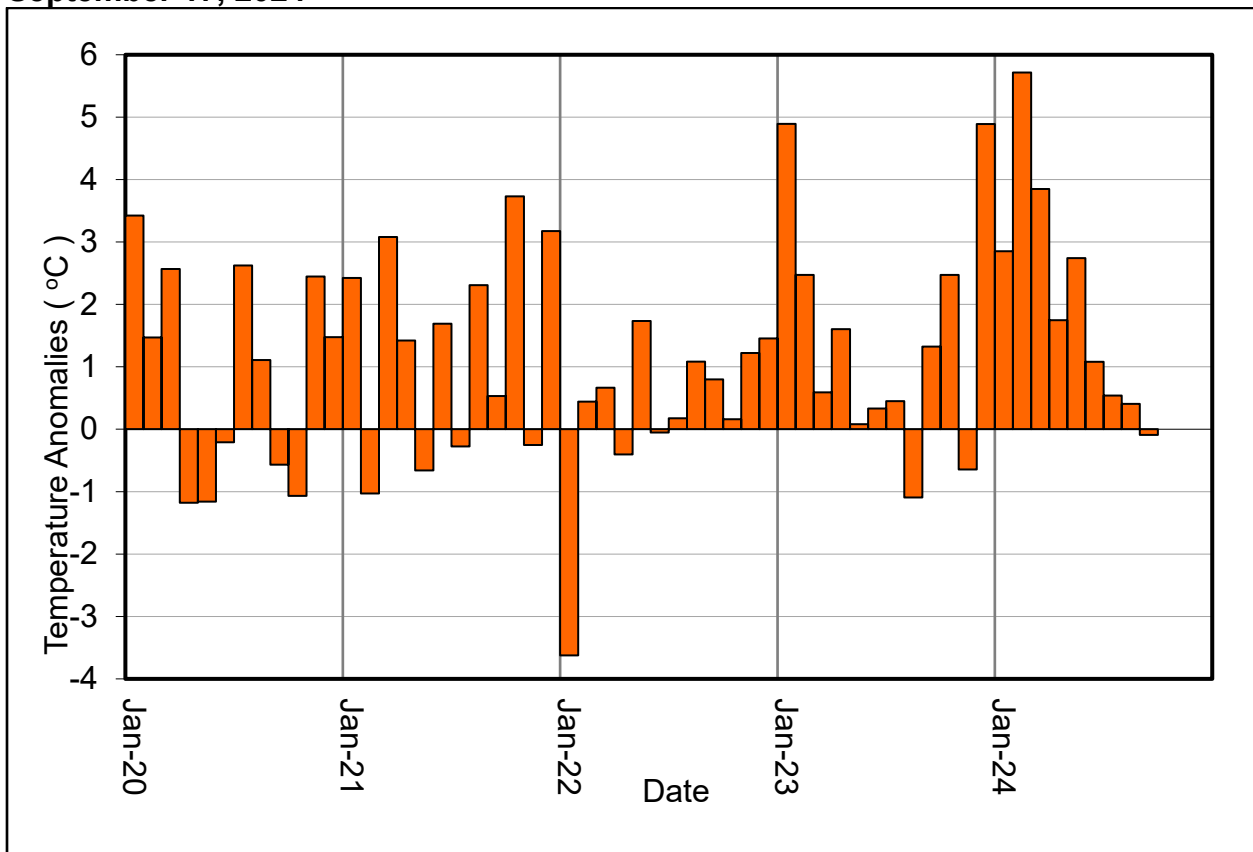


Figure 3: Water levels for Lake