



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

Friday, June 27, 2025

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. Review of Agenda**

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

**4. Declarations of Pecuniary Interest**

**5. Minutes of the Previous Meetings**

1

THAT the minutes of the General Membership Meeting of May 23, 2025 be approved as circulated.

**6. Business Arising from Previous Minutes**

**7. Hearing of Delegations**

**8. Presentations**

**9. Correspondence**

THAT Correspondence from David Hughes, a complaint regarding land-use activities, and from the City of Guelph regarding the 2026 budget, and from the Township of Puslinch and the Town of Parry Sound regarding Bill 5: Protecting Ontario by Unleashing our Economy Act 2025, and from Don McKay, Friends of Mill Creek, regarding the Mill Creek Stewardship Ranger Program be received as information.

- a. David Hughes - Complaint to Minister regarding land-use activities

6

|    |                                                                                                                      |    |
|----|----------------------------------------------------------------------------------------------------------------------|----|
| b. | City of Guelph - 2026 Budget Increase                                                                                | 8  |
| c. | Township of Puslinch Council Resolution No. 2025-167 - Bill 5: Protecting Ontario by Unleashing Our Economy Act 2025 | 9  |
| d. | Town of Parry Sound Council Resolution No. 2025-067 - Bill 5: Protecting Ontario by Unleashing Our Economy Act 2025  | 11 |
| e. | Don McKay, Friends of Mill Creek - Mill Creek Stewardship Ranger Program                                             | 13 |

## 10. Reports:

|    |                                                                                                                                                                                          |     |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| a. | GM-06-25-67 - Chair's Report                                                                                                                                                             | 15  |
|    | THAT the Chair's Report be received as information.                                                                                                                                      |     |
| b. | GM-06-25-63 - Strategic Plan Implementation                                                                                                                                              | 17  |
|    | THAT Report Number GM-06-25-63 – Implementation Plan for the Grand River Conservation Authority's 2025-2029 Strategic Plan be received as information.                                   |     |
| c. | GM-06-25-60 - CAO Performance Review Policy                                                                                                                                              | 24  |
|    | THAT the Chief Administrative Officer Performance Review Policy be approved and implemented.                                                                                             |     |
| d. | GM-06-25-64 - Cash & Investment Status                                                                                                                                                   | 49  |
|    | THAT Report Number GM-06-25-64– Cash and Investment Status – May 2025 be received as information.                                                                                        |     |
| e. | GM-06-25-65 - Financial Summary                                                                                                                                                          | 51  |
|    | THAT the Financial Summary for the period ending May 31, 2025 be approved.                                                                                                               |     |
| f. | GM-06-25-62 - Amendments to the Grand River Conservation Authority, Conservation Authorities Act Hearing Guidelines and Procedures                                                       | 71  |
|    | THAT Report Number GM-06-25-62 – Amendments to the Grand River Conservation Authority, Conservation Authority Act Hearing Guidelines and Procedures be received as information;          |     |
|    | AND THAT the Hearing Guidelines and Procedures be approved and posted on the Grand River Conservation Authority website.                                                                 |     |
| g. | GM-06-25-61 - Delegation of Powers                                                                                                                                                       | 102 |
|    | THAT Report Number GM-06-25-61 – Delegation of Power- <i>Conservation Authorities Act</i> (part VI, s. 28.) be received as information;                                                  |     |
|    | AND THAT the powers to approve permits and permit extension requests under the <i>Conservation Authorities Act</i> be delegated to the Supervisors of Planning and Regulations Services. |     |

|    |                                                                                                                                                                                   |     |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| h. | GM-06-25-57 - Scoped Agricultural Policy Review for the Administration of Ontario Regulation 41/24                                                                                | 104 |
|    | THAT Report Number GM-06-25-57 – Scoped Agricultural Policy Review for the Administration of Ontario Regulation 41/24 be received as information.                                 |     |
| i. | GM-06-25-59 - Natural Heritage Annual Report                                                                                                                                      | 106 |
|    | THAT Report Number GM-06-25-59 – Natural Heritage Annual Report be received as information.                                                                                       |     |
| j. | GM-06-25-58 - Giant Hogweed on GRCA Properties                                                                                                                                    | 143 |
|    | THAT Report number GM-06-25-58 – Giant Hogweed on Grand River Conservation Authority Properties be received as information                                                        |     |
| k. | GM-06-25-56 - Dam Management Program - Funding of Small Dams                                                                                                                      | 145 |
| l. | GM-06-25-55 - Wellesley Dam and Baden Dam Repairs                                                                                                                                 | 150 |
|    | THAT Report Number GM-06-25-55 – Wellesley Dam and Baden Dam Repairs be received as information.                                                                                  |     |
| m. | GM-06-25-54 - Pride Staple Structural Repairs                                                                                                                                     | 153 |
|    | THAT the Grand River Conservation Authority awards the tender for the Pride Stables Structural Repairs in the amount of \$242,500.00 excluding HST to Dakon Construction Limited. |     |
| n. | GM-06-25-66 - Current Watershed Conditions                                                                                                                                        | 155 |
|    | THAT Report Number GM-06-25-66 – Current Watershed Conditions as of June 17, 2025 be received as information.                                                                     |     |

**11. Committee of the Whole**

**12. General Business**

**13. 3rd Reading of By-Laws**

**14. Other Business**

**15. Closed Meeting**

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

- a. Minutes of the previous closed session - May 23, 2025
- b. Proposed or pending acquisition or disposition (City of Kitchener)
- c. Proposed or pending acquisition or disposition (Township of Mapleton)

d. Proposed or pending acquisition or disposition (County of Brant)

e. Proposed or pending acquisition or disposition (City of Waterloo)

**16. Next Meeting - August 22, 2025 at 9:30 a.m. (Hybrid)**

**17. Adjourn**

Regrets only to:

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

THAT the General Membership Meeting be adjourned.





## Grand River Conservation Authority Minutes - General Membership Meeting

Date: May 23, 2025  
Time: 9:30 am  
Location: Hybrid Meeting of the General Membership  
Members Present: Bruce Banbury, Christine Billings, Gino Caputo, John Challinor II, Ken Yee Chew, Brian Coleman, Doug Craig, Kevin Davis, Jim Erb, Susan Foxton, Guy Gardhouse, Gord Greavette, Lisa Hern, Colleen James, Daniel Lawrence, David Miller, Matt Rodrigues, Sandy Shantz, Rob Shirton, Jerry Smith, Shawn Watters, Chris White, Pam Wolf  
Regrets: Mike Devine, Alex Wilson  
Staff: Samantha Lawson, Karen Armstrong, Krista Bunn, Joel Doherty, Brandon Heyer, Kayleigh Keighan, Murray Lister, Katelyn Lynch, Vahid Taleban, Pam Walther-Mabee, Chris Foster-Pengelly, Benjamin Cheng, Eowyn Spencer  
Others: Sabine Matheson and Daniel Blazekovic (StrategyCorp)

### 1. Call to Order

The Chair called the meeting to order at 9:30 a.m. and welcomed Matt Rodrigues, a new Board member appointed by the Region of Waterloo.

### 2. Certification of Quorum

The Secretary-Treasurer certified quorum with more than half of the Members present. A total of 23 Members attended the meeting.

### 3. Review of Agenda

An item was added to the closed session agenda, regarding litigation or potential litigation.

25-99

**Moved By** Doug Craig

**Seconded By** Susan Foxton

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

**Carried**

### 4. Declarations of Pecuniary Interest

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

### 5. Minutes of the Previous Meetings

25-100

**Moved By** Gord Greavette

**Seconded By** Brian Coleman

THAT the minutes of the General Membership Meeting of April 25, 2025 be approved as circulated.

**Carried**

**6. Business Arising from Previous Minutes**

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

**7. Hearing of Delegations**

There were no Delegations.

C.Billings, K.Davis, and P.Wolf joined the meeting at approximately 9:32 a.m.

**8. Presentations**

**8.a GRCA Strategic Plan - Sabine Matheson & Daniel Blazekovic, StrategyCorp**

- Sabine Matheson and Daniel Blazekovic joined the meeting to present the updated strategic plan.
- S.Matheson began the presentation with an overview of the process taken to update the plan and provided detail around how the Board feedback sessions supported the development of the structure and content of the refreshed plan.
- The plan links back to other strategic documents, such as budgets and long-term plans, focuses on action around mandated purpose of the GRCA and in support of strategic priorities.
- The presentation included a detailed overview of the refreshed framework, including 4 new pillars that identify key strategic priorities for the organization, and measurable commitments that will be reported on annually.
- The Chair thanked StrategyCorp for the presentation and their support through the development process.

25-101

**Moved By** Pam Wolf

**Seconded By** Sandy Shantz

THAT the Grand River Conservation Authority endorse the Strategic Plan 2025-2029 as presented.

**Carried**

K.Chew joined the meeting at 9:47 a.m.

**8.b GRCA Dam Safety Management Program - Katelyn Lynch, Director of Water Infrastructure**

- Katelyn Lynch provided a presentation on the GRCA's Dam Safety Program. The presentation highlighted the importance of dam safety, how the program supports the GRCA's mandate, and aligns with safety guidelines and standards.
- The GRCA owns 28 dams across the watershed; 7 of which are used for flood management and flow augmentation for water supply. The remaining 21 smaller dams are made up of old mill ponds and run-of-the-river structures that act as local amenities.
- The GRCA follows regulatory guidelines and standards and implements best practices in managing dam safety with a regular inspection program, dam and dike reviews, detailed technical investigations, public safety notifications and education, and emergency preparedness plans.
- Board members thanked staff for the presentation and asked questions about contracted inspection services, the purpose of smaller dams, and government funding for infrastructure and safety programs.
- K.Lynch advised that annual and daily inspections are completed by staff, and consultants may be contracted for deficiencies, issues, condition assessments, etc that require specific expertise. An assessment of all of GRCA's small dams will be completed over the next few years to determine existing purposes or challenges around each of the small dams; and that the province provides the Water Erosion Control Infrastructure grant, which is a cost-sharing application-based program. It was also noted that the Riverside dam in Cambridge is not owned by the GRCA.

## 9. Correspondence

### 9.a Halton Regional Council re: Development Services Continuous Improvement Updates

### 9.b Town of Shelburne - Responsible Growth and Opposition to Elements of Bill 5

### 9.c John Kemp re: Giant Hogweed (Correspondence and GRCA response)

- D.Milller asked if staff are seeing an increased prevalence giant hogweed on GRCA properties. S.Lawson noted that it is managed on our own properties, and that staff can review available information to determine if it's more prevalent in comparison to previous years. It was also noted that staff are currently undertaking a study in two locations to support more effective management of the plant.
- The Chair thanked Mr.Miller for the question and confirmed that staff can provide a response by email. D.Miller added that an increased prevalence may indicate not enough is being done to mitigate its presence.

25-102

**Moved By** Chris White

**Seconded By** Jerry Smith

THAT Correspondence from Halton Regional Council regarding Development Services Continuous Improvement Updates, and from the Town of Shelburne regarding Responsible Growth and Opposition to Elements of Bill 5, and from John Kemp regarding giant hogweed be received as information.

**Carried**

## 10. Reports:

### 10.a GM-05-25-53-Chair's Report

The Chair highlighted the following points from the report:

- The Chair attended the Celebration of Life for Board member Kari Williams, and a donation was made on behalf of the GRCA in support of the education of Kari's children.
- The Chair's barbecue luncheon will be held on June 27, following the Board meeting. Board photographs will be taken, so in-person attendance is encouraged. Past board members from the previous term have also been invited.
- The Chair and CAO met with the Minister of Environment, Conservation and Parks on May 8.

25-103

**Moved By** Bruce Banbury

**Seconded By** Pam Wolf

THAT the Chair's Report be received as information.

**Carried**

### 10.b GM-05-25-50-Cash and Investment Status

D.Miller asked if there have been any changes in where the GRCA can invest as a result of recent legislative changes, and staff confirmed there have not.

25-104

**Moved By** Susan Foxton

**Seconded By** Chris White

THAT Report Number GM-05-25-50– Cash and Investment Status – April 2025 be received as information.

**Carried**

### 10.c GM-05-25-51-Financial Summary

There were no comments or questions on this item.

25-105

**Moved By** Jerry Smith

**Seconded By** David Miller

THAT the Financial Summary for the period ending April 30, 2025 be approved.

**Carried**

**10.d GM-05-25-52-Current Watershed Conditions**

There were no comments or questions on this item.

25-106

**Moved By** Doug Craig

**Seconded By** Brian Coleman

THAT Report Number GM-04-25-52 – Current Watershed Conditions as of May 13, 2025 be received as information.

**Carried**

**11. Committee of the Whole**

Not required.

**12. General Business**

There was no General Business.

**13. Other Business**

There was no Other Business.

**14. Closed Meeting**

**Moved By** Susan Foxton

**Seconded By** Sandy Shantz

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

**Carried**

The live meeting stream was paused while the Board convened in camera.

25-108

**Moved By** Brian Coleman

**Seconded By** Doug Craig

THAT the General Membership return to open session.

**Carried**

The Board reconvened in open session and the live meeting stream was resumed.

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

25-109

**Moved By** Susan Foxton

**Seconded By** Rob Shirton

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

**Carried**

**14.b GM-03-25-C08 - Scientific, technical, commercial, financial information belonging to the municipality or local board**

25-110

**Moved By** Shawn Watters

**Seconded By** Guy Gardhouse

THAT Report Number GM-04-25-C08 be received as information.

**Carried**

**14.c Litigation or potential litigation**

A motion was passed in closed session in accordance with GRCA's Administrative By-law.

**15. Next Meeting - Friday, June 27, 2025 at 9:30 a.m., followed by the Chair's BBQ Luncheon**

**16. Adjourn**

The meeting was adjourned at 10:12 a.m.

**Moved By** David Miller

**Seconded By** Susan Foxton

THAT the meeting of the General Membership be adjourned.

**Carried**

---

Chair

---

Secretary-Treasurer

David Hughes  
1420 Concession 2 Road West  
Lynden, ON L0R 1T0

May 18, 2025

To Whom it May Concern:

I am writing on behalf of the Copetown Community to follow up on the Grand River Conservation Authority's (GRCA) reply of 4 April 2025 regarding our complaint about recent land-use activities in a regulated wetland by Copetown Woods Golf Course. I regret the delay in my escalation of this issue to your attention, I was hopeful that our concerns could be heard and addressed at a local level.

### **1 . Summary of the community's concerns**

#### **1. Apparent policy inconsistency.**

Photographs previously supplied to the GRCA show new laneways, tree removal, and maple-sap collection infrastructure within the wetland. These actions appear to contravene the Authority's own publicly stated standards for wetland protection.

#### **2. Uneven enforcement.**

Our review of enforcement notices issued elsewhere in the watershed suggests that similar activities by other landowners have resulted in stop-work orders and administrative penalties. The disparate treatment raises the perception of a double standard for individuals with financial influence.

#### **3. Risk to public confidence and potential legal exposure.**

If enforcement is found to be selective, prior convictions and ongoing prosecutions could be vulnerable to appeal, exposing the Authority, and by extension the Province, to financial and reputational risk.

### **2 . Information requested**

To address these concerns, we respectfully ask that the Ministry provide:

- **A detailed explanation** of the statutory or regulatory basis on which the cited activities were permitted or deemed compliant.
- **Clarification of any recent changes** to the GRCA's or provincial government's mandate, policies, or operating guidelines that could account for the variance in enforcement between cases.
- **Assurances of independence** from political or financial influence in the Authority's decision-making processes.
- **An outline of oversight mechanisms** the Ministry employs to ensure consistent, equitable application of conservation regulations across the province.

### **3 . Next steps**

We have shared this letter and the supporting documentation with:

- The GRCA Board of Directors;
- Our local Members of Provincial Parliament; and
- Legal counsel retained to advise on possible remedies should inequitable enforcement be confirmed.

In addition, given the Province's current focus on fiscal efficiency, we believe a performance review of the GRCA's enforcement program could help restore public confidence and identify opportunities for cost-effective improvements.

#### **4 . Requested timeline**

We would appreciate a written response within **21 calendar days** of receipt. Should you require further information, please contact me at 403-315-0017 or stubby855@gmail.com. Thank you for your attention to this matter. Our community fully supports robust, transparent conservation practices and looks forward to your clarification.

Respectfully,

A handwritten signature in cursive script, reading "David Hughes". The signature is written in dark ink and is positioned below the word "Respectfully,".

Dave Hughes

11 June, 2025

Chair John Challinor II  
Board of Directors  
Grand River Conservation Authority

Dear Chair Challinor,

**RE: 2026 Budget Increase**

Following the 2025 budget confirmation, Guelph's 2026 tax-supported budget forecast indicates an increase of 7.44 per cent over 2025.

Affordability is a critical issue in our community. On April 1, I issued a [Mayoral Direction](#) directing City staff to prepare an update to the adopted 2026 operating and capital budget with a goal of reaching a property tax impact of no more than 2.5 per cent for the City Services portion. Guelph residents and businesses are clearly experiencing an affordability crunch, and so I am respectfully asking the Grand River Conservation Authority to join me in finding ways to seriously consider limiting its budget increase as well.

If you have any questions, please don't hesitate to reach out to me at [mayor@guelph.ca](mailto:mayor@guelph.ca).

Sincerely,



Mayor Cam Guthrie

CC : Councillor Christine Billings, Councillor Ken Yee Chew, City of Guelph Executive Team, City Treasurer, City Clerk, Grand River Conservation Authority CAO Samantha Lawson





Hon. Doug Ford  
Premier of Ontario  
VIA EMAIL:  
[premier@ontario.ca](mailto:premier@ontario.ca)

Hon. Rob Flack  
Minister of Municipal Affairs  
and Housing  
VIA EMAIL:  
[rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Township of Puslinch  
7404 Wellington Road 34  
Puslinch, ON N0B 2J0  
[www.puslinch.ca](http://www.puslinch.ca)

June 18, 2025

Hon. Todd McCarthy  
Minister of the  
Environment, Conservation  
and Parks  
VIA EMAIL:  
[todd.mccarthy@pc.ola.org](mailto:todd.mccarthy@pc.ola.org)

MPP Joseph Racinsky  
Wellington-Halton Hills  
VIA EMAIL:  
[joseph.racinsky@pc.ola.org](mailto:joseph.racinsky@pc.ola.org)

RE: Bill 5: Protecting Ontario by Unleashing Our Economy Act 2025

Please be advised that Township of Puslinch Council, at its meeting held on May 28, 2025 considered the aforementioned topic and subsequent to discussion, the following was resolved:

**Resolution No. 2025-167:**

Moved by Councillor Sepulis and  
Seconded by Councillor Hurst

**That the Consent Agenda item 6.9 and 6.10 be received for information; and**

**Whereas the Government of Ontario has introduced Bill 5: Protecting Ontario by Unleashing Our Economy Act, 2025, which proposes substantial changes to environmental planning legislation, including the repeal of the Endangered Species Act and the creation of "Special Economic Zones" that may override local planning authority; and**

**Whereas the Township of Puslinch supports increasing housing supply and economic growth, but believes this must be achieved without undermining environmental protections or compromising the integrity of municipal planning processes; and**



**Whereas Bill 5, as proposed, risks weakening safeguards for Ontario's natural heritage and reducing the role of municipalities in managing growth in a responsible and locally informed manner;**

**Now therefore be it resolved that the Council of the Township of Puslinch:**

- **Opposes the provisions in Bill 5 that would reduce environmental protections or override municipal planning authority;**
- **Urges the Province of Ontario to advance housing and infrastructure growth through policies that respect sound environmental planning principles and uphold the planning tools available to local governments;**
- **Opposes the use of Bill 5 that may reduce a municipality's ability to enforce its local by-laws (planning and other affected by-laws);**
- **Opposes the potential use of Bill 5 to supersede Ministry jurisdiction to require proper approvals such as ARA licences or ECAs; and**
- **Opposes the potential use of Bill 5 to apply a SEZ to lands that are already licenced through provincial approvals such as an ARA licence or ECA to supersede requirements under those licenses or approvals.**
- **Directs that this resolution be forwarded to:**
  - 1. The Honourable Doug Ford, Premier of Ontario**
  - 2. The Honourable Rob Flack, Minister of Municipal Affairs and Housing**
  - 3. The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks**
  - 4. MPP Joseph Racinsky**
  - 5. The Association of Municipalities of Ontario (AMO)**
  - 6. All Ontario municipalities for their awareness and consideration.**
  - 7. All Conservation Authorities in Ontario**
  - 8. Conservation Ontario**

**CARRIED**

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston  
Municipal Clerk



THE CORPORATION OF THE TOWN OF PARRY SOUND  
RESOLUTION IN COUNCIL

NO. 2025 – 067

DIVISION LIST

YES NO

DATE: June 3, 2025

Councillor **G. ASHFORD**  
Councillor **J. BELESKEY**  
Councillor **P. BORNEMAN**  
Councillor **B. KEITH**  
Councillor **D. McCANN**  
Councillor **C. McDONALD**  
Mayor **J. McGARVEY**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

MOVED BY:

SECONDED BY:

CARRIED: ☒ DEFEATED: ☐ Postponed to: \_\_\_\_\_

Whereas the Government of Ontario has introduced Bill 5: Protecting Ontario by Unleashing Our Economy Act, 2025, which proposes substantial changes to environmental planning legislation, including the repeal of the Endangered Species Act and the creation of “Special Economic Zones” that may override local planning authority;

And Whereas the Town of Parry Sound supports increasing housing supply and economic growth, but believes this must be achieved without undermining environmental protections or compromising the integrity of municipal planning processes;

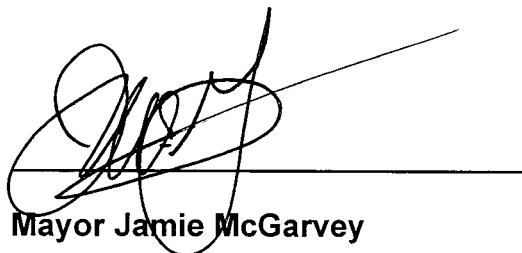
And Whereas Bill 5, as proposed, risks weakening safeguards for Ontario’s natural heritage and reducing the role of municipalities in managing growth in a responsible and locally informed manner;

Now Therefore Be It Resolved That Council for the Town of Parry Sound supports the Town of Shelburne and the Town of Orangeville's resolutions which

- Oppose the provisions in Bill 5 that would reduce environmental protections or override municipal planning authority;
- Urge the Province of Ontario to advance housing and infrastructure growth through policies that respect sound environmental planning principles and uphold the planning tools available to local governments;
- Urge the Province to support municipalities through ensuring responsible growth through infrastructure projects designed to ensure protection of sensitive wildlife and natural resources;

And Directs that this resolution be forwarded to:

- The Honourable Doug Ford, Premier of Ontario,
- The Honourable Rob Flack, Minister of Municipal Affairs and Housing,
- The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks,
- Graydon Smith, MPP Parry Sound-Muskoka
- The Association of Municipalities of Ontario (AMO),
- All Conservation Authorities in Ontario,
- Conservation Ontario



Mayor Jamie McGarvey



MILL CREEK STEWARDSHIP RANGER PROGRAM  
c/o Township of Puslinch  
7404 Wellington Road 34  
Guelph, ON N1H 6H9 AM



2016 Mill Creek Rangers

19 June 2025

Grand River Conservation Authority Board

**RE: Friends of Mill Creek and The Grand River Conservation Authority**

The Friends of Mill Creek (FoMC) is a volunteer group composed of environmentalists, local industrialists, politicians, landowners, residents, and staff of the Grand River Conservation Authority (GRCA) focusing on the rehabilitation of the creek. The community-based organization was founded to implement a selection of the recommendations made in the Mill Creek Sub-Watershed Study completed in 1996, but our overall goal is to maintain Mill Creek's status as a cold-water stream.

The group began with an assessment of water temperatures in the Aberfoyle area, and since then, for the past 29 years, FoMC has been involved in a variety of projects, including fish biomass sampling, in-stream rehabilitation and trail maintenance, dam removals, reforestation and naturalization, and continued temperature monitoring and water sampling.

One of our most important and successful programs has been the Mill Creek Stewardship Ranger's Program (MCSR). Each summer, since 2003, except for 2020 and 2021 due to Covid, four high school students are hired as rangers to conduct restoration efforts under the guidance of a university student crew lead, and GRCA staff.

With guidance from GRCA staff the rangers work throughout the summer on a variety of projects to rehabilitate the Mill Creek sub-watershed. The high school students selected are passionate about the environment and are planning to enter post secondary education in the field. In addition to their restoration efforts, the students are encouraged to learn about the industries within the Mill Creek sub-watershed, including their monitoring and restoration efforts. This offers students a unique opportunity to learn about the environmental field while helping to restore an incredibly important and sensitive tributary of the Grand River. The work of the MCSR has helped with Mill Creek's resilience to anthropomorphic influences and growth in overall stream health.

To demonstrate the benefits of the MCSR for the students, as well as Mill Creek, below are three of many comments from the students after having worked in the creek over the summer.

*"With my three years both as a Ranger and as a Crew Leader I was able to meet so many amazing students and professionals. Some of the Rangers I met have gone on become professional fishing guides, engineering students, and environmental justice activists - the common trait being their time on the Mill Creek. The skills and knowledge they acquired as a Ranger created an opportunity to better themselves, but also to advance their career paths exponentially. Personally, the experiences and knowledge gained from my time spent on the river has allowed me to succeed and thrive in many different capacities. Through the University of British Columbia I am almost wrapping up my undergrad in "global perspectives of Natural Resource Conservation". With job opportunities in South Africa/Brazil/Nicaragua, I hope to continue my work with conservation and take on the international fight for environmental solutions.*

*I have been able to grow and succeed in my endeavours, most notably to the great work I was able to do and was given the opportunity to do through you all. At the end of the day, I just wanted to say on behalf of myself, and all the Rangers I have worked with, thank you! I know it has been an amazing experience for all of us, none of it being possible without the tireless efforts of the Friends of the Mill Creek."*

*~Ben Carbell, 2018 & 2019 Crew Leader, 2017 Mill Creek Stewardship Ranger*

*"The Mill Creek Stewardship Ranger program is an opportunity that I wish every student that is passionate about the environment and natural resource protection and conservation would get to experience. I was fortunate enough to be a Ranger in the summer of 2019, and not only did this program provide me with summer employment, but also an incredible source of experiences and education that furthered my goals as a student on my career path. Currently, I am finishing my second year at Fleming College in the Fish and Wildlife Technician program, and am continuing my studies next year at Fleming in the Conservation and Environmental Law enforcement program. The experiences and knowledge I gained throughout my time as a Ranger gave me many tools that I regularly reference back to in my studies, as well as friendships and connections that will continue throughout my career in*



*the Environmental field. I would like to extend a huge thank you to the Friends of Mill Creek and generous donors who make this program possible. I truly believe that the Mill Creek Stewardship Ranger program paved the way to my dream career. Although this program is unfortunately not able to run once again due to the current state of the pandemic, its impact on past Rangers such as myself remains!"*

*~Avery Jenkins, 2019 Mill Creek Stewardship Ranger*

*"I was a Mill Creek Ranger the summer of 2018 and it was one of the best summer jobs I ever had. I always knew I wanted to study biology and I was going to school for that but my experiences as a Ranger was what inspired me to focus on conservation biology. I particularly enjoyed electrofishing and working with Fisheries and Oceans Canada on a mussel survey in the Grand River because it gave me a feel for what field work would be like. This job was incredibly satisfying because over the weeks of restoring Mill Creek you can see how much you have accomplished and the difference it has made. The Ranger program is also a great way to get to know other people who are interested in the same things as you. Working closely over the summer I made very close connections with my crew members and others we worked with."*

*~ Paige Amos, 2018 Mill Creek Stewardship Ranger*

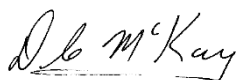
Funding for our programs and particularly the MCSRP, which presently cost \$40K per year, is through donations and grants. Each year the Program results continue to exceed all expectations, with our success directly attributable to our donors, sponsors, partners, members, and local landowners. In particular with the help of the Grand River Conservation Authority and Foundation. With your assistance we hopefully will be able to continue this community-based program.

On behalf of the FoMC we wish to thank the Board of Directors and staff of both The Grand River Conservation Authority and Foundation and are looking forward to another successful year of rehabilitation and student enrichment in 2025.

For further information on the FoMC and our programs please visit our website:

[www.friendsofmillcreek.org](http://www.friendsofmillcreek.org) or contact me at [donmckay@golden.net](mailto:donmckay@golden.net), or 519-822-2984

Sincerely,



D. C. McKay  
President  
Friends of Mill Creek  
84 Queen Street  
Morrison On  
N0B 2C0

# Grand River Conservation Authority

**Report number:** GM-06-25-67

**Date:** June 27, 2025

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

**Subject:** Chair's Report

---

## **Recommendation:**

THAT the Chair's Report be received as information.

## **Report:**

The purpose of my writing is to share with you my activities over the last 30 days.

## **Special Note:**

- Beginning in 2026, all GRCA Board members and all members of the GRCA senior leadership team will be invited to attend the opening ceremonies of Children's Water/Groundwater Festivals in Brantford-Brant and Waterloo-Wellington. The Chair commits to attending both festivals.
- In what appears to be evolving into a time-honoured tradition amongst GRCA Chairs, someone is using the current Chair's email address from time-to-time to encourage Board members to purchase gift certificates on his behalf. Please ignore these phony requests.

## **Administration:**

- At the request of the CAO, the Chair reviewed drafts of the GRCA Strategic Plan Communications Plan and all documents associated with the CAO Performance Review Plan. The draft CAO Performance Review Plan is being circulated to the Board of Directors at its June 27<sup>th</sup> meeting for its review and consideration for approval;
- The draft Chair and Board Effectiveness Review Plan will be circulated to the Board of Directors in August for its review and consideration for approval;
- The Chair will be working with the Vice-Chair, the CAO and the Deputy CAO to review GRCA Board governance matters over the next several months, with a view to updating the document and addressing matters raised by the Board by the fall of 2026. All matters will be brought to the Board for its review and consideration for approval;
- Whenever there is a matter of concern by a GRCA Board member about a GRCA program or service, to ensure it is dealt with quickly, rather than call staff, Board members are encouraged to contact CAO Samantha Lawson at [slawson@grandriver.ca](mailto:slawson@grandriver.ca) or (519) 621-2763 or Chair John Challinor II at [john.challinor@milton.ca](mailto:john.challinor@milton.ca) or (416) 918-4472 immediately.

## **Files:**

- As promised in the first Chair's Report, the schedule for Board education/department projects/presentations is continuing at the June 27<sup>th</sup> meeting. These presentations are designed to help increase Board knowledge about key GRCA activities and strengthen relations between it and the Management Committee; and
- As promised in the first Chair's Report, an invitation has been circulated to the GRCA Board to attend a Board/Management Committee BBQ luncheon following the June meeting of the Board. Prior to the luncheon, group photographs will be taken of the 2018-2022 Board of

Directors as well as the current Board of Directors. GRCA staff have reached out to former Board members to join us for the group photograph session and lunch. Former GRCA Board Chair Chris White will also be recognized for his many contributions to GRCA and Conservation Ontario over the last four years during the lunch.

**Meetings:**

- The Chair and the CAO held their monthly status meeting on June 13<sup>th</sup>, which covered off all matters of organizational importance to the GRCA Board of Directors;
- The Chair, CAO and Deputy CAO attended the Grand River Conservation Foundation Annual General Meeting on June 18<sup>th</sup>;
- Also on June 18<sup>th</sup>, the CAO and the Director of Finance attended Township of Amaranth Council to present the 2025 Budget and the new strategic plan.
- The Chair and the Deputy CAO attended the Guelph Lake Nature Centre event on June 20<sup>th</sup>, where the Rotary Club of Guelph completed its \$250,000 donation towards the reconstruction of the facility;
- The Chair and the CAO attended the Conservation Ontario Board of Directors Council Meeting on June 23<sup>rd</sup>;
- The Chair met the Vice Chair, the CAO and the Deputy CAO on June 26<sup>th</sup> to discuss preparations for the pending June Board meeting;
- The Chair and the CAO are scheduled to meet Brantford-Brant MP Larry Brock on July 3<sup>rd</sup> to update him about the GRCA;
- The Chair is scheduled to attend the Lake Erie Region Management Committee meeting on July 21<sup>st</sup>;
- There is no GRCA Board meeting in July. The next meeting of the Board will take place on Friday August 22<sup>nd</sup>. Have a great summer!



# Grand River Conservation Authority

**Report number:** GM-06-25-63

**Date:** June 27, 2025

**To:** General Membership of the Grand River Conservation Authority

**Subject:** Implementation Plan for the Grand River Conservation Authority's 2025-2029 Strategic Plan

---

## **Recommendation:**

THAT Report Number GM-06-25-63 – Implementation Plan for the Grand River Conservation Authority's 2025-2029 Strategic Plan be received as information.

## **Summary:**

Not applicable.

## **Report:**

In May 2025, the Grand River Conservation Authority (GRCA) approved the Strategic Plan 2025–2029. Building on the foundation of the previous plan, this updated strategy advances key initiatives aimed at strengthening the organization following a period of significant change.

The four strategic pillars provide clear direction, aligning the organization with its legislative mandate, strengthening collaboration with watershed residents, municipal partners, First Nations and Indigenous communities, and driving modernization. This includes a focus on staff initiatives and development, improved asset management and risk mitigation, and the sustainable management of GRCA landholdings.

Designed with a long-term perspective, the Strategic Plan positions the organization for sustained growth and innovation beyond 2029. It ensures the organization remains adaptable, future-focused, and well-equipped to meet evolving municipal, community and watershed needs.

To guide implementation, a dedicated Implementation Plan (Appendix A) outlines how strategic action items under each pillar will be completed over the next five years. Some initiatives will be completed over multiple years, while others will be addressed annually.

For the first time, key performance indicators (KPIs) have been established to monitor progress, enhance accountability, and provide the Board with a structured framework to evaluate the organization's success in achieving its strategic goals. Progress will be reported annually through a year-end presentation and written report. KPIs will be reviewed either annually or according to project-specific timelines. Annually assessed indicators, which are primarily operational or tactical, will include trend analysis beginning in the second year of the plan. Project-based actions will be tracked against defined milestones and included in the annual update. In addition to the KPIs developed for the strategic plan, new measures related to customer service, human resources, and general operations will also be presented to the Board each December.

The Implementation Plan serves as a roadmap for translating strategy into action. It defines specific initiatives, timelines and actions associated with each strategic goal, promoting alignment across departments and ensuring organizational clarity. Staff have also developed a Communication Plan that will play a vital role in ensuring that the key external and internal audiences are informed and engaged throughout the life of the plan. By establishing clear

channels for sharing progress, updates and outcomes, the Communication Plan promotes transparency and supports a deeper understanding of the GRCA and its strategic direction for the next five years.

The Communication Plan is a comprehensive document that defines the strategic approach to communication, identifies key external and internal interest holders and designated GRCA spokespeople, provides key messages, outlines the tactical implementation of communication methods and incorporates evaluation and measures of its effectiveness. It is designed to be responsive and flexible. A variety of communication tactics are mapped out throughout the lifespan of the plan to promote understanding and engagement.

Together, the Implementation Plan and Communication Plan enable the GRCA to effectively complete its strategic priorities, respond to changing conditions, and demonstrate its continued commitment to collaboration, accountability and continuous improvement.

**Financial Implications:**

Not applicable.

**Other Department Considerations:**

Not applicable.

**Submitted by:**

Samantha Lawson  
Chief Administrative Officer

**Grand River Conservation Authority**  
Updated Strategic Framework  
June 27, 2025

Vision: A healthy watershed that connects, strengthens and sustains resilient communities.

Mission: We work with watershed communities to reduce flood risk, maintain and support a healthy watershed and connect people to nature.

**Pillar #1 - Protecting life and minimizing property damage from flooding and erosion**

| Goal                                                                                                                                                                                   | Action                                                                                                                                                                                       | Timeline |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Maintain mapping of natural hazard areas.                                                                                                                                              | Complete Hydrologic and/or Hydraulic studies in high-priority areas within the watershed in consultation with impacted municipalities and First Nations communities, as required.            | Annually |
| Manage and update infrastructure to help address the impacts of climate change and growth.                                                                                             | Complete an audit of the monitoring network to ensure it can collect, process and transmit accurate and reliable data, and update as needed.                                                 | 2027     |
|                                                                                                                                                                                        | Undertake dam and dike safety assessments to ensure that flood infrastructure meets design standards and required levels of flood protection.                                                | 2029     |
|                                                                                                                                                                                        | Review and update all Operations, Maintenance and Surveillance (OMS) manuals to support infrastructure management.                                                                           | 2029     |
|                                                                                                                                                                                        | Explore capacity improvements for flood management infrastructure, such as dikes.                                                                                                            | Annually |
| Increase internal capacity to forecast flooding events and execute warning systems, while working with partners on warning communications.                                             | Enhance the Grand River Flood Forecasting System (GRIFFS).                                                                                                                                   | 2027     |
| Identify and implement strategies to effectively communicate the GRCA's roles and responsibilities in natural hazard management to partners and, through them, to watershed residents. | Enhance communication tools that inform and educate our municipal partners, First Nations communities and watershed residents.                                                               | 2027     |
|                                                                                                                                                                                        | Coordinate with municipal partners on emergency preparedness planning for dam break and flood emergencies (including, Woolwich Dam, Laurel Dam and Shades Dam Emergency Preparedness Plans). | Annually |
| Implement emergency preparedness measures for all major GRCA dams and engage municipal partners in emergency management efforts.                                                       | Complete Emergency Plans for the GRCA's major (7) dams in consultation with municipal partners.                                                                                              | 2029     |
|                                                                                                                                                                                        | Complete/update dam break inundation mapping for the GRCA's major (7) dams.                                                                                                                  | 2029     |

## APPENDIX A

| Goal                                                                                                                                                                                                | Action                                                                                    | Timeline |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------|
| Develop and/or update policies, guidelines and procedures for the administration of the natural hazard regulation to enhance consistency, clarity and efficiency throughout the permitting process. | Create new or update policy framework(s) to meet legislative and regulatory requirements. | 2027     |
|                                                                                                                                                                                                     | Develop materials to communicate standards for permit and planning processes.             | Annually |
|                                                                                                                                                                                                     | Identify and implement other continuous improvement opportunities.                        | Annually |

### Pillar #2 - Improving the health of the Grand River watershed

| Goal                                                                                                                                                                    | Action                                                                                                                                                                                                                      | Timeline    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Collaborate with municipalities, First Nations partners, and provincial and federal agencies to update the 2014 Grand River Water Management Plan.                      | Update shared strategies and actions to ensure sustainable water supplies, reduce flood damages and improve water quality, including developing strategies to address elevated nitrogen and phosphorous in the Grand River. | 2028        |
|                                                                                                                                                                         | Engage municipal partners and explore opportunities to align climate goals.                                                                                                                                                 | 2028        |
|                                                                                                                                                                         | Engage municipal, provincial and federal governments, and First Nations in a Grand River-focused community of practice that goes beyond municipal boundaries.                                                               | Annually    |
| Work alongside municipalities, First Nations, and the Province to protect drinking water sources from contamination and overuse.                                        | Undertake a comprehensive review and update of the Grand River Source Protection Plan to reflect changes to drinking water systems and new science and policy directions.                                                   | TBD by MECP |
|                                                                                                                                                                         | Support drinking water source protection in neighbouring Lake Erie Source Protection Region watersheds, as the Region's lead Source Protection Authority.                                                                   | 2026        |
| Work with landowners, municipalities, First Nations, Indigenous communities and others to improve water quality, increase forest cover, and enhance climate resilience. | Deliver a watershed-wide cost-share program to landowners taking action to protect water quality and improve watershed health.                                                                                              | Annually    |
|                                                                                                                                                                         | Facilitate private land, municipal and community partner tree planting.                                                                                                                                                     | Annually    |
|                                                                                                                                                                         | Engage watershed residents in outreach events to foster stewardship.                                                                                                                                                        | Annually    |
|                                                                                                                                                                         | Work with municipal Wastewater Treatment Plant operators to reduce nutrient loading to watercourses.                                                                                                                        | Annually    |
|                                                                                                                                                                         | Work alongside government partners to improve water quality and reduce the river's impact on Lake Erie.                                                                                                                     | Annually    |
|                                                                                                                                                                         | Acquire land to protect regulatory features in priority areas and/or to add to existing properties to expand habitat areas.                                                                                                 | Annually    |

## APPENDIX A

| Goal                                                                                                                                                                                                                                    | Action                                                                                                                                                                   | Timeline |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Strengthen working relationships with First Nations and Indigenous communities in the Grand River watershed to help ensure their cultural practices and values are recognized in the stewardship of land, water, and natural resources. | Develop an engagement protocol or strategy to ensure First Nations are consulted on issues of mutual importance.                                                         | 2029     |
|                                                                                                                                                                                                                                         | Create greater opportunities for open dialogue on shared environmental issues.                                                                                           | Annually |
|                                                                                                                                                                                                                                         | Develop and implement a framework for recognizing and respecting Indigenous connections to the land, traditional knowledge and stewardship in the Grand River watershed. | 2029     |

### Pillar #3 - Connecting people with the environment through outdoor experiences

| Goal                                                                                                                                                             | Action                                                                                                                                                                                                                         | Timeline |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Invest in and improve the built infrastructure on GRCA lands to support the long-term sustainability of our recreational and outdoor facilities.                 | Develop Operating Plans for Grand River Conservation Areas.                                                                                                                                                                    | 2029     |
|                                                                                                                                                                  | Update Accessibility Plans for Conservation Areas to enhance accessibility while providing options for people of all abilities and maintaining the natural environment.                                                        | 2027     |
| Provide sustainable outdoor recreational and educational opportunities to foster connections with the natural environment and encourage responsible stewardship. | Implement Board recommendations for the Outdoor Environmental Education Program.                                                                                                                                               | 2027     |
|                                                                                                                                                                  | Secure additional funding from other sources for operational needs of the Outdoor Environmental Education Program.                                                                                                             | Annually |
|                                                                                                                                                                  | Analyze visitation patterns in Conservation Areas to identify peak usage trends and visitor preferences and leverage these insights to prioritize targeted upgrades and improvements.                                          | Annually |
| Identify and evaluate municipal, provincial, federal and First Nations partnership opportunities to support mutual benefits on GRCA-owned lands.                 | Collaborate with partners to support Conservation Lands (e.g., restoration initiatives, maintenance agreements, etc.).                                                                                                         | Annually |
|                                                                                                                                                                  | Collaborate with school board partners to include Indigenous perspectives and knowledge in environmental education programs.                                                                                                   | Annually |
|                                                                                                                                                                  | Collaborate with local tourism organizations, Economic Development offices and Regional Tourism Offices by participating in tourism and economic development forums and meetings and by providing GRCA data where appropriate. | Annually |

**Pillar #4 - Building a future-oriented organization**

| Goal                                                                                                                                                                            | Action                                                                                                                                                                                                          | Timeline |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Develop and implement a comprehensive Human Resources Strategy that prioritizes employee well-being, staff training and development, succession planning and talent attraction. | Establish comprehensive workforce planning by developing annual department succession plans and enhancing the staff development review process to ensure continuity and growth.                                 | Annually |
|                                                                                                                                                                                 | Create structured training programs by developing written plans for critical operations and processes to enhance staff preparedness and efficiency.                                                             | Annually |
|                                                                                                                                                                                 | Conduct an employee engagement survey and implement measures to strengthen engagement and foster organizational connection.                                                                                     | Annually |
| Foster sustainable and efficient operations by implementing continuous improvement measures.                                                                                    | Finalize the Cyber Incident Response Plan, enhance cyber security measures, and foster greater awareness of cyber security risks amongst staff.                                                                 | Annually |
|                                                                                                                                                                                 | Continually improve and modernize the network for real-time water information used in flood management.                                                                                                         | Annually |
|                                                                                                                                                                                 | Ensure up-to-date, relevant information is available for Engineering, Planning, and Operations staff in decision-making processes.                                                                              | Annually |
| Develop and implement a comprehensive Asset Management Plan for all critical assets.                                                                                            | Complete the inventory of GRCA assets and maintain an accurate database.                                                                                                                                        | 2026     |
|                                                                                                                                                                                 | Evaluate assets and identify which ones require a condition assessment (prioritization based on operational needs and consequence of failure ratings).                                                          | 2027     |
|                                                                                                                                                                                 | Develop a 5-year phasing plan to conduct condition assessments for high-priority assets on a recurring basis.                                                                                                   | 2029     |
|                                                                                                                                                                                 | Implement Asset Management Software to support ongoing Asset Management Planning.                                                                                                                               | 2029     |
|                                                                                                                                                                                 | Evaluate the priorities in all department Asset Management Plans to identify cost-effective preventive actions to manage recognized risks.                                                                      | Annually |
|                                                                                                                                                                                 | Complete assessment of non-flood control dams to identify structures with high-cost, low-utility or negative environmental impact that would be suitable candidates for possible retirement or decommissioning. | 2029     |

**APPENDIX A**

| <b>Goal</b>                                                                                                                          | <b>Action</b>                                                                                                                                                                                                                                                                                                                | <b>Timeline</b> |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Explore digital solutions to improve service delivery, making processes more efficient and accessible for both staff and the public. | Improve information management by modernizing tools and applications used.                                                                                                                                                                                                                                                   | Annually        |
|                                                                                                                                      | Improve digital access and user/customer experience by enhancing the online booking system for the Outdoor Environmental Education Program and streamlining access to ticket sales and memberships in Conservation Area operations.                                                                                          | Annually        |
|                                                                                                                                      | Streamline organizational efficiency and compliance through improved records management.                                                                                                                                                                                                                                     | Annually        |
|                                                                                                                                      | Implement an integrated gate and payment system for a streamlined customer experience at Conservation Areas.                                                                                                                                                                                                                 | 2028            |
| Develop a plan to measure, evaluate, and reduce our environmental impact.                                                            | Quantify the organization's carbon footprint.                                                                                                                                                                                                                                                                                | 2026            |
|                                                                                                                                      | Develop carbon reduction goals and implement plan.                                                                                                                                                                                                                                                                           | 2029            |
| Manage GRCA land holdings by balancing conservation, sustainable use, safety, and financial responsibility.                          | Develop a Natural Heritage Restoration Strategy to guide restoration efforts across GRCA lands.                                                                                                                                                                                                                              | 2027            |
|                                                                                                                                      | Complete and implement Management Plans for grasslands, created wetlands, and forest plantations.                                                                                                                                                                                                                            | Annually        |
|                                                                                                                                      | Develop a comprehensive Conservation Lands Strategy, including reviewing the current management framework and structure, assessing potential revenue options, and reviewing current maintenance and inspection programs to guide operations on GRCA landholdings, excluding conservation areas and water control structures. | 2027            |
|                                                                                                                                      | Ensure activities on GRCA lands are protective of water sources for GRCA-owned and municipal drinking water wells and intakes.                                                                                                                                                                                               | 2027            |

# Grand River Conservation Authority

**Report number:** GM-06-25-60

**Date:** June 27, 2025

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

**Subject:** Chief Administrative Officer Performance Review

---

## **Recommendation:**

THAT the Chief Administrative Officer Performance Review Policy be approved and implemented.

