



**Grand River Conservation Authority**

**Agenda - General Meeting**

**PUBLIC**

Friday, September 27, 2019

9:30 a.m.

Auditorium

Grand River Conservation Authority

400 Clyde Road, Box 729

Cambridge, ON N1R 5W6

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**Pages**

1. **Call to Order**
2. **Certification of Quorum – 13 Members constitute a quorum (1/2 of Members appointed by participating Municipalities)**
3. **Chair's Remarks**
4. **Review of Agenda**

THAT the agenda for the General Membership Meeting of September 27, 2019 be approved as circulated.
5. **Declarations of Pecuniary Interest**
6. **Minutes of the Previous Meetings**

THAT the minutes of the General Membership Meeting of August 23, 2019 be approved as circulated.
7. **Business Arising from Previous Minutes**
8. **Hearing of Delegations**
  - a. **Julia Morrison and Leonard Chaplinsky - Further information regarding residential property**

Documentation provided by the delegation has been prepared as an addendum and distributed to the Board electronically in an effort to reduce printed materials. The addendum is also available to the public on GRCA's online calendar

**9. Presentations**

**10. Correspondence**

THAT Correspondence from the Ministry of Environment, Conservation and Parks regarding improving transparency and accountability be received as information.

- a. MECP: Improving transparency and accountability 10

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

**12. Reports:**

- a. GM-09-19-90 - Residential Program Wind-down - Demolitions 12

THAT the Grand River Conservation Authority demolish the house, known as the Leishman Residence, located on Lot 1, Concession 9, Division C, Pt Lot 2, Concession 9, Division C, Township of Guelph, Parts 1, 2,3, 61R244, save and except Pt 1 61R6941, Pt 1 61R6839; Township of Guelph, known municipally as 5501 Wellington Road 38, Guelph/Eramosa.

- b. GM-09-19-99 - Chief Administrative Officer's Report 21

THAT Report GM-09-19-99 – Chief Administrative Officer's Report be received as information.

- c. GM-09-19-97 - Human Resources Policies Update 2019 39

THAT the Grand River Conservation Authority Human Resources Policies dated September 2019 be approved and implemented.

- d. GM-09-19-92 - Provincial Offences Act Officer Designation 101

THAT the Grand River Conservation Authority designate Pamela Walther-Mabee as a Provincial Offences Act Officer.

- e. GM-09-19-86 - Cash and Investment Status 102

THAT Report Number GM-09-19-86 Cash and Investment Status – August 2019 be received as information.

- f. GM-09-19-95 - Financial Summary 104

THAT the Financial Summary for the period ending August 31, 2019 be approved.

- g. GM-09-19-88 - Budget 2020 (draft #1) 125

THAT Report Number 09-19-88 - Budget 2020 (draft #1) be received as information.

- h. GM-09-19-94 - Water Control Structures Major Maintenance Forecast 2019-2024 150
- THAT Report GM-09-19-94 - Water Control Structures Major Maintenance Forecast – 2019-2024 be received as information
- i. GM-09-19-93 - Cambridge East Bank Dike Repair Tender Award 162
- THAT the Grand River Conservation Authority award the tender with Cambridge Landscaping and Construction Ltd. in the amount of \$129,503.65 (including HST);
- AND THAT a project budget of \$140,000 be approved.
- j. GM-09-19-89 - Acquisition of River Level Measuring and Logging Equipment 164
- THAT Grand River Conservation Authority acquire:
- (A) 50 IRIS 270-DC data logger devices from Hydrological Services America at a total cost of \$128,450 USD plus applicable sales taxes; and
- (B) 50 AD375MA Absolute Shaft Encoders from Hydrological Services America at a total cost of \$58,200 USD plus applicable sales taxes;
- AND THAT these expenses be funded by the gauge reserve.
- k. GM-09-19-91 - Demolition and Soil Remediation Services at Brant Conservation Area Tender Results 167
- THAT the Grand River Conservation Authority award the tender for Demolition and Soil Remediation Services at Brant Conservation Area to QM LP of Mississauga, Ontario in the amount of \$175,640.70, excluding HST;
- AND THAT the Grand River Conservation Authority approve a project budget of \$295,000;
- AND THAT any shortfall in insurance coverage for the overall project expenses be funded from the Conservation Area Reserve.
- l. GM-09-19-87 - Halidmand County Memorandum of Understanding for Plan Review Services 170
- THAT the Grand River Conservation Authority endorse report GM-09-19-87 – Haldimand County Memorandum of Understanding for Plan Review Services,
- AND THAT the Chief Administrative Officer be authorized to sign the final Memorandum of Understanding for Plan Review Services on behalf of the Grand River Conservation Authority,
- AND THAT the existing 2016 Memorandum of Understanding be terminated.

m. GM-09-19-98 - Environmental Assessments 182

THAT Report Number GM-09-19-98 Environmental Assessments be received as information.

n. GM-09-19-97 - Current Watershed Conditions 184

That Report Number GM-09-19-96 – Current Watershed Conditions as of September 17, 2019 be received as information.

**13. Committee of the Whole**

**14. General Business**

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

**16. Other Business**

**17. Closed Meeting - Not required**

**18. Next Meetings**

- General Membership - October 25, 2019 at 9:30 a.m.
- GM Composition Review Committee - October 25, 2019 following the meeting of the General Membership

**19. Adjourn**

**20. Grand River Source Protection Authority Meeting**

**Regrets only to:**

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

**From:** [Karen Armstrong](#)  
**To:** [Eowyn Spencer](#)  
**Subject:** FW: Improving transparency and accountability  
**Date:** Thursday, September 5, 2019 8:54:08 AM

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From: "Minister, MECP (MECP)" <[Minister.MECP@ontario.ca](mailto:Minister.MECP@ontario.ca)>  
Date: 2019-08-23 8:10 p.m. (GMT-05:00)  
To: Kim Gavine <[KGavine@conservationontario.ca](mailto:KGavine@conservationontario.ca)>  
Subject: Improving transparency and accountability

Dear Ms. Kim Gavine,

On Friday August 16th, I sent a letter to conservation authorities and municipalities to reiterate our government's commitment to improve transparency and accountability for conservation authority activities, and to focus on the delivery of programs and services related to their core mandate. Response from municipal leaders was very positive at the Association of Municipalities of Ontario conference this past week.

The changes we are making through Bill 108, the *More Homes, More Choice Act*, to refocus conservation authorities to their core mandate is an opportunity to have them work in a more transparent and open way with municipalities so the public understands what is being paid for. Municipalities contribute a significant amount of money to conservation authorities' annual budgets. Municipal councils, like any level of government, are elected to serve the public and their communities which is why our government clearly specifies in Bill 108 that they have the option to enter into transparent and public funding agreements with conservation authorities for non-core services.

I strongly encourage conservation authorities to proactively formalize these arrangements with their municipal partners. Where agreements already exist, the *Conservation Authorities Act* and upcoming regulations will help streamline these relationships.

I further indicated that conservation authorities should not proceed with any increases to fees or levies while legislation and regulations are put in place unless they are supported by your partner municipalities for 2020 and beyond. Unfortunately, we've heard some conservation authorities with operating budgets of millions of dollars can't find even one per cent of efficiencies.

I appreciate the productive conversations with municipalities and stakeholders at the AMO conference, and I look forward to further discussion and engagement with municipalities, conservation authorities, Indigenous communities, and stakeholders that are involved with the stewardship of our lands on upcoming regulations to ensure that we're moving conservation authorities towards those mandated programs.

I encourage you to share this letter with your membership as a means to clarify how we will be moving forward.

Sincerely,

Jeff Yurek

Minister of the Environment, Conservation and Parks

# Grand River Conservation Authority

**Report number:** GM-09-19-90  
**Date:** September 27, 2019  
**To:** Members of the Grand River Conservation Authority  
**Subject:** Residential Program Wind-down - Demolitions

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## **Recommendation:**

THAT the Grand River Conservation Authority demolish the house, known as the Leishman Residence, located on Lot 1, Concession 9, Division C, Pt Lot 2, Concession 9, Division C, Township of Guelph, Parts 1, 2,3, 61R244, save and except Pt 1 61R6941, Pt 1 61R6839; Township of Guelph, known municipally as 5501 Wellington Road 38, Guelph/Eramosa.

## **Summary:**

Houses owned by the GRCA were acquired as part of various land acquisition projects, most often for flood control. The houses that were not immediately demolished for construction of the projects were held for future assessment and rented to tenants. The General Membership approved the recommendation to wind-down the residential program and the proposed four-stage approach for the wind-down (Resolution No. 2016-118). Since 2016, annual correspondence has been sent to all tenants regarding the status of the wind-down of the program.

The recommendation to demolish the Leishman residence was brought before the General Membership on August 23, 2019. The recommendation was deferred in order to obtain further supporting information for the staff recommendation. This report outlines the evaluation that was undertaken for the Leishman Residence based on factors which have been consistently applied when deciding the future use of the houses in the residential tenancy program.

## **Report:**

The recommendation to demolish the Leishman residence was brought before the General Membership on August 23, 2019 and deferred in order to obtain further supporting information for the staff recommendation. This report provides background on the winding down on the residential tenancy program and provides details on the evaluation of options that was undertaken for this property.

## ***Background***

Houses owned by the GRCA were acquired as part of various land acquisition projects, most often for flood control. The houses that were not immediately demolished for construction of the projects were held for future assessment and rented to tenants.

A previous Strategic Plan identified that one of the challenges facing the Authority is the number of assets it owns and limited funding available for maintenance of these assets. As such, in 2013, staff began a comprehensive review of the GRCA's residential tenancy program from both a liability and business/financial perspective. From a liability

perspective, the GRCA has responsibilities under the *Residential Tenancies Act* and *Occupier's Liability Act*, such as providing uninterrupted vital services to all rental units, keeping the units in a good state of repair and abiding all health, safety, housing and maintenance standards as set in provincial legislation and municipal bylaws. If the GRCA as the landlord does not adequately meet these standards, there is significant liability and risk to the GRCA.

From a business/financial perspective, an analysis was undertaken at the macro and micro level. At the macro level, challenges related to the overall administration of the program were assessed, including a review of revenue versus expenses. At the micro level, an assessment of the individual rental units was undertaken. The analysis concluded that rural rental properties represent a poor business model as the program as a whole was projected to operate at a net loss to the GRCA.

Based on the comprehensive review, a wind-down of the residential tenancy program was recommended. A framework for the wind-down was proposed, consisting of four stages: Stage 1 houses representing the most imminent potential safety and financial liabilities, Stage 2 houses representing current financial liabilities, future financial liabilities or both; Stage 3 properties are a hybrid between Stage 2 and Stage 4; and Stage 4 houses represent properties that can be held for a period of time and re-evaluated once properties from the first three stages have been removed from the inventory. The General Membership approved the recommendation to wind-down the residential program and the proposed four-stage approach on July 22, 2016 (Resolution No. 2016-118).

An evaluation of options for each house was undertaken to determine if the house should be retained for GRCA's own use (alternative business use) or be disposed of by either selling the parcel as a whole, severing and selling the house, or demolishing the structure.

The GRCA was advised by legal counsel when the wind-down of the residential program began that the key to successfully winding-down the program would be to undertake the implementation consistently and objectively. The following factors have been consistently considered to inform which option should be recommended.

- Condition of the house;
- Special attributes that should be preserved (i.e. historic relevance)
- Ability to qualify for disposition based on local and provincial planning policies and Ministry of Natural Resources (and Forestry) Guidelines for Disposition of Conservation Authority Property
- Current and potential future impact on the GRCA's operations (i.e. maintenance, encroachments, existing agreements, contribution to operational revenue)
- Future potential of property.

At the time of Board approval to wind-down the program (2016), a registered letter was sent to all tenants advising of the wind-down. Each year since 2016, GRCA has provided an update to the status of the program wind-down. A copy of this correspondence is attached to the report.

### **Leishman Residence Evaluation**

The Leishman property was acquired by the GRCA in 1972 as a Guelph Flood Control acquisition. The residence is located in the Township of Guelph/Eramosa on Wellington Road 38 on a parcel which is approximately 102 acres. Fifty-seven (57) of which are rented as agricultural land, 20 acres are wooded area, six acres are tree rows between the farm fields, 13 acres are grasslands, the residential leased area is three acres, and the balance is a commercial lease for a communications tower. There is a cut-out in this parcel that was transferred to Guelph Township in 1997 for the installation of a water tower to accommodate future growth.



Leishman was identified as a Stage 3 house in the evaluation of the residential program wind-down and is currently occupied. Staff undertook an evaluation of the options possible for this property using the factors noted above which have been consistently applied to inform a recommendation.

***Retain house for GRCA's own use***

As the house is not within or close to a GRCA Conservation Area, this option is not applicable.

***Sell parcel as a whole***

While the sale of the entire property would likely meet the Ministry of Natural Resources (and Forestry) Guidelines for Disposition of Conservation Authority Property, there are financial/business and future potential implications that must be considered.

From a financial/business perspective, there are existing licence agreements on the property for the agricultural use and communications tower which encumber the ability to sell the parcel in its entirety. Furthermore, these agreements generate approximately \$30,000 per year in revenue which is unrestricted and can be utilized for operational/program expenses. Conversely, if the lands were sold, the revenue goes to the Land Sale Reserve. These reserve funds are restricted and can only be used for specific projects as identified in MNRF 1997 guidelines, such as acquisition of environmentally sensitive lands, construction/repair of infrastructure including dam and dikes, watershed planning or restoration projects for bank/slope erosion.

From a future potential perspective, the property is located just north of the City of Guelph boundary. While there is no contemplation of a different designation in the current planning horizon in the City of Guelph or County of Wellington Official Plans, the long-term future of this property is unknown.

Staff recommend that the sale of the parcel as a whole not be pursued to maintain a source of unrestricted revenue and keep as many options open as possible in the future.

***Sever and Sell***

In order to assess if a severance would be in the best interest of the GRCA, several factors were considered. The feasibility of obtaining approval of a consent application to sever the residence was assessed. For Planning Act applications, the objective for GRCA staff is to submit a consent application that is in keeping with provincial and local planning policies. While many of the policies can be achieved, it is uncertain whether the surplus farm policy from Wellington County's Official Plan which states that "the surplus residence is habitable and is not expected to be demolished by the owner" can be met. The residence has no known special attributes and the Township of Guelph/Eramosa has confirmed that the house does not have any heritage attributes.

At a site visit in 2013, the exterior of the Leishman property was found to be in poor condition. In keeping with the landlord's responsibilities under the *Residential Tenancies Act*, maintenance tasks were prioritized and completed to ensure there would be no water, rodent or heating issues. The interior of the house was in fair condition, however in 2015 staff attended the site and found the interior had been extensively renovated without permission or permits. Renovations included the removal of walls, plumbing, and electrical work. As this work was done without permission or permit(s) which would have required inspections, the quality and safety of the work in this house is unknown. The GRCA is now responsible for the maintenance of any renovations that the tenant has completed. Additional future liabilities have been identified including a new furnace, soffits, eavestroughs, windows, drywall and flooring in the upstairs, etc. The life span of the septic system is unknown. Based on past farm appraisals, the majority of the value is in the

land, not the house. Taking this into consideration combined with the age, condition, current and future liabilities and the fact that house has no known special attributes, it is likely the house would be demolished by a purchaser and the intent of the surplus farm policy will not be met.

Financial, operational and liability implications of a severance were also considered. The cost of the GRCA to complete a severance would be approximately \$15,000-25,000. This includes the completion of a survey and reference plan, the cost of the application itself, clearing of conditions and perimeter fencing. The time it would take to complete the severance is approximately 1 year, assuming there are no appeals on its approval.

Staff anticipate that a condition of approval would be imposed that requires the passing of a bylaw that prohibits further severances on the retained parcel. This would limit future options for this property. For example, the option of severing off the commercial lease which generates considerable revenue and selling the remainder of the parcel would likely not be permitted as a second severance would be required.

Operational impacts of a severance would also include staff time to monitor the property boundaries and deal with any encroachments, which affects capacity.

It is important to note that while staff anticipate a sale would likely qualify for disposition under the Ministry of Natural Resources (and Forestry) Guidelines for Disposition of Conservation Authority Property, Minister's approval generally takes 1 year to complete. This would mean that the GRCA would be required to maintain its obligations as a landlord and maintain the property, house and outbuilding to a certain standard for at least 2 years prior to the sale of the severed lands.

Another consideration is that while the tenant has indicated a desire to purchase a severed parcel, it would have to be sold on the open market. If the current tenant was not successful in a bid to purchase, staff would proceed with the eviction process through the Landlord and Tenant Board. Again, while the house is occupied, the GRCA must fulfill its obligations as a landlord under the Residential Tenancy Act

Given the uncertainty of approval, and the financial, liability and operational impacts of a severance, staff recommend that a severance not be pursued.

### ***Demolition***

As outlined above, the house cannot be used for GRCA's own use, it has current and future liabilities as well as operational impacts, and the property is not a recommended candidate for severance or disposal in its entirety. Staff recommend that the house and the outbuilding be demolished.

### ***Conclusion***

With the winding down of the residential tenancy program, demolition of the house and retention of the parcel in its current configuration would provide unrestricted revenue from the commercial and agricultural leases for the foreseeable future with minimum operational expenses, while maintaining the value of the land and keeping as many potential future opportunities open as possible in the long-term.

### **Financial implications:**

This report recommends the demolition of the house and outbuilding. Based on previous estimates, the anticipated cost to demolish these buildings would be approximately \$40,000. This estimate assumes a straightforward dismantling of the building and does not include decommissioning of the well and septic system, removal of asbestos and

hazardous materials, or removal of any outbuildings or other factors that may complicate the building's removal.

The demolition would be undertaken as an expenditure of the Flood Control projects for which the houses were acquired and will be funded from the land sale reserve.

Once demolished, the Municipal Property Assessment Corporation will reassess the properties, and the GRCA may see an annual reduction in municipal taxes for the properties. The demolition of these properties will also reduce potential safety hazards and operating expenses.

Forecast adjustments will be made to reflect the proposed changes.

**Other department considerations:**

This house is located outside of the regulated area. The Finance Department has been consulted with respect to the proposed demolitions and their respective funding implications.

**Prepared by:**

Trina Seguin  
Supervisor of Property Projects

Beth Brown  
Manager of Property

**Approved by:**

Samantha Lawson  
Chief Administrative Officer



July 26, 2016

Julia Morrison & Leonard Chaplinsky

Address Removed

COPY

Dear Julia and Leonard,

**RE: Grand River Conservation Authority's Residential Tenancy Program**

On July 22, 2016 staff presented a report to the General Membership of the Grand River Conservation Authority (GRCA) regarding an evaluation that had been completed of the GRCA's Residential Tenancy program. This evaluation included an assessment of the program from a business and financial perspective. The evaluation recommended that the rental program should be discontinued and wound down in the future. This recommendation was approved by the GRCA General Membership. A copy of this report is available on GRCA's website at [www.grandriver.ca](http://www.grandriver.ca).

As part of the wind-down staff have developed a framework that will determine the sequence in which staff will terminate the residential leases. Multiple factors will influence the sequencing such as financial liabilities, unit profitability, projected maintenance costs, use of land for alternative business purposes, etc. It is anticipated that the entire process could take approximately 10-15 years.

The framework will be re-evaluated annually after the completion of the annual inspection of each residential property. Every tenant will be contacted individually prior to the termination of their residential lease. Guidelines for the termination of residential leases by the landlord can be found on the Landlord and Tenant Board of Ontario website at <http://www.sjto.gov.on.ca/lrb/>. The GRCA has greatly appreciated your patronage over the years and recognizes that many of our tenants have been long term occupants of our residences. If you have any questions about the process or the evaluation, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Samantha Lawson". The signature is stylized, with a large loop for the 'S' and a cursive 'Lawson'.

Samantha Lawson  
Manager of Property  
Grand River Conservation Authority



September 14, 2017

Julia Morrison & Leonard Chaplinsky

Address Removed

Leishman  
P1390

COPY

Dear Julia and Leonard,

**RE: Grand River Conservation Authority's Residential Tenancy Program**

On July 22, 2016 staff presented a report to the General Membership of the Grand River Conservation Authority (GRCA) regarding an evaluation of the GRCA's Residential Tenancy program. This evaluation included an assessment of the program from a business and financial perspective. The evaluation recommended that the rental program should be discontinued and a four stage wind-down be implemented. This recommendation was approved by the GRCA General Membership, and a letter notifying the tenants of the wind-down of the program was sent on July 26, 2016.

The intention of this letter is to provide an update on the status of the program wind-down. Stage 1 of the program wind-down is now complete, and Stage 2 will be completed by early 2018. In the summer of 2018, Stage 3 of the program wind-down will commence.

Every tenant will be contacted individually prior to the termination of their residential lease. Guidelines for the termination of residential leases by the landlord can be found on the Landlord and Tenant Board of Ontario website at <http://www.sjto.gov.on.ca/lrb/>. The GRCA has greatly appreciated your patronage over the years and recognizes that many of our tenants have been long term occupants of our residences. If you have any questions about the process or the evaluation, please feel free to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "S. Lawson".

Samantha Lawson  
Manager of Property  
Grand River Conservation Authority



October 29, 2018

COPY

Leonard Chaplinsky and Julia Morrison

Address Removed

Dear Leonard and Julia,

**RE: Grand River Conservation Authority's Residential Tenancy Program Update**

On July 22, 2016 staff presented a report to the General Membership of the Grand River Conservation Authority (GRCA) regarding an evaluation of the GRCA's Residential Tenancy program. This evaluation included an assessment of the program from a business and financial perspective. The evaluation recommended that the rental program should be discontinued and a four stage wind-down be implemented. This recommendation was approved by the GRCA General Membership, and a letter notifying the tenants of the wind-down of the program was sent on July 26, 2016.

A follow-up letter was sent on September 14, 2017 providing an update of the program wind-down, indicating that Stage 1 of the wind-down is complete, Stage 2 was anticipated to be completed in early 2018, and in the summer of 2018, Stage 3 of the wind-down would commence.

The intention of this letter is to provide a further update on the status of the program wind-down. Stages 1 and 2 of the program wind-down are now complete. Stage 3 of the program wind-down has started and over half of the Stage 3 houses are now being addressed. Several of the Stage 4 houses are also currently being addressed due to unanticipated vacancies. In 2019, Stage 3 of the program wind-down will continue.

Every tenant will be contacted individually prior to the termination of their residential lease. Guidelines for the termination of residential leases by the landlord can be found on the Landlord and Tenant Board of Ontario website at <http://www.sjto.gov.on.ca/lrb/>. The GRCA has greatly appreciated your patronage over the years and recognizes that many of our tenants have been long term occupants of our residences. If you have any questions about the process or the evaluation, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Lawson". The signature is stylized with a large, looped initial "S" and a cursive "Lawson".

Samantha Lawson  
Manager of Property

# Grand River Conservation Authority

**Report number:** GM-09-19-99

**Date:** September 27, 2019

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

**Subject:** Chief Administrative Officer's Report

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## **Recommendation:**

THAT Report GM-09-19-99 – Chief Administrative Officer's Report be received as information.

## **Report:**

This report provides a brief overview of current activities. It covers programs and activities that are not included in monthly reports.

1. Operations Division Update: Due to changes in the Operations Division, Karen Armstrong is currently overseeing that division.
2. Meetings with Watershed MPPs and Minister's staff: The Chair and senior staff have met with multiple watershed MPPs and MNRF/MECP Minister's staff over the past few weeks to discuss GRCA's role in watershed management. The meetings have been encouraging and staff are hopeful that the Province will include GRCA in the engagement process for the development of the regulations.
3. Request from Township of Mapleton: The municipality has requested that the GRCA investigate the feasibility of extending the existing dike in Drayton upstream of Wellington Street to tie into higher ground. Engineering staff will complete a high level assessment of this request to determine if the benefits from a higher level of protection to the community of Drayton would exceed the cost to implement an extension of the dyke. This high level assessment would be completed as part of 2020 work prior to proceeding with any recommendations to the municipality.
4. Meeting with Provincial Flood Advisor: On September 13, 2019 GRCA hosted a roundtable discussion with the Provincial Flood Advisor, Mr. Doug McNeil, as well as municipal partners and politicians from high risk flood areas across the Grand River watershed. In the afternoon, GRCA staff had the opportunity to present recommendations to the advisor. A summary of the recommendations provided is attached to this report. Mr. McNeil was appointed by the Minister of Natural Resources and Forestry as a special flood advisor to review flood management across the province.

## **Submitted by:**

Samantha Lawson  
Chief Administrative Officer





## **Briefing Note on Flood Management Program in Ontario and the Grand River watershed**

September 13, 2019 Grand River Conservation Authority Meeting with Government of Ontario Special Advisor on Flooding, Mr. Doug McNeil

Dwight Boyd, GRCA Director of Engineering; Nancy Davy, GRCA Director of Planning; Lisa Stocco, GRCA Manager of Communications

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### **Introduction**

The flood management program in Ontario has a long history of success. Many other agencies and jurisdictions look to Ontario as a model for managing floods. The combination of non-structural floodplain management (floodplain regulation, flood forecasting and warning) and structural flood mitigation (dams, dikes, and channels) has created a holistic approach to flood management. Proactive investment in flood mitigation and preparedness has reduced the costs and impacts associated with floods in Ontario many times over. The high level outcomes of the Provincial Flood Management Program in Ontario include:

- reduced risk to life - ideally no loss of life;
- reduced flood damages to property by managing existing development in floodplains and avoiding new development in floodplains;
- pragmatic and equitable implementation of floodplain policies across the province; and
- improved flood resiliency, thereby reducing disruption to the economy, facilitating an efficient return to business as usual, and reducing trauma to residents living in floodplains.

It's important to recognize flood management plays a vital supporting role to the Provincial Dam Safety Program and to dike safety where dikes exist.

The Province along with Conservation Authorities and Municipalities should take pride in what has been achieved by the current program. It's timely to review opportunities to improve the current program. New technologies allow more efficient approaches to create improved floodplain mapping and models needed to create new digital floodplain mapping. Digital floodplain mapping provides the opportunity to create new value added products that deliver a more efficient effective program to the residents and businesses in Ontario.

The Grand River Conservation Authority (GRCA) appreciates the opportunity to provide input to the Special Advisor's review of flood management in Ontario.

This briefing note has been organized under the following categories:

1. Roles and Responsibilities

2. Awareness of Risk
3. Legislation and Policy
4. Mitigation and Management

Supplemental information referred to in this briefing note and contained within this binder has also been organized under the above categories.

## **1. Roles and Responsibilities**

### **a. Different types of flooding require different communication, design, mitigation and management approaches**

The term flooding has many meanings and can result from different mechanisms. Riverine or watercourse, shoreline, urban overland, sewer backup local drainage (grading) are all types of flooding resulting from different mechanisms. Some types of flooding like riverine and shoreline flooding are regulated, while others are not. Different design standards apply to different types of flooding and different design, mitigation and management approaches are used to reduce different types of flooding.

#### **Issue/Challenge**

When grouped together and referred to collectively as flooding, this causes confusion and misunderstanding of roles and responsibilities, regulations that may or may not apply and mitigation and management options that may be applied to help reduce flood risk.

#### **Opportunity/Suggestions**

There is a need to clarify roles and responsibilities for riverine and lakeshore flooding hazards versus urban overland flooding, which is an urban drainage issue. The roles and responsibilities for Conservation Authorities (CAs), Municipalities, the Ministry of Environment, Conservation and Parks (MECP) and the Ministry of Natural Resources and Forestry (MNR) need to be clearly defined around the issue of overland flooding. (Municipalities own the infrastructure associated with overland flooding.) The design standards for urban drainage major and minor systems are very different from the design standard for riverine floodplain mapping. It's important to differentiate between the two, and the riverine flood standard (Hurricane Hazel in the Grand River watershed) remains a suitable standard in the watershed. Provincial guidance is needed to clearly define the different types of flooding, the roles and responsibilities of agencies and ministries regarding the different types of flooding, the applicable design standards, the management approaches and mitigation options to reduce risk associated with different types of flooding.

### **b. Updated Floodplain Mapping Technical and Implementation Guidelines are needed**

Technology, tools and approaches to deliver modern digital floodplain mapping have changed since the most recent update of floodplain mapping technical and implementation guidelines was last completed in 2002. Originally, floodplain mapping focused on mapping the regulatory flood-line,

the outer extent of flooding. New digital floodplain mapping products map the inner flood-lines identifying different levels of risk or flood zones for emergency preparedness planning. Mapping the inner flood-lines is a new objective, and it requires different modeling approaches and information to produce reliable estimates of inner flood-lines. The current guidelines don't capture the approaches and duty of care required to map the inner flood-lines. Insurance companies began providing flood insurance to residents in floodplains in approximately 2016. A consequence of insurance companies providing flood insurance has been increased litigation between insurance companies. For example, the insurance company representing a client in the floodplain may seek to sue the insurance company of the CA that provides flood warning and regulates floodplains. CAs and Municipalities are self-insured; therefore, Provincial guidance is extremely important and can aid the CA or Municipality in its defense during litigation.

### **Issue/Challenge**

Updated floodplain mapping technical and implementation guidelines are needed, which recognize new technology and approaches available to deliver new digital floodplain mapping and the duty of care and attention to detail required to produce reliable inner flood-lines used to illustrate flood risk. Provincial guidance is also needed to aid in the defense against legal action from landowners and their insurers. Updated guidance is needed to identify the role of CAs in developing floodplain mapping, approving and adopting floodplain mapping for the purpose of floodplain regulation and policy implementation. The MNRF needs appropriate budget and resourcing to develop, revise and maintain guidelines as technology, approaches, issues and needs arise.

### **Opportunity/Suggestions**

New technologies and approaches have been piloted or developed amongst the Provincial CA community along with CA guidelines for developing new digital floodplain mapping. Case studies could be contributed from the CA community along with CA floodplain mapping guidelines to assist the Province with assessing new approaches and developing new Provincial guidelines for hazard and flood risk mapping. Secondments from the CA community to the MNRF may also be an option to help transfer knowledge and experience and create a collaborative approach to updating floodplain and hazard mapping technical guidelines. Appropriate provincial funding and resourcing needs to be allocated to the MNRF to develop, revise and maintain guidelines as technology, approaches, issues and needs arise. A collaborative approach is recommended to further the development of updated guidelines, MNRF is encouraged to approach CAs and request examples of new approaches to deliver updated floodplain mapping and leverage CA guidance material that has been developed to date.

- c. Flood warning and municipal emergency response need to be integrated**  
Flood forecasting and warning plays an important non-structural role to

achieving the provincial objective of reducing risk to life and reducing property damages due to flooding. It is particularly important to residents in communities or rural areas located in floodplains where mitigation works don't exist. In these areas, flood warnings help residents evacuate and safeguard some of their possessions before a flood occurs. The flood forecasting and warning program is very reliant on the provincial hydrometric network. Stream gauges act as public safety devices, which are used to make decisions of when to issue flood warnings, operate infrastructure such as dams and dikes and provide real-time status reports of the condition of flooding in different reaches of river. The stream gauge networks also provide an important history of flooding, and information from the gauge network can be used to help advocate for preparedness between large floods. The flood forecasting and warning program compliments the provincial dam safety program and aids in achieving the objectives of reduced risk to life, reduced property damage and effective safe operation of dams. To be effective flood forecasting and warning must be integrated with emergency response. Municipalities are responsible for responding to a flood. Preparedness planning is essential to successfully managing and responding to emergencies. New digital floodplain mapping products play an important role providing zone of impact information to municipalities for a range of flooding conditions from minor floods to major floods. Also, CA and MNRF district staff are subject matter experts in the area of flooding and water management. Municipalities rely on CAs to aid both during flood emergencies, as well as in preparedness planning.

### **Issue/Challenge**

Floods happen quickly, sometimes with very little warning and emergency responder resources are finite. The frequency of severe weather and flood events seems to be increasing. Warning and response need to be integrated to be successful. Flood forecasting and warning requires integration with municipal emergency response. There is public confusion regarding roles and responsibilities. CAs provide flood warnings, municipalities provide flood response to residents and businesses in floodplains. At times, there seems to be a perception that emergency preparedness is optional until an emergency occurs. There is inconsistent resourcing for flood forecasting and warning across the province. For example, CAs are not present in all areas of the province. In areas without CAs, the responsibility for flood forecasting and warning is the responsibility of the local MNRF district. Not all CAs and districts are consistently equipped or resourced in order to provide flood forecasting and warning services. Fortunately, large floods do not occur infrequently. However, this creates the challenge of maintaining preparedness and vigilance between large floods, as people tend to become complacent.

### **Opportunity/Suggestions**

Updating floodplain mapping provides the opportunity to produce new products to aid in the flood forecasting and emergency response. Flood zone mapping can provide a fundamental basis for designing and developing response plans for a range of floods. Updated hydrology modelling for

floodplain mapping can be leveraged to create new up-to-date flood forecasting models, tools and techniques. Flood forecasting and warning systems can be designed to reflect the local watershed characteristics and be risk-based. More sophisticated complex warning systems where the risk is highest, and less complex systems where there is a lower risk and more lead time, allow for simpler approaches. Existing flood forecasting and warning guidelines already exist. They can be leveraged and experience from recent floods can be incorporated. It's important to learn from every flood, document learnings and recommend improvements to the system. Existing Provincial Flood Forecasting and Warning guidelines need to be updated. These are currently aspirational guidelines, and consideration should be given to this approach to maintain flexibility of implementation. Updated provincial flood forecasting and warning guidelines need to clearly identify the role of various agencies during flood emergencies and proactive planning outside emergencies. The updated guidelines need to recognize the role of CAs and MNRF districts in proactive municipal emergency preparedness planning for flood emergencies. The guidelines should provide examples of a range of local flood forecasting and warning systems from simple to complex, and encourage systems be designed in a pragmatic manner reflecting local watershed characteristics and the risk being managed. Appropriate funding needs to be provided to CAs and MNRF districts where CAs don't exist to deliver flood forecasting and warning and proactive preparation for flood emergencies. The MNRF should continue to fund the Surface Water Monitoring Centre and continue to provide value added weather forecasting services that offer advanced warning of weather systems, which are a concern from a flood management perspective. Local flood monitoring networks should include local alerting capabilities based on local thresholds to aid in the detection and awareness of unanticipated weather systems that are not in the forecast and may cause flood events. Stream gauge stations should be reviewed particularly at the time of infrastructure renewal to review options to improve business continuity of a gauge to function through the range of floods from small floods to extreme floods. Continued funding of the Federal-Provincial hydrometric network is fundamental to the delivery of a Flood Forecasting and Warning System and Dam Safety Program across the province. Updated guidelines should also reflect the importance of information organization, access and management. The Provincial and CA WISKI data management systems play an important role to the collection, sharing and management of flow and climate information needed to manage floods. The original investment by the MNRF in the WISKI data management system in 2004 was visionary. Updated guidelines need to identify roles and expectations for documenting large flood events, particularly the learning from large floods. Criteria need to be established to define a trigger for the Province completing an investigation into a large flood and its implementation to the flood standard in a given area similar to what was completed for the Harrow Storm. Improved public education is needed to clearly explain the provincial, CA and municipal roles and responsibilities with respect to floods

to the public and political leaders. The Flood Forecasting and Warning Guidelines need to recognize the supporting role flood forecasting and warning contributes to the Provincial Dam Safety Program and to the systematic operation of flood mitigation infrastructure.

**d. Managing the expectations of riverine and lakeshore floodplain residents**

Often residents in the floodplain expect immediate and personal assistance during flood emergencies and compensation after flood emergencies. Understandable, flooding is traumatic for anyone who experiences this type of situation. The reality is emergency responder resources are finite and will be prioritized during an emergency. Along with CAs, Municipalities and other agencies, floodplain residents also have a responsibility to have their own personal emergency preparedness plan for their property.

**Issue/Challenge**

Managing the expectation of riverine and lakeshore floodplain residents for immediate and personal assistance, as well as financial compensation following a flood.

**Opportunity/Suggestions**

Information is needed to aid residents to make their properties more resilient to floods and encourage residents to pursue insurance to reduce the financial burden of flooding. Residents should have a 72 hour plan and should make themselves aware of flooding on their property and prepare their emergency plan during for a flood emergency on their property. Information material needs to be created highlighting the responsibility of residents in the floodplain to have their own emergency plan for flooding on their property. The information material should provide elements that residents should consider in their emergency plan and where they can obtain information during flood emergencies.

**2. Awareness of Risk**

**a. Up-to-date and high accuracy topographic and bathymetric base information is needed**

Several areas of the province don't have the detailed topographic base mapping needed to support the creation of digital floodplain mapping and value added products like flood risk mapping. Topographic LiDAR information has been created for selected areas of the province and the GRCA recently completed proof of concept that large scale capture of Bathymetric LiDAR is possible. LiDAR information is best captured through large scale projects by the Province or Federal government since better economies of scale can be achieved through large scale capture projects. Lack of detailed topographic information is a barrier to moving to digital floodplain mapping in several areas of the province.

**Issue/Challenge**

Continued federal and provincial investment is needed in the area of large scale capture of high accuracy (LiDAR) topographic and bathymetric

information along large rivers and water courses. This investment is important to facilitate the creation of information products to illustrate the extent and depth of the flood risk and flood hazard.

### **Opportunity/Suggestions**

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) recently completed topographic LiDAR mapping for specific areas of Ontario, for example, the area draining to Lake Erie. The GRCA supplemented the Provincial investment by obtaining bathymetric LiDAR along several of the large rivers and water courses in the Grand River watershed. The GRCA project was part of a National Disaster Mitigation Fund (NDMP) funded project and proved concept that large scale capture of bathymetric LiDAR is possible. The combination of topographic LiDAR and bathymetric LiDAR offer the opportunity to efficiently create detailed hydraulic models from the desktop supplemented with field survey of structures (bridges, dams). These new detailed hydraulic models allow the creation of new digital floodplain mapping products, such as flood risk maps and flood inundation maps for emergency response. Detailed high accuracy topographic LiDAR makes the ability to create detailed topography, upon which flood information can be layered to illustrate the depth and extent of various floods. This allows for the creation of digital products to communicate flood information, create awareness and improve planning and response for floods. It's important that the Province and Federal government continue to invest in the large scale capture of topographic LiDAR to a level 0 specification. Future large scale LiDAR projects should consider flood risk to prioritize capture of new detailed LiDAR in areas where it doesn't exist. It's recommended that the Federal and Provincial governments investigate and pursue large scale capture of Bathymetric LiDAR along water courses in areas where flood risk exists. That detailed topographic mapping be used to create flood risk mapping and other digital flood information products in areas of flood risk to improve both awareness and preparedness.

#### **b. Resources are needed to deliver modern digital floodplain mapping**

Continued Federal, Provincial and Municipal investment is needed to fund CAs to deliver modern digital floodplain mapping. Floodplain mapping is more than a line on a map. The hydrology, hydraulic and topographic models used to estimate floodplain mapping support many other water management needs and support flood forecasting models and flood characterization information and products. Original floodplain mapping was created with the objective of identifying the outer Regulatory flood-line used to map the regulatory flood hazard. Identifying the inner flood risk lines associated with the 1 % (1:100), 2 % (1:50), 4 % (1:25), 5 % (1:20), 10 % (1:10), 20 % (1:5) and 50 % (1:2) chance of flood in any given year, require much more detailed hydraulic models that account for hydraulic controls between the banks of the river, for example, rapids or riffles. These rapids and riffles control when flood waters spill onto the floodplain. Detailed topographic and bathymetric LiDAR based information, along with field surveys of structures in the river (bridges and weirs) provide the needed base information to efficiently create digital

floodplain mapping, along with a list of value added products. However, base information and modern software tools aren't enough. Funding for the human resources to develop, check and maintain the models is needed.

### **Issue/Challenge**

Staff and consulting resources are needed to develop, check and maintain modern digital floodplain mapping and associated products. Floodplain mapping updates are best achieved on a water course basis. Water courses can span many municipalities so economies of scale are achieved by completing updates on a water course and associated watershed basis.

### **Opportunity/Suggestions**

The National Disaster Mitigation Program (NDMP) was an effective federal program that provided 50 % funding to complete updated floodplain mapping. That program ends in March 2020. Either a new Federal or Provincial or combination of a Federal/Provincial program could provide the necessary funding. A 10 year funding program should be considered. The Federal Government continues to advocate and encourage adaptation and preparedness for climate variability. One of the most practical adaptations is emergency preparedness and response plans, which help make communities more resilient to climate change. Floodplain mapping and the associated models supporting floodplain mapping are fundamental to the creation of effective emergency preparedness plans for floods. A case could be made to the Federal Government to fund the creation of modern digital floodplain mapping as adaptation and preparedness for climate change and severe weather events. It's suggested that the Provincial Government advocate to the Federal Government for continued funding of the National Disaster Mitigation Program (NDMP), recommending the end date of the program be extended from March 2020 to March 2030. As such, the Federal Government investment in floodplain mapping would help achieve its goal of encouraging adaptation in preparation for climate change and extreme weather events. It's recommended that a 10 year federally funded program be considered to fund floodplain mapping and emergency preparedness plans with respect to floods.

#### **c. Communication to flood impacted communities**

Careful thought and consideration are needed when communicating flood information, particularly flood forecast information. In the Grand River watershed, flood zones are being defined – typically five zones covering a range of floods from initial out of bank flooding out to the regulatory flood. Recently, in preparation for testing of an emergency plan for Conestogo Dam, three additional zones were created downstream of this large dam: the probable maximum flood zone, the sunny day dam break zone, and the probable maximum flood with dam break zone. The probable maximum flood and dam break zones are used for emergency preparedness planning, not for regulation purposes. These new zones help create an awareness that floods can occur beyond the regulatory flood and assist with preparedness planning for extreme events. The use of flood zones during emergencies provides a



buffer - the intent is to slightly over-warn. For example, if a flood forecast indicates a flood may be slightly into zone 2, all of zone 2 is warned, providing a buffer or factor of safety if the flood forecast increases or other factors (debris, jams) cause a higher water level rise than originally anticipated. Using the flood zone approach also avoids implying a high level of confidence or accuracy, whereas a line implies a high level of confidence and accuracy that is not intended nor possible. A zone implies there is a level of uncertainty. Defining flood zones along river reaches or in communities offers the opportunity for more concise and precise flood warning messages integrated with municipal emergency response plans. Reach-based flood zones are created along reaches where the flood peak should be fairly consistent through a reach, for example, along a large river between two tributaries. Up to this year, the GRCA focus was to create community-based inundation maps in selected frequently flooded communities (flood damage centres) like the Town of New Hamburg, supplemented with a plain language communications explaining the flood zones. With the recently available topographic LiDAR, reach-based flood zone maps are being created, which may be supplemented by detailed community-based maps within a given reach. The means our approach to making reach-based flood zone information available to the public is in development. A web delivery of this information is envisioned where the landowner could determine the flood reach and flood zone their property is located in. This sort of information would be available along selected large rivers and urban tributaries in the Grand River watershed. This will complement GRCA's currently publicly available floodplain mapping tool available on GRCA's web site. This current tool allows the public to map regulatory floodplain limits on their property.

### **Issue/Challenge**

The current challenge is how to communicate this information easily to the general public. Consistent flood message language is in place across the province: Watershed Conditions Statement, Flood Watch and Flood Warning. No consideration has been given to how to implement digital flood information delivery to the private citizen during emergencies.

### **Opportunity/Suggestions**

Defining flood zones along river reaches or in communities offers the opportunity for more concise and precise flood warning messages and integrates with municipal emergency response plans or alerting systems. In Waterloo Region, the Region of Waterloo has implemented the Waterloo Alert System. It's a dialer based system that alerts citizens who subscribe of emergencies in their area. The updated Provincial flood forecasting and warning guidelines should consider how to best provide digital flood information to the general public and should consider the incorporation of the flood zone approach as an example of one implementation approach. These guidelines should also consider incorporation of the extreme flood zones 6 (probable maximum flood), 7 (sunny day dam break) and 8 (probable maximum flood + dam break) as zones for emergency preparedness planning.

**d. Standardization and consistency is needed across the province in the use of new technology**

Geographic Information Systems and technology play an ever increasing role in a modern digital floodplain mapping. New digital floodplain mapping products play an important role in communication of information and to planning for emergencies, allowing overlays of various information layers, such as structures, roads, ownership parcels and critical infrastructure. Capturing flood information digitally can play an import role with respect to succession planning, allowing new professionals to become familiar and knowledgeable of flood information and flood risk much more quickly and comprehensively than in the past.

**Issue/Challenge**

There is a need to develop standardized products to communicate and organize flood information graphically to help facilitate floodplain planning, emergency response plan development for flood impacted areas during flood emergencies.

**Opportunity/Suggestions**

New digital floodplain mapping and GIS technology provides opportunities to create new digital floodplain mapping products and communication of flood information. Defining some basic standardized products in technical guidelines offers the opportunity to create province-wide products to aspire to as digital information is developed. When updating floodplain mapping and flood implementation guidelines it's recommended that consideration is given to defining standardized digital floodplain mapping products to facilitate floodplain management and planning, municipal emergency management plans and communications of products for flood emergencies.

**e. Lack of Awareness of Property Owners**

Often when floodplain properties are sold the seller doesn't openly disclose the fact the property is located in the floodplain nor the risk of flooding which is associated with a property. For example, a young couple in the Grand River watershed recently purchased a property adjacent to the Grand River, unaware not only that it was in the floodplain, but also unaware that their home is in the frequently flooded portion of the floodplain with a 20 % to 50 % risk of being flooded in any given year.

**Issue/Challenge**

Disclosure that properties are located in floodplains, or that a property is prone to flooding due to another mechanism, is not required during real estate transactions. Flood risk mapping is often not available to assess the risk of flooding to a property.

