

# Special City Council - Budget Revised Meeting Agenda



Wednesday, January 22, 2025, 9:00 a.m.

Council Chambers

Guelph City Hall, 1 Carden Street

Changes to the original agenda are noted with an asterisk "\*".

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Pages

1. **Call to Order - 9:00 a.m.**
  - 1.1 O Canada
  - 1.2 Silent Reflection
  - 1.3 Indigenous Territorial Acknowledgement
  - 1.4 Disclosure of Pecuniary Interest and General Nature Thereof
  
- \*2. **2025 Budget Update Local Boards and Shared Services Agencies - 2025-18** 4

\*Please note that the recommendations for this item have been amended by item 2.1 Council Memo: 2025 Budget Update Local Boards and Shared Services Agencies County of Wellington.

**\*Presentation:**  
Shanna O'Dwyer, Acting General Manager, Finance/City Treasurer  
Gord Cobey, Chief of Police Services  
Melanie Clark, Staff Sergeant Investigative Services, Guelph Police Services  
Shaun Hewitt, Manager, Financial Services, Guelph Police Services  
Luisa Artuso, Social Services Administrator, County of Wellington  
Shauna Calder, Manager of Finance, County of Wellington  
Dan Atkins, Chief Executive Officer, Guelph Public Library  
Theresa Moisan, Chief of Finance and Operational Services, The Elliott Community  
Martin Ruaux, Chief Resident Care Services and Administrator, Long Term Care, The Elliott Community  
Michelle Kraker, Chief Executive Officer, The Elliott Community

1. That an amended 2025 operating budget for the City’s local boards and shared services (LBSS) agencies be approved, inclusive of the following:
  - a. The LBSS agencies budget requirement, net of the proportionate share of assessment growth, totalling an increased net levy requirement over 2024 of **\$10,117,959** or **3.12** per cent inclusive of the following:
    - i. Guelph Police Services: an increased net levy requirement over 2024 of \$5,142,214;
    - ii. Guelph Public Library: an increased net levy requirement over 2024 of \$624,346;
    - iii. County of Wellington: an increased net levy requirement over 2024 of **\$4,528,954**;
    - iv. Guelph-Wellington-Dufferin Public Health: an increased net levy requirement over 2024 of \$83,051;
    - v. The Elliott Community: a decreased net levy requirement over 2024 of (\$260,606).
  - b. Grand River Conservation Authority budget with an increase in gross operating expenses over 2024 in the amount of \$51,700.
  - c. Total transfers to/from Reserve and Reserve Funds in 2025 in accordance with the LBSS reserve and reserve fund update.
2. That Council acknowledges the administrative adjustment for debt funding in the amount of \$1,634,000 between the City budget and Guelph Public Library budget, totalling a net zero impact to the total Guelph tax levy.
3. That an amended 2025 net levy requirement from taxation and payment in lieu of property taxes inclusive of City and LBSS agencies up to **\$351,105,144** be approved.
4. The Downtown Guelph Business Association budget with gross expenditures of \$787,929 and a total levy of \$721,200.
5. A 2026-2027 operating budget forecast to be received as information.
6. An amended 2025 LBSS capital budget with a net increase of \$632,708 from the 2025 adopted budget resulting in the gross 2025 expenditure amount of \$7,004,308 inclusive of funding transfers from capital reserve funds and other sources including partnerships, grants, and debt financing.

**3. The Elliott Fixed-Term Loan Update - 2025-11**

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1. That Council confirm that, subject to the satisfaction of the City Treasurer and City Solicitor, City staff are authorized to execute a fixed-term loan agreement with The Elliott for the 29-bed long-term care expansion project, in the principal amount of approximately \$2.5 million.

**4. Bylaws**

Resolution to adopt the By-laws. (Councillor O'Rourke)

**\*4.1 By-law Number (2025) - 21032**

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1. A by-law to confirm the proceedings of a meeting of Guelph City Council held January 22, 2025.

**5. Adjournment**

# Staff Report



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To	<b>City Council</b>
Service Area	Office of the Chief Administrative Officer
Date	Wednesday, January 22, 2025
Subject	<b>2025 Budget Update Local Boards and Shared Services Agencies</b>

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## Recommendation

That the following recommendations be approved:

1. That an amended 2025 operating budget for the City's local boards and shared services (LBSS) agencies be approved, inclusive of the following:
  - a. The LBSS agencies budget requirement, net of the proportionate share of assessment growth, totalling an increased net levy requirement over 2024 of \$10,192,159 or 3.14 per cent inclusive of the following:
    - i. Guelph Police Services: an increased net levy requirement over 2024 of \$5,142,214;
    - ii. Guelph Public Library: an increased net levy requirement over 2024 of \$624,346;
    - iii. County of Wellington: an increased net levy requirement over 2024 of \$4,603,154;
    - iv. Guelph-Wellington-Dufferin Public Health: an increased net levy requirement over 2024 of \$83,051;
    - v. The Elliott Community: a decreased net levy requirement over 2024 of (\$260,606).
  - b. Grand River Conservation Authority budget with an increase in gross operating expenses over 2024 in the amount of \$51,700.
  - c. Total transfers to/from Reserve and Reserve Funds in 2025 in accordance with the LBSS reserve and reserve fund update.
2. That Council acknowledges the administrative adjustment for debt funding in the amount of \$1,634,000 between the City budget and Guelph Public Library budget, totalling a net zero impact to the total Guelph tax levy.
3. That an amended 2025 net levy requirement from taxation and payment in lieu of property taxes inclusive of City and LBSS agencies up to \$351,179,344 be approved.
4. The Downtown Guelph Business Association budget with gross expenditures of \$787,929 and a total levy of \$721,200.
5. A 2026-2027 operating budget forecast to be received as information.
6. An amended 2025 LBSS capital budget with a net increase of \$632,708 from the 2025 adopted budget resulting in the gross 2025 expenditure amount of



\$7,004,308 inclusive of funding transfers from capital reserve funds and other sources including partnerships, grants, and debt financing.

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## **Executive Summary**

### **Purpose of Report**

Guelph's 2025 budget was adopted at a tax levy increase of 9.80 per cent over 2024 on November 29, 2023 as part of the 2024-2027 Multi-Year Budget (MYB). The *Municipal Act, 2001* requires that if a municipality passes a MYB, it must "readopt" the budget for every second or subsequent year, either in the year that the budget applies, or in the preceding year. The 2025 budget confirmation is Guelph's first confirmation year in this four-year MYB cycle. The budget confirmation process, which includes reviewing, updating, and confirming the budget, is the mechanism for readoption in the City's [Budget Policy](#).

New this year, the City has separated the budget process into two phases for the 2025 confirmation: City budget confirmation and LBSS agencies budget confirmation.

The 2025 City services budget was confirmed by Council following the Strong Mayor budget process on November 27, 2024, with a gross expenditure budget of \$467,161,683 and a 2025 property tax and payment in-lieu of taxes levy requirement of \$11,900,743 or 3.66 per cent over 2024.