## **Summary:**

A key governance responsibility of a Board of Directors is ensuring the effective management of the operations of an organization through the position of the Chief Administrative Officer (CAO). The CAO role is the link between the Board and Grand River Conservation Authority (GRCA) operations and is responsible for facilitating the development, implementation, and delivery of GRCA programs and services in accordance with Board direction. As per By-law 2-2025 section B.1(f), the Board is responsible for ensuring that a process exists for regular performance evaluations of the CAO.

The current process has involved an annual performance and goal-setting discussion between the Chair and the Chief Administrative Officer as part of the GRCA's Staff Development process. Staff were requested to modify the current process to include an annual presentation to the Board by the CAO about progress and to facilitate feedback from all Board members on the performance of the CAO.

Policies, processes, and resources from watershed municipalities, other conservation authorities, and the Canadian Association of Municipal Administrators (CAMA) CAO Performance Review Toolkit, were reviewed and utilized in the development of the draft policy and related documentation.

## **Report:**

The CAO is responsible for managing the operations of the GRCA. The CAO's duties are identified in the GRCA's By-law, and in the job description, which is included as Appendix A. The CAO position reports to the Board of Directors, which is responsible for setting expectations for the role, evaluating performance, and providing performance-related feedback.

A structured performance review process provides a framework to set clear objectives for the CAO, enable ongoing feedback on the CAO's performance, and serves as a basis for compensation adjustments. The current process has involved an annual performance and goal-setting discussion between the Chair and the Chief Administrative Officer as part of the GRCA's annual Staff Development process.

Staff were requested to modify the current process to include an annual presentation to the Board by the CAO about progress and to facilitate feedback from all Board members. The draft policy was developed to incorporate goal setting, ongoing feedback, and a formal year-end process that includes a self-assessment by the CAO, a CAO's report to the Board, feedback from all Board Members, and a performance review meeting. The draft policy is attached as Appendix B and it outlines the steps and timing for the process. The supporting documentation



to support the process includes a Goal Setting Form (Appendix C), CAO Self-Assessment Form (Appendix D), Board Member Input Form (Appendix E), and the final Performance Evaluation Form (Appendix F).

Policies, processes, and resources from watershed municipalities, other conservation authorities, and the Canadian Association of Municipal Administrators (CAMA) CAO Performance Review Toolkit, were reviewed and utilized in the development of the draft policy and related documentation.

**Financial Implications:**

The introduction of this policy and process will not result in any changes to the approved budget.

**Other Department Considerations:**

Not applicable.

**Prepared by:**

Krista Bunn  
Director of Human Resources

**Approved by:**

Samantha Lawson  
Deputy CAO/Secretary-Treasurer



## Job Description

### Chief Administrative Officer

#### General Overview:

Reporting to the General Membership of the Authority, the Chief Administrative Officer (CAO) is the senior staff member of the Authority, an accomplished manager with proven leadership skills obtained through significant experience in a career marked by professional growth, substantial accomplishments, and recurrent advancement. The CAO is committed to the concepts of continuous improvement and corporate excellence. Working collaboratively with the General Membership and providing strong leadership to the Authority's Senior Leadership Team, the CAO plays a pivotal role in the establishment of plans and procedures that ensure that the strategic direction and long-term goals of the Authority are appropriate to its mission and accomplished on a timely basis. As a key support member of the Grand River Conservation Foundation, the CAO takes an active role in policy development, strategic planning, participating in key fundraising requests for the Foundation, and ensuring an appropriate level of cooperation and support between the Foundation and the GRCA.

#### Specific Accountabilities:

The primary responsibilities of the job are to:

1. Advise and report to the General Membership. Attend all meetings of the General Membership (and Executive Committee if applicable) or designate an acting CAO if not available. Ensure that the Members receive all relevant information in a timely manner to make informed decisions.
2. Provide strategic direction and ensure the execution of programs, projects, policies and decisions to support the objectives of the General Membership.
3. Be responsible for the management of the operations of the Authority, including all staff and programs of the Authority. Provide ongoing visionary leadership and clear direction for leadership and staff.
4. Work with the members of the Senior Leadership Team to ensure effective communication with staff and to maintain positive employee relations.
5. Establish and maintain appropriate administrative and reporting controls to safeguard assets, minimize risk, and ensure fiduciary and legal compliance. Serve as a signing officer for the Authority.
6. Ensure that the Authority provides a safe and healthy work environment through compliance with the Ontario Occupational Health & Safety Act and Regulations.
7. Coordinate annual budgets with Senior Finance Staff for presentation to the General Membership and control the budget throughout the fiscal year.
8. Approve applications under the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations made under Section 28 of the Conservation Authorities Act, RSO 1990 when such applications meet the Authority's policies, are recommended by staff for approval with or without conditions and have a maximum period of validity that does not exceed 24 months.
9. Maintain positive working relationships with Member municipalities and expand intergovernmental liaison between the Authority and all levels of government.
10. Represent the Authority on Conservation Ontario Council and related committees as required.

**Technical Accountabilities/Requirements:**

- Proficient in managing complex projects and large budgets, meeting commitments, developing innovative solutions, and achieving results.
- Strong communication skills with the demonstrated ability to present clearly, promote understanding through effective verbal, written, and listening skills, facilitate change, and build consensus.
- Solid understanding of the negotiations, conflict resolution, and performance management processes
- Knowledge of the Occupational Health and Safety Act and other related pieces of safety legislation
- Excellent interpersonal and human resource management skills

**Educational Requirements:**

- Post-secondary education at the graduate level or equivalent in Resource Management, Engineering, Business/Public Administration, Planning or a related discipline.

**Experience Requirements:**

- Minimum of 10 years of progressive senior management experience including direct leadership of senior staff and working with senior government personnel and political representatives.

**Competencies and Abilities:**

- **Corporate Leadership & Staff Effectiveness**
  - Demonstrates positive leadership through communication of a shared vision
  - Ensures the Board's vision and direction are implemented
  - Demonstrates a personal orientation towards action and removes barriers that delay progress towards goals
  - Supports a workplace that is ethical, safe, inclusive, and respectful
  - Strategically plans and initiates long-term goals and changes to ensure the GRCA is responsive to change.
- **Fiscal Accountability & Financial Management**
  - Effectively optimizes human, financial, and physical resources
  - Promotes fiscal accountability
  - Ensures the establishment of and compliance with fiscal policies
  - Leads the preparation and presentation of operating and capital budgets and long-term financial plans
  - Ensures effective processes are in place for the maintenance and funding of critical infrastructure.
- **Relationship Building & Communication**
  - Demonstrates highly effective interpersonal skills, tact, and diplomacy
  - Maintains ongoing dialogue with Board members and provides comprehensive advice on issues
  - Establishes, builds, and maintains strong relationships with watershed municipalities, partner agencies, and other interest holders
  - Demonstrates the ability to adapt communication methods to a variety of audiences
- **Innovation & Continuous Improvement**
  - Enhances corporate performance by promoting new ideas or processes

- Demonstrates and encourages innovation, continuous improvement, and creative problem-solving
- Demonstrates the ability to initiate, facilitate, and implement change
- Leverages technology and facilitates continuous improvement
- **Service Delivery & Accountability**
  - Promotes continuous improvement throughout the organization
  - Supports the Board in developing plans and initiatives that align with corporate strategic priorities
  - Provides clear direction, appropriate tools, resources, and authority to support success
  - Cultivates a culture of responsibility and appropriate decision making at all levels to enhance efficiency and effectiveness
  - Conducts regular reviews of programs, services, and the organizational structure to evaluate effectiveness and ensure adequate measurement systems are in place

# Grand River Conservation Authority CAO Performance Review Policy



Approval Date: June 27, 2025

## Table of Contents

|                                                              |   |
|--------------------------------------------------------------|---|
| Purpose .....                                                | 1 |
| Scope .....                                                  | 1 |
| Process .....                                                | 1 |
| 1.0 CAO Position Expectations and Setting Expectations ..... | 1 |
| 2.0 Performance Review Process .....                         | 2 |
| 3.0 Compensation Adjustments .....                           | 3 |
| Review of Performance Evaluation Form and Tools .....        | 3 |

## Purpose

The purpose of the CAO Performance Review Policy is to provide a structured process to set clear objectives for the position of the Chief Administrative Officer (CAO), enable ongoing feedback on the CAO's performance and development, support open communication between GRCA Board Members and the CAO, and serve as a basis for compensation adjustments, as applicable. The review of performance is an ongoing, year-round process that is formalized annually.

The performance review process should:

- Ensure clarity of CAO position expectations and competencies;
- Provide a two-way communication forum for the CAO and Board Members to formally discuss GRCA performance and the relationship between the GRCA and interest holders;
- Set objectives and criteria for the CAO based on the GRCA's strategic plan/priorities;
- Set out a timeline for regular and ongoing feedback on CAO performance and goal progress;
- Provide a tool to evaluate performance against the established criteria and results;
- Clearly outline how the performance review is to be conducted; and
- Define the alignment between compensation adjustments and performance results

## Scope

This policy applies to the position of CAO and is administered by the GRCA Board Chair and Members of the Board.

## Process

### 1.0 CAO Position Expectations and Competencies

The performance review is an ongoing process based on evaluating the CAO's performance using measurable criteria in alignment with the GRCA's strategic plan/priorities, position expectations, and competencies. The following documents should be used to guide the development of the performance tool, the establishment of goals, and the evaluation of performance:

- GRCA By-law
- GRCA Strategic Plan/Priorities

## 2.0 Performance Review Process

### Step 1: Development of Performance Goals

The performance cycle is defined as the calendar year. At the beginning of the year (performance cycle), performance goals will be established that align with the GRCA's Strategic Plan and/priorities. This will be a joint process between the CAO and the Chair, pending approval from the Board at a separate closed meeting. The GRCA Performance Goal Setting form will be completed and will also include the identification and development of professional development goals as applicable.

The performance goals will be presented to the Board for approval before the end of the first quarter of the calendar year in a closed session meeting. If the appointment of a new CAO occurs mid-year, the performance goals will be established and approved by the Board before the last quarter. Should the appointment of a new CAO occur in the last half of the calendar year, no formal performance review will take place that year.

The performance goals should be established using the SMART goal methodology (Specific, Measurable, Achievable, Realistic, Time-bound).

### Step 2: Progress update

The CAO will provide regular updates throughout the year, informing the Chair about the progress of the established performance goals. These updates will occur on an informal basis and will include dialogue around successes, barriers to success, or a recommendation to change a performance objective because of a shift in strategic priorities. These updates provide an opportunity for the Chair to provide ongoing and timely feedback to the CAO in regard to performance goals to further support achievement and avoid any surprises during the year-end performance review. Any formal changes to the established performance goals require a closed session Board meeting and must be approved by the Board.

### Step 3: Year-end performance review

The process will be as follows:

- The Director of Human Resources will initiate the performance review in early November by providing the CAO with a performance review package including:
  - Job Description
  - GRCA By-law
  - Strategic Plan/Priorities
  - CAO Performance Review Policy
  - CAO Performance Evaluation Form and Tools
  - Any other relevant materials
- The CAO will prepare a self-assessment of the year's goals, using the Performance Evaluation CAO Self-Assessment Form. Before doing this, the CAO should review the guiding documents noted herein, in addition to any other relevant documents created throughout the year applicable to the assessment, including progress updates.

- The CAO, or designate, will forward the completed self-assessment form to the Chair and to the Board, including any relevant documents the CAO deems appropriate for the purpose of the review.
- The CAO will make a presentation to the Board of the annual self-assessment of the goals at the December Board meeting in closed session.
- The Performance Evaluation CAO Board Member Input Form and tool will be circulated to each Board member no later than the first week of December, along with any other relevant documents, to be completed individually. During an election year, when most Board member's terms end, these documents will be circulated at least one month before the performance review meeting.
- Each Board member is responsible for filling out the form after the CAO's presentation of the self-assessment. The Board will use the definitions outlined in the performance review tool to measure performance in each area by assigning a numerical rating. The numerical ratings are defined within the accompanying performance rating tool. Board Members may elect to add a brief comment to support each rating.
- The completed Performance Evaluation CAO Board Member Input Forms are to be forwarded to the Director of Human Resources by each Board Member by the end of December. The numerical rating assigned by each Board Member will be averaged in each category, resulting in an average overall performance review rating. The Director of Human Resources will combine and summarize the Board's comments relevant to the performance objectives, focusing on common themes and areas requiring improvement prior to sending to the Chair and Vice-Chair.
- In early January, the Director of Human Resources will provide the information to the Chair and Vice-Chair and facilitate a meeting with them to discuss the assessment of the average performance rating in conjunction with the CAO's self-assessment. The Chair and Vice-Chair will determine if an adjustment should be made to the rating if they feel that the average result does not properly reflect overall performance. The Chair and Vice-Chair will decide on how the Board Members' feedback will be discussed with the CAO, how comments will be handled, and may advise the Board of what is communicated to the CAO for information.
- The final Performance Evaluation Form will be circulated by the Chair to the CAO and the Board in advance of the performance review meeting.
- A confidential performance review meeting will take place between the Chair, Vice-Chair, and the CAO at the beginning of February.
- The meeting itself will be a conversation discussing the final performance review, with a constructive focus on successes, opportunities for improvement, and professional development opportunities.
- New proposed performance goals will be discussed in this meeting for the following performance cycle. It is recommended that all parties come prepared with strategic goals that continue to link the CAO's performance goals with the strategic plan and corporate priorities.
- The Chair and CAO will sign off on the final performance review, with a copy will be submitted to Human Resources by the CAO to process any related compensation adjustments and to file in the CAO employee file.

### 3.0 Compensation Adjustments

The performance review provides a mechanism to align CAO compensation adjustments with performance. In order to maintain internal equity, consistency, transparency, and fiscal accountability, CAO compensation will be administered in accordance with the applicable sections of the GRCA's HR Policies, which are subject to change from time to time.

## Review of Performance Evaluation Form and Tools

The performance review process, including the form and related tools, will be reviewed as deemed necessary by the Board.

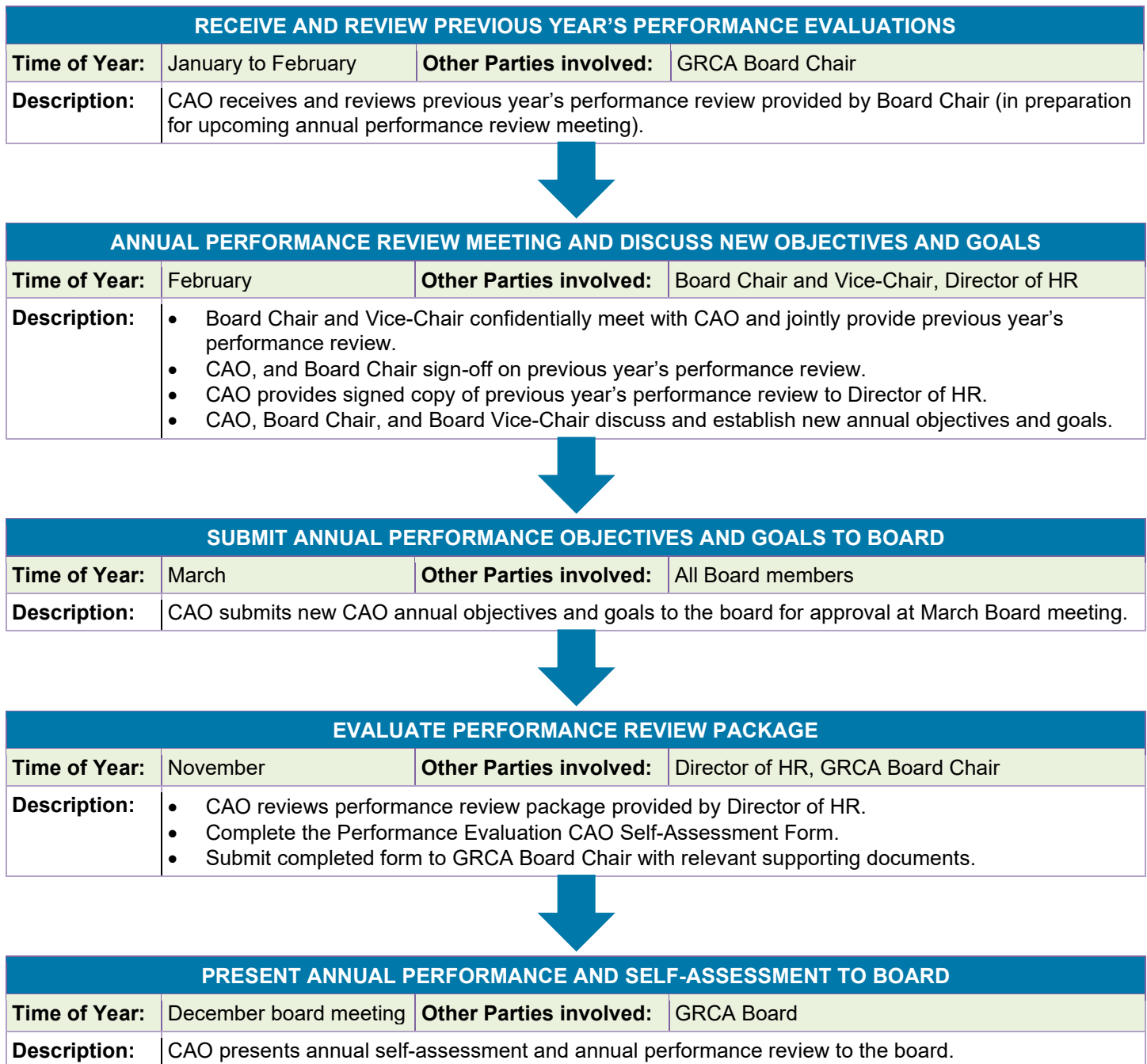
If it is determined by the Board that changes to the performance review process, form, or tool are required, the Board will inform the CAO and Director of Human Resources. The Director of Human Resources will recommend changes based on the Board's direction and bring revisions to the Board for approval.



# CAO RESPONSIBILITIES

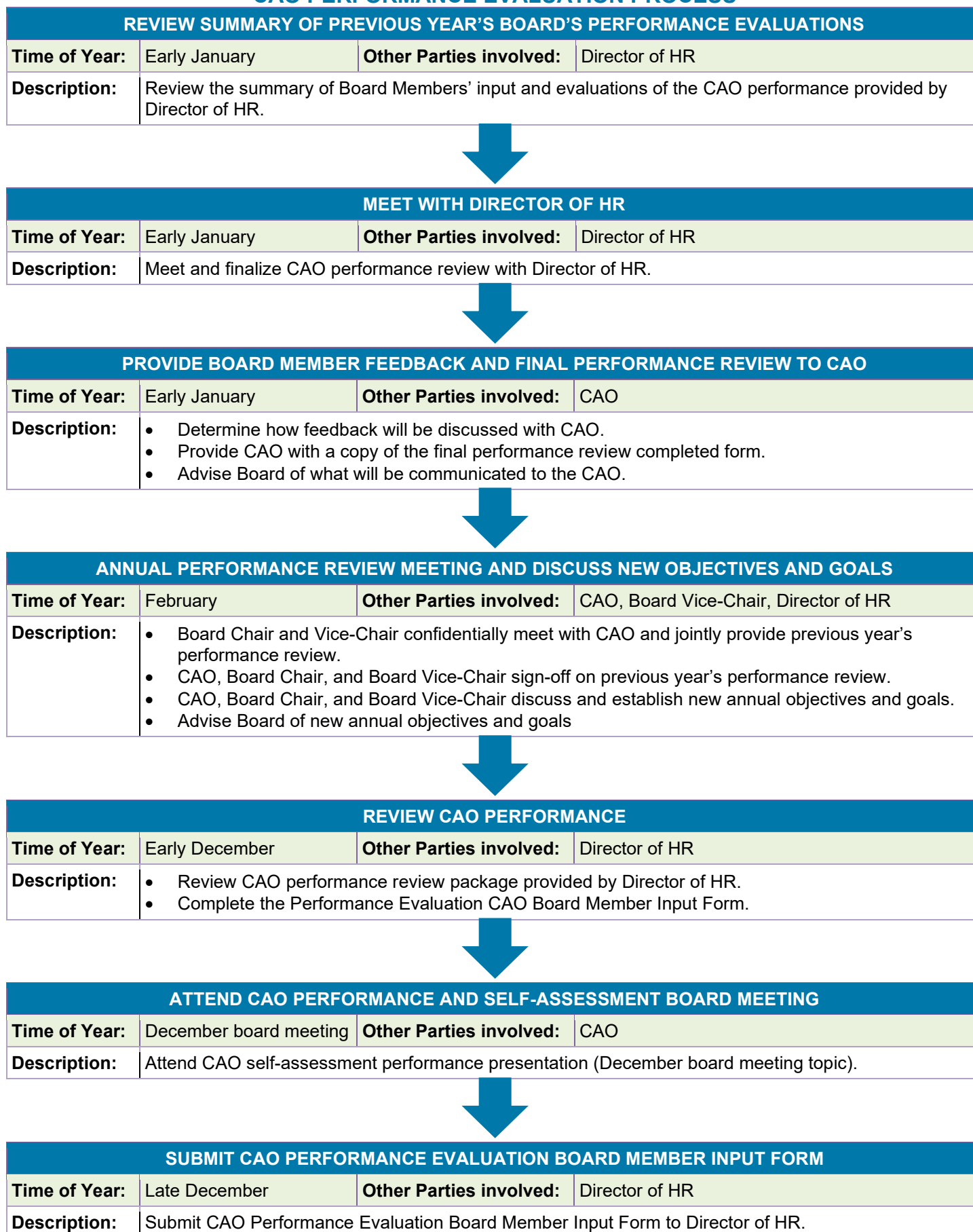
## CAO PERFORMANCE EVALUATION PROCESS

(CAO to provide regular updates to Board Chair throughout the process)



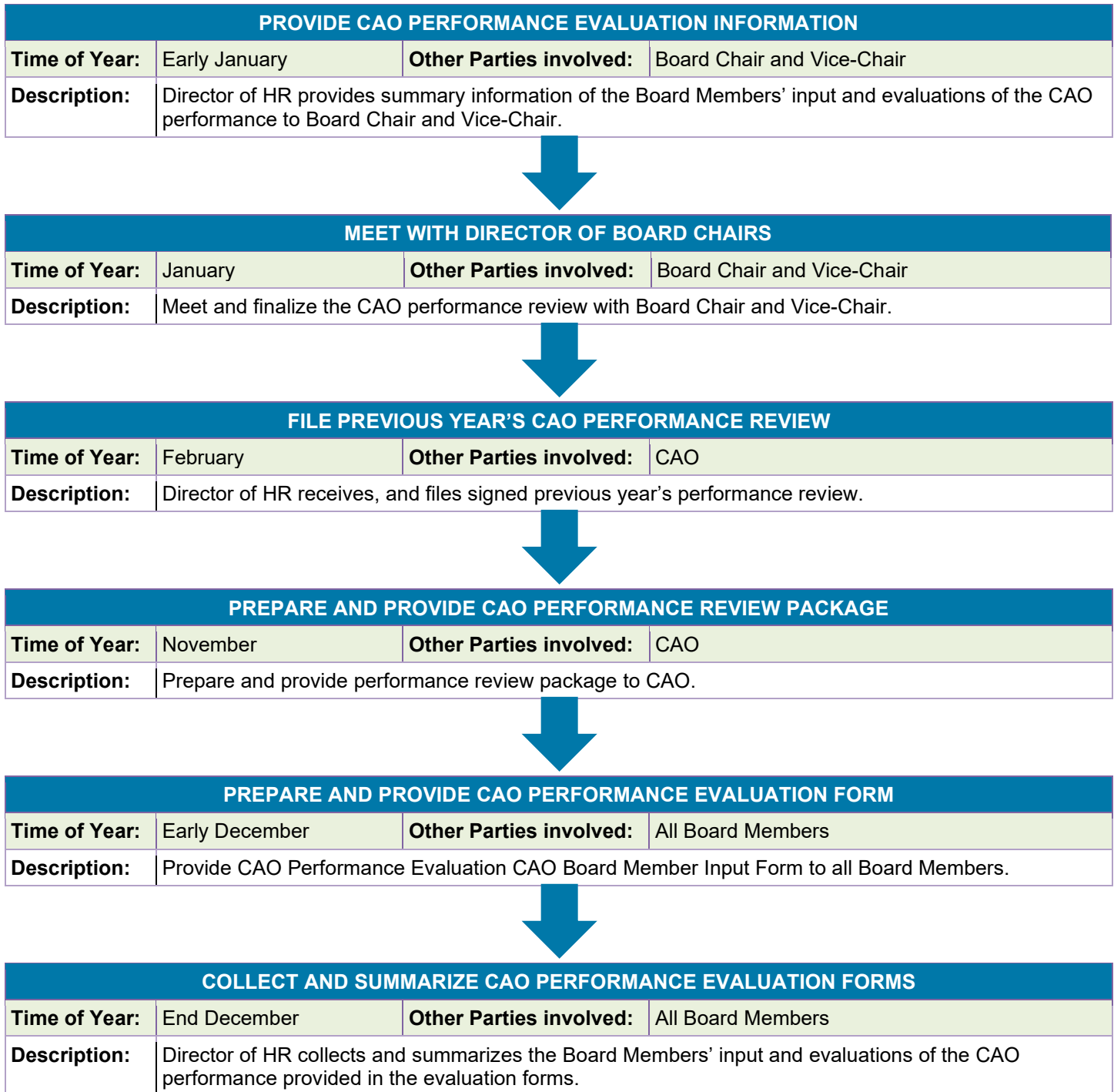
# BOARD CHAIR AND VICE-CHAIR RESPONSIBILITIES

## CAO PERFORMANCE EVALUATION PROCESS



# DIRECTOR OF HR RESPONSIBILITIES

## CAO PERFORMANCE EVALUATION PROCESS



# BOARD MEMBER RESPONSIBILITIES

## CAO PERFORMANCE EVALUATION PROCESS

| REVIEW CAO PERFORMANCE |                                                                                                                                                                                                 |                                |                |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------|
| <b>Time of Year:</b>   | Early December                                                                                                                                                                                  | <b>Other Parties involved:</b> | Director of HR |
| <b>Description:</b>    | <ul style="list-style-type: none"> <li>Evaluate CAO performance review package provided by Director of HR.</li> <li>Complete the Performance Evaluation CAO Board Member Input Form.</li> </ul> |                                |                |



| ATTEND CAO PERFORMANCE AND SELF-ASSESSMENT BOARD MEETING |                                                                     |                                |     |
|----------------------------------------------------------|---------------------------------------------------------------------|--------------------------------|-----|
| <b>Time of Year:</b>                                     | December board meeting                                              | <b>Other Parties involved:</b> | CAO |
| <b>Description:</b>                                      | Attend CAO performance presentation (December board meeting topic). |                                |     |



| SUBMIT CAO PERFORMANCE EVALUATION BOARD MEMBER INPUT FORM |                                                                              |                                |                |
|-----------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------|----------------|
| <b>Time of Year:</b>                                      | Late December                                                                | <b>Other Parties involved:</b> | Director of HR |
| <b>Description:</b>                                       | Submit CAO Performance Evaluation Board Member Input Form to Director of HR. |                                |                |



## Chief Administrative Officer Goal Setting Form

Name of CAO: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Date Completed: \_\_\_\_\_

### Specific Performance Goals and Expected Outcomes for the Review Period

| Goal | Key Expected Outcomes | Timelines & Target Dates |
|------|-----------------------|--------------------------|
|      |                       |                          |
|      |                       |                          |
|      |                       |                          |
|      |                       |                          |
|      |                       |                          |

### Professional Development Goals

| Skill/Competency Development | Conference/Training/Development Activity Identified | Purpose/ Desired Outcome |
|------------------------------|-----------------------------------------------------|--------------------------|
|                              |                                                     |                          |
|                              |                                                     |                          |
|                              |                                                     |                          |

### Additional Comments

### Sign off

\_\_\_\_\_  
Chair Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
CAO Signature

\_\_\_\_\_  
Date

Chief Administrative Officer Goal Setting Form



## Chief Administrative Officer Performance Evaluation – CAO Self-Assessment

Name of CAO: \_\_\_\_\_ Signature: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Date: \_\_\_\_\_

### Evaluation of Specific Goals and Results for the Review Period

| Goal | Results Achieved/ Feedback | Performance Rating (1-5) |
|------|----------------------------|--------------------------|
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |

### Key Competency Evaluation

#### 1. Corporate Leadership & Staff Effectiveness

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Comments (optional) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>• Demonstrates positive leadership through communication of a shared vision</li> <li>• Ensures the Board's vision and direction are implemented</li> <li>• Demonstrates a personal orientation towards action and removes barriers that delay progress towards goals</li> <li>• Supports a workplace that is ethical, safe, inclusive, and respectful</li> <li>• Strategically plans and initiates long-term goals and changes to ensure the GRCA is responsive to change.</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |

**2. Fiscal Accountability and Financial Management**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                  | Comments (optional) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Effectively optimizes human, financial, and physical resources</li> <li>Promotes fiscal accountability</li> <li>Ensures the establishment of and compliance with fiscal policies</li> <li>Leads the preparation and presentation of operating and capital budgets and long-term financial plans</li> <li>Ensures effective processes are in place for the maintenance and funding of critical infrastructure.</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                            |                     |

**3. Relationship Building & Communication**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                       | Comments (optional) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Demonstrates highly effective interpersonal skills, tact, and diplomacy</li> <li>Maintains ongoing dialogue with Board members and provides comprehensive advice on issues</li> <li>Establishes, builds, and maintains strong relationships with watershed municipalities, partner agencies, and other interest holders</li> <li>Demonstrates the ability to adapt communication methods to a variety of audiences</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                     |

**4. Innovation and Continuous Improvement**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                  | Comments (optional) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Enhances corporate performance by promoting new ideas or processes</li> <li>Demonstrates and encourages innovation, continuous improvement, and creative problem-solving</li> <li>Demonstrates the ability to initiate, facilitate, and implement change</li> <li>Leverages technology and facilitates continuous improvement</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                            |                     |

**5. Service Delivery and Accountability**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Comments (optional) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Promotes continuous improvement throughout the organization</li> <li>Supports the Board in developing plans and initiatives that align with corporate strategic priorities</li> <li>Provides clear direction, appropriate tools, resources, and authority to support success</li> <li>Cultivates a culture of responsibility and appropriate decision making at all levels to enhance efficiency and effectiveness</li> <li>Conducts regular reviews of programs, services, and the organizational structure to evaluate effectiveness and ensure adequate measurement systems are in place</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |

## Additional Comments

## CAO Performance Review Rating Scale Guide

| Rating | Rating Description                                 |
|--------|----------------------------------------------------|
| 1      | Unsatisfactory                                     |
| 2      | Partially Successful/ Needs Improvement            |
| 3      | Meets Expectations/ Fully Successful/ Satisfactory |
| 4      | Exceeds Expectations                               |
| 5      | Excellent/ Superior/ Outstanding                   |

*\*Half-point ratings may be awarded, up to a maximum of 5.0*

## Rating Scale Weighting Distribution

| Goals | Key Competencies |
|-------|------------------|
| 50%   | 50%              |





## Chief Administrative Officer (CAO) Performance Evaluation – Board Member Input Form

Name of CAO: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

Completion Date: \_\_\_\_\_

Board Member Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Please confidentially email or hand-deliver a signed copy of this form to the Director of Human Resources. The final overall rating form will include the Chair's and CAO's signatures and another column to reflect the CAO's self-assessment.

### Evaluation of Specific Goals and Results for the Review Period

| Goal | Results Achieved/ Feedback | Performance Rating (1-5) |
|------|----------------------------|--------------------------|
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |
|      |                            |                          |

### Key Competency Evaluation

#### 1. Corporate Leadership & Staff Effectiveness

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Comments (optional) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>• Demonstrates positive leadership through communication of a shared vision</li> <li>• Ensures the Board's vision and direction are implemented</li> <li>• Demonstrates a personal orientation towards action and removes barriers that delay progress towards goals</li> <li>• Supports a workplace that is ethical, safe, inclusive, and respectful</li> <li>• Strategically plans and initiates long-term goals and changes to ensure the GRCA is responsive to change.</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |

**2. Fiscal Accountability and Financial Management**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                  | Comments (optional) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Effectively optimizes human, financial, and physical resources</li> <li>Promotes fiscal accountability</li> <li>Ensures the establishment of and compliance with fiscal policies</li> <li>Leads the preparation and presentation of operating and capital budgets and long-term financial plans</li> <li>Ensures effective processes are in place for the maintenance and funding of critical infrastructure.</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                            |                     |

**3. Relationship Building & Communication**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                       | Comments (optional) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Demonstrates highly effective interpersonal skills, tact, and diplomacy</li> <li>Maintains ongoing dialogue with Board members and provides comprehensive advice on issues</li> <li>Establishes, builds, and maintains strong relationships with watershed municipalities, partner agencies, and other interest holders</li> <li>Demonstrates the ability to adapt communication methods to a variety of audiences</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                     |

**4. Innovation and Continuous Improvement**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                  | Comments (optional) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Enhances corporate performance by promoting new ideas or processes</li> <li>Demonstrates and encourages innovation, continuous improvement, and creative problem-solving</li> <li>Demonstrates the ability to initiate, facilitate, and implement change</li> <li>Leverages technology and facilitates continuous improvement</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                            |                     |

**5. Service Delivery and Accountability**

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Comments (optional) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>Promotes continuous improvement throughout the organization</li> <li>Supports the Board in developing plans and initiatives that align with corporate strategic priorities</li> <li>Provides clear direction, appropriate tools, resources, and authority to support success</li> <li>Cultivates a culture of responsibility and appropriate decision making at all levels to enhance efficiency and effectiveness</li> <li>Conducts regular reviews of programs, services, and the organizational structure to evaluate effectiveness and ensure adequate measurement systems are in place</li> </ul> |                     |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |

**Additional Comments****CAO Performance Review Rating Scale Guide**

| Rating | Rating Description                                 |
|--------|----------------------------------------------------|
| 1      | Unsatisfactory                                     |
| 2      | Partially Successful/ Needs Improvement            |
| 3      | Meets Expectations/ Fully Successful/ Satisfactory |
| 4      | Exceeds Expectations                               |
| 5      | Excellent/ Superior/ Outstanding                   |

*\*Half-point ratings may be awarded, up to a maximum of 5.0*

**Rating Scale Weighting Distribution**

| Goals | Key Competencies |
|-------|------------------|
| 50%   | 50%              |



## Chief Administrative Officer Performance Evaluation Form

Name of CAO: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

### Evaluation of Specific Goals and Results for the Review Period

| Goal | Results Reported by the CAO | Comments from Chair & Board | Performance Rating (1-5) |
|------|-----------------------------|-----------------------------|--------------------------|
|      |                             |                             |                          |
|      |                             |                             |                          |
|      |                             |                             |                          |
|      |                             |                             |                          |
|      |                             |                             |                          |

### CAO Personal Annual Development Plan

| Development Objective | Specific Experience/Course/Activity | Target Completion Date | Completed Yes/No |
|-----------------------|-------------------------------------|------------------------|------------------|
|                       |                                     |                        |                  |
|                       |                                     |                        |                  |
|                       |                                     |                        |                  |
|                       |                                     |                        |                  |
|                       |                                     |                        |                  |



## Key Competency Evaluation

### 1. Corporate Leadership & Staff Effectiveness

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Comments from CAO | Comments from Chair & Board |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|
| <ul style="list-style-type: none"> <li>• Demonstrates positive leadership through communication of a shared vision</li> <li>• Ensures the Board's vision and direction are implemented</li> <li>• Demonstrates a personal orientation towards action and removes barriers that delay progress towards goals</li> <li>• Supports a workplace that is ethical, safe, inclusive, and respectful</li> <li>• Strategically plans and initiates long-term goals and changes to ensure the GRCA is responsive to change.</li> </ul> |                   |                             |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                   |                             |

### 2. Fiscal Accountability and Financial Management

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                            | Comments from CAO | Comments from Chair & Board |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|
| <ul style="list-style-type: none"> <li>• Effectively optimizes human, financial, and physical resources</li> <li>• Promotes fiscal accountability</li> <li>• Ensures the establishment of and compliance with fiscal policies</li> <li>• Leads the preparation and presentation of operating and capital budgets and long-term financial plans</li> <li>• Ensures effective processes are in place for the maintenance and funding of critical infrastructure.</li> </ul> |                   |                             |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |                             |



### 3. Relationship Building & Communication

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                               | Comments from CAO | Comments from Chair & Board |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|
| <ul style="list-style-type: none"> <li>• Demonstrates highly effective interpersonal skills, tact, and diplomacy</li> <li>• Maintains ongoing dialogue with Board members and provides comprehensive advice on issues</li> <li>• Establishes, builds, and maintains strong relationships with watershed municipalities, partner agencies, and other interest holders</li> <li>• Demonstrates the ability to adapt communication methods to a variety of audiences</li> </ul> |                   |                             |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                   |                             |

### 4. Innovation and Continuous Improvement

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                          | Comments from CAO | Comments from Chair & Board |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|
| <ul style="list-style-type: none"> <li>• Enhances corporate performance by promoting new ideas or processes</li> <li>• Demonstrates and encourages innovation, continuous improvement, and creative problem-solving</li> <li>• Demonstrates the ability to initiate, facilitate, and implement change</li> <li>• Leverages technology and facilitates continuous improvement</li> </ul> |                   |                             |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                    |                   |                             |



## 5. Service Delivery and Accountability

| Required Performance/Behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Comments from CAO | Comments from Chair & Board |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|
| <ul style="list-style-type: none"> <li>• Promotes continuous improvement throughout the organization</li> <li>• Supports the Board in developing plans and initiatives that align with corporate strategic priorities</li> <li>• Provides clear direction, appropriate tools, resources, and authority to support success</li> <li>• Cultivates a culture of responsibility and appropriate decision making at all levels to enhance efficiency and effectiveness</li> <li>• Conducts regular reviews of programs, services, and the organizational structure to evaluate effectiveness and ensure adequate measurement systems are in place</li> </ul> |                   |                             |
| Overall Rating (1-5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   |                             |

### Additional Comments

### Sign off

\_\_\_\_\_  
Chair Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
CAO Signature

\_\_\_\_\_  
Date



### CAO Performance Review Rating Scale Guide

| Rating | Rating Description                                 |
|--------|----------------------------------------------------|
| 1      | Unsatisfactory                                     |
| 2      | Partially Successful/ Needs Improvement            |
| 3      | Meets Expectations/ Fully Successful/ Satisfactory |
| 4      | Exceeds Expectations                               |
| 5      | Excellent/ Superior/ Outstanding                   |

*\*Half-point ratings may be awarded, up to a maximum of 5.0*

### Rating Scale Weighting Distribution

| Goals | Key Competencies |
|-------|------------------|
| 50%   | 50%              |



# **Grand River Conservation Authority**

**Report number:** GM-06-25-64

**Date:** June 27, 2025

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

**Subject:** Cash and Investment Status – May 2025

---

## **Recommendation:**

THAT Report Number GM-06-25-64– Cash and Investment Status – May 2025 be received as information.