**Opportunity/Suggestions**

Make disclosure of properties located in the floodplain mandatory during real estate transactions. Make disclosure of properties prone to flooding due to another mechanism mandatory during real estate transactions. Include

development of flood risk mapping as a product from new updated digital floodplain mapping.

### **3. Legislation and Policy**

#### **a. Incorporation of Floodplain Mapping and Policies in Municipal Planning Documents**

Official Plans include a timeframe within which the existing Zoning By-laws shall be reviewed and amended after approval of a comprehensive Official Review so the Zoning By-law conforms to the policies of the Official Plan. Through this Comprehensive Zoning By-law review, updated floodplain mapping can be incorporated to recognize the hazard and proactively address potential user/policy conflicts.

##### **Issue/Challenge**

The issue is that Zoning By-laws have not been reviewed in the timeline outlined in the Official Plan. Some Zoning By-laws in our watershed are more than 20 years old, while some from this era have only recently been updated. MMAH is accountable to ensure these Comprehensive Zoning By-laws are up to date.

##### **Opportunity/Suggestions**

Recommend the province investigate options to better track compliance of zoning by-law updates to help ensure the latest floodplain regulation information is incorporated into municipal Official Plans and Zoning by-laws in a timely manner.

#### **b. Consideration of risk in application of floodplain management policies**

The regulatory flood-line used to regulate development is not a zero risk line. Each Regulatory Flood Standard (Hazel, Timmins, 1:100) has a risk of occurrence, although policy implementation is tending to be more risk averse, making policy implementation more difficult and inequitable across the province. An example is Laurel Creek through uptown Waterloo – the main channel conveys the 1 % chance flood (1:100), but Hurricane Hazel is the regulatory flood standard. A special policy area (SPA) is in place for uptown Waterloo dealing with a risk of flooding with less than a 1 % chance of occurrence in any given year. If uptown Waterloo used the eastern Ontario regulatory standard, which is the 1 % chance flood, it wouldn't be in the floodplain. The point is not to advocate for a 1:100 flood standard, but to advocate for a consideration of flood risk when floodplain policies are applied.

##### **Issue/Challenge**

This risk associated with the regulatory flood varies across the province. Implementation of floodplain policies don't consider risk, making policies more difficult to implement in an area with a Regulatory Flood that has a low risk of occurrence.

##### **Opportunity/Suggestions**

As new flood risk mapping is developed, it allows the ability to consider flood risk when implementing floodplain policies to facilitate pragmatic

implementation of floodplain policies in areas of existing development. It is recommended that the Province contemplate how to incorporate a consideration of risk when updating floodplain implementation guidelines. This would address inequities in floodplain policy implementation resulting from varying regulatory flood standards across the province, and the different risk of occurrence associated with each regulatory flood standard.

- c. Policy development and implementation needs a collaborative approach**  
Implementers need to be involved in the development of both policy and policy implementation guidelines. Policies and implementation guidelines must be pragmatic and implementable.

**Issue/Challenge**

Staff developing provincial floodplain policies often don't have implementation experience. Consultation on policies and guidelines may occur late in the process, resulting in limited abilities for implementers to provide effective comment and input to the policies and guidelines.

**Opportunity/Suggestions**

The opportunity exists for improved collaboration in the development of policy and implementation guidelines. CA staff have developed experience with policy implementation and could provide effective comments during the policy and implementation guideline development. Secondments of CA staff to MNRF may be a consideration to create a closer more collaborative approach. The MNRF should consider options to increase collaboration and input during the development of floodplain policies and implementation guidelines to better draw on the implementation experience available from CA staff.

- d. Need for a range of policy approaches to fit different situations across Ontario**

There continues to be a need for a range of policy approaches, one zone, two zone and Special Policy Areas (SPA) to provide the range of flexibility to implement pragmatic policy implementation. At times there appears to be a trend to implementing SPA's more like two zone policy areas, which is impractical. Special Policy Areas were only considered and recommended where two zone policies could not be achieved and where existing development (usual urban cores) existed in the floodplain. Special policy areas require sign off by MMAH, MNRF, the Municipality and the Conservation Authority.

**Issue/Challenge**

Municipalities and CAs are becoming more reluctant to review and update existing special policy area policies with more current or new technical information, since provincial approvals are uncertain due to an apparent trend towards increased risk aversion.

**Opportunity/Suggestions**

The fundamental reason special policy areas still exist is to provide flexibility in policy implementation where two zone policies cannot be achieved in pragmatic manner. Implementation policies specific to special policy areas need to be reviewed and updated in close collaboration with implementers. Practical implementation examples are needed to aid in the review and update of existing special policy areas. A pragmatic approach is needed.

## **4. Mitigation and Management**

### **a. Consideration of Mitigation Works when Implementing Floodplain Policy**

In some watersheds throughout the province regulation of flows by purpose built reservoirs were considered and reflected in floodplain mapping regulatory flows and flood-lines. Beyond flood-lines, design of infrastructure like dikes and channel works took a systems design approach that considered regulated flows in the design of dike and channel infrastructure. Some examples in the Grand River Watershed include flood-lines downstream of Shand and Conestogo Dams, the Cambridge-Galt Channel and dikes, the Bridgeport dikes and floodlines downstream of Laurel Creek Dam, and channel works through the City of Waterloo. The decision to include the regulating effectiveness of purpose built infrastructure was previously approved by the Province.

#### **Issue/Challenge**

Based on comments from the Province, there seems to be a trend to take a more risk averse approach and not consider the regulating effect of purpose built reservoirs. Current floodplain mapping guidelines offer the flexibility to include regulating effects of purpose built reservoirs when establishing regulatory design flows for updated floodplain mapping. However, policy implementers are discouraging consideration of the regulating effects of reservoirs. Further policy implementation currently doesn't consider the risk associated with the Regulatory Storm design standard in different areas of the Province. For example in the Grand River watershed, the Hurricane Hazel Regulatory design standard for floodplain mapping has a less than a 1% risk of occurrence in any given year, but risk is not considered. Compounding risk aversion by implementing a low risk regulatory standard and not considering the benefits of flood mitigation infrastructure is costly and creates additional complexity in policy implementation.

#### **Opportunity/Suggestion**

When floodplain technical guidance is updated, clear criteria need to be included for the consideration of when regulating effects of purpose built reservoirs can be considered when defining regulatory design flows used to define floodplains and design flood mitigation infrastructure. If a reservoir is purpose built to provide flood reduction, inspected on a regular basis by an engineer, maintained and its operating procedures are designed to achieve the flood reduction objective, then the regulating effects of reservoirs achieving these criteria should be reflected in downstream regulatory flood flows and associated floodplain mapping.

**b. Funding options for new flood mitigation infrastructure are needed**

Funding opportunities are needed to fund new flood mitigation infrastructure for areas where existing historical development exists in floodplains, and where a business case can be made to justify new flood mitigation works. New mitigation works should not be considered to facilitate new development in undeveloped floodplain areas. Historically, the Province provided funding to implement flood mitigation works such as dams, dikes and channel works to reduce the risk of flooding. It was part of the structural approach that complimented non-structural approaches to reduce the flood risk and associated flood damages. A business case for new flood mitigation works had to accompany an application to the province that demonstrated a positive benefit-to-cost ratio. Funding for new mitigation works were cost-shared between the province, the local benefiting municipality and the conservation authority. Specific targeted funding was also available historically for flood mitigation works that did not compete with other municipal priorities. There are federal infrastructure funding opportunities to fund infrastructure through the Disaster Mitigation and Adaptation Fund (DMAF). It is a 10 year program that requires a minimum of 20 million dollars of projects over a 10 year period. Recently, a special intake was made available to this Federal program to deal with flooding in 2019. This special intake allowed bundling of projects to achieve the 20 million dollar minimum project requirement.

**Issue/Challenge**

Currently, there are limited targeted funding opportunities for new flood mitigation works to reduce flood risk in areas of historical existing development in floodplains. The Federal Disaster Mitigation and Adaptation Fund (DMAF) program requires a minimum of \$20 million worth of projects over 10 years which is a challenge for many agencies.

**Opportunity/Suggestion**

It is recommended that the Province consider opening discussions with the Federal government to leverage Federal funding opportunities through the federal Disaster Mitigation and Adaptation Fund (DMAF) program to fund new flood mitigation infrastructure. In addition, the Province should facilitate the bundling of new flood mitigation works applications from across the Ontario to achieve the minimum Federal requirement of \$20 million worth of projects over 10 years.

**c. Need for continued funding for major maintenance of existing water control infrastructure (WECI)**

The province currently provides funding of major maintenance of existing water control infrastructure. The province provides 50 % funding and the local CA matches the provincial 50 % funding through municipal levy. This is an effective and important program that needs to continue. Currently, the program funds projects on a MNRF fiscal year basis. Consideration should be given to multiple year funding approvals for some large major maintenance projects that may span many years. Incorporating multi-year capital forecasts, for example a 5 year forecast, should be considered to allow the Province to

plan for the future and anticipate fluctuations in funding requests. This infrastructure reduces flooding, avoiding flood damages and disruption to the economy. In the Grand River watershed, this infrastructure is also integral in supplying water for municipal water supplies and flow to dilute treated municipal sewage effluent, reducing the cost of sewage treatment infrastructure and aiding in achieving pollution abatement. Improved water quality resulting from improved sewage treatment and operation of water control infrastructure are important to watershed residents and the expanding local regional tourism economy.

**Issue/Challenge**

Future funding of the Water Erosion Control Infrastructure (WECI) program is uncertain. There is a continued need to fund major maintenance of water control structures.

**Opportunity/Suggestion**

The current WEI program is an effective program. Maintenance of water control infrastructure is important to local economies. Incorporating the ability to approve funding for multi-year major maintenance projects should be considered. Incorporating a five year major maintenance forecast into the existing program would assist the government to anticipate fluctuations in program funding needs and achieve cost efficiencies through the orderly planning and completion of major maintenance. The WEI program works well in areas where CAs exist across the province. A funding model needs to be created and appropriate funding allocated for areas of the province where CAs don't exist, and where there is a need to fund major maintenance of water control infrastructure.

**d. Need for a systems approach to implementing, maintaining and operating mitigation infrastructure (watershed scale, sub-watershed scale, sewer network scale)**

In the Grand River watershed, flood mitigation works and the design and function of large water control infrastructure took a systems design approach optimizing water control infrastructure to provide flood reduction, flow augmentation and water supply benefits in an optimized fashion.

**Issue/Challenge**

Often funding is not available to complete a comprehensive system design to reducing flooding on a watershed or sub-watershed basis.

**Opportunity/Suggestion**

A systems design approach can assist the optimization and prioritization of potential solutions to reduce flood risk. Results from the overall systems approach can help obtain the best return to the tax payer for public investment of funds in flood mitigation works. The Province or Federal government should consider providing funding opportunities to complete comprehensive flood mitigation assessments.

**e. Need for both structural and non-structural approach to reduce the risk and impact of flooding**

Ontario has a long history of taking a broad approach to reducing flood risk by taking both a structural and non-structural approach. Historically a portion of the funding was provided to build flood mitigation infrastructure such as dams, dikes and flood channels to deliver structural solutions to reduce flood risk to existing development in floodplains. Non-structural approaches included regulating development in the floodplains, flood forecasting and warning and in some case purchasing flood vulnerable properties. The non-structural approach strives to avoid creating new flood risks in floodplains, while reducing risk over time by implementing mitigation works and encouraging improved flood resilience where redevelopment occurs in existing floodplains. This broad approach has served the province well.

#### **Issue/Challenge**

Currently, no funding exists to fund structural approaches to compliment the non-structural approaches to reduce flood risk.

#### **Opportunity/Suggestion**

It's suggested that the Province continue to encourage a broad approach to flood risk reduction through the implementation of both structural and non-structural approaches.

#### **f. Reporting on the financial benefits derived from water control infrastructure**

Currently, the financial benefits of the structural and the non-structural approaches are not quantified and reported on. In the United States, the US Army Corps of Engineers (USACE) are required to report on the finance benefits of projects completed by the corps of engineers from a flood damage cost avoided and from a risk to life avoided perspective. They have designed their real-time flood forecasting framework HEC-RTS to include the capability to calculate flood damages avoided and risk to life avoided on an event basis. The GRCA is working with the USACE to pilot the full implementation of the HEC-RTS real-time flood forecasting framework as floodplain mapping is updated in specific areas of the watershed. The ability to report on flood damages avoided would help quantify the benefit derived from previous investments in flood mitigation works. These previous investments pay dividends every time a large flood occurs, repaying the original investment many times over. The ability to quantify the benefits of existing water control infrastructure would help demonstrate the value of continued investment in the major maintenance of this infrastructure. Quantifying the benefits of water control infrastructure would be a component of a systems approach to analyzing flood risk reduction in a comprehensive manner, allowing us to build on the benefits of that approach.

#### **Issue/Challenge**

Inspection, reporting and maintenance forecasts are important elements of a flood mitigation or water control structure maintenance and management program.



**Opportunity/Suggestion**

It is recommended that as flood damage assessments are completed, or updated across the province, that a framework be created to allow on the reporting of damages, cost avoided and risk to life avoided during floods by existing or proposed water control structures.

# Grand River Conservation Authority

**Report number:** GM-09-19-97

**Date:** September 27, 2019

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

**Subject:** Human Resources Policies Update 2019

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## **Recommendation:**

THAT the Grand River Conservation Authority Human Resources Policies dated September 2019 be approved and implemented.

## **Summary:**

Staff complete periodic reviews of GRCA's Human Resources Policies and changes are made to:

- Reflect organizational changes;
- Provide greater clarity with respect to current practice;
- Reflect policy changes that have been approved by the General Membership since the last policy update;
- Reflect policy changes that are required due to recent changes in legislation; and
- Include policy changes recommended by staff but not yet implemented.

## **Report:**

The updated Human Resources Policies (HR Policies) are being submitted for General Membership approval in accordance with the Grand River Conservation Authority By-law No. 1-2019, Section B.10 pertaining to Human Resources Policies which states:

*"The Authority shall approve and amend from time to time Human Resources Policies for employees containing conditions of employment and benefits."*

The last update of HR Policies was approved by the General Membership in December 2016. A summary of the significant recommended changes is attached.

## **Financial implications:**

The updated HR Policies will not result in any change to the budget as any changes that have financial impact have already been incorporated into the budget through prior approval by the General Membership, such as at the time of ratification of the collective agreement, or are nominal.

## **Other department considerations:**

Not applicable

## **Prepared by:**

Krista Bunn  
Manager of Human Resources

## **Approved by:**

Karen Armstrong  
Secretary Treasurer/Deputy CAO

<b>Human Resources Policy Section Number</b>	<b>Summary of Significant Changes (new or modified)</b>
<b>1. General Conduct</b>	
1.2 Workplace Harassment, Violence and Discrimination	Modified: The policy was replaced in the document with a reference statement directing the reader to the full policy. This was done due to the length of the policy.
1.3.1 Smoking	Modified: Reference added to cannabis and vaping.
1.3.2 Alcohol and Drugs	Modified: Reference added to medical marijuana and accommodation.
1.4.12 Legal Proceedings	Modified: Addition of text messages and photos included as examples of GRCA documents and files.
1.5 Storage of Personal Property	Modified: Clarifies our practice of permitting staff to store personal belongings, consistent with the rules for the public.
<b>General Conditions of Employment</b>	
2.1 Attendance	Modified: Addition of electronic submission of attendance and work records to reflect the electronic payroll system.
2.2 Police Record Check and Offence Declaration	Modified: Title changed from Criminal Reference Checks. The policy was updated to comply with the Police Record Check Reform Act which came into effective November 1 2018. The policy was replaced in the document with a reference statement directing the reader to the full policy. This was done due to the length of the policy.
<b>4. Establishment of New Positions and Hiring Procedures</b>	
4.1 Establishment of New Positions	Modified: Clarifies our practice of completing and submitting an Employment Requisition form as part of the process of hiring staff.
4.4 Employment Reference Check Policy	Modified: Clarifies our practice of HR verifying a positive reference check for returning students.
<b>5. Uniforms, Clothing and Safety</b>	
5.2 Wearing of Uniform Clothing	Modified: Added the expectation that POA badges must be returned to the Supervisor when the employee is no longer working in a POA role. Clarifies the position of the GRCA insignias on clothing as per the Private Security and Investigative Services Act, 2005 and Regulations. Clarifies the GRCA's expectation of conduct of those employees wearing GRCA uniforms.
5.3.1 Boot Allowance	Modified: Clarifies our practice of GRCA contributing to up to \$500 per employee in the forestry division for

<b>Human Resources Policy Section Number</b>	<b>Summary of Significant Changes (new or modified)</b>
	specialized forestry safety boots over two calendar years, per the collective agreement.
<b>7. Use of GRCA-Owned or Leased Equipment</b>	
7.2 GRCA Vehicles Assigned to Employees	Modified: Clarifies what constitutes personal use of GRCA vehicles.
<b>8. Moveable Asset Policy</b>	
8.5 (E) Mandatory Requirements-Inventories.	Modified: Change requirement for a physical account every two years to annual physical count of a sample of items and requesting that at least once every three years custodians be requested to confirm moveable asset inventory.
8.5 (F) Mandatory Requirements-Responsibilities	Added wording outlining roles of Motor Pool staff and IS staff.
8.6 Equipment Categories	Modified: Categories adjusted to reflect categories used in the Moveable asset database. Values remained the same.
<b>10. Staff Purchasing Policy and Guidelines</b>	
10.2 Purchasing Limits and Authorization	<p>Modified: Purchasing Procedures for range \$1,000 to \$20,000 changed to \$1,000 to \$25,000.</p> <p>Modified: Range updated to \$25,000 to \$100,000 (was from \$20,000 to \$75,000) for minimum three quotation requirement. Bid Requests optional under \$100,000.</p> <p>Modified: Limit increased from \$75,000 to \$100,000 for open public process/bid request requirement</p> <p>Modified: Clarified when purchases orders should be used.</p>
10.5 Procurement of Consulting Services	<p>Modified: Ranges increased for Procurement of Technical and Consulting Services: lower limit increased from \$20,000 to \$25,000 and highest limit increased from \$75,000 to \$100,000.</p> <p>Modified: General Membership must now approve items over \$100,000.</p>
10.6 Purchasing Limits/Authorized Buyers	Modified: Authorization Limits increased from \$20,000 to \$25,000 for Directors and Managers.
10.7 Preliminary Efforts (prior to bid request efforts)	Addition: NEW section

<b>Human Resources Policy Section Number</b>	<b>Summary of Significant Changes (new or modified)</b>
10.8 Public Tender Process – renamed Bid Request Formats	Modified: Added process wording for Invitation to Tender, Request for Proposal and Request for Quotation.
10.8 (i) Public Tender Procedures	Modified: Added wording to allow a committee to review and approve tenders in the event of a break in board meetings beyond one month  Modified: Removed the requirement for a Board member to be present at tender openings.
<b>11. Purchase Orders</b>	
11.1 Use of Purchase Orders	Modified: Added wording regarding process for electronic purchase orders versus manually generated purchase orders.
11.4 Conditions where Purchase Orders are not required	Modified: Changed threshold from \$200 to \$1,000 and added clarity to criteria for when PO not required.
11.5 Approval Requirements for Expenditures Exceeding Original Purchase Order Limit	Addition: NEW section.
<b>14. Seasonal, Temporary, Part-time and Casual Employee and Student Requirements</b>	
14.5 Students	Modified: Clarifies our practice of establishing criteria for students to be able to work beyond the school vacation period.
<b>17. Hours of Work</b>	
17.3 Overtime Non-Union	Modified: Clarifies our practice to potentially grant an exception whereby an Operations Field Staff may receive pay for overtime after being authorized by the CAO.
17.6 Standby	Modified: To remove the outdated term of “pager”.
<b>20. Leave of Absence</b>	
20.2.1 Unpaid Leaves	Modified: Clarifies our practice of exhausting vacation time and accrued overtime prior to requesting/granting a leave of absence.
20.2.2 Sick Leave	Modified: Updated as per the Employment Standards Act providing 3 unpaid days of leave per calendar year for personal illness, injury or medical emergency.
20.2.4 Family Responsibility Leave	Addition: Included this leave as per the new legislation of the Employment Standards Act, providing 3 unpaid

<b>Human Resources Policy Section Number</b>	<b>Summary of Significant Changes (new or modified)</b>
	days of leave per calendar year for illness, injury, medical emergency or urgent matter relating to a prescribed family member. .
20.6 Personal Day	Modified: Increased from one to two personal days per year as reflected in the collective agreement.
20.4 Pregnancy/Parental	Modified: Updated to reflect the changes to the Employment Standards Act, increasing the number of weeks for this leave for eligible employees.
<b>21. Services of Employees as Jurors or Witnesses</b>	
21.	Modified: Clarifies our practice of compensating employees for loss of pay based on regularly scheduled hours at straight time hourly rate less payment received for services excluding payment received for travelling, meals or other expenses.
<b>22. Training and Development</b>	
22.2.1 Tuition Fees	Modified: Clarifies our practice of approving claims for tuition reimbursement subject to budget limitations and employee job performance, in addition to the established criteria listed in the policy. Removed the wording regarding requesting financial assistance for additional courses, beyond two course in a calendar year.
<b>24. Employee Recognition Programs</b>	
24.1 Service Recognition Program	Modified: Increase the cash value of the gifts by \$5 for the categories up to 20 years and for Students returning for a 5 <sup>th</sup> season of work.
<b>30. Short Term Disability Plan</b>	
30.1 Sick Pay Credits – Eligibility and Rate	Modified: Updated to reflect the change in the collective agreement, changing eligibility from 3 months to one week of service for seasonal employees.
<b>31. Employee Purchase Plan – personal Computers</b>	
31.	Modified: Clarifies our practice of including computer tablets.



## HUMAN RESOURCES POLICIES

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## 1. GENERAL CONDUCT OF GRCA EMPLOYEES

### 1.1 General Conduct

#### 1.1.1 General Policies

Employees of the GRCA shall:

- Give value for value received;
- Treat other Employees and the general public courteously and respectfully;
- Perform all duties in an efficient and professional manner;
- Observe and comply with the laws of Canada and Ontario and the Human Resources Policies of GRCA;
- Comply with the Regulations of the Workplace Safety and Insurance Board at all times as posted;
- Comply with the Ontario Human Rights code as it applies to discrimination and harassment in the workplace.

#### 1.1.2 Conflict of Interest

Employees must carry out their duties and conduct themselves in such a manner that objectivity and impartiality are construed in both fact and appearance. Employees shall act in the best interests of GRCA and it is the responsibility of the Employee to identify and report any potential or actual conflict of interest to their Supervisor.

An Employee will not use gifts in the solicitation of business for GRCA.

#### 1.1.3 Outside Activities-General

Employees of GRCA shall not engage in any outside activity, office or employment which, in the opinion of the Chief Administrative Officer, interferes with the performance of his/her duties, or which conflicts with the interests of GRCA.

#### 1.1.4 Outside Activities-Financial Interest

Employees of GRCA shall disclose to the Chief Administrative Officer any financial interests where the Employee directly owns or indirectly owns, is beneficially entitled to or has an interest in any land, building, leases, mortgages, goods, services, or contract which is offered for option, sale, lease or assignment to GRCA.

#### 1.1.5 Outside Activities-Payment for Services

Employees may act as a consultant, lecturer, advisor or work in his/her trade and accept remuneration for such activity, providing such activity:

- Is approved by the Chief Administrative Officer;
- Does not interfere with the performance of his/her duties as an Employee and is not engaged in during his/her hours of work;
- Does not conflict with the interest of GRCA.

#### 1.1.6 Acceptance of Gifts

Employees of GRCA shall not accept any gifts, payments, services, privileges or favours from any person or business organization that has dealings with GRCA except in instances where the value of such item is nominal, received infrequently, the item has no resale value and acceptance of such items does not impair the ability (in fact or appearance) to perform one's duties in an objective and impartial manner.

Such gifts must always be of a form and substance such that an impartial observer could not construe them as an improper incentive. Employees should not accept gifts that do not conform to the above policy.

An Employee will disclose the receipt of any gift, favour, etc. to their Supervisor.

#### 1.1.7 Entertainment

Employees of GRCA engaged in any entertainment associated with business practices should ensure such entertainment:

- is infrequent
- legitimately serves a definite business purpose
- is appropriate to the business and responsibilities of the individuals involved
- is consistent with public sector practices

Such activities must always be of a form and substance such that an impartial observer could not construe them as an improper incentive.

#### 1.1.8 Outside Activities-Elections within the GRCA watershed

Employees may stand as a candidate for election to Federal office, Provincial office, or Municipal Council in the area over which GRCA has jurisdiction, provided that:

- He/she has been granted leave of absence without pay for the period commencing on the day provided for the nomination of candidates and ending on the polling day
- If elected, he/she resigns his/her position
- Where an Employee has been granted leave of absence and was not elected, the period of leave of absence shall not be included in determining the length of service for any purpose, and the service before and after such period shall be deemed to be continuous for all purposes.

#### 1.1.9 Outside Activities-Elections outside the GRCA watershed

Employees may:

- Stand as a candidate for election to any Municipal office in any area outside the area over which GRCA has jurisdiction
- Hold any Municipal office in any area outside the area over which GRCA has jurisdiction

#### 1.1.10 Confidentiality

Any confidential information obtained or developed by an Employee in the course of employment, must not be directly or indirectly disclosed to any third parties nor used outside of employment with the GRCA, unless written consent of the GRCA is first obtained from the Chief Administrative Officer prior to disclosure or use.

Collection, use and disclosure of Personal Information must be in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (see also Human Resources Policy No.1.4.8).

### 1.2 Workplace Harassment, Violence and Discrimination

#### 1.2.1 General Policies

In accordance with the Ontario Human Rights Code, GRCA is committed to providing a workplace that is safe and free from harassment and discrimination where everyone is treated with respect and dignity.

GRCA will not tolerate any behaviour which denies individuals their dignity and respect and which is offensive, embarrassing or humiliating. All GRCA Employees have a responsibility to respect the dignity and human rights of their co-workers. Harassment of another Employee in the carrying out of duties or in the provision of goods and services constitutes a disciplinary infraction and will be dealt with severely.

In addition, GRCA will not tolerate acts of workplace harassment, sexual harassment or workplace violence as defined in the Ontario Occupational Health & Safety Act.

Please refer to the complete Human Resource Policy 1.2 for greater detail and the GRCA Health & Safety Policies 34.1 and 34.2 for further information.

### **1.3 Smoking, Alcohol and Drugs**

#### **1.3.1 Smoking**

Smoking and vaping of tobacco products and/or marijuana (cannabis) by employees is prohibited in all of GRCA's facilities that are considered to be enclosed public places or enclosed workplaces, as defined in the Smoke-Free Ontario Act, in all GRCA owned, leased or rented vehicles, and in all of GRCA's non-enclosed workplaces or outdoor areas within 9 metres of an enclosed workplace. Smoking and vaping of tobacco products is permitted but restricted to the designated smoking area directly outside of GRCA's head office building or other designated smoking areas as applicable. See Health and Safety Policy 8.7 Drugs and Alcohol in the Workplace for direction regarding smoking of medically prescribed marijuana.

#### **1.3.2 Alcohol and Drugs**

Employees are expected to perform their work duties safely and be fit for duty. It is the expectation that all employees are fit to safely and reliably perform their work duties throughout their shift and are free from impairment due to alcohol and/or drugs. Accordingly, all employees are prohibited from conducting their job responsibilities while under the influence of alcohol, recreational marijuana, or illegal drugs.

Employees concerned about or experiencing alcohol and drug problems are encouraged to seek assistance from GRCA's Employee Assistance Program (EAP), Human Resource department, their primary care physician or appropriate community service before job performance is affected or violations occur. It is the employee's responsibility to self-identify if they have a dependency or addiction to drugs or alcohol. Once an employee self identifies, the GRCA will seek assistance and accommodate the employee at work and through appropriate medical programs. If an employee is found to be under the influence prior to or after an accident that puts the GRCA, staff, or the public at risk, the employee may be disciplined up to termination, subject to any accommodation obligation which might apply in the individual circumstances.

The following are expressly prohibited while on GRCA business or premises:

- the use, possession, distribution, purchase and/or sale of illegal drugs, recreational marijuana or drug paraphernalia;
- the unauthorized use, possession, distribution, purchase or sale of alcoholic beverages;
- possession and use of prescribed medications not authorized for personal use

Medical marijuana will be treated the same as all other regularly prescribed medication. GRCA has the same expectations from employees who use medical marijuana as who use all other types of medication and will accommodate individuals up to the point of undue hardship. Use medications responsibly, be aware of

potential side effects. Notify your supervisor of any potential unsafe side effects where applicable that may impair your ability to effectively perform the essential functions of the job and/or may endanger the safety of the individual or other individuals in the workplace.

All information provided in regard to this policy is considered confidential and will be treated as such, keeping an employee's privacy as a top concern second only to safety.

Disciplinary action up to and including termination will be taken for violations of this policy and its related practices.

For additional information on this subject, please refer to Health and Safety Policy 8.7 Drugs and Alcohol in the Workplace

## **1.4 Acceptable Use of Information and Information Technology Resources**

### **1.4.1 General**

GRCA uses a variety of computing and communications systems in carrying out its business. All communication and information transmitted by, received from or stored in these systems is the property of GRCA and, as such, is intended to be used for job-related purposes only.

All Employees must read, understand and conform to this policy before receiving access to the various systems in use at GRCA. Any questions should be directed to the Employee's Supervisor or the Manager of Information Systems and Technology (IS&T).

### **1.4.2 Access**

GRCA will provide computer accounts to GRCA Employees as required. External people, such as volunteers or contractors, may also be provided accounts as appropriate, and this will be determined on a case-by-case basis and all aspects of this Policy will apply to those users. The Employee managing the temporary or contract staff assumes responsibility for the identification of access requirements and use of the account. Accounts will be revoked on request of the user or Manager or when the Employee terminates employment at GRCA.

### **1.4.3 Passwords**

Initial passwords are assigned by the IS&T Department and Employees must change the provided passwords as soon as possible. GRCA reserves the right to override any Employee-selected passwords and/or codes. Employees are required to provide the GRCA with any such codes or passwords to facilitate access as needed. Periodically, Employees may be required to change their passwords. At no time should an Employee allow a temporary, contractor or another Employee use of their user name or password. In the case where an Employee does provide another person access to their account, they will be responsible for the actions of the individual using their account. Passwords should not be stored in computer data files, on the network, or be displayed openly at any workstation.

### **1.4.4 Physical Security**

Access to server rooms and communications closets will be limited to Employees who require access for the normal performance of their jobs. Computers with sensitive information installed on the local disk drive(s) should be secured in a locked room or office during non-business hours. Equipment which is to be removed from GRCA property must be approved in advance by the IS&T Department and an inventory of this equipment maintained by IS&T. Any equipment that is to be removed from the premises must be documented in

accordance with Human Resources Policy No. 7.2 Moveable Assets. If the Employee leaves the employment of GRCA, he or she must return the equipment to GRCA prior to the last day of employment. To ensure protection of data, disposal of any surplus Information Technology equipment must be carried out by the IS& T Department.

#### 1.4.5 Network and Systems Security

The IS&T Department implements and maintains tools and procedures to provide adequate protection from intrusion into GRCA's computer systems from external sources. No computer that is connected to the network can have stored, on its disk(s) or in its memory, information that would permit access to other parts of the network. Employees should not store personal, business or other credit card/account information, or passwords within word processing or other data documents.

All Employees are responsible for protecting the network against malware and/or virus attack by ensuring that tools installed on their devices, such as firewalls and anti-virus applications, are not disabled. Staff should lock their devices or log off of the network when they will be away from their workstation for an extended period.

#### 1.4.6 Employee-owned Electronic Devices

Employees may be authorized to access certain GRCA services such as email, calendars, contacts, etc. from Employee-owned electronic devices such as computers, tablets, smartphones, etc. Such access must be authorized by the Manager of the IS&T Department and the business use of such devices will be subject to the Monitoring section of this Policy. The Employee will be responsible to ensure compliance to the Passwords, Message Content, and Network and Systems Security sections of this Policy at all times when accessing GRCA services or conducting GRCA business on personally-owned devices. GRCA reserves the right to withdraw this privilege at any time without notice.

#### 1.4.7 Software

Only legally licensed software will be installed on GRCA's computers, smartphones and other end-node devices. Users are expected to read, understand and conform to the license requirements of any software product(s) they use or install. Employees are expected to use the standard software provided by the IS&T Department, or identify applications they need in the course of their work. Employees are not permitted to install software, applications, demos or upgrades without the approval of the IS&T Department. Employees must use the standard email and messaging systems provided by GRCA for official email communications.

#### 1.4.8 Data

Information and data created or obtained in the course of employment with GRCA is the exclusive property of GRCA. Release of data owned or licensed by GRCA to others shall be in accordance with GRCA's data licensing policies, which can be obtained from the IS&T Department.

Collection, use and disclosure of Personal Information must be in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (see also Human Resources Policy 1.1.10).

#### 1.4.9 Protection of Data and Backup Procedures

All network files are backed up on a regular basis, and backup copies are stored off-site. Data stored on other devices, including local PC's, is not routinely backed up, and as a result, important data and applications should not be stored locally on these devices.



Employees are responsible for ensuring that GRCA information, data and communication remain within the control of GRCA at all times. The storage of GRCA information on personal or non-GRCA-controlled environments, including devices maintained by a third party with whom GRCA does not have a contractual agreement, is prohibited unless such storage has been approved by the Manager of the IS&T Department.

#### 1.4.10 Email Retention

All emails sent and received through GRCA's email system will be automatically archived by a centralized secure email archiving application. Archived emails will be retained in accordance with regulatory requirements.

#### 1.4.11 Monitoring

GRCA provides the server, storage and network infrastructure, email system, personal computing devices (including PC's, smartphones and tablets) and other devices for Employees' use on company business. GRCA reserves the right to monitor the use of its Information and Information Technology Resources at any time, with or without notice, to ensure that such use is appropriate and in accordance with this Policy.

GRCA understands that occasional personal use of Information and Information Technology Resources by Employees may take place. Employees should note that such use, which includes but is not limited to personal emails, documents and other files is subject to all other sections of this Policy and will not be deemed personal or private.

While GRCA does not routinely monitor individual usage of its Information and Information Technology Resources, the normal operation and maintenance of these resources require backup of data and communication, the logging of activity, the monitoring of general usage patterns, and other such activities that are necessary for the provision of service. Personal monitoring of a particular Employee's usage by the IS&T Department will only take place if required by law or if there is a reasonable belief that the Information and Information Technology Resources are being used inappropriately. Such personal monitoring and/or disclosure must be approved in advance by the Chief Administrative Officer or the Human Resources Department.

#### 1.4.12 Legal Proceedings

Electronic files, including emails, text messages, photos, etc sent or received by Employees may be used in legal proceedings or subject to disclosure under applicable legislation. Employees should be aware that email messages are considered official written correspondence and are potentially the subject of discovery, subpoena, Freedom of Information requests, etc.

#### 1.4.13 Message Content

The email system is not to be used to solicit or promote commercial ventures, religious or political causes or other non-job-related solicitations. The system is not to be used to create any offensive or disruptive messages. Human Resources Policy No. 1 Code of Conduct shall be considered the prevailing authority in the event of possible misconduct. In addition, the email system may not be used to send or receive copyrighted materials, trade secrets, proprietary information, or similar materials without prior authorization.

Employees are not authorized to retrieve or read any email messages that are not sent to them and cannot use a password, access a file, or retrieve any stored information unless authorized to do so under the Monitoring section of this Policy.

#### 1.4.14 Internet Use

The Internet is to be used for business purposes only. Employees with Internet access are expressly prohibited from accessing, viewing, uploading/downloading, or printing material that is in violation of the laws of Ontario, Canada and/or Human Resources Policy No.1 Code of Conduct. In addition, the internet may not be used to send or receive copyrighted materials, trade secrets, proprietary information, or similar materials without prior authorization. Employees should be mindful that there is no assurance that e-mail texts and attachments sent within GRCA and on the Internet will not be seen, accessed or intercepted by unauthorized parties. Any Public Wifi Access points that have been established for use by GRCA's visitors may be subject to limited access or a click-through acceptable use agreement, as determined by the IS&T Department, to ensure appropriate use consistent with this Policy.

#### 1.4.15 Social/ New Media

The GRCA makes use of various forms of social/ new media to promote programs and to communicate topics of interest to members of the public (flood warnings, fire bans, promotion of GRCA programs, park events, etc.). It is the responsibility of the Communications Department or their delegate(s) to manage the GRCA's official presence on social/ new media networks and channels and to act as the official representative(s) of the GRCA for the purpose of posting content, answering questions, participating in discussions, etc. The GRCA acknowledges that other staff may be interested in following GRCA's official social media activities in order to be aware of ongoing programs and activities. For this reason, a number of GRCA computers have access to social/ new media networks. Staff, other than the GRCA official social media representatives should refrain from participating in online discussions, etc. during work hours.

At all times, staff members participating in social media for personal purposes, should not present themselves as the official spokesperson(s) of GRCA. To ensure their personal comments are not perceived as official GRCA communiques, staff should:

- not use a GRCA email address or user identification for personal social media activities
- not use GRCA's logo or other protected images on personal postings to social networks, blogs, etc.
- not disclose any information entrusted to GRCA that is confidential or protected by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) not violate any copyrights, trademarks, or intellectual property rights that involve GRCA and its partners
- not attempt to convey GRCA's policies, practices or position on an issue when participating in personal social media activities.

#### 1.4.16 Failure to Comply

Failure to comply with the Acceptable Use of Information and Information Technology Resources Policy may result in disciplinary action up to and including termination of employment. Any Employee who does not understand any part of this Policy is responsible for obtaining clarification from his/her Supervisor or the Manager of the IS&T Department.

### 1.5 Storage of Personal Property

GRCA will not assume any responsibility for personal articles that are damaged, lost or stolen on GRCA premises, property or from vehicles. Personal property, including but not limited to trailers, boats and vehicles, are not to be stored at the workplace, including remote worksites, except where such services are also available to the public in which case the same rules and fees are applicable.

## **2. GENERAL CONDITIONS OF EMPLOYMENT**

### **2.1 Attendance**

All Non-Union Employees shall work the days and hours as set out in Human Resources Policy No. 17.

Bargaining Unit Employees shall work the hours as set out in the Collective Agreement.

All Employees shall complete and electronically submit individual weekly, monthly or such other attendance and work records as provided by the Payroll Department. These records shall show the Employee's name and location, time (days and hours worked), nature of work and periods of absence with reasons.

The work record shall be checked for accuracy and authorized by the Supervisor prior to being forwarded to the Payroll Department.

### **2.2 Police Record Check and Offence Declaration**

Employees may be required to provide a criminal reference check and/or vulnerable sector screening prior to employment or upon request. Please refer to the full Police Record Check & Offence Declaration document for further information.

### **2.3 Resignation**

A Regular Employee, other than the Secretary Treasurer/Deputy CAO, a Director or a Manager, may resign from GRCA's service by giving his/her immediate Supervisor two (2) weeks' notice in writing of his/her intention to resign with the last official day of work clearly defined. He/she may, by written notice and with the approval of the Chief Administrative Officer, withdraw the notice of resignation at any time before its effective date if no person has been appointed or selected for appointment to the position.

The Secretary Treasurer/Deputy CAO, a Director or a Manager shall give at least one (1) months' notice in writing to his/her immediate Supervisor.

The Chief Administrative Officer shall give at least two (2) months' notice in writing to the Chair and provide a copy to the Manager of Human Resources.

A Regular Employee who is absent from duty without authorization for a period of five (5) days may be declared in writing by the Chief Administrative Officer, to have abandoned his/her position and cease to be an Employee of GRCA.

### **2.4 Redundant Positions and Layoff**

The Chief Administrative Officer must approve the layoff of any Regular, Full-time Employee and the elimination of any position, excluding student positions.

A Manager, Director or the Secretary Treasurer/Deputy CAO may approve the layoff of any Seasonal, Temporary, Part-time or student Employee in their Department.

### **2.5 Complaint Procedures**

An Employee with a complaint or concern related to the workplace must discuss the complaint with their immediate Supervisor as soon as possible after circumstances giving rise to the complaint have occurred. If satisfaction is not obtained, the Employee should then refer the complaint in writing to the next level of

command and then, if necessary, to the Secretary Treasurer/Deputy CAO and the Chief Administrative Officer, in that order.

### 3. OFFENCES AND PENALTIES

#### 3.1 Termination and/or Suspension

Unless otherwise stipulated in the Conservation Authorities Act and amendments thereto:

The Chief Administrative Officer may:

- Dismiss any Employee for just cause, which includes failure to observe and comply with the Human Resources Policies of GRCA;
- Release from employment any Employee during the probationary period of employment;
- Dismiss any Employee who is in violation of any federal law while in the workplace;
- Suspend up to five (5) days without pay in cases where, in the opinion of the Chief Administrative Officer, the circumstances do not amount to cause for removal from employment or dismissal of an Employee who:
  - habitually fails to comply with attendance regulations and directives
  - is absent without permission during their scheduled hours of work
  - reports for duty while incapable of performing assigned duties;
  - misuses GRCA property
  - fails to comply with the instructions of his/her immediate Supervisor
  - other
- Suspend without pay any Employee required to operate an Employee-owned or GRCA vehicle on GRCA business upon any occurrence in license suspension and/or driving prohibition as defined by law, covering that period of time that he/she cannot perform all regular duties unless:
  - It is possible to change jobs or negotiate an arrangement whereby the duties requiring a valid license can be assumed by another Employee with the approval of the Chief Administrative Officer.
  - He/she can use a taxicab or other form of public transportation at his/her own expense
- Dismiss any Employee required to operate an Employee-owned or GRCA vehicle on GRCA business upon a second license suspension and/or driving prohibition as defined by law. Exceptions may be granted in unusual circumstances, i.e. sufficient time must have elapsed since the prior suspension to enable it to be treated as a first offence by the courts.

A Director or Secretary Treasurer/Deputy CAO may:

- Suspend any Seasonal Employee in the Division for up to five (5) days from employment without pay for causes outlined in Human Resources Policies No. 1 and No. 3.1.
- Suspend a Regular Employee without pay, for a period of up to a maximum of four (4) days for causes outlined in Human Resources Policies No. 1 and No. 3.1.

A Manager or Supervisor may:

- After two (2) written warnings, suspend any Seasonal or Temporary Employee under his/her supervision for up to three (3) days from employment without pay for causes outlined in Human

Resources Policies No. 1 and No. 3.1 provided that a copy of the warning plus a copy of the report listing cause is given to the Director, or his/her designate for approval prior to suspension;

- After two (2) written warnings outlining the cause, suspend a Regular Employee from service without pay for a period of up to four (4) days. This suspension along with a copy of the warning in report form must be given to a Director or Secretary Treasurer/Deputy CAO or his/her designate for approval prior to suspension;
- Recommend through the established chain of command to the Chief Administrative Officer, the dismissal of a Regular Employee in report form along with copies of the warnings given.

### **3.2 Hearing**

Before dismissing or removing a Regular Non-Union Employee from employment for causes as outlined in Human Resources Policy No. 3.1 above, the Chief Administrative Officer, or designate, may hold a hearing at which he/she is entitled to be present and make representation.

### **3.3 Driving Privileges**

Employees required to drive Employee-owned or GRCA vehicles shall inform their immediate supervisor of any loss of driving privilege and/or driving prohibition. Failure to do so will result in immediate dismissal upon discovery.

### **3.4 Disciplinary Notices**

In all cases where disciplinary notices are given in writing, a copy shall be forwarded to the Manager of Human Resources and placed in the Employee's Human Resources file.

## **4. ESTABLISHMENT OF NEW POSITIONS AND HIRING PROCEDURES**

### **4.1 Establishment of New Positions**

The establishment of a new position may occur where the need for such a position is identified by the Manager and/or Director. An Employment Requisition Form must be completed and submitted for approval by the Secretary Treasurer/Deputy CAO, Director, Manager of Human Resources and Chief Administrative Officer, if the position is:

- Seasonal, Temporary or Part-time and can be accommodated in the current approved budget, or
- Regular Full-time, including the conversion of a Seasonal, Part-time or Temporary position to Regular Full-time, and is accommodated in the current approved budget, or
- Regular Full-time and specifically identified as a change in a previously approved monthly forecast/financial summary.
- Any other situation that would result in an increase to the staffing levels.

A Manager or Director may approve a student position if it can be accommodated in the current approved budget.

### **4.2 Filling of Vacant or New Positions**

When a position becomes vacant or a new position is approved, the Supervisor shall fill the position as soon as practicable. The Human Resources Department will provide written confirmation of the terms of employment to the Employee.

A Temporary Employee, as defined in Human Resources Policy No. 14, may have the length of his/her term of service renewed annually or extended with the approval of the Manager, Director, Secretary Treasurer/Deputy CAO and the Chief Administrative Officer. The Human Resources Department will provide written confirmation of the terms of employment to the Employee.

A position in a higher classification level may be filled on a provisional basis by a person lacking the necessary experience or training and that Employee will be paid at a rate to be approved by the Chief Administrative Officer. Subject to the approval of the Chief Administrative Officer, the Employee will be assigned to the classification level established for that position upon attaining the experience or training necessary to enable him/her to adequately fulfill the responsibilities attached to the position.

Salaried Regular positions, which become temporarily vacant due to illness, injury, leave of absence, etc., may be filled on a temporary or interim basis at the discretion of the Chief Administrative Officer.

Vacant or new positions may be filled on a temporary basis at the discretion of the Chief Administrative Officer.

Vacant or new Non-Union Salaried Regular positions may be open for competition at the discretion of the Chief Administrative Officer. The following procedures for hiring will apply:

- The vacant position may be advertised internally to the Employees of GRCA and external advertising may run concurrently.
- The interview team will consist of a minimum of the Supervisor of the open position and a Human Resources representative.
- An offer of employment shall be prepared by the Human Resources Department and approved by the applicable Manager or Director.
- A Human Resources representative will present the offer of employment to the selected applicant.