The LBSS budget process does not trigger the Strong Mayor timelines given that the budget preparation and submission processes are defined in the governing statute applicable to each LBSS organization. The power of Council to amend and/or approve the budget of each local board or shared services provider also varies based on the governing legislation.

The purpose of this report is to present the City's LBSS agencies' 2025 budgets for confirmation. The full budget can be viewed at [www.guelph.ca/budget](http://www.guelph.ca/budget), with the LBSS specific information found under the [LBSS](#) tab.

### **Key Findings**

The 2025 LBSS budget was adopted through the 2024-2027 MYB in November 2023 with a net budget increase of \$9,058,176 and a 2025 property tax and payment in-lieu of taxes levy increase requirement of \$7,825,865, or 2.41 per cent over 2024.

LBSS agencies were respectfully requested to bring forward a 2025 budget update no greater than the LBSS proportionate share of a four per cent increase over 2024, equivalent to a total 2025 property tax and payment in lieu of taxes levy requirement of \$4,444,051 or 1.37 per cent over 2024.

The 2025 LBSS agencies budget update presented for Council confirmation represents a 2025 budget requirement, net of the proportionate share of assessment growth, totalling an increased net levy requirement over 2024 of \$10,192,159 or 3.14 per cent.

### **Strategic Plan Alignment**

The 2025 LBSS Budget Update aligns with the Foundations theme of the Future Guelph Strategic Plan, objective 4: Maintain our financial health by implementing

the Long-term Financial Planning Framework, specifically, supporting action 4.1.1: implement the MYB planning process aligned to our strategic planning process.

## Financial Implications

The financial implications of the budget are fully documented and presented in the 2025 Budget Confirmation materials.

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## Report

Guelph's first four-year MYB covering 2024-2027 was adopted on November 29, 2023. The *Municipal Act, 2001* states that if a municipality passes a MYB, it must readopt the budget every second or subsequent year. The City has a three-step budget confirmation process, which includes reviewing, updating and confirming the budget.

The budget confirmation process acts as a pulse check done each year after a full MYB is approved. It provides administration and Council with the opportunity to review what was planned and work in an agile and flexible way to adjust for the current environment, including new direction from the Mayor or Council.

The City funds all or part of the operations of several LBSS agencies that have separate governance structures and varied types of relationships with the City. The City's LBSS agencies impact both the City's tax-supported and non-tax-supported total budget. While Council does not have direct oversight of these boards and agencies, City Councillors sit as members of the board of governors for each of these entities. More information about each of the City's LBSS agencies is available in the [budget manual](#).

With the passage of the *Strong Mayors, Building Homes Act, 2022* in September 2022 and its coming into force in July 2023, the budget process was altered to follow a new time-limited progression, with the budget to be deemed adopted as the final step. Although each of the LBSS budgets are funded, in whole or in part, by the municipality and approved by Council, the budget preparation and submission process for each LBSS is defined in its governing statute. The Strong Mayor budget process does not apply to LBSS budget preparation and submission, therefore the City has separated the budget adoption process into two phases for the 2025 confirmation: City budget confirmation and LBSS agencies budget confirmation. The power to amend and/or approve the budget of each LBSS organization varies based on the governing legislation of each organization, and is summarized here for Council's awareness:

- Downtown Guelph Business Association – Council may approve the proposed budget, in whole or in part, but may not add expenditures.
- Guelph Public Library – Council may approve or amend the budget estimates submitted by the Library board.
- Guelph Police Service – Council may approve or amend (increase or decrease) the overall budget submitted by the Police board but does not have the authority to approve or disapprove specific items in the estimates. If the Police board is not satisfied with Council's amendments, there is an arbitration process managed through the Ontario Police Arbitration and Adjudication Commission to resolve the matter.
- The Elliott – Council may approve the proposed budget, in whole or in part, and may amend the budget.

- Wellington-Dufferin-Guelph Public Health – The City is an obligated municipality under governing public health legislation and is required to pay a portion of public health expenses. The Public Health board is accountable to the municipality and must specify in its annual estimates what is required to cover expenses, but there is no explicit authority for Council to amend or edit the estimates or control the payment of expenses.
- Grand River Conservation Authority – Conservation authority budgets are approved by the Conservation board following a legislated process that includes preparation of a draft budget, meeting to approve the draft budget, and consultation with participating municipalities affected by the draft budget as necessary to finalize the annual budget.
- County of Wellington Shared Services – The County of Wellington is the delivery agent for the County of Wellington and the City of Guelph under the *Ontario Works Act, 1997* and the service manager under the *Housing Services Act, 2011*. Costs are apportioned to the City in accordance with the legislation.

The 2025 LBSS budget was adopted through the 2024-2027 MYB in November 2023 with a net budget increase of \$9,058,176 and a 2025 property tax and payment in lieu of taxes levy increase requirement of \$7,825,865, or 2.41 per cent over 2024. In the presentation of the MYB, a portion of the LBSS impact was separated out into the Provincial housing and homelessness budget requirement (\$1,150,000). In alignment with the updated presentation of the 2025 budget update, this allocation has been included with the LBSS increase.

LBSS agencies were respectfully requested to bring forward a 2025 budget update no greater than the LBSS proportionate share of a four per cent increase over 2024, equivalent to a total 2025 property tax and payment in-lieu of taxes levy requirement of \$4,444,051 or 1.37 per cent over 2024.

The 2025 LBSS agencies budget update presented for Council confirmation represents a 2025 budget requirement, net of the proportionate share of assessment growth, totalling an increased net levy requirement over 2024 of \$10,192,159 or 3.14 per cent.

The City requested and has received correspondence from several LBSS agencies outlining the 2025 budget updates for their organizations, which are included in Attachment-1 through Attachment-5 of this report.

## **Financial Implications**

The financial implications of the budget are fully documented and presented in the 2025 Budget Confirmation materials.

## **Consultations and Engagement**

Jennifer Charles, General Manager/City Solicitor, Legal and Court Services, City of Guelph

Shaun Hewitt, Manager of Finance, Guelph Police Services

Dan Atkins, Chief Executive Officer, Guelph Public Library

Shauna Calder, Manager of Finance, County of Wellington

Brian Herman, Chief Financial Officer, Guelph-Wellington-Dufferin Public Health

Michelle Karker, Chief Executive Officer, The Elliott Community

Karen Armstrong, Deputy CAO and Secretary/Treasurer, Grand River Conservation Authority

Downtown Guelph Business Association

### **Attachments**

Attachment-1 Guelph Police Services

Attachment-2 Guelph Public Library

Attachment-3 Wellington-Dufferin-Guelph Public Health

Attachment-4 The Elliott Community

Attachment-5 Grand River Conservation Authority

### **Departmental Approval**

None.