Erie at Port Colborne

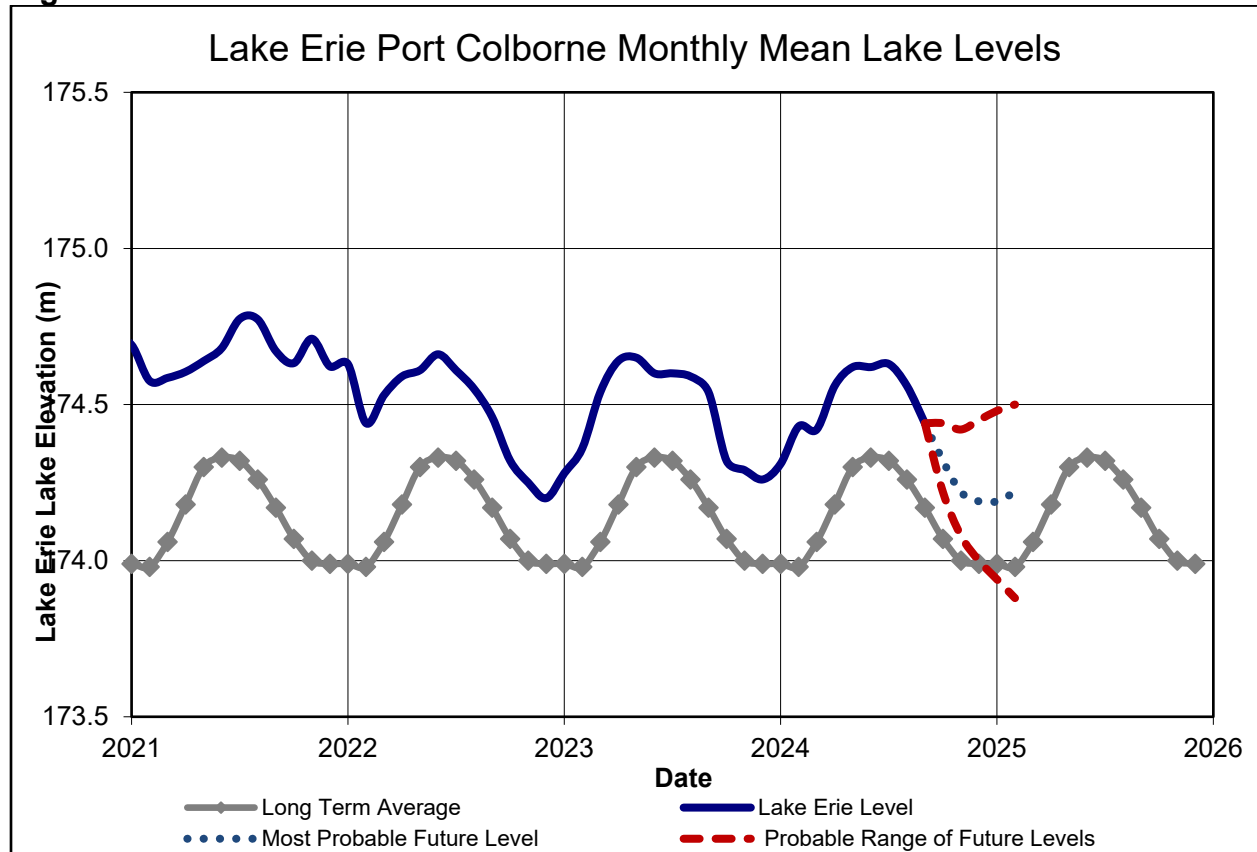