Prior to hiring, the selected applicant must provide required documentation such as a valid driver's license, proof of eligibility to work in Canada, registration/designation, degree, diploma and/or certificate, as applicable. For persons unable to provide this documentation, the following conditions will apply:

- For immediately necessary documentation, the selected applicant will not be allowed to commence employment and other candidates will be considered;
- For documentation not immediately necessary, the selected applicant will be allowed to commence employment, however, such documentation must be presented to the Human Resources Department within thirty-one (31) calendar days from the start date of his/her employment. Failure to do so shall result in termination of employment.

Upon hiring, Employees will be required to maintain current designations, licences, memberships, etc. that are requirements of their position.

### **4.3 Working Relationships**

The GRCA will not discriminate in its hiring practices against or in favour of, the close family of any Employee, former Employee or Member of the Board, except where such hiring will result in an Employee being in a conflict of interest related to a reporting relationship or a financial or administrative matter.

For purposes of this policy, close family shall mean a spouse (including common-law spouse), child, sibling or parent. Circumstances may exist wherein a relationship between employees is outside of this definition but could be perceived to be a conflict of interest. As per Human Resources Policy No. 1.1.2, it is the responsibility of the Employee to identify and report any potential or actual conflict of interest to their Supervisor.

#### 4.4 Employment Reference Check Policy

Grand River Conservation Authority recognizes and acknowledges that current and former employees may depend on the provision of timely and accurate reference information. This policy outlines the acceptable provision of reference information by GRCA employees. This policy serves to fulfill the following purposes:

- To provide fair and equal treatment of existing and former employees of GRCA when they apply for work at other organizations, and;
- To protect GRCA from legal liability arising from issues surrounding the provision of references.

##### *Requirements:*

1. Requests for employment references for current or former GRCA employees must be handled by the Human Resources Department, Division Directors, Managers, the CAO and Supervisors to whom the employee directly or indirectly reported. No other employee is authorized to release references or any other information concerning current or former employees.
2. The supervisor/manager must confirm a positive reference from Human Resources prior to hiring a student who previously worked at the GRCA, in a different capacity/location.
2. A copy of any reference letter provided must be kept in the employee's file.
3. No references shall be provided to prospective employers without the written consent of the employee for whom a reference has been requested. If current and former employees would like a reference to be provided, they must consent to the provision of references in writing by signing the *Reference Check Release Form – GRCA*.
4. Information disclosed, in good faith, to prospective employers, will include:
  - Dates of employment
  - Title of positions held and duration
  - Performance management information i.e. job performance, attendance record, etc.
  - Whether or not the former employee is eligible for re-hire
5. Information not provided by GRCA to prospective employers of former GRCA employees includes:
  - Conjecture, assumption, speculation, opinions, or any other disclosures that could be construed as subjective in nature and/or are unsupported by signed documentation.
  - Any information that is not related to the employment of the former employee (e.g. lifestyle, personal problems, race, gender, etc.)
  - Any information not requested by the organization seeking the reference in question.
6. GRCA reserves the right to provide the requested reference and employee information either in writing or over the telephone. All prospective employers seeking the reference will be asked to acknowledge the confidentiality of the information requested.
7. GRCA discourages employees from providing personal references, on behalf of the GRCA, for individuals who are currently or who have been employed by GRCA.

NOTE: Requests for references for current or former volunteers, high school co-op students and participants in the naturalist-in-training program may be handled by a non-supervisory regular full-time employee upon receiving consent in writing by signing the *Reference Check Release Form – Other* and with approval from the



Supervisor or Manager, as applicable. Alternatively, a reference letter may be prepared by a non-supervisory regular full-time employee and approved in advance by the Supervisor or Manager, as applicable. All documentation related to reference checks must be forwarded to Human Resources.

## **5. UNIFORMS, CLOTHING AND SAFETY EQUIPMENT**

### **5.1 Uniforms**

Uniforms and clothing are issued to GRCA staff primarily for enforcement, safety and public identification. It is therefore imperative that uniforms be worn in their entirety while working, so that a professional appearance is maintained at all times while carrying out the duties of their position.

Each Supervisor who has staff members required to wear uniforms, or other issued clothing will be responsible to ensure that Employees follow the requirements for proper, complete, and consistent wearing of said uniforms or clothing.

When required by virtue of their position and as approved by the Employee's Director and Manager of Human Resources, clothing will be issued to Employees for work. A list specifying approved uniform entitlement will be maintained by Human Resources and the items will be funded by the Uniform account. Any issuance of items above what is approved or for positions not included in the listing will be approved at the discretion of the Employee's Director.

### **5.2 Wearing of Uniform Clothing**

Each Employee is responsible for keeping all GRCA uniforms and clothing issued in good repair and clean condition at the Employee's own expense.

All staff issued uniform and work clothing must wear it at all times during work hours unless approval to deviate from this policy is obtained from his or her Supervisor.

P.O.A. Officers and other staff as designated will receive replacement of issued clothing as required to maintain one complete duty uniform.

Upon leaving the service of GRCA, all GRCA insignias from issued clothing must be removed and returned to the GRCA. POA badges must be returned to the Supervisor when the employee is no longer working in a POA role.

All clothing issued to Seasonal and Part-time staff is the property of GRCA and shall be returned in a clean condition upon leaving the service of GRCA.

Uniform clothing must not be worn in combination with non-uniform clothing at any time without approval of Manager/Director. No insignias shall be worn on any non-uniform clothing. No uniform clothing shall be worn without insignia.

Uniforms are a key element in the way GRCA employees see each other and the way others see GRCA employees. Standards are important to present an overall impression of professionalism. Uniformed employees, when dressed in their uniforms, whether on duty or off duty are subject to public scrutiny. Grand River Conservation Authority branded clothing should not be worn in places that would not represent the positive image of Grand River Conservation Authority. Some examples of activities where uniform clothing shall not be worn include, but are not limited to, the following:



- Do not participate in personal labour action activities;
- Do not participate in personal political activities;
- Do not engage in selling or soliciting activities of a personal nature;
- Do not engage in any other action or behaviour which society would deem inappropriate for a uniformed employee;
- Do not wear uniforms/clothing outside of work;
- If at work and attending to a personal errand the uniform must be covered up (ie personal shirt or jacket over the corporate shirt);
- Do not wear GRCA uniforms in personal online profile pictures or posts or other social media. Exercise good judgement while working, and do not knowingly pose for social media posts or pictures that are not required for work purposes;
- Do not use uniform clothing items for casual wear;
- Do not alter the original look of the uniform (work or dress) in any way;

GRCA insignias shall be worn on uniform or work clothing only as follows:

Shoulder patches shall be centered on the shoulder one-quarter inch ("¼") below the shoulder seam or embroidered on the front left chest of jackets, shirts, coveralls, etc.. Uniforms for staff without POA designation will have GRCA logo crests on the shoulders until such designation changes.

- Cap badges shall be centered on the front of the cap.
- Security identification on uniforms shall be as directed by the Private Security and Investigative Services Act, 2005 and Regulations. The term "SECURITY", in upper case letters not less than 1.5 centimetres high and in a contrasting colour must be (a) permanently affixed to the chest of the outermost piece of the uniform; and (b) affixed between two and three centimetres below the GRCA logo crest.

### 5.3 Boot Allowance

#### 5.3.1 Regular Full Time Employees:

The Employer will contribute up to three hundred dollars (\$300) over two (2) calendar years on receipt of a proper invoice towards the cost of CSA-approved safety boots for all Regular Full-time Employees whenever deemed necessary or required by law with written approval of the applicable Director and Human Resources. For staff employed in the arboricultural operations group who are required to wear specialized forestry safety boots, the Employer will contribute up to five (\$500) per employee towards the cost of Employer-approved safety boots with a receipt, over two (2) calendar years, or less as required, with approval from the Supervisor and Human Resources.

#### 5.3.2 Seasonal Employees:

The Employer will contribute up to one hundred and fifty dollars (\$150), once the Employee has attained seniority (one thousand and forty (1,040) hours), and not more than once each one thousand and forty (1040) regular hours worked, on receipt of a proper invoice towards pairs of CSA-approved safety boots for seasonal Employees whenever deemed necessary or required by law with written approval of the applicable Director and Human Resources.

### 5.3.3 Temporary Full-Time Employees:

The Employer will contribute up to one hundred and fifty dollars (\$150.00), where the term of employment is equal to or greater than six (6) months in length, towards the cost of CSA-approved safety boots for Temporary Full-Time Employees whenever deemed necessary or required by law with written approval of the applicable Director and Human Resources. The one hundred and fifty dollars (\$150) will be payable after the Employee has worked six (6) months, and not more than once during the term of the temporary contract with a receipt that is dated within the term of the employment.

### 5.4 Safety Equipment

GRCA will provide safety equipment such as hard hats, work gloves, safety goggles, safety glasses, coveralls, rain wear (high visibility), waders, and first aid supplies whenever deemed necessary or required by law.

Employees who are required to wear prescription safety glasses on a regular basis are eligible to receive up to a maximum of two hundred (\$200) dollars every two (2) years towards the purchase of a pair of prescription safety eye glasses in accordance with GRCA conditions and as authorized in advance, by the Employee's Manager. An original receipt from an optometrist must be provided and attached to the Prescription Safety Glasses Claim Form and submitted to Human Resources. Prescription safety glasses must meet the following conditions:

- Lens material must be Duralite (polycarbonate) or Plastolite (CR39) material only – no glass lenses are permitted at a work site.
- If ultraviolet protection is required, Plastolite material requires UV400 dye. It may also be coated for scratch resistance. Duralite material does not require either.
- All safety glasses must be equipped with permanent CSA-approved side shields.
- All safety glass frames must be CSA-approved.

## 6. USE OF EMPLOYEE-OWNED VEHICLES

Whenever possible, GRCA owned or leased vehicles shall be used to transport Employees and goods of GRCA.

Employee owned vehicles may be used during emergencies or for occasional non-recurring travel, with the approval of the immediate Supervisor.

The approval may be given to an Employee for continuous use of his/her vehicle while carrying out any business of GRCA of a like nature.

Notwithstanding the above, the prior authorization by the immediate Supervisor is necessary under the following conditions:

- If the round trip distance exceeds four hundred (400) kilometers;
- If the Employee has been assigned a GRCA owned or leased vehicle for his/her use;
- If the Employee is taking, as a passenger, another Employee who has been assigned a GRCA owned or leased vehicle;

In each case, the distance shall be computed and reimbursed in accordance with Human Resources Policy No.23.

Employees using personal vehicles for GRCA business shall have a valid driver's license, provide proof of Public Liability and Property Damage Insurance to the Accounting Department and abide with policies as set out in the Health and Safety Manual relating to use of Employee owned vehicles.

## **7. USE OF GRCA-OWNED OR LEASED EQUIPMENT**

### **7.1. Vehicles and Equipment**

Employees in the service of GRCA whose duty requires them to drive or have charge of a GRCA vehicle to use, or to have charge of GRCA equipment:

- Shall not permit unauthorized persons to operate vehicles or equipment.
- Must comply with rules relating to GRCA vehicles and equipment as outlined in the GRCA Health and Safety Manual.
- Will be responsible for the payment of all and any fines imposed for traffic, parking or other violations.
- May be assessed the cost of repairs if a result of improper maintenance, operation and care of vehicle and equipment in their charge.

Only active Employees of GRCA are authorized to drive GRCA vehicles. All drivers must have the proper license specified for the class of vehicle. In the case of students and others to whom the new graduated licensing system in the province of Ontario applies, drivers must hold a G2 license. GRCA reserves the right to request Drivers Abstracts from time to time, for Employees who drive GRCA owned vehicles.

GRCA owned equipment shall not be available for use beyond GRCA approved projects, except as outlined in Human Resources Policy 7.2 when a vehicle is assigned to an employee.

Employees requiring a Motor Pool GRCA owned vehicle overnight must get prior approval from their Manager or Director.

No Employee shall install any extra equipment in, or disfigure a vehicle in the Employee's charge.

### **7.2 GRCA Vehicles Assigned to Employees**

GRCA vehicles will be assigned to Employees on the basis of economic benefit to GRCA and not as part of the Employee's compensation. Any GRCA vehicles not conforming to this policy will be reassigned to motor pool.

All GRCA vehicles owned, rented or leased and assigned to an Employee will be the direct responsibility of the Employee.

For rented or leased vehicles, all drivers must comply with the terms of the rent/lease agreement in all respects.

GRCA owned service vehicles which are assigned to Employees, are not to be driven for personal use, except between the Employee's residence and place of work (work place). Since this is personal use, it is not to be included in paid work hours.

Time spent travelling between an employee's residence and to a place other than the employee's **normal** workplace (work site or point of call) for performing work for the GRCA is not to be included in paid work hours, unless the employee is called out after hours.

The mileage associated with driving the GRCA vehicle between the Employee's residence and place of work (**personal use**) is a taxable benefit and is reported on T4 forms. However, time spent travelling between an employee's residence and the worksite (point of call) is not considered personal mileage and is therefore not required to be reported. A log book must be kept to record daily personal mileage and a form summarizing monthly personal mileage must be submitted to Payroll. The employee(s) assigned a GRCA owned service vehicle is responsible to support claims for business travel versus personal travel as reported to Revenue Canada on the T4 slip. Any tax assessment liability would be the responsibility of the employee.

Vehicles assigned to a Conservation Area will not be used as a personal vehicle except where the employee obtains permission from the immediate Supervisor to take the vehicle home; for example while serving as a Duty Officer. In instances where this occurs, personal use mileage must be recorded and reported to Payroll in the same manner as outlined above.

## **8 MOVEABLE ASSETS POLICY**

### **8.1 Policy**

Movable assets shall be managed in an efficient, effective and economic manner ensuring that proper control and security measures are in place to safeguard GRCA's assets.

### **8.2 Purpose**

To outline acquisition, tracking, reporting, controls, and security, required for moveable assets.

### **8.3 Definitions**

Moveable assets are defined as tangible moveable property owned by GRCA that are either in use or being held for later use, trade-in or disposal. Moveable assets include tools and maintenance equipment, communications equipment, computer equipment, concession and recreation equipment, furniture and office equipment, lab and scientific equipment, motor pool vehicles and equipment.

Consumables are other moveable GRCA property or materials, not defined as moveable assets above such as materials, sanitation supplies and office supplies.

### **8.4 Guiding Principle**

The amount of management effort put into safeguarding items should be directly related to the risk of loss and value of those assets.

### **8.5 Mandatory Requirements**

#### **(A) Acquisition**

All moveable assets must be acquired in accordance with GRCA Human Resources Policy No. 10 – Staff Purchasing Policy and Guidelines.

Moveable assets shall be identified at the time of purchase. The purchase order or supplier invoice should be flagged as including a moveable asset(s) so that proper set up in the moveable asset database will be initiated.

Managers should advise the Manager of Corporate Services if there are assets on loan or inherited that should be added to the moveable asset database.

#### **(B) Moveable Assets Tracking**

All moveable assets above the minimum values will be tagged with a unique GRCA number and assigned to a category as outlined in Appendix A and entered into the moveable assets database. Motor pool items are assigned unique M numbers. The Accounting department oversees the distribution of GRCA tags.

Local operating units may establish a lower minimum for tracking purposes if considered necessary.

The minimum details recorded in the moveable asset database shall include:

- GRCA Tag #
- item name
- serial #
- location of asset
- date of purchase
- supplier
- \$ value

The functions of ordering, receiving and record keeping must be kept separate as practicable.

#### (C) Custody

Generally, assets are not to be utilized for personal use. Exceptions may be made where there is no additional cost associated with an asset that is assigned to an individual, such as a computer, a cell phone, or other personal device. Any personal use of an asset requires prior authorization from the manager of the department responsible for custody of the assets.

Moveable assets will be assigned to specific locations within GRCA and individual Employees at those locations will be responsible for the care and control of those assets.

GRCA assets must not be assigned to non-GRCA staff unless authorized by the Manager of Corporate Services in writing.

The database will track all transfers of assets between locations or assignments to individual Employees and the Accounting department should be notified.

Security measures must be in place to ensure the safekeeping of assets.

#### (D) Disposal

Methods of disposal include: public sale (auction or other), transfer of ownership, scrap sales, and discarding of assets.

Accounting must be notified of all disposals.

In cases of theft, loss or destruction an "Incident Report" must be completed and the database updated accordingly.

#### (E) Inventories

At least once every three years staff will be requested to confirm the moveable assets assigned to them with the exception of motor pool which has alternate controls and tracking in place.

Annually, a sampling of moveable assets will be subject to a physical inventory count by the Accounting department. The accounting staff person carrying out the physical count will not be the Employee assigned custody of the asset.

All moveable assets assigned to an Employee must be accounted for and returned to GRCA upon the departure of the Employee.

Annually, a report shall be provided to the Manager of Corporate Services detailing additions and disposals by category/sub-category

An explanation must be provided for any variance of five percent (5%) or greater in the value of the closing inventory of each category due to stolen inventory and lost inventory which has been written off. The Manager of Corporate Services will discuss appropriate remedial action with the manager(s) of the program area(s) impacted.

#### (F) Responsibilities

The Accounting Department is responsible for administering this policy and associated procedures as well as for the monitoring and oversight of assets.

Accounting is responsible for maintaining the Moveable Assets Database. The Motor Pool database is dynamically populated by the moveable asset database and monitored by the Fleet Coordinator. The IS department maintains a separate database (spreadsheet) for IS equipment and reports additions/transfers/disposals on a monthly basis to the accounting department and these two databases are reconciled annually.

The immediate supervisor is responsible for ensuring that staff receives appropriate direction for safeguarding assets in their staff's possession.

The Manager of Corporate Services or designate:

- Shall establish procedures as necessary to ensure adequate controls are in place to ensure the safeguarding of the assets.
- Shall approve the removal of movable assets from the database, upon disposition.
- Shall provide a complete listing of moveable assets to the Secretary Treasurer/Deputy CAO annually.

#### (G) Controls

Controls to ensure the safeguarding of moveable assets include:

- Maintaining the moveable asset databases
- Assigning staff responsibility for safeguarding assets
- Carrying out periodic inventory counts
- Reviewing annual changes in moveable assets dollar amounts to identify trends and take remedial action where appropriate
- Segregation of duties between ordering, authorizing and tracking where practicable.

## 8.6 Equipment Categories

APPENDIX A LIST OF EQUIPMENT CATEGORIES			
CATEGORY		MINIMUM VALUE	INVENTORIES
1	Furniture, Furnishings & Office Equipment	Over \$300 Under \$300	Yes Local Discretion
2	Motor Pool	All	Yes
3	Computer and Communications Equipment	All	Yes
4	Lab and Scientific Equipment	Over \$300 Under \$300	Yes Local Discretion
5	Tools and Maintenance Equipment	Over \$300 Under \$300	Yes Local Discretion
6	Concession and Recreation Equipment	Over \$300 Under \$300	Yes Local Discretion

## 9. PETTY CASH

A) Funds from petty cash will be used for the following purposes:

- For purchases less than two hundred dollars (\$200) as per Human Resources Policy No. 10.
- For making change when accepting payment of accounts receivable or rent from lessees of the GRCA.
- For advances not exceeding two hundred (\$200) dollars for anticipated GRCA expenses (lunch meetings, etc.). The Employee must sign a form acknowledging the advance and agree to repay it with cash or a paid invoice within twenty-four (24) hours. When repaid, the form will be surrendered to the Employee.

(B) No advances shall be made to any Employee for personal purposes.

Any variance from this Regulation must be approved by an Authorized Buyer as defined in Human Resources Policy No. 10.

## 10. PURCHASING POLICY AND GUIDELINES

### 10.1 General Policies

Authorized Buyers shall procure the required quality and quantity of goods and services in a fair, transparent and timely manner at the best value to GRCA, over the life of the product or service. This best value to GRCA will be estimated by considering all factors including, but not limited to price, quality, service, terms and warranties, within the financial controls outlined in this regulation. GRCA reserves the right to refuse to enter into any purchase contracts with vendors that have commenced litigation or other actions against GRCA.

Authorized Buyers shall mean the Chief Administrative Officer or Secretary-Treasurer/Deputy CAO, and their designates as described in this Policy.

Authorized Signing Officers shall mean those persons designated to have signing approval under the by-laws approved by the General Membership of GRCA.

Authorized Buyers not adhering to the purchasing regulations as written shall be subject to penalties specified by the Chief Administrative Officer or Secretary-Treasurer/Deputy CAO, including loss of purchasing privileges and possible dismissal.

## **10.2 Purchasing Limits and Authorization**

Authorized Buyers and their designates shall adhere to the following purchasing limits and procedural requirements:

- Dollar amounts are excluding sales taxes and before any discounts or rebates
  - For purchases of goods and services where delivery is expected over a long period of time, or at irregular intervals (under contract, blanket or open orders), the purchase amount is deemed to be the total estimated cost for the contract period
  - All Purchase Orders in support of projects are subject to section 10 and 11
  - Purchase Orders and/or vendor Invoices will be approved in accordance with section 10.6
  - Any changes must be supported by change order requests in accordance with section 11.5
- i) Purchases less than two hundred dollars (\$200)
- Purchase orders not required
  - May be paid by the employee and refunded by GRCA via an expense claim or from petty cash. The original sales invoice must be attached to the travel expense claim form or submitted to the designated petty cash custodian for reimbursement (reference section 9 – Petty Cash)
- ii) Purchases between two hundred dollars (\$200) and less than one thousand (\$1,000)
- Purchase orders are optional (based on Manager preference)
  - Vendors should quote the PO number or GRCA staff contact who initiated the purchase (in absence of a PO) on the invoice
- iii) Purchases between one thousand dollars (\$1000) and less than twenty five thousand (\$25,000) dollars
- Purchase Orders will be utilized in accordance with section 11
  - Quotes and/or bid request process should be considered
  - Vendors should quote the PO number on the invoice.
- iv) Purchases between twenty five thousand dollars (\$25,000) and less than one hundred thousand dollars (\$100,000)
- Purchase Orders will be utilized in accordance with section 11
  - A minimum of three (3) written quotations or bid requests (reference section 10.8) must be obtained from suppliers
  - If three (3) written quotations or bids cannot be obtained, the reasons must be documented and noted on the Purchase Order
  - Reasons for accepting other than the lowest quotation must be documented and retained on file for post-audit purposes
- v) Purchases greater than one hundred thousand dollars (\$100,000) before sales taxes must be obtained by one of the following open public processes in accordance with section 10.8 – Bid Request Formats and requires Board approval:
- Public Tender



- Invitation to Tender
    - Use of a prequalification process is required
  - Request for Proposals (RFP)
  - Request for Quotation (RFQ)
- vi) Special Procedure for Purchases from Nurseries for Tree Planting Programs
- Due to the relatively small number of tree nurseries with sufficient capacity to service GRCA's needs, and the need to grow nursery stock in advance of the tree-planting season, the purchasing procedure for the procurement of trees required for tree planting programs will be as follows:
- Staff will invite appropriate pre-qualified nurseries to participate in this program based on a five-year rolling forecast of GRCA's requirements;
  - Purchase Orders will be placed each year for the year's planting requirements, subject to minor adjustments each year;
  - Trees will be priced at market value, based on published prices from other nurseries;
  - The market price analysis will be retained with the Purchase Order for backup.

### **10.3 Purchases from Employees**

For purposes of this policy, Employees shall include:

- GRCA staff members, their immediate family and any relative, whether by blood or marriage;
- Any business, incorporated or not, with which any of the above hold either alone or collectively more than ten percent (10%) interest.

Purchases from Employees may be allowed, if approved by the Chief Administrative Officer or Secretary-Treasurer/Deputy CAO who will ensure that all other purchasing policies and procedures have been adhered to.

The Chief Administrative Officer or Secretary-Treasurer/Deputy CAO shall not approve a purchase from an Employee if in his/her discretion:

- It can be reasonably assumed the completing of a purchase contract would detract from a staff member's ability to carry out his/her normal duties under the contract of employment
- The contract is similar in nature to responsibilities and duties contained in the staff member's employment contract
- It can reasonably be assumed an Employee had particular knowledge that would allow the competitive process to be undermined

### **10.4 Purchases by Employees**

No private use of GRCA-owned supplies is permitted and items for personal use cannot be purchased through GRCA unless specific authorization is obtained from the Chief Administrative Officer or Deputy CAO/Secretary Treasurer.

### **10.5 Procurement of Consulting Services**

Consulting Services include professional and technical services. Legal services do not apply to this section.

GRCA procedures for consultant selection are summarized in table 10.1.

Approval of the Secretary-Treasurer/Deputy CAO must be obtained whenever the estimated consulting fees are between twenty thousand dollars (\$25,000) and less than fifty thousand dollars (\$50,000) or the Chief Administrative Officer when fees are between fifty thousand dollars (\$50,000) and one hundred thousand dollars (\$100,000).

General Membership approval of consultants must be obtained whenever the estimated fees are likely to be greater than one hundred thousand dollars (\$100,000).

Table 10.1 SUMMARY OF CONSULTANT SELECTION PROCEDURES		
Small Regular Assignments Between \$25,000 And less than \$50,000 (within approved Budget)	Large Regular Assignments Between \$50,000 And less than \$100,000 (within approved Budget)	Complex Assignments \$100,000 and over (within approved Budget)
<ul style="list-style-type: none"> <li>- Approval of Terms of Reference by Secretary Treasurer/Deputy CAO</li> <li>- Identify qualified consultants</li> <li>- Select consultant</li> <li>- Request proposal</li> <li>- Negotiate fee and scope of work</li> <li>- Approval of Consultant by Secretary Treasurer/Deputy CAO</li> <li>- Execute Agreement</li> </ul>	<ul style="list-style-type: none"> <li>- Approval of Terms of Reference by Chief Administrative Officer</li> <li>- Identify qualified consultants</li> <li>- Invite proposals</li> <li>- Evaluate proposals</li> <li>- Negotiate fee and scope of work</li> <li>- Approval of Consultant by Chief Administrative Officer</li> <li>- Execute Agreement</li> </ul>	<ul style="list-style-type: none"> <li>- Approval of Terms of Reference by Chief Administrative Officer</li> <li>- Identify qualified consultants</li> <li>- Invite proposals</li> <li>- Evaluate proposals (may interview consultants)</li> <li>- Negotiate fee and scope of work</li> <li>- Approval of Consultant by General Membership</li> <li>- Execute Agreement</li> </ul>
For small assignments costing less than \$25,000 section 10.2 (iii) will apply. Applicable agreements must be attached to the purchase requisition.		

## 10.6 Purchasing Limits/Authorized Buyers

All purchases will be approved by an Authorized Buyer. Limits for purchase approvals are as follows:

Staff	Approval Limit (aggregate value of purchase before sales tax)
Chief Administrative Officer Secretary Treasurer/Deputy CAO	\$25,000 and greater
Directors and Managers (and others as approved by the Chief Administrative Officer)	Under \$25,000
All Other Authorized Buyers*	Under \$3,000

\*Other Authorized Buyers Include:

- Area Superintendents
- Supervisor of Property Projects
- Property Superintendent
- Supervisor of Forestry Operations
- Superintendent of Nursery Operations
- Superintendent of Arboriculture
- Supervisor of Central Services
- Architect/Supervisor of Information Technology Operations
- Executive Director (Foundation)

Senior Water Resources Engineer  
Senior Engineer – Water Control Infrastructure  
Water Control Structures Maintenance Supervisor  
Executive Assistant

The above positions constitute the list of Authorized Buyers who can approve purchase requisitions, generate purchase orders or approve invoices within their authorization limit and in accordance with section 10.2.

Purchasing authority for items included in the annual approved budget shall relate only to the program under which the Authorized Buyer is employed, unless Management approves a designated buyer for centralized purchasing of designated supplies, equipment and services on behalf of GRCA.

### 10.7 Preliminary Efforts

The following procedures can be utilized as considered appropriate, prior to conducting bid request efforts:

- **Request for Information (RFI)**  
A RFI is used to determine the interest of the marketplace to provide goods or services which the GRCA is contemplating purchasing. An RFI can also be used to canvass the marketplace for insights into a specific need. Presumably, results would lead to a subsequent bid request document that incorporates the information acquired.
- **Request for Expression of Interest (RFEI)**  
A RFEI can be used to develop a list of potential vendors for a specific project, often for procurement of a good or service. This in turn will be used if a formal bid process is embarked upon. The RFEI is not a bid opportunity document.
- **Request for Pre-Qualification (RFPQ)**  
A RFPQ can be used to screen vendors or contractors for a project. Respondents are evaluated in order to develop a short list of the most qualified vendors or contractors. Weighted evaluation criteria must be used. The RFPQ leads to a subsequent bid request process.

### 10.8 Bid Request Formats

#### i) **Public Tender**

A Public Tender can be used for purchases greater than one hundred thousand dollars (\$100,000) before sales taxes to obtain the best price when the specifications of the required goods or services are clearly defined.

The Tender Opening Committee shall be comprised of:

- Either the Chief Administrative Officer, Secretary-Treasurer/Deputy CAO or Manager of Corporate Services
- The applicable Manager or division Director
- The Project Manager

In the event of a break in board meetings beyond one month, tenders that fall within the approved budget/forecast may be approved by a committee comprised of:

- The Chief Administrative Officer
- Secretary Treasurer/Deputy CAO
- Chair
- Vice-Chair

ii) **Invitation to Tender**

An Invitation to Tender can be used as a competitive tendering process where qualified suppliers or contractors are invited to submit sealed bids for construction or for supply of specific and clearly defined goods or services during a specified timeframe. Use of a prequalification process is required.

iii) **Request for Proposal**

A Request for Proposals (RFP) will be used for purchases greater than one hundred thousand dollars (\$100,000) before sales taxes to obtain best value solution to resolve a problem or to obtain a good or service when the exact specifications of the solution are not known. Weighted evaluation criteria must be used.

The Evaluation Committee shall be comprised of a minimum of:

- The Secretary-Treasurer/Deputy CAO or Director
- The appropriate Manager
- The Project Manager.
- If a consultant has been retained to assist with the RFP, the consultant may be invited to act as a resource to the Evaluation Committee, as required

iv) **Request for Quotation**

A Request for Quotation (RFQ) can be used for purchases greater than one hundred thousand dollars (\$100,000) before sales taxes to obtain the best value when the specifications of the required goods or services are clearly defined. A minimum of three quotations are requested, and copies are kept on file for audit or reference purposes. Weighted evaluation criteria must be used.

Table 10.2 SUMMARY OF BID REQUEST PROCEDURES		
PUBLIC TENDER & INVITATION TO TENDER	REQUEST FOR PROPOSALS (RFP)	REQUEST FOR QUOTATION (RFQ)
1. A Project Manager will be appointed by the Chief Administrative Officer, Secretary-Treasurer/Deputy CAO, or Director and will prepare the bid document (i.e. Tender, Invitation to Tender, RFP, or RFQ)		
2. Approval of Terms of Reference by Secretary Treasurer/Deputy CAO or CAO		
3. Log and safeguard all bid documents received		
4. Bid Documents will be reviewed in the presence of the defined opening committee (committee composition based on bid request format –Section 10.8 i. to iv.)		
	<i>The Evaluation Committee (RFP) or Project Manager (RFQ) may conduct interviews and/or request additional information or clarification.</i>	
5. If purchases are greater than \$100,000 before HST, Approval of General Membership is required for the awarding of the successful bid		
6. GRCA Signing Officers shall sign the appropriate documents as required		

Table 10.2 SUMMARY OF BID REQUEST PROCEDURES
<i>Bid requests are mandatory for purchases greater than one hundred thousand dollars (\$100,000) before sales tax and are optional for purchases less than one hundred thousand dollars (\$100,000) before sales tax.</i>

The Project Manager will:

- Set a budget for the project
- Advise the Manager of Corporate Services or designate when the project starts (open project)
- Initiate all Purchase Orders, and track all Purchase Orders compared to budget  
Advise the Manager of Corporate Services or designate when the project has been completed (close project)

### 10.9 Emergency Purchases

Emergency situations may arise where the normal requirements of the Purchasing Policy would put the health or safety of people at risk, or cause a risk of significant property damage. Emergencies include, without limitation:

- an imminent or actual danger to the life, health or safety of an official or an employee while acting on the GRCA's behalf
- an imminent or actual danger to the life, health or safety of the public due to a flood, a spill, a pollutant, a fire, extreme weather or other occurrence
- an unexpected and serious failure of a flood or erosion control structure owned or operated by GRCA
- an unexpected interruption of an essential public service that poses a serious risk to the public (e.g. flood forecasting and warning system)
- an imminent or actual danger of destruction of real property belonging to the GRCA or others.

In an emergency, the following shall apply:

#### Emergency Purchases under \$25,000

In certain emergency circumstances, work or purchases may be authorized by the Authorized that exceeds their approved purchasing limit to a maximum of \$25,000. As soon as possible after the work or purchase has been authorized, the appropriate authorized buyer must be notified and the Purchase Order must be approved in accordance with section 10.6.

#### Emergency Purchases over \$25,000

Any Director or Manager shall be authorized to make emergency purchases in excess of \$25,000. As soon as possible after the work or purchase has been authorized, the CAO, Secretary-Treasurer/Deputy CAO or "acting" designate must be notified and the Purchase Order must be approved in accordance with section 10.6. A report may be presented to the General Membership where the expenditure exceeded one hundred thousand dollars (\$100,000) at the next scheduled meeting, outlining the nature of the emergency and the goods and services purchased under this exception.

## 11. PURCHASE ORDERS

### 11.1 Use of Purchase Orders

Consistent use shall be made of electronic purchase requisitions or five (5) part Purchase Orders as follows:

## **Electronic Purchase Requisitions**

- Any staff person can initiate an electronic purchase requisition, which must then be delegated to the authorized buyer(s) for approval in a hierarchal manner in accordance with section 10.6. Once the purchase requisition is approved, Accounting will generate the Purchase Order (PO) and forward a copy via e-mail to the staff person who initiated the purchase requisition. Suppliers may be forwarded a PDF of the PO. Suppliers must quote the PO number on their invoice and will be asked to submit invoices electronically to [accountspayable@grandriver.ca](mailto:accountspayable@grandriver.ca).
- Once the PO has been completely fulfilled, the staff person who initiated the requisition will attach/forward a copy of the PO marked “completed” when submitting the final supplier invoice to Accounting.

## **Five Part Hard Copy Purchase Orders**

- First part (white) to supplier – Purchase Order number must appear on all invoices
- Second part (buff) to Accounts Payable – estimated quantities and dollar amounts must be shown
- Third part (blue) remains in book for issuer’s use
- Fourth part (pink) to Accounts payable
- Fifth part (green) to Receiving or location to which goods will be delivered. When the goods or services are received, the fifth part must be given to Accounts Payable. If the goods or services are received in good order, the receiver should date and sign this part of the order form to authorize payment. Any variances, shortages, or breakage should be noted on this form. If some items are not delivered or are back ordered, the fifth part of the Purchase Order should be retained until the final shipment is received. If applicable, a packing slip should be signed and delivered to Accounts Payable for partial shipment to authorize payment of the goods received.

### **11.2 Use of Purchase Cards**

Purchase cards may be issued to Superintendents, the Secretary-Treasurer/Deputy CAO, and others as authorized by the Chief Administrative Officer.

The following limitations on the use of Purchase Cards apply:

- Two thousand, five hundred dollars (\$2,500) per transaction
- Fifteen thousand dollars (\$15,000) per month

The cardholder matches all original vouchers to the monthly statement, indicates the appropriate general ledger accounts to allocate expenses to, obtains approval from the appropriate Manager or Director who approves the statement and forwards the package to Accounting for processing.

### **11.3 Use of Blanket Purchase Orders:**

Blanket Purchase Orders should be used when the total dollar value that will be expended is known or can be reasonably estimated for the duration of the fiscal year, and where the purchase relates to regularly stocked items or recurring similar services (i.e. budgeted expenditure).

#### **11.4 Conditions Where Purchase Orders Are Not Required**

It would not normally be considered necessary to issue Purchase Orders for the following expenditures:

- Purchases of less than one thousand dollars (\$1000) in accordance with section 10.2 ii)
- Purchases of professional services including, insurance, audit, and legal where an alternative agreement exists (a signed contract/ agreement for a specific service, an engagement letter, etc.)
- Specific payments related to land purchases and easements, payroll and employee benefits, membership dues and subscriptions, travel expenses, postage, and other similar administrative expenditures
- Recurring purchases including utility, communications or tax charges where they are charged to pre-approved accounts

#### **11.5 Approval Requirements for Expenditures Exceeding Original Purchase Order Limit**

##### **Original Purchase Order under \$100,000 (before HST)**

A change request will be completed via email or memo and sent for approval using the same hierarchal authorization levels as obtained for the initial purchase order.

##### **Original Purchase Order over \$100,000 (before HST)**

Where any purchase of goods or services has been authorized under the staff purchasing policy and guidelines, the Chief Administrative Office or Deputy CAO/Secretary Treasurer may authorize disbursement of additional funds provided that the additional funds:

- (a) Do not exceed the greater of \$100,000 or ten percent 10% of the original contract
- (b) Are available within the program budget or board approved forecast adjustment, or board approved project budget
- (c) Are required to complete works that are necessary as part of the original contract

If all conditions in 11.5 (a), (b), and (c) are not met, approval of the General Membership is required.

## **12. STAFF ORGANIZATION**

### **12.1 General Responsibilities of Officers and Senior Staff**

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

The Chair and Vice-Chair are elected annually by the General Membership and are officers of GRCA charged with responsibilities set out in the By-laws of the GRCA

#### **(B) Chief Administrative Officer**

The Chief Administrative Officer is appointed by, and reports to the General Membership of GRCA consistent with the By-laws of GRCA.

The Chief Administrative Officer has full charge and direction of all Employees of GRCA, including the approval of position specifications and salary administration, and is responsible for directing and co-ordinating the implementation of programs, policies and decisions which GRCA approves or adopts.

The Chief Administrative Officer provides information and liaison to Member Municipalities, Provincial/Federal bodies, and members of the public and client groups as requested by GRCA and conducts the official correspondence of GRCA.

(C) Secretary-Treasurer

The Secretary-Treasurer is appointed by the General Membership of GRCA and fulfills the requirements of the Secretary-Treasurer as defined in the Conservation Authorities Act and the By-laws of GRCA. The Secretary-Treasurer reports to the Chief Administrative Officer.

## **12.2 Management Committee**

The Management Committee is composed of the Chief Administrative Officer, the Secretary-Treasurer, the Directors, Managers and others named by the Chief Administrative Officer.

The Management Committee meets at the call of the Chief Administrative Officer. The Chief Administrative Officer or his/her designate shall act as Chair.

The function of this Committee in general terms shall be to discuss, co-ordinate and recommend to the Chief Administrative Officer an appropriate course of action to be taken by GRCA regarding matters which impact on GRCA. All such matters must be within staff jurisdiction.

Special functions of this Committee shall be:

- To review the material being presented to the Committees of GRCA and to contribute recommendations to the Chief Administrative Officer that will reflect the best interests of GRCA;
- To review budget estimates;
- To review the progress of various projects and programs of GRCA;
- To review new or revised policies and procedures.

## **12.3 Acting Chief Administrative Officer**

In the absence of the Chief Administrative Officer for any reason, the Secretary Treasurer/Deputy CAO is "Acting" Chief Administrative Officer. If both the Chief Administrative Officer and Secretary Treasurer/Deputy CAO are absent, they will appoint an alternate "Acting" Chief Administrative Officer.

# **13. REGULAR SERVICE EMPLOYEE REQUIREMENTS**

## **13.1 General Requirements:**

Regular Employees shall mean all Salaried and Hourly-Rated Employees in Regular Service positions who have satisfactorily completed the required probationary period.

Applicants hired for Regular Service shall:

- Serve a probationary period of six (6) months which may be extended for a further period in exceptional cases as authorized by the Chief Administrative Officer;
- Be evaluated during the probationary period as to performance and ability;



A probationary review shall be conducted with the Employee, upon notification and receipt of the Probationary Appraisal form from the Manager of Human Resources, by his/her Supervisor at least two (2) weeks prior to completion of the probationary period. A report of this interview (Probationary Review Report) must be filed by the appropriate Manager with the Manager of Human Resources, prior to the expiration of the probationary period outlining recommendations.

All Regular Employees shall be entitled to annual vacations, sick leave and statutory holidays with pay and to other Employee benefits in accordance with the Human Resources Policies of GRCA.

All Regular Employees shall participate in GRCA's Group Insurance Plan. The mandatory effective date for enrollment is six (6) months from the start date in a Regular, Full-time position, excepting those Employees who can claim exemption through their spouse, etc.

For the purposes of employee benefits, the probationary period may be waived at the discretion of the Secretary Treasurer/Deputy CAO for Regular Employees. Approval from the insurer is required.

All Employees appointed to Regular Service must be enrolled in the Ontario Municipal Employees Retirement System (OMERS) pension fund on the date of appointment with no probationary waiting period.

## **14. SEASONAL, TEMPORARY, PART-TIME AND CASUAL EMPLOYEE and STUDENT REQUIREMENTS**

### **14.1 Seasonal Service**

- Seasonal Employees, excluding summer students, shall mean all Employees hired by GRCA on a Seasonal basis.
- Seasonal Employees shall:
  - Receive remuneration only for the actual time worked;
  - Receive vacation pay each pay period at the rates stipulated in the current Employment Standards Act;
  - Contribute to employment insurance in accordance with the current Employment Insurance Act as required;
  - Contribute to the Canada Pension Plan;
  - Contribute to OMERS Pension Plan as applicable;
  - Receive remuneration for Paid Holidays that fall within their working season in accordance with the Employment Standards Act and the Collective Agreement (where applicable); and
  - Contribute to the Group Health and Dental Insurance Plan if applicable

### **14.2 Temporary Service**

A temporary position typically relates to employment for a specific project for a defined period of time usually less than fifteen (15) months however, under certain circumstances, this term could be longer. In addition, a temporary Employee is defined as an Employee who fills in for a full time or seasonal Employee who is absent due to an approved leave of absence, illness, vacation, temporary transfer or accident. Jobs that become vacant while Employees are on layoff, may be filled by a temporary Employee.

A Temporary Employee shall:

- Receive remuneration only for the actual time worked;

- Receive vacation pay each pay period at the rates stipulated in the current Employment Standards Act;
- Contribute to employment insurance in accordance with the current Employment Insurance Act as required;
- Contribute to the Canada Pension Plan;
- Contribute to OMERS Pension Plan as applicable;
- Receive remuneration for Paid Holidays in accordance with the Employment Standards Act and the Collective Agreement (where applicable); and
- Contribute to the Group Health and Dental Insurance Plan if applicable

#### **14.3 Part-Time Hourly-Rated Service**

Part-Time Hourly-Rated Employees shall mean all Employees working regularly scheduled hours less than a normal work week as established by the immediate Supervisor.

A Part-Time Hourly-Rated Employee shall:

- Receive remuneration only for the actual time worked;
- Receive vacation pay each pay period at the rates stipulated in the current Employment Standards Act;
- Contribute to employment insurance in accordance with the current Employment Insurance Act as required;
- Contribute to the Canada Pension Plan;
- Contribute to OMERS Pension Plan as applicable; and
- Receive remuneration for Paid Holidays in accordance with the Employment Standards Act and the Collective Agreement (where applicable).

#### **14.4 Casual Part-Time Service**

Casual Part-Time Employees shall mean all Employees who work on an intermittent basis where no minimum or regularly scheduled hours are established.

A Casual Part-Time Employee shall:

- Receive remuneration only for the actual time worked;
- Receive vacation pay each pay period worked at the rates stipulated in the current Employment Standards Act;
- Contribute to employment insurance in accordance with the current Employment Insurance Act as required;
- Contribute to the Canada Pension Plan;
- Contribute to OMERS Pension Plan as applicable; and
- Receive remuneration for Paid Holidays in accordance with the Employment Standards Act and the Collective Agreement (where applicable).

#### **14.5 Students**

Students employed during the school vacation period are Non-Union, and therefore excluded from the bargaining unit. Students are employed on an hourly basis for a normal workweek of five (5) days and work either thirty-five (35) or forty (40) hours per week at such times as scheduled by the immediate Supervisor. Students may have the opportunity to work beyond the school vacation period up until Oct. 15. If they do so and work less than 30 hours per week their status remains as a student, however, if they are not going back to

school or they are working more than 30 hours per week they will convert to a unionized temporary Labourer job level 2 for this period of time. Co-op students, both paid and unpaid, may be hired by the GRCA.

Students shall receive compensation for a Paid Holiday in accordance with Employment Standards.

## **15 SALARY AND WAGE ADMINISTRATION**

### **15.1 Establishment of Salary and Wages**

#### **15.1.1 Salary and Wage Scales**

A Salary Scale shall be established which shall be applicable to Non-Union Employees.

A Wage Scale to be contained in the Collective Agreement shall be established for Bargaining Unit Employees.

#### **15.1.2 Pay-for-Performance**

Employees may progress through the steps in their Salary/Wage Grade based on satisfactory performance as evaluated by their individual Supervisors and approved by the Manager and/or Director. Employees are assessed based upon the preceding year's performance and is tied to the Staff Development Program. The effective date of Pay-For-Performance grid step increases is July 1st of each year.

Employee salary and wage increases must be:

- Approved by the Chief Administrative Officer;
- Within budgetary limits;
- Within the approved Salary & Wage Scale for the positions.

When applicable, wage scale adjustments shall be effective on the first day of January each year or at such other times as approved by the Board or as specified in the Collective Agreement for Bargaining Unit Employees.

Salary scales shall be reviewed annually and at such other times as may be deemed necessary by the Chief Administrative Officer to take into consideration market conditions and the cost of living index as published by Statistics Canada and recommendations for adjustment shall be made through a Confidential Report to the General Membership for approval.