### **Report Author**

Stephanie Devost, Senior Corporate Analyst Budget Strategy

### **This report was approved by:**

Shanna O'Dwyer

Acting General Manager Finance/City Treasurer

Office of the Chief Administrative Officer

519-822-1260 extension 2300

shanna.odwyer@guelph.ca

### **This report was recommended by:**

Tara Baker

Chief Administrative Officer

Office of the Chief Administrative Officer

519-822-1260 extension 2221

tara.baker@guelph.ca



## Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1

Telephone: (519) 824-1212 # 213 Fax: (519) 824-8360

TTY (519) 824-1466 Email: board@police.guelph.on.ca

December 12, 2024

Mayor Cam Guthrie  
Guelph City Hall  
1 Carden Street  
Guelph, ON N1H 3X1

Your Worship,

At its meeting on December 12, 2024, the Guelph Police Services Board passed the following motions with respect to the confirmation of its 2024 to 2027 Operating and Capital budgets:

**THAT** the Guelph Police Services Board confirms the 2024-2027 operating budget as submitted in Appendix D with net spending of \$67,222,764 in 2025, \$71,758,192 in 2026 and \$76,173,999 in 2027 noting the adjusted estimates reflect the increase of six sworn constables required to address crimes relating to Human Trafficking and Intimate Partner Violence;

**AND THAT** the Guelph Police Services Board amends the Capital Budget submitted at its September 19, 2024, meeting to increase the 2025 estimate by \$154,200 to include the capital costs associated with the additional six sworn constables required to address crimes relating to Human Trafficking and Intimate Partner Violence;

**FURTHER THAT** the Guelph Police Services Board confirms the 2024-2027 Capital Budget as approved on October 19, 2023, including amended amounts of \$6,584,900 for 2024, \$3,899,308 for 2025, \$4,434,300 for 2026 and \$6,547,100 for 2027 for the approved budget years;

**AND THAT** the Guelph Police Services Board confirms the 2028-2033 capital forecast including amended amounts of \$5,140,800 in 2028, \$4,508,100 in 2029, \$5,762,200 in 2030, \$4,056,700 in 2031, \$4,909,300 in 2032, and \$7,481,400 in 2033 for information and planning purposes;

**FURTHER THAT** the Board forward this information to the City of Guelph for their information and planning purposes.

**- CARRIED UNANIMOUSLY -**

Kindly distribute this information to members of City Council.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter McSherry', with a long horizontal flourish extending to the right.

**Peter McSherry, Chair**  
Guelph Police Services Board

cc. Tara Baker, CAO, City of Guelph  
Shanna O'Dwyer, Acting General Manager/City Treasurer, City of Guelph  
Gordon Cobey, Chief of Police, Guelph Police Service  
Shaun Hewitt, Finance Manager, Guelph Police Service





Dear Mayor and Council,

I am writing to present the [Guelph Public Library's operating budget for 2025](#) and provide an updated forecast for the 2026-2028 operating years. This budget underscores our continued commitment to delivering exceptional library services, building capacity in preparation for the new Central Library, and aligning with the City's "Future Ready" Strategic Plan for 2024-2028.

Libraries are the great community equalizer. This budget reflects our commitment to maintaining approved levels of service, ensuring residents continue to receive equitable access to quality services and programs they need regardless of what they can afford. In this space, we make a difference by meeting people where they are, particularly made-vulnerable community members.

The requested 2025 operating budget totals \$12,349,767, reflecting a 6.5 per cent reduction from the 2024 budget. This reduction is a result of an administrative adjustment of \$1,634,000 in debt funding moving from the Guelph Public Library budget to the City budget. This realignment does not increase the total Guelph tax levy. Additionally, all new Library Full-Time Equivalent (FTE) positions in the 2025 budget and 2026-2028 forecast will be phased in at 50 per cent. Finally, funding for the contract Project Manager (PM) position has been removed from the 2025 budget. Increased costs are primarily driven by our efforts to build capacity in preparation for the new Central Library, rising personnel expenditures due to staff expansion, and inflationary pressures. Additionally, rental increases at the Bullfrog Mall and East Side branches, along with rising costs for books and materials, have added to the financial demands. City-imposed charges for the West End Branch, Bookmobile, and library-wide insurance have also increased by 5.4 per cent.

A key driver in this budget is the adjustment to employee compensation, which reflects anticipated changes in the new collective agreement and necessary cost-of-living increases. These adjustments are essential to ensure competitive wages, promote staff retention, and maintain operational stability. Coupled with rising rental and materials costs, and higher City-imposed charges on branches and mobile services, these factors further contribute to the budgetary pressures.

Our staff are a large part of the work that we do. 25 years ago, you might have met a librarian at our front desk to ask for help finding a book. Today, that same librarian is also connecting made-vulnerable members of our community to much-needed services, facilitating access to technology to help get a job, earn a diploma or degree, or learn a new language.

Those librarians are now surrounded by a diverse set of colleagues. Some are trained Early Childhood Educators who deliver programming that inspires a love of early literacy and learning. Others facilitate safe spaces via clubs for teens to meet their peers and share their experiences. Some offer adults a space to connect with and find their communities, sometimes at vulnerable parts of their lives.

As we prepare for the 2026 opening of the new Central Library, the Library Board has approved an addition of 6.3 Full-Time Equivalent (FTE) positions that will increase our capacity for services and programs like these, totaling \$526,165. As the main library prepares to triple in size, gradually phasing in these positions will be critical to helping us move us into the next stage of this project which is animating the new space with programs and services that are critical to expanded service delivery from day one. In addition to expanding staff capacity, we will prioritize ongoing staff training and professional development to ensure our team is fully equipped to manage enhanced programming



The 2026-2028 operating budget forecast has been updated to align with the operational needs of the new Central Library, which includes funding for program staff, building maintenance, and utilities. This forecast is in line with the findings of the Baker District Operating Budget Impacts Report, presented to City Council in October 2023. The report outlines the anticipated net additional cost to operate the new library, which will total just under \$2.3 million. This amount will cover essential services such as program staff, building maintenance, security, and utilities, ensuring the new facility keeps pace with the growing needs of our community.

The library plays a vital role in supporting the well-being of Guelph's residents, providing a welcoming and inclusive space for learning, connection, and personal growth. Many of the challenges our municipality faces right now are being helped through programs and services at the Library, which foster lifelong learning, improve access to information, and promote social inclusion. By ensuring that the new Central Library has the necessary resources, we are further enhancing its ability to be a community hub that supports mental and social well-being, economic development, and cultural engagement.

We are also presenting a three-year operating budget forecast, with the majority of the projected increases driven by the operational needs of the new Central Library. The 2026 and 2027 budgets will continue to reflect the 2023 Library Board motion IC.9.23, which directed staff to implement a phased hiring plan as part of the multi-year budget process. This phased approach will ensure that we can meet the demands of the new library while being fiscally responsible.

We remain steadfast in our commitment to supporting the strategic goals of the City of Guelph, ensuring that library services are accessible, responsive, and aligned with the evolving needs of our diverse community. The new Central Library will not only serve as a physical space but also as a catalyst for social and cultural enrichment, contributing to the overall well-being of the city. We appreciate your consideration of our budget request and look forward to continuing our partnership in delivering exceptional library services that benefit all residents of Guelph.