Figure 4: Shand and Conestogo Reservoir Elevation Plots for 2024

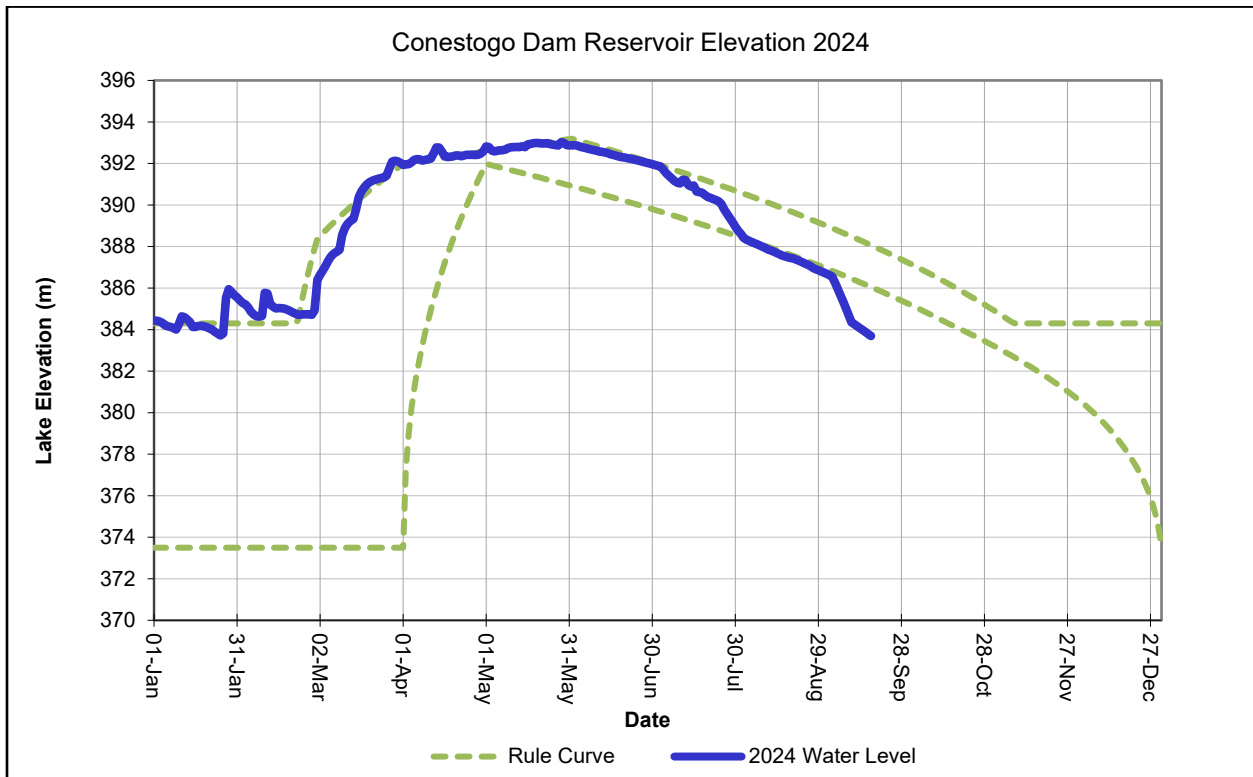
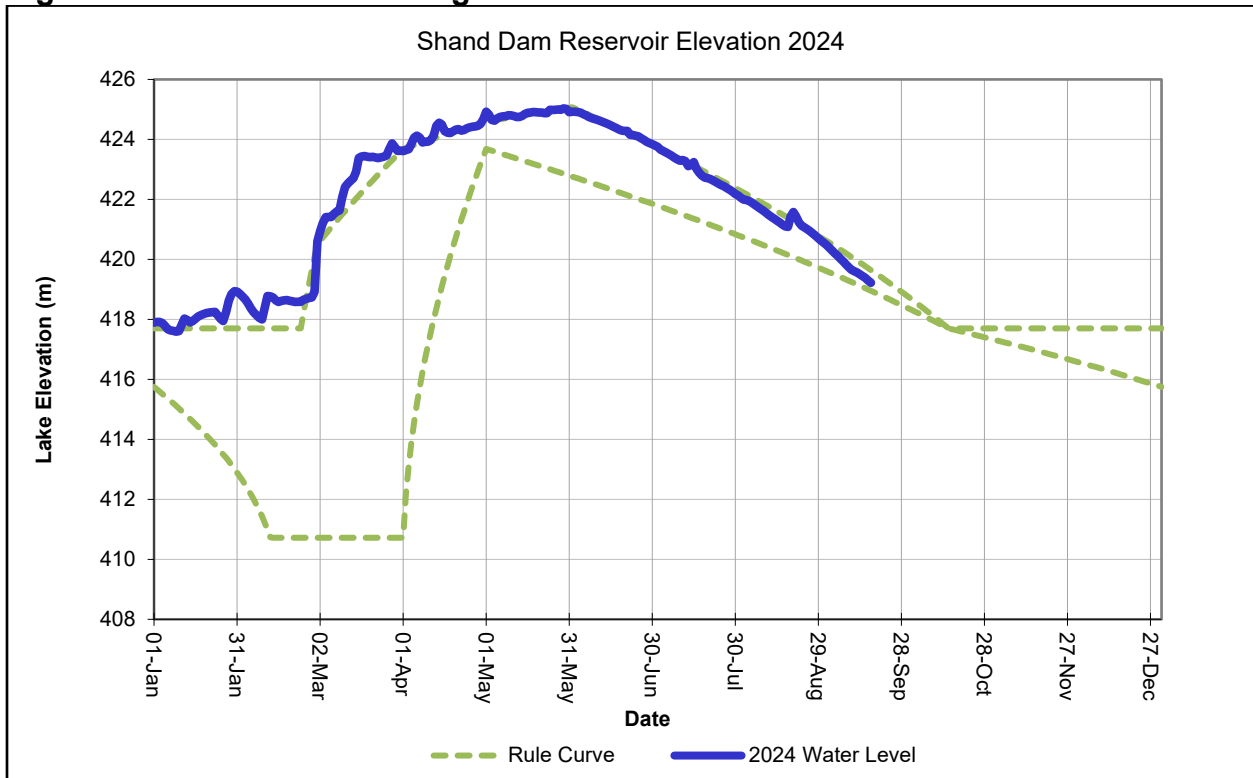