## **Summary:**

The cash and investment position of the Grand River Conservation Authority as of May 31, 2025 was \$62,722,918 with outstanding cheques written in the amount of \$342,600.

## **Report:**

See attached.

## **Financial Implications**

Interest rates, etc. are shown on the report.

## **Other Department Considerations:**

Not applicable.

## **Prepared by:**

Racha Ibrahim  
Senior Accountant

## **Approved by:**

Karen Armstrong  
Deputy CAO/Secretary Treasurer

**Grand River Conservation Authority  
Cash and Investments Status Report  
May 31, 2025**

| <b>BANK ACCOUNTS</b>                | <b>Location</b>    | <b>Type</b>     | <b>Amount</b>     | <b>Interest Rate</b> |
|-------------------------------------|--------------------|-----------------|-------------------|----------------------|
|                                     | CIBC               | Current Account | 12,432,415        | 3.15%                |
|                                     | RBC                | Current Account | 75,939            | nil                  |
|                                     | Wood Gundy         | Current Account | 0                 | nil                  |
|                                     | CIBC - SPP Holding | Current Account | 404,432           | 3.15%                |
| <b>TOTAL CASH - CURRENT ACCOUNT</b> |                    |                 | <b>12,912,786</b> |                      |

| <b>INVESTMENTS</b>                       | <b>Date Invested</b> | <b>Location</b>           | <b>Type</b>                   | <b>Amount</b>       | <b>Face Value</b> | <b>Interest Rate</b> | <b>Yield Rate</b> | <b>Date of Maturity</b> |
|------------------------------------------|----------------------|---------------------------|-------------------------------|---------------------|-------------------|----------------------|-------------------|-------------------------|
|                                          |                      | CIBC Renaissance          | High Interest Savings Account | 3,511,487           | 3.05%             | 3.05%                |                   | not applicable          |
|                                          |                      | CIBC High Interest        | High Interest Savings Account | 29,825              | 3.28%             | 3.28%                |                   | not applicable          |
|                                          |                      | One Investment Savings    | High Interest Savings Account | 4,968,820           | 3.37%             | 3.37%                |                   | not applicable          |
|                                          | September 23, 2021   | Province of Ontario       | Bond                          | 2,300,000           | 1.23%             | 1.23%                |                   | December 2, 2026        |
|                                          | December 7, 2023     | National Bank             | Non-Redeemable GIC            | 2,000,000           | 4.70%             | 4.70%                |                   | December 7, 2026        |
|                                          | December 21, 2023    | CIBC Trust Corp           | Non-Redeemable GIC            | 2,000,000           | 4.45%             | 4.45%                |                   | December 22, 2025       |
|                                          | March 6, 2024        | HSBC Bank of Canada       | GTD Investment Certificate    | 1,000,000           | 4.80%             | 4.80%                |                   | March 6, 2026           |
|                                          | March 6, 2024        | National Bank of Canada   | GTD Investment Certificate    | 1,000,000           | 4.70%             | 4.70%                |                   | March 6, 2026           |
|                                          | June 27, 2024        | CIBC                      | GTD Investment Certificate    | 4,000,000           | 4.80%             | 4.80%                |                   | June 30, 2025           |
|                                          | June 27, 2024        | Laurentian Bank of Canada | GTD Investment Certificate    | 3,200,000           | 4.43%             | 4.43%                |                   | June 28, 2027           |
|                                          | September 5, 2024    | Manulife Trust Co         | GTD Investment Certificate    | 3,000,000           | 3.81%             | 3.81%                |                   | September 7, 2027       |
|                                          | September 5, 2024    | Manulife Trust Co         | GTD Investment Certificate    | 3,500,000           | 3.81%             | 3.81%                |                   | September 7, 2027       |
|                                          | September 10, 2024   | National Trust Company    | GTD Investment Certificate    | 2,100,000           | 3.75%             | 3.75%                |                   | September 11, 2026      |
|                                          | September 10, 2024   | Montreal Trust Company    | GTD Investment Certificate    | 2,100,000           | 3.75%             | 3.75%                |                   | September 11, 2026      |
|                                          | October 23, 2024     | CIBC Mortgages Inc.       | GTD Investment Certificate    | 3,000,000           | 3.60%             | 3.60%                |                   | October 24, 2025        |
|                                          | October 23, 2024     | CIBC Trust Corp           | Non-Redeemable GIC            | 2,000,000           | 3.60%             | 3.60%                |                   | October 24, 2025        |
|                                          | March 6, 2025        | Laurentian Bank of Canada | GTD Investment Certificate    | 4,000,000           | 3.44%             | 3.44%                |                   | March 8, 2027           |
|                                          | May 13, 2025         | Bank of Montreal          | Bond                          | 2,000,000           | 4.54%             | 3.12%                |                   | December 18, 2028       |
|                                          | May 22, 2025         | TD Bank                   | Bond                          | 4,100,000           | 5.49%             | 3.28%                |                   | September 8, 2028       |
| <b>TOTAL INVESTMENTS</b>                 |                      |                           |                               | <b>49,810,132</b>   |                   |                      |                   |                         |
| <b>TOTAL CASH AND INVESTMENTS</b>        |                      |                           |                               | <b>\$62,722,918</b> |                   |                      |                   |                         |
| * Reserve Balance at December 31st, 2024 |                      |                           |                               | 56,115,292          |                   |                      |                   |                         |

**Investment By Institution**

|                           | <u>% of Total Portfolio</u> |
|---------------------------|-----------------------------|
| C.I.B.C.                  | 27%                         |
| Montreal Trust Company    | 4%                          |
| Manulife Trust Co         | 8%                          |
| ManuLife Financial        | 4%                          |
| One Investment Program    | 10%                         |
| Province of Ontario       | 5%                          |
| Laurentian Bank of Canada | 7%                          |
| National Bank of Canada   | 8%                          |
| HSBC Bank of Canada       | 8%                          |
| National Trust Company    | 6%                          |
| Bank of Montreal          | 4%                          |
| TD Bank                   | 8%                          |
|                           | <u>100%</u>                 |

# Grand River Conservation Authority

**Report number:** GM-06-25-65

**Date:** June 27, 2025

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

**Subject:** Financial Summary for the Period Ending May 31, 2025

---

## Recommendation:

THAT the Financial Summary for the period ending May 31, 2025 be approved.

## Summary:

The Financial Statements include the 2025 *actual* year-to-date income and expenditures. The budget approved at the February 28, 2025 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 \$218,500 at year-end is anticipated.

## Report:

Forecast adjustments for the period ending May 31, 2025, include the following:

- A. Self-Generated Revenue increased by \$509,000
  - Conservation Lands Management timber revenue increased by \$109,000.
  - General Operating (mandatory) miscellaneous revenue increased by \$400,000 related to a surplus rebate received from WSIB for the years 2022 and 2024.
- B. Major Maintenance and Expenses increased by \$219,000
  - Water Control Structures capital expenses increased by \$219,000 due to emergency repairs work at the Baden and Wellesley Dams
- C. Transfer to Reserves increased by \$290,000
  - Funding from the Water Control Structures reserve increased by \$219,000 due to emergency repairs work at the Baden and Wellesley Dams
  - Transfer to the Forestry Reserve increased by \$109,000 related to revenue from timber sales.
  - Transfer to the Personnel Reserve increased by \$400,000 related to a surplus rebate received from WSIB for the years 2022 and 2024.
  - Due to an adjustment in funding for the Guelph Lake Nature Centre project, funding from the Guelph Lake Nature Centre Reserve increased by \$45,000 which was offset by a decrease of \$45,000 of funding from the Land Sale Proceeds Reserve.

## Financial Implications:

The activity summarized will result in a \$218,500 net result as at December 31, 2025.

## Other Department Considerations:

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

## Prepared by:

Eric Lalonde  
Financial Controller

## Approved by:

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

**GRAND RIVER CONSERVATION AUTHORITY**  
**FINANCIAL SUMMARY - FORECAST**  
General Membership - June 27, 2025

| <b>FORECAST - APRIL 30, 2025 - NET RESULT</b> |                                      |                    |                                                         | <b>\$218,500</b> |
|-----------------------------------------------|--------------------------------------|--------------------|---------------------------------------------------------|------------------|
| <b><u>CHANGES - May 2025</u></b>              |                                      |                    |                                                         |                  |
| P&S 3                                         | Water Control Structures             | <b>(\$219,000)</b> | Capital Expense increase                                | <b>\$0</b>       |
|                                               |                                      | <b>\$219,000</b>   | Funding from Water Control Structures Reserve increase  |                  |
| P&S #5                                        | Conservation Lands Management        | <b>\$109,000</b>   | Timber Revenue increase                                 | <b>\$0</b>       |
|                                               |                                      | <b>(\$109,000)</b> | Transfer to Forestry Reserve increase                   |                  |
| P&S 7                                         | General Operating Expenses-Mandatory | <b>\$400,000</b>   | Miscellaneous Revenue increase                          | <b>\$0</b>       |
|                                               |                                      | <b>(\$400,000)</b> | Transfer to Personnel Reserve increase                  |                  |
| P&S #11                                       | Outdoor Environmental Education      | <b>\$45,000</b>    | Funding from Guelph Lake Nature Centre Reserve increase | <b>\$0</b>       |
|                                               |                                      | <b>(\$45,000)</b>  | Funding from Land Sale Proceeds Reserve decrease        |                  |
| <b>FORECAST - MAY 31, 2025 - NET RESULT</b>   |                                      |                    |                                                         | <b>\$218,500</b> |

**GRAND RIVER CONSERVATION AUTHORITY**  
**STATEMENT OF OPERATIONS**  
for the period Ending May 31, 2025

**REVENUE**

**Municipal**

|                                            | Category       |         | Budget<br>2024    | Budget<br>2025    | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|--------------------------------------------|----------------|---------|-------------------|-------------------|------------------|----------------------|---------------------|--------------------|
| Municipal Apportionment                    | Category 1     | various | 12,275,000        | 12,705,000        | 4,235,001        | 12,705,000           | 12,705,000          | -                  |
| Memorandums of Understanding Apportionment | Category 2     | various | 1,017,000         | 1,052,000         | 350,667          | 1,052,000            | 1,052,000           | -                  |
| Other                                      | Category 2 & 3 | 8       | 940,000           | 946,000           | 825,087          | 962,500              | 962,500             | -                  |
| <b>Total Municipal</b>                     |                |         | <b>14,232,000</b> | <b>14,703,000</b> | <b>5,410,755</b> | <b>14,719,500</b>    | <b>14,719,500</b>   | <b>-</b>           |

**Government Grants**

|                                      |                |         |                  |                  |                  |                  |                  |          |
|--------------------------------------|----------------|---------|------------------|------------------|------------------|------------------|------------------|----------|
| MNRF Transfer Payments               | Category 1     | various | 449,688          | 449,688          | -                | 449,688          | 449,688          | -        |
| Source Protection Program-Provincial | Category 1     | 6       | 834,000          | 780,000          | 215,784          | 750,000          | 750,000          | -        |
| Other Provincial                     | Category 1     | various | 737,500          | 1,487,500        | 717,197          | 1,487,500        | 1,487,500        | -        |
| Other Provincial                     | Category 2     | 8       | 130,000          | 220,000          | 174,000          | 220,000          | 220,000          | -        |
| Other Provincial                     | Category 3     | 10      | 100,000          | 40,000           | 41,641           | 40,000           | 40,000           | -        |
| Federal                              | Category 1,2,3 | various | 155,000          | 208,000          | 115,021          | 208,000          | 208,000          | -        |
| <b>Total Government Grants</b>       |                |         | <b>2,406,188</b> | <b>3,185,188</b> | <b>1,263,643</b> | <b>3,155,188</b> | <b>3,155,188</b> | <b>-</b> |

**Self Generated**

|                                                   |                   |         |                   |                   |                   |                   |                   |                |
|---------------------------------------------------|-------------------|---------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| User Fees and Sales                               |                   |         |                   |                   |                   |                   |                   |                |
| <i>Resource Planning</i>                          | Category 1        | 4       | 994,000           | 924,000           | 589,887           | 924,000           | 924,000           | -              |
| <i>Burford Operations &amp; Planting Services</i> | Category 3        | 9       | 680,000           | 705,000           | 582,203           | 735,000           | 735,000           | -              |
| <i>Conservation Lands Income</i>                  | Category 3        | 14      | 71,000            | -                 | -                 | -                 | -                 | -              |
| <i>Conservation Lands Income</i>                  | Category 1        | 5       | 15,000            | 15,000            | 123,184           | 15,000            | 124,000           | 109,000        |
| <i>Conservation Areas User Fees</i>               | Category 3        | 14      | 10,700,000        | 11,400,000        | 2,580,291         | 11,400,000        | 11,400,000        | -              |
| <i>Environmental Education</i>                    | Category 3        | 11      | 600,000           | 600,000           | 252,848           | 600,000           | 600,000           | -              |
| Property Rentals                                  | Category 3        | 12      | 3,038,000         | 3,150,000         | 1,728,210         | 3,150,000         | 3,150,000         | -              |
| Hydro Generation                                  | Category 3        | 13      | 580,000           | 475,000           | 117,351           | 475,000           | 475,000           | -              |
| Land Sales                                        | Category 1        | 5       | -                 | -                 | -                 | -                 | -                 | -              |
| Grand River Conservation Foundation               | Category 1,2,3    | various | 662,000           | 197,000           | 5,616             | 197,000           | 197,000           | -              |
| Donations                                         | Category 1,2,3    | various | -                 | 15,000            | 1,498             | -                 | -                 | -              |
| Investment Income                                 | General Operating | 7       | 2,200,000         | 2,300,000         | 181,994           | 2,300,000         | 2,300,000         | -              |
| Miscellaneous Income                              | various           | various | -                 | 71,000            | 72,671            | 170,000           | 570,000           | 400,000        |
| <b>Total Self-Generated Revenue</b>               |                   |         | <b>19,540,000</b> | <b>19,852,000</b> | <b>6,235,753</b>  | <b>19,966,000</b> | <b>20,475,000</b> | <b>509,000</b> |
| <b>TOTAL REVENUE</b>                              |                   |         | <b>36,178,188</b> | <b>37,740,188</b> | <b>12,910,151</b> | <b>37,840,688</b> | <b>38,349,688</b> | <b>509,000</b> |

**GRAND RIVER CONSERVATION AUTHORITY**  
**STATEMENT OF OPERATIONS**  
for the period Ending May 31, 2025

**EXPENSES**

**OPERATING**

|                                        | Category          |    | Budget<br>2024    | Budget<br>2025    | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------|-------------------|----|-------------------|-------------------|------------------|----------------------|---------------------|--------------------|
| Watershed Management                   | Category 1        | 1  | 1,146,100         | 864,100           | 349,896          | 864,100              | 864,100             | -                  |
| Flood Forecasting and Warning          | Category 1        | 2  | 911,000           | 1,116,000         | 516,734          | 1,116,000            | 1,116,000           | -                  |
| Water Control Structures               | Category 1        | 3  | 2,128,700         | 2,490,700         | 686,673          | 2,434,700            | 2,434,700           | -                  |
| Resource Planning                      | Category 1        | 4  | 2,679,600         | 2,747,600         | 967,136          | 2,747,600            | 2,747,600           | -                  |
| Conservation Lands Management          | Category 1        | 5  | 2,871,900         | 3,020,900         | 893,094          | 3,020,900            | 3,020,900           | -                  |
| Source Protection Program              | Category 1        | 6  | 834,000           | 780,000           | 215,784          | 750,000              | 750,000             | -                  |
| General Operating Expenses             | General Operating | 7  | 4,267,714         | 4,314,465         | 1,840,082        | 4,273,465            | 4,273,465           | -                  |
| Watershed Services                     | Category 2        | 8  | 1,068,000         | 1,102,000         | 432,248          | 1,102,000            | 1,102,000           | -                  |
| Burford Operations & Planting Services | Category 3        | 9  | 992,900           | 977,400           | 391,829          | 977,400              | 977,400             | -                  |
| Conservation Services                  | Category 3        | 10 | 82,200            | 86,200            | 10,343           | 86,200               | 86,200              | -                  |
| Environmental Education                | Category 3        | 11 | 912,000           | 953,000           | 299,888          | 953,000              | 953,000             | -                  |
| Property Rentals                       | Category 3        | 12 | 1,109,200         | 1,109,700         | 199,221          | 1,109,700            | 1,109,700           | -                  |
| Hydro Production                       | Category 3        | 13 | 95,500            | 95,500            | 67,039           | 135,500              | 135,500             | -                  |
| Conservation Areas                     | Category 3        | 14 | 9,782,000         | 10,540,000        | 1,734,015        | 10,540,000           | 10,540,000          | -                  |
| Administrative Support                 | Category 3        | 15 | 1,217,400         | 1,293,900         | 498,549          | 1,266,400            | 1,266,400           | -                  |
| <b>Total Operating Expenses</b>        |                   |    | <b>30,098,214</b> | <b>31,491,465</b> | <b>9,102,531</b> | <b>31,376,965</b>    | <b>31,376,965</b>   | <b>-</b>           |

**MAJOR MAINTENANCE & EQUIPMENT**

|                                                         |                   |    |                  |                  |                |                  |                  |                |
|---------------------------------------------------------|-------------------|----|------------------|------------------|----------------|------------------|------------------|----------------|
| Watershed Management                                    | Category 1        | 1  | 110,000          | 110,000          | -              | 110,000          | 110,000          | -              |
| Flood Forecasting and Warning                           | Category 1        | 2  | 190,000          | 190,000          | 63,175         | 190,000          | 190,000          | -              |
| Water Control Structures                                | Category 1        | 3  | 1,500,000        | 3,000,000        | 1,009,730      | 3,000,000        | 3,219,000        | 219,000        |
| Conservation Areas                                      | Category 3        | 14 | 2,000,000        | 2,000,000        | 170,295        | 2,000,000        | 2,000,000        | -              |
| Information Systems                                     | General Operating | 16 | 459,000          | 429,000          | (797,489)      | 391,000          | 391,000          | -              |
| Motor Pool                                              | General Operating | 16 | 415,000          | 324,000          | 416,315        | 324,000          | 324,000          | -              |
| <b>Total Major Maintenance &amp; Equipment Expenses</b> |                   |    | <b>4,674,000</b> | <b>6,053,000</b> | <b>862,026</b> | <b>6,015,000</b> | <b>6,234,000</b> | <b>219,000</b> |

**SPECIAL PROJECTS**

|                                       |            |    |                  |                  |                |                  |                  |          |
|---------------------------------------|------------|----|------------------|------------------|----------------|------------------|------------------|----------|
| Flood Forecasting and Warning         | Category 1 | 2  | 250,000          | 250,000          | 33,532         | 250,000          | 250,000          | -        |
| Conservation Lands Management         | Category 1 | 5  | 100,000          | 100,000          | 19,934         | 100,000          | 100,000          | -        |
| Watershed Services                    | Category 2 | 8  | 1,165,000        | 1,324,000        | 399,131        | 1,359,000        | 1,359,000        | -        |
| Conservation Services                 | Category 3 | 10 | 115,000          | 95,000           | 27,870         | 96,500           | 96,500           | -        |
| Environmental Education               | Category 3 | 11 | 500,000          | 650,000          | 254,926        | 650,000          | 650,000          | -        |
| <b>Total Special Project Expenses</b> |            |    | <b>2,130,000</b> | <b>2,419,000</b> | <b>735,393</b> | <b>2,455,500</b> | <b>2,455,500</b> | <b>-</b> |

**TOTAL EXPENSES**

|                                        |  |  |                   |                    |                   |                    |                    |                  |
|----------------------------------------|--|--|-------------------|--------------------|-------------------|--------------------|--------------------|------------------|
|                                        |  |  | <b>36,902,214</b> | <b>39,963,465</b>  | <b>10,699,950</b> | <b>39,847,465</b>  | <b>40,066,465</b>  | <b>219,000</b>   |
| <b>Gross Surplus/(Deficit)</b>         |  |  | <b>(724,026)</b>  | <b>(2,223,277)</b> | <b>2,210,201</b>  | <b>(2,006,777)</b> | <b>(1,716,777)</b> | <b>290,000</b>   |
| <b>Prior Year Surplus Carryforward</b> |  |  | <b>537,526</b>    | <b>498,777</b>     | <b>498,777</b>    | <b>498,777</b>     | <b>498,777</b>     | <b>-</b>         |
| <b>Net Funding FROM/(TO) Reserves</b>  |  |  | <b>186,500</b>    | <b>1,724,500</b>   | <b>(381,174)</b>  | <b>1,726,500</b>   | <b>1,436,500</b>   | <b>(290,000)</b> |
| <b>NET SURPLUS</b>                     |  |  | <b>-</b>          | <b>-</b>           | <b>2,327,804</b>  | <b>218,500</b>     | <b>218,500</b>     | <b>-</b>         |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #1 - Watershed Management**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

### Expenditures and Funding to Reserves

|                                                   |                  |                |                |                |                |   |
|---------------------------------------------------|------------------|----------------|----------------|----------------|----------------|---|
| Compensation and Benefits                         | 884,000          | 714,000        | 238,603        | 714,000        | 714,000        | - |
| Administration Expenses                           | 197,000          | 111,000        | 94,597         | 111,000        | 111,000        | - |
| Other Operating Expenses                          | 65,100           | 39,100         | 16,696         | 39,100         | 39,100         | - |
| <b>Total OPERATING Expenditures</b>               | <b>1,146,100</b> | <b>864,100</b> | <b>349,896</b> | <b>864,100</b> | <b>864,100</b> | - |
| Instrumentation                                   | 60,000           | 60,000         | -              | 60,000         | 60,000         | - |
| Water Quality Monitoring Equipment                | 50,000           | 50,000         | -              | 50,000         | 50,000         | - |
| <b>Total CAPITAL Expenditures</b>                 | <b>110,000</b>   | <b>110,000</b> | -              | <b>110,000</b> | <b>110,000</b> | - |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>1,256,100</b> | <b>974,100</b> | <b>349,896</b> | <b>974,100</b> | <b>974,100</b> | - |

### Funding

#### **Municipal**

|                                |           |         |         |         |         |   |
|--------------------------------|-----------|---------|---------|---------|---------|---|
| Municipal Apportionment (levy) | 1,143,600 | 861,600 | 287,200 | 861,600 | 861,600 | - |
|--------------------------------|-----------|---------|---------|---------|---------|---|

#### **Government Grants**

|                  |        |        |   |        |        |   |
|------------------|--------|--------|---|--------|--------|---|
| Other Provincial | 37,500 | 37,500 | - | 37,500 | 37,500 | - |
|------------------|--------|--------|---|--------|--------|---|

#### **Funding From Reserves**

|        |        |        |   |        |        |   |
|--------|--------|--------|---|--------|--------|---|
| Gauges | 75,000 | 75,000 | - | 75,000 | 75,000 | - |
|--------|--------|--------|---|--------|--------|---|

|                      |                  |                |                |                |                |   |
|----------------------|------------------|----------------|----------------|----------------|----------------|---|
| <b>TOTAL FUNDING</b> | <b>1,256,100</b> | <b>974,100</b> | <b>287,200</b> | <b>974,100</b> | <b>974,100</b> | - |
|----------------------|------------------|----------------|----------------|----------------|----------------|---|

|                              |   |   |                 |   |   |   |
|------------------------------|---|---|-----------------|---|---|---|
| <b>Net Surplus/(Deficit)</b> | - | - | <b>(62,696)</b> | - | - | - |
|------------------------------|---|---|-----------------|---|---|---|

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #2 - Flood Forecasting and Warning**  
for the period Ending May 31, 2025

|                                                    | Budget<br>2024   | Budget<br>2025   | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------------------|------------------|------------------|------------------|----------------------|---------------------|--------------------|
| <b>How much does it cost, and who pays for it?</b> |                  |                  |                  |                      |                     |                    |
| <u><b>Expenditures and Funding to Reserves</b></u> |                  |                  |                  |                      |                     |                    |
| Compensation and Benefits                          | 567,000          | 737,000          | 281,908          | 737,000              | 737,000             | -                  |
| Administration Expenses                            | 236,000          | 256,000          | 150,309          | 256,000              | 256,000             | -                  |
| Other Operating Expenses                           | 108,000          | 123,000          | 84,517           | 123,000              | 123,000             | -                  |
| <b>Total OPERATING Expenditures</b>                | <b>911,000</b>   | <b>1,116,000</b> | <b>516,734</b>   | <b>1,116,000</b>     | <b>1,116,000</b>    | <b>-</b>           |
| Hardware                                           | 88,000           | 88,000           | 57,077           | 88,000               | 88,000              | -                  |
| Stream Gauges                                      | 102,000          | 102,000          | 6,098            | 102,000              | 102,000             | -                  |
| <b>Total CAPITAL Expenditures</b>                  | <b>190,000</b>   | <b>190,000</b>   | <b>63,175</b>    | <b>190,000</b>       | <b>190,000</b>      | <b>-</b>           |
| Floodplain Mapping Projects                        | 250,000          | 250,000          | 33,532           | 250,000              | 250,000             | -                  |
| <b>Total SPECIAL PROJECT Expenditures</b>          | <b>250,000</b>   | <b>250,000</b>   | <b>33,532</b>    | <b>250,000</b>       | <b>250,000</b>      | <b>-</b>           |
| <b>Total FUNDING to RESERVES</b>                   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>             | <b>-</b>            | <b>-</b>           |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>  | <b>1,351,000</b> | <b>1,556,000</b> | <b>613,441</b>   | <b>1,556,000</b>     | <b>1,556,000</b>    | <b>-</b>           |
| <u><b>Funding</b></u>                              |                  |                  |                  |                      |                     |                    |
| <b>Municipal</b>                                   |                  |                  |                  |                      |                     |                    |
| Municipal Apportionment (levy)                     | 911,662          | 1,116,662        | 372,221          | 1,116,662            | 1,116,662           | -                  |
| <b>Government Grants</b>                           |                  |                  |                  |                      |                     |                    |
| MNR Transfer Payments                              | 164,338          | 164,338          | -                | 164,338              | 164,338             | -                  |
| Other Provincial                                   | -                | -                | -                | -                    | -                   | -                  |
| <b>Funding From Reserves</b>                       |                  |                  |                  |                      |                     |                    |
| Floodplain Mapping Projects & Gauges               | 275,000          | 275,000          | -                | 275,000              | 275,000             | -                  |
| Water Management Operating                         | -                | -                | -                | -                    | -                   | -                  |
| <b>TOTAL REVENUE</b>                               | <b>1,351,000</b> | <b>1,556,000</b> | <b>372,221</b>   | <b>1,556,000</b>     | <b>1,556,000</b>    | <b>-</b>           |
| <b>Net Surplus/(Deficit)</b>                       | <b>-</b>         | <b>-</b>         | <b>(241,220)</b> | <b>-</b>             | <b>-</b>            | <b>-</b>           |



GRAND RIVER CONSERVATION AUTHORITY  
**P&S #3 - Water Control Structures**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                  |                  |                  |                  |                  |                |
|---------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Compensation and Benefits                         | 1,441,000        | 1,770,000        | 446,828          | 1,759,000        | 1,759,000        | -              |
| Administration Expenses                           | 29,200           | 49,200           | 35,966           | 49,200           | 49,200           | -              |
| Insurance                                         | 143,000          | 151,000          | 139,456          | 106,000          | 106,000          | -              |
| Property Taxes                                    | 170,700          | 175,700          | -                | 175,700          | 175,700          | -              |
| Other Operating Expenses                          | 344,800          | 344,800          | 64,423           | 344,800          | 344,800          | -              |
| <b>Total OPERATING Expenditures</b>               | <b>2,128,700</b> | <b>2,490,700</b> | <b>686,673</b>   | <b>2,434,700</b> | <b>2,434,700</b> | <b>-</b>       |
| <b>Total CAPITAL Expenditures</b>                 | <b>1,500,000</b> | <b>3,000,000</b> | <b>1,009,730</b> | <b>3,000,000</b> | <b>3,219,000</b> | <b>219,000</b> |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>3,628,700</b> | <b>5,490,700</b> | <b>1,696,403</b> | <b>5,434,700</b> | <b>5,653,700</b> | <b>219,000</b> |

**Funding**

**Municipal**

|                                |           |           |         |           |           |   |
|--------------------------------|-----------|-----------|---------|-----------|-----------|---|
| Municipal Apportionment (levy) | 2,593,350 | 2,785,350 | 928,450 | 2,785,350 | 2,785,350 | - |
|--------------------------------|-----------|-----------|---------|-----------|-----------|---|

**Government Grants**

|                       |         |           |         |           |           |   |
|-----------------------|---------|-----------|---------|-----------|-----------|---|
| MNR Transfer Payments | 285,350 | 285,350   | -       | 285,350   | 285,350   | - |
| Provincial            | 700,000 | 1,450,000 | 717,197 | 1,450,000 | 1,450,000 | - |
| Federal               | -       | -         | 10,937  | -         | -         | - |

**Funding From Reserves**

|                                                                 |        |         |   |         |           |         |
|-----------------------------------------------------------------|--------|---------|---|---------|-----------|---------|
| Water Control Structures/Water Mgmt Operating Reserve/Land(AMP) | 50,000 | 970,000 | - | 970,000 | 1,189,000 | 219,000 |
| Land Sale Proceeds Reserve-AMP                                  | -      | -       | - | -       | -         | -       |
| Land Sale Proceeds Reserve-WECI                                 | -      | -       | - | -       | -         | -       |

|                                                |                  |                  |                  |                  |                  |                |
|------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| <b>TOTAL REVENUE AND FUNDING FROM RESERVES</b> | <b>3,628,700</b> | <b>5,490,700</b> | <b>1,656,584</b> | <b>5,490,700</b> | <b>5,709,700</b> | <b>219,000</b> |
| <b>Net Surplus/(Deficit)</b>                   | <b>-</b>         | <b>-</b>         | <b>(39,819)</b>  | <b>56,000</b>    | <b>56,000</b>    | <b>-</b>       |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #4 - Resource Planning**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                  |                  |                |                  |                  |          |
|---------------------------------------------------|------------------|------------------|----------------|------------------|------------------|----------|
| Compensation and Benefits                         | 2,403,000        | 2,435,000        | 686,449        | 2,435,000        | 2,435,000        | -        |
| Administration Expenses                           | 221,900          | 257,900          | 241,578        | 257,900          | 257,900          | -        |
| Other Operating Expenses                          | 54,700           | 54,700           | 39,109         | 54,700           | 54,700           | -        |
| <b>Total OPERATING Expenditures</b>               | <b>2,679,600</b> | <b>2,747,600</b> | <b>967,136</b> | <b>2,747,600</b> | <b>2,747,600</b> | <b>-</b> |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>2,679,600</b> | <b>2,747,600</b> | <b>967,136</b> | <b>2,747,600</b> | <b>2,747,600</b> | <b>-</b> |

**Funding**

**Municipal**

|                                |           |           |         |           |           |   |
|--------------------------------|-----------|-----------|---------|-----------|-----------|---|
| Municipal Apportionment (levy) | 1,685,600 | 1,823,600 | 607,867 | 1,823,600 | 1,823,600 | - |
|--------------------------------|-----------|-----------|---------|-----------|-----------|---|

**Self Generated**

|                        |         |         |         |         |         |   |
|------------------------|---------|---------|---------|---------|---------|---|
| Solicitor Enquiry Fees | 80,000  | 70,000  | 21,165  | 70,000  | 70,000  | - |
| Permit Fees            | 470,000 | 410,000 | 254,453 | 410,000 | 410,000 | - |
| Plan Review Fees       | 444,000 | 444,000 | 314,269 | 444,000 | 444,000 | - |

**Funding from Reserves**

|                                    |   |   |   |   |   |   |
|------------------------------------|---|---|---|---|---|---|
| Water Management Operating Reserve | - | - | - | - | - | - |
|------------------------------------|---|---|---|---|---|---|

|                      |                  |                  |                  |                  |                  |          |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------|
| <b>TOTAL REVENUE</b> | <b>2,679,600</b> | <b>2,747,600</b> | <b>1,197,754</b> | <b>2,747,600</b> | <b>2,747,600</b> | <b>-</b> |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------|

|                              |          |          |                |          |          |          |
|------------------------------|----------|----------|----------------|----------|----------|----------|
| <b>Net Surplus/(Deficit)</b> | <b>-</b> | <b>-</b> | <b>230,618</b> | <b>-</b> | <b>-</b> | <b>-</b> |
|------------------------------|----------|----------|----------------|----------|----------|----------|

## GRAND RIVER CONSERVATION AUTHORITY

**P&S #5 - Conservation Lands Management**

for the period Ending May 31, 2025

|  | <b>Budget<br/>2024</b> | <b>Budget<br/>2025</b> | <b>Actual<br/>2025</b> | <b>Previous<br/>Forecast</b> | <b>Current<br/>Forecast</b> | <b>Forecast<br/>Change</b> |
|--|------------------------|------------------------|------------------------|------------------------------|-----------------------------|----------------------------|
|--|------------------------|------------------------|------------------------|------------------------------|-----------------------------|----------------------------|

**How much does it cost, and who pays for it?****Expenditures and Funding to Reserves**

|                                     |                  |                  |                |                  |                  |          |
|-------------------------------------|------------------|------------------|----------------|------------------|------------------|----------|
| Compensation and Benefits           | 1,813,000        | 1,921,000        | 594,567        | 1,921,000        | 1,921,000        | -        |
| Administration Expenses             | 165,100          | 168,100          | 116,580        | 168,100          | 168,100          | -        |
| Insurance                           | 60,000           | 65,000           | 63,602         | 65,000           | 65,000           | -        |
| Property Taxes                      | 305,200          | 314,200          | 1,229          | 314,200          | 314,200          | -        |
| Other Operating Expenses            | 528,600          | 552,600          | 117,116        | 552,600          | 552,600          | -        |
| <b>Total OPERATING Expenditures</b> | <b>2,871,900</b> | <b>3,020,900</b> | <b>893,094</b> | <b>3,020,900</b> | <b>3,020,900</b> | <b>-</b> |

**Total CAPITAL Expenditures**

|                                           |                |                |               |                |                |          |
|-------------------------------------------|----------------|----------------|---------------|----------------|----------------|----------|
| Land Purchases/Land Sale Expenses         | -              | -              | 2,333         | -              | -              | -        |
| Ecological Restoration                    | 100,000        | 100,000        | 17,601        | 100,000        | 100,000        | -        |
| <b>Total SPECIAL PROJECT Expenditures</b> | <b>100,000</b> | <b>100,000</b> | <b>19,934</b> | <b>100,000</b> | <b>100,000</b> | <b>-</b> |

## Forestry

|  |   |   |   |   |         |         |
|--|---|---|---|---|---------|---------|
|  | - | - | - | - | 109,000 | 109,000 |
|--|---|---|---|---|---------|---------|

**Total FUNDING to RESERVES**

|                                            |                  |                  |                |                  |                  |                |
|--------------------------------------------|------------------|------------------|----------------|------------------|------------------|----------------|
| <b>TOTAL EXPENDITURES AND FUNDING TO R</b> | <b>2,971,900</b> | <b>3,120,900</b> | <b>913,028</b> | <b>3,120,900</b> | <b>3,229,900</b> | <b>109,000</b> |
|--------------------------------------------|------------------|------------------|----------------|------------------|------------------|----------------|

**Funding****Municipal**

|                                |           |           |         |           |           |   |
|--------------------------------|-----------|-----------|---------|-----------|-----------|---|
| Municipal Apportionment (levy) | 2,629,900 | 2,778,900 | 926,300 | 2,778,900 | 2,778,900 | - |
| Municipal Other                | -         | -         | -       | -         | -         | - |

**Self Generated**

|                        |         |         |         |         |         |         |
|------------------------|---------|---------|---------|---------|---------|---------|
| Timber Sales           | 15,000  | 15,000  | 123,184 | 15,000  | 124,000 | 109,000 |
| Donations - Foundation | 127,000 | 127,000 | 5,236   | 127,000 | 127,000 | -       |
| Miscellaneous Other    | -       | -       | 1,498   | -       | -       | -       |

**Funding From Reserves**

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

|                      |                  |                  |                  |                  |                  |                |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| <b>TOTAL REVENUE</b> | <b>2,971,900</b> | <b>3,120,900</b> | <b>1,056,218</b> | <b>3,120,900</b> | <b>3,229,900</b> | <b>109,000</b> |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------------|

|                              |          |          |                |          |          |          |
|------------------------------|----------|----------|----------------|----------|----------|----------|
| <b>Net Surplus/(Deficit)</b> | <b>-</b> | <b>-</b> | <b>143,190</b> | <b>-</b> | <b>-</b> | <b>-</b> |
|------------------------------|----------|----------|----------------|----------|----------|----------|

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #6 - Source Protection Program**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures**

|                                  |                |                |                |                |                |          |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------|
| Compensation and Benefits        | 490,000        | 625,000        | 194,857        | 595,000        | 595,000        | -        |
| Administration Expenses          | 50,000         | 45,000         | 20,096         | 45,000         | 45,000         | -        |
| Other Operating Expenses         | 90,000         | 50,000         | 831            | 50,000         | 50,000         | -        |
| Water Budget - Technical Studies | 204,000        | 60,000         | -              | 60,000         | 60,000         | -        |
| <b>TOTAL EXPENDITURES</b>        | <b>834,000</b> | <b>780,000</b> | <b>215,784</b> | <b>750,000</b> | <b>750,000</b> | <b>-</b> |

**Funding**

**Government Grants**

|                              |                |                |                |                |                |          |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------|
| Provincial                   | 834,000        | 780,000        | 215,784        | 750,000        | 750,000        | -        |
| <b>TOTAL FUNDING</b>         | <b>834,000</b> | <b>780,000</b> | <b>215,784</b> | <b>750,000</b> | <b>750,000</b> | <b>-</b> |
| <b>Net Surplus/(Deficit)</b> | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b> |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #7 General Operating Expense**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                    |                  |                  |                  |                  |                  |                |
|----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Compensation and Benefits                          | 2,441,000        | 2,490,000        | 929,815          | 2,490,000        | 2,490,000        | -              |
| Administration Expenses                            | 460,000          | 478,000          | 369,536          | 478,000          | 478,000          | -              |
| Insurance                                          | 334,500          | 298,000          | 258,053          | 257,000          | 257,000          | -              |
| Other Operating Expenses                           | 1,102,214        | 1,118,465        | 298,470          | 1,118,465        | 1,118,465        | -              |
| LESS: Recovery of Corporate Services Expenses      | (70,000)         | (70,000)         | (15,792)         | (70,000)         | (70,000)         | -              |
| <b>Total OPERATING Expenditures</b>                | <b>4,267,714</b> | <b>4,314,465</b> | <b>1,840,082</b> | <b>4,273,465</b> | <b>4,273,465</b> | <b>-</b>       |
| Interest Income                                    | 2,050,000        | 2,050,000        | -                | 2,050,000        | 2,050,000        | -              |
| Stabilization Reserve-Category 1/General Operating | -                | -                | -                | -                | -                | -              |
| Personnel                                          | -                | -                | -                | -                | 400,000          | 400,000        |
| <b>Total FUNDING to RESERVES</b>                   | <b>2,050,000</b> | <b>2,050,000</b> | <b>-</b>         | <b>2,050,000</b> | <b>2,450,000</b> | <b>400,000</b> |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>  | <b>6,317,714</b> | <b>6,364,465</b> | <b>1,840,082</b> | <b>6,323,465</b> | <b>6,723,465</b> | <b>400,000</b> |