**Dan Atkins, CEO**  
Guelph Public Library  
548-855-0391  
[datkins@guelphpl.ca](mailto:datkins@guelphpl.ca)





December 18, 2024

Cam Guthrie, Mayor  
**City of Guelph, City Hall**  
1 Carden Street  
Guelph, ON. N1H 3A1

Dear Mayor Guthrie:

**Re: 2025 Budget Confirmation Process**

Operating under the authority of the Health Protection and Promotion Act, the Board of Health for Wellington-Dufferin-Guelph Public Health approved the Agency's 2025 budget on November 6, 2024.

The approved 2025 budget levies a **2.9 %** increase (\$128,789) in total municipal funding for Public Health program services. According to current projections, the anticipated municipal levy increase for 2026 is also **2.9%**.

The Ministry of Health, as the Agency's primary funding source, has committed to **1%** funding growth once again in 2026, but has not been confirmed for 2027 and beyond.

Regrettably, funding continues to fall well below rising inflation, nor does it acknowledge the increased service demands faced by WDGPH in response to population growth. Population size remains one of the Agency's most significant service drivers.

Publicly available information regarding the 2025 Board of Health budget can be found in the November 6, 2024 minutes on our website, with a direct link to the approved report provided below:

- <https://wdgpublichealth.ca/sites/default/files/bh.04.oct0224.r09 - 2025 draft budget.pdf>

If you have any questions, please do not hesitate to contact me at (519) 822-2715 extension 4348, or by email at [Brian.Herman@wdgpublichealth.ca](mailto:Brian.Herman@wdgpublichealth.ca).

Sincerely,

Brian Herman, MBA, CPA, CA  
Chief Financial Officer/Corporate Director, Finance



Mayor Cam Guthrie  
Guelph City Hall  
1 Carden Street  
Guelph, ON N1H 3A1

Dear Mayor Guthrie,

RE: 2025 Budget Funding request

With this letter, we respectfully submit The Elliott Long-Term Care's 2025 Budget funding request. The Elliott LTC total request for 2025 is \$2,944,546, which includes \$2,078,455 of funding for operations and \$866,091 for capital. This is total decrease of \$225,455 over our 2024 budget. Our request is the same as the amount adopted for 2025 as part of our 2024-2027 Multi-Year Budget, and falls within the parameters required to achieve your Mayoral Direction.

Our public budget materials can be found at the following web link: <https://www.elliottcommunity.org/committee-meetings-agendas>

After coming on-line in November of this year, 2025 will be our first full year with an additional 29 LTC beds. We will be learning and adjusting to the human and budget impacts of operating an LTC facility with 114 beds during the year. As a result, we do not have updated information for 2026 nor 2027 at this time.

We look forward to highlighting, on January 22, 2025, how the City's contribution to our budget supports community well-being and our plans for 2025, during our presentation to Council. If you have any questions regarding our budget request, please contact Theresa Moisan at [tmoisan@elliottcommunity.org](mailto:tmoisan@elliottcommunity.org).

Thank you for your continued support.

Sincerely,

Michelle Karker  
CEO  
The Elliott Community

Cc: Peter Barrow, Board Chair



December 20, 2024

Stephen O'Brien, City Clerk  
City of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1

Dear Stephen O'Brien

**Re: 2025 Grand River Conservation Authority Municipal Apportionment and Budget Vote Meetings**

Please be advised that the General Membership Meeting of the Grand River Conservation Authority (GRCA) will be held on January 24, 2025, at 9:30 a.m., to consider approval of the 2025 Municipal Apportionment. In addition, the Annual General Meeting of the GRCA will be held on Friday, February 28, 2025, at 9:30 a.m., to consider approval of the 2025 Budget.

Attached is the most recent draft of the 2025 Budget, which was presented to the GRCA General Membership on October 22, 2024. Based on board direction to staff, this draft budget includes a Total Municipal Apportionment of \$13,757,000 which represents a 3.5% increase over 2024. The Municipal Apportionment, if approved, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as defined in Ontario Regulation 402/22: Budget and Apportionment.

The attached draft 2025 Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2025. Also included is a calculation of the 2025 Municipal Apportionment for participating municipalities. Should you have any questions concerning the draft Budget or the Municipal Apportionment, please contact the undersigned.

Yours truly,

A handwritten signature in black ink that reads "Karen Armstrong". The signature is written in a cursive, flowing style.

Karen Armstrong,  
Deputy CAO and Secretary-Treasurer

# Grand River Conservation Authority

**Report number:** GM-10-24-87

**Date:** October 25, 2024

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

**Subject:** Budget 2025 – Draft #1

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## Recommendation:

THAT Report Number 10-24-87 – Budget 2025 - Draft #1 be approved for consultation purposes, circulated to all participating municipalities, and posted to the GRCA website.

THAT staff be directed to forward correspondence regarding the Minister's direction to freeze planning and regulations user fees to the Minister of Natural Resources and Forestry.

## Summary:

This report summarizes the first draft of the 2025 Budget. The final budget for 2025 will be presented for approval at the February 28, 2025 Annual General Meeting. See Budget 2025 Timetable (Appendix A ) for additional details on budget timelines.

Budget 2025-Draft #1 reflects the continuation of programs and services delivered in 2024 and maintains breakeven results. Total draft expenditures for 2025 are \$37,907,688 (2024: \$36,902,214). Preliminary budget financial figures are outlined in Appendix G which includes the Statement of Operations and detailed Program and Services statements. The individual programs and services budgets have been categorized as Operating, Major Maintenance and Equipment, and Special projects.

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

- Municipal Apportionment
- Municipal Funding as per Memorandum of Understandings (MOUs)
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

Overall, the municipal funding request has been increased by 3.5% (or \$465,000) to \$13,757,000 in 2025. For a breakdown of municipal funding by Category 1, 2, and general operating expenses see Appendix C "Budget 2025 Municipal funding breakdown".

As required under *O.Reg.687/21 Transition Plans and Agreements for Programs and Services Under Section 21.2.2 of the Act*, the GRCA has developed an Inventory of Programs and Services based on the categories identified in the Regulation. These categories include: (1) Mandatory, (2) Municipally requested, (3) Other (Authority determines are advisable), and General Operating Expenses.

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

Appendix D "Summary of Municipal Apportionment" details the municipal apportionment and Memorandum of Understanding (MOU) funding requests by participating municipalities.

**TABLE A -BUDGET 2025 EXPENDITURES**

	<b>2025</b>	<b>2024</b>	<b>Increase/(decrease)</b>
<b><u>EXPENDITURES</u></b>			
Operating Expenses	\$30,904,688	\$30,098,214	\$806,474
Capital Expenses	\$6,053,000	\$4,674,000	\$1,379,000
Special Projects	\$950,000	\$2,130,000	(\$1,180,000)
<b>TOTAL</b>	<b>\$37,907,688</b>	<b>\$36,902,214</b>	<b>\$1,005,474</b>

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

**Report:**

**A. CONSERVATION AUTHORITIES ACT - NEW REGULATIONS Jan 1, 2024**

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

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

*O. Reg. 402/22* requirements came into force for the 2024 budget process. See Appendix A – Budget 2025 Timetable for timeline details. This regulation outlines Four Phases to the budget process

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

**B. OPERATING BUDGET**

In general, the 2025 budget assumes the same level of program and service delivery as provided in 2024. Any exceptions to specific program areas are included in the commentary below as applicable.