Bargaining Unit Employees shall adhere to the terms and conditions of the Collective Agreement with respect to increment adjustments.

Reclassification of positions may occur where the nature of the responsibilities attached to a position change and where the job evaluation system indicates a change. This change must be approved by the Chief Administrative Officer.

The pay period shall be on a bi-weekly basis, and payment is subject to procedures as set by the Chief Administrative Officer.

The Payroll Department will not issue any remuneration, in advance of the day it is due.

## **15.2 Staff Development Program**

Full-Time, Regular Part-Time, Seasonal and Temporary Employees are required to participate in a Review Meeting with their Supervisor on an annual basis. Annual Staff Development Review Meeting forms will be completed and returned to Human Resources by February 28th for Directors and Managers and April 30th for all other Employees.

An Employee, who is active on January 1st of any year, is eligible for consideration for a grid step on July 1st of the same year (i.e. has completed six (6) months continuous full-time service).

The Staff Development Program is based on the premise that:

- GRCA is responsible for assisting in the development of its Employees; and
- Employees have the right to know how they are performing and how their career is progressing.

## **16. STAFF POSITION LISTING**

Human Resources maintains a current listing of positions and their corresponding wage grades and salary and wage scales.

## **17. HOURS OF WORK**

### **17.1 Minimum Hours of Work**

The following minimum hours of work shall apply to all non-union Employees in GRCA's service:

NON-UNION SALARIED – Regular hours are thirty-five (35) per week, normally Monday to Friday from 8:30 a.m. to 4:30 p.m. with one (1) hour lunch break, and at such other times as directed by the Chief Administrative Officer, Secretary Treasurer/Deputy CAO or the appropriate Director.

NON-UNION OPERATIONS DIVISION FIELD STAFF (including Area Superintendents, Supervisor of Central Services, Nursery Superintendent and the Superintendent of Arboriculture Operations) – Shall work a minimum of eighty (80) hours per pay period (ten (10) – eight (8) hour days) during peak season and a minimum seventy (70) hours per pay period (ten (10) – seven (7) hour days) during off-season. Peak season is normally April 1 to October 31, but the appropriate Manager may modify dates for individual areas.

Area Superintendents shall:

- work Saturday and Sunday when scheduled;
- work normal working hours unless otherwise directed as set out in approved work schedules for each Conservation Area and other times as deemed necessary by the appropriate Manager or the Employee's immediate Supervisor.

Salaried "Temporary" Employees shall work the regular days and hours of work established at the time of hiring. Hours of work must also be designated on the hiring form by the hiring Supervisor.

Students are non-union and therefore excluded from the Bargaining Unit. Students are employed for the school vacation period on an hourly basis for a normal workweek of five (5) days and either thirty-five (35) or forty (40) hours per week at such times as scheduled by the immediate Supervisors. Students may have the opportunity to work beyond the school vacation period for less than 30 hours per week. If they are working under 30 hours per week their status will remain student. If they are not going back to school or they are working more than 30 hours per week they will convert to a unionized temporary Labourer job level 2.

## **17.2 Hours of Work - Bargaining Unit Employees**

Hours of work for bargaining unit Employees will be as described in the Collective Agreement between GRCA and Ontario Public Service Employees Unit (OPSEU – Local 259).

## **17.3 Overtime Non-Union**

Non-Union Employees, excluding Operations Field Staff as listed above, will receive compensating time off in lieu of overtime on an hour for hour basis, for approved overtime to a maximum net accrual of thirty-five (35) hours. Exceptions whereby Operations Field Staff receive pay for overtime must be authorized by the Chief Administrative Officer.

Claims beyond thirty-five (35) hours in Human Resources Policy No. 17.3 must be authorized by the Chief Administrative Officer.

## **17.4 Compensating Time Off for Overtime: Non-Union Staff**

Approved overtime credits for the purpose of compensating time off shall be forfeited unless taken prior to December 31st of the year in which it was earned.

Where overtime hours are earned, they must be recorded on the electronic time sheet of the Employee on the day in which they were earned, and the eligible accumulation reported in the electronic accrual balances.

When overtime hours are used for time off, they must be recorded as such on the electronic time sheet. An Employee shall not be recorded as present if he/she is not at work.

Overtime shall be pre-approved by the Manager or a Supervisor who is authorized by the Manager for that purpose and the approval shall be given before the overtime is performed. In an emergency where it is not practical to approve overtime before it is performed, for example for Senior Flood Operators and Duty Officers, the overtime shall be approved after the work has been performed.

## **17.5 Overtime – Bargaining Unit Employees**

Overtime for bargaining unit Employees will be as more specifically described in the Collective Agreement between GRCA and Ontario Public Service Employees Unit (OPSEU – Local 259).

## **17.6 Standby**

Non-union Employees who are assigned to standby duty by the appropriate Manager and approved by the Chief Administrative Officer shall receive thirty-five (\$35.00) dollars per day. Employees who perform work while on standby duty will receive compensating time off based on actual time worked resulting from standby calls.

## **17.7 Flex-Time Schedules**

### **17.7.1 Flex Hours**

A Manager may approve a 'flex-hours' schedule that differs from the regular hours of operation for GRCA on the recommendation of the appropriate Supervisor. Core hours of work shall be maintained between 9:30 a.m. to 3:00 p.m. with not less than thirty (30) minutes for a lunch break.

An Employee's schedule, as approved by the Manager, will remain the same each week unless a change is approved. (see Human Resources Policy No. 17.9).

### 17.7.2 Flex Work Week

A Manager may approve a 'flex work week' schedule. A staff member must submit a written proposal and implementation of a flex work schedule must ensure that operational needs continue to be met.

The implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the GRCA to schedule any hours of work permitted by the terms of employment.

Work hours may be flexed over no more than four (4) weeks and the arrangement should clearly define the hours of work over the relevant time period. This work arrangement may, if appropriate, be applied on a seasonal basis. Attendance reporting shall be mutually agreed between the Employee and GRCA.

Where a flex work week arrangement is proposed for a Bargaining Unit Employee, the Union must be informed of the proposal and consent to any individual arrangement.

### 17.7.3 Flex Schedule Review

Alternative work arrangements may be defined in length, and/or reviewed in accordance with the written agreement. At a minimum, a review must occur every two (2) years. GRCA retains the right to terminate the arrangement upon providing four (4) weeks of written notice to the Employee and signed by the Supervisor and the Manager in consultation with the Human Resources Department.

## 17.8 Inclement Weather/Office Closures

The safety and health of Employees and Volunteers is of primary concern to GRCA. Employees and Volunteers will not be expected to work in adverse weather conditions that place their health and safety at significant risk.

### 17.8.1 Definition - Inclement Weather

Intense adverse weather conditions such as heavy snow, ice, rain, or fog, excessive heat, humidity or wind, or other similar weather conditions that create significant risk to the health and safety of Employees and Volunteers.

### 17.8.2 Management Practices

Responsibility of Employee - In situations of inclement weather, each Employee is responsible for making a reasonable effort to arrive at his/her work location and/or his/her clients. If the Employee is unable to attend work due to inclement weather, he/she must contact his/her Supervisor (or designate) immediately. An Employee will not be disciplined for failing to attend work due to inclement weather, if he/she has satisfactorily followed the procedures contained in this policy.

### 17.8.3 Family Demands

Those Employees who are unable to attend work due to family responsibilities resulting from inclement weather (i.e. Schools, daycare facilities being closed, etc.) must contact their Supervisor (or designate) immediately. In this case, the Employee may request an Emergency day as outlined in Human Resources Policy No.20.2.

### 17.8.4 Payment

In consultation with the Employee, the Supervisor will select one of the following options for addressing the Employee's lost work time (whole or partial day) due to inclement weather (excluding operation closures):

- Loss of pay for the lost work hours
- Vacation (where the Employee is eligible and if the absence is equal to one half or one whole day)
- Accumulated Overtime
- Making up the lost time (at home on the day of the inclement weather or working additional hours outside the Employees normal working hours, with the Supervisor's approval)
- Sick days (i.e. short term disability) are not to be used for making up time lost due to inclement weather.

#### 17.8.5 Operation Closures

If weather conditions are such that travel to and from work is extremely hazardous, the Chief Administrative Officer may declare operations closed for a day or part thereof. The most senior Supervisor (or designate) at the office location has the authority to close the respective office location or shorten the work day and they must advise their Manager and Director of their actions.

If the Chief Administrative Officer declares operations closed for a day or any part thereof, Employees shall be paid on the same basis as if they worked their regularly scheduled hours.

#### 17.9 Scheduled Time

In order to allow management to address the current priorities of their Departments (i.e. attend night meetings, etc.), weekly hours may be scheduled, which vary from the hours normally worked by an Employee. The scheduled time is not restricted to core hours as defined in Human Resources Policy No. 17.7, when approved by the Secretary Treasurer/Deputy CAO, Director or Manager. The hours worked outside of the normal hours will be offset by compensating time off within two (2) weeks, or the Overtime Policy will apply.

### 18. PAID HOLIDAYS

#### 18.1 Paid Holidays

The following days are Paid Holidays:

- New Year's Day
- Civic Holiday
- Family Day
- Labour Day
- Good Friday
- Thanksgiving Day
- Easter Monday
- Remembrance Day
- Victoria Day
- Christmas Day
- Canada Day
- Boxing Day
- And such other days as may be authorized by the General Membership.

When any of the above-named Holidays fall on a Saturday or Sunday, the Friday preceding or the Monday succeeding such Holiday shall be designated by the Chief Administrative Officer as the day in lieu of the Holiday.

Paid Holidays reported on attendance records and work reports, must be designated as such so as to not confuse them with vacation time or time off. If these Holidays are accumulated and taken at a later date, the name of the Holiday must be listed on the report for ease of identification.

The Employment Standards Act sets out rules for entitlements, pay and premium pay for Public Holidays. The GRCA will follow these rules for all days identified in (18.1) as Paid Holidays. As outlined in the Employment Standards Act, to qualify, Employees must work their last regularly scheduled work day before and their first regularly scheduled work day after the Holiday, unless reasonable cause exists for not doing so. Paid holiday pay is based on the regular wages and vacation pay over the four (4) weeks preceding the Holiday, divided by twenty (20).

### **18.2 Working on a Paid Holiday**

Salaried Employees who are required to work on a Paid Holiday will receive time and one-half (1/2) for the day and a day to be taken at a time mutually agreeable to the Employee and Supervisor.

Superintendents I, II and III who work on any of the following Paid Holidays, will receive compensating time off on an hour for hour basis:

- Victoria Day
- Canada Day
- Civic Holiday
- Labour Day
- Thanksgiving Day

Bargaining Unit Employees, who are required to work on a Paid Holiday, will be compensated for such Holiday as per the Collective Agreement.

### **18.3 Christmas Eve and New Year's Eve - Early Closure**

When an employee is normally scheduled to work on Christmas Eve and New Year's Eve, the employee shall be given a half-day off for both days not to exceed 3.5 hours each day, when those dates fall on weekdays.

## **19. ANNUAL VACATION**

### **19.1 General**

Annual vacation period shall be based on the calendar year.

Vacation periods shall be scheduled to the satisfaction of the Chief Administrative Officer or the appropriate Manager.

### **19.2 Regular Employees**

Regular Full-time Employees may be entitled to an annual vacation period with pay as follows:

<b>Length of Service (Based on Calendar Year)</b>	<b>Vacation Entitlement</b>
1 – 4 continuous years	15 working days
5 – 9 continuous years	20 working days
10 – 14 continuous years	22 working days
15 – 20 continuous years	24 working days
21 -26 continuous years	27 working days



<b>Length of Service (Based on Calendar Year)</b>	<b>Vacation Entitlement</b>
27 continuous years	28 working days
28 continuous years and up	29 working days

Included in the calculation of a Regular Full-time Employee's length of service shall be:

- Prior Regular Service;
- Continuous Temporary Service with GRCA;
- Any service credited upon hire.

Regular Full-time Employees terminating their service during the year who have not taken their annual vacation shall be paid for their entitlement pro-rated for those months worked. If, on the date of termination, the number of vacation days already taken that year exceeds their pro-rated entitlement, the credit for the unearned vacation shall be deducted from the Employee's pay.

A Regular Full-time Employee may be permitted to transfer unused vacation days from one (1) year to another on the following basis:

- Written approval from the Chief Administrative Officer must be obtained by December 31 of the calendar year in which the unused vacation days are accumulated;
- An Employee can carry over up to ten (10) days of their annual entitlement from one (1) calendar year to the next. In the event of exceptional circumstances, the Chief Administrative Officer may grant permission for the Employee to carry over more than ten (10) days.
- Vacation carryover will only be allowed in compliance with the Employment Standards Act.

A Regular Part-Time Employee shall receive vacation in the same manner as a Regular Full-time Employee except that it shall be based on length of service and pro-rated based on regular or seasonal part-time hours of work divided by the hours of work for the equivalent full-time position (either one thousand, eight hundred and twenty (1820) hours or one thousand, nine hundred and seventy-five (1975) hours as applicable). Where no full-time position exists the hours will be divided by one thousand, eight hundred and twenty (1820) hours.

For Hourly Rated Bargaining Unit Employees, vacation entitlement and procedure will be as described in the Collective Agreement.

### **19.3 Seasonal Employees**

Seasonal Employees shall be entitled to vacation pay as per the Employment Standards Act and outlined in Human Resources Policy No. 14

## **20. LEAVE OF ABSENCE**

All leaves of absence must have a leave of absence request form completed and approved by the Chief Administrative Officer in advance.

### **20.1 Leave of Absence with Pay**

The Chief Administrative Officer may grant a leave of absence with pay for not more than one (1) month in any calendar year to a Regular Employee upon special or compassionate grounds and the period of leave shall be charged against the sick pay credits of the Employee. This leave will only be granted in exceptional

circumstances wherein other options have been exhausted. The length of service and past attendance record will be taken into consideration when granting such leave.

The Chief Administrative Officer may grant a leave of absence with pay for not more than one (1) month in any calendar year to a Temporary, Part-time or Seasonal Employee for sickness, special or compassionate circumstances beyond his/her control. The length of service and past attendance record will be taken into consideration when granting such leave.

## **20.2 Leave of Absence without Pay**

### **20.2.1 Unpaid Leaves**

The Chief Administrative Officer may grant a leave of absence without pay for not more than six (6) consecutive months, in any calendar year to a Regular Employee provided that such leave shall be:

- For multiples of one (1) week duration and that the total weeks granted be taken consecutively;
- Recommended by the appropriate Director or Secretary Treasurer/Deputy CAO who must make provisions to carry on the duties of the Employee in his/her absence;
- Considered a saving of expense for the GRCA which can be used to carry on the duties of the Employee in their absence;
- Approved at least one (1) month in advance of the period of leave;
- Granted in a fair and equitable manner in the event that two (2) Employees request to be absent at the same time;
- Not supplemented by or used in combination with sick leave credits;
- Vacation time and accrued overtime shall be exhausted prior to requesting a leave of absence without pay;
- Granted only if the Employee agrees to prepay the cost of all employee benefits provided by GRCA's benefits plan.

Leaves of absence for Bargaining Unit Employees shall be as specifically described in the Collective Agreement.

### **20.2.2 Sick Leave**

Employees will be entitled to up to 3 unpaid days of leave per calendar year for personal illness, injury or medical emergency as per the Employment Standards Act (ESA). Note, if an employee is eligible for GRCA sick pay credits, the sick credits will be counted as ESA leave.

### **20.2.3 Family Caregiver Leave**

As per the Employment Standards Act employees are entitled to unpaid, job protected leave of up to 8 weeks per calendar year per specified family member. Family Caregiver leave may be taken to provide care and support to a specified family member for whom a qualified health practitioner has issued a certificate indicating the family member has a serious medical condition.

### **20.2.4 Family Responsibility Leave**

As per the Employment Standards Act employees are entitled to 3 unpaid, days of leave per calendar year for illness, injury, medical emergency or urgent matter relating to a prescribed family member.

#### 20.2.5 Bereavement Leave

Employees are entitled to up to 2 unpaid days of leave per calendar year for the death of a prescribed family member as per the Employment Standards Act. Note, if an employee is eligible for GRCA bereavement leave, the GRCA bereavement leave will be counted as ESA bereavement leave.

#### 20.2.6 Critical Illness Leave

Employees are entitled to unpaid, job-protected leave of up to thirty-seven (37) weeks to provide care to a critically ill child and are also entitled to take up to seventeen (17) weeks' unpaid leave to care for a critically ill adult who is 18 years or older as per the Employment Standards Act. Employees may be eligible to receive Employment Insurance (EI) special benefits for caregivers of critically ill minor children who are family members for up to 35 weeks. There is a similar benefit for family members who take leave from work to care to critically ill adults for up to 15 weeks.

#### 20.2.7 Child Death Leave or Crime-Related Child Disappearance Leave

As per the Employment Standards Act, employees are entitled to unpaid, job-protected leave of:

- up to one-hundred and four (104) weeks if a child of the employee dies.
- up to one-hundred and four (104) weeks if a child of the employee disappears and it is probable, considering the circumstances, that the child disappeared as a result of a crime.

#### 20.2.8 Domestic or Sexual Violence Leave

As per the Employment Standards Act, employees are entitled to take up to ten (10) days and up to fifteen (15) weeks of leave the first 5 days of which are paid at the amount prescribed by legislation, if they or their child experiences domestic or sexual violence, or threats of domestic or sexual violence.

#### 20.2.9 Family Medical Leave

As per the Employment Standards Act, employees are eligible for up to twenty-eight (28) weeks' leave without pay in a 52 week period to provide care or support to specified family members who are terminally ill with a significant risk of death occurring within a period of 26 weeks.

#### 20.2.10 Declared Emergency Leave

As per the Employment Standards Act, Declared Emergency Leave gives employees the right to a leave without pay if the employee will not be performing the duties of his or her position because of an emergency declared under the emergency Management and Civil Protection Act (the "EMCPA"), and one or more of the qualifying conditions exist.

#### 20.2.11 Reservist Leave

As per the Employment Standards Act, job protected, unpaid leave exists for military reservists serving on international or domestic operations.

#### 20.2.12 Organ Donor Leave

As per the Employment Standards Act, employees are entitled to take up to 13 weeks of unpaid job protected leave from work for organ donation; an extension of which may be required for a maximum of an additional 13 weeks of unpaid leave.

### **20.3 Leave of Absence – Bereavement**

For the purposes of this policy, immediate family shall mean spouse, common-law spouse, child, mother, father, father-in-law, mother-in-law, sister and brother.

The Chief Administrative Officer, Secretary Treasurer/Deputy CAO or appropriate Director may grant a leave of absence with pay to a Regular Full-Time, Seasonal and Temporary Employee for bereavement. The leave of absence may be granted on the following basis, for days on which the Employee was otherwise scheduled to work:

- Five (5) days for a death in the immediate family;
- Two (2) days for the death of a grandparent, grandparent-in-law, grandchild, sister-in-law, brother-in-law, daughter-in-law or son-in-law;
- One (1) day for the death of an aunt, uncle, niece or nephew.

Bereavement leave days may be taken at the time of death, memorial service and/or interment.

Regular Part-time Employees will be eligible for bereavement leave in accordance with this Regulation for those days on which they were otherwise scheduled to work. The benefit level will equal the number of hours they were scheduled to work on that particular day(s).

### **20.4 Leave of Absence – Pregnancy/Parental**

Pregnancy/Parental leave shall be in accordance with the Employment Standards Act.

Upon written request of an employee who is the biological birth mother and has worked continuously for the GRCA for a period of thirteen (13) weeks preceding the date of birth, GRCA shall grant an unpaid leave of absence without pay, for a period of up to one and a half (1.5) years. This one and a half (1.5) year period will be comprised of a combination of up to seventeen (17) weeks pregnancy leave and sixty one (61) weeks parental leave. For birth mothers, parental leave must normally be taken immediately following the pregnancy leave.

The employee shall give GRCA two (2) weeks' notice, in writing, of the day upon which she intends to commence her leave of absence and the date upon which she intends to return.

New parents have the right to take parental leave when the child is born or first comes into their care. Upon written request birth mothers who do not take pregnancy leave, and other new parents who have worked continuously for GRCA for a period of thirteen (13) weeks preceding the date of birth of the child, GRCA shall grant a parental leave, without pay, for a period of up to sixty-three (63) weeks. Such leave must be taken no later than seventy-eight (78) weeks after the child was born or came into their care. Such leave of absence shall be granted upon two (2) weeks written notice by the Employee of the commencement of the leave.

An Employee wishing to return early from a pregnancy leave or parental leave of absence or extend the leave shall give the employer four (4) weeks' written notice of his/her intention to return to work.

GRCA will continue to pay its share of an Employee's group benefits during pregnancy/parental leave. Similarly, if an Employee advises in writing that he/she intends to pay his/her share of the pension contribution for the leave period, they have until December 31<sup>st</sup> of the year following the year in which the employee returned to work to make those arrangements and then GRCA will pay the matching pension contribution. If an Employee

elects not to pay his/her share of the pension contribution, GRCA does not pay its share either, and a period of broken service will result. If, at a future date, the Employee wishes to buy-back the period of broken service, he/she would be responsible for both the Employee and the Employer contributions.

#### Pregnancy/Parental Leave and Vacation Entitlement

The Employee may take vacation at the end of his/her leave or at a later time if requested and GRCA agrees. A payout can only be made if the Employee makes the request in writing.

#### **20.5 Leave of Absence – Adoption**

An unpaid parental leave for adoption will be considered for an Employee in accordance with the Employment Standards Act.

A request in writing for an unpaid leave of absence of no greater than sixty-three (63) weeks must be submitted to the Chief Administrative Officer for approval.

Unpaid leave of up to sixty-three (63) weeks is available to adoptive parents (mother or father). Requests for parental leave must be in writing and a minimum of two (2) weeks' notice provided. This leave is available no later than seventy-eight (78) weeks after the child was born or came into their care.

#### **20.6 Personal Day**

Regular full-time, seasonal full-time employees (with a season of at least five months) and temporary full time employees in a position that is at least 12 months in length will be granted two (2) paid personal days per year. A personal day must be used in its entirety and not in partial increments. An unused personal day cannot be carried from one year to the next and it is not eligible to be paid out.

Please note, the two paid Personal Days are considered a greater right or benefit than the Sick Leave, and Bereavement Leave under the Employment Standards Act (ESA) if the reasons for the leave overlaps. Therefore, for employees that are eligible for the paid personal days, they are not eligible for these ESA leave days.

### **21. SERVICES of EMPLOYEES AS JURORS OR WITNESSES**

An Employee who is required to serve as a Juror or is subpoenaed as a Witness in a non-GRCA-related court case, will be compensated for loss of pay from their regular scheduled shift due to such jury service or appearance in court. Compensation will be based on regularly scheduled hours at straight-time hourly rate less the payment received for services as a juror or witness excluding payment received for travelling, meals or other expenses. Time spent in such service as a juror or witness shall not constitute a break. If the Employee reimburses the GRCA the total amount received for service as a Juror or Witness, excluding mileage or traveling expense, the Chief Administrative Officer may authorize the payment of full salary or wage for the period the Employee was absent while serving as a Juror or Witness. If an Employee refuses to pay the GRCA the monies received for the period of service they shall forfeit the right to claim any part of salary or wages for the period of absence from duty.

### **22. TRAINING AND DEVELOPMENT**

Two (2) categories of training and development have been established: Job Skills Training and Corporate Training. They differ in terms of how expenditures are approved and where the funding comes from.

## 22.1 Job Skills Training Programs

Types of training and development in this category include technical training (job-related), professional conferences or job-related conferences, seminars and workshops.

Approval of Job Skills Training is at the discretion of the Manager, subject to:

- The applicability of the particular course;
- The availability of funding for eligible expenses;
- The ability of the Department to permit the Employee time off, if necessary, to take the course.

Approved courses are funded through the applicable Department's budget and require prior authorization by appropriate management staff. The following approval limits apply:

- Directors and Managers may approve events within Ontario, within budgetary limits, where the total cost does not exceed two thousand, five hundred dollars (\$2500);
- The Chief Administrative Officer may approve any events outside Ontario and/or any event exceeding two thousand, five hundred dollars (\$2500).

In calculating costs when determining the nature of required authorization, the following expenses should be included and estimated where necessary:

- registration fees
- travel
- accommodation
- meals
- other identifiable expenses

The Manager of Corporate Services will provide, on an annual basis, a summary report to the Chief Administrative Officer on Employee attendance at conferences, seminars and workshops including the costs incurred.

## 22.2 Corporate Training Programs

Types of training and development included in this category are:

- Health and Safety
- Orientation Programs
- Tuition Fees
- Corporately mandated training and development programs

Approval of Corporate Training is managed and funded by the Human Resource Department. However, attendance during working hours at such courses is at the discretion of the Employee's Director or Manager. This fund will be accessed on a first-come, first-serve basis throughout the year until the fund has been depleted. Any surplus funds forecast for end of year may be used to assist with outstanding Job Skills Training requests where the Department can demonstrate an inability to subsidize through its own budget.

### 22.2.1 Tuition Fees:

Subject to budget limitations, tuition fees for Regular Full-time Employees will be funded at one hundred percent (100%) up to a per course maximum amount equal to the average cost of an undergraduate university course, if in accordance with the following criteria:

- The course is conducted by an accredited educational institution or professional association;
- The course will improve the skills of the Employee in performing the duties of GRCA either immediately or in the future;
- The maximum reimbursement is two (2) courses in any calendar year;
- The employee has satisfactory job performance
- The request for financial assistance is made prior to the actual enrollment in the course;
- One-half (1/2) of the tuition fee will be reimbursed upon enrollment and requires the completion of a "Tuition Claim Form". The Employee must provide evidence of successful completion and a claim for final reimbursement must be made within six (6) months of having completed the course;
- Financial support shall be limited to tuition fees (textbooks, other course material, supplies, other fees and/or travel expenses are not eligible expenses);
- If the Employee's employment terminates within two (2) years of completing a subsidized program, the Employee may be required to reimburse GRCA for funding received on a pro-rata basis. (i.e. the repayable portion will be equal to the percentage of the two (2) years that the Employee is not in the employment of GRCA);
- Tuition reimbursement will be made via an A/P cheque and will not be included in taxable benefits on T4's or T4A's. It is the responsibility of the Employee to properly complete their Income Tax Return.

### 22.2.2 Graduate Programs:

Reimbursement for a graduate program (or equivalent) taken at an accredited educational institution is approved at the discretion of the Chief Administrative Officer prior to enrollment in the program. Such courses must be job-related, may exceed the dollar limits outlined above and will be considered with regard to the value of the training for the organization.

## 23. TRAVEL AND OTHER EXPENSES ELIGIBLE FOR REIMBURSEMENT

### 23.1 General

An Employee, when authorized to travel on normal duty by the appropriate Manager, and when authorized to attend conferences, meetings, a course of instruction, and trips of a similar nature, shall be entitled to reimbursements for expenses as follows:

- Distance in kilometers in accordance with approved rates when so authorized, or rail, bus or economy rate air travel, or use of GRCA owned or leased vehicle;
- Reasonable out-of-pocket expenses for overnight accommodation, meals and gratuities incurred therewith;
- Taxi fare when private automobile is not used, and such telephone or communication expenses as may be incurred on GRCA business;
- Registration or other fees, when applicable;
- Parking and Highway Toll charges;
- Such incidental expenses not covered herein as may from time to time occur.

Expense claims must be supported by original itemized receipts for accommodation and other expenses when applicable.

The Chief Administrative Officer or Secretary Treasurer/Deputy CAO must approve all expense account claim forms.

### 23.2 Meals

Meals will be paid by GRCA when original receipts for same are provided under the following circumstances:

- The Employee is entertaining guests of GRCA on official business and such guests and the occasion must be identified for audit purposes;
- The Employee is attending meetings and conferences under appropriate authorization;
- The Employee is required to work beyond his/her normal hours of work (i.e. early morning start, late finish) to complete the project, flood watch duty, evening meetings, etc.;
- Under other special circumstances with the prior approval of the appropriate Manager.

Note: Employees will not be entitled to reimbursement for the purchase of alcohol, unless it is being purchased for an approved “special event” such as a charity gala, etc.

### 23.3 Assignments to Temporary Work Locations

For purposes of calculating the number of kilometers to be reimbursed for travel when an Employee is temporarily assigned to a work station other than their regular workstation, the following rule applies:

- Where the travel is in excess of that normally incurred in traveling to and from an Employee’s home to their regular work location, the extra kilometers driven shall be reimbursed at the established rate.

For purposes of being paid for travel time the following rule applies:

- **Hourly Rated Staff:**  
When an Employee is required to use their own vehicle, when temporarily assigned to a work station that is greater than fifty (50) kilometres from their normal workstation, the Employee will be reimbursed for the extra kilometers as outlined above and paid a premium calculated at one hour of the Employee’s regular wage assuming the travel occurs in addition to the normal work day. Employees must get approval from their Supervisor as to whether the travel time can be added to their day or included in their regular hours of work.
- **Salary Staff:**  
Travel time not included in the workday will be treated as overtime. As per current overtime policy for salary staff, time off can be taken in lieu of overtime pay. Approval must be obtained from an Employee’s Supervisor prior to incurring such overtime.

Staff should discuss mileage reimbursement for travel related to field visits or travel to meetings, conferences, seminars, etc. with their immediate Supervisor in order to determine the appropriate method for calculating kilometers.



## 24. EMPLOYEE RECOGNITION PROGRAMS

### 24.1 Service Recognition Program

In recognition of Employees' years of service with GRCA, the organization will host a Staff Celebration Event annually. During this event, staff will be presented with a gift in recognition of their years of service to GRCA.

Defined below are the milestones and dollar amounts applicable according to various categories of staff. Note that years of service are defined to be continuous years of service, which may include breaks in service where the break is due to seasonality of work or due to securement/procurement of funding.

For staff whose status is either Regular Full-time, Seasonal (with seniority), or Part-time (with seniority), the following cash value guidelines are applicable:

Milestone (Years of Service)	Cash Value
5 years	\$55.00
10 years	\$80.00
15 years	\$105.00
20 years	\$130.00
25 years	\$300.00
30 years	\$200.00
35 years	\$200.00

If a staff member's status is such that they still have not achieved seniority status upon reaching a milestone, a gift with a value not to exceed thirty (\$30.00) dollars will be awarded.

For students, upon returning to work for a fifth (5th) season of work, an item of GRCA corporate wear (less than fifty dollars (\$55.00) in value) will be awarded.

The purchase of gifts will be the responsibility of the Human Resources Department.

### 24.2 Employee Departure Program

The GRCA recognizes Employees who have retired or resigned during the past year. These Employees will be presented with a gift in recognition of their years of service and contributions to GRCA.

Defined below are the gift values applicable according to years of service and by various categories of staff. Note that years of service are defined to be continuous years of service, which may include breaks in service where the break is due to seasonality of work or due to securement/procurement of funding.

For staff whose status is either (a) Regular Full-time, (b) Seasonal (with seniority), or (c) Part-time (with seniority) the following cash value guidelines are applicable:

Years of Service	Cash Value
>5 and < 10 years	\$ 50.00
>10 and <15 years	\$ 75.00
>15 and <20 years	\$150.00
>20 years	\$200.00

The purchase of gifts will be the responsibility of the appropriate Manager and co-workers in consultation with the Human Resources Department.

## **25. WORKPLACE SAFETY AND INSURANCE BOARD COVERAGE**

All Employees are required to participate in the Ontario Government Workplace Safety and Insurance Board (WSIB) program as provided by the Workplace Safety and Insurance Act. Any Employee who becomes injured or ill due to an occupational accident or illness that is compensable under the Workplace Safety and Insurance Act, shall receive from GRCA the wages or salary he/she is eligible to receive from the Workplace Safety and Insurance Board (WSIB), to a maximum of eighty-five (85%) percent of pre-injury earnings, during the period of absence from work to a maximum of thirty (30) calendar days following the date of injury, in any fiscal year. The WSIB will reimburse GRCA for these lost-time wages.

GRCA will pay the portion of regular wages or salary not paid by WSIB and deduct the value from the Employee's unused sick pay credits (maximum sick pay credits – six (6) days annually).

## **26. PENSION PLANS FOR REGULAR SERVICE EMPLOYEES**

### **26.1 Ontario Municipal Employees Retirement System (OMERS)**

All Regular, Full-time Employees shall be required, as a condition of employment, to become a member of the Ontario Municipal Employees Retirement System (OMERS) or if such person is already a member of OMERS, to resume his/her contributions without interruption. Other Employees, who are not Regular, Full-time, may also have the option of joining OMERS. Human Resources and/or Payroll will advise all eligible Employees of their options.

#### **26.1.1 Contributions**

Each Employee shall contribute a percentage of his/her earnings as established by OMERS. GRCA shall match the Employee's contributions to the plan.

#### **26.1.2 Normal Retirement Age**

Normal retirement age, as defined by OMERS is 65 years of age. For further details, please refer to your OMERS handbook and/or contact the Human Resources Department.

### **26.2 Canada Pension Plan**

All Employees eighteen (18) years of age and older are required to contribute a percentage of their annual earnings to the Canada Pension Plan as required by Federal Regulations to a maximum specified in the plan. GRCA will contribute a matching amount. There are dependent benefits as specified in the Act for surviving dependents. For those Employees who are eligible as specified in the Canada Pension Plan Act, total disability benefits are provided under this plan.

## **27. ONTARIO HEALTH INSURANCE PLAN**

GRCA will contribute to the Ontario Health Insurance Plan (OHIP) for its Employees in accordance with the Ontario Health Tax Regulations

## **28. GROUP BENEFITS**

### **28.1 Group Life Insurance**

A Group Life Insurance Plan is carried on all Regular Full-time Employees following the probationary period of employment. GRCA pays one hundred (100%) percent of the premiums. Details of coverage are outlined in the Group Benefits Plan booklet, available from the Human Resources Department.

All Employee life insurance coverage will carry an Accidental Death and Dismemberment benefit.

### **28.2 Dependent Group Life Insurance**

All Regular Full-time Employees with dependents will be enrolled in a Dependent Group Life Insurance Plan and GRCA will pay one hundred (100%) percent of the premiums. Details of coverage are outlined in the Group Benefits Plan booklet, available from the Human Resources Department.

### **28.3 Long Term Disability (LTD) Plan**

All Regular Full-time Employees of GRCA shall be required to participate in the Group Long-Term Disability Plan as a condition of employment and GRCA shall pay eighty (80%) percent of the cost of the premium. Details of coverage are outlined in the Group Benefits Plan booklet, available from the Human Resources Department.

A medical report may be required from the insurance carriers. The insurer reserves the right to exclude the Employee from any LTD claim that may result from a pre-existing condition.

### **28.4 Dental Insurance**

All Regular Full-time Employees will be eligible for enrollment in the Group Dental Insurance Plan, covering the Employee and all eligible dependents, providing up to the scale of fees and services approved by the current plan. GRCA shall contribute eighty (80%) percent of the cost of the premium. Details of coverage are outlined in the Group Benefits Plan booklet, available from the Human Resources Department.

A Seasonal Employee may elect to participate in the Group Dental Insurance Plan according to the criteria and conditions as outlined in the Collective Agreement.

### **28.5 Extended Health Care Insurance**

All Regular, Full-time Employees will be eligible for enrollment in the Group Extended Health Care Plan and GRCA will pay eighty (80%) percent of the cost of the premiums. Details of coverage are outlined in the Group Benefits Plan booklet, available from the Human Resources Department.

A Seasonal Employee may elect to participate in the Group Extended Health Care Insurance Plan according to the criteria and conditions as outlined in the Collective Agreement.

### **28.6 General**

If an Employee is in an unpaid state (receiving E.I. sick benefits, LTD benefits, leave of absence, etc.) GRCA will maintain the above coverage for a period of thirty (30) calendar days, one hundred (100%) percent of premium costs will be paid after thirty (30) days by the Employee.

## **29. TERMINATION OF SERVICE**

### **29.1 Retirement**

Eight (8) weeks' notice is required in advance of an Employee's retirement date to ensure adequate time to process OMERS and other payroll-related paperwork and begin the recruiting process for a successor, when applicable.

### **29.2 Termination of Service Prior to Retirement**

Regular Employee status acquired by Employee will be lost, and their employment terminated for any of the following reasons:

- Voluntary resignation
- Discharge for cause
- Absence from work without a reason acceptable to GRCA for a period of more than five (5) consecutive working days.

All Employee benefits cease the first (1st) day following termination.

At the time of termination all Employees shall:

- Return all GRCA-owned equipment and tools provided for the performance of duties while in the employ of GRCA;
- Return all GRCA keys to their immediate Supervisor;
- Return all GRCA-issued clothing, insignia and identification as per Human Resources Policy No. 5.

### **29.3 Entitlement at Death**

Where any Regular Full-time Employee who has served more than nine (9) months in a Regular Full-time position with GRCA dies, there shall be paid to their beneficiary as specified in the GRCA Group Life Insurance policy, the sum of:

- One twelfth (1/12) of the annual salary;
- Salary for the period of annual vacation credits and overtime credits;
- Cumulative sick pay credits in accordance with Human Resources Policy No.30.

## **30 SHORT TERM DISABILITY PLAN**

### **30.1 Sick Pay Credits – Eligibility and Rate**

All Employees appointed to Regular Full-time positions at GRCA will be eligible for GRCA's Short Term Disability Plan.

Effective December 1st of each year, all eligible Employees will receive an annual credit of six (6) days (42 hours) sick leave which will be paid at one hundred percent (100%) of the regular daily rate. These six days may be used for sick leave of the employee and/or immediate dependents. On the seventh (7th) day of illness and thereafter for subsequent and recurring illnesses, up to the time Employees are eligible to receive benefits under GRCA's Long-Term Disability Plan (one hundred and five (105) days of continuous illness or disability as per Human Resources Policy No.28.3), Employees will be paid for sick days on the following scale:

- Less than one (1) complete fiscal year of service (December 1st to November 30), seventy-five percent (75%) of regular daily rate.
- First (1st) complete year of service, eighty percent (80%) of regular daily rate.
- Second (2nd) complete year of service, eighty-five percent (85%) of regular daily rate.
- Third (3rd) complete year of service, ninety percent (90%) of regular daily rate.
- Fourth (4th) complete year of service, ninety-five percent (95%) of regular daily rate.
- All years of service thereafter, one hundred percent (100%) of regular daily rate.

Sick pay credits will not be payable to an Employee during the first three (3) months of service.

Paid Holidays and regular days off shall not form part of the illness period.

If an Employee terminates service with GRCA and returns at a later date he/she will be considered a new Employee for purposes of calculating short-term disability benefits.

Part-time Employees shall be eligible to receive, on a calendar year basis, a sick leave credit calculated by taking the regularly scheduled part-time hours divided by the number of annual hours associated with the full-time equivalent position multiplied by an annual credit of six (6) days sick leave. Sick leave credits granted under this Policy shall not be eligible for the work incentive as outlined in Human Resources Policy No.30.3.

Seasonal Employees who have completed one week of service are eligible to receive an annual credit, based on a calendar year, of three (3) days sick leave which will be paid at one hundred (100%) of the regular daily rate. The maximum benefit that may be paid under this Policy is three (3) days per calendar year. Sick day credits granted under this Policy are not eligible for the work incentive as described in Human Resources Policy No.30.3.

Temporary Employees are eligible to receive an annual credit of three (3) days sick leave which will be paid at one hundred percent (100%) of the regular daily rate. Calculation of the three (3) sick day credits will be prorated based on term of employment within the calendar year. The maximum benefit that may be paid under this Policy is three (3) days per calendar year. Sick day credits granted under this Policy are not eligible for the work incentive as described in Human Resources Policy No.30.3.

### **30.2 Use of Sick Pay Credits**

The number of days or part days for which an Employee receives sick pay shall be deducted from his/her annual credit and paid on the scale outlined in 30.1(B) above. A Regular Full-time Employee participating in the Group Long Term Disability Plan of GRCA shall be eligible to receive benefits under that Plan after one hundred and five (105) days of continuous sickness or illness, subject to the approval of the insurance provider, and will not be eligible to receive short term disability benefits.

After five (5) consecutive days' absence due to non-work-related illness or injury, no sick pay shall be allowed unless a certificate of a qualified medical practitioner is forwarded to Human Resources, certifying that the Employee is unable to attend to official duties.

An Employee is considered in full pay state while in receipt of sick pay under the above conditions as it may apply to receipt of other benefits.

### 30.3 Work Incentive

A work incentive of fifty percent (50%) of unused sick pay credits (annual six (6) day allocation) will be paid to the Employee prior to December 31st each year. The incentive will be paid at the regular rate of pay as of that date and will be subject to the mandatory deductions that apply to such payments.

Any leave of absence without pay in excess of one (1) month duration shall be deducted from the Employee's entitlement of sick pay credits at the rate of one-half (1/2) day sick pay credit for each month of leave.

The amount that GRCA may pay to supplement an Employee's wages or salary while receiving WSIB Benefits will be deducted from the Employee's entitlement of six (6) days sick leave credits.

Employees who have less than one (1) year of service on November 30, will be entitled to a pro-rated work incentive, based on the number of months worked.

### 31. EMPLOYEE PURCHASE PLAN – PERSONAL COMPUTERS

GRCA offers a low-interest loan to Regular Full-time Employees for the purchase of a personal computer and accessories (this includes tablets). The loan will be made as follows:

- The Employee must complete a "Computer Loan Agreement" with the invoice and original proof of payment attached and submit the documents to the Payroll Coordinator for processing.
- Upon approval of the Computer Loan Agreement by the Secretary- Treasurer, the Accounting Department will process an accounts payable cheque, made payable to the Employee, for the actual cost incurred by the Employee.

The terms of the loan are as follows:

- The amount of the loan is not to exceed two thousand dollars (\$2000);
- The loan is to be repaid over a twenty-four (24) month period through payroll deductions;
- If an Employee has an existing loan under the plan and wants to upgrade their computer, they may increase their loan up to the two thousand dollar (\$2000) level again once in a calendar year;
- The increase outlined in iii) will be treated as a separate loan and will have a twenty-four (24) month repayment schedule;
- The Employee shall be in default under the following conditions:
  - Non Payment of any installment;
  - Non-compliance with any of the terms and conditions;
  - Death, insolvency, business failure, appointment of a receiver over any part of the property, assignment for the benefit of creditors, or by the commencement of any proceeding under any bankruptcy or insolvency laws by or against the Employee;
- Upon any such default, all obligations shall be immediately due and payable;
- Any balance owing on termination of employment will be due and payable by cheque and/or will be deducted from the Employee's final pay;
- During any approved leave of absence, including pregnancy and parental leave, loan payments must continue as per the Agreement;
- A taxable benefit, relating to the interest-free component of the loan, will be assessed in accordance with the Income Tax Act.

Seasonal Full-time Employees, with a recurring season length of at least eight months annually, are also eligible to participate in the Personal Computer loan program, beginning in their second season of employment. All of the above-listed terms will apply with the following exceptions:

- The amount of the loan is not to exceed one thousand dollars (\$1000);
- The loan is to be repaid over the working season within a twenty-four (24) month period through payroll deductions.

## **32. EMPLOYEE ASSISTANCE PROGRAM**

GRCA recognizes that problems in and outside of the workplace may affect Employees. Such problems could be financial, emotional, legal, social or medical in nature, or any combination. As such, GRCA provides an Employee Assistance Program (EAP) to help Employees. The EAP is a confidential counseling service available to eligible Employees and family members.

### **Confidentiality**

No information about an Employee's use of EAP can be released to anyone without their written permission. This includes GRCA, the Employee's family members or any other third party.

### **Accessibility**

Service is available in the area where you live or work and, as much as possible, is flexible in terms of accommodating your personal timetable.

### **Eligibility**

All Regular Full-time Employees and their dependents are eligible to use the program. Seasonal Employees who work a qualifying season length of at least eight (8) calendar months per year, will be eligible to use the program beginning in their second (2nd) season of employment.

### **Service Provider**

The EAP service is provided by Aspiria. To access their services, call 1-877-234-5EAP, or visit their website at [www.aspiria.ca](http://www.aspiria.ca). All services are provided by licensed professionals.

### **Types of Services Covered**

- Counseling (e.g. couple, family and parenting)
- Assistance with personal issues such as depression and stress
- Legal consultations
- Financial advice
- Work-related problems
- Nutrition

### **Number of Hours of Service Provided**

A total of ten (10) hours of service is available to be used by the Employee and/or eligible family member per contract year. The program's contract year runs from February 1st to January 31st of the following year.

# Grand River Conservation Authority

**Report number:** GM-09-19-92  
**Date:** September 27, 2019  
**To:** General Membership  
**Subject:** Provincial Offences Act Officer Designation

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## **Recommendation:**

THAT the Grand River Conservation Authority designate Pamela Walther-Mabee as a Provincial Offences Act Officer.

## **Summary:**

Not applicable

## **Report:**

The Conservation Authorities Act, section 29 authorizes Grand River Conservation Authority (GRCA) to make regulations applicable to lands owned by GRCA. R.R.O. 1990, Regulation 106, s.14 authorizes the GRCA to appoint staff members as Provincial Offences Officers (POA) to enforce the regulations.

It is recommended that Pam Walther-Mabee, Manager of Conservation Areas be appointed as a POA officer. Ms. Walther- Mabee has a direct scope of work that relates and supports the existing Grand River Conservation Area Provincial Offence Officers. Ms. Walther-Mabee worked for four years as a Superintendent/ Manager at Long Point Region Conservation Authority, was a designated Provincial Offence Officer for that organization and performed enforcement activities. During her employment there, she completed the Level 1 Compliance Training program coordinated through Conservation Ontario.