**Funding**

**Municipal**

|                                |           |           |           |           |           |   |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|---|
| Municipal Apportionment (levy) | 3,310,888 | 3,338,888 | 1,112,963 | 3,338,888 | 3,338,888 | - |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|---|

**Self Generated**

|                   |           |           |         |           |           |         |
|-------------------|-----------|-----------|---------|-----------|-----------|---------|
| Investment Income | 2,200,000 | 2,300,000 | 181,994 | 2,300,000 | 2,300,000 | -       |
| Miscellaneous     | -         | -         | 29      | -         | 400,000   | 400,000 |

**Funding From Reserves**

|           |        |        |   |        |        |   |
|-----------|--------|--------|---|--------|--------|---|
| Personnel | 65,000 | 65,000 | - | 65,000 | 65,000 | - |
|-----------|--------|--------|---|--------|--------|---|

|                      |                  |                  |                  |                  |                  |                |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| <b>TOTAL REVENUE</b> | <b>5,575,888</b> | <b>5,703,888</b> | <b>1,294,986</b> | <b>5,703,888</b> | <b>6,103,888</b> | <b>400,000</b> |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------------|

|                              |                  |                  |                  |                  |                  |          |
|------------------------------|------------------|------------------|------------------|------------------|------------------|----------|
| <b>Net Surplus/(Deficit)</b> | <b>(741,826)</b> | <b>(660,577)</b> | <b>(545,096)</b> | <b>(619,577)</b> | <b>(619,577)</b> | <b>-</b> |
|------------------------------|------------------|------------------|------------------|------------------|------------------|----------|

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #8 - Watershed Services - CAT 2**  
for the period Ending May 31, 2025

|                                                    | Budget<br>2024   | Budget<br>2025   | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------------------|------------------|------------------|------------------|----------------------|---------------------|--------------------|
| <b>How much does it cost, and who pays for it?</b> |                  |                  |                  |                      |                     |                    |
| <b><u>Expenditures and Funding to Reserves</u></b> |                  |                  |                  |                      |                     |                    |
| Compensation and Benefits                          | 850,000          | 850,000          | 306,975          | 850,000              | 850,000             | -                  |
| Administration Expenses                            | 118,000          | 118,000          | 106,542          | 118,000              | 118,000             | -                  |
| Other Operating Expenses                           | 100,000          | 134,000          | 18,731           | 134,000              | 134,000             | -                  |
| <b>Total OPERATING Expenditures</b>                | <b>1,068,000</b> | <b>1,102,000</b> | <b>432,248</b>   | <b>1,102,000</b>     | <b>1,102,000</b>    | <b>-</b>           |
| <b>Total CAPITAL Expenditures</b>                  |                  |                  |                  |                      |                     |                    |
| RWQP Grants                                        | 800,000          | 800,000          | 260,784          | 800,000              | 800,000             | -                  |
| Waste Water Optimization Project                   | 130,000          | 130,000          | 35,533           | 130,000              | 130,000             | -                  |
| Species at Risk                                    | 70,000           | 70,000           | 42,421           | 70,000               | 70,000              | -                  |
| Water Management Plan (WQ)                         | -                | 90,000           | 4,410            | 90,000               | 90,000              | -                  |
| Nature Smart Climate Solutions                     | 85,000           | 138,000          | 21,994           | 138,000              | 138,000             | -                  |
| Upper Blair Subwatershed Study                     | 80,000           | 96,000           | 33,989           | 96,000               | 96,000              | -                  |
| Conservation Ontario/Tree Canada planting          | -                | -                | -                | 35,000               | 35,000              | -                  |
| <b>Total SPECIAL PROJECT Expenditures</b>          | <b>1,165,000</b> | <b>1,324,000</b> | <b>399,131</b>   | <b>1,359,000</b>     | <b>1,359,000</b>    | <b>-</b>           |
| Watershed Restoration                              | -                | -                | -                | -                    | -                   | -                  |
| Stabilization Category 2                           | -                | -                | -                | -                    | -                   | -                  |
| <b>Total FUNDING to RESERVES</b>                   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>             | <b>-</b>            | <b>-</b>           |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>  | <b>2,233,000</b> | <b>2,426,000</b> | <b>831,379</b>   | <b>2,461,000</b>     | <b>2,461,000</b>    | <b>-</b>           |
| <b><u>Funding</u></b>                              |                  |                  |                  |                      |                     |                    |
| <b>Municipal</b>                                   |                  |                  |                  |                      |                     |                    |
| Memorandums of Understanding Apportionment         | 1,017,000        | 1,052,000        | 350,667          | 1,052,000            | 1,052,000           | -                  |
| Municipal Other                                    | 930,000          | 946,000          | 808,055          | 946,000              | 946,000             | -                  |
| <b>Government Grants</b>                           |                  |                  |                  |                      |                     |                    |
| Other Provincial                                   | 130,000          | 220,000          | 174,000          | 220,000              | 220,000             | -                  |
| Federal                                            | 85,000           | 208,000          | 104,084          | 208,000              | 208,000             | -                  |
| <b>Self Generated</b>                              |                  |                  |                  |                      |                     |                    |
| Miscellaneous                                      | -                | -                | 7,098            | 35,000               | 35,000              | -                  |
| <b>Funding From Reserves</b>                       |                  |                  |                  |                      |                     |                    |
| Cambridge Desiltation Pond                         | 1,000            | -                | -                | -                    | -                   | -                  |
| <b>TOTAL REVENUE</b>                               | <b>2,163,000</b> | <b>2,426,000</b> | <b>1,443,904</b> | <b>2,461,000</b>     | <b>2,461,000</b>    | <b>-</b>           |
| <b>Net Surplus/(Deficit)</b>                       | <b>(70,000)</b>  | <b>-</b>         | <b>612,525</b>   | <b>-</b>             | <b>-</b>            | <b>-</b>           |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #9 Burford Tree Nursery & Planting Services**  
for the period Ending May 31, 2025

|                                                   | Budget<br>2024   | Budget<br>2025   | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|---------------------------------------------------|------------------|------------------|----------------|----------------------|---------------------|--------------------|
| How much does it cost, and who pays for it?       |                  |                  |                |                      |                     |                    |
| <u>Expenditures and Funding to Reserves</u>       |                  |                  |                |                      |                     |                    |
| Compensation and Benefits                         | 287,000          | 306,000          | 66,766         | 306,000              | 306,000             | -                  |
| Administration Expenses                           | 30,900           | 15,400           | 14,208         | 15,400               | 15,400              | -                  |
| Other Operating Expenses                          | 675,000          | 656,000          | 310,855        | 656,000              | 656,000             | -                  |
| <b>Total OPERATING Expenditures</b>               | <b>992,900</b>   | <b>977,400</b>   | <b>391,829</b> | <b>977,400</b>       | <b>977,400</b>      | <b>-</b>           |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>992,900</b>   | <b>977,400</b>   | <b>391,829</b> | <b>977,400</b>       | <b>977,400</b>      | <b>-</b>           |
| <u>Funding</u>                                    |                  |                  |                |                      |                     |                    |
| <b>Government Grants</b>                          |                  |                  |                |                      |                     |                    |
| Federal                                           | -                | -                | -              | -                    | -                   | -                  |
| <b>Self Generated</b>                             |                  |                  |                |                      |                     |                    |
| Burford Nursery                                   | 450,000          | 475,000          | 347,135        | 475,000              | 475,000             | -                  |
| Landowner Contributions (Tree Planting)           | 230,000          | 230,000          | 235,068        | 260,000              | 260,000             | -                  |
| Donations - Foundation                            | -                | -                | -              | -                    | -                   | -                  |
| <b>TOTAL REVENUE</b>                              | <b>680,000</b>   | <b>705,000</b>   | <b>582,203</b> | <b>735,000</b>       | <b>735,000</b>      | <b>-</b>           |
| <b>Net Surplus/(Deficit)</b>                      | <b>(312,900)</b> | <b>(272,400)</b> | <b>190,374</b> | <b>(242,400)</b>     | <b>(242,400)</b>    | <b>-</b>           |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #10 - Conservation Services**  
for the period Ending May 31, 2025

|  | Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|--|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|--|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                |                |               |                |                |   |
|---------------------------------------------------|----------------|----------------|---------------|----------------|----------------|---|
| Compensation and Benefits                         | 27,000         | 28,000         | 2,844         | 28,000         | 28,000         | - |
| Administration Expenses                           | 33,200         | 36,200         | 3,100         | 36,200         | 36,200         | - |
| Other Operating Expenses                          | 22,000         | 22,000         | 4,399         | 22,000         | 22,000         | - |
| <b>Total OPERATING Expenditures</b>               | <b>82,200</b>  | <b>86,200</b>  | <b>10,343</b> | <b>86,200</b>  | <b>86,200</b>  | - |
| <b>Total CAPITAL Expenditures</b>                 |                |                |               |                |                |   |
| Brant/Brantford Water Festival                    | 45,000         | 45,000         | 25,002        | 46,500         | 46,500         | - |
| Haldimand Children's Water Festival               | -              | -              | 21            | -              | -              | - |
| Water Management Plan                             | -              | 10,000         | 2,067         | 10,000         | 10,000         | - |
| Mill Creek Rangers Program                        | 35,000         | 40,000         | 160           | 40,000         | 40,000         | - |
| Profit Mapping                                    | 35,000         | -              | -             | -              | -              | - |
| Great Lakes Agricultural Stewardship Initiative   | -              | -              | 620           | -              | -              | - |
| <b>Total SPECIAL PROJECT Expenditures</b>         | <b>115,000</b> | <b>95,000</b>  | <b>27,870</b> | <b>96,500</b>  | <b>96,500</b>  | - |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>197,200</b> | <b>181,200</b> | <b>38,213</b> | <b>182,700</b> | <b>182,700</b> | - |

**Funding**

**Municipal**

|                 |        |   |        |        |        |   |
|-----------------|--------|---|--------|--------|--------|---|
| Municipal-Other | 10,000 | - | 16,500 | 16,500 | 16,500 | - |
|-----------------|--------|---|--------|--------|--------|---|

**Government Grants**

|                  |         |        |        |        |        |   |
|------------------|---------|--------|--------|--------|--------|---|
| Other Provincial | 100,000 | 40,000 | 41,641 | 40,000 | 40,000 | - |
| Federal          | 70,000  | -      | -      | -      | -      | - |

**Self Generated**

|                        |        |        |     |        |        |   |
|------------------------|--------|--------|-----|--------|--------|---|
| Donations - Foundation | 35,000 | 70,000 | 160 | 70,000 | 70,000 | - |
| Donations - Other      | -      | 15,000 | -   | -      | -      | - |
| Miscellaneous          | -      | -      | -   | -      | -      | - |

**Funding from Reserves**

|                                                     |   |   |   |   |   |   |
|-----------------------------------------------------|---|---|---|---|---|---|
| Transition Reserve/Cambridge Desiltation/Transition | - | - | - | - | - | - |
|-----------------------------------------------------|---|---|---|---|---|---|

|                              |                |                 |               |                 |                 |   |
|------------------------------|----------------|-----------------|---------------|-----------------|-----------------|---|
| <b>TOTAL REVENUE</b>         | <b>215,000</b> | <b>125,000</b>  | <b>58,301</b> | <b>126,500</b>  | <b>126,500</b>  | - |
| <b>Net Surplus/(Deficit)</b> | <b>17,800</b>  | <b>(56,200)</b> | <b>20,088</b> | <b>(56,200)</b> | <b>(56,200)</b> | - |



GRAND RIVER CONSERVATION AUTHORITY  
**P&S #11 - Outdoor Environmental Education**  
for the period Ending May 31, 2025

|                                                    | Budget<br>2024   | Budget<br>2025   | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------------------|------------------|------------------|------------------|----------------------|---------------------|--------------------|
| <b>How much does it cost, and who pays for it?</b> |                  |                  |                  |                      |                     |                    |
| <u><b>Expenditures and Funding to Reserves</b></u> |                  |                  |                  |                      |                     |                    |
| Compensation & Benefits                            | 642,000          | 672,000          | 184,235          | 672,000              | 672,000             | -                  |
| Administration Expenses                            | 57,000           | 68,000           | 56,140           | 68,000               | 68,000              | -                  |
| Other Operating Expenses                           | 213,000          | 213,000          | 59,513           | 213,000              | 213,000             | -                  |
| <b>Total OPERATING Expenditures</b>                | <b>912,000</b>   | <b>953,000</b>   | <b>299,888</b>   | <b>953,000</b>       | <b>953,000</b>      | -                  |
| Guelph Lake Nature Centre                          | 500,000          | 650,000          | 254,926          | 650,000              | 650,000             | -                  |
| <b>Total SPECIAL PROJECT Expenditures</b>          | <b>500,000</b>   | <b>650,000</b>   | <b>254,926</b>   | <b>650,000</b>       | <b>650,000</b>      | -                  |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>  | <b>1,412,000</b> | <b>1,603,000</b> | <b>554,814</b>   | <b>1,603,000</b>     | <b>1,603,000</b>    | -                  |
| <u><b>Funding</b></u>                              |                  |                  |                  |                      |                     |                    |
| <b>Municipal</b>                                   |                  |                  |                  |                      |                     |                    |
| Municipal-Other                                    | -                | -                | 532              | -                    | -                   | -                  |
| <b>Self Generated</b>                              |                  |                  |                  |                      |                     |                    |
| Donations - Foundation                             | 500,000          | -                | 220              | -                    | -                   | -                  |
| Donations - Other                                  | -                | -                | -                | -                    | -                   | -                  |
| Nature Centre Revenue - Schools                    | 600,000          | 600,000          | 252,048          | 600,000              | 600,000             | -                  |
| Nature Centre Revenue - Community                  | -                | -                | 800              | -                    | -                   | -                  |
| <b>Funding from Reserves</b>                       |                  |                  |                  |                      |                     |                    |
| Transition Reserve                                 | 312,000          | 353,000          | -                | 353,000              | 353,000             | -                  |
| Guelph Lake Nature Centre Reserve                  | -                | -                | -                | -                    | 45,000              | 45,000             |
| General Capital Reserve/Land Sales Proceeds        | -                | 650,000          | -                | 650,000              | 605,000             | (45,000)           |
| <b>TOTAL REVENUE</b>                               | <b>1,412,000</b> | <b>1,603,000</b> | <b>253,600</b>   | <b>1,603,000</b>     | <b>1,603,000</b>    | -                  |
| <b>Net Surplus/(Deficit)</b>                       | <b>-</b>         | <b>-</b>         | <b>(301,214)</b> | <b>-</b>             | <b>-</b>            | <b>-</b>           |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #12 - Property Rentals**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                  |                  |                |                  |                  |          |
|---------------------------------------------------|------------------|------------------|----------------|------------------|------------------|----------|
| Compensation and Benefits                         | 470,000          | 473,000          | 119,932        | 473,000          | 473,000          | -        |
| Administration Expenses                           | 37,500           | 35,000           | 22,026         | 35,000           | 35,000           | -        |
| Property Taxes                                    | -                | -                | -              | -                | -                | -        |
| Other Operating Expenses                          | 601,700          | 601,700          | 57,263         | 601,700          | 601,700          | -        |
| <b>Total OPERATING Expenditures</b>               | <b>1,109,200</b> | <b>1,109,700</b> | <b>199,221</b> | <b>1,109,700</b> | <b>1,109,700</b> | <b>-</b> |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>1,109,200</b> | <b>1,109,700</b> | <b>199,221</b> | <b>1,109,700</b> | <b>1,109,700</b> | <b>-</b> |

**Funding**

**Self Generated**

|               |           |           |         |           |           |   |
|---------------|-----------|-----------|---------|-----------|-----------|---|
| Belwood       | 1,066,000 | 1,087,000 | 654,765 | 1,087,000 | 1,087,000 | - |
| Conestogo     | 1,276,000 | 1,302,000 | 761,159 | 1,302,000 | 1,302,000 | - |
| Agricultural  | 250,000   | 270,000   | 138,768 | 270,000   | 270,000   | - |
| Residential   | 110,000   | 115,000   | 43,668  | 115,000   | 115,000   | - |
| Miscellaneous | 336,000   | 376,000   | 129,850 | 376,000   | 376,000   | - |

**Funding FROM Reserves**

|                     |   |   |   |   |   |   |
|---------------------|---|---|---|---|---|---|
| Cottage Lot Program | - | - | - | - | - | - |
|---------------------|---|---|---|---|---|---|

|                      |                  |                  |                  |                  |                  |          |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------|
| <b>TOTAL REVENUE</b> | <b>3,038,000</b> | <b>3,150,000</b> | <b>1,728,210</b> | <b>3,150,000</b> | <b>3,150,000</b> | <b>-</b> |
|----------------------|------------------|------------------|------------------|------------------|------------------|----------|

|                              |                  |                  |                  |                  |                  |          |
|------------------------------|------------------|------------------|------------------|------------------|------------------|----------|
| <b>Net Surplus/(Deficit)</b> | <b>1,928,800</b> | <b>2,040,300</b> | <b>1,528,989</b> | <b>2,040,300</b> | <b>2,040,300</b> | <b>-</b> |
|------------------------------|------------------|------------------|------------------|------------------|------------------|----------|

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #13 - Hydro Production**  
for the period Ending May 31, 2025

| Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                |                |               |                |                |   |
|---------------------------------------------------|----------------|----------------|---------------|----------------|----------------|---|
| Compensation and Benefits                         | 70,000         | 70,000         | 23,887        | 70,000         | 70,000         | - |
| Administration Expenses                           | -              |                | 1,039         |                |                | - |
| Other Operating Expenses                          | 25,500         | 25,500         | 42,113        | 65,500         | 65,500         | - |
| <b>Total OPERATING Expenditures</b>               | <b>95,500</b>  | <b>95,500</b>  | <b>67,039</b> | <b>135,500</b> | <b>135,500</b> | - |
| General Capital/Land Sale Proceeds                | 116,500        | 66,500         | -             | 26,500         | 26,500         | - |
| <b>Total FUNDING to RESERVES</b>                  | <b>116,500</b> | <b>66,500</b>  | <b>-</b>      | <b>26,500</b>  | <b>26,500</b>  | - |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>212,000</b> | <b>162,000</b> | <b>67,039</b> | <b>162,000</b> | <b>162,000</b> | - |

**Revenue**

**Self Generated**

|                              |                |                |                |                |                |   |
|------------------------------|----------------|----------------|----------------|----------------|----------------|---|
| Hydro Production-Belwood     | 265,000        | 315,000        | 24,909         | 315,000        | 315,000        | - |
| Hydro Production-Conestogo   | 260,000        | 105,000        | 92,442         | 105,000        | 105,000        | - |
| Hydro Production-Guelph      | 40,000         | 40,000         | -              | 40,000         | 40,000         | - |
| Hydro Production-Elora       | 15,000         | 15,000         | -              | 15,000         | 15,000         | - |
| <b>TOTAL REVENUE</b>         | <b>580,000</b> | <b>475,000</b> | <b>117,351</b> | <b>475,000</b> | <b>475,000</b> | - |
| <b>Net Surplus/(Deficit)</b> | <b>368,000</b> | <b>313,000</b> | <b>50,312</b>  | <b>313,000</b> | <b>313,000</b> | - |

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #14 - Conservation Areas**  
for the period Ending May 31, 2025

|  | Budget<br>2024 | Budget<br>2025 | Actual<br>2025 | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|--|----------------|----------------|----------------|----------------------|---------------------|--------------------|
|--|----------------|----------------|----------------|----------------------|---------------------|--------------------|

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

**Expenditures and Funding to Reserves**

|                                                   |                   |                   |                  |                   |                   |   |
|---------------------------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|---|
| Compensation and Benefits                         | 5,774,000         | 6,117,000         | 842,885          | 6,117,000         | 6,117,000         | - |
| Administration Expenses                           | 220,000           | 253,000           | 223,577          | 253,000           | 253,000           | - |
| Property Tax                                      | 65,000            | 65,000            |                  | 65,000            | 65,000            | - |
| Other Operating Expenses                          | 3,723,000         | 4,105,000         | 667,553          | 4,105,000         | 4,105,000         | - |
| <b>Total OPERATING Expenditures</b>               | <b>9,782,000</b>  | <b>10,540,000</b> | <b>1,734,015</b> | <b>10,540,000</b> | <b>10,540,000</b> | - |
| <b>Total CAPITAL Expenditures</b>                 | <b>2,000,000</b>  | <b>2,000,000</b>  | <b>170,295</b>   | <b>2,000,000</b>  | <b>2,000,000</b>  | - |
| Conservation Area Reserve                         | -                 | -                 | -                | -                 | -                 | - |
| <b>Total FUNDING to RESERVES</b>                  | <b>-</b>          | <b>-</b>          | <b>-</b>         | <b>-</b>          | <b>-</b>          | - |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b> | <b>11,782,000</b> | <b>12,540,000</b> | <b>1,904,310</b> | <b>12,540,000</b> | <b>12,540,000</b> | - |

**Funding**

**Government Grants**

|         |   |   |   |   |   |   |
|---------|---|---|---|---|---|---|
| Federal | - | - | - | - | - | - |
|---------|---|---|---|---|---|---|

**Self Generated**

|                          |                   |                   |                  |                   |                   |   |
|--------------------------|-------------------|-------------------|------------------|-------------------|-------------------|---|
| Brant                    | 1,175,000         | 1,300,000         | 466,335          | 1,300,000         | 1,300,000         | - |
| Byng Island              | 1,100,000         | 1,050,000         | 282,189          | 1,050,000         | 1,050,000         | - |
| Belwood Lake             | 375,000           | 375,000           | 83,435           | 375,000           | 375,000           | - |
| Conestogo Lake           | 600,000           | 600,000           | 192,049          | 600,000           | 600,000           | - |
| Elora Gorge              | 2,300,000         | 2,400,000         | 202,315          | 2,400,000         | 2,400,000         | - |
| Elora Quarry             | 450,000           | 350,000           | -                | 350,000           | 350,000           | - |
| Guelph Lake              | 1,400,000         | 1,650,000         | 305,539          | 1,650,000         | 1,650,000         | - |
| Laurel Creek             | 650,000           | 700,000           | 274,844          | 700,000           | 700,000           | - |
| Pinehurst Lake           | 900,000           | 975,000           | 395,142          | 975,000           | 975,000           | - |
| Rockwood                 | 1,300,000         | 1,475,000         | 220,532          | 1,475,000         | 1,475,000         | - |
| Shade's Mills            | 450,000           | 525,000           | 157,911          | 525,000           | 525,000           | - |
| <b>Total Fee Revenue</b> | <b>10,700,000</b> | <b>11,400,000</b> | <b>2,580,291</b> | <b>11,400,000</b> | <b>11,400,000</b> | - |
| Other Areas Income       | 71,000            | -                 | -                | -                 | -                 | - |
| Miscellaneous Income     | -                 | 71,000            | 2,031            | 71,000            | 71,000            | - |

**Funding From Reserves**

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

|                      |                   |                   |                  |                   |                   |   |
|----------------------|-------------------|-------------------|------------------|-------------------|-------------------|---|
| <b>TOTAL REVENUE</b> | <b>11,272,000</b> | <b>11,971,000</b> | <b>2,582,322</b> | <b>11,971,000</b> | <b>11,971,000</b> | - |
|----------------------|-------------------|-------------------|------------------|-------------------|-------------------|---|

|                              |                  |                  |                |                  |                  |   |
|------------------------------|------------------|------------------|----------------|------------------|------------------|---|
| <b>Net Surplus/(Deficit)</b> | <b>(510,000)</b> | <b>(569,000)</b> | <b>678,012</b> | <b>(569,000)</b> | <b>(569,000)</b> | - |
|------------------------------|------------------|------------------|----------------|------------------|------------------|---|

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #15 - Administrative Support - CATEGORY 3**  
for the period Ending May 31, 2025

|                                                    | Budget<br>2024     | Budget<br>2025     | Actual<br>2025   | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------------------|--------------------|--------------------|------------------|----------------------|---------------------|--------------------|
| How much does it cost, and who pays for it?        |                    |                    |                  |                      |                     |                    |
| <b><u>Expenditures and Funding to Reserves</u></b> |                    |                    |                  |                      |                     |                    |
| Compensation and Benefits                          | 668,000            | 706,000            | 238,194          | 706,000              | 706,000             | -                  |
| Administration Expenses                            | 100,900            | 139,400            | 76,232           | 139,400              | 139,400             | -                  |
| Insurance                                          | 208,500            | 208,500            | 182,752          | 181,000              | 181,000             | -                  |
| Other Operating Expenses                           | 240,000            | 240,000            | 1,371            | 240,000              | 240,000             | -                  |
| LESS: Recovery of Corporate Services Expenses      |                    |                    | -                |                      |                     |                    |
| <b>Total OPERATING Expenditures</b>                | <b>1,217,400</b>   | <b>1,293,900</b>   | <b>498,549</b>   | <b>1,266,400</b>     | <b>1,266,400</b>    | <b>-</b>           |
| Stabilization Category 3                           | -                  | -                  | -                | -                    | -                   | -                  |
| <b>Total FUNDING to RESERVES</b>                   | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>             | <b>-</b>            | <b>-</b>           |
| <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>  | <b>1,217,400</b>   | <b>1,293,900</b>   | <b>498,549</b>   | <b>1,266,400</b>     | <b>1,266,400</b>    | <b>-</b>           |
| <b><u>Funding</u></b>                              |                    |                    |                  |                      |                     |                    |
| <b>Self Generated</b>                              |                    |                    |                  |                      |                     |                    |
| Miscellaneous                                      | -                  | -                  | 63,513           | 64,000               | 64,000              | -                  |
| <b>TOTAL REVENUE</b>                               | <b>-</b>           | <b>-</b>           | <b>63,513</b>    | <b>64,000</b>        | <b>64,000</b>       | <b>-</b>           |
| <b>Net Surplus/(Deficit)</b>                       | <b>(1,217,400)</b> | <b>(1,293,900)</b> | <b>(435,036)</b> | <b>(1,202,400)</b>   | <b>(1,202,400)</b>  | <b>-</b>           |

GRAND RIVER CONSERVATION AUTHORITY  
**Supplementary Information - Information Systems and Motor Pool**  
for the period Ending May 31, 2025

|                                                    | Budget<br>2024     | Budget<br>2025     | Actual<br>2025     | Previous<br>Forecast | Current<br>Forecast | Forecast<br>Change |
|----------------------------------------------------|--------------------|--------------------|--------------------|----------------------|---------------------|--------------------|
| <b>How much does it cost, and who pays for it?</b> |                    |                    |                    |                      |                     |                    |
| <b><u>Expenditures</u></b>                         |                    |                    |                    |                      |                     |                    |
| <b>Information Systems</b>                         |                    |                    |                    |                      |                     |                    |
| Compensation and Benefits                          | 1,329,000          | 1,394,000          | 474,611            | 1,356,000            | 1,356,000           | -                  |
| Administrative Expenses                            | 25,500             | 25,500             | 4,251              | 25,500               | 25,500              | -                  |
| Software and Hardware Maintenance                  | 187,500            | 187,500            | 149,411            | 187,500              | 187,500             | -                  |
| Supplies and Services                              | 54,000             | 54,000             | 14,832             | 54,000               | 54,000              | -                  |
| <b>Total OPERATING Expenditures</b>                | <b>1,596,000</b>   | <b>1,661,000</b>   | <b>643,105</b>     | <b>1,623,000</b>     | <b>1,623,000</b>    | <b>-</b>           |
| <b>Capital Expenses</b>                            | <b>300,000</b>     | <b>300,000</b>     | <b>135,223</b>     | <b>300,000</b>       | <b>300,000</b>      | <b>-</b>           |
| <b>LESS Internal Charges</b>                       | <b>(1,437,000)</b> | <b>(1,532,000)</b> | <b>(1,575,817)</b> | <b>(1,532,000)</b>   | <b>(1,532,000)</b>  | <b>-</b>           |
| <b>NET Unallocated Expenses</b>                    | <b>459,000</b>     | <b>429,000</b>     | <b>(797,489)</b>   | <b>391,000</b>       | <b>391,000</b>      | <b>-</b>           |
| <b>Motor Pool</b>                                  |                    |                    |                    |                      |                     |                    |
| Compensation and Benefits                          | 321,000            | 330,000            | 86,175             | 330,000              | 330,000             | -                  |
| Administrative Expenses                            | 26,000             | 26,000             | 16,294             | 26,000               | 26,000              | -                  |
| Insurance                                          | 63,000             | 63,000             | 62,020             | 63,000               | 63,000              | -                  |
| Motor Pool Building and Grounds Maintenance        | 10,000             | 10,000             | 6,322              | 10,000               | 10,000              | -                  |
| Equipment, Repairs and Supplies                    | 336,000            | 336,000            | 158,102            | 336,000              | 336,000             | -                  |
| Fuel                                               | 284,000            | 284,000            | 52,249             | 284,000              | 284,000             | -                  |
| <b>Total OPERATING Expenditures</b>                | <b>1,040,000</b>   | <b>1,049,000</b>   | <b>381,162</b>     | <b>1,049,000</b>     | <b>1,049,000</b>    | <b>-</b>           |
| <b>Capital Expenses</b>                            | <b>675,000</b>     | <b>675,000</b>     | <b>40,713</b>      | <b>675,000</b>       | <b>675,000</b>      | <b>-</b>           |
| <b>LESS Internal Charges</b>                       | <b>(1,300,000)</b> | <b>(1,400,000)</b> | <b>(5,560)</b>     | <b>(1,400,000)</b>   | <b>(1,400,000)</b>  | <b>-</b>           |
| <b>NET Unallocated Expenses</b>                    | <b>415,000</b>     | <b>324,000</b>     | <b>416,315</b>     | <b>324,000</b>       | <b>324,000</b>      | <b>-</b>           |
| <b>TOTAL EXPENDITURES</b>                          | <b>874,000</b>     | <b>753,000</b>     | <b>(381,174)</b>   | <b>715,000</b>       | <b>715,000</b>      | <b>-</b>           |
| Gross Surplus (Deficit)                            | (874,000)          | (753,000)          | 381,174            | (715,000)            | (715,000)           | -                  |
| Funding From Reserves                              | 3,611,000          | 3,685,000          | 1,200,203          | 3,647,000            | 3,647,000           | -                  |
| Funding to Reserves                                | (2,737,000)        | (2,932,000)        | (1,581,377)        | (2,932,000)          | (2,932,000)         | -                  |
| <b>Net Surplus/(Deficit)</b>                       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>             | <b>-</b>            | <b>-</b>           |

# Grand River Conservation Authority

**Report number:** GM-06-25-62

**Date:** June 27, 2025

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

**Subject:** Amendments to the Grand River Conservation Authority, *Conservation Authorities Act* Hearing Guidelines and Procedures

---

## Recommendation:

THAT Report Number GM-06-25-62 – Amendments to the Grand River Conservation Authority, *Conservation Authority Act* Hearing Guidelines and Procedures be received as information;

AND THAT the Hearing Guidelines and Procedures be approved and posted on the Grand River Conservation Authority website.

## Summary:

As of April 1, 2024, changes to the *Conservation Authorities Act* and *Ontario Regulation 41/24* expanded hearing opportunities related to permits and Stop Orders. In response, Conservation Ontario updated its model hearing guidelines, and the Grand River Conservation Authority has revised its guidelines and procedures accordingly. The updated guidelines and procedures align with current legislation and the Grand River Conservation Authority By-law. Once approved, the guidelines and procedures will be posted on the GRCA website.

## Report:

On April 1, 2024, *Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits* under the *Conservation Authorities Act* (CAA) came into effect and various sections within the CAA were also proclaimed. Through these legislative and regulatory changes, opportunities for a hearing by a Conservation Authority (CA) Board (sitting as a Hearing Board) were expanded. There are now eight potential hearing avenues for a permit applicant, permit holder, or an individual subject to a Stop Order. Under the amended CAA and O. Reg. 41/24, hearings may be requested for the following scenarios:

- The GRCA intends to refuse a Section 28.1 permit application;
- The GRCA intends to attach conditions to a Section 28.1 or Section 28.1.2 permit application;
- The GRCA intends to cancel a Section 28.1 or 28.1.1 permit;
- The GRCA intends to refuse a requested extension for a Section 28.1 or Section 28.1.2 permit; and,
- An individual has been served a Stop Order.

Conservation Ontario (CO) has developed revised model hearing guidelines to assist Conservation Authorities in updating their individual guidelines and procedures. CO's model guidelines were amended to reflect the changes to the CAA and Ontario Regulation 41/24, as well as to provide best practices based in part on recent CA hearing experiences. The model guidelines outline a straightforward, step-by-step process for conducting hearings. They are designed to promote consistency across Conservation Authorities while ensuring compliance with the *Statutory Powers Procedure Act*, all without making the process overly legalistic or intimidating for participants. Additional implementation resources, such as templates for Notice of Hearings, Decisions and the Chair's Remarks have been included.

The GRCA's Hearing Guidelines and Procedures were last updated in October 2021 to allow for electronic/remote hearings and other CAA amendments that came into effect at that time.

Staff have reviewed CO's model guidelines dated December 2024 and updated GRCA's Hearing Guidelines and Procedures accordingly. These proposed amendments conform to the GRCA By-law.

The revised Hearing Guidelines and Procedures are attached.

Once approved, the amended guidelines and procedures will be updated on the website.

**Financial Implications:**

Not Applicable.

**Other Department Considerations:**

Not Applicable.

**Submitted by:**

Samantha Lawson  
Chief Administrative Officer



# Grand River Conservation Authority Hearing Guidelines and Procedures

Approval Date: xxxx, 2025



# Grand River Conservation Authority Hearing Guidelines

## Conservation Authorities Act, Section 28,

### Ontario Regulation 41/24

#### Table of Contents:

|            |                                                          |    |
|------------|----------------------------------------------------------|----|
| <b>1.0</b> | DEFINITIONS .....                                        | 3  |
| <b>2.0</b> | PURPOSE OF HEARING GUIDELINES: .....                     | 3  |
| <b>3.0</b> | PREHEARING PROCEDURES .....                              | 5  |
| 3.1        | Fair Hearing/Apprehension of Bias .....                  | 5  |
| 3.2        | Notice of Hearing .....                                  | 5  |
| 3.3        | Pre-submission of Reports .....                          | 6  |
| 3.4        | Hearing Information .....                                | 7  |
| <b>4.0</b> | HEARING .....                                            | 7  |
| 4.1        | Public Hearing .....                                     | 7  |
| 4.2        | Public Participation .....                               | 7  |
| 4.3        | Attendance of Hearing Board Members .....                | 7  |
| 4.4        | Adjournments .....                                       | 7  |
| 4.5        | Orders and Directions .....                              | 7  |
| 4.6        | Information Presented at Hearings .....                  | 7  |
| 4.7        | Conduct of Hearing .....                                 | 8  |
| 4.7.1      | <i>Record of Attending Board Members</i> .....           | 8  |
| 4.7.2      | <i>Opening Remarks</i> .....                             | 8  |
| 4.7.3      | <i>Presentation of Authority Staff Information</i> ..... | 8  |
| 4.7.4      | <i>Presentation of Party Information</i> .....           | 8  |
| 4.7.5      | <i>Questions</i> .....                                   | 9  |
| 4.7.6      | <i>Deliberation</i> .....                                | 9  |
| <b>5.0</b> | DECISION .....                                           | 9  |
| 5.2        | Adoption .....                                           | 10 |
| 5.3        | Notice of Decision .....                                 | 10 |
| <b>6.0</b> | RECORD .....                                             | 11 |
|            | Appendix A .....                                         | 12 |
|            | Appendix B .....                                         | 13 |
|            | Appendix C .....                                         | 14 |
|            | Appendix D .....                                         | 15 |
|            | Appendix E .....                                         | 16 |
|            | Appendix F .....                                         | 17 |
|            | Appendix G .....                                         | 18 |
|            | Appendix H .....                                         | 19 |
|            | Appendix I .....                                         | 20 |
|            | Appendix J .....                                         | 21 |
|            | Appendix K .....                                         | 22 |
|            | Appendix L .....                                         | 23 |
|            | Appendix M .....                                         | 25 |
|            | Appendix N .....                                         | 27 |
|            | Appendix O .....                                         | 28 |
|            | Appendix P .....                                         | 29 |



## 1.0 DEFINITIONS

“Act” means the Conservation Authorities Act, R.S.O. 1990, c. C.27;

“Applicant” means a person who applies for a Permit to engage in an activity prohibited under the Act within the Authority’s jurisdiction;

“Application” means a formal request for a Permit to engage in an activity prohibited under the Act within the Authority’s jurisdiction;

“Authority” means the Board of Directors of the Grand River Conservation Authority;

“Hearing Board” means the Authority while it is conducting hearings in accordance with the *Statutory Powers Procedure Act*, R.S.O. 1990, c. S.22. Further to section 28.4 of the *Conservation Authorities Act*, an Authority may also delegate any of its powers relating to the holding of hearings in relation to permits to any other person or body, subject to any limitations or requirements prescribed by regulation;

“Minister” means the Minister of Environment, Conservation and Parks;

“Party” means an Applicant, Permit Holder, or individual subject to a Stop Order;

“Permit” means a permit to engage in otherwise prohibited activities under the Act, issued by the Authority (s. 28.1 and s. 28.1.2 permits) or by the Minister (s. 28.1.1 permits).

“Permit Holder” means a person who holds an active Permit issued by the Authority or a Minister’s Permit issued by the Minister;

“Staff” means the employees of the Grand River Conservation Authority;

“Stop Order” means a stop order issued under section 30.4 of the Act;

“Witness” means a person who is called to speak to evidence presented at a hearing.

## 2.0 PURPOSE OF HEARING GUIDELINES:

The Hearing Guidelines provide a step-by-step process for conducting hearings required under ss.28.1 (5), ss.28.1.2 (7), ss.28.3 (2), (3) and (4), ss.30.4 (6) of the *Conservation Authorities Act (CAA)* and ss.11(4), (5) and (6) of *Ontario Regulation 41/24*. Hearings provide due process and ensure the rights of the Party are upheld.

These guidelines ensure hearings meet the legal requirements of the *Statutory Powers Procedures Act (SPPA)* without being unduly legalistic or intimidating to the participants.

The Hearing Board is empowered by law to make a decision, governed by the *SPPA*. The Board’s decision powers are governed by the *CAA* and *O. Reg. 41/24*.

Section 25.1 of the *SPPA* provides that “a tribunal may make rules governing the practice and procedure before it”. The Hearing Rules are adopted under the authority of s. 25.1 of the *SPPA*. The *SPPA* applies to the exercise of a statutory power of decision where there is a requirement to hold or to afford the parties to the proceeding an opportunity for a hearing before making a decision. The *SPPA* sets out minimum procedural requirements governing such hearings and provides rule-making authority for establishing rules to govern such proceedings.

Table 1 below summarizes the legislative and regulatory requirements where a Party is to be provided with an opportunity for a hearing before the Authority.

Table 1: Summary of Hearing Requirements under the Conservation Authorities Act and O.Reg.41/24<sup>1</sup>

| Hearing Scenario                                     | Legislative of Regulatory Reference | Party                            | Hearing Intent              | Appeal                                                                                                                                                              |
|------------------------------------------------------|-------------------------------------|----------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Refusal</b><br>Section 28.1 Permit                | CAA, S. 28.1 (5)                    | Applicant                        | Intent to refuse            | OLT- within 90 days of receiving the reason for the Authority's decision<br><br>Minister's Review- within 15 days of receiving reasons for the Authority's decision |
| <b>Attaching Conditions</b><br>Section 28.1 Permit   | CAA, S. 28.1 (5)                    | Applicant                        | Intent to attach conditions |                                                                                                                                                                     |
| <b>Attaching Conditions</b><br>Section 28.1.2 Permit | CAA, S. 28.1.2 (7)                  | Applicant                        | Intent to attach conditions |                                                                                                                                                                     |
| <b>Cancellation</b><br>Section 28.1 Permit           | CAA, S.28.3 (2)                     | Permit Holder                    | Intent to cancel            | OLT – within 90 days of receiving notice of decision from the Authority                                                                                             |
| <b>Cancellation</b><br>Section 28.1.1 Permit         | CAA, S28.3 (2)                      | Permit Holder                    | Intent to cancel            |                                                                                                                                                                     |
| <b>Refuse Extension</b><br>Section 28.1 Permit       | O.Reg 41/24, S.11(4), (5) and (6)   | Permit Holder                    | Intent to refuse extension  | No appeal                                                                                                                                                           |
| <b>Refuse Extension</b><br>Section 28.1.2 Permit     | O.Reg 41/24, S.11(4), (5) and (6)   | Permit Holder                    | Intent to refuse extension  |                                                                                                                                                                     |
| <b>Stop Order</b>                                    | CAA, S.30.4                         | Individual subject to Stop Order | Issuance of Stop Order      | Minister or body prescribed by the regulations- within 30 days of receiving the reason for the Authority's decision                                                 |

<sup>1</sup> Note: The information presented in this table is a summary. For full details, please review the relevant sections of the *Conservation Authorities Act* and O.Reg.41/24.