(a) Resource Planning

- Resource Planning fee revenue declined in 2024 and therefore this draft of the budget reduced revenue by \$70,000.
- Compensation and benefits costs reduced by \$70,000 to recognize vacancy, rate savings which have occurred historically.

(b) Residential Property Rental Program

- The Residential Property Rental Program is in the process of winding down. The budgeted 2025 revenue of \$115,000 assumes no decrease in occupancy during 2025.
- The budgeted net result for this program is a \$28,000 surplus.

(c) Outdoor Environmental Education

- Negotiations with school boards for 2024/25 contracts have been completed. The first draft of the budget assumes that 2024/25 school contracts will be extended for the 2025/26 school year. This draft does not include any community or day camp program delivery. Decisions regarding the future format and scope of the Outdoor Environmental Education program will be incorporated into future budget drafts as applicable.

(d) Conservation Areas

- Conservation Area 2025 budgeted revenue of \$11,200,000 is approximately \$1,000,000 less than projected revenue of \$12,200,000 for 2024.
- Operating expenses have been increased by \$500,000.
- Conservation Area program and services expenses have been expanded to include 100% of Manager of Conservation Area Operations, 50% of Luther Marsh operations, and 100% of hazard tree management in the Conservation Areas. The funding for these three additional components is being funded with surplus from other Category 3 programs. These expenses have been increased by \$34,000 (from \$510,000 to \$544,000)
- The Conservation Areas budget excludes any allocation for corporate services overhead expenses.
- The revenue and cost assumptions will be revisited once actuals for the full 2024 season are available. Any adjustments to operating revenue or expenses will be the transfer to/from the Conservation Areas Reserve.

(e) Investment Income

- Income increased \$100,000 due to higher interest being earned on cash balances.

(f) Section 39 Funding

- It is assumed that there will no cutbacks in the provincial Section 39 grant for the period April 1, 2025 to March 31, 2026 and therefore the Section 39 grant amount is anticipated to remain at \$449,688.

(g) Municipal Apportionment Funding

- The 2025 Budget includes \$12,705,000 of funding for Category 1 Mandatory Programs and General Operating Expenses along with \$1,052,000 for Category 2 MOU Programs for a total of \$13,757,000 which is a \$465,000 (or 3.5%) increase over the 2024 Apportionment of \$13,292,000.

(h) Surplus Assumption

- The draft budget assumes a \$100,000 surplus carry forward from 2024. If additional surplus is applicable, staff will recommend that it be incorporated in the final budget and primarily used for non-recurring expense demands (i.e. consulting, professional development, and other administrative costs).

(i) Transition Reserve (created in 2021)

- The purpose of the reserve is to fund expenditures related to the transitioning of the GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. As at December 31, 2023, the reserve balance is approximately \$2.6 million.
- The strategy for Budget 2025 draft #1 is to utilize the transition reserve to fund one staff position (\$100,000) and to fund the Outdoor Environmental Education program deficit (\$353,000).

(j) Compensation and Benefits and Staffing:

- The 2025 draft budget includes a 5% increase for compensation and benefits which allows for a general wage increase, grid steps within wage scales, market adjustments, and benefit cost increases. One finance position has been eliminated from the budget. One administrative position is being added to the budget.

(k) Source Protection Program

- The province has identified that this program is considered a Category 1 mandatory program that is required to be delivered by Conservation Authorities. The GRCA has a contract for the period April 1, 2024 to March 31, 2027 (3 years). The 2025 budget reflects spending requirements in accordance with the contract.

## C. CAPITAL & MAJOR MAINTENANCE BUDGET

(a) Major Maintenance Spending Water Control Structures

- The budget is set at \$3,000,000. Any increases in spending required can be funded with the Water Control Structures reserve and/or the Land Sale Proceeds reserve. Government funding included in budget 2025 relates to provincial Water and Erosion Control Infrastructure (WECI) funding which is subject to provincial approval of projects. Changes to this budget line will not impact the request for municipal funding. Any additional spending will be funded with WECI funding or reserves.

(b) Capital Spending Conservation Areas

- The budget is set at \$2,000,000. This spending is budgeted to be funded with \$1,500,000 of fee revenue and \$500,000 from the conservation area reserve. Future budget drafts will be revised as capital projects are prioritized. Any increases in budgeted spending will be facilitated by either increased revenue or use of the conservation area reserve. Any decrease in budgeted expenses would be offset by a transfer to the conservation reserve.

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

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

(d) Information Systems and Motor Pool

- Costs of \$429,000 for Information Systems and \$324,000 for Motor Pool represent the costs not funded through internal cost allocations to programs and services and are funded through the IS reserve and MP reserve respectively. See Appendix G 'P&S #16 - Supplemental Information – IS and MP' for detailed expense information.

## D. SPECIAL PROJECTS

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

(b) This draft of the budget only includes items that are known or highly likely to be undertaken and a cost can be estimated. At present, the budget includes \$950,000 in spending. By the time the 2025 budget is finalized, special project spending, along with matching revenue, is expected to increase as projects are approved and carryover amounts are confirmed.

(c) The \$950,000 in special projects included in this draft budget are:

- \$800,000 Rural Water Quality Capital Grants
- \$45,000 Brant/Brantford Children's Water Festival
- \$35,000 Mill Creek Rangers Project
- \$70,000 Species at Risk

(d) New Guelph Lake Nature Centre Building

This project is anticipated to be completed by end of 2024. The final budget draft may incorporate costs if the project is not completed. Funding will be provided by donations and may potentially require the use of GRCA reserves.

**E. RESERVES**

For 2025, reserves are budgeted to decrease by \$826,500. Significant budgeted drawdowns to reserves include: \$750,000 for Water Control Major Maintenance projects, \$500,000 for Conservation Area capital projects, \$353,000 to fund the Environmental Education deficit, \$270,000 to fund two staff positions, \$429,000 for Information Systems, and \$324,000 for Motor Pool. See Appendix E 'Summary of Reserves' for details of reserve movements budgeted for 2025. Interest income of \$2,050,000 is expected to be transferred into reserves. The use of reserves is integral to GRCA operations. The GRCA sets aside certain funds to reserves (i.e. Land Sale Proceeds, Hydro Revenue, Interest Earned on Reserves) in order to be able to draw upon these reserves at a later date in accordance with either legislative mandates and/or board-approved use. The Programs & Services Inventory expenditures includes \$66,500 in transfer of Hydro revenue to the capital reserve (Appendix B).

Reserves can be viewed as:

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

A detailed report on reserves will be presented at the November 22, 2024 meeting.