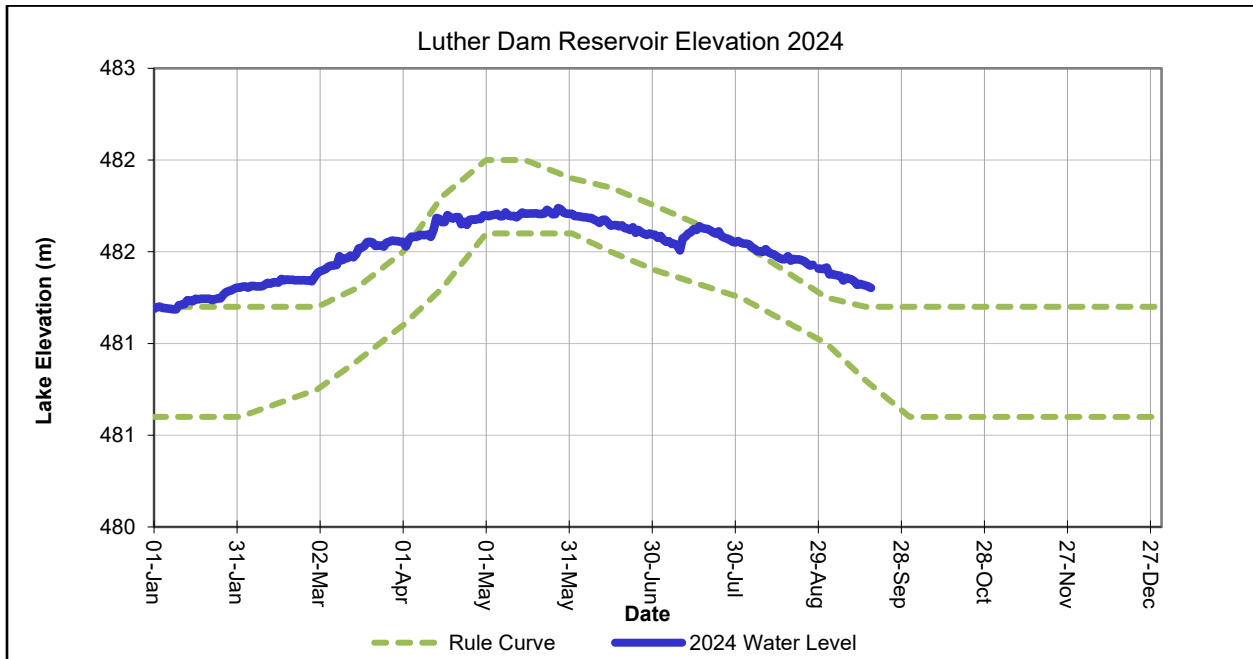
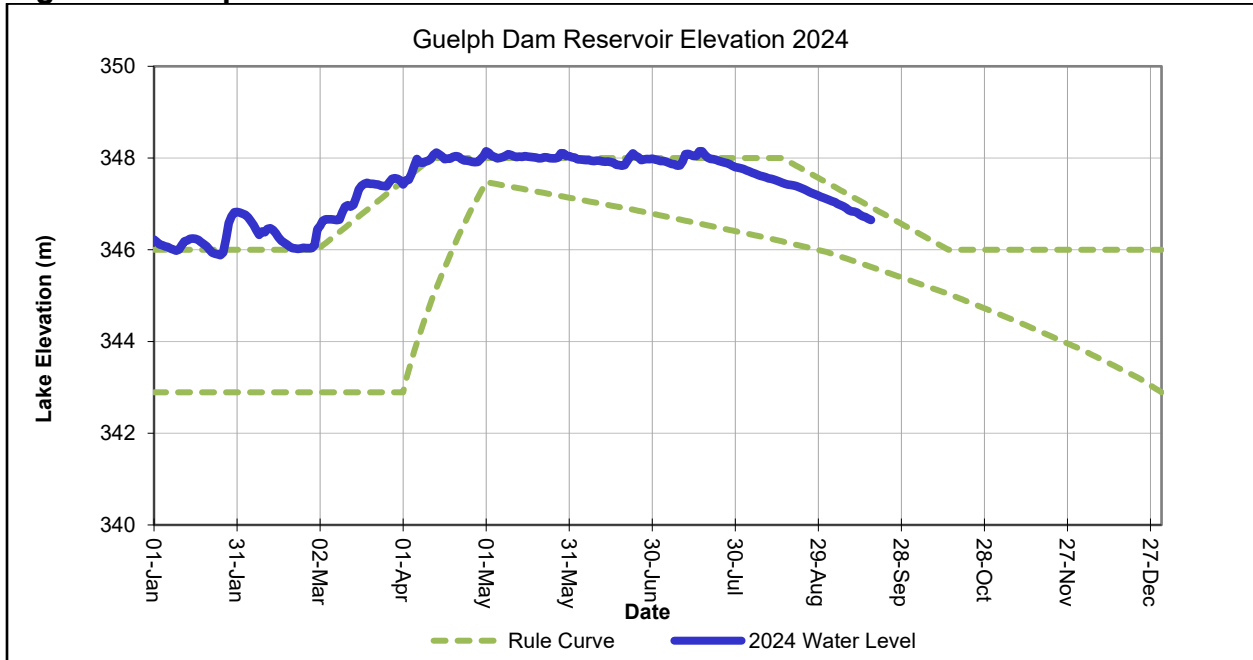