## 3.0 PREHEARING PROCEDURES

### 3.1 Fair Hearing/Apprehension of Bias

In any of the hearing scenarios listed in Table 1, the Hearing Board is acting as a decision-making tribunal. The tribunal is to act fairly. Under general principles of administrative law relating to the duty of fairness, the tribunal is obliged not only to avoid any bias but also to avoid the appearance or reasonable apprehension of bias. The following are three examples of steps to be taken to avoid a reasonable apprehension of bias where it is likely to arise:

- a) No member of the Authority taking part in the hearing should have prior involvement with the Application or other hearing matters indicated in Table 1 that could lead to a reasonable apprehension of bias on the part of that member. Where a member has a personal interest, the test is whether a reasonably well-informed person would consider that the interest might influence the exercise of the official's public duty. Where a member is a municipal councilor, the *Municipal Conflict of Interest Act* applies. In the case of a previously expressed opinion, the test is that of an open mind, i.e., is the member capable of persuasion in participating in the decision-making.
- b) If material relating to the merits of an Application or other matters indicated in Table 1 that is the subject of a hearing is distributed to the Hearing Board members before the hearing, the material shall be distributed to the Party at the same time. The Party will be afforded an opportunity to distribute similar pre-hearing material. These materials can be distributed electronically.

Note: for electronic hearings the Notice must also contain a statement that the applicant should notify the Authority if they believe holding the hearing electronically is likely to cause them significant prejudice. The Authority shall assume the applicant has no objection to the electronic hearing if no such notification is received.

- c) In instances where the Authority requires a hearing to help it reach a determination as to whether to give permission with or without conditions, refuse a permit application or cancel a permit, a final decision shall not be made until such time as a hearing is held. The Party will be given an opportunity to attend the hearing before a decision is made, however, the Party does not have to be present for a decision to be made.

A hearing may be conducted in person or electronically in conformance with the general meeting provisions of the GRCA By-law.

### 3.2 Notice of Hearing

The Party is entitled to reasonable notice of the hearing pursuant to the *SPPA*. The Notice of Hearing shall be sent to the applicant a minimum of 30 calendar days prior to the hearing to allow the Party to prepare for the hearing. To ensure that reasonable notice is given, prior to sending the Notice of Hearing, the Party will be consulted to determine an agreeable date and time based on the Conservation Authority's regular meeting schedule.

In cases where the Authority (or designated Staff) intends to refuse a request for a Permit extension, the Permit Holder must be given at least 5 days' notice of the hearing date, per S. 11(6) of O. Reg. 41/24. This represents the minimum notice, and other timelines provided in these guidelines may influence the total notice period (e.g., timelines associated with pre-submission of reports).

The Notice of Hearing must contain the following:

- (a) Reference to the applicable legislation under which the hearing is to be held (i.e., the *Conservation Authorities Act*).

- (b) The time, place, and the purpose of the hearing ((i.e., intent to refuse Application or request for extension, intent to attach conditions, intent to cancel a Permit, and Stop Order).

For electronic hearings: The time, purpose of the hearing, and details about the manner in which the hearing will be held. For Electronic Hearings, the Notice must also contain a statement that the Party should notify the Authority if they believe holding the hearing electronically is likely to cause them significant prejudice. The Authority will assume the Party has no objection to the electronic hearing if no such notification is received.(c) Particulars to identify the applicant, property and the nature of the matter which are the subject of the hearing.

Note: For hearings related to the intent to refuse an Application or attach conditions to a Section 28.1 or 28.1.2 Permit, if the Applicant is not the landowner but the prospective owner, the Applicant must have written authorization from the registered landowner to submit a permit application and to act on behalf of the landowner at a hearing

- (d) The reasons for the proposed refusal or conditions of approval shall be specifically stated. The reasons in the Staff report to the Hearing Board will contain sufficient detail to enable the applicant to understand the issues so he or she can be adequately prepared for the hearing.

It is sufficient to reference in the Notice of Hearing that the recommendation for refusal, cancellation or conditions of approval is based on the reasons outlined in previous correspondence or a hearing report.

- (e) A statement notifying the Party that the hearing may proceed in the Party's absence and that the Party will not be entitled to any further notice of the proceedings.

Except for exceptional circumstances, it is recommended that the hearing not proceed in the absence of the applicant.

- (f) Reminder that the Party is entitled to be represented at the hearing by counsel or agent, if desired. The Authority may be represented at the hearing by counsel or Staff.

- (g) Reminder of protections afforded to the Party under the *Evidence Act*, R.S.O. 1990, c. during hearings.

The Notice will be sent out by the Board Chair or Chief Administrative Officer. It is recommended that the Notice of Hearing be directed to the Party and/or landowner by registered mail or hand delivered. Please refer to **Appendix A to E** for Notice of Hearing examples.

### **3.3 Pre-submission of Reports**

Staff will prepare and submit a written report to the Hearing Board in advance of the hearing. A copy of the Staff report will be shared with the Party, who shall be provided with the same opportunity to submit a written report to the Hearing Board.

The Party shall be provided with all reports from Staff that will be provided to the Hearing

Board. The Party shall be given two (2) weeks to prepare a report once the reasons for the Staff recommendations have been received. The Party's report will accompany the Staff hearing report provided with the agenda to the Hearing Board. Subsequently, this may affect the timing and scheduling of the Staff hearing reports.

### **3.4 Hearing Information**

Prior to the hearing, the applicant shall be advised of the Grand River Conservation Authority's hearing procedures.

## **4.0 HEARING**

### **4.1 Public Hearing**

Pursuant to the *SPPA*, hearings including electronic hearings, are required to be held in public ('open to the public'). For electronic hearings, public attendance should be synchronous with the hearing. The exception is in very rare cases where public interest in public hearings is outweighed by the fact that confidential financial, personal, legal or other matters would be disclosed at hearings.<sup>2</sup>

### **4.2 Public Participation**

The *Conservation Authorities Act* does not provide for third party status at the hearing. While others may be advised of the hearing, any information that they provide should be incorporated within the presentation of information by, or on behalf of, the Party or Staff. The General Membership Board meeting is open to the public and as such members of the public may address the Board as a delegation at the beginning of the meeting, in accordance with the Grand River Conservation Authority By-Laws

### **4.3 Attendance of Hearing Board Members**

In accordance with case law relating to the conduct of hearings, those members of the Hearing Board who will make a Hearing decision must be present during the full course of the hearing. If it is necessary for a member to leave, the hearing may be adjourned and resumed when the member returns. If the hearing proceeds, only those members who were present throughout the entire hearing can participate in the remaining portion of the hearing and the decision. In the event of an adjournment, only those members who attended the entire hearing may participate in the discussion and decision on the hearing when it is reconvened.

### **4.4 Adjournments**

The Hearing Board may adjourn a hearing on its own motion or that of the Party or Staff where it is satisfied that an adjournment is necessary for an adequate hearing to be held. While adjourned, members of the Hearing Board shall not discuss the matter that is the subject of the hearing.

Any adjournments form part of the hearing record.

### **4.5 Orders and Directions**

In accordance with ss. 9 (2) of the *SPPA*, a Hearing Board is entitled to make orders or directions to maintain order and prevent the abuse of its hearing processes. A hearing procedures example has been included as **Appendix F**.

### **4.6 Information Presented at Hearings**

- (a) The *SPPA*, requires that a witness be informed of his right to object pursuant to the *Evidence Act*, *R.S.O1990,c. E.23* ("*Evidence Act*") and the *Canada Evidence*

---

<sup>2</sup> Note: A closed meeting, or portion of a meeting, may be convened for an item deemed appropriate for a closed meeting in accordance with the *SPPA* or the Grand River Conservation Authority By-Laws

*Act, R.S.C., 1985, c. C-5 ("CEA"). The Evidence Act and CEA indicate that any answers provided by a witness during the hearing are not admissible against the Witness in any criminal trial or proceeding. This information should be provided to the applicant as part of the Notice of Hearing.*

- (b) It is not a requirement to provide information under oath or by affirmation.
- (c) The Hearing Board may authorize receiving a copy rather than the original document. However, the Hearing Board can request certified copies of the document if required.
- (d) Privileged information, such as solicitor/client correspondence, cannot be heard. Information that is not directly within the knowledge of the speaker (hearsay), if relevant to the issues of the hearing, can be heard.
- (e) The Hearing Board may consider matters of common knowledge such as geographic or historic facts, times, measures, weights, etc. or generally recognized scientific or technical facts, information or opinions within its specialized knowledge without hearing specific information to establish their truth.
- (f) New information should not be presented at the hearing by the Party or Staff.

#### **4.7 Conduct of Hearing**

##### **4.7.1 Record of Attending Board Members**

Attendance of Hearing Board members shall be recorded at the opening of the hearing.

##### **4.7.2 Opening Remarks**

The Chair of the Authority shall convene the hearing with opening remarks which generally identify the Party, the nature of the matter, and the property location; outline the hearing procedures; and advise on requirements of the *Evidence Act and CEA*. Please reference **Appendix C1-C5** for the Opening Remarks model. In an electronic hearing, all the parties and the members of the Hearing Board must be able to clearly hear one another and any witnesses throughout the hearing.

##### **4.7.3 Presentation of Authority Staff Information**

Staff presents the reasons supporting the recommendation/decision associated with the refusal or conditions of approval of the Permit Application, a refusal of Permit extensions, cancellations or Stop Order; in addition to providing legislative/regulatory background and case background. Any reports, documents or plans that form part of the presentation shall be properly indexed and received.

Staff should not submit new information at the hearing as the applicant will not have had time to review and provide a professional opinion to the Hearing Board.

A Supervisor of Planning and Regulations Services will coordinate the presentation of information on behalf of Staff and will respond to questions on behalf of Staff. GRCA legal counsel or technical Staff may also be requested to respond to questions.

##### **4.7.4 Presentation of Party Information**

The Party has the opportunity to present information at the conclusion of the Staff presentation. Any reports, documents or plans which form part of the submission should be properly indexed and received.

The applicant shall present information as it applies to the purpose of the hearing. The hearing does not address the merits of the activity or appropriateness of such a use in terms of planning.



- The Party may be represented by legal counsel or agent, if desired
- The Party may present information to the Hearing Board and/or have invited advisors to present information to the Board
- The Party's presentation may include technical witnesses, such as an engineer, ecologist, etc.
- The Party and/or agent can make any comments or questions on the Staff report.

The Party should not submit new information at the hearing as the Staff will not have had time to review it and provide a professional opinion to the Hearing Board.

#### 4.7.5 Questions

Members of the Hearing Board may direct questions to each speaker as the information is being heard.

Pursuant to the *SPPA*, the Hearing Board can limit questioning where it is satisfied that there has been full and fair disclosure of the facts presented.

Please note that the courts have been particularly sensitive to the issue of limiting questions and there is a tendency to allow limiting of questions only where it has clearly gone beyond reasonable or proper bounds.

#### 4.7.6 Deliberation

After all the information is presented, the Hearing Board may debate and vote in open session or may adjourn the hearing and retire in private to confer. Legal counsel may be secured to advise the Hearing Board when conferring in private. The Hearing Board may reconvene on the same date or at some later date to advise of their decision. The Hearing Board members shall not discuss the hearing with others prior to the decision of the Board being finalized.

## 5.0 DECISION

Hearing participants must receive written notice of the Hearing Board's decision. The Hearing Board shall itemize and record information of particular significance which led to their decision.

The Party must receive written notice of the decision. The Party shall be informed of the right to appeal the decision upon receipt of the written decision to the Ontario Land Tribunal and/or Minister, as outlined in Table 2.

It is important that the hearing participants have a clear understanding of why the application was refused or approved or why the permit was cancelled. The Hearing Board shall itemize and record information of particular significance which led to their decision.

**Table 2: Hearing Board Decision Powers and Associated Appeal Mechanisms<sup>3</sup>**

| Hearing Scenario                                                  | Hearing Board Decision Power                                                                       | Appeal Rights                                                                                                                                        |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Considering Refusal or Attaching Conditions (Section 28.1 Permit) | (a) Issue the Permit;<br>(b) Issue the Permit subject to conditions; or,<br>(c) Refuse the Permit. | Request Minister's Review within 15 days after receiving Authority's decision (CAA, ss. 28.1 (8)); or, Appeal to the OLT within 90 days of receiving |

<sup>3</sup> Note: The information presented in this table is a summary. For full details, please review the relevant sections of the *Conservation Authorities Act* and *O.Reg. 41/24*.

| Hearing Scenario                                         | Hearing Board Decision Power                                                                                                                                                                                                                      | Appeal Rights                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                                                                                                                                                                                                   | the Authority's decision (in accordance with CAA requirements) (CAA, ss. 28.1 (20) (21)).                                                                                                                                                                                     |
| Considering Attaching Conditions (Section 28.1.2 Permit) | (a) Issue the Permit; or<br>(b) Issue the Permit subject to conditions                                                                                                                                                                            | Request Minister's Review within 15 days after receiving Authority's reasons for conditions (CAA, ss. 28.1.2 (9)); or, Appeal to the OLT within 90 days of receiving the Authority's reasons for conditions (in accordance with CAA requirements) (CAA, ss. 28.1.2(14) (15)). |
| Consider Cancellation (Section 28.1 or 28.1.1 Permit)    | (a) Confirm decision to cancel Permit;<br>(b) Rescind decision to cancel Permit; or,<br>(c) Vary decision to cancel Permit.                                                                                                                       | Appeal to the OLT within 90 days after receiving the Authority's decision (CAA, ss.28.3(6))                                                                                                                                                                                   |
| Considering Extension (Section 28.1 or 28.1.2 Permit)    | Confirm the refusal of the extension; or, (b) Grant an extension for such period of time as it deems appropriate, as long as the total period of validity of the Permit does not exceed the applicable maximum period specified in O. Reg. 41/24. | No appeal mechanism.                                                                                                                                                                                                                                                          |
| Considering Stop Order (Section 30.4)                    | (a) Confirm the order;<br>(b) Amend the order; or,<br>(c) Remove the order, with or without conditions.                                                                                                                                           | Appeal to the Minister or a body prescribed by the regulations within 30 days after receiving the Authority's decision (CAA, ss. 30.4(9))                                                                                                                                     |

## 5.2 Adoption

A resolution advising the Hearing Board's decision and particulars of the decision should be adopted.

## 5.3 Notice of Decision

The decision notice should include the following information:

- (a) The identification of the of the person who requested the hearing, property, and the purpose of the hearing (i.e. Application for a permit, attaching Permit conditions, request for Permit extension, Stop Order, or cancellation of Permit).
- (b) The decision.
- (c) A copy of the Hearing Board resolution .

- (d) Notice of the Party's right to appeal (as indicated in Table 2),

It is recommended that the written Notice of Decision be forwarded to the Party by registered mail, and other methods as determined advisable (e.g. email). A sample Notice of Decision and cover letter has been included as **Appendix L-P**.

## 6.0 RECORD

The Authority shall compile a record of the hearing. In the event of an appeal, a copy of the record should be forwarded to the Minister/Ontario Land Tribunal. The record must include the following:

- (a) As applicable, copies of the Application for the Permit, the Permit issued, notice of cancellation, or Stop Order that was the subject of the hearing;
- (b) The Notice of Hearing.
- (c) Any orders made by the Hearing Board (e.g., for adjournments).
- (d) All information received by the Hearing Board.
- (e) The minutes of the meeting made at the hearing.
- (f) The decision and reasons for decision of the Hearing Board.
- (g) The Notice of Decision sent to the Party.

## Appendix A

**NOTICE OF HEARING**  
IN THE MATTER OF  
The Conservation Authorities Act,  
R.S.O. 1990, Chapter 27  
AND IN THE MATTER OF a permit application by  
MADE TO  
THE GRAND RIVER CONSERVATION AUTHORITY  
Pursuant to section 28.1, subsection 5 of the said Act

**TAKE NOTICE THAT** a Hearing before the Grand River Conservation Authority Board will be held under section 28.1, subsection 5 of the *Conservation Authorities Act* at the offices of the said Authority [400 Clyde Road, Cambridge, Ontario], at the hour of XXX, on the day of XXX, 202X, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to the application by [NAME] to permit development within an area regulated by the Authority in order to ensure the activity is not likely to [affect the control of flooding, erosion, dynamic beaches or unstable soil or bedrock; create conditions or circumstances that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property] on Lot , Plan/Lot , Concession , [STREET] in the City of , Regional Municipality of , Grand River Watershed.

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the Board of The Grand River Conservation Authority for the meeting of [meeting number]. If you intend to appear [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact [NAME]. Written material will be required by [DATE], to enable the Board members to review the material prior to the meeting.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the *Statutory Powers Procedure Act*. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the *Ontario Evidence Act*. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the *Canada Evidence Act* that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend at this Hearing, the Board the Grand River Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the \_\_\_\_\_ day of , \_\_\_\_\_ 202\_\_\_\_\_

The Grand River Conservation Authority

Per:

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

c.c. Clerk, Municipality  
Building Inspector, Municipality  
Agent

**NOTICE OF HEARING  
IN THE MATTER OF  
The Conservation Authorities Act,  
R.S.O. 1990, Chapter 27  
AND IN THE MATTER OF a permit application by  
MADE TO THE  
THE GRAND RIVER CONSERVATION AUTHORITY  
Pursuant to section 28.1.2, subsection 7 of the said Act**

**TAKE NOTICE THAT** a Hearing before the Grand River Conservation Authority Board will be held under section 28.1.2, subsection 7 of the *Conservation Authorities Act* at the offices of the said Authority (400 Clyde Road, Cambridge, Ontario), at the hour of XXXX on the day of XXX, 202X, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to the application by [NAME] to permit development within an area regulated by the Authority in association with a Minister's Zoning Order [REGULATION NUMBER] on Lot , Plan/Lot , Concession , [STREET] in the City of , Regional Municipality of , Grand River Watershed.

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the [Executive Committee / Board of Directors] for the meeting of (meeting number). If you intend to appear [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact [NAME]. Written material will be required by [DATE], to enable the [Committee / Board] members to review the material prior to the meeting.

**TAKE NOTICE THAT** pursuant to section 28.1.2, subsection 3 of the *Conservation Authorities Act*, a Conservation Authority is required to grant the permit applied for and may only impose conditions to the permit, provided all legislative requirements are met. The Hearing will therefore focus on the conditions to be imposed to the granting of the permit.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the *Statutory Powers Procedure Act*. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the *Ontario Evidence Act*. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the *Canada Evidence Act* that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend at this Hearing, the Board of the Grand River Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_

The Grand River Conservation Authority  
Per:

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

c.c. Clerk, Municipality  
Building Inspector, Municipality  
Agent

**NOTICE OF HEARING**  
IN THE MATTER OF  
The Conservation Authorities Act,  
R.S.O. 1990, Chapter 27  
AND IN THE MATTER OF a Stop Order  
Issued by the  
GRAND RIVER CONSERVATION AUTHORITY  
Pursuant to Section 30.4, Subsection 6 of the said Act

**TAKE NOTICE THAT** a Hearing before the Board of the Grand River Conservation Authority will be held under section 30.4, subsection 6 of the *Conservation Authorities Act* at the offices of the said Authority (400 Clyde Road, Cambridge, Ontario), at the hour of XXX, on the day of XXX, 202X, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to a Stop Order issued to [NAME] on [date Stop Order was issued]. The Stop Order requires [NAME] to [stop engaging in or to not to engage] in the following activity(ies) on Lot , Plan/Lot , Concession , [STREET] in the City of , Regional Municipality of , the Grand River Watershed:

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the Board for the meeting of [meeting number]. If you intend to appear [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact [NAME]. Written material will be required by [DATE], to enable the Board members to review the material prior to the meeting.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the *Statutory Powers Procedure Act*. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the *Ontario Evidence Act*. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the *Canada Evidence Act* that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend this Hearing, the Board of the Grand River Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_

The Grand River Conservation Authority

Per:

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

c.c. Clerk, Municipality  
Building Inspector, Municipality  
Agent

## Appendix D

NOTICE OF HEARING  
IN THE MATTER OF  
The Conservation Authorities Act,  
R.S.O. 1990, Chapter 27  
AND IN THE MATTER OF cancellation of Permit Number ##  
Issued by the  
GRAND RIVER CONSERVATION AUTHORITY  
Pursuant to Section 28.3, Subsections 2, 3, AND 4 of the said Act

**TAKE NOTICE THAT** a Hearing before the Board of the Grand River Conservation Authority will be held under Section 28.3, subsection 4 of the Conservation Authorities Act at the offices of the said Authority (400 Clyde Road, Cambridge, Ontario), at the hour of XXX, on the day of XXX, 202X, *[for electronic hearings, include details about the manner in which the hearing will be held]* with respect to the 'Notice of Intent to Cancel Permit Number XX' issued to [NAME] on [DATE the Intent to Cancel Notice was issued] that permits development within an area regulated by the Authority on Lot , Plan/Lot , Concession , [STREET] in the City of , Regional Municipality of , the Grand River Watershed.

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the Board for the meeting of [meeting number]. If you intend to appear *[For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice]*, please contact [NAME]. Written material will be required by [DATE], to enable the the Board members to review the material prior to the meeting.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the *Statutory Powers Procedure Act*. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the *Ontario Evidence Act*. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the *Canada Evidence Act* that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend this Hearing, the Board of the Grand River Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_

The Grand River Conservation Authority

Per:

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

c.c. Clerk, Municipality  
Building Inspector, Municipality  
Agent



## Appendix E

NOTICE OF HEARING  
IN THE MATTER OF  
The Conservation Authorities Act,  
R.S.O. 1990, Chapter 27

AND IN THE MATTER OF refusal of a request for an extension to the period of validity for Permit Number ##  
Issued by the  
GRAND RIVER CONSERVATION AUTHORITY  
Pursuant to Section 11, Subsections. 4, 5, AND 6 of Ontario Regulation 41/24,  
made pursuant to Section 40, Subsection 4  
of the said Act

**TAKE NOTICE THAT** a Hearing before the Board of the Grand River Conservation Authority will be held under section 11, subsection 6 of O. Reg. 41/24 at the offices of the said Authority (400 Clyde Road, Cambridge, Ontario), at the hour of XXX, on the day of XXX, 202X, *[for electronic hearings, include details about the manner in which the hearing will be held]* with respect to a 'Request for Permit Extension' for Permit Number # issued to [NAME] on [DATE] that permits development within an area regulated by the Authority on Lot , Plan/Lot , Concession , [STREET] in the City of , Regional Municipality of , the Grand River Watershed.

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the Board for the meeting of [meeting number]. If you intend to appear *[For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice]*, please contact [NAME]. Written material will be required by [DATE], to enable the [Committee / Board] members to review the material prior to the meeting.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the *Statutory Powers Procedure Act*. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the *Ontario Evidence Act*. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the *Canada Evidence Act* that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend at this Hearing, the Board of the Grand River Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

The Grand River Conservation Authority

Per:

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

c.c. Clerk, Municipality  
Building Inspector, Municipality  
Agent



### HEARING PROCEDURES

1. Motion to sit as Hearing Board.
2. Roll Call followed by the Chair's opening remarks. For electronic hearings, the Chair shall ensure that all Parties and the Hearing Board are able to clearly hear one another and any witnesses throughout the hearing.
3. The Chair will request members of the tribunal to declare any prior participation in the matter before the tribunal, either through participation in a committee or intervention on behalf of the applicant or other interested parties.
4. Staff will introduce the Party and his/her agent(s) to the Board.
5. Staff will indicate the nature and location of the subject matter (Application/issued Permit/Stop Order) and the conclusions.
6. Staff will present the Staff report included in the Grand River Conservation Authority agenda package and the reasons for the Staff recommendation.
7. The Party and/or his/her agent may discuss their material in the Grand River Conservation Authority agenda and may also comment on the Staff report and the reasons why the application should be considered.
8. Staff and/or the Grand River Conservation Authority's agent may question the Party and/or their agent (through the Chair) if reasonably required for a full and fair disclosure of matters presented at the Hearing<sup>4</sup>.
9. The Party and/or their agent may question the Staff and/or their agent (through the Chair) if reasonably required for full and fair disclosure of matters presented at the Hearing.<sup>5</sup>
10. The Hearing Board will question, if necessary, both the Staff and the Party /agent.
11. The Hearing Board will move into deliberation. The Hearing Board may also adjourn the hearing and retire in private to confer. For electronic meetings, the Hearing Board will deliberate in a manner consistent with practices for in-person hearings (e.g., open vs closed session).
12. Members of the Board will move and second a motion.
13. A motion will be carried which will culminate in the decision.
14. The Hearing Board will move out of deliberation. For electronic meetings, the Hearing Board will reconvene with other participants.
15. The Chair will advise the Party of the Hearing Board decision (with confirmation of the decision to follow in writing).
16. The Chair shall notify the Party of their right to appeal the decision to the Ontario Land Tribunal, Minister or other prescribed body (as applicable) upon receipt of the reasons for the decision, in accordance with the provisions and timelines outlined in the *Conservation Authorities Act* and *Ontario Regulation 41/24*.
17. Motion to conclude the hearing and rise from tribunal to return to the General Membership meeting of the Grand River Conservation Authority Board.

---

<sup>4</sup> Note: As per the SPPA a tribunal may reasonably limit further examination or cross-examination of a Witness where it is satisfied that the examination or cross-examination has been sufficient to disclose fully and fairly all matters relevant to the issues in the proceeding.

<sup>5</sup> Note: As per the SPPA a tribunal may reasonably limit further examination or cross-examination of a Witness where it is satisfied that the examination or cross-examination has been sufficient to disclose fully and fairly all matters relevant to the issues in the proceeding.

**CHAIR'S REMARKS WHEN DEALING WITH HEARINGS**  
**(Section 28.1, Subsection 5 of the Conservation Authorities Act)**  
**Permit Application, with or without conditions**

We are now going in tribunal to conduct a hearing under Section 28, ss. 5 of the *Conservation Authorities Act* in respect of an application for a permit by \_\_\_\_\_; for permission to: \_\_\_\_\_

Section 28.1, subsection 1 of the *Conservation Authorities Act* provides that an Authority may issue a permit to a person to engage in an activity that would otherwise be prohibited by section 28, subsection 1 of the Act, in an area regulated by the Authority, if in the opinion of the Authority, the activity is not likely to affect the control of flooding, erosion, dynamic beaches or unstable soil or bedrock; the activity is not likely to create conditions or circumstances that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property; and any other requirements that may be prescribed by the regulations are met.

Staff has reviewed this proposed work and a copy of the Staff report has been given to the applicant and the Hearing Board. The Applicant was invited to file material in response to the Staff report, a copy of which has also been provided to the Board.

Under section 28.1, subsection (5) of the *Conservation Authorities Act*, the person applying for a permit has the right to a hearing before the Authority.

In holding this hearing, the Authority is to determine whether or not a permit is to be issued, with or without conditions.). In doing so, we can only consider the application in the form that is before us, the Staff report, such evidence as may be given and the submissions to be made on behalf of the applicant. Only Information disclosed prior to the hearing is to be presented at the hearing.

The hearing is a proceeding by tribunal and will be conducted according to the *Statutory Powers Procedure Act*. Under Section 5 of the *Canada Evidence Act*, a witness may refuse to answer any question on the ground that the answer may tend to criminate the person or may tend to establish their liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the Hearing Board.

If the Applicant has any questions to ask of the Hearing Board or of the Staff, they must be directed to the Chair of the Board.

Members of the tribunal are asked to declare any prior participation in the matter before the tribunal, either through participation in committee or intervention on behalf of the Party that will exclude them from the proceedings.

### **CHAIRPERSON'S REMARKS WHEN DEALING WITH HEARINGS** (Section 28.1.2, Subsection 7 of the Conservation Authorities Act) Mandatory Permits, Zoning Orders

We are now going to conduct a hearing under section 28.1.2, subsection 7 of the Conservation Authorities Act in respect of an application for a permit by [applicant name] to [details of proposed works].

Under section 28.1.2, subsection 3 of the *Conservation Authorities Act*, an Authority that receives an application for a permit to carry out a development project in the Authority's area of jurisdiction shall issue the permit if an order has been made by the Minister of Municipal Affairs and Housing under section 47 of the Planning Act authorizing the development project under that Act; and the lands in the Authority's area of jurisdiction on which the development project is to be carried out are not located in the Greenbelt Area designated under section 2 of the Greenbelt Act, 2005; and such other requirements as may be prescribed are satisfied.

Furthermore, section 28.1.2, subsection 6 allows an Authority to attach conditions to such permits, including conditions to mitigate: any effects the development project is likely to have on the control of flooding, erosion, dynamic beaches or unstable soil or bedrock; circumstances created by the development project that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property; or any other matters that may be prescribed by regulation.

Staff have reviewed this proposed work and prepared a Staff report, including the proposed conditions of approval for the proposed work, which has been given to the applicant and the Board. The applicant was invited to file material in response to the Staff report, a copy of which has also been provided to the Board.

Under section 28.1.2, subsection 7 of the *Conservation Authorities Act*, the person applying for a permit has the right to a hearing before the Authority.

In holding this hearing, the Authority Board is to determine the prescribed conditions, if any, to be attached to the approved permit. In doing so, we can only consider the application in the form that is before us, the Staff report, such evidence as may be given and the submissions to be made on behalf of the applicant. Only information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the *Statutory Powers Procedure Act*. Under section 9 of the *Evidence Act* and section 5 of the *Canada Evidence Act*, any witness called may object to answer any question on the ground that the answer may tend to incriminate the person or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the Board.

**CHAIRPERSON'S REMARKS WHEN DEALING WITH HEARINGS**  
(Section 30.4, Subsection 6 of the Conservation Authorities Act)  
To Consider a Stop Order

We are now going to conduct a hearing under section 30.4, subsection 6 of the Conservation Authorities Act in respect to a Stop Order issued to [Party] on [Date], 20XX.

In accordance with section 30.4, subsection 1 of the Act, [NAME] was served with a Stop Order by an officer of the Authority because the officer believed [NAME] [had engaged / was about to engage] in an activity that [has contravened/will contravene] the Act or a regulation made under the Act; and/or the conditions of Permit Number XXX.

Furthermore, the officer believes that the activity [has caused / is likely to cause] significant damage and the damage [affects / is likely to affect] the control of flooding, erosion, dynamic beaches or unstable soil or bedrock and/or in the event of a natural hazard, the damage has created / is likely to create conditions or circumstances that might jeopardize the health and safety of persons or result in damage or destruction of property; and that, the order will prevent or reduce said damage.

Section 30.4, subsection 6 of the Act requires that a person who is served with a Stop Order be provided with an opportunity to request and attend a hearing before the Authority.

The Staff have prepared a report, a copy of which has been given to the [APPELLANT NAME] and the Board. The [APPELLANT NAME] was invited to file material in response to the Staff report, a copy of which has also been provided to the Board.

In accordance with section 30.4, subsection 7 of the Act, after holding the hearing, the Authority shall confirm the order, amend the order, or remove the order with or without conditions. In doing so, we can only consider the information in the form that is before us, the Staff report, such evidence as may be given, and the submissions to be made on behalf of [APPELLANT NAME]. Only information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the *Statutory Powers Procedure Act*. Under section 9 of the *Evidence Act* and section 5 of the *Canada Evidence Act*, any witness called may object to answer any question on the ground that the answer may tend to incriminate the person or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If [APPELLANT NAME] has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the Board.

**CHAIRPERSON'S REMARKS WHEN DEALING WITH HEARINGS**  
(Section 28.3, Subsections 4 of the Conservation Authorities Act)  
To Consider the Cancellation of a Permit

We are now going to conduct a hearing under section 28.3, subsection 4 of the *Conservation Authorities Act* to consider the cancellation of permit number ## issued to [Permit Holder], on [Date], 20XX.

In accordance with section 28.3, subsection 1 of the Act, the Authority notified the permit holder of the intent to cancel permit number #### by [Date], 20## because, it is the opinion of the Authority, the conditions of the permit have not been met; or that the circumstances prescribed by regulation exist (include detail here if applicable).

Section 28.3, subsection 3 of the Act provides that a permit holder may request a hearing within 15 days of receiving the Authority's intent to cancel a permit.

The Staff have prepared a report, a copy of which has been given to the permit holder and the Board. The permit holder was invited to file material in response to the Staff report, a copy of which has also been provided to the Board.

In accordance with section 28.3, subsection 5 of the Act, after holding the hearing, the Authority may confirm, rescind or vary the decision to cancel the permit. In doing so, we can only consider the information in the form that is before us, the Staff report, such evidence as may be given, and the submissions to be made on behalf of the permit holder. Only information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the *Statutory Powers Procedure Act*. Under section 9 of the *Evidence Act* and section 5 of the *Canada Evidence Act*, any witness called may object to answer any question on the ground that the answer may tend to incriminate the person or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the permit holder has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the Board.

**CHAIRPERSON'S REMARKS WHEN DEALING WITH HEARINGS**

(Section 11, Subsection 6 of Ontario Regulation 41/24, made pursuant to Section 40, Subsection 4 of the Conservation Authorities Act)

To Consider an Extension to the Period of Validity of a Permit

We are now going to conduct a hearing under section 11, subsection 6 of *Ontario Regulation 41/24*, made under section 40, subsection 4 of the *Conservation Authorities Act* regarding a request for extension of permit number ## issued to [Permit Holder].

Section 11, subsections 4 and 5 of *Ontario Regulation 41/24* provides that a permit holder may request a hearing to consider their request to extend the period of validity of a permit issued under section 28.1 or 28.1.2 of the Act within 15 days of receiving notice that the Authority intends to refuse a request for extension.

The Staff have prepared a report, a copy of which has been given to the permit holder and the Board. The permit holder was invited to file material in response to the Staff report, a copy of which has also been provided to the Board.

In accordance with section 11, subsection 7 of the Regulation, after holding the hearing, the Authority may confirm the refusal of the extension or grant an extension for a time deemed appropriate, provided the total period of validity of the permit does not exceed the applicable maximum period of 60 months prescribed by Regulation. In doing so, we can only consider the information in the form that is before us, the Staff report, such evidence as may be given, and the submissions to be made on behalf of the permit holder. Only information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the *Statutory Powers Procedure Act*. Under section 9 of the *Evidence Act* and section 5 of the *Canada Evidence Act*, any witness called may object to answer any question on the ground that the answer may tend to incriminate the person or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the permit holder has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the Board.

## Appendix L

### Sample Notice of Decision (Refusal / Attaching Conditions)

(Date)

BY REGISTERED MAIL

(name) (address)

Dear:

RE: NOTICE OF DECISION

Hearing Pursuant to Section 28.1, Subsection 5 of the Conservation Authorities Act

Proposed Residential Development

Lot , Plan ; [Address], [City/Town]

[Application #]

In accordance with the requirements of the *Conservation Authorities Act*, the Grand River Conservation Authority provides the following Notice of Decision:

On [meeting date and number], the [Authority/Executive Committee] [refused application/approved application/approved application with conditions]. A copy of the [Authority/Executive Committee] resolution has been attached for your records. Please note that this decision is based on the following reasons:

***[Provide specific and clear reasons for refusal or attaching conditions relevant to the application in accordance with ss. 28.1 (7) of the Act]***

In accordance with s. 28.1 of the *Conservation Authorities Act*, an applicant who has been refused a permit or a permit holder who objects to conditions imposed on a permit by the Authority may submit a request for a Minister's Review of this decision to the Minister of Environment, Conservation and Parks, or may appeal this decision to the Ontario Land Tribunal. These options are further described below:

- 1) Within 15 days of receiving the reasons for the Authority's decision, submit a request to the Minister to review the Authority's decision. If a request for a Minister's review is submitted, the Minister will indicate in writing whether or not they intend to conduct a review of the Authority's decision. This notice will be provided within 30 days of receiving the request. If the Minister does not reply within 30 days, this is deemed to be an indication that the Minister does not intend to review the Authority's decision.

The Minister may, in accordance with section 28.1 (15) of the Act, confirm or vary the Authority's decision, or make any decision the Minister considers appropriate, including issuing a permit subject to conditions. Per subsection 28.1(19) of the Conservation Authorities Act, a decision made by the Minister is final; or,

- 2) Appeal to the OLT within 90 days of receiving the reasons for the Authority's decision, provided that:
  - a) the applicant/permit holder has not submitted a request for Minister's review; or,
  - b) the applicant/permit holder has submitted a request for Minister's review, and;
    - i) the Minister refused to conduct a review further to a request made under ss. 28.1 (8) of the Act; or,
    - ii) 30 days have lapsed since the applicant/permit holder submitted a request for Minister's review and the Minister has not replied; or,
    - iii) If, further to a request for review made under ss. 28.1 (8) of the Act, the Minister indicates their intent to review a decision and the Minister fails to make a decision within 90 days of



giving the reply, the applicant/permit holder may, within the next 30 days, appeal the Authority's decision directly to the OLT.

For your information, should you wish to exercise your right for a Minister's review or appeal to the OLT, your requests can be forwarded to:

The Honourable XX Minister of XX  
Queen's Park, Whitney Block  
99 Wellesley Street West,  
Toronto, Ontario M7A 1W3  
P: <insert phone number>  
E: <insert email address>

Ontario Land Tribunal  
655 Bay Street, Suite 1500  
Toronto, Ontario M5G 1E5  
P: 416-212-6349 or 866-448-2248  
E: OLT.general.inquiry@ontario.ca  
Link: Information on Filing an Appeal (<https://olt.gov.on.ca/appeals-process/>)

A copy of this request should also be sent to this Conservation Authority. Should you require any further information, please do not hesitate to contact [Supervisor of Planning and Regulations Services] or the undersigned.

Yours truly,

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.



## Appendix M

### Sample Notice of Decision (Attaching Conditions, Minister's Zoning Order Permits)

(Date)  
BY REGISTERED MAIL  
(name) (address)

Dear:

RE: NOTICE OF DECISION  
Hearing Pursuant to Section 28.1.2, Subsection 7 of the *Conservation Authorities Act*  
Proposed Residential Development  
Lot , Plan ; [Address] [City/Town]  
[Application #]

In accordance with the requirements of the *Conservation Authorities Act*, the Grand River Conservation Authority provides the following Notice of Decision:

On [meeting date and number], the [Authority/Executive Committee] approved permit number ### [with conditions / without conditions]. A copy of the [Authority/Executive Committee] resolution has been attached for your records. Please note that this decision is based on the following reasons:

**[Provide specific and clear reasons for attaching conditions relevant to the application in accordance with ss. 28.1.2 (8) of the Act]**

In accordance with the *Conservation Authorities Act*, a permit holder who objects to conditions imposed on a permit by the Authority may submit a request for a Minister's Review of this decision to the Minister of Environment, Conservation and Parks, or may appeal this decision to the Ontario Land Tribunal. These options are further described below:

- 1) Within 15 days of receiving the reasons for the Authority's decision, submit a request to the Minister to review the conditions. If a request for a Minister's review is submitted, the Minister will indicate in writing whether or not they intend to conduct a review of the conditions. This notice will be provided within 30 days of receiving the request. If the Minister does not reply within 30 days, this is deemed to be an indication that the Minister does not intend to review the Authority's decision.

The Minister may, in accordance with section 28.1.2 (11) of the Act, confirm or vary the conditions attached by the Authority to a permit, including removing conditions or requiring that such additional conditions be attached to the permit as the Minister considers appropriate. Per subsection 28.1.2 (13) of the *Conservation Authorities Act*, a decision made by the Minister is final; or,

- 2) Appeal to the OLT within 90 days of receiving the reasons for the Authority's decision, provided that:
  - a) the permit holder has not submitted a request for Minister's review; or,
  - b) the permit holder has submitted a request for Minister's review, and;
    - i) the Minister refused to conduct a review further to a request made under ss. 28.1.2 (9) of the Act; or,
    - ii) 30 days have lapsed since the permit holder submitted a request for Minister's review and the Minister has not replied; or,
    - iii) If, further to a request for review made under ss. 28.1.2 (9) of the Act, the Minister indicates their intent to review a decision and the Minister fails to make a decision within 90 days of giving the reply, the permit holder may, within the next 30 days, appeal the conditions attached by the Authority directly to the OLT.

For your information, should you wish to exercise your right for a Minister's review or appeal to the OLT, your requests can be forwarded to:

The Honourable XX Minister of XX  
Queen's Park, Whitney Block  
99 Wellesley Street West,  
Toronto, Ontario M7A 1W3  
P: <insert phone number>  
E: <insert email address>

Ontario Land Tribunal  
655 Bay Street, Suite 1500  
Toronto, Ontario M5G 1E5  
P: 416-212-6349 or 866-448-2248  
E: OLT.general.inquiry@ontario.ca  
Link: Information on Filing an Appeal (<https://olt.gov.on.ca/appeals-process/>)

A copy of this request should also be sent to this Conservation Authority. Should you require any further information, please do not hesitate to contact [Supervisor of Planning and Regulations Services] or the undersigned.

Yours truly,

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

## Appendix N

### Sample Notice of Decision (Stop Order)

(Date)  
BY REGISTERED MAIL  
(name) (address)

Dear:  
RE: NOTICE OF DECISION  
Hearing Pursuant to Section 30.4, Subsection 6 of the Conservation Authorities Act  
Stop Order  
Lot , Plan ; [Address], [City/Town]  
[Application # or Permit #]  
[Stop Order #]

In accordance with the requirements of the *Conservation Authorities Act*, the Grand River Conservation Authority provides the following Notice of Decision:

On [meeting date and number], the Authority confirmed the Stop Order, amended the Stop Order, or removed the Stop Order, with or without conditions]. A copy of the Authority resolution has been attached for your records. Please note that this decision is based on the following reasons:

***[Provide specific and clear reasons for confirming, amending, or removing the order, with or without conditions in accordance with ss. 30.4 (8)]***

In accordance with *the Conservation Authorities Act*, the person who requested the hearing may appeal to the Minister for a review within 30 days after receiving the reasons for the Authority's decision. The Minister (or other prescribed body) may confirm, amend or remove the Stop Order, with or without conditions.

For your information, should you wish to exercise your right for a Minister's review, your requests can be forwarded to:

The Honourable XX Minister of XX  
Queen's Park, Whitney Block  
99 Wellesley Street West,  
Toronto, Ontario M7A 1W3  
P:<insert phone number>  
E:<insert email address>

A copy of this request should also be sent to this Conservation Authority. Should you require any further information, please do not hesitate to contact [Supervisor of Regulations] or the undersigned.

Yours truly,

Samantha Lawson  
Chief Administrative Officer,  
Grand River Conservation Authority.

Encls.