**F. CATEGORY 2 – WATERSHED SERVICES**

The programs and services included under watershed services are:

- Subwatershed Studies
- Conservation Services
- Water Quality
- Water Quality - Wastewater Optimization Program
- Water Quality - Groundwater Resources
- Watershed Sciences and Collaborative Planning

See Appendix F 'Budget 2025 Category 2 - Watershed Services Program Breakdown'

All participating municipalities entered into a Memorandum of Agreement with the GRCA to provide the above listed services.

**G. MUNICIPAL APPORTIONMENT**

Where municipal funding is applicable, namely, Category 1, 2, and General Operating Expenses, the methodology of apportionment used is Modified Current Value Assessment (MCVA) on the basis that there is a watershed benefit for all participating municipalities from the programs and services. See Appendix D 'Budget 2025 Summary of Municipal Apportionment' for details.

The methodology for calculating the MCVA and distributing apportionment is outlined *in O. Reg. 402/22 Section (7)*. Five-year agreements with participating municipalities for Category



2 programs and services outline that net costs be allocated same as Category 1, namely, the MCVA method.

#### **OTHER MAJOR ASSUMPTIONS**

- (a) Cottage Lot Rental Program revenue increased by 2.0%.
- (b) Total Insurance expense increased by 5% or \$35,000 to reflect 2024 rate increases and projected 2025 rate increases.
- (c) Total Property Tax expense increased 3% or \$15,000.
- (d) Administrative expense related to computer charge-out rates increased 7% or \$100,000
- (e) Other Operating expenses increased between 0% and 3% as applicable.
- (f) Motor Pool charge-out rates held constant.

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

- (a) Year 2024 Carry forward Adjustments  
2024 Surplus carry forward - this draft of the 2025 Budget assumes a \$100,000 surplus carryover from year 2024. The actual "2024 Net Surplus" will be incorporated into the 2025 budget.
- (b) 2024 Special Projects carry forward  
Any projects commenced in year 2024 and not completed by December 31, 2024 will be carried forward and added to Budget 2025 (i.e. both the funding and the expense will be added to Budget 2025 and therefore these adjustments will have no impact on the breakeven net result).
- (c) Water Control Structures Major Maintenance Expenditures  
A final determination of the amount of spending to be added to the Budget 2025 (i.e. unspent amounts from 2024, new projects) will be made, including use of reserves for 2025 projects. Any decisions to increase spending should not impact the general municipal apportionment request but would be funded with reserves, WECl funding, and/or new funding sources, as applicable.
- (d) Conservation Area Revenue and Expenses  
Final revenue, operating, and capital expense figures are to be determined following the year-end actuals review.
- (e) Outdoor Environmental Education  
Final revenue and operating expense figures are to be determined following further information on program delivery developments.

The following are attached:

- Appendix A: Budget 2025 Timetable
- Appendix B: Budget 2025 Program and Services Inventory
- Appendix C: Budget 2025 Municipal Funding Breakdown
- Appendix D: Budget 2025 Summary of Municipal Apportionment
- Appendix E: Budget 2025 Summary of Reserves
- Appendix F: Budget 2025 Category 2 - Watershed Services Program breakdown
- Appendix G: Statement of Operations & Detailed Programs and Services Statements

## **Financial Implications:**

Budgeted spending for 2025 is \$37,857,688 (2024: \$36,902,214) before transfer of \$66,500 to reserves. This first draft of the budget includes a municipal apportionment (levy) increase of \$465,000 (or 3.5%).

The main budgetary challenges faced by the GRCA are:

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

## **Other Department Considerations:**

None

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### **Approved by:**

Samantha Lawson  
Chief Administrative Officer

# Budget 2025 Timetable

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

Grand River Conservation Authority

**PROGRAMS AND SERVICES INVENTORY**  
**BUDGET 2025**

Programs & Services Inventory		TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOA FUNDING	MUNICIPAL-OTHER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs & Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Management	1,028,100	915,600			37,500	75,000		1,028,100	-
	FFW & Flood Plain Mapping	1,291,000	1,101,662			164,338	25,000		1,291,000	-
	Water Control Structures	5,490,700	2,785,350			1,735,350	970,000		5,490,700	-
	Resource Planning	2,747,600	1,823,600		924,000				2,747,600	0
	Conservation Lands Management	2,981,900	2,739,900		42,000		200,000		2,981,900	0
	Source Protection Planning	780,000	-			780,000			780,000	-
	<b>Total Category 1</b>	<b>14,319,300</b>	<b>9,366,112</b>		<b>966,000</b>	<b>2,717,188</b>	<b>1,270,000</b>	<b>-</b>	<b>14,319,300</b>	<b>0</b>
		65%	0%	7%	19%	9%	0%	100%		
General Operating	<b>General Operating Expenses (note 5)</b>	<b>4,668,688</b>	<b>3,338,888</b>		<b>350,000</b>		<b>818,000</b>	<b>161,800</b>	<b>4,668,688</b>	<b>-</b>
		72%	0%	7%	0%	18%	3%	100%		
CATEGORY 2	<b>CATEGORY 2 Watershed Services</b>	<b>1,973,000</b>	<b>1,052,000</b>	<b>850,000</b>	<b>-</b>	<b>70,000</b>	<b>1,000</b>	<b>-</b>	<b>1,973,000</b>	<b>-</b>
		53%	43%	0%	0%	4%	0%	0%	100%	
CATEGORY 3	Burford Tree Nursery & Planting Services	1,012,400			680,000			332,400	1,012,400	-
	Conservation Services (Special Projects)	166,200		10,000	35,000	65,000		56,200	166,200	-
	Outdoor Environmental Education	953,000			600,000		353,000	-	953,000	-
	Property Rentals	1,109,700			3,130,000			(2,020,300)	1,109,700	-
	Hydro Production	162,000			530,000			(368,000)	162,000	-
	Conservation Areas	12,316,000			11,271,000		501,000	544,000	12,316,000	-
	Administrative Support (note 6)	1,293,900						1,293,900	1,293,900	-
<b>Total Category 3</b>	<b>17,013,200</b>	<b>-</b>	<b>10,000</b>	<b>16,246,000</b>	<b>65,000</b>	<b>854,000</b>	<b>(161,800)</b>	<b>17,013,200</b>	<b>-</b>	
		0%	0%	95%	0%	5%	-1%	100%		
<b>TOTAL Programs &amp; Services</b>		<b>37,974,188</b>	<b>13,757,000</b>	<b>860,000</b>	<b>17,562,000</b>	<b>2,852,188</b>	<b>2,943,000</b>	<b>-</b>	<b>37,974,188</b>	<b>0</b>
		36%	2%	46%	8%	8%	0%	100%		

NOTE 1, NOTE 4

NOTE 2

NOTE 3

**COMMENTARY:**

- NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 36% by the combined total of mandatory municipal apportionment and Category 2 MOA municipal funding.
- NOTE 2 Almost 50% of total expenses is funded with self-generated revenue.
- NOTE 3 Category 3 'Property Rentals' and 'Hydro Production' generate a surplus which is allocated to Category 3 programs and General Operating expenses to achieve breakeven results for each P&S.
- NOTE 4 In 2024 Municipal funding totalled \$13,292,000. Therefore Municipal funding is increasing by \$465,000 (or 3.5%) to \$13,757,000 in 2025 compared to 2024.
- NOTE 5 **General Operating Expenses** include administrative expenses related to Office of the CAO, communications, capital support, finance, payroll, human resources, Health and Safety, head Office facility, and other administrative expenses that support the provision of programs and services.
- NOTE 6 **Administrative Support** includes administrative expenses related to finance, communications, capital support and other administrative expenses that support category 3 programs and services.