## **Financial implications:**

None

## **Other department considerations:**

Not applicable

## **Prepared by:**

Pam Walther-Mabee  
Manager Conservation Areas

## **Approved by:**

Karen Armstrong  
Deputy CAO



# Grand River Conservation Authority

**Report number:** GM-09-19-86

**Date:** September 27, 2019

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

**Subject:** Cash and Investment Status – August 2019

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## **Recommendation:**

THAT Report Number GM-09-19-86 Cash and Investment Status – August 2019 be received as information.

## **Summary:**

The cash position included Notes Receivable of the Grand River Conservation Authority as at August 31, 2019 was \$30,944,537 with outstanding cheques written in the amount of \$150,084.

## **Report:**

See attached.

## **Financial implications:**

Interest rates, etc. are shown on the report.

## **Other department considerations:**

Not applicable.

## **Prepared by:**

Carol Anne Johnston  
Senior Accountant

Sonja Radoja  
Manager of Corporate Services

## **Approved by:**

Karen Armstrong  
Deputy CAO/Secretary Treasurer

**Grand River Conservation Authority**  
**Cash and Investments Status Report**  
**August 31, 2019**

<b>BANK ACCOUNTS</b>	<b>Location</b>	<b>Type</b>	<b>Amount</b>	<b>Interest Rate</b>
	CIBC	Current Account	3,992,494	2.15%
	RBC	Current Account	120,944	nil
	Wood Gundy	Current Account	1	0.20%
	CIBC - SPP Holding	Current Account	671,755	2.15%
<b>TOTAL CASH - CURRENT ACCOUNT</b>			<b>4,785,194</b>	

<b>INVESTMENTS</b>	<b>Date Invested</b>	<b>Location</b>	<b>Type</b>	<b>Amount</b>	<b>Face Value Interest Rate</b>	<b>Yield Rate</b>	<b>Date of Maturity</b>	<b>2019 Total Interest Earned/ Accrued</b>
	September 9, 2009	CIBC Renaissance	High Interest Savings Account	2,076,806	1.60%	1.60%	not applicable	31,878
	October 1, 2014	CIBC Trust Savings	High Interest Savings Account	497,047	1.60%	1.60%	not applicable	11,530
	July 15, 2016	One Investment Savings	High Interest Savings Account	4,213,490	2.415%	2.41%	not applicable	101,272
	September 3, 2015	CIBC	Step up bond	2,000,000	2.30%	2.30%	September 3, 2025	46,652
	October 14, 2015	Laurentian Bank	Bond	1,996,000	2.50%	2.62%	January 23, 2020	51,814
	March 1, 2016	CIBC	Bond	1,300,000	1.70%	1.80%	March 1, 2023	25,573
	September 16, 2016	CIBC	Bond	1,184,000	1.30%	1.30%	March 13, 2020	15,868
	August 24, 2017	Bank of Montreal	Bond	1,550,000	1.61%	2.01%	October 28, 2021	30,781
	March 15, 2018	Bank of Nova Scotia	Bond	2,000,000	3.036%	2.20%	October 18, 2019	36,266
	July 16, 2018	Bank of Nova Scotia	Bond	1,000,000	2.27%	2.23%	January 13, 2020	22,311
	October 11, 2018	National	Bond	2,000,000	2.404%	2.326%	October 28, 2019	38,388
	October 11, 2018	RBC	Bond	2,000,000	2.35%	2.34%	December 9, 2019	44,005
	October 11, 2018	Bank of Nova Scotia	Bond	2,000,000	2.27%	2.399%	January 13, 2020	47,953
	May 17, 2019	Bank of Nova Scotia	Bond	800,000	1.90%	2.150%	December 2, 2021	43,337
	June 17, 2019	Cdn Western Bank	Bond	1,542,000	2.788%	2.090%	September 13, 2021	96,641
<b>TOTAL INVESTMENTS</b>				<b>26,159,343</b>				<b>\$644,268</b>

<b>TOTAL CASH AND INVESTMENTS</b>	<b>\$30,944,537</b>
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* Reserve Balance at December 31st, 2018	23,677,015
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**Investment By Institution**

	<b>% of Total Portfolio</b>
C.I.B.C.	27%
Bank of Nova Scotia	22%
Bank of Montreal	6%
Royal Bank	8%
National	8%
Laurentian	8%
Cdn Western Bank	6%
One Investment Program	16%
	<b>100%</b>

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

# Grand River Conservation Authority

**Report number:** GM-09-19-95  
**Date:** September 27, 2019  
**To:** Members of the Grand River Conservation Authority  
**Subject:** Financial Summary for the Period Ending August 31, 2019

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## **Recommendation:**

THAT the Financial Summary for the period ending August 31, 2019 be approved.

## **Summary:**

The Financial Summary includes the 2019 *actual* year-to-date income and expenditures. The budget approved at the February 22, 2019 General Meeting is included in the *Budget* column. The *Current Forecast* column indicates an estimate of income and expenditures for the whole year. At this time a deficit of \$106,385 at year-end is forecast.

## **Report:**

A. Capital Expenditures increased by \$965,000.

- Conservation Area capital spending increased by \$965,000.
  - i. \$365,000 for Brant Conservation Area for remediation and demolition resulting from fuel spill. See board report dated September 27, 2019 'Demolition and soil Remediation Services at Brant Conservation Area Tender Results' for details.
  - ii. \$300,000 for Guelph Lake Conservation Area for a new workshop. See board report dated April 24, 2019 'Guelph Lake Workshop Tender Results' for details. The total cost is estimated to be approximately \$1,050,000 million and the 2019 budget included \$750,000.
  - iii. \$300,000 for Elora Gorge Conservation Area for pines campground construction. See board report dated May 24, 2019 'Pines Campground reconfiguration-Elora Gorge Conservation Area' for details. The total cost is estimated to be approximately \$1.3 million and the 2019 budget included \$1.0 million.

Funding for these project costs will come from the conservation area reserve.

B. Use of Reserves increased by \$965,000.

- Use of Conservation Area reserve increased by \$965,000 to fund the costs for the conservation area projects outlined above.

The Financial Summary is attached.

**Financial implications:**

The activity summarized will result in a deficit of \$106,385 at December 31, 2019. Staff will be addressing this funding shortfall in future forecast reports.

**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:**

Sonja Radoja  
Manager Corporate Services

**Approved by:**

Karen Armstrong  
Secretary-Treasurer/Deputy CAO

**GRAND RIVER CONSERVATION AUTHORITY**  
**FINANCIAL SUMMARY - FORECAST**  
General Membership September 27, 2019

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<b>FORECAST - July 31st, 2019 - NET SURPLUS/(DEFICIT)</b>	<b>(\$106,385)</b>
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**CHANGES - August 2019**

Sch 13	Conservation Areas	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p><b>(\$365,000)</b></p> <p><b>\$365,000</b></p>   <p><b>(\$300,000)</b></p> <p><b>\$300,000</b></p>   <p><b>(\$300,000)</b></p> <p><b>\$300,000</b></p> </div> <div style="width: 80%;"> <p>Brant Conservation Area Capital Expenses increased - fuel spill cleanup</p> <p>Use of Conservation Area Reserve increased</p>   <p>Guelph Lake Conservation Area Capital Expenses increased - new workshop</p> <p>Use of Conservation Area Reserve increased</p>   <p>Elora Gorge Conservation Area Capital Expenses increased - Pines campground configuration</p> <p>Use of Conservation Area Reserve increased</p> </div> </div>	<p><b>\$0</b></p> <p><b>\$0</b></p> <p><b>\$0</b></p>
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<b>FORECAST - August 31st, 2019 - NET SURPLUS/(DEFICIT)</b>	<b>(\$106,385)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
FOR THE PERIOD ENDING August 31st, 2019**

SCHEDULE		Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
<b>REVENUE</b>							
<b><u>Municipal</u></b>							
General Municipal Levy (Operating)	various	10,302,000	10,586,000	7,057,335	10,586,000	10,586,000	0
General Municipal Levy (Capital)	various	1,050,000	1,050,000	700,000	1,050,000	1,050,000	0
Special Municipal Levy	various	98,571	150,000	485	150,000	150,000	0
Other	various	1,023,016	870,000	1,704,907	870,000	870,000	0
		<b>12,473,587</b>	<b>12,656,000</b>	<b>9,462,727</b>	<b>12,656,000</b>	<b>12,656,000</b>	<b>0</b>
<b><u>Government Grants</u></b>							
MNRF Transfer Payments	various	871,073	871,073	449,688	449,688	449,688	0
Source Protection Program-Provincial	various	1,384,626	835,000	685,178	1,175,000	1,175,000	0
Other Provincial	various	944,800	1,177,500	1,129,923	1,377,500	1,377,500	0
Federal	various	441,116	250,000	373,059	280,000	280,000	0
		<b>3,641,615</b>	<b>3,133,573</b>	<b>2,637,848</b>	<b>3,282,188</b>	<b>3,282,188</b>	<b>0</b>
<b><u>Self Generated</u></b>							
User Fees and Sales							
<i>Enquiries and Permits</i>	4	458,583	466,000	364,801	466,000	466,000	0
<i>Plan Input and Review</i>	4	450,331	453,000	341,942	453,000	453,000	0
<i>Nursery and Woodlot Management</i>	5	499,498	465,000	453,275	465,000	505,000	0
<i>Consulting</i>	4	0	0	3,726	0	0	0
<i>Conservation Lands Income</i>	10	58,247	71,000	20,112	71,000	71,000	0
<i>Conservation Areas User Fees</i>	13	9,160,051	8,600,000	8,601,762	8,600,000	8,600,000	0
<i>Nature Centres and Camps</i>	8	983,252	1,000,500	410,826	1,000,500	1,000,500	0
<i>Merchandising and Sales</i>	8	1,926	0	57	0	0	0
Property Rentals	11	2,888,225	2,875,000	2,232,348	2,875,000	2,875,000	0
Hydro Generation	12	556,736	473,000	381,040	473,000	473,000	0
Land Sales	10	1,166,343	0	0	0	0	0
Grand River Conservation Foundation	various	421,413	454,000	84,560	454,000	454,000	0
Donations	various	158,284	426,000	281,563	426,000	426,000	0
Landowner Contributions	5	199,269	200,000	181,329	200,000	200,000	0
Investment Income	14	555,037	450,000	286,034	450,000	450,000	0
Miscellaneous Income	various	17,897	48,000	12,377	48,000	48,000	0
<b>Total Self-Generated Revenue</b>		<b>17,575,092</b>	<b>15,981,500</b>	<b>13,655,752</b>	<b>15,981,500</b>	<b>16,021,500</b>	<b>0</b>
<b>TOTAL REVENUE</b>		<b>33,690,294</b>	<b>31,771,073</b>	<b>25,756,327</b>	<b>31,919,688</b>	<b>31,959,688</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
FOR THE PERIOD ENDING August 31st, 2019**

		Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
EXPENSES							
OPERATING							
Water Resources Planning & Environment	1	1,981,020	2,243,200	1,468,614	2,198,200	2,198,200	0
Flood Forecasting and Warning	2	739,376	801,000	535,583	801,000	801,000	0
Water Control Structures	3	1,712,256	1,723,900	1,105,181	1,723,900	1,723,900	0
Resource Planning	4	1,942,897	2,084,600	1,226,649	1,984,600	1,984,600	0
Forestry & Conservation Land Property Taxes	5	1,422,785	1,411,400	993,928	1,396,400	1,396,400	0
Conservation Services	6	803,924	885,200	574,468	885,200	885,200	0
Communications & Foundation	7	613,385	733,900	397,943	678,900	678,900	0
Environmental Education	8	1,420,157	1,382,400	915,113	1,382,400	1,382,400	0
Corporate Services	9	2,922,538	3,797,768	2,495,198	4,292,768	4,292,768	0
Conservation Lands	10	1,897,866	2,095,700	1,278,315	2,050,700	2,050,700	0
Property Rentals	11	1,596,859	1,594,700	964,516	1,594,700	1,594,700	0
Hydro Production	12	134,677	133,000	71,272	133,000	133,000	0
Conservation Areas	13	7,732,014	7,585,000	5,483,811	7,585,000	7,585,000	0
Miscellaneous	14	63,754	70,000	50,752	70,000	70,000	0
Information Systems	16	1,133,065	1,243,000	774,324	1,243,000	1,243,000	0
Motor Pool	16	878,525	908,700	527,036	908,700	908,700	0
Less: Internal Charges (IS & MP)	16	(2,011,590)	(2,151,700)	(1,301,360)	(2,151,700)	(2,151,700)	0
Total OPERATING Expenses		24,983,508	26,541,768	17,561,343	26,776,768	26,776,768	0
CAPITAL							
Water Resources Planning & Environment	1	97,368	110,000	77,460	110,000	110,000	0
Flood Forecasting and Warning	2	161,212	190,000	94,687	190,000	190,000	0
Water Control Structures	3	1,274,516	1,500,000	907,340	2,900,000	2,900,000	0
Nature Centres	8	0	0	0	0	0	0
Conservation Areas	13	1,791,805	2,590,000	783,566	2,590,000	3,555,000	965,000
Corporate Services	9	0	0	0	0	0	0
Information Systems	16	229,951	200,000	83,101	200,000	200,000	0
Motor Pool	16	435,669	350,000	367,510	350,000	350,000	0
Less: Internal Charges (IS & MP)	16	(422,012)	(342,300)	(1,093,072)	(342,300)	(342,300)	0
Total Capital Expenses		3,568,509	4,597,700	1,220,592	5,997,700	6,962,700	965,000
SPECIAL							
Water Resources Planning & Environment	1	326,115	340,000	164,816	340,000	340,000	0
Flood Forecasting and Warning	2	425,964	560,000	268,250	560,000	560,000	0
Forestry	5	137,911	130,000	138,563	130,000	130,000	0
Conservation Services	6	1,082,201	921,000	595,451	921,000	921,000	0
Communications	7	0	0	0	0	0	0
Environmental Education	8	0	0	0	0	0	0
Conservation Land Purchases/Land Sale Expenses	10	269,473	0	816,304	820,000	820,000	0
Conservation Lands	10	365,863	750,000	287,425	750,000	750,000	0
Property Development	11	0	50,000	0	50,000	50,000	0
Hydro Generation	12	80,721	0	0	0	0	0
Miscellaneous	14	28,236	35,000	22,031	35,000	35,000	0
Source Protection Program	15	1,384,626	835,000	685,178	1,175,000	1,175,000	0
Total SPECIAL PROJECTS Expenses		4,101,110	3,621,000	2,978,018	4,781,000	4,781,000	0
Total Expenses		32,653,127	34,760,468	21,759,953	37,555,468	38,520,468	965,000
Gross Surplus		1,037,167	(2,989,395)	3,996,374	(5,635,780)	(6,560,780)	(965,000)
Prior Year Surplus Carryforward		412,314	469,695	469,695	469,695	469,695	0
Net Funding FROM/(TO) Reserves		(979,786)	2,519,700	(643,685)	5,059,700	6,024,700	965,000
NET SURPLUS		469,695	0	3,822,384	(106,385)	(66,385)	0

GRAND RIVER CONSERVATION AUTHORITY  
Schedule 1 - Water Resources - Planning and Environment  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	1,477,118	1,615,500	1,040,187	1,605,500	1,605,500	
Administration Expenses	260,556	319,300	249,818	299,300	299,300	
Insurance Expenses	103,297	113,300	96,848	98,300	98,300	
Other Operating Expenses	140,049	195,100	81,761	195,100	195,100	
<b>Total OPERATING Expenditures</b>	<b>1,981,020</b>	<b>2,243,200</b>	<b>1,468,614</b>	<b>2,198,200</b>	<b>2,198,200</b>	
Instrumentation	35,339	60,000	12,018	60,000	60,000	
Water Quality Monitoring Equipment	62,029	50,000	65,442	50,000	50,000	
<b>Total CAPITAL Expenditures</b>	<b>97,368</b>	<b>110,000</b>	<b>77,460</b>	<b>110,000</b>	<b>110,000</b>	
Grand River Water Management Plan	87,714	70,000	23,339	70,000	70,000	
Brantford Subwatershed Study	0	0	6,128	0	0	
Upper Blair Drainage	77,683	100,000	49,098	100,000	100,000	
Dunnville Fishway	0	30,000	8,949	30,000	30,000	
Natural Heritage Study-Wellington	37,887	0	0	0	0	
Waste Water Optimization Program	122,831	140,000	77,302	140,000	140,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>326,115</b>	<b>340,000</b>	<b>164,816</b>	<b>340,000</b>	<b>340,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,404,503</b>	<b>2,693,200</b>	<b>1,710,890</b>	<b>2,648,200</b>	<b>2,648,200</b>	<b>0</b>

**Funding**

**Municipal**

General Municipal Levy (Operating)	2,071,100	2,137,500	1,425,000	2,137,500	2,137,500	
General Municipal Levy (Capital)	60,000	60,000	40,000	60,000	60,000	
Special Levies	98,571	150,000	485	150,000	150,000	
Municipal Other	45,887	0	0	0	0	

**Government Grants**

MNRF Transfer Payments	33,200	8,200	4,200	4,200	4,200	
Other Provincial	139,993	247,500	199,092	247,500	247,500	
Federal	94,218	0	130,171	0	0	

**Self Generated**

Foundation	0	20,000	0	20,000	20,000	
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**Funding From Reserves**

Grand River Watershed Management Plan	0	20,000	0	20,000	20,000	
Gauges	0	50,000	0	50,000	50,000	

<b>TOTAL FUNDING</b>	<b>2,542,969</b>	<b>2,693,200</b>	<b>1,798,948</b>	<b>2,689,200</b>	<b>2,689,200</b>	<b>0</b>
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<b>Net Surplus/(Deficit)</b>	<b>138,466</b>	<b>0</b>	<b>88,058</b>	<b>41,000</b>	<b>41,000</b>	<b>0</b>
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GRAND RIVER CONSERVATION AUTHORITY  
Schedule 2 - Flood Forecasting and Warning  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	428,291	457,000	277,903	457,000	457,000	
Administration Expenses	249,762	266,000	223,563	266,000	266,000	
Other Operating Expenses	61,323	78,000	34,117	78,000	78,000	
<b>Total OPERATING Expenditures</b>	<b>739,376</b>	<b>801,000</b>	<b>535,583</b>	<b>801,000</b>	<b>801,000</b>	
Hardware	129,057	88,000	83,736	88,000	88,000	
Stream Gauges	32,155	102,000	10,951	102,000	102,000	
<b>Total CAPITAL Expenditures</b>	<b>161,212</b>	<b>190,000</b>	<b>94,687</b>	<b>190,000</b>	<b>190,000</b>	
Floodplain Mapping Projects	425,964	560,000	268,250	560,000	560,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>425,964</b>	<b>560,000</b>	<b>268,250</b>	<b>560,000</b>	<b>560,000</b>	
<b>Total FUNDING to RESERVES</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,416,552</b>	<b>1,551,000</b>	<b>898,520</b>	<b>1,551,000</b>	<b>1,551,000</b>	<b>0</b>
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**Funding**

**Municipal**

General Municipal Levy (Operating)	547,445	523,045	348,697	523,045	523,045	
General Municipal Levy (Capital)	190,000	190,000	126,667	190,000	190,000	
Municipal Other	0	70,000	0	70,000	70,000	

**Government Grants**

MNR Transfer Payments	252,955	277,955	143,000	143,000	143,000	
Other Provincial	126,481	200,000	305,301	200,000	200,000	
Federal	280,487	180,000	40,749	180,000	180,000	

**Funding From Reserves**

Floodplain Mapping Projects	18,996	110,000	0	110,000	110,000	
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<b>TOTAL REVENUE</b>	<b>1,416,364</b>	<b>1,551,000</b>	<b>964,414</b>	<b>1,416,045</b>	<b>1,416,045</b>	<b>0</b>
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<b>Net Surplus/(Deficit)</b>	<b>(188)</b>	<b>0</b>	<b>65,894</b>	<b>(134,955)</b>	<b>(134,955)</b>	<b>0</b>
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GRAND RIVER CONSERVATION AUTHORITY  
Schedule 3 - Water Control Structures  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	1,125,092	1,170,200	757,990	1,170,200	1,170,200	
Administration Expenses	14,708	29,200	9,436	29,200	29,200	
Property Taxes	162,927	179,700	54,497	179,700	179,700	
Other Operating Expenses	409,529	344,800	283,258	344,800	344,800	
<b>Total OPERATING Expenditures</b>	<b>1,712,256</b>	<b>1,723,900</b>	<b>1,105,181</b>	<b>1,723,900</b>	<b>1,723,900</b>	
<b>Total CAPITAL Expenditures</b>	<b>1,274,516</b>	<b>1,500,000</b>	<b>907,340</b>	<b>2,900,000</b>	<b>2,900,000</b>	<b>0</b>
<b>Total FUNDING to RESERVES</b>	<b>115,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,101,772</b>	<b>3,223,900</b>	<b>2,012,521</b>	<b>4,623,900</b>	<b>4,623,900</b>	<b>0</b>

**Funding**

**Municipal**

General Municipal Levy (Operating)	1,325,350	1,323,550	882,367	1,323,550	1,323,550	
General Municipal Levy (Capital)	800,000	800,000	533,333	800,000	800,000	

**Government Grants**

MNRF Transfer Payments	400,350	400,350	207,000	207,000	207,000	
Provincial	576,318	700,000	561,559	900,000	900,000	0
Federal	0	0	0	30,000	30,000	0

**Funding From Reserves**

Water Control Structures	0	0	0	1,170,000	1,170,000	0
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<b>TOTAL REVENUE AND FUNDING FROM RESERVES</b>	<b>3,102,018</b>	<b>3,223,900</b>	<b>2,184,259</b>	<b>4,430,550</b>	<b>4,430,550</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>246</b>	<b>0</b>	<b>171,738</b>	<b>(193,350)</b>	<b>(193,350)</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 4 - Resource Planning**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	1,597,248	1,807,400	995,879	1,707,400	1,707,400	
Administration Expenses	204,057	222,500	187,602	222,500	222,500	
Other Operating Expenses	141,592	54,700	43,168	54,700	54,700	
<b>Total OPERATING Expenditures</b>	<b>1,942,897</b>	<b>2,084,600</b>	<b>1,226,649</b>	<b>1,984,600</b>	<b>1,984,600</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,942,897</b>	<b>2,084,600</b>	<b>1,226,649</b>	<b>1,984,600</b>	<b>1,984,600</b>	<b>0</b>

**Funding**

**Municipal**

General Municipal Levy (Operating)	961,932	1,051,032	700,688	1,051,032	1,051,032	
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**Government Grants**

MNRF Transfer Payments	114,568	114,568	58,988	58,988	58,988	
Other Provincial	0	0	3,134	0	0	

**Self Generated**

Solicitor Enquiry Fees	60,695	58,000	35,155	58,000	58,000	
Permit Fees	397,888	408,000	329,646	408,000	408,000	
Plan Review Fees	450,331	453,000	341,942	453,000	453,000	
Consulting	0	0	3,726	0	0	

**Funding from Reserves**

Planning Enforcement						
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<b>TOTAL REVENUE</b>	<b>1,985,414</b>	<b>2,084,600</b>	<b>1,473,279</b>	<b>2,029,020</b>	<b>2,029,020</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>42,517</b>	<b>0</b>	<b>246,630</b>	<b>44,420</b>	<b>44,420</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 5 - Forestry & Conservation Lands Property Taxes**  
**FOR THE PERIOD ENDING August 31st, 2019**

	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
<b>How much does it cost, and who pays for it?</b>						
<b><u>Expenditures and Funding to Reserves</u></b>						
Compensation and Benefits	591,083	601,000	431,402	586,000	586,000	-
Administration Expenses	51,767	54,300	46,082	54,300	54,300	
Property Taxes	155,946	183,200	67,853	183,200	183,200	
Other Operating Expenses	623,989	572,900	448,591	572,900	572,900	
<b>Total OPERATING Expenditures</b>	<b>1,422,785</b>	<b>1,411,400</b>	<b>993,928</b>	<b>1,396,400</b>	<b>1,396,400</b>	<b>0</b>
Ecological Restoration	137,911	130,000	138,563	130,000	130,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>137,911</b>	<b>130,000</b>	<b>138,563</b>	<b>130,000</b>	<b>130,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,560,696</b>	<b>1,541,400</b>	<b>1,132,491</b>	<b>1,526,400</b>	<b>1,526,400</b>	<b>0</b>
<b><u>Funding</u></b>						
<b>Municipal</b>						
General Municipal Levy (Operating)	669,500	704,400	469,600	704,400	704,400	
Municipal Other	14,490	0	0	0	0	
<b>Government Grants</b>						
Provincial	34,962	0	19,057	0	0	
Federal	1,160	0	2,534	0	0	
<b>Self Generated</b>						
Nursery	456,613	450,000	402,231	450,000	450,000	
Landowner Contributions (Tree Planting)	199,269	200,000	181,329	200,000	200,000	
Donations - Foundation	91,920	57,000	2,778	57,000	57,000	
Donations - Other	55,052	130,000	255,012	130,000	130,000	
<b>Funding From Reserves</b>						
Conservation Area Reserve (EAB)	5,000	0	0	0	0	
<b>TOTAL REVENUE</b>	<b>1,527,966</b>	<b>1,541,400</b>	<b>1,332,541</b>	<b>1,541,400</b>	<b>1,541,400</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>(32,730)</b>	<b>0</b>	<b>200,050</b>	<b>15,000</b>	<b>15,000</b>	

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 6 - Conservation Services**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	690,240	733,000	485,459	733,000	733,000	
Administration Expenses	95,351	100,200	83,009	100,200	100,200	
Other Operating Expenses	18,333	52,000	6,000	52,000	52,000	
<b>Total OPERATING Expenditures</b>	<b>803,924</b>	<b>885,200</b>	<b>574,468</b>	<b>885,200</b>	<b>885,200</b>	
RWQP Grants	954,884	800,000	495,022	800,000	800,000	
Brant/Brantford Childrens Water Festival	26,187	26,000	24,217	26,000	26,000	
Haldimand Childrens Water Festival	27,980	25,000	15,721	25,000	25,000	
Species at Risk	37,510	70,000	40,401	70,000	70,000	
AGGP-UofG Research-Buffers	27,741	0	19,096	0	0	
Great Lakes SHSM Event	3,004	0	0	0	0	
Great Lakes Agricultural Stewardship Initiative	4,895	0	994	0	0	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>1,082,201</b>	<b>921,000</b>	<b>595,451</b>	<b>921,000</b>	<b>921,000</b>	
<b>Total FUNDING to RESERVES</b>	<b>12,000</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,898,125</b>	<b>1,806,200</b>	<b>1,169,919</b>	<b>1,806,200</b>	<b>1,806,200</b>	<b>0</b>
<b>Funding</b>						
<b>Municipal</b>						
General Municipal Levy (Operating)	713,000	737,200	491,467	737,200	737,200	
Municipal Other	962,639	800,000	1,297,688	800,000	800,000	
<b>Government Grants</b>						
Other Provincial	6,943	30,000	41,780	30,000	30,000	
Federal	65,251	70,000	195,302	70,000	70,000	
<b>Self Generated</b>						
Donations - Foundation	128,278	112,000	48,824	112,000	112,000	
Donations - Other	31,207	26,000	26,551	26,000	26,000	
Miscellaneous	2,457	0	2,100	0	0	
<b>Funding From Reserves</b>						
Cambridge Desiltation Pond	552	1,000	0	1,000	1,000	
Upper Grand Restoration	0	30,000	0	30,000	30,000	
<b>TOTAL REVENUE</b>	<b>1,910,327</b>	<b>1,806,200</b>	<b>2,103,712</b>	<b>1,806,200</b>	<b>1,806,200</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>12,202</b>	<b>0</b>	<b>933,793</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
Schedule 7 - Communications  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	538,567	583,400	331,879	548,400	548,400	-
Administration Expenses	73,568	77,000	66,064	77,000	77,000	-
Other Operating Expenses	1,250	73,500	-	53,500	53,500	-
<b>Total OPERATING Expenditures</b>	<b>613,385</b>	<b>733,900</b>	<b>397,943</b>	<b>678,900</b>	<b>678,900</b>	<b>-</b>
<b>Total FUNDING to RESERVES</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>663,385</b>	<b>733,900</b>	<b>397,943</b>	<b>678,900</b>	<b>678,900</b>	<b>0</b>

**Funding**

**Municipal**

General Municipal Levy (Operating)	714,900	733,900	489,267	733,900	733,900	-
<b>TOTAL REVENUE</b>	<b>714,900</b>	<b>733,900</b>	<b>489,267</b>	<b>733,900</b>	<b>733,900</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>51,515</b>	<b>0</b>	<b>91,324</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 8 - Environmental Education**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	1,023,545	1,000,000	661,256	1,000,000	1,000,000	
Administration Expenses	95,094	85,800	80,659	85,800	85,800	
Insurance Expense	10,637	10,300	11,114	10,300	10,300	
Property Taxes	12,135	11,000	5,188	11,000	11,000	
Other Operating Expenses	278,746	275,300	156,896	275,300	275,300	
<b>Total OPERATING Expenditures</b>	<b>1,420,157</b>	<b>1,382,400</b>	<b>915,113</b>	<b>1,382,400</b>	<b>1,382,400</b>	
Guelph Nature Centre	30,000	0	1,224	0	0	
<b>Total FUNDING to RESERVES</b>	<b>30,000</b>	<b>0</b>	<b>1,224</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,450,157</b>	<b>1,382,400</b>	<b>916,337</b>	<b>1,382,400</b>	<b>1,382,400</b>	<b>0</b>

**Funding**

**Municipal**

General Municipal Levy (Operating)	354,400	331,900	221,267	331,900	331,900	
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**Government Grants**

Provincial	58,503	0	0	0	0	
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**Self Generated**

Donations - Foundation	53,233	50,000	17,950	50,000	50,000	
Nature Centre Revenue - Schools	567,685	595,500	338,939	595,500	595,500	
Nature Centre Revenue - Community	46,120	34,000	21,245	34,000	34,000	
Nature Centre Revenue - Day Camp	369,447	371,000	50,642	371,000	371,000	
Merchandise Revenue	1,926	0	57	0	0	

<b>TOTAL REVENUE</b>	<b>1,451,314</b>	<b>1,382,400</b>	<b>650,100</b>	<b>1,382,400</b>	<b>1,382,400</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>1,157</b>	<b>0</b>	<b>(266,237)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 9 - Corporate Services**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
Compensation and Benefits	1,878,053	1,897,000	1,234,185	1,897,000	1,897,000	
Administration Expenses	317,991	369,000	261,932	344,000	344,000	-
Insurance	53,378	57,000	53,968	57,000	57,000	
Other Operating Expenses	739,139	1,544,768	979,580	2,064,768	2,064,768	-
LESS: Recovery of Corporate Services Expenses	(66,023)	(70,000)	(34,467)	(70,000)	(70,000)	
<b>Total OPERATING Expenditures</b>	<b>2,922,538</b>	<b>3,797,768</b>	<b>2,495,198</b>	<b>4,292,768</b>	<b>4,292,768</b>	<b>-</b>
Building	210,000	0	0	0	0	
<b>Total FUNDING to RESERVES</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,132,538</b>	<b>3,797,768</b>	<b>2,495,198</b>	<b>4,292,768</b>	<b>4,292,768</b>	<b>0</b>
<b><u>Funding</u></b>						
<b>Municipal</b>						
General Municipal Levy (Operating)	2,944,373	3,043,473	2,028,982	3,043,473	3,043,473	
<b>Government Grants</b>						
MNRF Transfer Payments	70,000	70,000	36,500	36,500	36,500	
<b>Self Generated</b>						
Miscellaneous	9,049	0	108	0	0	
<b>Funding From Reserves</b>						
Personnel	0	15,000	0	15,000	15,000	
Building	0	450,000	0	1,000,000	1,000,000	
<b>TOTAL REVENUE</b>	<b>3,023,422</b>	<b>3,578,473</b>	<b>2,065,590</b>	<b>4,094,973</b>	<b>4,094,973</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>(109,116)</b>	<b>(219,295)</b>	<b>(429,608)</b>	<b>(197,795)</b>	<b>(197,795)</b>	<b>0</b>



**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 10 - Conservation Lands**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	1,107,523	1,144,800	727,141	1,144,800	1,144,800	
Administration Expenses	125,881	149,600	105,005	119,600	119,600	-
Insurance	136,906	147,300	131,963	132,300	132,300	-
Other Operating Expenses	527,556	654,000	314,206	654,000	654,000	
<b>Total OPERATING Expenditures</b>	<b>1,897,866</b>	<b>2,095,700</b>	<b>1,278,315</b>	<b>2,050,700</b>	<b>2,050,700</b>	<b>0</b>
Land Purchases/Land Sale Expenses	269,473	0	816,304	820,000	820,000	-
Emerald Ash Borer	350,184	600,000	287,425	600,000	600,000	
Trails - Capital Maintenance	15,679	150,000	0	150,000	150,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>635,336</b>	<b>750,000</b>	<b>1,103,729</b>	<b>1,570,000</b>	<b>1,570,000</b>	<b>0</b>
Forestry	42,885	70,000	0	70,000	70,000	
Land Sale Proceeds	1,166,343	0	0	0	0	
<b>Total FUNDING to RESERVES</b>	<b>1,209,228</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>70,000</b>	

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,742,430</b>	<b>2,915,700</b>	<b>2,382,044</b>	<b>3,690,700</b>	<b>3,690,700</b>	<b>0</b>
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**Funding**

**Government Grants**

Federal	0	0	4,303	0	0	
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**Self Generated**

Luther Misc Income	35,635	46,000	8,596	46,000	46,000	
Other Areas Income	22,612	25,000	11,516	25,000	25,000	
Timber Sales	42,885	15,000	51,044	15,000	55,000	
Land Sale Proceeds	1,166,343	0	0	0	0	
Donations - Foundation	82,988	200,000	2,347	200,000	200,000	
Donations - Other	72,025	0	0	0	0	

**Funding From Reserves**

Land	197,448	600,000	0	1,420,000	1,420,000	-
Conservation Area Reserve (Dickson Trail funding)	15,679	0	0	0	0	
Forestry (EAB)/Ice Storm/Legal	350,184	0	0	0	0	
Gravel	0	1,000	0	1,000	1,000	
<b>TOTAL REVENUE</b>	<b>1,985,799</b>	<b>887,000</b>	<b>77,806</b>	<b>1,707,000</b>	<b>1,747,000</b>	<b>0</b>

<b>Net Surplus/(Deficit)</b>	<b>(1,756,631)</b>	<b>(2,028,700)</b>	<b>(2,304,238)</b>	<b>(1,983,700)</b>	<b>(1,943,700)</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 11 - Property Rentals**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
Compensation and Benefits	534,906	576,000	345,842	576,000	576,000	
Administration Expenses	63,787	74,500	70,273	74,500	74,500	
Insurance Expense	15,106	16,500	16,796	16,500	16,500	
Property Taxes	105,575	101,000	9,536	101,000	101,000	
Other Operating Expenses	877,485	826,700	522,069	826,700	826,700	
<b>Total OPERATING Expenditures</b>	<b>1,596,859</b>	<b>1,594,700</b>	<b>964,516</b>	<b>1,594,700</b>	<b>1,594,700</b>	
Property Development	-	50,000	0	50,000	50,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	
Demolitions/R&M Savings	125,000	0	0	0	0	
<b>Total FUNDING to RESERVES</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,721,859</b>	<b>1,644,700</b>	<b>964,516</b>	<b>1,644,700</b>	<b>1,644,700</b>	<b>0</b>

**Funding**

**Self Generated**

Belwood	966,845	975,000	833,060	975,000	975,000	
Conestogo	1,161,033	1,180,000	976,033	1,180,000	1,180,000	
Agricultural	245,279	232,300	124,268	232,300	232,300	
Residential	205,060	175,000	117,595	175,000	175,000	
Miscellaneous	310,008	312,700	181,392	312,700	312,700	
<b>Funding FROM Reserves</b>						
Property Development	0	50,000	0	50,000	50,000	
Cottage Lot Program (Ice Storm)/Contaminated Site	203,000	0	0	0	0	
Wells/Septic/Demolitions	11,904	150,000	0	150,000	150,000	
<b>TOTAL REVENUE</b>	<b>3,103,129</b>	<b>3,075,000</b>	<b>2,232,348</b>	<b>3,075,000</b>	<b>3,075,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>1,381,270</b>	<b>1,430,300</b>	<b>1,267,832</b>	<b>1,430,300</b>	<b>1,430,300</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 12 - Hydro Production**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
Compensation and Benefits	59,521	43,500	32,512	43,500	43,500	
Administration Expenses	538	0	0	0	0	
Other Operating Expenses	74,618	89,500	38,760	89,500	89,500	
<b>Total OPERATING Expenditures</b>	<b>134,677</b>	<b>133,000</b>	<b>71,272</b>	<b>133,000</b>	<b>133,000</b>	
Parkhill Hydro Turbine Project	80,721	0	0	0	0	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>80,721</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Land Sale Proceeds	202,000	70,000	0	70,000	70,000	
<b>Total FUNDING to RESERVES</b>	<b>202,000</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>70,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>417,398</b>	<b>203,000</b>	<b>71,272</b>	<b>203,000</b>	<b>203,000</b>	<b>0</b>

**Revenue**

**Self Generated**

Hydro Production-Belwood	330,040	240,000	177,296	240,000	240,000	
Hydro Production-Conestogo	226,696	233,000	203,744	233,000	233,000	
Miscellaneous Income	0	0	10,000	0	0	
<b>Funding from Reserves</b>						
Land Sale Proceeds	80,721	0	0	0	0	
<b>TOTAL REVENUE</b>	<b>637,457</b>	<b>473,000</b>	<b>391,040</b>	<b>473,000</b>	<b>473,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>220,059</b>	<b>270,000</b>	<b>319,768</b>	<b>270,000</b>	<b>270,000</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
Schedule 13 - Conservation Areas  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures and Funding to Reserves**

	Actual YTD	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	4,301,700	4,502,000	3,013,509	4,502,000	4,502,000	
Administration Expenses	190,292	177,000	211,443	177,000	177,000	
Property Tax	61,812	62,000	14,654	62,000	62,000	
Other Operating Expenses	3,178,210	2,844,000	2,244,205	2,844,000	2,844,000	
<b>Total OPERATING Expenditures</b>	<b>7,732,014</b>	<b>7,585,000</b>	<b>5,483,811</b>	<b>7,585,000</b>	<b>7,585,000</b>	
<b>Total CAPITAL Expenditures</b>	<b>1,791,805</b>	<b>2,590,000</b>	<b>783,566</b>	<b>2,590,000</b>	<b>3,555,000</b>	965,000
Future Capital Projects, Stabilization	841,000	300,000	0	300,000	300,000	
<b>Total FUNDING to RESERVES</b>	<b>841,000</b>	<b>300,000</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>10,364,819</b>	<b>10,475,000</b>	<b>6,267,377</b>	<b>10,475,000</b>	<b>11,440,000</b>	<b>965,000</b>

**Funding**

**Government Grants**

Provincial	1,600	0	0	0	0	
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**Self Generated**

Brant	1,144,655	1,060,000	1,071,200	1,060,000	1,060,000	
Byng Island	1,092,464	1,060,000	1,088,574	1,060,000	1,060,000	
Belwood Lake	366,083	350,000	335,367	350,000	350,000	
Conestogo Lake	546,889	510,000	519,151	510,000	510,000	
Elora Gorge	1,624,478	1,900,000	1,616,975	1,900,000	1,900,000	
Elora Quarry	412,083	260,000	310,525	260,000	260,000	
Guelph Lake	1,090,033	995,000	1,016,632	995,000	995,000	
Laurel Creek	496,185	440,000	443,891	440,000	440,000	
Pinehurst Lake	887,433	815,000	854,670	815,000	815,000	
Rockwood	1,209,044	1,000,000	1,063,829	1,000,000	1,000,000	
Shade's Mills	290,704	210,000	280,948	210,000	210,000	
<b>Total Fee Revenue</b>	<b>9,160,051</b>	<b>8,600,000</b>	<b>8,601,762</b>	<b>8,600,000</b>	<b>8,600,000</b>	

Donations-Foundation	35,749	0	2,181	0	0	
Donations - Other	0	250,000	0	250,000	250,000	

**Funding From Reserves**

Conservation Areas Current Year Capital Projects	1,168,000	1,625,000	0	1,625,000	2,590,000	965,000
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<b>TOTAL REVENUE</b>	<b>10,365,400</b>	<b>10,475,000</b>	<b>8,603,943</b>	<b>10,475,000</b>	<b>11,440,000</b>	<b>965,000</b>
<b>Net Surplus/(Deficit)</b>	<b>581</b>	<b>0</b>	<b>2,336,566</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY**  
**Schedule 14 - Miscellaneous**  
**FOR THE PERIOD ENDING August 31st, 2019**

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

**Expenditures and Funding to Reserves**

	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Actual YTD</b>	<b>Previous Forecast</b>	<b>Current Forecast</b>	<b>Forecast Change</b>
Other Miscellaneous	63,754	70,000	50,752	70,000	70,000	
<b>Total OPERATING Expenditures</b>	<b>63,754</b>	<b>70,000</b>	<b>50,752</b>	<b>70,000</b>	<b>70,000</b>	
Mill Creek Rangers	28,236	35,000	22,031	35,000	35,000	
<b>Total SPECIAL PROJECT Expenditures</b>	<b>28,236</b>	<b>35,000</b>	<b>22,031</b>	<b>35,000</b>	<b>35,000</b>	
Interest Income	384,461	350,000	0	350,000	350,000	
<b>Total FUNDING to RESERVES</b>	<b>384,461</b>	<b>350,000</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>476,451</b>	<b>455,000</b>	<b>72,783</b>	<b>455,000</b>	<b>455,000</b>	<b>0</b>

**Funding**

**Government Grants**

Provincial	0	0	0	0	0	
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**Self Generated**

Interest Income-Operating	0	100,000	0	100,000	100,000	
Interest Income-Reserves	555,037	350,000	286,034	350,000	350,000	
Miscellaneous	202	48,000	169	48,000	48,000	
Grand River Conservation Foundation	29,245	35,000	10,480	35,000	35,000	
<b>TOTAL REVENUE</b>	<b>584,484</b>	<b>533,000</b>	<b>296,683</b>	<b>533,000</b>	<b>533,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>108,033</b>	<b>78,000</b>	<b>223,900</b>	<b>78,000</b>	<b>78,000</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
Schedule 15 - Source Protection Program  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
Compensation and Benefits	539,856	570,000	317,892	545,000	545,000	0
Administration Expenses	63,516	65,000	33,360	60,000	60,000	0
Other Operating Expenses	116,634	120,000	61,817	110,000	110,000	0
Water Budget - Technical Studies	543,235	80,000	272,109	460,000	460,000	0
Water Quality - Technical Studies	121,385	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,384,626</b>	<b>835,000</b>	<b>685,178</b>	<b>1,175,000</b>	<b>1,175,000</b>	<b>0</b>

**Funding**

**Government Grants**

Provincial	1,384,626	835,000	685,178	1,175,000	1,175,000	0
<b>TOTAL FUNDING</b>	<b>1,384,626</b>	<b>835,000</b>	<b>685,178</b>	<b>1,175,000</b>	<b>1,175,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
Schedule 16 - Information Systems and Motor Pool  
FOR THE PERIOD ENDING August 31st, 2019

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

**Expenditures**

	Actual 2018	Budget 2019	Actual YTD	Previous Forecast	Current Forecast	Forecast Change
<b>Information Systems</b>						
Compensation and Benefits	907,602	1,012,300	591,023	1,012,300	1,012,300	
Administrative Expenses	30,042	25,500	13,641	25,500	25,500	
Software and Hardware Maintenance	144,525	153,000	141,680	153,000	153,000	
Supplies and Services	50,896	52,200	27,980	52,200	52,200	
<b>Total OPERATING Expenditures</b>	<b>1,133,065</b>	<b>1,243,000</b>	<b>774,324</b>	<b>1,243,000</b>	<b>1,243,000</b>	
<b>Capital Expenses</b>	<b>229,951</b>	<b>200,000</b>	<b>83,101</b>	<b>200,000</b>	<b>200,000</b>	
<b>LESS Internal Charges</b>	<b>(1,295,315)</b>	<b>(1,320,000)</b>	<b>(1,295,203)</b>	<b>(1,320,000)</b>	<b>(1,320,000)</b>	
<b>NET Unallocated Expenses</b>	<b>67,701</b>	<b>123,000</b>	<b>(437,778)</b>	<b>123,000</b>	<b>123,000</b>	
<b>Motor Pool</b>						
Compensation and Benefits	279,211	300,800	174,874	300,800	300,800	
Administrative Expenses	19,954	26,000	17,850	26,000	26,000	
Insurance	40,159	40,000	42,171	40,000	40,000	
Motor Pool Building and Grounds Maintenance	8,095	10,200	8,409	10,200	10,200	
Equipment, Repairs and Supplies	296,130	277,700	175,116	277,700	277,700	
Fuel	234,976	254,000	108,616	254,000	254,000	
<b>Total OPERATING Expenditures</b>	<b>878,525</b>	<b>908,700</b>	<b>527,036</b>	<b>908,700</b>	<b>908,700</b>	
<b>Capital Expenses</b>	<b>435,669</b>	<b>350,000</b>	<b>367,510</b>	<b>350,000</b>	<b>350,000</b>	
<b>LESS Internal Charges</b>	<b>(1,138,287)</b>	<b>(1,174,000)</b>	<b>(1,099,229)</b>	<b>(1,174,000)</b>	<b>(1,174,000)</b>	
<b>NET Unallocated Expenses</b>	<b>175,907</b>	<b>84,700</b>	<b>(204,683)</b>	<b>84,700</b>	<b>84,700</b>	
<b>TOTAL EXPENDITURES</b>	<b>243,608</b>	<b>207,700</b>	<b>(642,461)</b>	<b>207,700</b>	<b>207,700</b>	<b>0</b>
<b>Funding</b>						
<b>Self Generated</b>						
Miscellaneous	6,189	0	0	0	0	
<b>TOTAL REVENUE</b>	<b>6,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Gross Surplus (Deficit)	(237,419)	(207,700)	642,461	(207,700)	(207,700)	
Funding From Reserves	2,671,021	2,701,700	1,751,971	2,701,700	2,701,700	
Funding to Reserves	(2,433,602)	(2,494,000)	(2,394,432)	(2,494,000)	(2,494,000)	
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Grand River Conservation Authority

**Report number:** GM-09-19-88  
**Date:** September 27, 2019  
**To:** Members of the Grand River Conservation Authority  
**Subject:** Budget 2020 (draft #1)

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## **Recommendation:**

THAT Report Number 09-19-88 - Budget 2020 (draft #1) be received as information.