## Appendix O

### Sample Notice of Decision (Permit Extension)

(Date)  
BY REGISTERED MAIL  
(name) (address)

Dear:

RE: NOTICE OF DECISION

Hearing Pursuant to Section 11, Subsections 4, 5, and 6 of O. Reg. 41/24, pursuant to Section 40, Subsection 4 of the Conservation Authorities Act

Request for Permit Extension

Lot , Plan ; [Address], [City/Town]

[Permit Number]

In accordance with the requirements of the *Conservation Authorities Act*, the [Conservation Authority] provides the following Notice of Decision:

On [meeting date and number], the Authority [confirmed the refusal of the permit extension / granted the permit extension]. Permit number ## shall be valid until [Date], 20##. A copy of the Authority resolution has been attached for your records. Please note that this decision is based on the following reasons:

***[Provide specific and clear reasons relating to the application for refusing or granting the extension, if applicable. In either case, it is best practice to relate the decision to the Conservation Authorities Act tests in ss. 28.1 (1), and ss. 11 (7) of O. Reg. 41/24]***

For your information, the Authority's decision is final; there is no legislated appeal process under the *Conservation Authorities Act*.

Should you require any further information, please do not hesitate to contact the Supervisor of Planning and Regulations Services, or the undersigned.

Yours truly,

Samantha Lawson  
Chief Administrative Officer  
Grand River Conservation Authority

Enclosure

## Appendix P

### Sample Notice of Decision (Cancellation of Permit)

(Date)  
BY REGISTERED MAIL  
(name) (address)

Dear:

RE: NOTICE OF DECISION

Hearing Pursuant to Section 28.3 , Subsections (2), (3), and (4) of the Conservation Authorities Act  
Cancellation of Permit

Lot , Plan ; [Address], [City/Town] [Permit Number]

In accordance with the requirements of the *Conservation Authorities Act*, the Grand River Conservation Authority provides the following Notice of Decision:

On [meeting date and number] the Authority [confirmed / rescinded / varied] the decision to cancel permit number ##. A copy of the Authority resolution has been attached for your records. Please note that this decision is based on the following reasons:

***[Provide specific and clear reasons for confirming, rescinding or varying the decision to cancel the permit, in accordance with ss. 28.3 (5) of the Conservation Authorities Act]***

In accordance with the *Conservation Authorities Act*, the permit holder may, within 90 days after receiving the reasons for the Authority's decision, appeal the decision to the Ontario Land Tribunal (OLT). The OLT has the authority to take evidence, to confirm, rescind or vary the decision to cancel the permit, with or without conditions.

For your information, should you wish to exercise your right to appeal, section 28.3, subsection 7 of the Act requires that the notice shall be sent to the OLT and to the Authority by registered mail.

Additional information is available at the Ontario Lands Tribunal website [here](https://olt.gov.on.ca/) (https://olt.gov.on.ca/).

Should you require any further information, please do not hesitate to contact the Supervisor of Planning or Regulations Services or the undersigned.

Yours truly,

Samantha Lawson  
Chief Administrative Officer  
Grand River Conservation Authority

Enclosure

# Grand River Conservation Authority

**Report number:** GM-06-25-61

**Date:** March 22, 2024

**To:** General Membership of the Grand River Conservation Authority

**Subject:** Delegation of Power - *Conservation Authorities Act* (Part VI, s. 28.4)

---

## Recommendation:

THAT Report Number GM-06-25-61 – Delegation of Power- *Conservation Authorities Act* (part VI, s. 28.) be received as information;

AND THAT the powers to approve permits and permit extension requests under the *Conservation Authorities Act* be delegated to the Supervisors of Planning and Regulations Services.

## Summary:

Staff are recommending enhancements to the permit approval process under Section 28.4 of the *Conservation Authorities Act*. In May 2024, the Board updated the delegated authority for the Chief Administrative Officer (CAO) to issue permits, aligning with recent legislative and regulatory changes. To further improve efficiency and meet or exceed regulatory timelines, staff now propose extending permit approval authority to department supervisors for permits, as well as permit extension requests. This added delegation, alongside the CAO's authority, will streamline workflows and reduce processing times. The General Membership will continue to act as the approval authority for permit applications that cannot be supported by staff and may require a hearing before the Board in accordance with legislative requirements. Additionally, permits that fall outside of policy but still meet the intent of the *Conservation Authorities Act* will also remain under the approval authority of the Board.

The GRCA bylaw will be updated accordingly and brought forward to the Board for approval at the next Board meeting.

## Report:

Under Section 28.4 of the *Conservation Authorities Act*, an Authority may delegate any of its powers related to the issuance or cancellation of permits, or the holding of hearings related to those permits, to its Executive Committee or any other person or body, subject to any limitations or requirements prescribed by regulation.

Since 2012 to date, permits are approved by the CAO in accordance with the Grand River Conservation Authority's (GRCA) Board-approved Policies for the Administration of Ontario Regulation #41/24 (Resolution #24-88). These policies align with the requirements of both the *Conservation Authorities Act* and Ontario Regulation #41/24.

At the May 2024 General Membership meeting, through Report GM-05-24-47 and Resolution #24-88, the Board updated the delegated authority for the Chief Administrative Officer (CAO) to reflect recent legislative and regulatory changes. This updated delegation authorizes the CAO to issue permits under Section 28.4 of the Act and has been reflected in the GRCA's 02-2025 bylaw.

As part of ongoing efforts to improve service delivery, the Planning and Regulations Services Department has been reviewing permit processing and review timelines. In support of greater efficiency and improved responsiveness, staff propose that department supervisors be

authorized to approve permits that are consistent with Board-approved policies, as well as Permit Extension requests. This additional level of delegated authority, in conjunction with the CAO's existing approval authority, will help streamline internal workflows, create operational efficiencies, reduce processing times and support a better customer service experience. These improvements will assist the GRCA in meeting or exceeding regulatory service standards.

The General Membership will continue to act as the approval authority for permit applications that cannot be supported by staff and may require a hearing before the Board in accordance with legislative requirements. Additionally, permits that fall outside of policy but still meet the intent of the Conservation Authorities Act will also remain under the approval authority of the Board.

The GRCA by-law will be updated to allow for other staff who are designated by the Board, to approve permits, in addition to the CAO. This report will be brought forward for approval at the next Board meeting.

**Financial Implications:**

Not applicable.

**Other Department Considerations:**

Not applicable.

**Submitted by:**

Samantha Lawson  
Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-06-25-57

**Date:** June 27, 2025

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

**Subject:** Scoped Agricultural Policy Review for the Administration of Ontario Regulation 41/24

---

## Recommendation:

THAT Report Number GM-06-25-57 – Scoped Agricultural Policy Review for the Administration of Ontario Regulation 41/24 be received as information.

## Summary:

The Grand River Conservation Authority (GRCA) approved the current “Policies for the Administration of the Prohibited Activities, Exemptions and Permits Regulation (Ontario Regulation 41/24)” on May 24, 2024. Use of the policy document ensures a consistent approach to the review of permit applications, staff recommendations and GRCA decisions related to the administration of Ontario Regulation 41/24.

A scoped policy review is underway, specifically in relation to agricultural buildings within the riverine flooding hazard (floodplain). Public consultation will be undertaken, and direct notice will be provided to key stakeholders, including the Ontario Federation of Agriculture. Proposed policy revisions will be brought forward for consideration by the General Membership following public consultation.

## Report:

On February 16, 2024, the Province released decision notices to move ahead with legislative and regulatory changes under the *Conservation Authorities Act* (CA Act) to support Ontario’s Housing Supply Action Plan as outlined in Report [GM-03-24-27](#). On April 1<sup>st</sup>, 2024, previously unproclaimed sections of the CA Act came into effect and all individual conservation authority development regulations were revoked. This included the GRCA’s Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (Ontario Regulation 150/06) which was replaced with the Prohibited Activities, Exemptions and Permits Regulation (Ontario Regulation 41/24).

These changes necessitated a legislative and regulatory conformity exercise of GRCA’s permit implementation policies as outlined in Report [GM-05-24-47](#). On May 24, 2024, the “Policies for the Administration of the Prohibited Activities, Exemptions and Permits Regulation (Ontario Regulation 41/24)” were approved.

A scoped policy review is now underway given feedback received from the agricultural community that the floodplain policies which include a size cap for additions to existing agricultural structures and/or new accessory structures of 100 square metres (1076 square feet) are too restrictive for agricultural operations. For example, an equipment shed to store the type of agricultural machinery needed for crop planting and harvesting can be greater than 100 square metres.

A review of agricultural policies of other Conservation Authorities will be undertaken, as well as an analysis using GIS (Geographical Information System) to determine the average size of farm buildings in the Grand River watershed. A policy backgrounder will accompany proposed policy revisions, which will be shared for consultation on GRCA’s website. Direct notice of the



consultation will be sent to municipalities, the GRCA-Home Builder Liaison Committee, local chapters of the Ontario Federation of Agriculture Association and other agricultural organizations. After consideration of input received, the proposed revised policies will be brought forward to the General Membership for consideration.

### **Financial Implications:**

A planning consultant, JL Richards, currently under contract to assist with plan review, input and permitting, is providing assistance with the review of other Conservation Authority policies. The cost of their policy review is estimated to be \$2500 and is included in the 2025 budget.

### **Other Department Considerations:**

Flood Operations, Conservation Services and Strategic Communications staff will be involved in the scoped policy review.

#### **Prepared by:**

Melissa Larion,  
Supervisor of Planning and Regulations

Beth Brown,  
Senior Program Manager

#### **Approved by:**

Samantha Lawson,  
Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-06-25-59

**Date:** June 27, 2025

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

**Subject:** Natural Heritage Annual Report

---

## Recommendation:

THAT Report Number GM-06-25-59 – Natural Heritage Annual Report be received as information.

## Summary:

The attached 2024 Natural Heritage Annual Report provides an overview of the Natural Heritage group's key initiatives, their alignment with the Grand River Conservation Authority's (GRCA) strategic priorities, and a summary of accomplishments over the past year.

## Key Highlights from 2024:

- **Grassland and Meadow Management:** Completed assessments of all GRCA-managed grasslands and meadows, culminating in a draft management plan that outlines a 15-year schedule for maintenance and enhancement activities.
- **Research Access Enhancements:** Implemented significant updates to the GRCA Land Research Access process. Thirty-eight externally led research and monitoring projects were facilitated through formal access agreements.
- **Forest Restoration:** Completed thinning of 89 hectares (220 acres) of conifer plantations - an essential practice in the ongoing restoration of GRCA's planted forests.
- **Invasive Species Control:** Executed targeted invasive species control projects to protect habitat and enhance native biodiversity.
- **Youth Engagement:** Celebrated, in partnership with the Friends of Mill Creek, the 20<sup>th</sup> season of the Mill Creek Stewardship Ranger program - an initiative that continues to inspire youth through hands-on environmental engagement.
- **Collaboration with Six Nations:** Continued collaboration with Six Nations' Kayanase Greenhouse & Ecological Services, including a new three-year restoration agreement for the Arkell Smith property.

## Report:

The GRCA owns approximately 19,900 hectares (50,000 acres) of land, about 90% of which is covered by natural features such as forests, wetlands, waterbodies, and grasslands/meadows. The primary role of the Natural Heritage group is to protect, restore, enhance, manage, and monitor these natural features on GRCA lands.

In addition to its core responsibilities, the group provides support and input on infrastructure projects and other property management activities on GRCA lands. It also comments on GRCA land acquisitions and dispositions, and collaborates with municipal partners, provincial and federal agencies and other groups, on natural heritage initiatives throughout the watershed. Through Planning and Regulation Services, staff also provide comments on various planning and regulatory processes.

The Natural Heritage group operates within the Conservation Lands Management Department. Its work primarily falls within Category 1 programs under conservation and management of Authority-owned land – however portions of its work are funded through grants, compensation agreements, donations and self-generated revenue.

**Financial Implications:**

Not Applicable

**Other Department Considerations:**

Not Applicable

**Prepared by:**

Ron Wu-Winter  
Supervisor of Natural Heritage

Joel Doherty  
Director of Conservation Lands

**Approved by:**

Samantha Lawson  
Chief Administrative Officer



# 2024 Natural Heritage Annual Report



Natural Heritage Department



**Cover Photo:**  
**Damascus Reservoir Grassland**

# Table of Contents

| Section    | Title                                                    | Page |
|------------|----------------------------------------------------------|------|
| 1.0        | Introduction .....                                       | 1    |
| 1.1        | Highlights of 2024 .....                                 | 2    |
| 2.0        | Guiding Strategies and Plans .....                       | 3    |
| 2.1        | Guiding Strategies .....                                 | 3    |
| 2.2        | Key Natural Heritage Plans & Reports .....               | 3    |
| 3.0        | Advisory Services .....                                  | 5    |
| 3.1        | Planning and Regulatory Reviews (Regulation 41/24) ..... | 5    |
| 3.2        | Strategic Communications Support .....                   | 6    |
| 3.3        | Property Acquisition & Disposition .....                 | 6    |
| 3.4        | Research Permits .....                                   | 6    |
| 3.5        | Committee Participation .....                            | 8    |
| 4.0        | GRCA Lands: Planning & Implementation .....              | 9    |
| 4.1        | Conservation Planning .....                              | 9    |
| 4.1.1.     | Land Management Plans .....                              | 10   |
| 4.1.2      | Forest Management Plan .....                             | 10   |
| 4.1.3      | Grassland Management Plan .....                          | 10   |
| 4.1.4      | Fisheries Management .....                               | 10   |
| 4.1.5      | Agreements .....                                         | 11   |
| 4.2        | Implementation .....                                     | 11   |
| 4.2.1      | Ecological Restoration & Silviculture .....              | 11   |
| 4.2.1.i.   | Grassland, Prairie, Savanna & Meadow .....               | 11   |
| 4.2.1.ii.  | Forest .....                                             | 13   |
| 4.2.1.iii. | Wetland .....                                            | 15   |
| 4.2.1.iv.  | Aquatics .....                                           | 16   |



|           |                                                      |    |
|-----------|------------------------------------------------------|----|
| 4.2.2     | Invasive Species Management .....                    | 17 |
| 4.2.2.i.  | Terrestrial Invasive Species .....                   | 18 |
| 4.2.2.ii. | Aquatic Invasive Species .....                       | 22 |
| 5.0       | GRCA Lands: Inventory & Monitoring .....             | 23 |
| 5.1       | Ecological Land Inventories & Assessments .....      | 23 |
| 5.2       | Habitat Restoration Assessments .....                | 24 |
| 5.3       | Invasive Species Surveys .....                       | 25 |
| 5.4       | Ecological Monitoring and Assessment .....           | 25 |
| 6.0       | Mapping and Data .....                               | 28 |
| 6.1       | Natural Heritage Mapping and Data Management .....   | 28 |
| 6.2       | GRCA Land Management Mapping & Data Management ..... | 29 |
| 6.3       | New Mapping Initiatives .....                        | 29 |

## List of Tables

|   |                                                                                    |    |
|---|------------------------------------------------------------------------------------|----|
| 1 | Project Funding .....                                                              | 2  |
| 2 | Research Application Reviewed in 2024 .....                                        | 7  |
| 3 | 2024 GRCA & External Committee Participation .....                                 | 8  |
| 4 | 2024 Grassland, Prairie, Savanna and Meadow Management Activities .....            | 12 |
| 5 | 2024 Afforestation and Tree Planting .....                                         | 13 |
| 6 | 2024 Forest Management Activities .....                                            | 14 |
| 7 | Phragmites Treatments .....                                                        | 21 |
| 8 | Total Number of Species and Species at Risk Within the Grand River Watershed ..... | 26 |
| 9 | Summary of Breeding Bird Surveys Conducted on GRCA land in 2024 .....              | 27 |

## List of Tables

|   |                                                                          |    |
|---|--------------------------------------------------------------------------|----|
| 1 | Prescribed burn boundary creation at Dickson Wilderness Area .....       | 12 |
| 2 | Underplanting at Arkell Smith .....                                      | 13 |
| 3 | 2024 Mill Creek Crew and GRCA Ecologist Robert Messier .....             | 16 |
| 4 | Beaver Dam at FWR Dickson Wilderness Area .....                          | 17 |
| 5 | Dog-Strangling Vine at Paris Property .....                              | 19 |
| 6 | Overall Benefit Restoration Project – Elora Gorge Low Water Bridge ..... | 22 |
| 7 | Revised ELC mapping at Vance Tract as a result of field survey .....     | 24 |

## Appendices

- A            Staff Complement
- B            Prescriptions: Plantings, Thinnings, EAB Treatments, Invasive Species  
              Treatments
- C            Planting Survival Assessments



## 1.0 Introduction

The Natural Heritage group, within the Conservation Lands department, undertakes work that primarily focuses on the following two GRCA strategic priorities:

- ❖ Improving the health of the Grand River watershed
- ❖ Managing (GRCA) land holdings in a responsible and sustainable way.

While also supporting GRCA's other strategic priorities of:

- ❖ Protecting life and minimizing property damage from flooding and erosion
- ❖ Connecting people to the environment through outdoor experiences
- ❖ Compliance and implementation of the amendments to the Conservation Authorities Act and new regulations.
- ❖ Enhancing Indigenous awareness, understanding and relationships.

The group's work focuses primarily on the following themes:

- Implementing ecological restoration and enhancement projects on GRCA-owned land using best management practices;
- Supporting or leading GRCA property planning and resource management initiatives such as natural heritage strategy, silviculture and forestry, ecological restoration, land and fisheries management plans and land acquisition;
- Monitoring and assessing the effectiveness of ecological restoration, habitat conservation and management projects on GRCA land;
- Conducting ELC\forest and biological inventories on GRCA lands with an emphasis on natural heritage features such as wetlands, woodlands, grasslands, species at risk and significant wildlife habitat;
- Providing natural heritage input and review for infrastructure projects and other management activities occurring on GRCA-owned lands;
- Supporting and providing input to external organizations on natural heritage planning, endangered species and stewardship initiatives (Conservation Ontario, municipalities, provincial & federal agencies);
- Supporting data management, analysis, and mapping; and
- Providing ecology input and advice on subwatershed and secondary planning studies and other municipal land-use plans to support GRCA's strategic priorities and to help ensure compliance with GRCA's regulations and policies issued under the Conservation Authorities Act.

Our staff complement for the year is described in Appendix A, consists of the Watershed Forester, the Natural Heritage Specialist, the Watershed Ecologist and the Supervisor of Natural Heritage. The two Ecologist positions in Planning and Regulation Services also support the NH team's programs and services (20% of each position). The seasonal Mill Creek Stewardship Ranger Program (Crew Leader and four Mill Creek Stewardship Rangers) continued in 2024.

## 1.1 Highlights of 2024

The following are several notable accomplishments involving the Natural Heritage department in 2024:

- The Niska Land Holdings Management Plan was completed and approved by the GRCA Board;
- Completed 89.4 ha (221 ac) of plantation thinning at 3 different management blocks;
- Habitat condition assessments of all GRCA managed grasslands and meadows 380 ha (940 ac) and creation of a Draft Grassland & Meadow Management Plan;
- Continued to support municipal land-use planning and biodiversity conservation initiatives within the watershed;
- Ongoing collaboration with Six Nation's Kayanase including a new agreement for a three-year restoration project at the Arkell Smith property;
- Strategic invasive plant control projects including
  - ongoing invasive *Phragmites* control along with monitoring of Virginia Mallow at Taquanyah Conservation Area. Over the past several years the V. mallow population has increased substantially including colonizing areas previously dominated by *Phragmites*;
  - ongoing invasive *Phragmites* control at Luther Marsh
  - early dog-strangling vine control program at 10 GRCA properties.

Many restoration projects are funded by external sources solicited by Natural Heritage staff and the Grand River Conservation Foundation. The generous support of these funding groups (Table 1) contributes to the progress reported here and is greatly appreciated.

Table 1: Project Funding

| Purpose                                                                                  | Funding or Partnership Agency                                                                                                         |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <i>Phragmites</i> control at Luther Marsh Wildlife Management Area                       | Marjorie and Joseph Wright Memorial Foundation (GRCF)                                                                                 |
| Birkett Lane & Brant Conservation Area Eastern Meadowlark Grassland Habitat Compensation | City of Brantford                                                                                                                     |
| Prescribed burn boundary prep at Dickson Wilderness Area                                 | Region of Waterloo Community Environmental Fund                                                                                       |
| Dog-strangling vine control at ten GRCA properties throughout the watershed              | Invasive Species Centre - ISAF                                                                                                        |
| Tree planting at Arkell Springs Smith                                                    | Tree Canada (Administered by Conservation Ont.)                                                                                       |
| Compensation forest restoration project at Arkell Springs Smith                          | Metrolinx                                                                                                                             |
| Forest restoration project at Arkell Springs Smith in partnership with Kayanase          | Ontario Power Generation (Kayanase agreement)                                                                                         |
| Mill Creek Stewardship Rangers (Crew Lead)                                               | Corporate and individual donations to GRCF solicited by Friends of Mill Creek; Canadian Parks and Recreation Association – Green Jobs |

## 2.0 Guiding Strategies & Plans

### 2.1 Guiding Strategies

While GRCA's Strategic Plan serves as the highest-level guide for our organization's programs and services, two additional strategies required through the Conservation Authorities Act provide an additional framework and guide for Natural Heritage led strategies and projects. These strategies were completed and approved by the GRCA in 2024:

- ❖ The Conservation Areas Strategy provides a high-level framework to help guide and inform future decision making on GRCA-owned lands.
- ❖ The Watershed-based Resource Management Strategy helps ensure that GRCA's programs and services respond to watershed issues and reflect our mandate under the *Conservation Authorities Act*

Following the adoption of the above two strategies, plans are to complete a Conservation Lands Strategy and a Natural Heritage Restoration Strategy that will more directly provide guidance for the work of the Natural Heritage group.

### 2.2 Key Natural Heritage Plans & Reports

#### Natural Heritage Characterization Reports

Natural Heritage Characterization Reports were completed between 2017 and 2020 for each of the 11 subwatersheds which make up the Grand River watershed. They help to identify and catalogue the variety of natural features and functions of each subwatershed and describe the complexity and importance of the watershed's natural heritage systems.

#### Forest Management Plan

GRCA's Forest Management Plan (2018 – 2027) establishes the plan and overall direction for forest restoration and management on GRCA-owned lands. Its objectives are to:

- Characterize the current state of GRCA forests;
- Provide the foundation and overall direction for GRCA forest management;
- Maintain a record of past management activities;
- Meet the requirements of the Ontario Managed Forest Tax Incentive Program (MFTIP).

The plan includes comprehensive mapping and tabular information characterizing the natural cover and natural heritage features of GRCA's landholdings.

### Watershed Forest Plan for the Grand River

A Watershed Forest Plan for the Grand River was released in 2004. It provides a history and description of our watershed forests and highlights many of the challenges they face. The Plan offers context and a background reference for forest management and restoration efforts on GRCA lands, by community groups, private landowners, and for other agencies in the watershed.

### Grand River Fisheries Management Plan

The Grand River Fisheries Management Plan was developed in the 1990s by the GRCA, the Ministry of Natural Resources, and a dedicated team of volunteers. It provided guidance on how to preserve and improve the fishery in the watershed – including 42 “best bet” projects. The Grand River Fisheries Management Plan Implementation Committee in partnership with a variety of groups and agencies successfully delivered many of these projects over the past 20 years. The Fisheries Management Plan along with the updates and supplemental documents prepared by the Implementation Committee continue to be a valuable source of information for those engaged in the fishery and aquatic restoration in the watershed.

## 3.0 Advisory Services

### 3.1 Planning and Regulatory Reviews (Regulation 41/24)

The Watershed Ecologist continues to support a broad range of land use planning initiatives, including subwatershed-scale and municipally-led comprehensive and secondary planning studies, Municipal and Provincial Class Environmental Assessments, Level 1 and Level 2 Hydrogeological and Natural Environment Assessments under the Aggregate Resources Act (reviewed under the Planning Act), and site-specific development applications as necessary.

In 2024, several projects were reviewed within the context of the Planning Act and the GRCA's natural hazard regulation (O. Reg 41/24) and implementing policies. The primary purpose of these reviews is to ensure that development activity does not affect the control of flooding, erosion, dynamic beaches, unstable soil or bedrock. This work involved working collaboratively with municipal staff, private consultants, and the GRCA's subwatershed coordinator, planners, engineers, and hydrogeologists.

Technical input was provided to facilitate the following land use planning efforts:

- Clair-Maltby Master Environmental Servicing Plan, Notice of Completion (City of Guelph)
- Clythe Creek Subwatershed Study Update (City of Guelph)
- Erbsville North Subwatershed Study and MESP (City of Waterloo)
- Guelph Innovation District Secondary Plan (City of Guelph)
- Lynden Gardens Block Plan (City of Brantford)
- Powerline East and Powerline Central Block Plans (City of Brantford)
- South Fergus Secondary Plan (Township of Centre Wellington)
- Shellard Lane Developments and Corridor Study (Liv Communities)

Technical input was provided to facilitate the following municipal infrastructure projects:

- Beaver Creek Road EA (City of Waterloo)
- Beaver Creek Communal Stormwater Pond EA (City of Waterloo)
- Blackbridge Road and Bridge EA and Permit (City of Cambridge)
- Blatchford Bridge Reconstruction EA (County of Wellington)
- Cainesville Water, Wastewater, and Stormwater Master Plan EA (Brant County)
- Fisher-Hallman Road and Stormwater Outlet EA (Region of Waterloo)
- Hidden Valley Stormwater Management and Flood Control EA (City of Kitchener)
- Powerline Road Transportation EA (City of Brantford)
- Schneider and Schomaker Creek Restoration EA (City of Kitchener)
- Wellington County Road 109 Bridges EA (County of Wellington)

The following applications for above or below water aggregate extraction were also reviewed within the context of the GRCA's natural hazard policies:

- Aberfoyle, Coburn, and McNally Pits (CBM Aggregates and St. Mary's Cement)
- Marco Clay Gofton Pit (Marco Clay Inc.)
- Mill Creek Pit (Dufferin Aggregates)
- Paris Plains Pit (Dufferin Aggregates)

The watershed ecologist provided technical input to support the following biodiversity conservation initiatives:

- Natural Areas Inventory #4 & Biodiversity Conservation Action Plan, Objective 2, in partnership with the City of Hamilton, Hamilton CA, Conservation Halton, and Niagara Peninsula Conservation Authority
- Nomination of Key Biodiversity Area along the Grand River (Nature Canada)

Technical input provided to facilitate GRCA infrastructure projects:

The watershed ecologist also provided technical support to ensure that maintenance work on the Conestogo Dam and other GRCA facilities did not compromise natural heritage values. Background screening and field work was completed as necessary to assess impacts on fish and fish habitat, wetlands, watercourses, significant wildlife habitat, migratory birds, and species at risk.

### 3.2 Strategic Communications Support

Natural Heritage staff worked with the Strategic Communications department during the first third of the year. Assistance included GRCA website and social media management. Occasional assistance with designing and editing flyers and marketing products was conducted.

### 3.3 Property Acquisition & Disposition

Natural Heritage staff supported the GRCA's property acquisition program by reviewing prospective acquisitions. NH Staff evaluate whether potential properties contain significant or otherwise important natural heritage features or functions, as related to GRCA's acquisition policy.

### 3.4 Research Permits

Research is an important tool that generates information to support science-based decision making and management actions. The GRCA values research that helps to inform and guide the conservation and management of the watershed's natural

resources. GRCA lands offer significant opportunities for researchers who are conducting field studies and investigations on a wide variety of topics related to plant and animal conservation, ecosystem function, and watershed and public health.

Access to GRCA properties for the purpose of research is reviewed and administered by the Watershed Ecologist with input from other GRCA staff across various departments.

In 2024, a total of 41 research applications were reviewed. Applicants included government and academic researchers, post-secondary instructors, non-profit groups, private consultants, and individuals. Academic researchers accounted for the majority (63%) of research access requests. Properties with the most field activities included Luther Marsh WMA, Belwood Lake, Guelph Lake CA, Rockwood CA, Apps' Mill, Pinehurst Lake CA, and Shade's Mill CA. Surveys, inventories, or monitoring also occurred at other properties, including , Arkell Smith, Bannister Lake, Blair Tract, Bond Tract, Brant Park CA, Byng CA, Conestogo Lake CA, Dunnville Marsh, Elora Gorge CA, Hosack Tract, Laurel Creek CA, Niska, Pinehurst Lake CA, Nelson Tract, Starkey Hill, Taquanyah, Victoria Mills, and Wrigley Lake.

Research, monitoring, and inventory work included water sampling to assess the relationship between water quality and fish and mussel communities, eDNA sampling to assess the impact of water quality and the presence of European reed on fish communities, fish population and community assessments, breeding bird surveys, moth sampling, tissue sampling and analysis of evolutionary genetics in frogs, assessment of soil and tree health, and tick surveillance. The results of this work will provide a more in-depth understanding of aquatic and terrestrial ecosystems, and greater insight into the health of the Grand River watershed.

Table 2 summarizes the number of research applications reviewed and the academic institutions that were granted access to GRCA land in 2024.

**Table 2: Research Applications Reviewed in 2024**

|                                 | <b>Approved</b> | <b>Declined</b> | <b>Total</b> |
|---------------------------------|-----------------|-----------------|--------------|
| <b>Number of Applications</b>   | 38              | 3               | 41           |
| <b>By Academic Institution:</b> |                 |                 |              |
| University of Guelph            | 15              | 1               | 16           |
| University of Waterloo          | 9               | 0               | 9            |
| University of Toronto           | 1               | 0               | 1            |
| Queen's University              | 1               | 0               | 1            |
| Other groups                    | 12              | 2               | 14           |
| <b>By Property:</b>             |                 |                 |              |
| Luther Marsh WMA                | 10              | 0               | 10           |
| Belwood Lake CA                 | 8               | 0               | 8            |
| Guelph Lake CA                  | 7               | 0               | 7            |
| Rockwood CA                     | 3               | 1               | 4            |
| Apps' Mill NC                   | 3               | 1               | 4            |
| Pinehurst Lake CA               | 3               | 0               | 3            |
| Shade's Mill CA                 | 2               | 0               | 2            |
| Other GRCA properties           | 2               | 1               | 3            |

In addition to the work on finalizing GRCA's research access program, Natural Heritage staff contributed to the creation of a new application/review process for drone use within access agreements.

### 3.5 Committee Participation

Natural Heritage staff participate on several different committees throughout the year. Table 3 is a list of committees that staff supported in 2024.

Table 3: 2024 GRCA & External Committee Participation

| Committee                                                         | Watershed Forester | Natural Heritage Specialist | Watershed Ecologist | Ecologists | Supervisor of Natural Heritage |
|-------------------------------------------------------------------|--------------------|-----------------------------|---------------------|------------|--------------------------------|
| Resource Management Strategy Working Group                        |                    |                             | ✓                   |            | ✓                              |
| Conservation Areas Strategy                                       |                    | ✓                           |                     |            | ✓                              |
| Land Inventory                                                    |                    | ✓                           |                     |            | ✓                              |
| Friends of Mill Creek                                             |                    |                             |                     | ✓          | ✓                              |
| rare Environmental Advisory Committee and Land Securement Team    |                    |                             | ✓                   |            |                                |
| CA Planning Ecology Working Group                                 |                    |                             | ✓                   | ✓          |                                |
| CA Aquatics Working Group                                         |                    |                             |                     | ✓          |                                |
| CA Long-term Monitoring Group                                     |                    |                             | ✓                   |            |                                |
| SCOCA-Natural Heritage                                            |                    |                             | ✓                   |            |                                |
| Hemlock Woolly Adelgid Working Group                              | ✓                  |                             |                     |            |                                |
| Invasive Species Round Table                                      | ✓                  |                             |                     |            |                                |
| Community Forest Managers & Tree Bylaw Officers Group             | ✓                  |                             |                     |            |                                |
| Pollinator Habitat Restoration COP                                |                    | ✓                           |                     |            |                                |
| Halton Region Forest Management Plan Technical Advisory Committee | ✓                  |                             |                     |            |                                |



## 4.0 GRCA Lands: Planning & Implementation

The Grand River Conservation Authority owns approximately 19,900 hectares of land that comprises a wide variety of habitat, including wetlands, forests, prairies and other grasslands, meadows, and savannah.

Through GRCA's history, strategic land acquisition and significant levels of forest, wetland and grassland creation, have resulted in a land holding that is close to 90% covered by natural areas: approximately 59% forest (including swamps), 17% open water, 7% marsh, and 6% grassland.

GRCA landholdings cover 3% of the watershed, however, the properties contain:

- 11% of the total watershed wetland area, including 13% of the provincially significant wetland area;
- 7% of the total watershed forest cover, including 13% of the interior forest area;
- 24% of the areas designated as Areas of Scientific and Natural Interest (ANSIs); and
- a substantial area of managed grasslands (380 hectares).

Natural areas on GRCA-owned lands are especially important in the Upper Grand subwatershed, which is the headwater area of the Grand River. In this subwatershed, GRCA-owned land contains approximately 21% of the area's forest cover and 31% of its wetland area.

Natural Heritage staff collect data and information to help guide the stewardship of these lands in conjunction with other departments, including Conservation Lands, Central Services, and Conservation Areas. Relevant work includes background research and field work (ecological inventories, monitoring, and assessment) to inform the development of land management plans, forest and ecological restoration and management plans, and GRCA's Conservation Areas strategy. Natural Heritage staff also provide technical input and advice on property acquisitions and dispositions. Staff also help determine and maintain eligibility for the provincial Managed Forest Tax Incentive Program (MFTIP) and Conservation Land Tax Incentive Program (CLTIP).

### 4.1 Conservation Planning

Natural Heritage staff are involved in the ongoing development of several corporate plans, including land management plans, operational guidance documents, as well as large scale strategies and plans such as the Conservation Areas Strategy, the Watershed-based Resource Management Strategy, and the Water Management Plan. Over the next two years, staff will be preparing a Natural Heritage Restoration Strategy to guide restoration priorities and projects on GRCA lands.

### 4.1.1 Land Management Plans

The Niska Land Holdings Management Plan was approved by the GRCA Board.

### 4.1.2 Forest Management Plan

The current 10-year forest management plan goes from 2018 – 2027. The plan is both an important element in GRCA's ongoing management of its forests and is a requirement of the Managed Forest Tax Incentive Program (MFTIP).

There is a total of 300 GRCA properties that have natural areas participating in the MFTIP and/or Conservation Land Tax Incentive Program (CLTIP). The GRCA owns a total of approximately 11,500 hectares of forest. Close to 8000 hectares are participating in the MFTIP. An additional 7000 hectares of GRCA land, some of which is forested, participates in the CLTIP.

Within the Forest Management Plan the Forest Plantation Master Plan, and associated 5-year operating plan, directs and forecasts restoration/thinning activities in GRCA forest plantations (3,000 ha). 2024 plantation operations were completed in 3 management blocks located at Luther, Arkell Springs Smith, and Guelph Lake.

### 4.1.3 Grassland & Meadow Management Plan

Following site assessments of every managed grassland and meadow on GRCA land (380 ha in total), a draft Grassland & Meadow Management Plan was written in 2024. The Plan includes background and historic information on the GRCA land holding's grassland and meadows, how the GRCA is managing grasslands and meadows, characterizations of each GRCA managed grassland and meadow, and forecasts future management and enhancement activities over the next 15 years.

### 4.1.4 Fisheries Management

GRCA staff helped with pre-planning and arrangement for access points on GRCA lands for MNRF fish stocking for both the Conestogo and Shand Dam tailwaters fisheries. Assistance was also provided for stocking brown trout in an urban Cambridge reach of Mill Creek at Soper Park.

Staff provided assistance to DFO Species at Risk staff to identify appropriate reaches of Irvine Creek (Centre Wellington) to assess for the presence of Redside Dace and helped identify public access locations for installation of information signage. Staff also facilitated a site visit and information sharing with DFO staff related to the fishways at Caledonia dam and Byng Island Conservation Area.

### 4.1.5 Agreements

In November 2023, the GRCA provided a letter of support to Kayanase for an application to Ontario Power Generation's Regional Biodiversity Grant Program. Kayanase was approved for this grant to support restoration activities within recently thinned conifer plantations on the Arkell-Smith property over a three-year period. The GRCA entered into an agreement with Kayanase providing access to this property and setting up the framework for collaboration between our two organizations. This project is engaging in important forest restoration work at no cost to the GRCA, while facilitating collaboration and knowledge sharing between GRCA and Kayanase staff.

## 4.2 Implementation

Natural Heritage staff are involved in implementing a wide range of projects on GRCA's land holdings. These projects are typically focused on ecological restoration, silviculture and invasive species management. This section provides an overview of projects implemented on GRCA land over the past year.

### 4.2.1 Ecological Restoration & Silviculture

This section outlines the ecological restoration and silvicultural practices that staff implemented on GRCA Lands. This includes ecological restoration, improvement, protection and enhancement.

#### 4.2.1.i Grassland, Prairie, Savanna and Meadow

Grassland habitats provide valuable habitat for a variety of flora and fauna species that are reliant on grasslands for survival and are a valued part of the biodiversity within the watershed. This work is part of the GRCA's continued efforts to enhance and create more than 380 ha of grassland habitat throughout the watershed on GRCA managed properties. Some of the management actions for these grassland habitats occur on a rotational maintenance and enhancement schedule (eg. prescribed burns, mowing), while others occur on a as needed basis (eg. invasives control, supplemental seeding).

#### Management Activities

The encroachment of woody species into tallgrass prairie and oak savanna ecosystems reduces sunlight and makes conditions unsuitable for many of the species that would otherwise be found in these habitats. This ultimately leads to a decrease in biodiversity in the watershed as these ecosystems are extremely rare and sensitive. As a result, some woody species control was conducted at two significant GRCA sites in 2024: the remnant oak savanna at App's Mill and the remnant tallgrass prairie at F.W.R. Dickson Wilderness Area. With support from the Invasive Species Centre through the Invasive

Species Action Fund, 0.6 ha of black locust was controlled at App's Mill and 1.7 ha of black locust, Manitoba maple (*Acer negundo*), autumn olive, and Siberian elm (*Ulmus pumila*) was controlled at F.W.R. Dickson Wilderness Area. Dog-strangling vine and spotted knapweed were also controlled at both sites.

In the fall, preparation for the 2025 prescribed burn at Dickson Wilderness Area was started. Specifically, the burn break was prepared by cutting and mowing vegetation along the break line. This was done by Lands and Forest Consulting, who is the burn contractor.

Table 4: 2024 Grassland, Prairie, Savanna and Meadow Management Activities

| Property                | Project Details                                                                                                                      | Area Treated (ha) |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Dickson Wilderness Area | DSV, spotted knapweed, black locust, Siberian elm, European buckthorn, autumn olive, Manitoba maple and other woody invasive species | 1.8               |
| Dickson Wilderness Area | Prescribed burn boundary creation                                                                                                    | NA                |
| Apps' Mill              | DSV and black locust                                                                                                                 | 1.3               |
| <b>Total:</b>           |                                                                                                                                      |                   |



Figure 1: Prescribed burn boundary creation at Dickson Wilderness Area

### Plantings and Seed Collection

To increase species diversity and grassland quality, 288 grass and wildflower plugs that were planted at the Birkett Lane property by Natural Heritage staff. Species included Canada wild rye, big bluestem, Indian prairie grass, and brown-eyed Susan. Each species totaled 72 plugs.



## 4.2.1.ii Forest

### Tree Planting on GRCA Lands

The main purpose of forest restoration efforts carried out on GRCA lands is to improve watershed health by increasing total forest cover, forest diversity and resilience, and the amount and quality of interior forest habitat. Plantings typically include a variety of native tree and shrub species. In many instances, a companion planting consisting of native herbaceous species (wildflowers) and grasses occurs in conjunction with the tree planting. This improves pollinator and wildlife habitat, along with acting as a cover crop, during the forest establishment phase.

The number and total area of large afforestation sites (>2 ha) on GRCA land has decreased significantly over the past decade. This is due primarily to a reduction in remaining open areas appropriate for afforestation. Current tree planting efforts have focused more on increasing tree and shrub diversity within our conifer plantations, planting small open areas and infilling in previous afforestation sites.

Table 5 summarizes the afforestation and tree planting that occurred in 2024.

Table 5: 2024 Afforestation and Tree Planting

| Property                  | Project Details            | Area Treated (ha) | No. Trees/shrubs Planted |
|---------------------------|----------------------------|-------------------|--------------------------|
| Arkell Smith              | Metrolinx Underplanting    | 3.2               | 885                      |
| Arkell Smith              | Tree Canada Underplanting  | 4.8               | 1,210                    |
| Guelph Lake Rotary Forest | Maple Leaf infill planting | 0.2               | 35                       |
| Arkell Smith              | OPG/Kayanase Underplanting | 12.4              | 730                      |
| <b>Total:</b>             |                            | <b>20.6</b>       | <b>2,860</b>             |

See Appendix B for 2024 afforestation and tree planting prescriptions.



Figure 2: Underplanting at Arkell Smith

## Forest Management on GRCA Lands

GRCA's primary objective in thinning plantations is to promote the conversion of these planted forests toward more diverse and structurally complex forests. This improves habitat quality and the resilience of these forests to impacts from insects, diseases, and climate change. Over the past several years the GRCA has increased annual plantation management levels to those required for timely thinnings across its entire landholding. Timely plantation thinning helps speed forest restoration and maintain tree and forest health.