Grand River Conservation Authority

**MUNICIPAL FUNDING BREAKDOWN (note 1)**  
**BUDGET 2025**

	2024 Municipal Apportionment	2025 Municipal Apportionment
CATEGORY 1 - Mandatory General Operating Expenses	8,964,112	9,366,112
CATEGORY 2 - Municipally Requested MOU's	1,017,000	1,052,000
	<b>13,292,000</b>	<b>13,757,000</b>
	<i>dollar Increase</i>	465,000
	<i>percentage Increase</i>	3.5%

**Note 1**

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

**Grand River Conservation Authority  
Summary of Municipal Apportionment - 2025 Budget**

*DRAFT - October 25, 2024*

	% CVA in Watershed	2024 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2025 Budget General Operating Expenses*	2025 Budget Category 1 Operating Expenses*	2025 Budget Category 2 Operating Expenses*	2025 Budget Total Apportionment	2024 Actual Total Apportionment	% Change
Brant County	82.9%	7,956,819,370	6,596,203,258	3.03%	101,217	283,929	31,891	417,037	395,639	5.4%
Brantford C	100.0%	16,110,222,385	16,110,222,385	7.40%	247,206	693,453	77,888	1,018,547	987,407	3.2%
Amaranth Twp	82.0%	858,651,370	704,094,123	0.32%	10,804	30,307	3,404	44,515	42,773	4.1%
East Garafraxa Twp	80.0%	698,985,395	559,188,316	0.26%	8,581	24,070	2,704	35,355	32,895	7.5%
Town of Grand Valley	100.0%	637,941,807	637,941,807	0.29%	9,789	27,460	3,084	40,333	39,251	2.8%
Melancthon Twp	56.0%	636,708,237	356,556,612	0.16%	5,471	15,348	1,724	22,543	21,692	3.9%
Southgate Twp	6.0%	1,226,384,688	73,583,081	0.03%	1,129	3,167	356	4,652	4,386	6.1%
Haldimand County	41.0%	7,744,135,997	3,175,095,759	1.46%	48,721	136,670	15,351	200,742	192,819	4.1%
Norfolk County	5.0%	9,992,562,732	499,628,137	0.23%	7,667	21,506	2,416	31,589	30,988	1.9%
Halton Region	10.6%	50,597,805,213	5,374,240,578	2.47%	82,466	231,330	25,983	339,779	325,623	4.3%
Hamilton City	26.8%	99,914,929,873	26,727,243,741	12.28%	410,121	1,150,455	129,219	1,689,795	1,639,233	3.1%
Oxford County	35.9%	4,736,170,991	1,700,479,619	0.78%	26,093	73,196	8,221	107,510	105,841	1.6%
North Perth T	2.0%	2,555,744,512	51,114,890	0.02%	784	2,200	247	3,231	3,115	3.7%
Perth East Twp	40.0%	2,138,784,312	855,513,725	0.39%	13,128	36,825	4,136	54,089	52,608	2.8%
Region of Waterloo	100.0%	110,087,538,563	110,087,538,563	50.59%	1,689,258	4,738,637	532,243	6,960,138	6,710,728	3.7%
Centre Wellington Twp	100.0%	5,678,028,668	5,678,028,668	2.61%	87,128	244,407	27,452	358,987	344,247	4.3%
Erin T	49.0%	2,665,324,254	1,306,008,884	0.60%	20,040	56,216	6,314	82,570	80,462	2.6%
Guelph C	100.0%	29,061,812,848	29,061,812,848	13.36%	445,944	1,250,945	140,506	1,837,395	1,788,751	2.7%
Guelph Eramosa Twp	100.0%	3,023,807,383	3,023,807,383	1.39%	46,399	130,158	14,619	191,176	186,515	2.5%
Mapleton Twp	95.0%	1,950,508,544	1,852,983,117	0.85%	28,433	79,760	8,959	117,152	114,764	2.1%
Wellington North Twp	51.0%	1,881,548,776	959,589,876	0.44%	14,725	41,305	4,639	60,669	58,619	3.5%
Puslinch Twp	75.0%	2,935,530,680	2,201,648,010	1.01%	33,784	94,768	10,644	139,196	133,644	4.2%
<b>Total</b>		<b>363,089,946,596</b>	<b>217,592,523,382</b>	<b>100.00%</b>	<b>3,338,888</b>	<b>9,366,112</b>	<b>1,052,000</b>	<b>13,757,000</b>	<b>13,292,000</b>	<b>3.5%</b>