## **Summary:**

Summarized below is the first draft of the 2020 Budget which shows breakeven results. Overall the 2020 Budget includes \$32,655,188 in expenditures (Budget 2019: \$35,270,468) and Municipal General Levy is budgeted to increase by \$291,000 (or 2.5%).

The budget outlines revenue and expenses for current GRCA Programs which have been categorized as:

- Operating
- Capital
- Special projects

GRCA programs are funded by:

- Municipal General Levy
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

The operating budget assumes the continuation of current GRCA programs and their associated funding sources. To date, there have been no changes to provincial legislation and accompanying regulations pertaining to core versus non-core programs. As a result, this draft assumes Municipal General Levy will continue to apply as in the past. The government has indicated that once regulations are released there may be a transition period over which to adopt the regulations.

This draft budget outlines a strategy to absorb the provincial section 39 grant cutback of \$421,385 that was implemented in 2019 and assumes that the remaining \$449,688 provincial section 39 grant will be continued in 2020.

The special projects category represents spending on projects where special funding is received and does not rely on Municipal General Levy for funding.



	2020	2019	Incr/(decr)
<b><u>EXPENDITURES</u></b>			
Operating Expenses	\$26,579,188	\$27,051,768	(\$472,580)
Capital Expenses	\$3,730,000	\$4,597,700	(\$867,700)
Special Projects	<u>\$2,346,000</u>	<u>\$3,621,000</u>	<u>(\$1,275,000)</u>
<b>Total</b>	<b><u>\$32,655,188</u></b>	<b><u>\$35,270,468</u></b>	<b><u>(\$2,615,280)</u></b>

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

## **Report:**

### **A. OPERATING BUDGET**

#### **(a) Core vs Non-Core Program Mandate**

This draft assumes no change to program delivery for 2020 other than the continuation of the wind down of the residential property rental program that was approved by the General Membership on July 22, 2016. Staff are awaiting the release of provincial regulations that will clarify core programs and the treatment of non-core programs. GRCA staff are participating in talks with the province on this matter.

#### **(b) Section 39 Funding Cutback**

In April 2019 the province announced an almost 50% (or \$421,385) cutback to Section 39 grant for the period April 1, 2019 to March 31, 2020. Outlined below are actions taken to offset this funding cutback in order to avoid having to increase municipal general levy to make up for the funding shortfall.

(\$ 421,385)	Provincial funding decreased
\$ 25,000	Funding from gauge reserve increased for water monitoring equipment and hardware
\$ 25,000	Funding from gauge reserve increased for flood forecasting and warning equipment, hardware, software
\$ 50,000	Funding from water control structures and/or land sale proceeds reserve increased for major maintenance repairs and studies of water control structures
\$ 50,000	Hydro Generation Revenue allocated to operations increased
\$ 50,000	Conservation Area Program Revenue to absorb reallocated administrative expenses
\$120,000	Compensation rate savings realized through staff retirements (no change in service delivery)
\$ 60,000	Administrative cost reductions (travel, staff development, recruiting)
\$ 40,000	Other Operating expenses reduced (printing, advertising, monitoring expenses)

(c) Municipal General Levy

The 2020 Budget includes a \$291,000 (or 2.5%) increase in Municipal General Levy which represents an increase of \$391,000 to operating levy and a \$100,000 decrease to major maintenance levy.

(d) Surplus Assumption

The budget assumes a \$100,000 surplus carry forward from 2019.

(e) Compensation and Benefits and Staffing Comments:

- The 2020 draft budget includes a 3% increase for compensation and benefits which allows for a general wage increases, grid steps and benefit cost increases.
- The 3% adjustment incorporates the outcome of the Collective Agreement reached which contains a 1.5% general wage increase on January 1, 2020 and a 1.75% and 1.0% market rate adjustment for some pay grades on July 1, 2020. The above adjustments also reflect a 1.5% general wage increase for non-union staff. The non-union salary adjustments are required to be approved by the General Membership via a separate report presented in November or December of the current year.
- A \$30,000 increase to Conservation Lands compensation and benefits reflects the addition of one staff position in 2019 for part of the year to a full year cost for 2020. The addition of a position addresses service demands related to passive lands management including the impacts of encroachment, data management, policy and procedure development, strategic planning on land use and respond to the growing demand for information by the public.
- A \$40,000 increase to Information Systems (IS) compensation and benefits reflects the addition of one staff position in 2019 for part of year to a full year cost for 2020. This position will be funded by the IS reserve. The reserve balance of over \$1.0 million is adequate to fund this position for at least two to three years and then alternatives will be explored e.g. increase to computer chargebacks. This position will primarily address IS demands related to GRCA's water information management system, which is relied upon by the flood forecasting and warning program, water control structures management and the water resource planning area. Also, corporate IS demands in general have increased as reliance on/demand for technological solutions increases.
- As highlighted above under Section 39 funding cutback, compensation savings of \$120,000 are included in this budget due to rate savings resulting from retirements and staff turnover.

(f) Severe Weather Events

The budget does not include any cost provisions for severe weather events. The GRCA has had to contend with two Ice Storms and one severe weather event in the past few years. Significant government relief funding was available for the first event. For the second event GRCA utilized the maximum allowable insurance claim amount of \$100,000 to help offset some of the cost. For the third event, which occurred during 2019 at Byng, GRCA is anticipating an insurance claim of approximately \$25,000.

(g) Residential Rental Program

- The Residential Rental Program is in the process of wind down. The budgeted 2020 revenue of \$145,000 is consistent with recent occupancy rates and planned vacancies.
- Reductions to residential rental expenses (i.e. taxes, repairs and maintenance, insurance) have been incorporated to offset revenue reductions.
- The budgeted net result for this program is a \$25,000 deficit.

(h) Conservation Areas

- Conservation Area budgeted revenue of \$8,950,000 represents an increase of \$350,000 (or 4%) compared to budget 2019. Actual 2018 revenue was approximately \$9.1 million and 2019 revenue is on track to exceed 2018.
- Other Operating expenses are being increased by 5% to reflect increased activity.
- The program is budgeted to breakeven.

**B. CAPITAL & MAJOR MAINTENANCE BUDGET**

(a) Major Maintenance Spending Water Control Structures

The budget is being held constant at \$1,500,000. Any demands that arise in excess of that amount can be funded with the Water Control Structures reserve and/or the Land Sale Proceeds reserve. Staff continue to seek funding to repair and update the water control infrastructure from provincial and federal government. Current government funding programs include the Disaster Mitigation and Adaptation Fund (DMAF), the National Damage Mitigation Program (NDMP), and the Provincial Water and Erosion Control Infrastructure (WECl) Program.

(b) Capital Spending Conservation Areas

The budget is set at \$1,500,000 consistent with spending requirements based on estimates presented in the board report "Conservation Area Capital Forecast 2018 to 2027" dated August 24<sup>th</sup>, 2018.

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

The budget is being held constant at \$300,000. The gauge reserve will be used to fund \$100,000 of total expenses which includes \$50,000 being used as part of the strategy to offset the provincial funding cutback. The remaining costs will be funded with Municipal General Levy.

**C. SPECIAL PROJECTS**

- (a) Special projects do not rely on Municipal General Levy for funding.
- (b) This draft of the budget only includes items that are highly likely to be undertaken and a cost can be estimated. At present, the budget includes \$2,346,000 in spending. By the time the 2020 budget is finalized special project spending, along with matching revenue, is expected to increase substantially as projects are approved and carryover amounts are confirmed.
- (c) The \$2,346,000 in special projects included in this draft budget are:  
\$ 800,000 Rural Water Quality Capital Grants

\$ 50,000 Costs related to future land dispositions  
\$ 26,000 Brant/Brantford Children's Water Festival  
\$ 35,000 Mill Creek Rangers  
\$ 600,000 Emerald Ash Borer (see above)  
\$ 835,000 Source Protection Program

(d) Emerald Ash Borer Infestation

The budget includes \$600,000 related to managing an emerald ash borer (EAB) infestation. The expenditures will be funded with GRCA reserves. During 2018 GRCA received approval from MNRF to use \$1.8 million of the Land Sale Proceeds reserve over 3 years for hazard tree management. Cost estimates are subject to change given: a) further inventory information, b) the unpredictability of the rate at which the infestation will occur, c) changes in how hazard tree management will be undertaken (i.e. simple vs. complex tree removal), d) strategic decisions on which trees need to be removed, and e) decisions related to replacement plantings and restoration.

(e) Source Protection Program

Funding is budgeted to continue. The province has indicated that this program will be considered a core program mandated to be delivered by Conservation Authorities. Funding to March 2020 was secured. The province has not guaranteed funding for future years but neither has it announced an end to program funding. During 2019 planning expenses continue to be incurred and the program is in the implementation phase.

(f) Floodplain Mapping projects

Expenses are forecast to be about \$1,300,000 between 2018 and 2021 with funding coming from the province and the land sale proceeds reserve. Details of this project were outlined in June 23<sup>rd</sup>, 2017 board report "Floodplain Mapping Program – 2017 to 2021". The budget for 2020 will be added once 2019 spending confirmed.

(g) Guelph Nature Centre - Special Project

It is anticipated that a new Guelph Lake Nature Centre will be constructed within the next few years. The timelines are contingent on Grand River Conservation Foundation fundraising efforts. The GRCA is seeking to finance the majority of the project with external funding. This expense will be incorporated into the budget once timelines and spending amounts are confirmed.

## **D. RESERVES**

For 2020 reserves are budgeted to decrease by \$1,277,000. The most significant budgeted drawdown to reserves is \$575,000 for Conservation Area capital projects. See attached table for details of reserve movements budgeted for 2020. This draft also proposes the use of \$100,000 in reserves to help offset the provincial funding cutback.

The use of reserves is integral to GRCA operations. GRCA sets aside certain funds to reserves (i.e. Land Sale Proceeds, Hydro Revenue, Interest Earned on Reserves) in order to be able to draw upon these reserves at a later date in accordance with either legislative mandates and/or board approved uses.

Reserves can be viewed as:

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

A detailed report on reserves will be presented at the November 22, 2019 general meeting.

## **E. GENERAL MUNICIPAL LEVY ALLOCATION**

The General Municipal Levy is allocated to participating municipalities based on Modified Current Value Assessment (CVA), which the Ministry of Natural Resources and Forestry (MNR) provides to Conservation Authorities each year. The methodology for calculating the Modified CVA and distributing the levy is outlined in Ontario Regulation 670/00.

### Outcome of City of Hamilton Levy Appeal:

Prior to 2018, the levy distribution at the Grand River Conservation Authority was calculated using Modified CVA with an adjustment for the City of Hamilton which was based on a “local agreement” with that municipality and its four Conservation Authorities. As detailed in Report Number GM-01-18-06 – Budget 2018 – General Levy Apportionment, in 2014, the Niagara Peninsula Conservation Authority (NPCA) took the position that the “local agreement” was not valid and they would no longer apply an adjustment when calculating the levy for the City of Hamilton, which resulted in a significant increase to the City of Hamilton’s levy to the NPCA. The City of Hamilton appealed that decision to the Office of the Mining and Lands Commissioner (MLC) who issued a decision on December 21, 2017 supporting the NPCA’s position and rendering the “local agreement” invalid for all parties. In response to the MLC’s decision, the City of Hamilton filed an application to the Divisional Court for a judicial review and a decision was handed down on April 30<sup>th</sup>, 2019 dismissing the request for a judicial review. As a result, Hamilton accepted the Mining and Lands decision and therefore the levy apportionment will not revert back to the ‘local agreement’.

As a result of the MLC decision, since 2018, the Grand River Conservation Authority has calculated the levy apportionment in accordance with Regulation 670/00 which resulted in a significant increase to the City of Hamilton’s apportionment of the levy compared to prior years when the “local agreement” was applied.

The Grand River Conservation Authority has not yet received the Modified CVA figures from the Ministry of Environment Conservation and Parks (MECP) which will be used for the 2020 Budget. This information is expected in the near future. The 2020 levy apportionment will be in accordance with Regulation 670/00.

## **F. OTHER MAJOR ASSUMPTIONS**

1. MECP Operating Grants to remain at \$449,688 - the same amount as 2019.
3. Permit Fees, Planning Fees and Solicitor Inquiries increased by \$50,000 or 5%.
4. Watershed studies funded 50% by GRCA and 50% via special levy are budgeted for \$100,000 annually.
5. Total Insurance expense held constant.
6. Total Property Tax expense held constant.
7. Other Operating expense increases range from 0% to 3% depending on program area with the exception of Conservation Areas which was increased by 5%.
8. Motor Pool charge out rates held constant.
9. Computer charge out rates held constant.

## **G. SIGNIFICANT OUTSTANDING BUDGET ITEMS**

### **(a) Year 2019 Carry forward Adjustments**

#### **2019 Surplus carry forward**

This draft of the 2020 Budget assumes a \$100,000 surplus carry over from year 2019. The September 2019 Financial Summary for year end 2019 is forecasting a \$106,000 deficit. The actual "2019 Net Surplus" will be incorporated into the 2020 budget.

#### **2019 Special Projects carry forward**

Any projects commenced in year 2019 and not completed by December 31, 2019 will be carried forward and added to Budget 2020 (i.e. both the funding and the expense will be added to Budget 2020 and therefore these adjustments will have no impact on the breakeven net result).

#### **Water Control Structures Major Maintenance Expenditures**

A final determination of the amount of spending to be added to the Budget 2020 (i.e. unspent amounts from 2019, new projects) will be made, including use of the reserves for 2020 projects. Any decisions to increase spending should not impact the general municipal levy request, but would be funded with reserves, WECl funding, and/or new funding sources, as applicable.

### **(b) Conservation Area Revenue and Expenses**

Final revenue, operating and capital expense figures to be determined following year-end actuals review.

### **(c) Source Protection Program**

The current budget draft includes \$835,000 in spending. The final version of the GRCA 2020 Budget will be adjusted to reflect any anticipated funding approvals. Expenses for this program are funded 100% by a provincial grant.

The following statements and schedules are attached:

- Budget 2020 Timetable
- Summary Reserve Report – Budget 2020
- Preliminary Budget 2020

### **Financial Implications:**

Budgeted spending for 2020 is \$32,655,188 including transfers to reserves. This draft of the budget includes a municipal general levy increase of \$291,000 (or 2.5%). This draft of the budget includes taking action to offset the provincial Section 39 grant cutback of \$421,385. GRCA will continue to work with Conservation Ontario and the province to provide input to proposed provincial legislative changes.

The main budgetary challenges faced by GRCA are:

- Uncertainty regarding changes to the Conservation Authorities Act and the accompanying regulations.
- Provincial Section 39 grant cutback.
- Costs to manage the Emerald Ash Borer infestation are difficult to predict.
- Conservation Area operating revenue is dependent on weather conditions which is difficult to predict.
- An aging infrastructure in the Conservation Areas and Nature Centers.
- Managing the costs of severe weather events.
- Many programs face rising costs and increased service delivery demands without corresponding increases in the associated revenue/funding source.

### **Other department considerations:**

None.

#### **Prepared by:**

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#### **Approved by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

Grand River Conservation Authority  
Budget 2020 Timetable  
September 27, 2019

- Sept 27, 2019: Draft #1 to General Meeting
- Nov 22, 2019: Draft #2 to General Meeting
- Dec 13, 2019: Status Report to General Meeting (if necessary)
- Oct/19-Feb/20: Presentations to municipal councils
- Jan 24, 2020: Draft #3 to General Meeting
- Jan 29, 2020: Official Notice to Municipalities of Budget Vote
- Feb 28, 2020: Board Approval, Final 2020 Budget & Levy



Grand River Conservation Authority

**SUMMARY RESERVE REPORT - BUDGET 2020**

General Meeting - September 27th, 2019

	BUDGET 2019	"NET CHANGE" INCREASE/(DECREASE) 2019 VS 2020	DETAILS OF "NET CHANGE" BUDGET 2020				BUDGET 2020
			Transfer In (Interest Income)	Transfer In	Transfer Out	Description of Transfer	
<b>Type A: GRCA Controlled</b>							
<b>Operating Reserves (designated)</b>							
Property & Liability Insurance	270,383	0	0				270,383
Building & Mechanical Equipment	1,256,833	0	0				1,256,833
Small Office Equipment	7,897	500	500				8,397
Personnel	1,022,112	(15,000)	0		(15,000)	OUT- Vacation Accrual	1,007,112
Forestry	713,737	12,000	12,000				725,737
Information Systems and Technology	1,097,862	(179,000)	21,000	1,320,000	(1,520,000)	IN-Chargebacks; OUT-Operating/Capital costs	918,862
Cottage Operations	528,114	10,000	10,000				538,114
Grand River Watershed Management Plan	107,178	2,000	2,000				109,178
Planning Enforcement	433,180	8,000	8,000				441,180
Property Rental Expenses	474,333	9,000	9,000				483,333
Watershed Restoration	113,547	2,000	2,000				115,547
Master Planning	70,000	1,000	1,000				71,000
Motor Pool Equipment	1,716,529	(198,000)	32,000	1,174,000	(1,404,000)	IN-Chargebacks;OUT-Operating/Capital costs	1,518,529
Motor Pool Insurance	82,820	1,000	1,000				83,820
<b>Capital Reserves (designated)</b>							
Water Control Structures	3,033,946	10,000	60,000		(50,000)	OUT-Water Control Structures major repairs	3,043,946
Cambridge Desiltation Pond	7,116	(500)	500		(1,000)	OUT-Cambridge Desiltation Pond costs	6,616
Completion of Capital Projects	117,000	(30,000)	0		(30,000)	OUT-Upper Grand Restoration costs	87,000
Conservation Areas-Capital	870,000	(275,000)	0	300,000	(575,000)	IN-\$300K Reserve for Capital spending, OUT-\$575,000 Cons Area Capital	595,000
Conservation Areas-Stabilization/Capital	1,887,440	55,000	55,000				1,942,440
Gauges	592,300	(89,000)	11,000		(100,000)	OUT-Gauge Expenses	503,300
<b>Capital Reserves (undesignated)</b>							
General Capital Reserve	562,741	95,000	10,000	85,000		IN-Hydro Generation Revenue	657,741
<b>Total Type A: GRCA Controlled</b>	<b>14,965,068</b>	<b>(581,000)</b>	<b>235,000</b>	<b>2,879,000</b>	<b>(3,695,000)</b>		<b>14,384,068</b>
<b>Type B: Reserves with Outside Control</b>							
<b>With MNRF Interest (Capital Reserves)</b>							
Gravel	242,749	3,000	4,000		(1,000)	OUT-Gravel Pit License & Gravel Rehabilitation	245,749
Land Sale Proceeds Reserve	5,686,096	(702,500)	107,500		(810,000)	OUT-\$50K Development Costs. \$50K Septic Systems,\$10K GRWMP, \$600K EAB, \$100K Demolitions	4,983,596
<b>With School Board Interest (Operating Reserves)</b>							
App's Nature Centre	24,349	500	500				24,849
Laurel Creek Nature Centre	68,338	1,000	1,000				69,338
Guelph Lake Nature Centre	138,227	1,000	1,000				139,227
Taquanyah Nature Centre	4,136	500	500				4,636
Shade's Mills Nature Centre	28,354	500	500				28,854
<b>Total Type B: Outside Control</b>	<b>6,192,247</b>	<b>(696,000)</b>	<b>115,000</b>	<b>0</b>	<b>(811,000)</b>		<b>5,496,247</b>
<b>TOTAL</b>	<b>\$21,157,315</b>	<b>(1,277,000)</b>	<b>\$350,000</b>	<b>\$2,879,000</b>	<b>(\$4,506,000)</b>		<b>\$19,880,315</b>

**BUDGET 2020 - Summary of Revenue and Expenditures**

FUNDING		Actual 2018	Budget 2018	Budget 2019	Budget 2020	Budget Incr/(decr)
	Municipal General Levy Funding	11,352,000	11,352,000	11,636,000	11,927,000	291,000 2.50%
	Other Government Grants	4,763,202	4,928,573	4,153,573	3,049,188	(1,104,385) -26.6%
	Self-Generated Revenue	16,502,625	15,293,414	16,171,195	15,667,000	(504,195) -3.1%
	Funding from Reserves	2,288,903	2,774,000	3,309,700	2,012,000	(1,297,700) -39.2%
TOTAL FUNDING		34,906,730	34,347,987	35,270,468	32,655,188	(2,615,280) -7.4%
EXPENDITURES		Actual 2018	Budget 2018	Budget 2019	Budget 2019	Budget Incr/(decr)
	Base Programs - Operating includes funding to reserves	26,677,416	25,716,987	27,051,768	26,579,188	(472,580) -1.75%
	Base Programs - Capital	3,658,509	3,910,000	4,597,700	3,730,000	(867,700) -18.87%
	Special Projects	4,101,110	4,721,000	3,621,000	2,346,000	(1,275,000) -35.2%
TOTAL EXPENDITURES		34,437,035	34,347,987	35,270,468	32,655,188	(2,615,280) -7.4%
NET RESULT		469,695	-	-	-	

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2020 vs Budget 2019

	Actual 2018	Budget 2019	Budget 2020	Incr/(Decr)	%age change
<b><u>EXPENDITURES</u></b>					
OPERATING EXPENSES	26,677,416	27,051,768	26,579,188	(472,580)	-1.84%
<b>Total Expenses</b>	<b>26,677,416</b>	<b>27,051,768</b>	<b>26,579,188</b>	<b>(472,580)</b>	<b>-1.84%</b>
<b><u>SOURCES OF FUNDING</u></b>					
MUNICIPAL GENERAL LEVY (NOTE)	9,835,527	10,586,000	10,977,000	391,000	3.80%
MUNICIPAL SPECIAL LEVY	48,488	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	947,574	938,573	517,188	(421,385)	-44.90%
SELF-GENERATED	15,218,057	14,350,500	14,728,000	377,500	2.73%
RESERVES	215,456	657,000	207,000	(450,000)	-258.62%
SURPLUS CARRYFORWARD	412,314	469,695	100,000	(369,695)	-89.66%
<b>Total BASE Funding</b>	<b>26,677,416</b>	<b>27,051,768</b>	<b>26,579,188</b>	<b>(472,580)</b>	<b>-1.84%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$391,000 levy increase.

## SECTION B - Capital Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2020

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					1,500,000		1,500,000
Net IT/MP Capital Spending not allocated to Departments						430,000	430,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>430,000</b>	<b>3,730,000</b>
<b>Funding</b>							
Prov & Federal Govt			700,000				700,000
Self Generated					925,000		925,000
Funding from Reserves	75,000	25,000	50,000		575,000	430,000	1,155,000
<b>TOTAL FUNDING</b>	<b>75,000</b>	<b>25,000</b>	<b>750,000</b>	<b>-</b>	<b>1,500,000</b>	<b>430,000</b>	<b>2,780,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>35,000</b>	<b>165,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>

### Budget 2019

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					2,590,000		2,590,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						207,700	207,700
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>2,590,000</b>	<b>207,700</b>	<b>4,597,700</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			700,000				700,000
Self Generated					965,000		965,000
Funding from Reserves	50,000				1,625,000	207,700	1,882,700
<b>TOTAL FUNDING</b>	<b>50,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>2,590,000</b>	<b>207,700</b>	<b>3,547,700</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>60,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,050,000</b>

### BUDGET 2018 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					1,820,000		1,820,000
Net IT/MP Capital Spending not allocated to Departments						290,000	290,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>1,820,000</b>	<b>290,000</b>	<b>3,910,000</b>
<b>Funding</b>							
Prov & Federal Govt			700,000				700,000
Self Generated					670,000		670,000
Funding from Reserves	50,000				1,150,000	290,000	1,490,000
<b>TOTAL FUNDING</b>	<b>50,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>1,820,000</b>	<b>290,000</b>	<b>2,860,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>60,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,050,000</b>

### ACTUAL 2018 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	97,368						97,368
Flood Forecasting Warning Hardware and Gauges		161,212					161,212
Flood Control Structures-Major Maintenance			1,274,516				1,274,516
Conservation Areas Capital Projects					1,791,805		1,791,805
Funding to Reserves		30,000	60,000			6,189	96,189
Net IT/MP Expenses in excess of chargebacks						237,419	237,419
<b>TOTAL EXPENSE</b>	<b>97,368</b>	<b>191,212</b>	<b>1,334,516</b>	<b>-</b>	<b>1,791,805</b>	<b>243,608</b>	<b>3,658,509</b>
<b>Funding</b>							
Prov & Federal Govt			576,318			6,189	582,507
Self Generated					623,805		623,805
Funding from Reserves				-	1,168,000	237,419	1,405,419
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>576,318</b>	<b>-</b>	<b>1,791,805</b>	<b>243,608</b>	<b>2,611,731</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>97,368</b>	<b>191,212</b>	<b>758,198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,046,778</b>

## SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2020

EXPENDITURES	ACTUAL 2018	BUDGET 2019	BUDGET 2020
Grand River Management Plan	87,714	70,000	
Subwatershed Plans - City of Kitchener	77,683	100,000	
Dunnville Fishway Study	-	30,000	
Natural Heritage Study-Wellington	37,887	-	-
Waste Water Optimization Program	122,831	140,000	
Floodplain Mapping	425,964	560,000	
RWQP - Capital Grants	954,884	800,000	800,000
Brant/Brantford Children's Water Festival	26,187	26,000	26,000
Haldimand Children's Water Festival	27,980	25,000	
Species at Risk	37,510	70,000	
Ecological Restoration	137,911	130,000	
AGGP-UofG Research Buffers	27,741	-	-
Great Lakes SHSM Event	3,004	-	-
Great Lakes Agricultural Stewardship Initiative	4,895	-	-
Trails Capital Maintenance		150,000	
Emerald Ash Borer	350,184	600,000	600,000
Lands Mgmt - Land Purchases/Land Sale Expenses	269,473	-	-
Lands Mgmt - Development Costs	-	50,000	50,000
Mill Creek Rangers	28,236	35,000	35,000
Parkhill Hydro Turbine Project	80,721	-	-
Dickson Trail and Boardwalk Rehabilitation	15,679	-	-
<b>Total SPECIAL Projects 'Other'</b>	<b>2,716,484</b>	<b>2,786,000</b>	<b>1,511,000</b>
<b>Source Protection Program</b>	<b>1,384,626</b>	<b>835,000</b>	<b>835,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>4,101,110</b>	<b>3,621,000</b>	<b>2,346,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	1,384,626	835,000	835,000
OTHER GOVT FUNDING	1,894,028	1,630,000	800,000
SELF-GENERATED	154,428	386,000	61,000
FUNDING FROM/(TO) RESERVES	668,028	770,000	650,000
<b>Total SPECIAL Funding</b>	<b>4,101,110</b>	<b>3,621,000</b>	<b>2,346,000</b>

### Budget 2020 - Summary of Expenditures, Funding and Change in Municipal Levy

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**TABLE 1**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,477,118	1,615,500	1,664,000	48,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	260,556	319,300	289,300	-30,000
Insurance	103,297	113,300	107,300	-6,000
Other Operating Expenses	140,049	195,100	175,100	-20,000
Amount set aside to Reserves		-	-	
<b>TOTAL EXPENSE</b>	<b>1,981,020</b>	<b>2,243,200</b>	<b>2,235,700</b>	<b>-7,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Special/Other	36,156	50,000	50,000	0
MNR Grant	33,200	8,200	0	8,200
Prov & Federal Govt	16,398	37,500	37,500	0
Funds taken from Reserves	-	10,000	10,000	0
<b>TOTAL FUNDING</b>	<b>85,754</b>	<b>105,700</b>	<b>97,500</b>	<b>8,200.00</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,895,266</b>	<b>2,137,500</b>	<b>2,138,200</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>700</b>

**TABLE 2**  
GRAND RIVER CONSERVATION AUTHORITY  
**Flood Forecasting & Warning**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	428,291	457,000	470,700	13,700
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	249,762	266,000	216,000	(50,000)
Other Operating Expenses	61,323	78,000	78,000	-
Amount set aside to Reserves	60,000			
<b>TOTAL EXPENSE</b>	<b>799,376</b>	<b>801,000</b>	<b>764,700</b>	<b>(36,300)</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	252,955	277,955	164,338	113,617
<b>TOTAL FUNDING</b>	<b>252,955</b>	<b>277,955</b>	<b>164,338</b>	<b>113,617</b>
<b>Net Funded by General Municipal Levy</b>	<b>546,421</b>	<b>523,045</b>	<b>600,362</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>77,317</b>



**TABLE 3**  
GRAND RIVER CONSERVATION AUTHORITY  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<u><b>Expenses:</b></u>				<b>incr/(decr)</b>
Salary and Benefits	1,125,092	1,170,200	1,205,000	34,800
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	14,708	29,200	29,200	-
Property Taxes	162,927	179,700	170,700	(9,000)
Other Operating Expenses	409,529	344,800	344,800	-
Amount set aside to Reserves	55,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,767,256</b>	<b>1,723,900</b>	<b>1,749,700</b>	<b>25,800</b>
<u><b>Funding</b></u>				<b>(incr)/decr</b>
MNR Grant	400,350	400,350	285,350	(115,000)
<b>TOTAL FUNDING</b>	<b>400,350</b>	<b>400,350</b>	<b>285,350</b>	<b>(115,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,366,906</b>	<b>1,323,550</b>	<b>1,464,350</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>140,800</b>

**TABLE 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Planning**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,597,248	1,807,400	1,861,600	54,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	204,057	222,500	222,500	-
Other Operating Expenses	141,592	54,700	54,700	-
<b>TOTAL EXPENSE</b>	<b>1,942,897</b>	<b>2,084,600</b>	<b>2,138,800</b>	<b>54,200</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial	-	-	-	-
MNR Grant	114,568	114,568	-	114,568
Self Generated	908,914	919,000	969,000	(50,000)
<b>TOTAL FUNDING</b>	<b>1,023,482</b>	<b>1,033,568</b>	<b>969,000</b>	<b>64,568</b>
<b>Net Funded by General Municipal Levy</b>	<b>919,415</b>	<b>1,051,032</b>	<b>1,169,800</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>118,768</b>

**TABLE 5**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Forestry & Conservation Land Taxes**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	591,083	601,000	619,000	18,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	51,767	54,300	54,300	0
Property Taxes	155,946	183,200	183,200	0
Other Operating Expenses	623,989	572,900	590,000	17,100
Amount set aside to Reserves				0
<b>TOTAL EXPENSE</b>	<b>1,422,785</b>	<b>1,411,400</b>	<b>1,446,500</b>	<b>35,100</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	64,673	57,000	57,000	-
Self Generated	655,882	650,000	650,000	-
<b>TOTAL FUNDING</b>	<b>720,555</b>	<b>707,000</b>	<b>707,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>702,230</b>	<b>704,400</b>	<b>739,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>35,100</b>

**TABLE 6**  
GRAND RIVER CONSERVATION AUTHORITY  
**Conservation Services**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	690,240	733,000	715,000	(18,000)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	95,351	100,200	100,200	-
Other Operating Expenses	18,333	52,000	52,000	-
Amount set aside to Reserves	12,000			
<b>TOTAL EXPENSE</b>	<b>815,924</b>	<b>885,200</b>	<b>867,200</b>	<b>(18,000)</b>
<b>Funding</b>				<b>(incr)/decr</b>
Prov & Federal Govt	12,332	30,000	30,000	-
Donations/Other	102,242	87,000	47,000	40,000
Funds taken from Reserves	552	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>115,126</b>	<b>148,000</b>	<b>108,000</b>	<b>40,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>700,798</b>	<b>737,200</b>	<b>759,200</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>22,000</b>

**TABLE 7**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Communications & Foundation**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	538,567	583,400	601,000	17,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	73,568	77,000	77,000	-
Other Operating Expenses	1,250	73,500	23,500	(50,000)
Amount set aside to Reserves	50,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>663,385</b>	<b>733,900</b>	<b>701,500</b>	<b>(32,400)</b>
<b>Funding</b>				
Net Funded by General Municipal Levy	663,385	733,900	701,500	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(32,400)</b>

**TABLE 8**  
GRAND RIVER CONSERVATION AUTHORITY  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,023,545	1,000,000	980,000	(20,000)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	95,094	85,800	85,800	0
Insurance	10,637	10,300	12,800	2,500
Property Taxes	12,135	11,000	14,000	3,000
Other Operating Expenses	278,746	275,300	284,000	8,700
Amount set aside to Reserves	30,000			0
<b>TOTAL EXPENSE</b>	<b>1,450,157</b>	<b>1,382,400</b>	<b>1,376,600</b>	<b>(5,800)</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial & Federal Grants	58,503	-	-	-
Donations	53,233	50,000	50,000	-
Self Generated	985,178	1,000,500	1,018,000	(17,500)
<b>TOTAL FUNDING</b>	<b>1,096,914</b>	<b>1,050,500</b>	<b>1,068,000</b>	<b>(17,500)</b>
<b>Net Funded by General Municipal Levy</b>	<b>353,243</b>	<b>331,900</b>	<b>308,600</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(23,300)</b>

**TABLE 9**  
GRAND RIVER CONSERVATION AUTHORITY  
**Corporate Services**

<b>Budget 2020</b>			Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>			
Salary and Benefits	1,904,000		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	344,000		
Insurance	59,000		
Other Operating Expenses	956,388		
Amount set aside to Reserves			
<b>TOTAL EXPENSE</b>	<b>3,263,388</b>		
<b>Funding</b>			
MNR Grant	-		
Recoverable Corporate Services Expenses	70,000		
Funds taken from Reserves	15,000		
<b>TOTAL FUNDING</b>	<b>85,000</b>		
Net Result before surplus adjustments	3,178,388		
Deficit from Other Programs offset by 2018 Surplus Carryforward		(17,100)	
2019 Surplus Carried Forward to 2020 used to reduce Levy		100,000	
<b>Net Funded by General Municipal Levy</b>	<b>3,178,388</b>	<b>82,900</b>	

<b>Budget 2019</b>			Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>			
Salary and Benefits	1,897,000		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	369,000		
Insurance	57,000		
Property Taxes	-		
Other Operating Expenses	1,544,768		
Amount set aside to Reserves			
<b>TOTAL EXPENSE</b>	<b>3,867,768</b>		
<b>Funding</b>			
Municipal Other			
Recoverable Corporate Services Expenses	70,000		
Funds taken from Reserves	465,000		
<b>TOTAL FUNDING</b>	<b>605,000</b>		
Net Result before surplus adjustments	3,262,768		
Deficit from Other Programs offset by 2018 Surplus Carryforward		(250,400)	
2018 Surplus Carried Forward to 2019 used to reduce Levy		469,695	
<b>Net Funded by General Municipal Levy</b>	<b>3,262,768</b>	<b>219,295</b>	

<b>Budget 2018</b>			Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>			
Salary and Benefits	1,990,000		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	337,300		
Insurance	55,000		
Other Operating Expenses	1,087,687		
Amount set aside to Reserves			
<b>TOTAL EXPENSE</b>	<b>3,469,987</b>		
<b>Funding</b>			
MNR Grant	70,000		
Recoverable Corporate Services Expenses	70,000		
Funds taken from Reserves	15,000		
<b>TOTAL FUNDING</b>	<b>155,000</b>		
Net Result before surplus adjustments	3,314,987		
Deficit from Other Programs offset by 2017 Surplus Carryforward		(41,700)	
2016 Surplus Carried Forward to 2017 used to reduce Levy		412,314	
<b>Net Funded by General Municipal Levy</b>	<b>3,314,987</b>	<b>370,614</b>	

<b>ACTUAL 2018</b>			Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>			
Salary and Benefits	1,878,053		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	317,991		
Insurance	53,378		
Other Operating Expenses	739,139		
Amount set aside to Reserves	210,000		
<b>TOTAL EXPENSE</b>	<b>3,198,561</b>		
<b>Funding</b>			
MNR Grant	70,000		
Donations/Other	9,049		
Recoverable Corporate Services Expenses	66,023		
<b>TOTAL FUNDING</b>	<b>145,072</b>		
Net Result before surplus/(deficit) adjustments	3,053,489		
Deficit from Other Programs offset by 2016 Surplus Carryforward		(46,688)	
2017 Surplus Carried Forward to 2018 used to reduce Levy		412,314	
<b>Net Funded by General Municipal Levy</b>	<b>3,053,489</b>	<b>365,626</b>	

**TABLE 10**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**OTHER PROGRAMS - OPERATING - SUMMARY of Results**

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c ) Conservation Areas	TOTAL Other Programs
<b>Budget 2020 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,159,000	573,000	-	1,732,000	44,500	4,580,000	
Travel, Motor Pool, Expenses,Telephone, Training and Development, IT	129,600	74,500	-	204,100	-	216,000	
Insurance	147,300	18,000	-	165,300	-	-	
Property Taxes	-	88,000	-	88,000	-	68,000	
Other Operating Expenses (consulting etc)	576,000	809,700	70,000	1,455,700	25,500	3,071,000	
Amount set aside to Reserves	-	-	-	-	85,000	300,000	
<b>TOTAL EXPENSE</b>	<b>2,011,900</b>	<b>1,563,200</b>	<b>70,000</b>	<b>3,645,100</b>	<b>155,000</b>	<b>8,235,000</b>	<b>12,035,100</b>
<b>Funding</b>							
Donations	50,000	-	-	50,000	-	-	
Self Generated	86,000	2,873,000	148,000	3,107,000	475,000	8,235,000	
Funds taken from Reserves	1,000	150,000	-	151,000	-	-	
<b>TOTAL FUNDING</b>	<b>137,000</b>	<b>3,023,000</b>	<b>148,000</b>	<b>3,308,000</b>	<b>475,000</b>	<b>8,235,000</b>	<b>12,018,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,874,900)</b>	<b>1,459,800</b>	<b>78,000</b>	<b>(337,100)</b>	<b>320,000</b>	<b>-</b>	<b>(17,100)</b>
<b>Budget 2019 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,144,800	576,000	-	1,720,800	43,500	4,502,000	
Travel, Motor Pool, Expenses,Telephone, Training and Development, IT	149,600	74,500	-	224,100	-	177,000	
Insurance	147,300	16,500	-	163,800	-	-	
Property Taxes	-	101,000	-	101,000	-	62,000	
Other Operating Expenses (consulting etc)	654,000	826,700	70,000	1,550,700	89,500	2,844,000	
Amount set aside to Reserves	70,000	-	-	70,000	70,000	300,000	
<b>TOTAL EXPENSE</b>	<b>2,165,700</b>	<b>1,594,700</b>	<b>70,000</b>	<b>3,830,400</b>	<b>203,000</b>	<b>7,885,000</b>	<b>11,918,400</b>
<b>Funding</b>							
Provincial Funding	-	-	-	-	-	-	
Donations	50,000	-	-	50,000	-	-	
Self Generated	86,000	2,875,000	148,000	3,109,000	473,000	7,885,000	
Funds taken from Reserves	1,000	150,000	-	151,000	-	-	
Municipal General Levy Funding	-	-	-	-	-	-	
<b>TOTAL FUNDING</b>	<b>137,000</b>	<b>3,025,000</b>	<b>148,000</b>	<b>3,310,000</b>	<b>473,000</b>	<b>7,885,000</b>	<b>11,668,000</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(2,028,700)</b>	<b>1,430,300</b>	<b>78,000</b>	<b>(520,400)</b>	<b>270,000</b>	<b>-</b>	<b>(250,400)</b>
<b>Actual 2018 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,107,523	534,906	-	1,642,429	59,521	4,301,700	
Travel, Motor Pool, Expenses,Telephone, Training and Development, IT	125,881	63,787	-	189,668	538	190,292	
Insurance	136,906	15,106	-	152,012	-	-	
Property Taxes	-	105,575	-	105,575	-	61,812	
Other Expenses	527,556	877,485	63,754	1,468,795	74,618	3,178,210	
Amount set aside to Reserves	42,885	125,000	-	167,885	202,000	841,000	
<b>TOTAL EXPENSE</b>	<b>1,940,751</b>	<b>1,721,859</b>	<b>63,754</b>	<b>3,726,364</b>	<b>336,677</b>	<b>8,573,014</b>	<b>12,636,055</b>
<b>Funding</b>							
Donations	82,988	-	1,009	83,997	-	37,349	
Self Generated	101,132	2,888,225	170,778	3,160,135	556,736	8,536,246	
Funds taken from Reserves	-	214,904	-	214,904	-	-	
<b>TOTAL FUNDING</b>	<b>184,120</b>	<b>3,103,129</b>	<b>171,787</b>	<b>3,459,036</b>	<b>556,736</b>	<b>8,573,595</b>	<b>12,589,367</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,756,631)</b>	<b>1,381,270</b>	<b>108,033</b>	<b>(267,328)</b>	<b>220,059</b>	<b>581</b>	<b>(46,688)</b>



# Grand River Conservation Authority

**Report number:** GM-09-19-94

**Date:** September 27, 2019

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

**Subject:** Water Control Structures Major Maintenance Forecast –  
2019-2024

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## **Recommendation:**

THAT Report GM-09-19-94 - Water Control Structures Major Maintenance Forecast – 2019-2024 be received as information

## **Report:**

This report provides an overview of Grand River Conservation Authority's proposed major maintenance spending on dams and dikes for the period of 2019-2023.

Grand River Conservation Authority (GRCA) operates 27 dams. Seven of the GRCA dams are actively used to manage flows within the watershed and are classified as multi-purpose dams. The multi-purpose dams serve two key functions: managing floods and supplying water to the river during periods of low flow (flow augmentation). Auxiliary benefits such as hydro production and recreation result from the operation of the dams.

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.

Three main techniques are used to identify deficiencies with dams:

1. Dam safety reviews are comprehensive reviews are conducted by outside engineering firms. During the dam safety review, the dam is examined to ensure its design and construction meet current standards. Dam safety reviews can identify deficiencies with a dam and make recommendations for upgrades. At dams where comprehensive reviews have been completed, periodic dam safety reviews may be used. Periodic reviews can identify new issues that require attention. These reviews help form the basis for long-term major maintenance planning related to major maintenance.
2. Detailed technical investigations are less comprehensive than a dam safety review and focus on a specific component of a dam. They are normally conducted by outside engineering firms. Technical investigations examine specific components of a dam for examples the gates or electrical systems at a dam. These detailed technical investigations may recommend technical work be completed on the specific component and help provide information for the major maintenance forecast.
3. An inspection program, which identifies deficiencies with the dams and places repairs on a five year forecast. On the large dams, inspections are carried out in the spring after the reservoirs are filled, and again in the fall, after the reservoirs are emptied. The other dams are inspected in the spring. After the inspections are completed, repairs are prioritized and the financial forecast is adjusted.

The major dike systems in Brantford, Cambridge, and Kitchener (Bridgeport) are inspected each year. Procedures for completion of third party dike safety reviews and technical investigations continue to be refined. They follow a similar approach used for the dam safety reviews, but are focused on technical aspects of dike safety. Dike safety reviews have been completed for the Bridgeport, Brantford and Cambridge dikes. Detailed technical investigations and major maintenance works are being completed on specific components of these dike systems. Guidelines from other jurisdictions have been consulted to develop terms of reference for dike safety reviews. This approach is being taken in the absence of provincial technical guidelines.

The two big risks associated with the large water control infrastructure are the inability to operate gates at the large dams to safely discharge flood flows and the inability of the large dikes to hold back flood water.

Three of the large dams operated by GRCA rely solely on gates to discharge flood flows; these include Shand, Conestogo and Woolwich Dams. Other large dams like Guelph, Luther, Laurel Creek and Shades Mills dams have the ability to passively discharge flood water either by an emergency spillway or overflow relief. Special emphasis has been focused on gate operational reliability at the large dams operated by GRCA. Several measures have been implemented to improve the operational reliability including some projects in the 2019 major maintenance budget.

A gate failure modes analysis was completed at Conestogo Dam in 2018 and wrapped up in early 2019. This study reviewed previous work completed at Conestogo Dam. This study focused on ways to improve the reliability to operate gates and recommend additional measures that could further improve the reliability to operate gates at this dam. As a result of this study some modifications of the gate hoists were recommended. These modifications are included in the 2019 major maintenance budget.

The first year of a multi year concrete repair was initiated at Conestogo Dam in 2019.

Emergency preparedness mapping is being completed for Woolwich Dam to support the emergency preparedness plan for that dam.

Measures to meet fuel system compliance with current technical standards are being completed at Guelph and Woolwich Dams.

With regard to the large dikes in the communities of Brantford, Cambridge and Kitchener (Bridgeport), work has been completed to identify the capacity of these dikes to convey floods. Technical studies have been completed or are underway to identify deficiencies that could result in the inability of these dikes to safely contain flood waters to the channel between the dikes.

Following the February 2018 ice jam event that resulted in overtopping of sections of the Brantford dikes, forensic technical investigations were initiated in 2018 to identify the cause of ice jams in the Brantford dike reach and potential mitigation measures that can be taken to reduce the risk of future ice jams overtopping these dikes. That work is complete and focused on the River Road and Gilkison Avenue reach. This study was funded from reserves since the need for this work was urgent, not anticipated and therefore not originally included in the 2018 water major maintenance budget. This study wrapped up in late spring of 2019 and has been provided to City of Brantford for review and comment. The next step is to present study results to the GRCA board and City of Brantford council prior to initiating an Environmental Assessment. The City of Brantford is completing projects in 2019 to permanently close stop log opens in the Brantford dike near the Civic Centre and near Grand Avenue.