Figure 5: Guelph and Luther Reservoir Elevation Charts for 2024



Grand River Conservation Authority

Report number: GM -08-24-83

Date: August 23, 2024

To: Members of the Grand River Conservation Authority

Subject: Unauthorized Tenting on GRCA properties

Recommendation:

THAT Report Number GM-08-24-83 – Unauthorized Tenting on GRCA Properties be received as information.

Summary:

Over the past decade there has been an increase in unauthorized tenting on Grand River Conservation Authority (GRCA) property. Staff brought forward a report(s) in 2018/2019 regarding the challenges with managing this issue across the watershed. Since the initial reports, staff have developed and implemented guidelines and policies, attended several municipal staff meetings/committees, partnered with various government agencies, installed/operationalized disposal equipment in conservation areas, passive lands and other GRCA lands to help reduce the number of needles on GRCA property, improved incident tracking and hiring of external support (biohazard clean-up, security, etc.) to help manage this issue.

In 2024, there has been an increased need for financial and staffing resources to deal with unauthorized tenting, in particular, at Dumfries Conservation Area, located in the City of Cambridge.

Staff are continuing to respond accordingly to unauthorized tenting incidents and partnering with local municipalities, law enforcement and other government agencies.

Report:

Over the past decade there has been a dramatic increase in unauthorized tenting on Grand River Conservation Authority (GRCA) property. Since staff began recording encampment numbers in 2018, the highest prevalence of occurrences is within the City of Cambridge at Dumfries Conservation Area. GRCA staff have dealt with several unauthorized tenting complaints throughout the watershed, including in Brantford, Kitchener, Guelph, North Dumfries, and Centre Wellington. These incidents are commonly brought forward through complaints from members of the public through email, phone, and social media. GRCA staff follow up on each complaint in a timely manner, as resources permit.

In 2018, due to the number of encampments on GRCA properties, a protocol for staff regarding the expectations and procedures for dealing with unauthorized tenting issues on GRCA's land was developed and implemented. This protocol provides guidelines to staff on which agencies to contact, notification for removal of unauthorized tenting, clarification of lead staff in process, retention period of belongings, inspection protocol, etc.

Staff from the Conservation Lands and Conservation Area Operations departments designated as Provincial Offences Officers manage the site visits, complete assessments, engage with any occupants, perform evictions, ensure that the areas are cleaned, and do essential site remediation work. GRCA Central Services staff assist with the cleanup of sites that are located

on the grounds of head office. Most unauthorized tenting sites require at least 4 to 5 visits by staff to resolve an issue.

Unauthorized tent sites are often cluttered with garbage, food waste, sharps e.g. needles, personal belongings, and biohazards such as human waste and potentially drug paraphernalia. The GRCA addresses this issue by hiring qualified contractors to clean up biohazards when significant quantities are found. As a result, the costs associated with site cleanup, particularly biohazard removal and garbage disposal fees, have risen. In instances with limited or no visible items of concern, GRCA staff support the cleanup.

As a safety precaution, GRCA staff have training on cleaning up sharps, are trained in using and handling naloxone for themselves or a coworker and have access to sharps disposal containers and biohazard cleanup kits in all fleet vehicles and active conservation areas.

The average encampment (single occupant) requires approximately 40 hours of staff time. For the most part, two provincial offence officers make at least three to six site visits to each encampment to work towards an eviction of the site. The same staff, and others attend to either complete the cleanup, or to be on site while an external company cleans the area if there is a prevalence of biohazards. The costs to GRCA for an external service provider to clean up large, biohazardous materials at encampments since 2018 are detailed on the Table One.

Table One: Costs associated with external provider for biohazardous clean-up

2018	6517.74
2019	17425.39
2021	14214.36
2022	2163.94
2023	24167.23
2024*	18611.96
TOTAL	\$83,100.62

* The information for 2024=- July 31, 2024.

An additional challenge arises when unauthorized tenting occurs in areas that are not easily accessible, further complicating the cleanup process and creating potentially increased risks for staff as it pertains to engagement and evictions.

Provincial Offence Officers from Conservation Lands and Conservation Areas staff have increased the number of patrols and inspections to monitor unauthorized tenting activity on GRCA properties. The GRCA has also hired two summer student security guards to support conservation lands and has increased patrols on all of GRCA's passive lands to identify possible unauthorized tenting sites and assist with removal.

Starting in August 2024, an external security company has been retained to complement GRCA resources and to have an increased presence at Dumfries. Conservation Areas staff are unable to attend on the weekends as resources are dedicated to the operation of Shade's Mills Conservation Area, water management support and other GRCA property needs.