**Table 6: 2024 Forest Management Activities**

| Property                                    | Activity                    | Area Treated (ha) | Compartments                                                                                                                                                           |
|---------------------------------------------|-----------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Arkell Springs Smith                        | Conifer plantation thinning | 53.2              | 12-201, 12-203, 12-205, 12-208, 12-212, 12-214, 12-215, 12-218, 12-219, 12-220, 12-221, 12-222, 12-224, 12-225, 12-228, 12-229, 12-230, 12-231, 12-232, 12-233, 12-234 |
| Luther (SouthWest)                          | Conifer plantation thinning | 10.2              | 02-1032 (50%), 02-1036 (25%), 02-1042, 02-1047                                                                                                                         |
| Guelph Lake (NorthEast)                     | Conifer plantation thinning | 25.9              | 11-12, 11-15, 11-16, 11-18, 11-19, 11-28, 11-29, 11-30, 11-31, 11-35, 11-201                                                                                           |
| <b>Total Plantation Thinning Area 2024:</b> |                             | <b>89.4 ha</b>    |                                                                                                                                                                        |

See Appendix B for full annual summary and thinning prescriptions.

## Seed Collection and Dispersal

Given the pressure of invasive species establishment following standard plantation thinning operations at Arkell Springs Smith, Natural Heritage staff saw a need to conduct a more comprehensive restoration project to ensure the success of the management efforts. In addition to the three livestock tree/shrub planting projects identified in Table 5 above, native seed dispersal was also conducted to augment the species diversity of the site.

Kayanase staff dispersed ~15 kg of native seed in compartments 12-225, 12-228, 12-233, and 12-234 (totaling 12.3 ha). Some of this seed was collected from other GRCA forests through an agreement providing Kayanase staff access to some GRCA properties for native seed collection. In addition to this, Natural Heritage staff

collected/purchased ~ 3.9 kg of seed and dispersed it in compartments 12-212, 12-215, and 12-208.

### 4.2.1.iii Wetland

In Conestogo Hunting Area 3, high water levels in three managed wetlands along with berm damage at the largest wetland (Cell #1) required a response by Natural Heritage, Conservation Area, Water Infrastructure and Central Services staff in 2024. Very high water levels in the wetlands initially resulted due to a combination of sedimentation and beaver activity around control structures and overflow spillways. In the spring, beavers and the dams created were removed, lowering water to acceptable (but still high) levels. In late summer Central Services staff were able to cut the grass on the berm on Cell #1 which enabled the CS Heavy Equipment operator to fill a significant number of holes\dens (primarily from muskrat & beaver activity) on the water side of the berm. Over time this damage could have impacted the berm's integrity. Late in the year, Water Infrastructure staff, with Natural Heritage staff input, engaged a specialized heavy equipment contractor to remove sediments and unblock intake pipes in all three wetlands.

Natural Heritage staff also facilitated a discussion and decision-making process to determine roles and responsibilities related to the ongoing monitoring and maintenance activities at GRCA wetlands with control structures. This includes wetlands at Conestogo, Luther Marsh and Taquanyah. Staff established the responsibilities and frequency of regular inspections, annual and periodic maintenance, and issue and emergency response

Opening day for the primary waterfowl hunting season at Luther Marsh Wildlife Management Area occurred this year on September 24<sup>th</sup>. The controlled waterfowl hunt at Luther Marsh began in 1953. Natural heritage staff began assisting with monitoring of opening day harvests in 2004 and began leading this effort in 2018. In 2024, 215 hunters registered to hunt on opening day using the GRCA's ePass system or by cash payment. 169 hunters (79% of all registered hunters) came through the main gate monitoring station. The percentage of successful hunting parties with waterfowl on opening day in 2024 was 64%, down from 79% in 2023 but comparable to 2022 (65%), 2019 (66%), 2018 (65%), and 2017 (64%), but is considerably lower than the peak party success rate of 83% in 2016. In 2024, each hunter shot 2 birds on average, which is comparable to recent years but lower than the average for 2015 and 2016. Although hunter success rates fluctuate from year to year, there has been a slight downward trend since 2004.

Mallard was the top species harvested on opening day in 2024, accounting for 39% of all birds harvested, followed by Wood Duck (25%), Green-winged Teal (13%), American Wigeon (11%), and Blue-winged Teal (5%). Northern Pintail accounted for 2% of the harvest, down from 9% in 2023, and Canada Goose continues to account for a very small percentage of the total opening day harvest. Other species shot included



American Black Duck, Redhead, Gadwall, and Double-crested Cormorant. More male ducks were shot than females, which is typically the case.

## 4.2.1.iv Aquatics

### Mill Creek Stewardship Ranger Program

The Mill Creek Stewardship Ranger Crew (MCSRC) program is an ongoing partnership between the GRCA and the Friends of Mill Creek (FOMC). The MCSRC is composed of 4 local high school students led by a university student or recent graduate trained in the environmental field. They spend their summer conducting various habitat restoration efforts throughout the Mill Creek subwatershed and participate in a number of enrichment opportunities where they learn more about environmental restoration, research and resource management. The MCSRC program was specifically designed to provide hands-on work experience and training to high school students interested in pursuing further studies and potentially a career in the environmental field. The FOMC raise the funds required through donations and grant applications. Natural Heritage staff provide crew supervision, training and technical direction.

Daily work primarily focuses on in-stream restoration projects. This includes removing large log jams and creating structures to direct water flow and provide fish habitat. They also work on invasive plants species removal, garbage clean-up and habitat monitoring. Specific summer 2024 highlights included: removing 2 beaver dams and woody obstructions; woody debris removal and structure creation along a straightened tributary of the creek as well as a 220 meter section of the main creek; and reviewing a new section of Mill Creek for future work. As in previous years, crew members participated in a range of additional enrichment activities.



Figure 3: 2024 Mill Creek Crew and GRCA Ecologist Robert Messier



## Beaver Control & Dam Removal on GRCA Lands

The last few years have seen an increase in beaver activity on GRCA lands – some of which has created issues with flooding, tree damage and concern from neighbours. In 2024, Natural Heritage staff helped to address a number of concerns related to beaver dams on GRCA land including at Taquanayh (Decewsville Road), Conestogo Hunting Area 3, FWR Dickson Wilderness Area and in the St Jacobs Mill Race. Removing or lowering of beaver dams can present a number of challenges related to beaver removal, public and neighbour perceptions\opinions, heavy equipment use in or near water, and fisheries and other timing restrictions and permit requirements.



Figure 4: Beaver Dam at FWR Dickson Wilderness Area

### 4.2.2 Invasive Species Management

Natural Heritage staff conduct surveys and implement invasive species control projects on GRCA lands primarily when there are uncommon or valuable natural features that are threatened or at locations where a given invasive's population is low and relatively modest control efforts are still likely to succeed. Non-native invasive species that have been targeted for control in 2024 include non-native common reed (*Phragmites australis*), various invasive shrub and tree species and dog-strangling vine (DSV) (*Vincetoxicum rossicum*).

### 4.2.2.i Terrestrial Invasive Species

Invasive species (diseases, insects, plants and animals) continue to present a significant threat throughout the Grand River watershed and GRCA's land holdings. Current work on GRCA lands primarily focuses on invasive plants.

#### Invasive Trees & Shrubs

The conifer plantations at Shade's Mills Conservation Area were thinned in 2017 and several compartments were subsequently underplanted in the spring of 2018. Following these restoration efforts, both glossy and European buckthorn have been established in high densities throughout the plantations. To support the success and outcomes of the restoration efforts, Natural heritage staff assessed the site in the summer of 2023 to determine appropriate focus areas for ongoing buckthorn control. Compartment 20-109 was identified as a target for control due to its proximity to a high-quality hardwood forest, abundance of natural hardwood species recruitment, high survival rate of underplanted trees (black cherry, bur oak, white cedar, and white spruce), and overall feasibility for buckthorn control. Control efforts began in 2023, and an additional 0.1 ha was treated in 2024 with a cut-stump herbicide application.

Woody invasive species control was also conducted at Arkell Springs Smith as part of the conifer plantation restoration efforts. European buckthorn and other woody invasives including glossy buckthorn (*Frangula alnus*), autumn olive (*Elaeagnus umbellata*) and privet (*Ligustrum sp.*) are very common along the forest edges and in the old hedgerows on the property. It is expected that these invasives will take advantage of the increased light levels and move into and dominate the now opened plantation understory. As a result, in addition to the underplanting and seeding efforts, a significant effort was made to control woody invasives in 2024. GRCA began a 3-year partnership project in 2024 with Kayanase and the support of Ontario Power Generation (OPG). As part of the OPG project, Kayanase staff completed woody invasives control on approximately 15.1 ha and also completed an additional 4.6 ha throughout the Tree Canada planting area.

Additional incidental woody invasive species control was conducted at a few sites to make use of extra available contractor time as part of our Invasive Species Action Fund project. This work involved predominantly glossy and European buckthorn control at Chesney Wilderness Area (0.1 ha) and Bond Tract (0.9 ha).

#### Dog-Strangling Vine

In 2024 GRCA received support from the Invasive Species Centre through the Invasive Species Action Fund to continue our efforts managing dog-strangling vine (DSV) on GRCA lands throughout the watershed. Populations of DSV are relatively low on GRCA lands, especially when compared to other regions of southern Ontario. Through early intervention, staff are hoping to minimize DSV's negative impacts on our properties, and the overall resources required.



Both chemical and mechanical treatment methods were used. Chemical control was conducted by a contractor while mechanical and chemical control was conducted by Natural Heritage staff. Herbicide treatments were completed twice during the growing season, once in mid-July and again at the end of August. Mechanically removed material was bagged and solarized.

In total approximately 9.32 hectares were treated at Montrose, Chesney Wilderness Area, F.W.R. Dickson Wilderness Area, Bond Tract, Shade's Mills Conservation Area, and five new properties including Arkell Springs Smith, Apps' Mill, Guelph Lake Conservation Area, Paris Property, and Puslinch Lake.



Figure 5: Dog-Strangling Vine at Paris Property

### Emerald Ash Borer

Ash tree injections continued in 2024, with a total of 26 trees injected with TreeAzin Systemic Insecticide on 6 different properties. Trees are treated every two years. Over the past several years staff have significantly reduced the number of trees being treated. This is due to declines and mortality of some of the treated trees and also stopping treatments at some site where limited numbers of healthy treated trees no longer justify treatments.

Following the 2025 treatment season, plans are to complete a review regarding continuing treatments and if so, the number of trees and locations to be treated.

See Appendix B for a table of EAB Treatments 2013 - 2024.

### *Phragmites australis* (Common Reed) Control

*Phragmites australis* control continued at Taquanyah Conservation Area. The goal of this work is to create a more diverse vegetation community and improve habitat conditions for Virginia Mallow, an endangered plant species found on the property. Initial control efforts were necessary because large sections (15+ ha) of the property were dominated by *Phragmites* an exotic invasive plant species that outcompetes native species and that provides limited habitat for wildlife. Since the GRCA initiated treatments in 2017, areas dominated by *Phragmites* have been significantly reduced and the V. Mallow population has increased significantly, including colonizing areas previously dominated by dense *Phragmites*.

In 2024, approximately 5.8 ha was treated. GRCA staff completed treatments in areas near V Mallow, including individual stem treatments <1m from mallow plants. The remainder of the area was treated by a contractor. Note that the total treatment area reported in 2024 is much smaller than what has been reported in previous years. This is because previous treatment area totals were based on the overall area identified in the treatment prescription, whereas this year's total is based on GPS herbicide spray points that were provided by the contractor (Giles Restoration Services). The presence of *Phragmites* still exists within the same larger overall area/footprint, however the density is much lower, so this more accurately reflects the year-to-year reduction of *Phragmites* on the property.

Since 2018, staff have been engaged in a concerted effort to control *Phragmites* patches across the core Luther Marsh properties. Compared to many areas of southern Ontario with extensive wetlands, *Phragmites* populations are relatively low in the core of Luther Marsh. The approach of controlling this highly disruptive invasive plant prior to it becoming widely distributed at Luther has both minimized the level of resources required (1-2 days of contractor time/year) and also the impacts of these plants on the high value habitats found at Luther.

In 2024, the GRCA again received a MOECP permit for overwater herbicide control which is required for many of the patches located on the main reservoir. Overwater herbicide treatments require the use of Habitat Aqua, the only herbicide registered for overwater locations. Follow-up treatments occurred on 6 patches on the reservoir (all of which have had very good results following treatments in 2022 and 2023). An additional 15 terrestrial locations were treated across other portions of the main properties. This included the use of a specialized 'fat truck' to treat a set of difficult to access patches along a drain south of Wellington 15.

Generally, treatments across the properties have been very successful and staff are hoping to move towards follow-up and new patch treatments at Luther every two or three years. However, one set of significant, untreated set of patches remains in the restricted section in the northwest corner of the main reservoir. This area is not

accessible by boat and treatments with conventional equipment could cause significant damage to the native vegetation in the area. Staff are hoping to pursue the use of a spray drone to treat this area. This application method is expected to be added to the Habitat Aqua label in the very near future – it is currently not clear whether this will occur in time for 2025 treatments.

Phragmites eradication efforts are ongoing at Shade’s Mills Conservation Area. There is still one patch remaining at the day-use beach area. In 2024, the Mill Creek Rangers Crew mechanically spaded the Phragmites and solarized it in black garbage bags prior to disposal.

Table 7 summarizes all the phragmites treatments that occurred in 2024.

**Table 7: Phragmites Treatments**

| <b>Property</b>                 | <b>Activity</b>                              | <b>Area Treated</b> | <b>Compartments<br/>(also see prescriptions)</b>                                               |
|---------------------------------|----------------------------------------------|---------------------|------------------------------------------------------------------------------------------------|
| Taquanyah                       | Cut-and-fill as well as foliar spray         | 5.8                 | 31-255, 31-260, 31-268, 31-270, 31-275, 31-279, 31-280, 31-281, 31-283, 31-284, 31-285, 31-302 |
| Luther Marsh                    | Foliar spray                                 | 1.2                 | See prescription & report                                                                      |
| Shade’s Mills Conservation Area | Spading conducted by Mill Creek Rangers Crew | 0.02                | 20-144                                                                                         |
| <b>Total</b>                    |                                              | <b>7.02 ha</b>      |                                                                                                |

### Elora Gorge Net Benefit Restoration Project

A restoration project was initiated in 2024 as a result of the potential impacts of the low level bridge improvements project at Elora Gorge Conservation Area. To meet the requirements of the Ontario Endangered Species Act, a 500m<sup>2</sup> riparian vegetation restoration area was identified along the Grand River (south of the bridge in the old pines campground) to offset the impacts and realize a net benefit related to the bridge work. Initial work in 2024 involved the control of non-native vegetation across the restoration area. This included a riparian area dominated by cool season grasses including Reed Canary Grass (*Phalaris arundinacea*), as well as an adjacent wooded area dominated by shade tolerant landscaping perennials including Giant Butterbur (*Petasites japonicus*), *Hosta* sp., Bugleweed (*Ajuga* sp.), Periwinkle (*Vinca minor*), Goutweed (*Aegopodium podagraria*), English Ivy (*Hedera helix*), Himalayan Knotweed (*Persicaria wallichii*), and Lily-of-the-Valley (*Convallaria majalis*). To prepare the site for 2025 planting, the riparian area was mowed, and two herbicide treatments were completed to remove the invasive/non-native species from the site.





Figure 6: Overall Benefit Restoration Project - Elora Gorge Low Water Bridge

### Other Invasive Herbaceous Species

Additional incidental invasive species treatment in 2024 included small patches of lily-of-the-valley (*Convallaria majalis*), spotted knapweed (*Centaurea stoebe*), Japanese knotweed (*Fallopia japonica*), and giant hogweed (*Heracleum mantegazzianum*) at Shade's Mills Conservation Area, Guelph Lake Conservation Area, Arkell Springs Smith, F.W.R. Dickson Wilderness Area, and Apps' Mills.

See Appendix B for treatment plans and/or reports.

### 4.2.2.ii Aquatic Invasive Species

There were no aquatic invasive species control projects on GRCA land in 2024.

## 5.0 GRCA Lands: Inventory & Monitoring

The Natural Heritage group undertakes inventories and monitoring for the purposes of guiding silviculture, restoration and land management decisions on GRCA-owned lands.

### 5.1 Ecological Land Inventories & Assessments

Natural Heritage staff maintain a vegetation inventory of all GRCA land. This inventory classifies the entire landholding using a hybrid approach based on the Ecological Land Classification (ELC) System for Southern Ontario and forest parameters gathered through standard forest inventories. The ELC uses a nested hierarchy of classification. Some areas (compartments) of GRCA land have only been classified at the fairly high level of Community Class (eg. Open Water, Open Agriculture). Most have a more detailed classification based on site visits or inventory work - many areas have been classified to the most descriptive level of Vegetation Type (eg Cattail Organic Shallow Marsh, Fresh Sugar Maple Deciduous Forest).

Currently staff primarily gather additional\more refined classification information to support active management (forestry, invasives control etc) of our properties or specific projects (eg. Updated Management Plans).

ELC surveys at Vance Tract were conducted in 2024. These surveys provide detailed background information to help guide potential future management of invasive buckthorn in and around the sensitive fen wetland community and adjacent marsh system.

Additionally, forest inventories focused on assessing forest composition and character within forest plantation compartments scheduled for thinning in 2025 and beyond. In 2024, approximately 206.9 hectares in total were assessed at Chesney Wilderness Area (35 ha), Puslinch Lake (61 ha), Puslinch Tract (19.2 ha), Ball Tract (13 ha), Luther Marsh (70.9 ha), and Griffin East (7.8 ha).



Figure 7: Revised ELC mapping at Vance Tract as a result of field survey

## 5.2 Habitat Restoration Assessments

Assessments of habitat restoration are important and useful information because they help determine the success of our restoration efforts. In addition to traditional tree planting survival assessments, permanent and temporary monitoring plots are used to help understand the level of success of our restoration efforts. This section outlines our major restoration assessments in 2024.

### Reforestation (Tree Planting)

Natural Heritage staff assesses all significant reforestation projects on GRCA lands until the trees pass the 'free-to-grow' stage. These assessments typically occur in the fall of years 1, 2 and 5 following planting (however Forests Canada recently changed their project requirements to years 2 and 5). Tree survival and condition as well as general site conditions are assessed.

In 2024, a total of 2 planting sites (Everton 09-865) and Luther Goulding (02-2203) covering 4.0 ha were assessed (2023 & 2024 planting years).

See Appendix C for table of sites assessed and survival results.



## Grassland & Meadow Habitat Assessment

In 2024, a habitat assessment of all GRCA managed grasslands and meadows was completed. Habitat assessments identified areas of shrub and tree encroachment and associated community health. These assessments provide a valuable baseline for developing a new Grassland & Meadow Management Plan as well as detailed management forecasting. More specifically, assessments identified sites that required urgent management, such as Damascus Reservoir (02-951) and Luther Marsh (02-1086).

## Grassland & Meadow Monitoring

The tallgrass prairie at Brant Conservation Area was monitored in 2024 as part of the eastern meadowlark habitat compensation partnership with the City of Brantford. Survey results showed the prairie is maintaining a healthy diversity of prairie grasses dominated by little bluestem, followed by Indian grass. Expansion of the prairie further inland is continuing to be still slow, but increasing each year.

Also, as part of the eastern meadowlark habitat compensation partnership with the City of Brantford, vegetation surveys were conducted at Birkett Lane to help assess species composition and relative abundance, and the overall quality of grassland communities within these areas. Vegetation surveys within the plots showed that the desirable native vegetation is still significantly outnumbered by non-native species. However, outside of the plots, more native and likely seeded vegetation is showing up throughout the property and the ratio of native to non-native vegetation is improving.

## 5.3 Invasive Species Surveys

*Phragmites* populations were surveyed at Taquanyah Conservation Area on both the west and east side of Decewsville Rd. Existing *Phragmites* populations that were sprayed previously were also re-surveyed at Luther Marsh and Snyder's Flats. At Luther Marsh this included a more detailed survey of recently detected *Phragmites* patches at the northwest edge of Luther Marsh.

Dog-strangling vine populations were surveyed at Arkell Springs Smith, Guelph Lake Conservation Area, Shade's Mills Conservation Area, Bond Tract, Ball Tract, Chesney Wilderness Area, Montrose, F.W.R. Dickson Wilderness Area, Paris Property, and App's Mill.

## 5.4 Ecological Monitoring and Assessment

Natural Heritage staff conduct field surveys of flora and fauna on GRCA land both to help inform and assess the efficacy of habitat restoration projects and also to gather information on species present, especially uncommon and sensitive species and

species at risk. This work helps staff determine if and what measures should be taken to avoid adverse impacts on protected species. If species at risk are confirmed to be present, consultation with provincial and/or federal agencies may be required prior to scheduling and undertaking land management activities. Species inventories also generate data and information needed to monitor and assess the state of biodiversity on GRCA land and across the Grand River watershed.

### Breeding Amphibian Surveys

Using the Marsh Monitoring Protocol developed by Birds Studies Canada and the U.S. Environmental Protection Agency, surveys were conducted at the Everton Property to determine if anurans (frogs and toads) are present. Surveys were completed on April 18 and May 21. Only spring peeper (*Pseudacris crucifer*) and gray treefrog (*Dryophytes versicolor*) were detected at this site. A third survey was not completed because the habitat was not considered suitable for species (e.g. bullfrog, green frog) that require permanent bodies of water throughout their life cycle.

### Watershed-scale Species Inventory and Assessment

Natural Heritage staff also use data from a variety of sources to provide information on species found both on GRCA land and also across the entire watershed. Table 8 below provides a brief synopsis of species richness within the Grand River Watershed. This summary is based on a variety of online databases and other sources of information, including eBird, iNaturalist, the NHIC's database, species status reports, as well as GRCA data holdings.

**Table 8. Total Number of Species and Species At Risk Within the Grand River Watershed**

|                   | <i>Total # Species<br/>Recorded within the<br/>Watershed</i> | <i># Provincially- listed<br/>Species At Risk</i> | <i># Federally listed<br/>Species At Risk</i> | <i># Species At<br/>Risk Occurring<br/>On or Near<br/>GRCA Land</i> |
|-------------------|--------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------|
| <i>Insects</i>    | 3932                                                         | 6                                                 | 6                                             | 1                                                                   |
| <i>Plants</i>     | 1962                                                         | 17                                                | 17                                            | 11                                                                  |
| <i>Fungi</i>      | 823                                                          | 3                                                 | 3                                             | 0                                                                   |
| <i>Birds</i>      | 329                                                          | 43                                                | 25                                            | 24                                                                  |
| <i>Arachnids</i>  | 180                                                          | 0                                                 | 0                                             | 0                                                                   |
| <i>Fishes</i>     | 77                                                           | 14                                                | 8                                             | 5                                                                   |
| <i>Mollusks</i>   | 78                                                           | 12                                                | 11                                            | 8                                                                   |
| <i>Mammals</i>    | 49                                                           | 7                                                 | 6                                             | 6                                                                   |
| <i>Amphibians</i> | 20                                                           | 3                                                 | 3                                             | 3                                                                   |
| <i>Reptiles</i>   | 19                                                           | 11                                                | 13                                            | 9                                                                   |

### Breeding Bird Surveys

In 2024, 18 breeding bird surveys were conducted at several GRCA properties to help assess the impact of ecological restoration and enhancement efforts at these sites. Surveys were conducted in grassland and meadow areas using the Bobolink Survey Protocol developed by the MNR. In other areas, such as Hunting Area #3, Wylde Bog, and the north channel at Luther Marsh, breeding birds were surveyed using protocols developed for the 3<sup>rd</sup> Ontario Breeding Bird Atlas (2021-2025). A summary of results is

provided in Table 9 below. This table does not include the results of all surveys conducted on an independent basis for the OBBA and other citizen science initiatives.

Table 9. Summary of Breeding Bird Surveys Conducted on GRCA land in 2024

| Property                                                              | Survey Date        | # of Species Observed | Species At Risk                                                    |
|-----------------------------------------------------------------------|--------------------|-----------------------|--------------------------------------------------------------------|
| Conestogo Lake HA3, Survey #1                                         | May 16, 2024       | 56                    | Eastern Wood-Pewee, Wood Thrush                                    |
| Brant Park CA, Survey #2                                              | May 17, 2024       | 46                    | Chimney Swift, Eastern Meadowlark                                  |
| Luther Marsh WMA, Marsh, Survey #1                                    | May 24, 2024       | 35                    | Black Tern, Chimney Swift, Least Bittern                           |
| Conestogo Lake Dam & HA3, Survey #2                                   | May 28, 2024       | 48                    | Wood Thrush                                                        |
| Birkett Lane, Survey #1                                               | May 30, 2024       | 15                    | Eastern Meadowlark                                                 |
| Luther Marsh WMA, including Mallard Pond & Wylde Bog, Survey #1       | May 31, 2024       | 33                    | Eastern Wood-Pewee                                                 |
| Morton-Pinehurst CA Survey #1                                         | June 4, 2024       | 38                    | Grasshopper Sparrow                                                |
| Arkell-Smith, Survey #1                                               | June 5, 2024       | 28                    | Eastern Wood-Pewee                                                 |
| Birkett Lane, Survey #2                                               | June 6, 2024       | 19                    | Eastern Meadowlark                                                 |
| Brant Park CA, Survey #2                                              | June 12, 2024      | 38                    |                                                                    |
| Conestogo Lake Dam & HA3, Survey #3                                   | June 13, 2024      | 43                    | Wood Thrush                                                        |
| Luther Marsh WMA, including Monticello Wetland & Wylde Bog, Survey #2 | June 14, 2024      | 43                    | Bobolink, Eastern Wood-Pewee                                       |
| Luther Marsh WMA, Marsh, Survey #2                                    | June 20, 2024      | 37                    | Black Tern, Bobolink, Least Bittern,                               |
| Arkell-Smith, Survey #2                                               | June 21, 2024      | 19                    | Eastern Wood-Pewee                                                 |
| Morton-Pinehurst CA, Survey #2                                        | June 25, 2025      | 39                    | Barn Swallow, Grasshopper Sparrow, Eastern Wood-Pewee, Wood Thrush |
| Birkett Lane, Survey #3                                               | June 25, 2024      | 12                    | Eastern Meadowlark                                                 |
| Mallard Pond, Dam Area, Luther Marsh                                  | July 12, 2024      | 38                    | Barn Swallow, Black Tern                                           |
| Luther Marsh Sanctuary                                                | September 12, 2024 | 19                    | Peregrine Falcon                                                   |

## 6.0 Mapping and Data

Natural Heritage staff manage and maintain a variety of digital map data and tabular datasets. These include natural heritage information, as well as land management/feature and ownership information.

### 6.1 Natural Heritage Mapping and Data Management

#### Wetland Mapping

On-going maintenance of the GRCA's wetland boundary mapping and attribute data is an important aspect that contributes significantly to the GRCA's regulatory planning requirements, and general knowledge of wetland distribution across the Grand River watershed and GRCA lands. The GRCA's wetland layer continues to be refined periodically based on site visits by GRCA Ecologists with consultants, as well as roadside verification checks, and orthophoto interpretation by the Natural Heritage Specialist. Mapping updates are made available to staff and the public every three months.

In 2024, wetland edits consisted primarily of site-specific edits. Occasionally comprehensive, subwatershed or municipal scale edits were made to the wetland layer. For example, reviews of subdivision and block plans by the Watershed Ecologist resulted in various wetland boundary updates.

#### Ecological Land Classification

The Eco-Attributes section of the ELC Collector web application was updated in 2024 to be more inclusive and clearer. Eco-Attributes are no longer primarily focused on forest type ecosystems. For example, woody encroachment which is a concern in grassland communities was added to the habitat attributes. Also, a comments box has been included for both habitat and wildlife attributes. Additionally, these changes to the Eco-Attributes were added to ELC Viewer web application.

Ecologist staff conducted ELC surveys at Vance Tract in 2024. These surveys will aid in potential future buckthorn control in and around the fen community. During the survey, forest inventory of the conifer plantations was updated.

#### General Natural Heritage Data Management Support by GRCA Ecologists

In addition to gathering and providing information to facilitate routine maintenance of the GRCA's wetland layer, the GRCA's 3 Ecologists continue to provide feedback to Geomatics staff to help ensure the GRCA's watercourse layer remains accurate and up to date. Ecologists work periodically with Geomatics staff to ensure that third party mapping available through the Grand River Information Network (GRIN) is current. Such

third-party layers include evaluated and unevaluated wetlands (MNR), provincial areas of natural and scientific interest (MNR), federally listed aquatic species at risk (DFO), and species occurrence records (iNaturalist). Ecologists also work with Geomatics to categorize iNaturalist occurrence data and to foster better awareness of species at risk and species of conservation concern on and off GRCA land. The results of this work will facilitate work being done by the natural heritage group and it is also expected to benefit work being done by other departments as well.

## 6.2 GRCA Land Management Mapping & Data Management

Through direction from Conservation Lands staff, the Natural Heritage staff edit GRCA land management digital mapping and data. This includes mapping of the following: GRCA property PIN and ROLL layers, property agreements such as leases, licenses, etc., property tax classes, and trails on conservation lands.

In 2024, as part of the Land Inventory work, a significant amount of mapping and data maintenance occurred related to GRCA property and agreement mapping. Updates to property boundaries and agreements were conducted to align with the new GRCA Land Inventory. This work led to the creation and finalization of two new GRCA Property digital map layers: Property PIN and Property ROLL.

## 6.3 New Mapping & Data Initiatives

2024 saw the creation of several new GIS data layers. These new data layers will provide valuable information for GRCA staff across multiple departments.

The first mapping and data initiative that was rolled out in 2024 was the creation of two new GRCA property layers that replaced the single GRCA Property layer. The new layers are Property PIN and Property ROLL. Each layer provides valued information specific to their own theme. For example, the Property PIN layer includes property acquisition information, and the Property ROLL layer includes taxation related information.

Together with the Conservation Areas staff, NH Staff finalized a new corporate Signage layer. The purpose of this new layer is to document and track all GRCA owned signs on GRCA land. In some specific situations, signs not owned by the GRCA will be included on this layer, such as signs by municipalities about ticks. In 2025, signs managed by the Water Infrastructure Department will be added to this layer, and additional sign information will be collected in the field by staff.

A new map layer and dataset was created to help track wetland projects on GRCA land. This layer provides information on all created wetlands projects on GRCA land, including links to agreements associated with the project. Multiple GRCA departments will use this layer to guide management and maintenance of wetland infrastructure across GRCA land holdings.

The fourth new map layer created in 2024 is Managed Grasslands & Meadows on GRCA Land. This layer identifies all grasslands and meadows on GRCA land that have been created or restored and received significant financial investment in. Not only does the layer provide the location of managed grasslands and meadows, it also provides information about past management activities.

In 2025, the wetland project layer and the Managed Grasslands & Meadows on GRCA Land will be added to the corporate GIS data warehouse.

# Grand River Conservation Authority

**Report number:** GM-06-25-58

**Date:** June 27, 2025

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

**Subject:** Giant Hogweed on Grand River Conservation Authority Properties

---

## Recommendation:

THAT Report number GM-06-25-58 – Giant Hogweed on Grand River Conservation Authority Properties be received as information

## Summary:

At the May 2025 General Membership meeting, staff were requested to provide information about giant hogweed found on Grand River Conservation Authority (GRCA) properties. GRCA staff have not observed or documented a general widespread increase of giant hogweed across GRCA properties, although there could be some localized population increases along riverbanks throughout the watershed. Staff believe focused efforts over the past number of years have resulted in a relative leveling of giant hogweed on GRCA lands, and ongoing work is done to eradicate it when it is observed and/or reported.

## Report:

At the May 2025 General Membership meeting, staff were requested to provide information about the prevalence of giant hogweed on GRCA properties, a summary of the GRCA's response plan, what work has been done, and if there has been an increase, then what has been done to address this increase.

GRCA staff have not observed or documented a general widespread increase of giant hogweed across GRCA properties, although there could be some localized population increases along riverbanks throughout the watershed. Staff believe focused efforts over the past number of years have resulted in a relative leveling of giant hogweed on GRCA lands, and ongoing work is done to eradicate it when it is observed and/or reported. This year, as a pilot, staff have further augmented efforts by retaining external contractor support to inspect and eradicate giant hogweed from the Brant Conservation Area and the St. Jacobs Weir as these were two previously identified hotspot properties.

The contractor is currently looking for and eliminating giant hogweed plants found within the Brant Conservation Area, which will reduce the spread, as it is being eradicated before it goes to seed. The St. Jacobs Weir property was previously a hot spot for giant hogweed, but a recent investigation by the external contractor proved that what was once approximately 1/5 acre of giant hogweed has been virtually eliminated. Shade's Mills Conservation Area and Belwood Lake Conservation Area also show a modest presence of giant hogweed this year, and staff are following measures to eradicate it.

In addition to reports of giant hogweed by staff in the field, public reports also aid in the review and elimination of giant hogweed from GRCA lands. Public sightings on GRCA lands can be reported on the [website](#).

Staff have compiled data that highlights most public sightings of giant hogweed reported to GRCA staff through the website are in fact not on GRCA lands or are misidentified as giant hogweed, as identified in Table 1.

**Table 1 – Summary of public reports of Giant Hogweed through the website:**

| Year | Number of public sightings received | Sightings confirmed to be on GRCA property | Sightings confirmed to be on GRCA property and confirmed to be giant hogweed |
|------|-------------------------------------|--------------------------------------------|------------------------------------------------------------------------------|
| 2021 | 59                                  | 10                                         | 7                                                                            |
| 2022 | Not recorded                        | 11                                         | 5                                                                            |
| 2023 | Not recorded                        | 9                                          | 4                                                                            |
| 2024 | 80                                  | 7                                          | 5                                                                            |

GRCA staff are closely monitoring and appropriately addressing the presence of giant hogweed on GRCA lands.

**Financial Implications:**

Costs related to the treatment of giant hogweed are budgeted within each respective area.

**Other Department Considerations:**

Central Services oversees the treatment of giant hogweed; Conservation Lands and Conservation Area staff provide further support in managing it.

**Prepared by:**

Brandon Heyer  
Director of Central Services

Joel Doherty  
Director of Conservation Lands

**Approved by:**

Karen Armstrong  
Deputy CAO, Secretary-Treasurer



# Grand River Conservation Authority

**Report number:** GM-06-25-56

**Date:** June 27, 2025

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

**Subject:** Dam Management Program – Consideration for Funding of Small Dams Major Capital Projects

---

## Recommendation:

THAT Report Number GM-06-25-56 – Dam Management Program – Consideration for Funding of Small Dams Major Capital Projects be received as information;

## Summary:

The Grand River Conservation Authority (GRCA) operates 28 dams, including seven major flood control and flow augmentation dams, and one flow augmentation dam, that provide watershed-scale water management, and 20 smaller dams that offer local benefits such as recreation, fire supply, and habitat. GRCA's dam management program focuses on protecting life, property, and the environment through regular inspections, maintenance, condition assessments, and compliance with provincial and Canadian Dam Association guidelines. Routine and preventative maintenance activities include vegetation control, debris removal, and equipment servicing, while major maintenance and capital projects involve significant repairs, replacements, and upgrades to aging infrastructure.

Historically, dam maintenance and capital work were cost-shared between the province, municipalities, and the GRCA. Going forward, staff recommends continued use of municipal apportionment to fund routine maintenance of all dams, with capital projects for flood control dams eligible for partial provincial funding through the Water and Erosion Control Infrastructure (WECI) program.

The funding of major maintenance projects of GRCA non-flood control dams will be guided by an upcoming asset management plan and assessed on a project-specific basis to determine if the application of the "benefit-based apportionment method" is appropriate, in addition to utilizing approved GRCA reserves and provincial or federal funding programs where applicable.

## Report:

The Grand River Conservation Authority (GRCA) owns and operates 28 dams across the watershed. Seven of these dams play a critical role in managing water on a watershed scale, helping to reduce flood risks and support river flows during dry periods. The Damascus Dam also contributes to flow augmentation at this scale. In addition to their primary water management functions, many of the dams provide additional benefits such as hydroelectric generation and recreational opportunities. These 8 dams are natural hazard infrastructure as defined in Ontario Regulation 686/21: Mandatory Programs and Services and fall within the GRCA's Category 1 programs and services.

The GRCA's 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 that provide local benefits that include municipal fire supply, wildlife habitat, local aesthetics and recreation. An assessment of the 20 remaining small dams will be completed to determine if they provide a watershed benefit through functions such as ice management, reducing flood risks or erosion control.

The purposes of a dam safety program are to protect life, property, and the environment by ensuring that all dams are designed, constructed, operated, and maintained as safely and as

effectively as is reasonably possible in proportion to the level of risk associated with the dam. Accomplishing these purposes requires commitments to continually inspect, evaluate, and document the design, construction, operation, maintenance, rehabilitation, and emergency preparedness of each dam and the associated public.

In Ontario, dams are regulated under the Lakes and Rivers Improvement Act, administered by the Ministry of Natural Resources. The Ministry provides technical guidelines related to:

- Dam Safety Reviews,
- Geotechnical Design,
- Inflow Design Flood Criteria,
- Public Safety Around Dams,
- Seismic Hazards Criteria,
- Structural Design – factors of safety.

In addition, guidelines from the Canadian Dam Association are applied when making decisions in the GRCA's dam management program.

Ontario Regulation 686/21: Mandatory Programs and Services identifies flood control as a mandatory program for Conservation Authorities, making program costs related to the major dams eligible for municipal apportionment. Similarly, maintenance of the flood control dikes is eligible for funding from the municipal apportionment. The regulation requires Conservation Authorities to prepare an asset management plan for the flood control infrastructure, which GRCA completed in 2024. The asset management plan provides information used to develop budget forecasts for maintaining the flood control dams and dikes to the required level of service. This asset management plan includes condition assessments for eight of the dams: Shand, Conestogo, Guelph, Woolwich, Shades Mills, Laurel Creek, Luther, and Damascus, as well as the flood control dikes in Kitchener (Bridgeport), Cambridge (Galt), Brantford, New Hamburg, Drayton, and Caledonia.

## **Funding Considerations:**

### **Routine and Preventative Maintenance of Dams**

Routine and preventative maintenance of GRCA dams refers to the regular, planned activities that help ensure the dam continues to function safely and effectively. Examples of routine and preventative maintenance for small dams undertaken by GRCA include vegetation control, debris removal, lubrication and operation of gates and mechanical components, minor repairs such as patching erosion or concrete, regular inspections, repair and replacement of bank protection and riprap, and upkeep of instrumentation. Routine and preventative maintenance of GRCA's major dams include the above-mentioned items, as well as planned equipment replacements, routine testing, and service of mechanical and electrical components.

### **Major Maintenance of Dams**

Major maintenance and capital projects at GRCA dams go beyond routine and preventative tasks. These projects typically involve substantive repairs, replacements or upgrades that address aging infrastructure, public or dam safety improvements, or capacity enhancements. Major capital projects may be the result of a dam safety review or other technical engineering assessment or identified through a condition assessment to address lifecycle replacement of aging components. Examples of major capital projects include concrete resurfacing or replacement, rebuilding eroded embankments, installing toe drains, replacing inoperable or outdated mechanical or electrical equipment, stability upgrades, or control system upgrades.

### **Dam Maintenance – Past Practice for funding Construction, Maintenance, and Repairs**

Prior to the late 1990's when the province withdrew from the funding of water control capital structures, the cost-sharing apportionment for replacement or major repairs of a flood control structure was generally:

- 50% funding from the province
- 40% funding from the sponsoring (or benefitting) municipality
- 10% from the GRCA general levy

Similar funding ratios were in place for the construction of the flood control dikes in Bridgeport, Cambridge, and Brantford in the early 1980's.

In 2001, the GRCA adopted the following guidelines for funding the maintenance and repair of the dams currently operated by the Grand River Conservation Authority:

1. For those dams that provide a benefit of flood control and flow augmentation to the watershed, routine, preventative and major maintenance costs will be shared equally between the Authority's general levy and the province. If provincial funding is reduced, a corresponding increase in municipal funding would be required.
2. For those small dams that provide a benefit to the local community, and where there is public access to the water and surrounding lands, the Authority will continue to be responsible for operation, routine and preventative maintenance, and the local municipality will be responsible for major maintenance and any reconstruction.
3. For those dams where a benefiting party is clearly identified, the Authority will be responsible for operation, routine and preventative maintenance, and that major maintenance or replacement will be negotiated between the benefiting parties.

In 2001, when these guidelines were established, funding for operation, routine maintenance, and preventative maintenance of the multi-purpose (flood control and flow augmentation) dams was eligible for a 50% grant from the province (Section 39), while major maintenance and safety studies were not eligible for funding.

In 2003, the province established the Water and Erosional Control Infrastructure (WECI) funding program for Conservation Authorities to address aging infrastructure. This program is still in place and is designed to ensure that major maintenance projects are undertaken on aging infrastructure that was built to protect lives and property from natural hazards such as flooding, erosion, and unstable slopes. This program is administered by a committee led by the Ministry of Natural Resources (MNR) and includes staff from MNR, a number of Conservation Authorities, and Conservation Ontario. The MNR allocates \$5 million annually to eligible projects, with 50% matching funds provided by the local Conservation Authority and/or benefitting municipalities. Eligible projects include major maintenance, studies including dam safety reviews, worker safety or public safety projects, and dam decommissioning. Eligible projects are evaluated and scored based on the consequence or hazard of the structure and the urgency or effect on integrity that the proposed project may have.

In 2013, the province further reduced the Section 39 grant for Conservation Authorities, which reduced the funding available to support dam management expenditures. Consequently, the municipal levy allocation required for funding the operation and maintenance of the dams increased.

### **Funding Considerations Moving Forward**

As the owner of water control infrastructure, the GRCA is accountable for its safe operation and maintenance. Expenses related to public safety measures at the small dams are included in municipal apportionment. It is expected that there will be a need to apply different funding formulas for dams and dikes that fulfil mandatory program (category 1) obligations, and those that fall under Categories 2 or 3 for major maintenance or capital projects.