A separate technical investigation focused on the Ballantyne Drive reach of floodwall, structural solutions were implemented in 2019 to reinforce and strength the floodwall through that reach at a current estimated cost of \$491,336.

Erosion protection has been implemented along the toe of concrete slabs along a portion of the Brantford dike reach a current estimated cost of \$353,472. This work is being completed to maintain the integrity of the concrete slabs through this reach of the Brantford dikes.

Final design for the repair of a section of block wall in the Cambridge dike reach was deferred in the 2019 budget and will be completed in 2020, this project is being integrated with a City of Cambridge project to create additional access to the river. The City requested this deferral. Operation and maintenance plans for the Cambridge dikes were updated in 2018-2019. An outcome of this work will confirm the capacity of the dikes and identify improvements to temporary stoplog closures at the three bridges through the dike reach. Two sections of flood wall along the east bank of the river need repair, repair designs are included in the 2019 budget, one repair will be completed in 2019 and the other in 2020.

A project is underway to complete updated floodplain mapping and investigate flood mitigation options associated with the New Hamburg dike. That project is not included in this forecast as it is being dealt with under the floodplain mapping program area and received 50% funding from the National Disaster Mitigation Program (NDMP) see board report GM-08-19-81.

#### **2020 Major Maintenance Forecast - Dikes**

A seepage and flow capacity study is being completed for the Bridgeport dikes, this study will investigate seepage under or through the dike that results in ponding behind the dikes in the sports fields. This study will identify future repairs required to mitigate and manage seepage. Along with the seepage study an investigation of options to increase the capacity of the Bridgeport dikes is also being initiated. Currently the Bridgeport dikes have capacity to convey approximately the 1% chance flood in any given year. The capacity study will investigate options to increase the capacity of the Bridgeport dikes to convey the Regulatory flood. An environmental assessment will be completed to select the preferred solutions. The cost of implement this solutions is estimates to be \$3,000,000 in the 2021 forecast and \$1,500,000 in the 2022 forecasts. These are estimates and will be refined once preferred solutions are identified and detailed designs are completed.

Work on the Brantford dikes a project is included in the 2020 budget forecast to initiate preliminary assessment, design and costing of mitigation options in anticipation of completing an Environmental Assessment (EA) to select the preferred alternatives. The costs to complete an EA, detailed design of the preferred alternative, obtaining required approvals and tender document preparation is included in the 2021 budget forecast. Depending on how quickly the City of Brantford would like to advance implementation of solutions will affect the timing of the EA timing in the budget forecast.

#### **2020 Major maintenance Forecast - Dams**

Conestogo Dam gate control system upgrades, concrete repairs, gate maintenance and asphalt replacement totalling \$1,000,000 are included in the 2020 budget. Repairs to the Wellesley Dam \$145,000 and a decommissioning/rehabilitation study of the Wellington Street Dam \$60,000 are included.

#### **Attached are the following:**

**Table 1** - High level summary of the 2019 and five year forecast by program area, dikes, multi-purpose dam or small dam, and by specific structure in each program area.

**Table 2** - Details of the expenditures proposed for 2019 and the following five years, for the dike, multi-purpose dams, and small dam programs.

If a DS or a DR number is assigned to a project in the table, it means that provincial funding has been approved for 50% of the project cost. For future projects, DR-Future and DS-Future indicate future repairs and studies that are eligible but may or may not receive provincial funding. Note in 2019 the province did not fund studies they only funded repairs.

For the purpose of the 2020 budget it's assumed the province will fund both studies and repairs.

### **Funding considerations:**

The City of Kitchener was successful in obtaining federal Damage Mitigation Adaptation Fund (DMAF) funding. The City of Kitchener allowed GRCA to include as part of its application, funding for improvements and repairs to the Bridgeport dikes. The DMAF program provides 40% funding. Therefore for eligible Bridgeport dike repairs and studies, the funding formula would be 40% Federal DMAF, 30% Provincial WECl and 30% GRCA. In **Table 2**, DR-DMAF has been noted beside eligible projects to identify multiple funding sources.

Applying to Federal programs like the NDMP and DMAF are examples of how GRCA attempts to leverage municipal levy and Provincial WECl funding. GRCA submitted an EOI to the DMAF to fund a broader range of water control infrastructure projects beyond the Bridgeport dikes. That application was deemed eligible but not successful in the initial project intake in September 2018 due to demand for funding. The GRCA EOI will be considered in the next project intake currently scheduled for the spring of 2020. The DMAF program requires \$20,000,000 in spending for projects over a 10 year period and does allow bundling of projects between agencies as occurred with the City of Kitchener application. The GRCA will have the opportunity to revise or amend its EOI before considering during the next intake.

### **Financial implications:**

#### **2019**

Forecast spending for 2019 is \$2,980,000 (See Table 1). The budget was set at \$1,500,000 pending the outcome of provincial approval for April 1, 2019 to March 31, 2020 funding for projects under Water Erosion Control Infrastructure (WECl).

As a result of funding approvals, a forecast adjustment of \$1,400,000 was made in the June 2019 financial forecast report to the board. Major maintenance expenses are funded by a combination of general municipal levy,

WECl grants, National Disaster Mitigation Program (NDMP) grants, Disaster Mitigation Adaptation Fund (DMAF) grants and reserves. The province did limit approvals to repair projects and did not approve funding for studies under the 2019/20 WECl program.

#### **2020 to 2024**

Forecast spending to range between approximately \$1.6 million and \$5,300,000 (See Table 1). The five year forecast typically includes \$1.5M in spending. Savings from underspending are placed into the water control structures reserve and overspending is funded via a combination of WECl funding, other government grants (i.e. NDMP or DMAF) or reserves as applicable. If federal DMAF becomes available for projects the cost sharing arrangement would be:

30% general municipal levy, 30% WECl grant, and 40% DMAF grant.

As at December 31, 2018 the water control structures reserve balance is \$2.9 million. Certain projects may also be eligible for funding from the land sale proceeds reserve which as at December 31, 2018 is \$6.4 million.

Some of the project costs will need to be updated once designs are completed and estimated costs are refined.

**Other department considerations:**

Not applicable

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**Table 1 Water Control Structures Major Maintenance Forecast 2018– 2023 Summary**

Water Control Structures Major Maintenance Forecast 2019 - 2024	2019	2020	2021	2022	2023	2024
<b>TOTAL By YEAR</b>	<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Dikes</b>						
Brantford Dike	\$1,037,195	\$75,000	\$275,000	\$575,000	\$575,000	\$375,000
Bridgeport Dike	\$52,000	\$492,000	\$1,502,000	\$3,002,000	\$2,000	\$2,000
Caledonia Dike	\$22,000	\$102,000	\$2,000	\$2,000	\$2,000	\$2,000
Cambridge Dike	\$180,514	\$222,000	\$822,000	\$232,000	\$622,000	\$752,000
Drayton Dike	\$2,000	\$37,000	\$2,000	\$2,000	\$2,000	\$2,000
New Hamburg Dike	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>TOTAL - Dikes</b>	<b>\$1,295,709</b>	<b>\$930,000</b>	<b>\$2,605,000</b>	<b>\$3,815,000</b>	<b>\$1,205,000</b>	<b>\$1,135,000</b>
<b>Multi-Purpose Dams</b>						
Conestogo Dam	\$1,007,765	\$1,226,000	\$1,066,000	\$926,000	\$161,000	\$266,000
Guelph Lake Dam	\$157,854	\$11,300	\$71,300	\$61,300	\$61,300	\$11,300
Laurel Creek Dam	\$28,074	\$2,400	\$22,400	\$12,400	\$12,400	\$12,400
Luther Dam	\$800	\$800	\$70,800	\$800	\$800	\$800
Shade's Mills Dam	\$32,000	\$57,000	\$77,000	\$77,000	\$2,000	\$2,000
Shand Dam	\$67,875	\$172,000	\$119,000	\$19,000	\$19,000	\$19,000
Woolwich Dam	\$152,773	\$76,900	\$255,900	\$5,900	\$5,900	\$5,900
<b>TOTAL - Multi-purpose dams</b>	<b>\$1,447,140</b>	<b>\$1,546,400</b>	<b>\$1,682,400</b>	<b>\$1,102,400</b>	<b>\$262,400</b>	<b>\$317,400</b>
<b>Small Dams</b>						
Baden	\$10,800	\$15,800	\$20,800	\$40,800	\$800	\$800
Bissell Dam	\$800	\$800	\$800	\$20,800	\$10,800	\$10,800
Breslau Dam	\$800	\$800	\$800	\$800	\$800	\$800
Caledonia Dam	\$3,500	\$88,500	\$3,500	\$3,500	\$3,500	\$3,500
Chicopee Dam	\$600	\$600	\$600	\$600	\$600	\$600
Damascus Dam	\$700	\$5,700	\$700	\$700	\$700	\$700
Drimmie Dam	\$600	\$600	\$600	\$600	\$600	\$600
Dunnville	\$2,200	\$17,200	\$77,200	\$22,200	\$2,200	\$2,200
Everton Dam	\$600	\$600	\$600	\$600	\$15,600	\$600
Floradale Dam	\$600	\$10,600	\$600	\$600	\$600	\$600
New Dundee Dam	\$41,500	\$121,500	\$41,500	\$1,500	\$1,500	\$1,500
New Hamburg Dam	\$1,200	\$1,200	\$13,200	\$1,200	\$1,200	\$1,200
Parkhill Dam	\$13,500	\$26,500	\$1,500	\$1,500	\$1,500	\$1,500
Rockwood Dam # 2	\$800	\$800	\$20,800	\$800	\$800	\$800
St. Jacobs	\$2,000	\$137,000	\$552,000	\$2,000	\$2,000	\$2,000
Upper Ayr	\$600	\$600	\$35,600	\$600	\$600	\$600
Victoria Mills Dam	\$600	\$30,600	\$600	\$600	\$600	\$600
Wellesley Dam	\$70,600	\$145,600	\$60,600	\$600	\$600	\$600
Wellington Street Dam	\$12,900	\$74,900	\$227,900	\$202,900	\$2,900	\$2,900
Wilkes Dam	\$2,600	\$2,600	\$2,600	\$27,600	\$102,600	\$102,600
<b>TOTAL - Small dams</b>	<b>\$167,500</b>	<b>\$682,500</b>	<b>\$1,062,500</b>	<b>\$330,500</b>	<b>\$150,500</b>	<b>\$135,500</b>
<b>Small Dams Decommissioned, Retired or Transferred to Municipality</b>						
Chilligo Dam (Dam de-commissioned)	\$0	\$0	\$0	\$0	\$0	\$0
Columbia Street Dam (Transferred to municipality)	\$0	\$0	\$0	\$0	\$0	\$0
Grand Valley Dam (confirmed this dam is owned by local municipality)	\$0	\$0	\$0	\$0	\$0	\$0
Rockwood Dam # 1 (Dam Retired)	\$0	\$0	\$0	\$0	\$0	\$0
Taquanyah (Dam de-commissioned)	\$0	\$0	\$0	\$0	\$0	\$0

Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024	WECI Proj.	2019	2020	2021	2022	2023	2024
<b>TOTAL OF ALL DAMS AND Dikes FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Dikes</b>							
<b>Brantford Dike</b>							
minor maintenance works		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Dike safety study - Future Engineering Studies of specific issues	DR -Future			\$50,000	\$50,000	\$50,000	\$50,000
Dike safety implementation - Concrete slab toe repairs	DR-18.022	\$187,387					
Dike safety implementation - Concrete slab toe repairs	DR-19.011	\$353,472					
Dike safety study - River Road Floodwall and Gilkison Reach preliminary assessment and costing of mitigation options	DR -Future		\$50,000				
Dike safety study - River Road Floodwall and Gilkison Reach mitigation final detailed design, EA, approvals, tendering	DR -Future			\$200,000			
Dike safety implementation - Ballantyne Flood Wall Stabilization - design and construction	DR-19.010	\$491,336					
Dike safety implementation - Replace stop log closures and portion of Dike Crib wall Scrafe Street	DR -Future						\$50,000
Dike safety implementation - River Road Floodwall and Gilkison Reach mitigation	DR -Future				\$500,000	\$500,000	\$250,000
Dike safety Implementation - ongoing vegetation removal and management	DR -Future		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Subtotal for structure</b>		<b>\$1,037,195</b>	<b>\$75,000</b>	<b>\$275,000</b>	<b>\$575,000</b>	<b>\$575,000</b>	<b>\$375,000</b>
<b>Bridgeport Dike</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dike safety study - Design Gate Valve for installation on storm outlet in discussion with City	DS -2020-WEC-DMAF		\$35,000				
Dike safety Implementation - Short Term Dike Seepage Mitigation	DS -2020-WEC-DMAF		\$60,000				
Dike safety Implementation - Installation of Gate Valve on storm outlet	DS -2020-WEC-DMAF		\$20,000				
Dike safety study - Feasibility and Preliminary Design Seepage Control Options	DS -2020-WEC-DMAF	\$50,000	\$50,000				
Dike safety study - EA to Selected Solution and Complete Detailed Design Seepage Control and Capacity Enhancement	DS -2020-WEC-DMAF		\$325,000				
Dike safety study - Implementation of Seepage Control and Capacity Improvements	DS -Future-WECI-			\$1,500,000	\$3,000,000		
<b>Subtotal for structure</b>		<b>\$52,000</b>	<b>\$492,000</b>	<b>\$1,502,000</b>	<b>\$3,002,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Caledonia Dike</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dike safety study - Erosion Repairs east and west sides of the river	DS-2019-20	\$20,000					
Dike safety Implementation - Erosion Repairs East and West Sides of the river	DR -Future		\$100,000				
<b>Subtotal for structure</b>		<b>\$22,000</b>	<b>\$102,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Cambridge Dike</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dike safety Implementation - Operation and Maintenance Manuals and Emergency Preparedness Plan	DS.18.035	\$13,514					
Dike safety Implementation - Block Wall Rehabilitation Detailed Design and Tender Package	DS - Future		\$50,000				
Dike safety - Decommission stormwater pump room east bank , redesign stoplog closures for bridges	DS - Future				\$30,000		
Dike safety Implementation - Vegetation removal and management	DR -Future		\$20,000	\$20,000			
Dike safety - Design repair for Dike toe protection along east and west bank of river between Main and Concession Streets	DS -Future					\$50,000	
Dike safety implementation - Repair east bank limestone block floodwall integrate with city walkway	DR-Future			\$800,000	\$200,000		
Dike safety - Design Repair East bank wall failure Downstream of Parkhill Bridge Near LA Franks		\$25,000					
Dike safety Implementation - East bank wall failure Downstream of Parkhill Bridge Near LA Franks	DR -Future		\$150,000				
Dike safety implementation - Repair downstream of Pedestrian Bridge East Bank	DR.19.056	\$140,000					
Dike safety Implementation - Repair and reseal floodwall construction joints	DR -Future					\$70,000	
Dike safety Implementation - Install toe protection along west bank between Main and Concession Streets	DR -Future						\$500,000
Dike Implementation - Decommission pump room and refurbish bridge closures	DR -Future					\$500,000	\$250,000
<b>Subtotal for structure</b>		<b>\$180,514</b>	<b>\$222,000</b>	<b>\$822,000</b>	<b>\$232,000</b>	<b>\$622,000</b>	<b>\$752,000</b>
<b>Drayton Dike</b>							
minor maintenance works - Additional budget in 2016 for minor repairs to new channel		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dike safety - Install rubber backflow check valves	DS -Future		\$35,000				
<b>Subtotal for structure</b>		<b>\$2,000</b>	<b>\$37,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>New Hamburg Dike</b>							
Dike Minor Maintenance		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dike Safety- tree removal, design of check of top of Dike elevations	DR -17.026						
Dike safety - Floodplain Mapping, Flood Damage Assessment, Flood Mitigation Option Feasibility Study	NDMP Project						
Dike Safety- tree removal	DR -Future	\$0					
<b>Subtotal for structure</b>		<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

<b>Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024</b>	<b>WECI Proj.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>TOTAL OF ALL DAMS AND Dikes FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>TOTAL - Dikes</b>		<b>\$1,295,709</b>	<b>\$930,000</b>	<b>\$2,605,000</b>	<b>\$3,815,000</b>	<b>\$1,205,000</b>	<b>\$1,135,000</b>
<b>Multi-Purpose Dams</b>							
<b>Conestogo Dam</b>							
minor maintenance works		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
unidentified preventative maintenance		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vegetation Control/Management		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Complete failure modes analysis and detailed design of updated gate control system	<b>DS.18.029</b>	\$4,076					
Conestogo Dam Gate Position Indicator Replacement/Upgrade	<b>DR.18.054</b>	\$15,072					
Conestogo Dam Pier Concrete Repair Detailed Design Phase 1 and 2, 3 and 4	<b>DS.18.026</b>	\$25,117	\$50,000				
Dam Safety Periodic Review	<b>DS -Future</b>					\$50,000	
Implement recommendations from Dam Safety Periodic Review	<b>DR-Future</b>						\$250,000
Purchase 5 gate seals	<b>DR.19.049</b>	\$50,000					
Inspect gates 2 and 4 and Change Seals - plus Hatch inspection and signoff	<b>DR -Future</b>		\$50,000				
Inspect gates 1 and 3 and Change Seals- plus Hatch inspection and signoff	<b>DR -Future</b>			\$50,000			
Gate cable replacement	<b>DR.19.048</b>	\$20,000					
Repair gate hoists 1,2,3	<b>DR.19.048</b>	\$45,000					
Install Gate hoist load sensors	<b>DR.19.048</b>	\$20,000					
Repalce Gate Brakes and purchase spare brake	<b>DR.19.048</b>	\$7,500					
Install redundant third reservoir level pressure sesnor in service gate hoist house	<b>DR.19.048</b>	\$5,000					
Design MCC Electrical Upgrades		\$30,000	\$30,000				
Implement gate control system electrical upgrades	<b>DR -Future</b>		\$200,000	\$100,000			
Purchase spare gate motor	<b>DR -Future</b>		\$50,000				
Concrete rehabilitation	<b>DR-19.009</b>	\$770,000					
Concrete rehabilitation	<b>DR -Future</b>		\$700,000	\$900,000	\$900,000		
Asphalt assessment and design of specifications for replacing ashpalt top of dam	<b>DS -Future</b>		\$30,000				
Replace ashpalt top of dam	<b>DR-Future</b>		\$100,000				
Develop specifications for repaving roadway over top of dam	<b>DS -Future</b>				\$10,000		
Repave top of road over the dam	<b>DR -Future</b>					\$95,000	
<b>Subtotal for structure</b>		<b>\$1,007,765</b>	<b>\$1,226,000</b>	<b>\$1,066,000</b>	<b>\$926,000</b>	<b>\$161,000</b>	<b>\$266,000</b>
<b>Guelph Lake Dam</b>							
minor maintenance works		\$6,300	\$6,300	\$6,300	\$6,300	\$6,300	\$6,300
Unidentified preventative maintenance		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Outflow Gauge Relocation to improve worker safety	<b>DR.18.058</b>	\$3,155					
Emergency backup generator fuel system upgrades to meet TSSA compliance	<b>DR.18.057</b>	\$51,826					
Gate position indicator implementation	<b>DR.18.054</b>	\$20,573					
Gate inspections of 6 gates, pull, inspect, refurbish rollers, seals, gains and minor repairs	<b>DR -Future</b>			\$60,000			
Repair of Elevator car and implementation of moist/humidity mitigation system	<b>DR.19.051</b>	\$50,000					
Roadway Guard Wire post replacement	<b>DR -Future</b>				\$50,000		
Replace gate cables 6 gates	<b>DR-2019-20</b>	\$21,000					
Dam Safety Periodic Review	<b>DS -Future</b>					\$50,000	
<b>Subtotal for structure</b>		<b>\$157,854</b>	<b>\$11,300</b>	<b>\$71,300</b>	<b>\$61,300</b>	<b>\$61,300</b>	<b>\$11,300</b>
<b>Laurel Creek Dam</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Turf Maintenance		\$400	\$400	\$400	\$400	\$400	\$400
Laurel Creek - Flash Board Release System and Gate Operations	<b>DR.18.060</b>	\$5,674					
Laurel Creek - Flash Board Release System and Gate Operations	<b>DR.19.062</b>	\$20,000					
Laurel Creek OMS Manuals	<b>DR -Future</b>						
Large rip-rap replacement around control structure	<b>DR -Future</b>			\$20,000			
Vegetation management downstream relief wells	<b>DR -Future</b>				\$10,000		
Rehabilitation of toe drain, cleaning of fines from rip-rap	<b>DR -Future</b>					\$10,000	\$10,000
<b>Subtotal for structure</b>		<b>\$28,074</b>	<b>\$2,400</b>	<b>\$22,400</b>	<b>\$12,400</b>	<b>\$12,400</b>	<b>\$12,400</b>



<b>Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024</b>	<b>WECI Proj.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>TOTAL OF ALL DAMS AND DIKES FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Luther Dam</b>							
minor maintenance works		\$800	\$800	\$800	\$800	\$800	\$800
Purchase and install new stop logs - (have 4 new in stock)	<b>DR -Future</b>			\$20,000			
Consolidate Luther Dam information into a dam safety review	<b>DS -Future</b>			\$50,000			
<b>Subtotal for structure</b>		<b>\$800</b>	<b>\$800</b>	<b>\$70,800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>
<b>Shade's Mills Dam</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Rewind two gate motors	<b>DR.19.073</b>	\$10,000					
Decommission Mercury Manometers, replace instrumentation, provide new electrical supply	<b>DR.19.059</b>	\$20,000					
Purchase and install guard rail post caps to extend life of post	<b>DR -Future</b>		\$5,000				
Prepare downstream inundation mapping prior to dam safety study	<b>DR -Future</b>		\$50,000				
Dam Safety Review	<b>DS -Future</b>			\$75,000	\$75,000		
Implement recommendations from dam safety reviews	<b>DR -Future</b>						
Re-pave road over dam	<b>DR -Future</b>					\$100,000	
Implement recommendations from dam safety reviews	<b>DR -Future</b>						\$95,000
<b>Subtotal for structure</b>		<b>\$32,000</b>	<b>\$57,000</b>	<b>\$77,000</b>	<b>\$77,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Shand Dam</b>							
minor maintenance works (railings etc.)		\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
unidentified maintenance		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vegetation control		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
particle testing on 66" and 48" valves	<b>DR-Future</b>		\$5,000				
Stilling basin inspections	<b>DS.18.031</b>	\$18,317					
Service Stop Log Design and Gate Service Emergency Procedures to remove a gate	<b>DS -Future</b>		\$60,000				
Operation and Maintenance Manual Update - Applies to Several Large Dams	<b>DS.18.041</b>	\$18,462					
Gate Motor Repair		\$12,096					
Gate Motor Purchase	<b>DR-Future</b>		\$38,000				
Electrical hook-up - standby generator	<b>DR-Future</b>			\$50,000			
Piezometer rehabilitation and monitoring	<b>DS -Future</b>		\$50,000				
Complete dam safety periodic review	<b>DS -Future</b>			\$50,000			
<b>Subtotal for structure</b>		<b>\$67,875</b>	<b>\$172,000</b>	<b>\$119,000</b>	<b>\$19,000</b>	<b>\$19,000</b>	<b>\$19,000</b>
<b>Woolwich Dam</b>							
unidentified maintenance		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Turf Maintenance		\$900	\$900	\$900	\$900	\$900	\$900
Rehabilitate and Paint two gates 2018	<b>DR.18.021</b>	\$5,716					
Emergency Backup Generator Fuel System Upgrades TSSA Compliance	<b>DR-2019-20</b>	\$55,000					
Woolwich Dam Gate Position Indicator Implementation	<b>DR.18.054</b>	\$0					
Woolwich Dam Hazard Classification and Emergency Preparedness Plan Mapping and O&S Manuals	<b>DS.18.028</b>	\$16,156					
Woolwich Dam Hazard Classification and Emergency Preparedness Plan Mapping and O&S Manuals		\$30,000					
Upgrade/maintenance of the automatic gate controls Gate 1 Woolwich Dam	<b>DR.19.050</b>	\$35,000	\$21,000				
Dam Safety Update Periodic Review	<b>WECI-Future</b>		\$50,000				
Top of dam survey update		\$5,000					
Rehabilitate Crest of Dam and replace guard rails	<b>WECI-Future</b>			\$250,000			
<b>Subtotal for structure</b>		<b>\$152,773</b>	<b>\$76,900</b>	<b>\$255,900</b>	<b>\$5,900</b>	<b>\$5,900</b>	<b>\$5,900</b>
<b>TOTAL - Multi-purpose dams</b>		<b>\$1,447,140</b>	<b>\$1,546,400</b>	<b>\$1,682,400</b>	<b>\$1,102,400</b>	<b>\$262,400</b>	<b>\$317,400</b>
<b>Small Dams</b>							
<b>Baden</b>							
minor maintenance works		\$800	\$800	\$800	\$800	\$800	\$800
Design and implement solution to isolate wooden gates	<b>DS -Future</b>		\$15,000				
Vegetation management	<b>DR -Future</b>	\$10,000					
Isolate gates Replace wooden gates	<b>DR -Future</b>			\$20,000			
Embankment Repair Toe Drain Installation	<b>DR -Future</b>				\$40,000		

Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024	WECI Proj.	2019	2020	2021	2022	2023	2024
<b>TOTAL OF ALL DAMS AND DIKES FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Bissell Dam</b>							
minor maintenance works		\$800	\$800	\$800	\$800	\$800	\$800
Design solution and specification to isolate and rehabilitate wooden gates	DS-Future					\$10,000	\$10,000
concrete patching on main gate structure	DR-Future				\$20,000		
<b>Breslau Dam</b>							
minor maintenance works		\$800	\$800	\$800	\$800	\$800	\$800
<b>Caledonia Dam</b>							
minor maintenance works		\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Design Solution to Isolate stop logs prepare tender documents	DR.17.052						
Safety Signage replacement	DR-Future		\$10,000				
Implement new stoplog gains and stoplogs	DR-Future		\$75,000				
<b>Chicopee Dam</b>							
minor maintenance works		\$600	\$600	\$600	\$600	\$600	\$600
<b>Damascus Dam</b>							
minor maintenance works		\$700	\$700	\$700	\$700	\$700	\$700
Inspect valve and complete maintenance on low flow valve	DR -Future		\$5,000				
<b>Drimmie Dam</b>							
minor maintenance works		\$600	\$600	\$600	\$600	\$600	\$600
<b>Dunnville Account 5508</b>							
Main Dam							
Weir # 2							
replace stop logs							
Weir # 3							
Preliminary design of fish way repair							
Repair and retrofit of fish way		\$0					
minor maintenance works		\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Weir # 4							
minor maintenance works		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Design solution to isolate and replace stop logs	DS-Future		\$15,000				
Replace stop logs	DR -Future			\$60,000			
Augment rip-rap	DR -Future				\$20,000		
Design and install stairs by wing wall	DR -Future			\$15,000			
<b>Everton Dam</b>							
Replace Mill Race Stop Logs		\$600	\$600	\$600	\$600	\$600	\$600
Dam embankment rip-rap	DR -Future					\$15,000	
<b>Floradale Dam</b>							
Design Downstream Plate to seal low flow plug		\$600	\$600	\$600	\$600	\$600	\$600
Fabricate and install downstream plug plate	DR -Future		\$10,000				
<b>New Dundee Dam</b>							
minor maintenance works		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Isolate and replace stilling well isolation valve	DR17.053						
Purchase and install backup generator	DR.17.054						
Implement New Operations Lighting of Gates and Stilling Basin	DR.18.056	\$0					
Embankment RipRap protection design		\$25,000					
RipRap embankment protection implementation	DR -Future		\$75,000				
Gate Refurbish phase 1 - stop log gate - pull gate, refurbish seals and rollers, repaint	DR-Future		\$25,000				
Improved access to lower level of dam, installation new stair access to improve worker safety	DR.19.078	\$15,000					
Installation of gate position indicators	DR-Future		\$20,000				
Gate Refurbish phase 2 - reservoir drawdown, refurbish other gate, replace stoplogs and trash rack on low flow tube	DR -Future			\$40,000			
<b>New Hamburg Dam</b>							
minor maintenance works		\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
replace gate seals				\$12,000			

Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024	WECI Proj.	2019	2020	2021	2022	2023	2024
<b>TOTAL OF ALL DAMS AND DIKES FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Parkhill Dam</b>							
minor maintenance works		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Replacement fencing and stairway railings to address public safety issues	<b>DR.19.046</b>	\$12,000					
Top up catwalk railing to code			\$15,000				
Scour hole below dam - block inspection and consider repair			\$10,000				
<b>Rockwood Dam # 1</b>							
minor maintenance works		\$800	\$800	\$800	\$800	\$800	\$800
Augment rip rap embankment near Mill Race				\$20,000			
<b>St. Jacobs</b>							
minor maintenance works		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Repair embankment implement bank protection	<b>DR -Future</b>		\$75,000				
Mill Race Outlet Repairs - design and Construction - shared with Twp	<b>DR -Future</b>		\$20,000	\$150,000			
Dam Design and Approval - LIRA - minor crest repair 2020	<b>DR -Future</b>		\$40,000				
Dam Weir Repair - Construction	<b>DR -Future</b>			\$400,000			
<b>Upper Ayr</b>							
minor maintenance works		\$600	\$600	\$600	\$600	\$600	\$600
Engineering Inspection to investigate gain separation from concrete, recommend repair	<b>DR -Future</b>			\$35,000			
<b>Victoria Mills Dam</b>							
minor maintenance works		\$600	\$600	\$600	\$600	\$600	\$600
Decommission/Repurpose Study I	<b>DR -Future</b>		\$30,000				
<b>Wellesley Dam</b>							
minor maintenance works		\$600	\$600	\$600	\$600	\$600	\$600
Design Concrete repair for Dam Crest and Embankment Repair	<b>DS.17.026</b>						
Hatch Inspection and Gate Design -2017/2018	<b>DR.17.056</b>						
Automate gate operation implementation, gate position indication		\$50,000					
Wellsley Dam Embankment Erosion Protection Design		\$20,000					
operations Review and Spill Capacity Study - LIRA	<b>DR -Future</b>		\$20,000				
Embankment repair	<b>DR -Future</b>		\$75,000				
Gate Replacement/refurbishment	<b>DR -Future</b>		\$50,000				
Concrete Design and Repair	<b>DR -Future</b>			\$60,000			
<b>Wellington Street Dam</b>							
minor maintenance works		\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900
Decommission/Rebuild Study - Rehabilitate super structure and gates	<b>DR-Future</b>		\$60,000	\$200,000	\$200,000		
Gate motor refurbishment	<b>DR -Future</b>		\$12,000				
Concrete wall repair		\$10,000					
Demolish river wall immediately downstream of dam place with rip-rap	<b>DR-Future</b>			\$25,000			
<b>Wilkes Dam</b>							
minor maintenance works		\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
Design a repair concrete wing wall - park side	<b>DS-Future</b>				\$25,000		
Repair concrete wing wall - Park side	<b>DR-Future</b>					\$100,000	\$100,000
<b>TOTAL - Small dams</b>		<b>\$167,500</b>	<b>\$682,500</b>	<b>\$1,062,500</b>	<b>\$330,500</b>	<b>\$150,500</b>	<b>\$135,500</b>
<b>Small Dams - Retired, Decommissioned or Transferred</b>							
<b>Chilligo Dam</b>							
Dam de-commissioned		\$0	\$0	\$0	\$0	\$0	\$0
<b>Columbia Street Dam</b>							
Operation and maintenance transferred to City of Waterloo		\$0	\$0	\$0	\$0	\$0	\$0
<b>Grand Valley Dam</b>							
In discussions with municipal regarding transfer of dam to municipality		\$0	\$0	\$0	\$0	\$0	\$0
<b>Rockwood Dam # 2</b>							
Dam Retired		\$0	\$0	\$0	\$0	\$0	\$0

Table 2 Water Control Structures Major Maintenance Forecast 2019 - 2024	WECI Proj.	2019	2020	2021	2022	2023	2024
<b>TOTAL OF ALL DAMS AND DikeS FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>
<b>Taquanyah</b>							
Dam de-commissioned		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - Retired, Decommissioned or Transferred</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OF ALL DAMS AND DikeS FOR YEAR</b>		<b>\$2,910,349</b>	<b>\$3,158,900</b>	<b>\$5,349,900</b>	<b>\$5,247,900</b>	<b>\$1,617,900</b>	<b>\$1,587,900</b>

# Grand River Conservation Authority

**Report number:** GM-09-19-93

**Date:** September 27, 2019

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

**Subject:** Cambridge East Bank Dike Repair, Tender Award

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## **Recommendation:**

THAT the Grand River Conservation Authority award the tender to Cambridge Landscaping and Construction Ltd. in the amount of \$129,503.65 (including HST);

AND THAT a project budget of \$140,000 be approved.

## **Summary:**

A construction tender for project DR19. 056 Cambridge East Bank Dike Repair was publicly advertised. Three tender bids were received and it is recommended that the project be awarded to the low bid. The work will be completed in Fall 2019.

## **Report:**

The GRCA manages a large portfolio of water control structures. The Cambridge Dike system consists of a variety of floodwalls, earthen berms, channelization and internal structural floodproofing measure along a 2.5km section of the Grand River through downtown Cambridge (Galt). This project is located immediately downstream of the new pedestrian footbridge on the east bank of the river. In this area, the dike works had retained an existing 10m long section of rubble stone and masonry concrete riverwall into new dike works which were constructed in the 1980's. A portion of this wall had failed in 2017 and required emergency stabilization to ensure it was not a continuing public safety hazard. The site was further aggravated by the ice jam flows in 2018 and 2019 and followup inspections prioritized final repair and grant application for the project in 2019.

In June 2019, GRCA retained Ecosystem Recovery Inc. to carry out survey and final design and contract preparation. The project will include cutting the upper portion of the existing wall and reusing suitable material as erosion protection. The project was publicly tendered in August 2019 advertised on the Biddingo government contract web service. A total of two (2) contractors attended the site meeting at the site and tenders were received for the tender opening from three (3) contractors. The tender opening was held on Sept 11th at 2 p.m. attended by GRCA staff, Dwight Boyd, Director of Engineering, and Sonja Radoja, Manager of Corporate Services, and Gus Rungis, Senior Engineer. The tender cost results are summarized in Table 1.

Table 1 – Tender Results

Contractor	Amount (Including HST)
Cambridge Landscaping and Construction Ltd.	\$129,503.65
R&M Construction Ltd.	\$132,549.11
Dynex Construction Ltd.	\$198,517.27

The tenders were reviewed by GRCA staff and Ecosystem Recovery Inc. Ecosystem Recovery has developed the design and tender for the project and will be acting on behalf of the GRCA as contract administrators. All bids met all submission requirements. Award of the tender has been recommended to Cambridge Landscaping and Construction Ltd. as lowest bid meeting all tender requirements including suitable experience on projects of this nature. The low bids were some 20% higher than the predesign budgetary estimate, however are considered reasonable based on the close values of the two low bids and timing of the project in currently busy construction season. The work is scheduled to be carried out through October and November 2019.

Consultation has been carried out with the City of Cambridge regarding coordination with City activities.

### **Financial Implications:**

The overall updated budget for this project is \$140,000 comprised of the following components:

\$105,000	Construction
\$ 12,000	approximate 10% Contingency
\$ 20,000	Design and Administration
\$ 3,000	Non-recoverable HST

This project was approved for 50% provincial WECl funding based on a project cost of \$105,000. Not until a final submission for all 2019/20 WECl projects is completed will it be determined if WECl will fund 50% of \$140,000 or only 50% of \$105,000. Any shortfall in funding will be funded with reserves.

### **Other department considerations:**

Not applicable

### **Prepared by:**

Gus Rungis, P.Eng.  
Senior Engineer – Water Control  
Infrastructure

### **Approved by:**

Dwight Boyd, P.Eng.  
Director of Engineering

# Grand River Conservation Authority

**Report number:** GM-09-19-89  
**Date:** September 27, 2019  
**To:** Members of the Grand River Conservation Authority  
**Subject:** Acquisition of River Level Measuring and Logging Equipment.

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## **Recommendation:**

THAT Grand River Conservation Authority acquire:

- (A) 50 iRIS 270-DC data logger devices from Hydrological Services America at a total cost of \$128,450 USD plus applicable sales taxes; and
- (B) 50 AD375MA Absolute Shaft Encoders from Hydrological Services America at a total cost of \$58,200 USD plus applicable sales taxes;

AND THAT these expenses be funded by the gauge reserve.

## **Summary:**

Grand River Conservation Authority operates seven major dams and relies on dozens of stream gauge stations within the Grand River watershed. The gauge station equipment is now reaching the end of design life.

With the need to update instrumentation equipment at gauge stations, GRCA issued a Request for Proposal (RFP) titled 'Supply and Delivery of Environmental Data Logger and Shaft Encoder Instrumentation' on August 2, 2019. RFP responders were given the option of submitting a proposal for the data logger, shaft encoder instrumentation of both. The RFP was posted on Biddingo and issued to known suppliers of this type of specialized equipment.

GRCA received three responses with two responses meeting the requirements of the RFP. These responses were reviewed and evaluated by an evaluation committee.

Based on the evaluation of the proposals received it is recommended that GRCA acquire 50 Data Logger devices and 50 Shaft Encoders from Hydrological Services America.

## **Report:**

Grand River Conservation Authority operates seven major dams and relies on dozens of stream gauge stations within the Grand River watershed for flood forecasting and dam operations. River levels are measured at these stations, typically using a shaft encoder float system. River level measurements are stored at the station on a data logger. The equipment at approximately 50 gauge stations was installed in the mid 90's and is now reaching the end of design life.

GRCA uses a number of methods of transmitting data from the station to the flood operations centre in Cambridge and to the major dams. Historically a dedicated copper data circuit designed to deliver a continuous signal over long distances was the only practical option for transmitting data. These data circuits are expensive and becoming less reliable. Alternatively,

regular phone lines and modems are used to poll data loggers and process controllers, typically transmitting river level data once per hour.

GRCA has implemented an extensive wide area network connecting all GRCA work locations. This network supports a number of business functions including inter-office communication, document storage and access, campsite reservation system, and the park gate entry system. Starting in early 2018 the wide area network was extended to a number of stream gauge and water quality stations. This allows us to remove phone lines and data circuits and replace them with cellular data modems. This has resulted in improved access to data; improved reliability; and considerable cost savings including reduced operational and telecommunication costs. The project to extend the wide area network to the remaining gauge stations and remove phone lines and data circuits is expected to be completed in early 2020, with recurring data collection costs being reduced by over \$48,000 per year.

As stated previously the river level measuring equipment and data loggers in use at GRCA have reached the end of design life. In addition, given the network upgrades described above, GRCA is now in a position to leverage technological advancements in measuring and data logging equipment including support for cellular communications, Wi-Fi and Ethernet integration, remote management, SMS text alerting, along with enhanced SCADA communication protocols such as OPC-UA and Modbus TCP.

GRCA issued a Request for Proposals titled “Supply and Delivery of Environmental Data Logger and Shaft Encoder Instrumentation” on August 2, 2019. The RFP was posted on biddingo.com and closed on August 23, 2019 at 2 p.m. GRCA received proposals from Campbell Scientific, Hoskin Scientific Ltd. and Hydrological Services America.

Hoskin Scientific Ltd. neglected to address several sections of the RFP including a number of mandatory requirements. For this reason Hoskin Scientific’s RFP response was excluded from further consideration.

The RFP evaluation process, as outlined in the RFP, involved two steps. The response was required to meet GRCA’s stated technical specifications and mandatory requirements before being evaluated for the following non-technical components:

- Corporate Profile, Background, Experience & References
- Customer Sales & Support
- The Breadth of Environmental measuring equipment available
- Pricing and Shipping Costs
- Supply Chain Network/Delivery Lead Times
- Returns & Warranty Service
- Value Added Initiatives

Both Campbell Scientific and Hydrological Service America submitted complete proposals which met GRCA’s technical specifications and mandatory requirements for the “Data Logger” component of the RFP.

Campbell Scientific did not submit a proposal for the “Shaft Encoder Instrumentation” component. Their choice to not do so was consistent with the RFP. Hydrological Services America submitted a proposal for Shaft Encoder Instrumentation and their proposal met the GRCA’s technical specifications and mandatory requirements. The cost of the Shaft Encoder Instrumentation proposed by Hydrological Services America was cost competitive with non-compliant quotes received for this type of equipment.



An RFP evaluation committee consisting of Dwight Boyd (Directory of Engineering), George Sousa (Manager IST) and Mark McKinnon (Supervisor IT Operations) reviewed and scored the qualifying proposals.

Based on the evaluation of the proposals received it is recommended that GRCA acquire 50 Data Logger devices and 50 Shaft Encoders from Hydrological Services America.

### **Financial implications:**

The hardware acquisition cost will be split into two phases with 25 data logger and 25 shaft encoder devices being acquired in 2019 and the remaining 25 data logger and 25 shaft encoder devices being acquired in 2020.

Phase 1 at a total cost of \$92,200 USD (\$120,607 CAD<sup>1</sup>) plus applicable sales taxes will be funded from the gauge reserve.

Phase 2 at a total cost of \$94,450 USD (\$123,550 CAD<sup>1</sup>) plus applicable sales taxes will be funded from the gauge reserve.

As of December 31, 2018 the gauge reserve balance is \$642,300.

<sup>1</sup> USD to CAD conversion rate 1.3081 on 8/23/2019.

### **Other department considerations:**

Acquisition and implementation of data collection system software and hardware is a joint project of Engineering, Water Control Structures and Information Technology.

### **Prepared by:**

Mark McKinnon  
IT Architect/Supervisor IT Operations

Geroge Sousa, P. Eng.  
Manager of Information Systems and  
Technology

Dwight Boyd, P.Eng.  
Director of Engineering

### **Approved by:**

Samantha Lawson  
Chief Administrative Officer

# Grand River Conservation Authority

**Report number:** GM-09-19-91

**Date:** September 27, 2019

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

**Subject:** Demolition and Soil Remediation Services at Brant Conservation Area Tender Results

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## **Recommendation:**

THAT the Grand River Conservation Authority award the tender for Demolition and Soil Remediation Services at Brant Conservation Area to QM LP of Mississauga, Ontario in the amount of \$175,640.70, excluding HST;

AND THAT a project budget of \$295,000 be approved;

AND THAT any shortfall in insurance coverage for the overall project expenses be funded from the Conservation Area Reserve.

## **Summary:**

N/A

## **Report:**

Further to Report GM-06-19-66 presented to the General Membership in June 2019 which outlines the fuel oil leak at the Brant Conservation Area maintenance building, a subsequent order from the Technical Standards and Safety Authority (TSSA), and the assessment report prepared by GHD Contractors Limited (GHD), tender documents for the demolition of the maintenance building and soil remediation were posted to the Biddingo electronic procurement website on August 23, 2019 and closed on September 9, 2019.

Pricing was requested for both full and partial demolition of the maintenance building, and it has since been determined through consultation with a structural engineer retained by the Grand River Conservation Authority (Tacoma Engineers Incorporated) that full demolition is required. Although the primary structure was generally found to be in good condition, due to the unknown limits of the soil excavation, it was reported that any structure adjacent to the excavation would likely be compromised and therefore could lead to the need for complete demolition. Further, the partial structure that might be preserved is of limited value to Conservation Area Operations due to the inability to properly store some of the equipment used by staff.

Tender packages were received from seven (7) contractors. The tender packages were opened at the GRCA Administration Centre by an opening committee consisting of

Samantha Lawson (CAO), Karen Armstrong (Deputy CAO), Mark Slade (Supervisor of Central Services) and Paul Lucier (Capital Projects Coordinator). The tender results are shown in Table 1.

**Table 1: Tender Results**

<b>Company</b>	<b>Debris Removal</b>	<b>Environmental Remediation</b>	<b>Total Bid Amount</b>
KGS Environmental Group Inc.	\$26,712.66	\$128,637.34	\$155,350.00
QM LP	\$33,590.24	\$142,050.46	\$175,640.70
Ground Force Environmental Inc.	\$33,997.56	\$155,555.42	\$189,552.98
Accuworx Inc.	\$50,532.03	\$140,587.97	\$191,120.00
Kieswetter Demolition (1992) Inc.	\$33,115.68	\$162,349.32	\$195,465.00
Salandria Ltd.	\$52,513.28	\$144,250.32	\$196,763.60
Amico Infrastructures Inc. (Oxford)	\$67,606.73	\$289,233.27	\$356,840.00

The low bid for this project was received from KGS Environmental Group Inc. however they did not meet all of the requirements outlined in the tender package as they could not meet our start date requirements and did not submit a complete bid form. QM LP is the next lowest bidder and they meet all of the requirements outlined in the tender package.

The consultant has recommended that the total project budget should include a 30-50% contingency amount due to the unpredictable nature of soil remediation work; a 30% contingency amount has been incorporated into the recommended project budget. The total proposed project budget is shown in Table 2.

**Table 2: Project Budget**

	<b>Debris Removal</b>	<b>Environmental Remediation</b>
Tender Amount	\$33,590.24	\$142,050.46
Engineering Fees (oversight, permitting, reporting, closure)	\$16,000.00	\$33,300.00
Contingency (30%)	\$14,877.07	\$52,605.14
HST (Tender + Engineering Fees + Contingency)	\$8,380.75	\$29,634.23
<b>Subtotal</b>	<b>\$72,848.06</b>	<b>\$257,589.83</b>
HST Rebate	\$8,380.75	\$29,634.23
<b>Subtotal</b>	<b>\$64,467.31</b>	<b>\$227,955.60</b>
<b>Total Demolition &amp; Remediation Project Budget</b>	<b>\$292,422.91</b>	

### **Financial implications:**

Project costs are estimated to be approximately \$295,000 which is comprised of \$64,467.31 for debris removal and \$227,955.60 for environmental remediation. GRCA's

insurance coverage for this incident includes up to \$250,000 for debris removal and \$250,000 environmental remediation.