Table two: Number of Incidents (unauthorized tenting) on GRCA passive lands Since May, 2023

Kitchener/Waterloo	Cambridge	Dumfries CA	Brantford	Centre Wellington	Guelph	Other
4	6	41	2	4	2	3

In 2023, resulting from the Ontario Superior Court of Justice's decision in *The Regional Municipality of Waterloo vs. Persons Unknown and to be Ascertained*, 2023 ONSC 670 it was determined that public properties owned by a municipality are for the benefit of the public. The court considered that a government cannot prohibit certain activities on public property based on its ownership of the property if doing so involves a deprivation of the fundamental human rights not to be deprived of the ability to protect one's own life, liberty and security of the person (as guaranteed by S.7 of the Canadian Charter of Rights and Freedoms) and/or of the fundamental human right to equality (as guaranteed under S.15 of the Canadian Charter of Rights and Freedoms), in a manner that is not demonstrably justified in a free and democratic society. This court decision is precedent setting for municipalities across Ontario, but it does not apply to private landowners. The GRCA, like all conservation authorities in Ontario, works in partnership with all levels of government, landowners and other organizations. However, the GRCA is a private, independent corporate body with its own Board of Directors, members and mandate. It is not an agent of the Province of Ontario or of any municipality. The lands owned by the GRCA are not public properties; rather they are private properties.

The GRCA continues to work with watershed municipalities, bylaw officers, and police services to address this issue. The GRCA has authorized all watershed police services and the OPP to remove unauthorized tenting sites from GRCA property. When police are available, they will assist GRCA staff, however, it is important to note that there is no guarantee that Police will be available to help with site visits or evictions on GRCA's timeline.

A number of initiatives have been implemented and are currently in process to address homelessness within many of the watershed municipalities. These actions continue to form the basis of GRCA's response.

1. Working with other affected parties – In the past, GRCA staff have participated on multi-agency committees such as the *Harm Reduction Working Group - Region of Waterloo Public Health Unit and Brant County Public Health Unit*. These groups helped to provide specific municipal contacts, program assistance, strategy sharing and access to resources/services related to homelessness and unauthorized tenting. Unfortunately, these groups are no longer in existence or the membership has changed, such that the GRCA is no longer included. Staff will continue to reach out to watershed municipalities, in particular those where incidents of unauthorized tenting are high, to seek resources and assistance.
2. Additional Staff Resourcing – Summer Security Student positions were utilized this year through the Conservation Lands department. These security students patrolled GRCA's passive properties, reporting unauthorized tenting incidents to the Superintendent of Property, assisting with the site cleanup and monitoring of high-incident properties. In addition to assisting with the high number of incidents at Dumfries Conservation Area, a security company was hired to patrol and monitor the property on weekends and off-hours.
3. Role clarification – Staff have been working with local law enforcement to clarify that GRCA property is not subject to the Ontario Superior Courts of Justice's decision of 2023. We have also provided letters authorizing the Region of Waterloo Police, Guelph Police and the OPP to enforce trespassing violations on GRCA properties.
4. Internal staff response - A protocol for staff regarding the expectations and procedures for dealing with unauthorized tenting issues on GRCA's land has been developed and implemented. This protocol will provide guidelines to staff on: which agencies to contact, notification for removal of unauthorized tenting, clarification of lead staff in process, retention period of belongings, inspection protocol, etc. Health and Safety, as well as de-escalation training has been given to staff who regularly deal with unauthorized tenting. These training and internal protocols and policies are reassessed annually and modified as needed.

Financial Implications:

Since January 2024, expenses have totalled approximately \$20,000 (biohazard cleanup, contractors, garbage/dump fees), until July 31, 2024. The costs for additional security (GRCA security students and an external company that provided expanded coverage starting in August) and the ongoing clean up efforts are not yet finalized. In addition, a significant amount of staff time is spent in response to unauthorized tenting with approximately 300-350 hours of staff time managing unauthorized tenting in the past year.

Other Department Considerations:

To date, staff within the Conservation Lands, Conservation Areas Operations, and Central Service department have been managing as time and resources permit.

Prepared by:

Nick Randle
Property Superintendent

Pam Walther-Mabee
Manager of Conservation Area Operations

Approved by:

Samantha Lawson
Chief Administrative Officer