**Flood control dams and dikes (Category 1):** As a mandatory category 1 program, costs for operating and maintaining the flood control dams and dikes will continue to be funded through municipal apportionment. The asset management plan will identify maintenance schedules for components and facilitate the development of long-term forecast for maintenance costs. Dam safety reviews and studies will identify larger capital repairs, prioritize them and place them in a capital forecast. The annual budget available to fund major maintenance related to water control structures provided through the municipal apportionment is \$750,000. In addition, municipal

apportionment is used to fund water infrastructure operating expenses that are not funded by the province or reserves. The GRCA will continue to apply for provincial funding through the Water and Erosion Control Infrastructure (WECI) program funding for up to 50% funding for all approved and eligible projects, which include major maintenance and capital projects, studies and dam safety reviews. Matching funds for the successful WECI projects will be provided through the municipal apportionment and/or land sale reserves.

In the case of major capital upgrades which increase the flood protection capacity, like extending a dike, or increasing the capacity of a large dam, there may be a need to allocate costs to benefitting municipalities. The “benefit-based apportionment method” is described in Ontario Regulation 402/22: Budget and Apportionment, which describes the method of apportioning an authority’s operating expenses and capital costs.

**Non-flood control dams:** Costs for operating and maintaining the small dams are currently allocated as part of Category 1 municipal apportionment. The GRCA needs to define the approach of the future funding of major capital repairs or improvements for small dams that are categorized as non-flood control dams. An assessment of all GRCA-owned small dams will be completed to identify any dams that may provide a benefit to ice management, or flood or erosion control. This assessment will be completed as part of a broader asset management plan for the GRCA-owned small dams, which will include a condition assessment as well as provide a high-level assessment of the environmental, social, financial aspects as well as risks associated with the dam. This study will also identify and make recommendations for priority dams that may provide a watershed benefit through decommissioning. The removal or decommissioning of any small dams would result in a watershed benefit and would be funded through the municipal apportionment and/or use of reserves.

For the remaining small dams that are categorized as non-flood control dams it is proposed that major maintenance or capital projects be funded through the “benefit-based apportionment method”. As outlined in Ontario Regulation 402/22: Budget and Apportionment, the authority shall apportion an operating expense or capital cost by evaluating the benefit that each participating municipality obtains from the program or service to which the operating expense or capital cost is related; and allocating to each participating municipality a portion of the reduced operating expense or reduced capital cost that is based on the ratio of the benefit afforded to the participating municipality by the program or service, relative to the overall benefit afforded by the program or service to all benefitting participating municipalities.

## **Financial Implications:**

As a mandatory category 1 program, costs for operating and maintaining the flood control and flow augmentation dams and dikes will continue to be funded through municipal apportionment and/or reserves. The GRCA will continue to apply for provincial and federal funding programs for eligible major maintenance and capital projects of all GRCA-owned water control infrastructure, including flood control dams, dikes, and non-flood control dams. The funding of major maintenance projects of GRCA non-flood control dams will be assessed on a project-specific basis to determine if the application of the “benefit-based apportionment method” is appropriate, in addition to utilizing approved GRCA reserves and provincial or federal funding programs where applicable.

## **Other Department Considerations:**

Not applicable.

### **Prepared by:**

Katelyn Lynch  
Director of Water Infrastructure

Kayleigh Keighan  
Director of Finance

### **Approved by:**

Samantha Lawson  
Chief Administrative Officer

| <b>Dam</b>            | <b>Dam Type</b>                                              | <b>Municipality</b>           | <b>Regional Municipality</b> |
|-----------------------|--------------------------------------------------------------|-------------------------------|------------------------------|
| Grand Valley Dam      | Overflow Weir                                                | Town of Grand Valley          | Dufferin                     |
| Caledonia Dam         | Overflow Weir                                                | Town of Caledonia             | Haldimand                    |
| Dunnville Dam         | Overflow Weir                                                | Town of Dunnville             | Haldimand                    |
| Victoria Mills Dam    | V-shaped Concrete Spillway, Mill Pond                        | Not Applicable                | Norfolk                      |
| Wilkes Dam            | Overflow Weir                                                | City of Brantford             | Not Applicable               |
| Wellington Street Dam | Overflow Bathtubs with Gates                                 | City of Guelph                | Not Applicable               |
| Parkhill Dam          | Overflow Weir                                                | City of Cambridge             | Waterloo                     |
| Chicopee Dam          | Cylinder Inlet                                               | City of Kitchener             | Waterloo                     |
| Upper Ayr             | Concrete Spillway with gate                                  | Township of North Dumfries    | Waterloo                     |
| Wellesley Dam         | Concrete Spillway with Steel Gate                            | Township of Wellesley         | Waterloo                     |
| Baden                 | Concrete Spillway with Wood Gates, Mill Pond                 | Township of Wilmot            | Waterloo                     |
| New Dundee Dam        | Concrete Cylinder Inlet with Steel Gates and Wooden Stoplogs | Township of Wilmot            | Waterloo                     |
| New Hamburg Dam       | Overflow Weir                                                | Township of Wilmot            | Waterloo                     |
| Breslau Dam           | Overflow Weir with Stoplogs                                  | Township of Woolwich          | Waterloo                     |
| Floradale Dam         | Circular Concrete Spillway                                   | Township of Woolwich          | Waterloo                     |
| St. Jacobs            | Overflow Weir                                                | Township of Woolwich          | Waterloo                     |
| Everton Dam           | Concrete Spillway with gate and stoplogs                     | Guelph/Eramosa Township       | Wellington                   |
| Rockwood Dam # 1      | Overflow Weir with Stoplogs                                  | Guelph/Eramosa Township       | Wellington                   |
| Bissell Dam           | Overflow Weir                                                | Township of Centre Wellington | Wellington                   |
| Drimmie Dam           | Overflow Weir                                                | Township of Centre Wellington | Wellington                   |

# Grand River Conservation Authority

**Report number:** GM-06-25-55

**Date:** June 27, 2025

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

**Subject:** Wellesley Dam and Baden Dam Repairs

---

## Recommendation:

THAT Report Number GM-06-25-55 – Wellesley Dam and Baden Dam Repairs be received as information.

## Summary:

The Grand River watershed experienced a mixed precipitation event from April 2 to April 3, 2025, including snow, freezing rain, and thunderstorms. This event led to significant rainfall (40 to 90 millimetres) and increased runoff. This event followed previous rainfall from March 28 to 30, which had already elevated water levels in some river systems.

As a result of this high runoff event, Wellesley Dam and Baden Dam both experienced separate dam safety incidents impacting the stability and safety of these structures. These dam safety incidents consisted of water either overtopping the embankment or seepage through the embankment and loss of operation of gate discharge equipment. Engineering assessments and design for repairs have been completed for both dams. Repair work has been completed at Wellesley Dam, while construction at Baden Dam is pending on receiving regulatory approvals for the repair works.

Both the Wellesley and Baden Dams are former mill dams that are used for recreation by the local communities. These dams do not serve a role in the GRCA's water management function.

The contract costs related to the emergency repairs at Wellesley Dam, which includes engineering consultant assessment and design fees, equipment repair and construction, total \$118,983, excluding HST.

The contract costs related to the emergency repairs at Baden Dam, which includes engineering consultant design fees and construction, are anticipated to be \$100,000, excluding HST. As the final design is currently under regulatory approval review the project costs for construction include a 20% contingency which is anticipated to be sufficient to address any design changes resulting from regulatory review.

## Report:

As the owner of water control infrastructure, the GRCA is accountable for the safe operation and maintenance of all the dams it owns. Both the Wellesley and Baden Dams were former mill dams that are used for recreation by the local communities. These dams do not serve a role in the Authority's water management function. Many of the GRCA's small dams were acquired after several years of service as mill dams. At the time of GRCA's acquisition of these dams the quality of information such as design details, foundation conditions, and the quality of construction were unknown at both Wellesley and Baden Dams. Since taking ownership of both Baden and Wellesley dams, the GRCA has completed engineering assessments, rehabilitation construction projects, surveys and upgrades to improve the dam safety and public safety aspects of these dams.

Further to report GM-04-25-46: April 2025 Dam Safety Incidents at Wellesley and Baden Dam, which outlined the high runoff event leading to damages at both sites, this report provides additional information on the scope of work to repair both dams.

### **Wellesley Dam:**

The Wellesley Dam located in Wellesley, Ontario was built in the mid 1800s to provide power for the community's sawmills, grist mills and flour mills. The watercourse is known as Firella Creek and is part of the Nith River watershed. The dam is an earth embankment dam with a concrete spillway and a single vertical lift gate. The Dam and pond have undergone various maintenance works including dredging some areas of the pond in 1988 and concrete rehabilitation work on the dam in 2008. The dam and pond currently serve as a community recreation, aesthetic, and historical feature. There are current deficiencies that have been noted at the Wellesley Dam that include active seepage through the earth embankment, active slumping, sinkholes and settling of the crest, deteriorating concrete condition, upstream erosion and undercutting of gabion basket shoreline protection. A project to complete a comprehensive conditions review and plan for the future rehabilitation at the dam site was identified in the Water Control Structures Five Year Capital Forecast to be initiated in 2025, as identified in Board Report GM-11-24-105.

The high-water levels and flows during the April event resulted in damage to the discharge gate equipment and erosion of the east embankment. Due to the loss of operation control of the gate, to protect dam safety (prevent overtopping), the decision was made to secure the gate in an open position until repairs to both the gate and the embankment could be made.

GRCA has completed engineering assessments to provide designs and recommendations to address the safety and stability of the structure. These measures were required to be addressed prior to returning the dam to normal service and raising the water levels in the pond. These assessments included a condition assessment of the concrete structure and geotechnical review and design to address the stability and seepage of the east embankment. Engineering assessments of the concrete control structure and the earthen embankment, as well as a design for the embankment repair, were completed by external consulting subject matter experts. GRCA engaged R&M construction to complete the emergency repairs to the embankment with an upset limit of \$83,928. Repairs have been completed to address immediate dam safety and public safety concerns identified in the engineering conditions assessment. Following the final inspection of the repairs and structure, the gate was closed to start filling the headpond on May 29<sup>th</sup>. Water levels in the pond returned to normal levels by June 5<sup>th</sup>.

As noted in in Board Report GM-11-24-105, the GRCA will be initiating a future study to complete a comprehensive conditions assessment of the Wellesley Dam structure and identify recommendations for future work. These recommendations will consider the long-term future of the dam for cost effectiveness, mitigation of risk to the public, the dam structure and the environment. Possible alternatives may include repair, modification or decommissioning of the dam. This study will include stakeholder consultation with the Township of Wellesley, local community, interest groups and First Nations to develop and evaluate the list of alternative solutions.

### **Baden Dam:**

Baden Dam is located on the Baden Creek in Baden, Township of Wilmot. The watercourse is known as Baden Creek and is part of the Nith River watershed. The dam's original construction date is unknown, although it is believed that it was constructed in the mid-1800s when the grist mill was constructed. The Baden Dam is an earthen dam with a concrete control structure.

The Baden Dam was inspected by GRCA staff on the morning of April 3<sup>rd</sup>, following the heavy rainfall event, which had led to increased inflows and high water levels at the dam. It was observed at that time that the seepage had increased significantly due to this flood event. Emergency measures were initiated immediately, and a contractor attended the site to complete temporary repairs. The GRCA will be

proceeding with the remedial measures as recommended in the late 2024 engineering report to address the current dam safety concern as a result of the seepage through the embankment.

The 2024 engineering design has been updated to address additional repairs that are required following this event to return the dam to a safe and stable condition. The proposed design is currently under review and GRCA is awaiting regulatory approvals before construction commences. GRCA has received a quote to complete the repairs from R&M Construction in the amount of \$81,101.00, with an additional 10% contingency included in the total anticipated project costs. Construction is anticipated to commence by the end of June once regulatory approvals are secured. The GRCA will continue to communicate with the Township of Wilmot and the public to provide timely information on the project and updates on the anticipated construction schedule.

An additional study may be required to consider the long-term future of the dam that is cost effective and mitigates risk to the public, dam structure and environment. Possible alternatives may include repair, modification or decommissioning of the dam. This study will incorporate stakeholder consultation with the Township of Wilmot, local community, interest groups and First Nations to develop and evaluate the list of alternative solutions.

### **Financial Implications:**

The contract costs related to the emergency repairs at Wellesley Dam, which includes engineering consultant assessment and design fees, equipment repair and construction, total \$118,983, excluding HST. R&M Construction completed the emergency repairs at Wellesley dam at a cost of \$83,928, which will include additional work to incorporate public safety fencing at Wellesley. An engineering assessment of the Wellesley dam concrete control structure was completed by AECOM at a cost of \$17,750. The geotechnical assessment and embankment repair design was completed by Sanchez Engineering at a cost of \$6,500. The damaged gate control equipment was repaired at a cost of \$10,500.

R&M Construction has provided a quote to complete the emergency repairs at Baden Dam in the amount of \$81,101.00, with an additional 20% contingency included in the project costs for an upset limit of \$97,332 excluding HST. As the final design is currently under regulatory approval review the project costs for construction include a 20% contingency which is anticipated to be sufficient to address any design changes resulting from regulatory review.

The Water Control Structures Reserve will be used to fund these emergency repair projects.

### **Other Department Considerations:**

Staff from Conservation Area Operations, Natural Heritage, Strategic Communications and Flood Operations provided support for the emergency measures to address these dam safety incidents.

#### **Prepared by:**

Katelyn Lynch  
Director of Water Infrastructure

#### **Approved by:**

Samantha Lawson  
Chief Administrative Officer



# Grand River Conservation Authority

**Report number:** GM-06-25-54

**Date:** June 27, 2025

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

**Subject:** Pride Stables Structural Repairs

---

## Recommendation:

THAT the Grand River Conservation Authority awards the tender for the Pride Stables Structural Repairs in the amount of \$242,500.00 excluding HST to Dakon Construction Limited.

## Summary:

Not applicable.

## Report:

The Grand River Conservation Authority (GRCA) is seeking a general contractor to perform required repairs on a circa 1900's hip roof style barn with a 1950's addition located at 584 Pioneer Tower Road in Kitchener. The building is currently leased to the Central Ontario Developmental Riding Program ("Pride Stables"), which provides therapeutic horseback riding for people with disabilities. The barn covers an area of approximately 8860 ft<sup>2</sup>. The barn is constructed utilizing wooden beams, barn boards, a field stone foundation and a metal roof, the 1950's addition in constructed with concrete blocks with a flat roof system. The building consists of horse stalls and storage on the bottom level and the upper level is utilized as a hay storage area.

Staff were made aware of an ongoing roof leak in the barn by the tenant. Staff made temporary repairs and engaged the services Witzel-Dyce Engineering to review the structure of the building as it appeared that some of the wood structure may have been compromised by water.

Witzel-Dyce Engineering reviewed the barn and provided recommendations on repairs to the foundation, roof, and wooden superstructure. The planned work includes demolition of a rundown shed that drains onto the flat roof, repair load bearing footings, repoint fieldstone & concrete block walls, replacement of broken and/or damaged floorboards, beams, crossmembers, replace lights affected by the repairs, and replacement of flat roof system. A building permit has been applied for with the City of Kitchener but has not been received at the time of this board report submission. Furthermore, as some minor electrical work is part of the scope, an Electrical Safety Authority (ESA) application will be applied for. If required by the City or the ESA as part of the permitting process, any additions or changes will be negotiated with the successful bidder.

The tender for the Pride Stables Structural Repairs was publicly advertised on the Biddingo electronic procurement website on May 15, 2025 and closed on June 9, 2025. A total of thirteen (13) potential bidders downloaded the tender package, with three (3) attending the mandatory site meeting. Three (3) bids were received by the closing time.

The tender submission was opened with a committee consisting of Kayleigh Keighan, Director of Finance, Eric Lalonde, Financial Controller, Joel Doherty, Director of Conservation Lands, and Alan McKee, Project Supervisor. The tender submissions were opened virtually while sharing the screen through Microsoft Teams. The results of the quotation process are shown below in Table 1.

**Table 1: Tender Results**

| <b>Rank</b> | <b>Company</b>                   | <b>Tender Amount<br/>(excluding HST)</b> |
|-------------|----------------------------------|------------------------------------------|
| 1           | Dakon Construction Ltd.          | \$242,500.00                             |
| 2           | Collaborative Structures Limited | \$274,000.00                             |
| 3           | TruGrp Inc.                      | \$480,450.00                             |

Staff are satisfied with the lowest cost submission as it aligns with requirements and budget. Witzel-Dyce Engineering were satisfied with the submissions and agreed with the GRCA's recommendation that Dakon Construction Ltd. be awarded the work.

**Financial Implications:**

This project will be funded by the Property Rental Reserve.

**Other Department Considerations:**

The Finance and Conservation Lands departments have been involved in the design and tender processes.

**Prepared by:**

Alan McKee  
Project Supervisor

Brandon Heyer  
Director of Central Services

**Approved by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

# Grand River Conservation Authority

**Report number:** GM-06-25-66

**Date:** June 27, 2025

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

**Subject:** Current Watershed Conditions as of June 17, 2025

---

## **Recommendation:**

THAT Report Number GM-06-25-66 – Current Watershed Conditions as of June 17, 2025 be received as information.

## **Summary:**

Precipitation in May ranged from 97% normal at Conestogo Dam climate station to 141% at Environment and Climate Change Canada's Brantford Airport climate station (Brantford). On average, precipitation was above normal for May across the watershed. As of June 17, 3-month indicators for precipitation are showing around 121% normal at the 8 climate stations overall, however the observed precipitation over the first half of June has been lower than normal across the watershed.

Recorded temperatures at Shand, Luther, Shades, and Brantford show that the average temperature across the watershed was close to 0.8 degrees Celsius cooler than normal in May. Temperatures in the first 16 days of June were within 1 degree Celsius of the average for the first half of June with Shand slightly cooler and Shades slightly warmer than average.

The large reservoirs are at their normal operating levels for this time of the year and will continue to serve their primary functions of flood storage and low flow augmentation. In the summer and fall of 2025, the G R C A will be undertaking concrete rehabilitation on the upstream (reservoir facing) side of Conestogo dam. To accommodate this work and like last year, the reservoir will be drawn down more than usual for the summer and fall period.

Lake Erie is just above the long-term average.

The seasonal forecast over the next three months is for above normal temperatures for the watershed. No precipitation anomaly has been reported for the watershed for that period.

## **Report:**

### **Precipitation**

Compared to the long-term average for May, precipitation at climate stations across the watershed ranged from 97% at Conestogo to 141% at Brantford with an overall average of 113% at all eight climate stations.

Compared to the long-term average for half of the month of June, precipitation in the first 16 days of June ranged from 12% at Brantford to 83% at Luther with an overall average of around 57% at climate stations across the watershed. Data is shown in Table 1.

Trends in precipitation, as presented in Table 2, show that over the past 3 months, the watershed has experienced above normal precipitation overall. Precipitation amounts ranged from around 97% at Shades to 135% at the Woolwich climate station with an overall average of around 121%. Over the past 6 months, the watershed has experienced above normal conditions overall with an average of around 126%. Over longer periods of 12 to 18 months recorded precipitation is close to normal long-term averages. A visual representation of these trends for the Shand climate station is provided in Figure 1.

**Table 1 Current monthly precipitation for climate stations across the watershed up to the morning of June 17, 2025**

| <b>2</b>  | <b>Current Month<br/>Precipitation (mm)</b> | <b>Long Term Average<br/>Precipitation (mm)</b> | <b>Percentage of Long-<br/>Term Average (%)</b> |
|-----------|---------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Shand     | 37.5                                        | 45.8                                            | 82%                                             |
| Conestogo | 34.6                                        | 47.2                                            | 73%                                             |
| Guelph    | 18.6                                        | 43.6                                            | 43%                                             |
| Luther    | 38.0                                        | 45.9                                            | 83%                                             |
| Woolwich  | 22.8                                        | 38.2                                            | 60%                                             |
| Laurel    | 24.0                                        | 43.4                                            | 55%                                             |
| Shades    | 19.4                                        | 42.4                                            | 46%                                             |
| Brantford | 3.9                                         | 33.1                                            | 12%                                             |

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

| <b>Climate Station</b> | <b>Last<br/>Month</b> | <b>Last 3<br/>Months</b> | <b>Last 6<br/>Months</b> | <b>Last 12<br/>Months</b> | <b>Last 18<br/>Months</b> |
|------------------------|-----------------------|--------------------------|--------------------------|---------------------------|---------------------------|
| Shand                  | 110%                  | 132%                     | 134%                     | 105%                      | 112%                      |
| Conestogo              | 97%                   | 106%                     | 127%                     | 94%                       | 102%                      |
| Guelph                 | 115%                  | 129%                     | 131%                     | 102%                      | 110%                      |
| Luther                 | 110%                  | 128%                     | 142%                     | 108%                      | 115%                      |
| Woolwich               | 115%                  | 135%                     | 133%                     | 95%                       | 102%                      |
| Laurel                 | 107%                  | 114%                     | 121%                     | 97%                       | 100%                      |
| Shades                 | 111%                  | 97%                      | 106%                     | 98%                       | 106%                      |
| Brantford              | 141%                  | 130%                     | 113%                     | 102%                      | 110%                      |

### **Air Temperatures**

Recorded temperatures in May at Luther, Shand, Shades, and Brantford were around 0.8 degrees Celsius cooler than the long-term average at the stations, overall. Temperatures in the first 16 days of June were within 1 degree Celsius of the average for the first half of June with Shand slightly cooler and Shades slightly warmer than average. A visual representation of these trends for the Shand climate station is provided in Figure 2.

### **Lake Erie Water Levels**

During May, the average lake level was approximately 0.12 metres above the long-term average and 0.16 metres below last year. As of June 15, the mean water level in Lake Erie was 0.10 metres above the monthly long-term average and 0.15 metres below June 2024.

The most probable forecast for Lake Erie is for lake levels to follow a seasonal decrease, close to the long-term average. Figure 3 shows the observed water levels starting in 2021 as well as the range of water levels expected over the next five months.

### **Reservoir Conditions**

The large reservoirs are being used to meet downstream flow targets and are at their normal operating levels for this time of year.

In the summer and fall of 2025, the GRCA will be undertaking concrete rehabilitation on the upstream (reservoir facing) side of Conestogo Dam. To accommodate this work, the reservoir level will be drawn down more than typical for the summer and fall. Details of the Conestogo Dam Rehabilitation Project can be found in the Dams and Reservoirs section of the GRCA website under GRCA dams.

As of mid-May, there is roughly 13% flood storage available at Shand and approximately 25% at Conestogo. Year to date reservoir levels and operating rule curves are shown in Figure 4, Figure 5, Figure 6, and Figure 7 for the four largest reservoirs.

### **Low Water Response**

The watershed has experienced lower than normal rainfall in the first part of June and stream flows have started to recede. Precipitation and streamflow data will continue to be monitored. If indicators show a need to move into a low water condition, a meeting will be scheduled with the Low Water Response Team to discuss conditions.

### **Long Range Forecast**

Environment and Climate Change Canada is forecasting above normal temperatures for the watershed over the 3 months of June, July, and August 2025. The outlook shows an above normal precipitation anomaly for areas to the east and north of the watershed, but not directly over the watershed.

### **Flood Preparedness and Flood Centre Activities**

The GRCA flood operations center has not issued any flood messages in May or June, 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:**

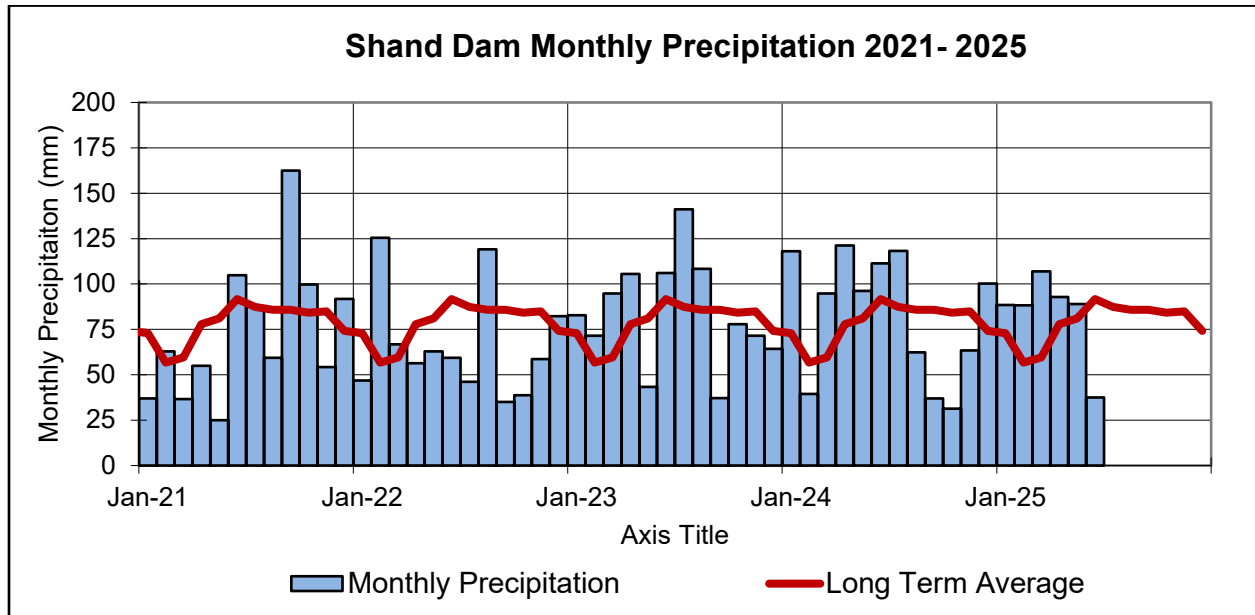
Mark Anderson, P. Eng.  
Senior Engineer – Flood Management

Liz Fisher  
Water Management Supervisor

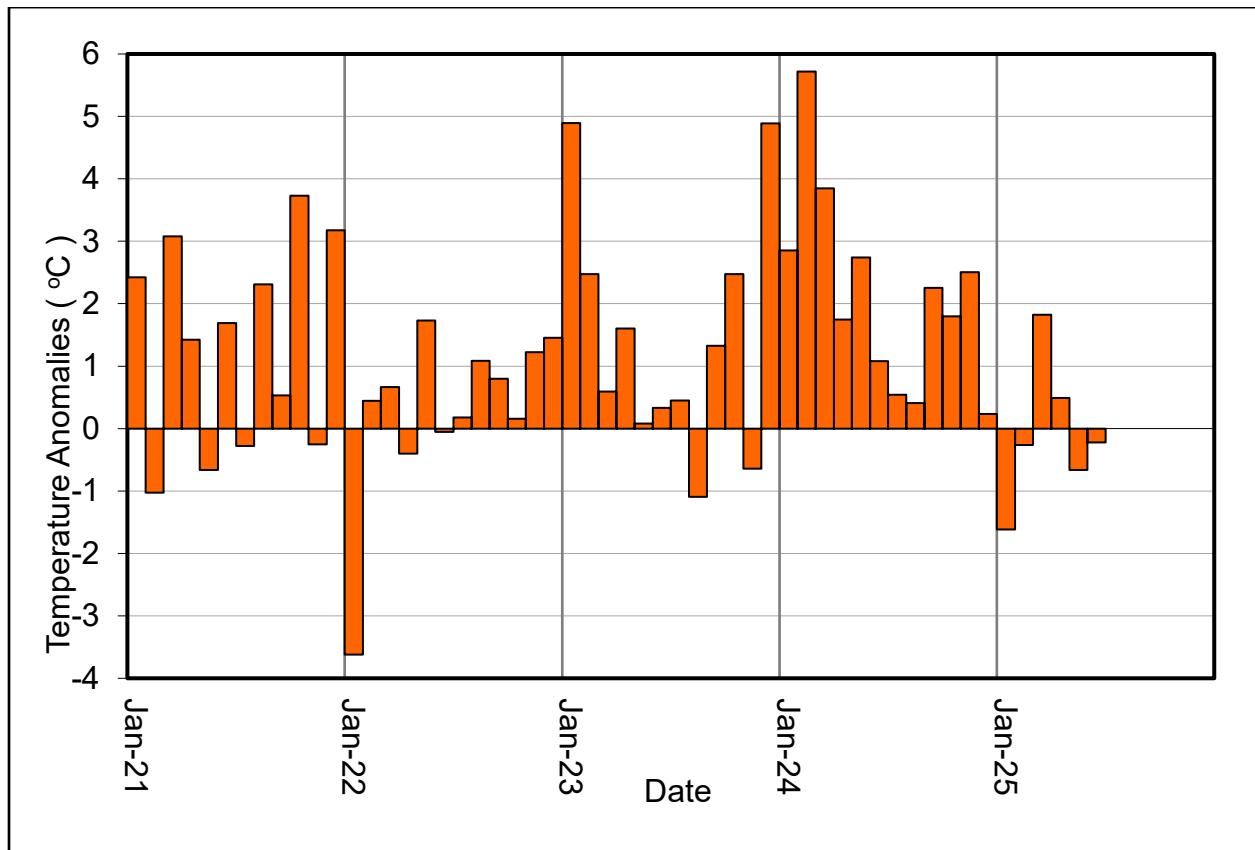
### **Approved by:**

Vahid Taleban, P. Eng  
Director of Flood Operations

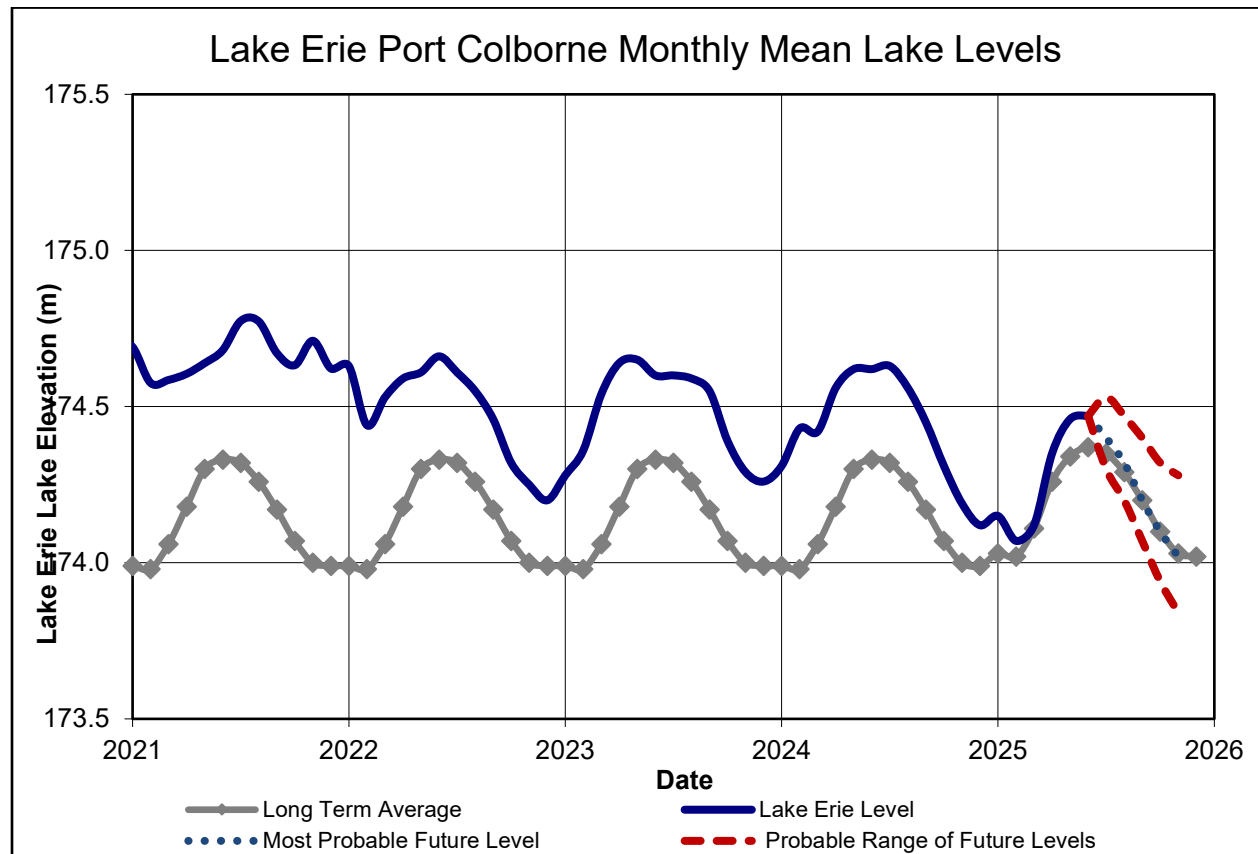
**Figure 1: Shand Dam Monthly Precipitation 2021 to June 17, 2025**



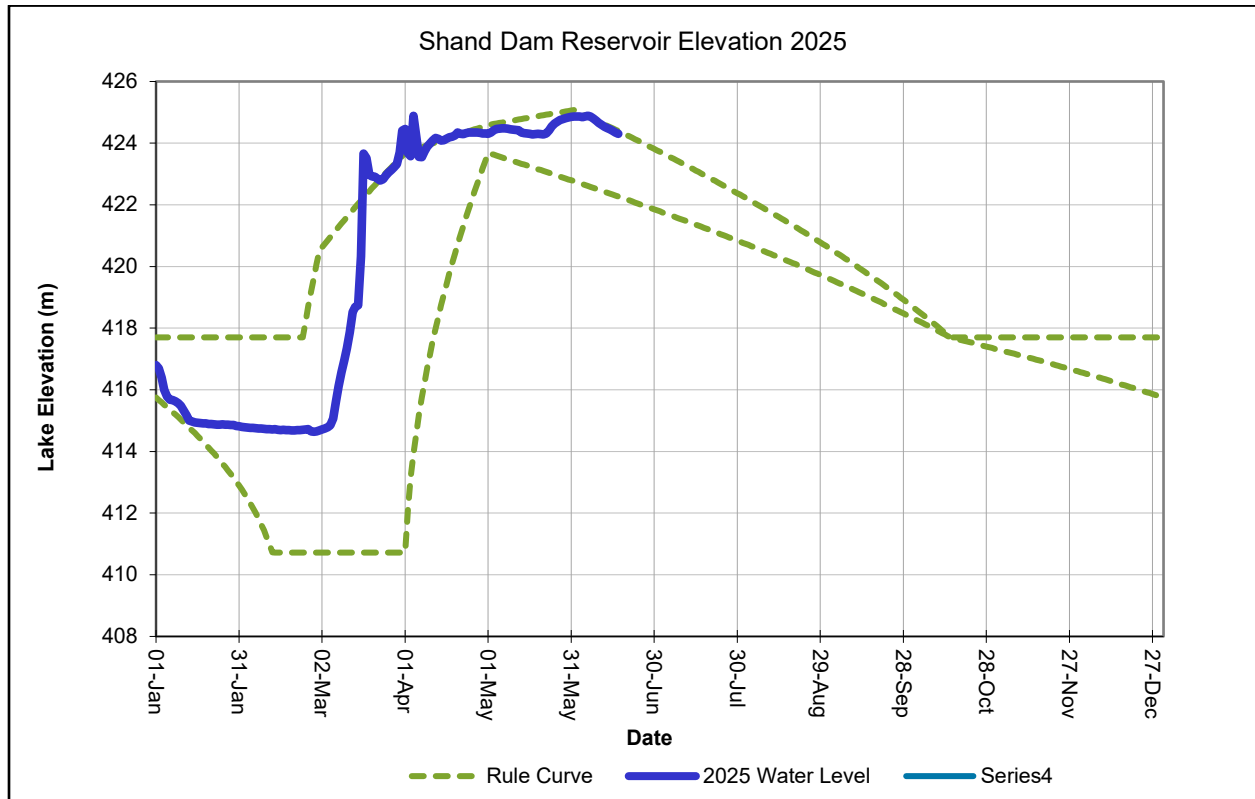
**Figure 2: Monthly Average Air Temperatures at Shand Dam from 2021 to June 17, 2025**



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



**Figure 4: Shand Reservoir Elevation Plots for 2025**



**Figure 5: Conestogo Reservoir Elevation Plots for 2025**

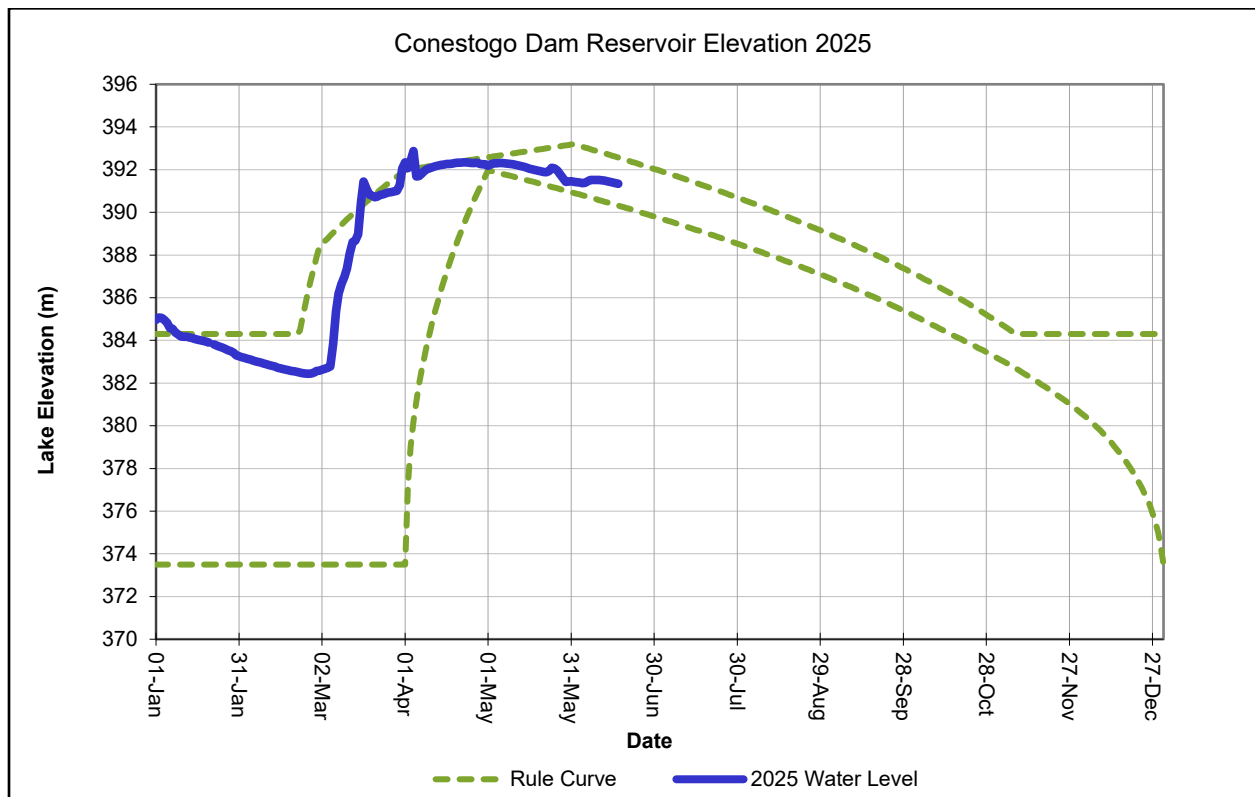




Figure 6: Guelph Reservoir Elevation Charts for 2025

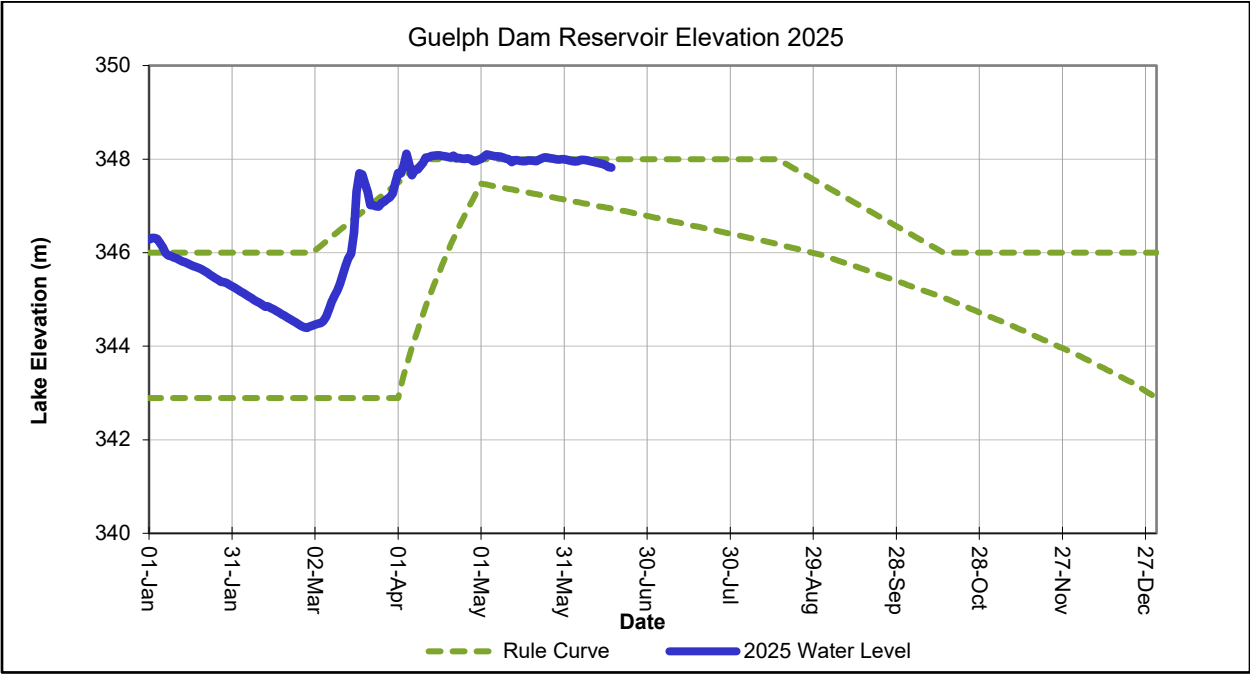


Figure 7: Luther Reservoir Elevation Charts for 2025