Insurance proceeds should fund all of the debris removal less a \$10,000 deductible and any shortfall in insurance coverage for the environmental remediation can be funded with the Conservation Area Reserve.

In addition to the project costs identified above, GHD's consulting fees to date total approximately \$70,000 for the initial investigation, preparation of tender documents and attendance at the bidders meeting, the designated substance survey, and permitting, which is not included in the project budget outlined in Table 2 above. This brings the total project cost to approximately \$365,000. Some of this may be recovered through insurance and the rest can be funded with the Conservation Area Reserve.

GRCA also has up to \$331,000 in insurance coverage for replacement of the maintenance building (workshop) which is being demolished. This work will be undertaken following demolition and soil remediation work.

**Other department considerations:**

None.

**Prepared by:**

Paul Lucier  
Capital Projects Coordinator

**Approved by:**

Karen Armstrong  
Deputy CAO/ Secretary-Treasurer

# Grand River Conservation Authority

**Report number:** GM-09-19-87

**Date:** September 27, 2019

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

**Subject:** Haldimand County Memorandum of Understanding for Plan Review

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## **Recommendation:**

THAT the Grand River Conservation Authority endorse report GM-09-19-87 – Haldimand County Memorandum of Understanding for Plan Review Services,

AND THAT the Chief Administrative Officer be authorized to sign the final Memorandum of Understanding for Plan Review Services on behalf of the Grand River Conservation Authority,

AND THAT the existing 2016 Memorandum of Understanding be terminated.

## **Summary:**

Not applicable

## **Report:**

The Regional Municipality of Haldimand-Norfolk. The Long Point Region Conservation Authority (LPRCA), the Niagara Peninsula Conservation Authority (NPCA) and Grand River Conservation Authority (GRCA) entered into a Memorandum of Understanding (MOU) for Plan Review Services in 1998. The agreement was renewed with Haldimand County in 2016. The attached agreement represents the continued commitment to cooperation between Haldimand County and the conservation authorities.

## **Financial implications:**

No financial implications are anticipated from the implementation of this MOU. The fees charged for plan review services are determined through the fee schedule established by the GRCA Board.

## **Other department considerations:**

Resource Planning, Engineering and Natural Heritage staff provide technical advice for Planning Act applications under the municipal planning service agreements. Information Systems staff also provide geomatics and database support the GRCA plan review program.

## **Prepared by:**

Nancy Davy  
Director of Resource Management

## **Approved by:**

Samantha Lawson  
Chief Administrative Officer

# ***DRAFT***

## **MEMORANDUM OF UNDERSTANDING FOR PLAN REVIEW SERVICES BETWEEN**

The Corporation of Haldimand County (herein referred to as the "County")

**AND**

The Grand River Conservation Authority  
The Long Point Region Conservation Authority  
The Niagara Peninsula Conservation Authority  
(collectively herein referred to as the "Conservation Authority")  
**September 2019 Final**

### **PREAMBLE**

In 1996 municipalities were delegated Municipal Plan Review responsibility by the Province of Ontario. A Memorandum was entered into in 1998 between the Regional Municipality of Haldimand-Norfolk and its three constituent Conservation Authorities to coordinate responsibilities with respect to natural heritage and hazard land protection. In 2001 Conservation Ontario on behalf of all Conservation Authorities entered into a Memorandum of Understanding with the Province of Ontario to provide technical comments to the Upper and Lower Tier Municipalities with respect to Natural Hazards as outlined in the Provincial Policy Statement. This agreement is an update to the 1998 agreement and a reflection of the 2001 Memorandum of Understanding with the Province.

### **1. PURPOSE**

The purpose of this Memorandum of Understanding is to update the January 15, 1998 Memorandum of Agreement between the County and Conservation Authorities for the provision of specified plan review and technical clearance services to the County.

### **2. ROLES AND RESPONSIBILITIES**

a The County and the Conservation Authority mutually agree that:

- I. this Memorandum of Understanding applies to each of the Conservation Authorities referred to above and the area under each of their respective jurisdictions which is located within the County of Haldimand;
- II. the Conservation Authority has the expertise to provide the plan review and technical clearance services to the County identified in this Memorandum of Understanding and that the County is relying on said expertise. The parties acknowledge that the County remains the approval authority for those planning applications for which the County is so designated by statute and which authority has not been otherwise

delegated by the County;

- III. nothing in this Memorandum of Understanding precludes the Conservation Authority from commenting to the County from a Conservation Authority perspective, as it normally would on an application circulated by the County under the Planning Act;
- IV. application types listed in Schedule 1 will still be circulated to the appropriate Conservation Authority for comment from the Conservation Authority perspective except as noted in Schedule 3;
- V. a protocol has been developed, included as Schedule 3, whereby the County will prescreen applications in order to further streamline the process;
- VI. this Memorandum of Understanding may be amended by mutual agreement, in writing, from time to time to reflect changes in the programs of parties to this Memorandum of Understanding, or as a result of changes in provincial policies, or as a result of subsequent discussions between the parties hereto;
- VII. all parties agree to periodically review this Memorandum of Understanding at 5 year intervals; and,
- VIII. any party to this Memorandum of Understanding may terminate the agreement, as it pertains to its involvement, at any time, in writing to the other parties to the agreement, with a minimum of 120 calendar days notice.

**b** The County commits to:

- I. circulate to the appropriate Conservation Authority those applications listed in Schedule 1 for comment as per the items in Schedule 2 and in accordance with a prescreening protocol included as Schedule 3;
- II. transfer appropriate policy statement, guidelines, manuals, maps, information, data and criteria from the County to the Conservation Authority, and transfer said material to the Conservation Authority as it is received from the Province of Ontario, or make arrangements to have said material transferred directly from the Province to the Conservation Authority;
- III. retain consultants other than the Conservation Authority to provide the plan review and technical clearance services identified in this Memorandum of Understanding, when in the opinion of the County, and where applicable, the County, or the Conservation Authority, utilizing the Conservation Authority as specified in this agreement could result in a conflict of interest for the Conservation Authority or where otherwise agreed that it would be in the best interest of the planning process; and,
- IV. notify the applicant of the required Conservation Authority fee and attach payment to circulated applications when available.

**c** The Conservation Authority commits to:

- I. provide the County with those services listed in Schedule 2 at no cost to the County on a fee for service basis by the applicant;
- II. provide its comments to the County on receipt of an application from the County or request an extension with reasons, for applications identified on Schedule 1 and within the specified County review timeframe, unless an alternative timeframe is agreed

upon;

- III. comment on whether the application complies with the Provincially approved Haldimand County Official Plan in the plan review services it provides the County (as identified in Schedule 2);
- IV. participate in pre-consultation meetings for potential planning applications upon the request of the County;
- V. consider all relevant guidelines in the plan review and technical clearance services it provides the County;
- VI. not disseminate any data, maps, information or other documents either received directly from the Province or identified as "Provincial data" by the County, except as otherwise licensed or agreed upon by the licensing party/owner of the data;
- VII. not disseminate any data, maps, information or other documents either received directly from the County or identified as "County data" by the County, except as otherwise licensed or agreed upon by the licensing party/owner of the data;
- VIII. make provision for staff to attend Local Planning Appeals Tribunal (LPAT) Hearings, upon the request of the County, with respect to plan review and technical clearance services provided pursuant to this Memorandum of Agreement. The County will provide legal representation for the Conservation Authority at the LPAT hearing at the cost of the County. Should the Conservation Authority attend the hearing for matters outside this Memorandum of Understanding, the Conservation Authority will be responsible for retaining and paying for their own legal representation.



3. **TIME FRAME FOR IMPLEMENTATION**

This Memorandum of Understanding will take effect on September 10, 2019.

The parties have duly executed this Memorandum of Understanding.

THE CORPORATION OF HALDIMAND COUNTY

\_\_\_\_\_  
Mike Evers, MCIP, RPP  
General Manager, Community & Development Services Department

Dated this \_\_\_\_ day of \_\_\_\_\_, 2019

GRAND RIVER CONSERVATION AUTHORITY

\_\_\_\_\_  
Samantha Lawson, Chief Administrative Officer

Dated this \_\_\_\_ day of \_\_\_\_\_, 2019

LONG POINT REGION CONSERVATION AUTHORITY

\_\_\_\_\_  
Judy Maxwell, General Manager & Secretary Treasurer

Dated this \_\_\_\_ day of \_\_\_\_\_, 2019

NIAGARA PENINSULA CONSERVATION AUTHORITY

\_\_\_\_\_  
D. Gayle Wood, BES, CMM III, Chief Administrative Officer/Secretary-Treasurer

Dated this \_\_\_\_ day of \_\_\_\_\_, 2019

## **SCHEDULE 1**

### **CIRCULATION STATUS BY APPLICATION TYPE AND DEFINITIONS**

1. The County will circulate all applications for subdivision and Condominium to the Conservation Authority.
2. The County will circulate the following types of development/planning applications to the Conservation Authority for comment as per the items in Schedule 2 and in accordance with a prescreening protocol included in Schedule 3:
  - I. Consents;
  - II. Official Plan Amendments;
  - III. Zoning By-Law Amendments;
  - IV. Minor Variances; and
  - V. Site Plans.

## SCHEDULE 2

### **Review Function Responsibilities**

	<b>Review Agencies</b>			
	<b>County</b>		<b>Conservation Authority</b>	
<b>Features/Functions</b>	Plan Review	Technical Review	Plan Review	Technical Review
<b>Significant Wildlife Habitat(1)</b>	<b>X (Lead)</b>	<b>X</b>	<b>X</b>	
<b>Threatened/Endangered Species (1)</b>	<b>X (Lead)</b>	<b>X</b>	<b>X</b>	
<b>ANSI(1)</b>	<b>X (Lead)</b>	<b>X</b>	<b>X</b>	
<b>Environmental Sensitive Area (ESA)</b>	<b>X(Lead)</b>	<b>X(Lead)</b>		
<b>Significant Woodlands</b>	<b>X (Lead)</b>	<b>X (Lead)</b>	<b>X</b>	<b>X</b>
<b>Significant Valleylands</b>	<b>X(Lead)</b>	<b>X(Lead)</b>	<b>X</b>	<b>X</b>
<b>Natural Heritage Systems</b>	<b>X(Lead)</b>	<b>X(Lead)</b>	<b>X</b>	<b>X</b>
<b>Water (2)(as it relates to Infrastructure)</b>	<b>X(Lead)</b>	<b>X(Lead)</b>		
<b>Water (2)(as it relates to Natural features)</b>			<b>X(Lead)</b>	<b>X(Lead)</b>
<b>Wetlands</b>	<b>X</b>		<b>X (Lead)</b>	<b>X(Lead)</b>
<b>Fish Habitat (3)</b>	<b>X (Lead)</b>	<b>X(Lead)</b>	<b>X</b>	<b>X</b>
<b>Flood Hazards</b>			<b>X (Lead)</b>	<b>X(Lead)</b>
<b>Erosion Hazards</b>			<b>X (Lead)</b>	<b>X(Lead)</b>
<b>Lakeshore Hazards</b>			<b>X (Lead)</b>	<b>X(Lead)</b>
<b>Sub-watershed Studies</b>	<b>X</b>	<b>X</b>	<b>X (Lead)</b>	<b>X(Lead)</b>

	Review Agencies			
	County		Conservation Authority	
<b>Features/Functions</b>	Plan Review	Technical Review	Plan Review	Technical Review
<b>Stormwater Management(4)(as it relates to Natural Heritage and Natural Hazards)</b>	<b>X</b>		<b>X(Lead)</b>	<b>X(Lead)</b>
<b>Stormwater Management (4)(as it relates to operations, aesthetics and outlet)</b>	<b>X(Lead)</b>	<b>X(Lead)</b>	<b>X</b>	
<b>Hazardous Sites (5)</b>			<b>X(Lead)</b>	<b>X(Lead)</b>

**X** - Indicates comments may be provided and that the party has an interest

**(Lead)**- indicates the party having the primary role for PPS, Official Plan or technical capacity

**“Plan Review”** – includes screening application to determine potential impacts, need for technical reports and mitigation measures, assist in development of terms of reference, specifying conditions of approval.

**“Technical Review”** – includes assessing technical reports submitted by the proponents’ consultants in terms of applicable guidelines and standards.

**Notes:**

1. The Ministry of Environment, Conservation & Parks is responsible for the implementation of the Endangered Species Act and for the mapping and designation of ANSI and Significant Wildlife Habitat. However the County has a responsibility for the protection of these areas under the Provincial Policy Statement.
2. Review of Water Policies as they relate to infrastructure needs of the municipality versus actions required to maintain the ecological system and management objectives.
3. Review of Fish Habitat is provided in consideration of the Provincial Policy Statement and does not provide clearance on the required statues or legislation from either the Ministry of Natural Resources and Forestry or Department of Fisheries and Oceans.
4. Stormwater Management is a shared responsibility with the County. The County is responsible for location, aesthetics, legal outlet and engineering design. The Conservation

Authority would be responsible for the review of function and potential impacts on Natural Heritage and Natural Hazards that may be impacted.

5. Hazardous sites mean property or lands that could be unsafe for development and site alteration due to naturally occurring hazards. These may include unstable soils (organic soils), or unstable bedrock (karst topography).

### **SCHEDULE 3**

#### **Screening protocol**

#### **PRESCREENING CRITERIA GRAND RIVER, LONG POINT REGION AND NIAGARA PENINSULA CONSERVATION WATERSHEDS**

##### **Process**

When a landowner discusses or submits a Planning Act application, municipal staff will review Official Plan Schedules A through E and Ontario Regulation 150/06 (GRCA), 178/06 (LPRCA), and 155/06 (NPCA) mapping to determine whether the lands are within an area of interest to the conservation authority. If the site or land holdings are within an area of interest to the Conservation Authority, the municipal staff will advise the applicant of the appropriate fee for submission with the application (cheque to be made out to applicable Conservation Authority). The County will circulate all applications for subdivision and condominium to the Conservation Authority.

- GRCA: For further information please contact the GRCA, Resource Planning Section at (519) 621-2763 ext. 2237.
- LPRCA: For further information please contact the LPRCA, Watershed Services Section at (519) 842-4242
- NPCA: For further information please contact the NPCA, Watershed Management Section at (905) 788-3135

The following questions are to be applied to all applications identified in Schedule 1. For consent applications, please apply the questions to both the severed and retained parcels. If the answer to any of the following questions is “**YES**”, County staff will circulate the application to the applicable Conservation Authority for review. Watershed mapping to determine the applicable Conservation Authority is included as Schedule 4.

##### **HALDIMAND COUNTY OFFICIAL PLAN**

1. Are there lands on the property that are identified in the Official Plan as “Core Natural Environment Area” or “Natural Environment Area”  
Yes ☐ No ☐
2. Is there a watercourse (creek, stream and/or river) and/or river valley slope on the property, or is the property located within 30m of the top of the bank of a slope?  
Yes ☐ No ☐

##### **Regulation 150/06 (GRCA), 178/06 (LPRCA) and 155/06 (NPCA) Mapping**

3. Is the property located within the Regulated Area shown on the mapping for Reg. 150/06, 178/06 or 155/06?  
Yes ☐ No ☐
4. Is the proposal within 15 metres (50 feet) of a watercourse?  
Yes ☐ No ☐

- 1.If the application is not located in or adjacent to these features there is no need to be circulated.
- 2.Subsequent Planning Act applications that have been reviewed in the previous 2 years and are the same as previously approved do not need to be circulated.
- 3.Minor variances not related to natural hazard/natural heritage features do not need to be circulated.

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# Grand River Conservation Authority

**Report number:** GM-09-19-98

**Date:** September 27, 2019

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

**Subject:** Environmental Assessments

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## **Recommendation:**

THAT Report Number GM-09-19-98 Environmental Assessments be received as information.

## **Summary:**

To provide the General Membership of the Grand River Conservation Authority with information on Environmental Assessments being reviewed, a summary report is presented below. The report has been prepared as directed through Motion No. P44-99 (May 18/99) adopted through General Membership Res. No. 55-99 (May 28, 1999).

## **Report:**

Report on Environmental Assessments for September 27, 2019

### **A. New Environmental Assessments Received**

**New:** Environmental Assessments received by the Grand River Conservation Authority and currently under review.

#### **1. First Notice - Shingletown Wells Iron and Manganese Treatment Upgrades**

The Region of Waterloo has initiated a Class Environmental Assessment for improvements to the Shingletown Wells, located at 2324 Bleams Road in the Township of Wilmot. The study will investigate upgrades for iron and manganese treatment, and possible locations for the upgrades if they are recommended. The study is being carried out in accordance with the planning and design process for Schedule 'C' projects under the Municipal Class Environmental Assessment.

The broader study area contains regulated features including Hunsburger Creek and its tributaries, floodplains, and wetlands. GRCA staff have provided written notice that we have an interest in this study.

### **B. Classification of Reviewed Environmental Assessments**

**Minor:** Minimal potential resource impacts that can be mitigated using conventional construction methods.

**Major:** Significant impacts on identified resource features. Alternatives and proposed mitigation will be outlined in detail.

Minor Impacts – None for this report

Major Impacts – None for this report

**Financial implications:** Not Applicable

**Other department considerations:** Not Applicable

**Prepared by:**

Fred Natolochny  
Supervisor of Resource Planning

**Approved by:**

Nancy Davy  
Director of Resource Management

# Grand River Conservation Authority

**Report number:** GM-09-19-96

**Date:** September 27, 2019

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

**Subject:** Current Watershed Conditions as of September 17, 2019

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## **Recommendation:**

That Report Number GM-09-19-96 – Current Watershed Conditions as of September 17, 2019 be received as information.

## **Report:**

### **Precipitation**

There was close to normal precipitation in August, although rain did not occur evenly throughout the month. Wet days and large storm events occurred between fairly dry periods. The Guelph rain gauge recorded the least rain with only 79% of the long term average. The Shades rain gauge was also dry with 87% of average. The wettest area of the watershed was the Shand Dam rain gauge which received some large storm events in August.

September to date has been fairly wet with all but one rain gauge reporting over 95% of normal rain for the first half of the month. A significant rain event occurred on the night of September 11 in the Cambridge area. The Shades rain gauge recorded 47.4mm of rain with most of that falling through the early evening hours. There was also heavy rain in the Burford area during this event.

**Table 1** includes monthly and recent precipitation trends for select watershed climate stations. Monthly precipitation at the Shand Dam climate station from 2015 to 2019 is shown in **Figure 1**.

**Table 1: Precipitation Averages at Watershed Climate Stations**

Station	Monthly Precipitation		Percentage of Long Term Average					
	17-Sep (mm)	Long Term Average (mm)	Current Half Month	Last Full Month	Last 3 Full Months	Last 6 Full Months	Last 12 Full Months	Last 15 Full Months
Shand	62.0	85.8	145%	147%	89%	110%	110%	103%
Conestogo	67.2	90.9	148%	103%	84%	100%	91%	90%
Guelph	39.8	83.1	96%	79%	101%	123%	115%	110%
Luther	53.7	95.7	112%	93%	70%	95%	98%	102%
Woolwich	34.2	67.8	101%	104%	80%	103%	111%	103%
Laurel	30.0	94.9	63%	98%	76%	101%	106%	106%
Shades	71.1	86.5	164%	87%	112%	122%	114%	116%
Brantford	49.2	77.0	128%	101%	103%	123%	113%	115%

## **Air Temperatures**

The majority of 2019 has been on cool across the watershed. July is the only month that was above the long term average, although the Shades Mill Climate station also recorded above average temperatures for August.

The average monthly temperature in August was about 0.7 degrees below the long term average at the Shand Dam climate station. The daytime high temperature in August averaged 25 degrees and the overnight low averaged 13 degrees. Southern parts of the watershed were a bit hotter with the daytime high temperatures at the Shades Mill climate station averaging 28 degrees and overnight low temperatures close to 15 degrees.

The first two weeks of September were slightly below the long term average for most of the watershed. Many of the climate stations recorded average monthly temperatures less than a degree below normal. The Shand Dam station was colder with an average temperature 1.6 degrees below the long term average.

**Figure 2** presents recent mean monthly air temperature departures from the long term average recorded at Shand Dam.

## **Lake Erie Conditions**

The level of Lake Erie continues to be at an all time high, although it is lower than the record levels recorded during the summer. The average monthly water level at Port Colborne in August was 174.99m. This is the highest monthly water level recorded at this location. Lake levels have continued to decline with the average level for the first two weeks of September at 174.86. The lake level is approximately 0.7m above the long term average.

Forecast lake levels from Canadian Hydrographic Survey from September 1<sup>st</sup> indicate that the lake level should continue to decline into the late fall, but will remain above the long term average. The high lake level increases the risk of shoreline flooding and erosion from wind and wave run up.

**Figure 3** presents current and forecast Lake Erie level from the Canadian Hydrographic Service.

## **Groundwater Levels**

Groundwater levels in the monitoring well near Burford have declined over the summer period, but still remain just above the average range. Water levels peaked in the area in June and stayed relatively stable in July, but dropped rapidly in August. Late July and most of August was fairly dry in this area and water use for agriculture increased. Water levels in this overburden aquifer respond to high water use in this region as well as to changes in precipitation.

**Figure 4** shows the average monthly water level data for the Burford monitoring well for the current year, previous year and extreme years, against the long term average.

## **Reservoir Conditions**

Shand and Conestogo reservoirs are below the normal operating level for this time of the year. Both the Guelph and Luther reservoirs are at normal operating levels. Water stored in the reservoirs continues to be used to augment river flows downstream as part of normal fall draw down procedures.

Augmentation levels have remained fairly stable from August into September. As of September 11<sup>th</sup>, augmentation accounted for approximately 70% of the flow through Kitchener, 35% of the flow through Brantford and 30% of the flow on the Speed River below Guelph.

Reservoir levels are shown in **Figures 5** and **Figure 6** for the four large reservoirs.

## **Long Range Outlook**

The fall forecast is for near normal to slightly above normal temperatures. Extended periods of warmer than normal temperatures followed by periods of cooler than normal temperatures will average out to near normal when the fall is looked at as a whole. The precipitation forecast is also for near to above normal conditions. An active storm track is forecast to set up bringing moisture from the Gulf of Mexico into the Great Lakes. This will bring periods of wet weather, but this will be balanced with periods of dry conditions.

Preliminary outlook for the winter season is for an unsettled December followed by a traditional winter through the early months of 2020.

## **Flood Preparedness**

Conditions are being monitored closely. Staff continues to hold weekly Senior Operator meetings as part of overall succession planning initiatives and flood emergency preparedness.

In addition to weekly Senior Operator meetings related to flood preparedness, a weekly meeting is now scheduled to facilitate training and transfer of knowledge with respect to GRCA dams and dikes. The outcome of these meetings is to train a broader range of staff in the operation, inspection and management of GRCA dams and dikes to prepare for future retirements.

Planning continues with the Region of Waterloo, County of Wellington, Woolwich Township, City of Waterloo, City of Kitchener, City of Cambridge, Township of North Dumfries, Township of Wilmot, Emergency Management Ontario and the Regional Liaison Officer (ROL) for the Canadian Forces for a 2020 desktop exercise to test the emergency preparedness plan for Conestogo Dam. New GIS flood inundation mapping has been prepared and shared with these municipalities. Workshop training sessions are being planned over the fall and early next year to aid development of municipal and agency emergency response plans leading up to a desktop exercise.

Residents in the community of West Montrose have raised concerns about a gravel bar that has formed in the river downstream of the covered bridge in West Montrose. It's important to realize the second highest ice jam on record dating back to 1967 occurred through West Montrose in February 2019, this has understandably raised their anxiety. Staff will investigate their concern. Generally speaking gravel is mobile, ice and water placed it there and ice and water will move it so it's not anticipated to create a significant increase to flood risk. To confirm this general assessment requires a site visit and field survey, staff are allocating time into their schedule to complete this assessment.

Historically an island was removed downstream of the West Montrose bridge in 1983 following a major ice jams in February 1981. The island was that was removed in 1983 was much larger and a more permanent feature in the river. Removal of the island was intended to increase channel capacity through West Montrose, that objective was achieved.

Work to updated floodplain mapping through and upstream of West Montrose continues as part of a National Disaster Mitigation Program (NDMP) project. That project wraps up in March 2020, 50% of the funding for that work is provided by the federal NDMP program refer to board report GM-08-17-92. Work on this project is proceeding, a detailed hydraulic model has been created through and upstream of the West Montrose reach. This detailed hydraulic model is likely one of the most detailed models of a large river in North America. Beyond mapping the floodplain and flooding in general, this model will be used to characterize and further understand ice processes in the river through the West Montrose reach of the Grand River.

Detailed briefing notes were prepared for the provincial Special Advisor on Flooding who visited the GRCA's office on September 13<sup>th</sup>.

**Financial implications:**

Not applicable

**Other department considerations:**

Not applicable

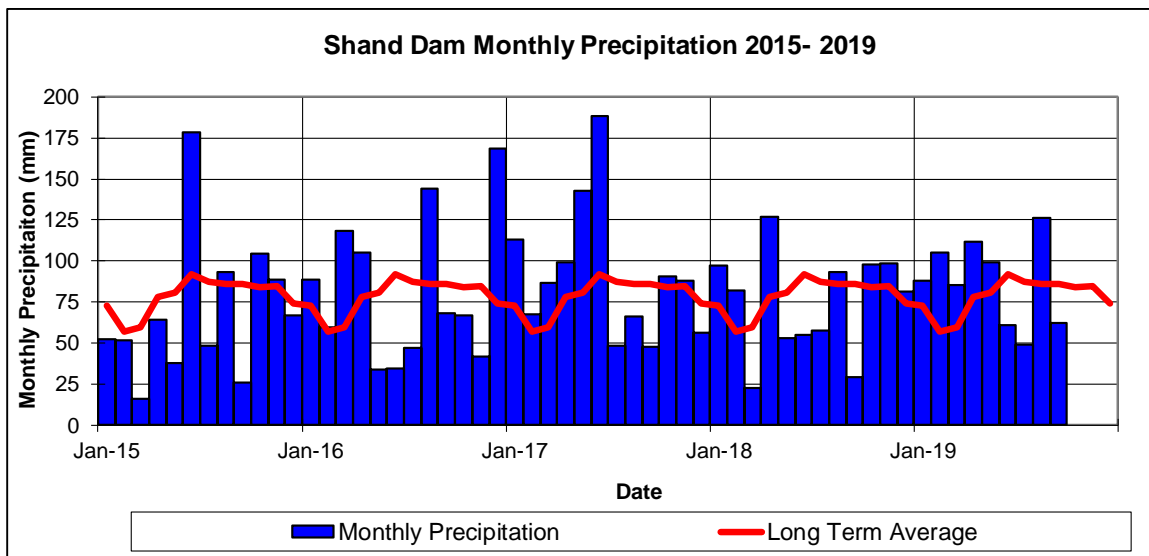
**Prepared by:**

Stephanie Shifflett  
Water Resources Engineer

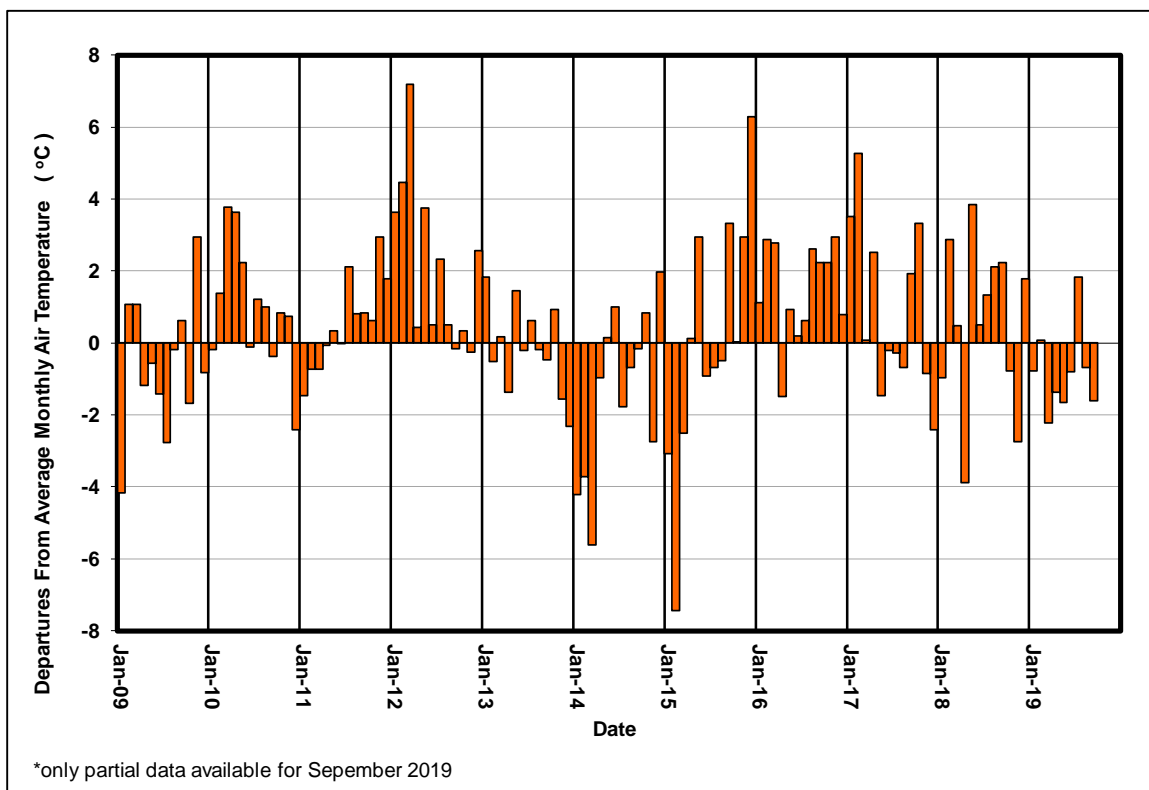
**Approved by:**

Dwight Boyd  
Director of Engineering

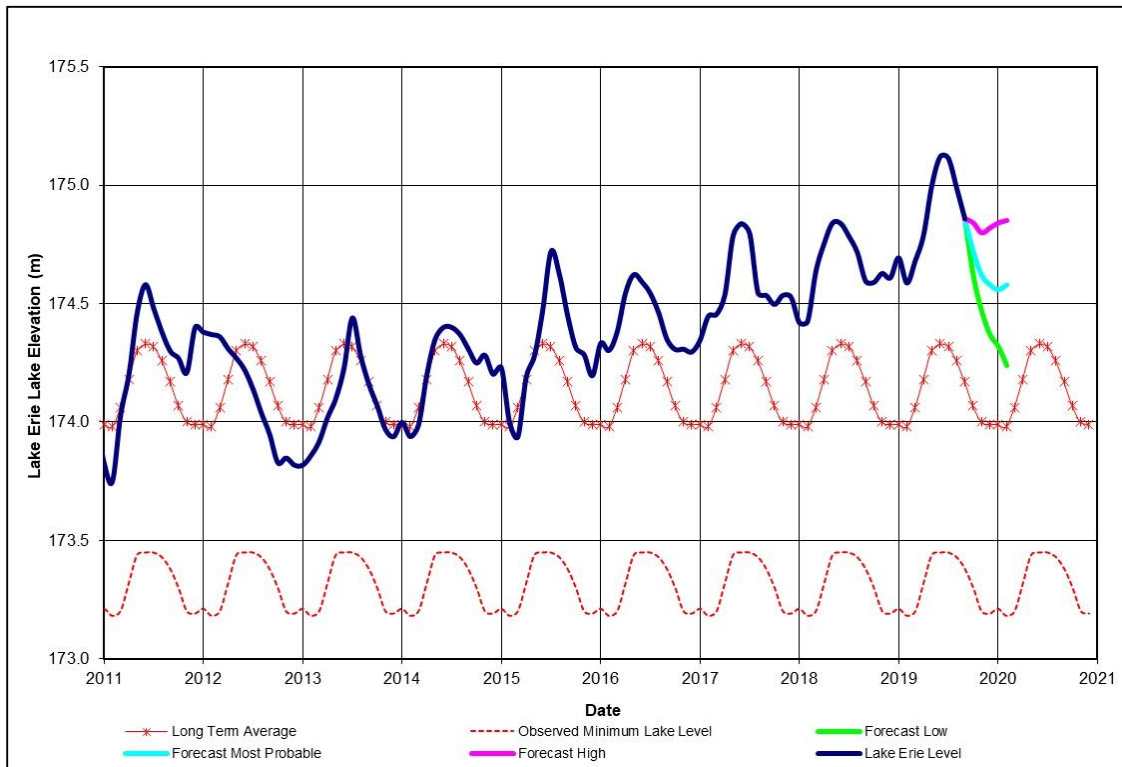
**Figure 1: Precipitation at Shand Dam 2015 to September 17 2019**



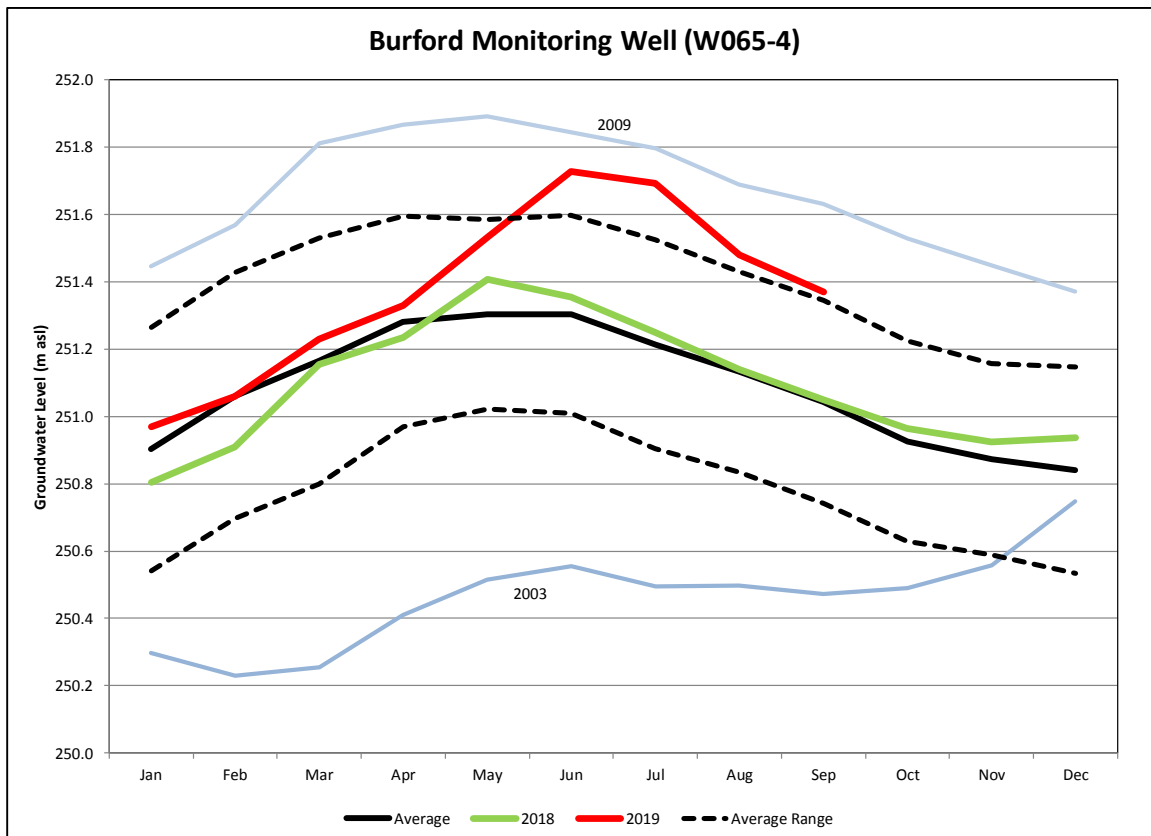
**Figure 2: Departures from Average Air Temperatures at Shand Dam**



**Figure 3: Forecasted Lake Erie Levels**

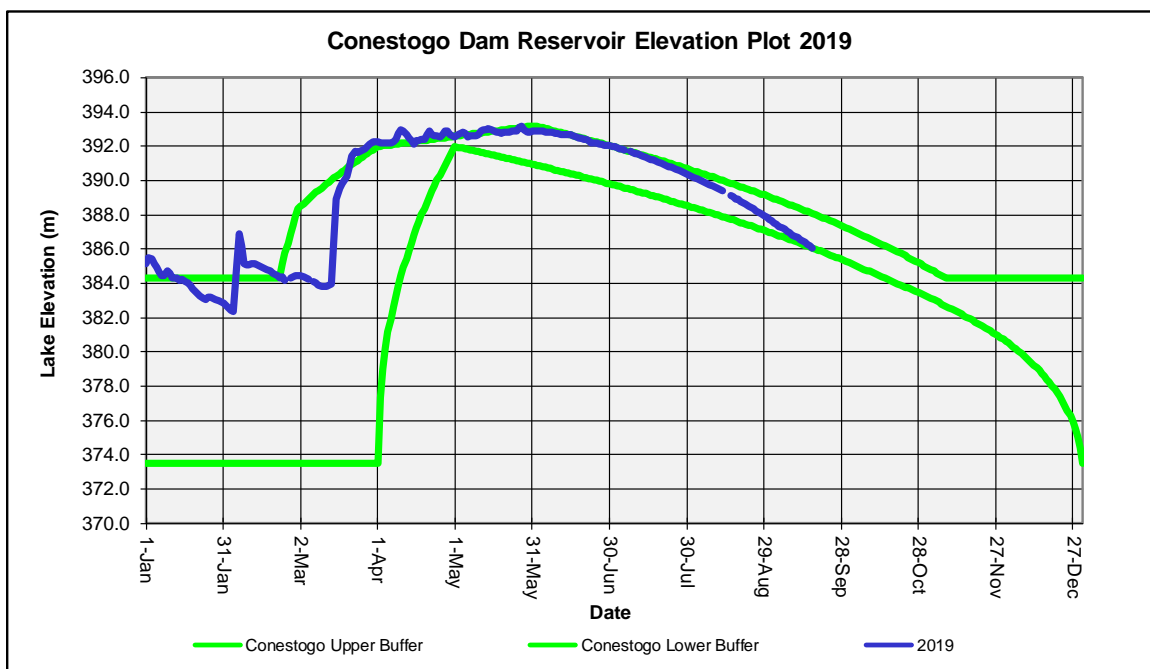
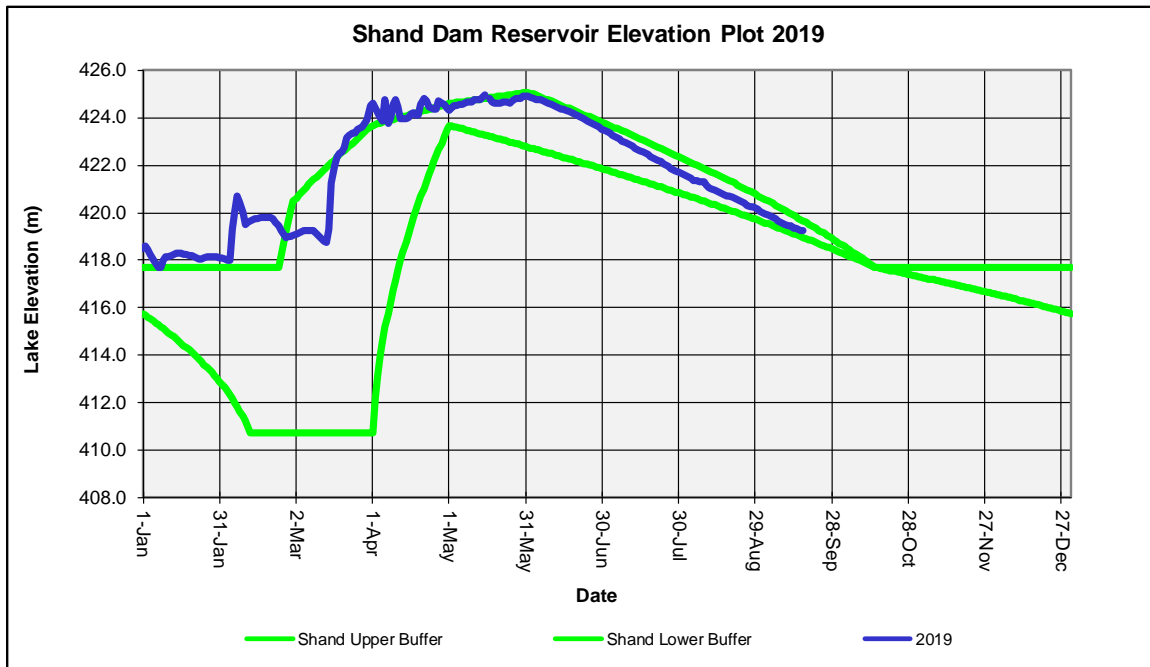


**Figure 4: Groundwater Monitoring Levels**

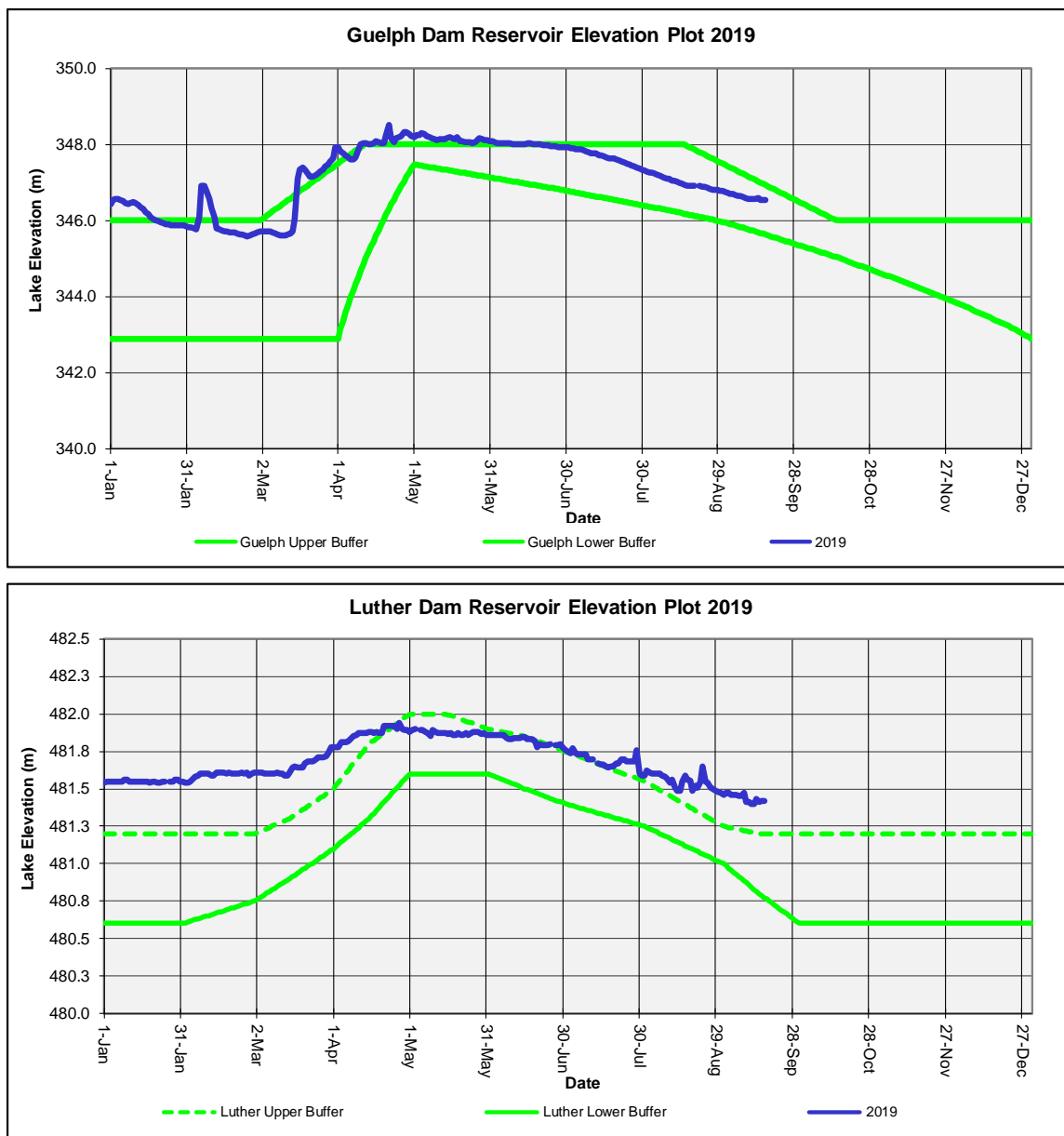




**Figure 5: Shand and Conestogo Reservoir Elevation Plots**



**Figure 6: Guelph and Luther Reservoir Elevation Plots**



### Luther Dam Operating Curves

Luther Dam primarily provides a flow augmentation function to the upper Grand River and to Shand Dam. While it does provide some benefits from a flood control perspective, these benefits are limited due to the small drainage area regulated by Luther Dam.

The buffers between March 1<sup>st</sup> and September 30<sup>th</sup> define the operating range to meet downstream low flow targets. The lower buffer defines the lowest operating range for flow augmentation before reducing downstream flow augmentation targets. The earlier winter (January 1<sup>st</sup> to March 1<sup>st</sup>) and late fall (October 1<sup>st</sup> to December 31<sup>st</sup>) upper buffer curve is defined from ecologic considerations from the Luther Marsh Master Plan.