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

Grand River Conservation Authority

**BUDGET 2025 - SUMMARY of RESERVES**

General Meeting - October 25, 2024

	BUDGET 2024	"NET CHANGE" INCREASE/(DECREASE) 2024 VS 2025	DETAILS OF "NET CHANGE" BUDGET 2025			BUDGET 2025
			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	291,417	10,000	10,000			301,417
Building & Mechanical Equipment	1,393,443	50,000	50,000			1,443,443
Small Office Equipment	0	0	0			0
Personnel	1,279,167	(20,000)	45,000		(65,000) OUT- Vacation Accrual, Wages	1,259,167
Transition	2,320,308	(353,000)	100,000		(453,000) OUT-\$100K Staff Position, \$353,000 Environmental Education	1,967,308
Forestry	1,586,205	50,000	50,000			1,636,205
Information Systems and Technology	976,899	(384,000)	45,000	1,532,000	(1,961,000) IN-Chargebacks; OUT-Operating/Capital costs	592,899
Cottage Operations	1,321,831	50,000	50,000			1,371,831
Grand River Watershed Management Plan	123,589	5,000	5,000			128,589
Planning Enforcement	567,652	20,000	20,000			587,652
Property Rental Expenses	820,090	35,000	35,000			855,090
Watershed Restoration	345,225	10,000	10,000			355,225
Master Planning	462,298	20,000	20,000			482,298
Water Management Operating NEW-2022	1,078,942	(130,000)	40,000		(170,000)	948,942
Motor Pool Equipment	1,315,460	(264,000)	60,000	1,400,000	(1,724,000) IN-Chargebacks;OUT-Operating/Capital costs	1,051,460
Motor Pool Insurance	99,821	4,000	4,000			103,821
<b>Capital Reserves (designated)</b>						
Water Control Structures	3,136,063	80,000	130,000		(50,000) OUT-Water Control Structures major repairs	3,216,063
Cambridge Desiltation Pond	3,967	(1,000)	0		(1,000) OUT-Cambridge Desiltation Pond costs	2,967
Completion of Capital Projects	162,000	0				162,000
Conservation Areas-Stabilization/Capital	8,291,029	(180,000)	320,000		(500,000) OUT-Cons Area Capital costs	8,111,029
Gauges	950,910	(60,000)	40,000		(100,000) OUT-Gauge costs	890,910
<b>Capital Reserves (undesignated)</b>						
General Capital Reserve	1,609,071	116,500	50,000	66,500	IN-Hydro Generation Revenue	1,725,571
<b>Total Type A: GRCA Controlled</b>	<b>28,135,387</b>	<b>(941,500)</b>	<b>1,084,000</b>	<b>2,998,500</b>	<b>(5,024,000)</b>	<b>27,193,887</b>
<b>Type B: Reserves with Outside Control/Interest</b>						
<b>With MNRF Interest (Capital Reserves)</b>						
Gravel	279,315	9,000	10,000		(1,000) OUT-Gravel Pit License	288,315
Land Sale Proceeds Reserve	23,618,711	90,000	940,000		(850,000) OUT-\$100K Demolition costs, \$750K Water Control Structure Projects	23,708,711
<b>With School Board Interest (Operating Reserves)</b>						
App's Nature Centre	79,501	3,000	3,000			82,501
Laurel Creek Nature Centre	121,762	5,000	5,000			126,762
Guelph Lake Nature Centre	149,181	4,000	4,000			153,181
Taquanyah Nature Centre	24,102	1,000	1,000			25,102
Shade's Mills Nature Centre	84,014	3,000	3,000			87,014
<b>Total Type B: Outside Control/Interest</b>	<b>24,356,586</b>	<b>115,000</b>	<b>966,000</b>	<b>0</b>	<b>(851,000)</b>	<b>24,471,586</b>
<b>TOTAL</b>	<b>\$52,491,973</b>	<b>(826,500)</b>	<b>\$2,050,000</b>	<b>\$2,998,500</b>	<b>(\$5,875,000)</b>	<b>\$51,665,473</b>

Grand River Conservation Authority

**CATEGORY 2 - WATERSHED SERVICES PROGRAM BREAKDOWN**  
**BUDGET 2025**

Programs & Services	Cost	Offsetting Funding	NET COST	Description of Offsetting Funding
Sub-watershed Services	\$ 291,000	\$ (50,000)	\$ 241,000	Municipal Funding
Conservation Services	\$ 1,435,000	\$ (870,000)	\$ 565,000	Municipal & Federal Funding
Water Quality	\$ 151,000	\$ (1,000)	\$ 150,000	Reserves
Water Quality - Waste Water Optimization Program	\$ 87,600	\$ -	\$ 87,600	
Water Quality - Groundwater Resources	\$ 8,400	\$ -	\$ 8,400	
Watershed Sciences & Collaborative Planning *				
<b>TOTAL</b>	<b>\$ 1,973,000</b>	<b>\$ (921,000)</b>	<b>\$ 1,052,000</b>	

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



**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2025**

**Appendix G**

	<b>New Regulations Category</b>	<b>P&amp;S Ref #</b>	<b>NEW REGS Budget 2023 (draft Oct)</b>	<b>NEW REGS Budget 2024</b>	<b>NEW REGS Budget 2025</b>
<b><u>REVENUE</u></b>					
<b><u>Municipal</u></b>					
Municipal Apportionment	Category 1	various	11,976,000	12,275,000	12,705,000
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000	1,052,000
Other	Category 2 & 3	8	850,000	940,000	860,000
			<b>13,818,000</b>	<b>14,232,000</b>	<b>14,617,000</b>
<b><u>Government Grants</u></b>					
MNRF Transfer Payments	Category 1	various	449,688	449,688	449,688
Source Protection Program-Provincial	Category 1	various	640,000	834,000	780,000
Other Provincial	Category 1	various	737,500	737,500	1,487,500
Other Provincial	Category 2	8	0	130,000	0
Other Provincial	Category 3	10	30,000	100,000	65,000
Federal	Category 1 & 2	various	40,000	155,000	70,000
			<b>1,897,188</b>	<b>2,406,188</b>	<b>2,852,188</b>
<b><u>Self Generated</u></b>					
<b>User Fees and Sales</b>					
<i>Resource Planning</i>	Category 1	4	1,144,000	994,000	924,000
<i>Burford Operations &amp; Planting Services</i>	Category 3	9	580,000	680,000	680,000
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000	71,000
<i>Conservation Lands Income</i>	Category 1	5	15,000	15,000	15,000
<i>Conservation Areas User Fees</i>	Category 3	14	10,000,000	10,700,000	11,200,000
<i>Environmental Education</i>	Category 3	11	500,000	600,000	600,000
Property Rentals	Category 3	12	2,981,000	3,038,000	3,130,000
Hydro Generation	Category 3	13	580,000	580,000	530,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	662,000	62,000
Investment Income	General Operating	7	1,350,000	2,200,000	2,300,000
<b>Total Self-Generated Revenue</b>			<b>17,248,000</b>	<b>19,540,000</b>	<b>19,512,000</b>
<b>TOTAL REVENUE</b>			<b>32,963,188</b>	<b>36,178,188</b>	<b>36,981,188</b>

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2025**

**Appendix G**

	<b>New Regulations Category</b>	<b>P&amp;S Ref #</b>	<b>NEW REGS Budget 2023 (draft Oct)</b>	<b>NEW REGS Budget 2024</b>	<b>NEW REGS Budget 2025</b>
<b><u>EXPENSES</u></b>					
<b>OPERATING</b>					
Watershed Management	Category 1	1	1,276,000	1,146,100	918,100
Flood Forecasting and Warning	Category 1	2	895,000	911,000	1,101,000
Water Control Structures	Category 1	3	2,143,200	2,128,700	2,490,700
Resource Planning	Category 1	4	2,551,800	2,679,600	2,747,600
Conservation Lands Management	Category 1	5	2,954,600	2,871,900	2,981,900
Source Protection Program	Category 1	6	640,000	834,000	780,000
General Operating Expenses	General Operating	7	3,495,788	4,267,714	3,915,688
Watershed Services	Category 2	8	1,043,000	1,068,000	1,103,000
Burford Operations & Planting Services	Category 3	9	867,300	992,900	1,012,400
Conservation Services	Category 3	10	81,200	82,200	86,200
Environmental Education	Category 3	11	775,100	912,000	953,000
Property Rentals	Category 3	12	1,095,200	1,109,200	1,109,700
Hydro Production	Category 3	13	95,500	95,500	95,500
Conservation Areas	Category 3	14	9,037,000	9,782,000	10,316,000
Administrative Support	Category 3	15	1,198,000	1,217,400	1,293,900
<b>Total OPERATING Expenses</b>			<b>28,148,688</b>	<b>30,098,214</b>	<b>30,904,688</b>
<b>MAJOR MAINTENANCE &amp; EQUIPMENT Expenses</b>					
Watershed Management	Category 1	1	110,000	110,000	110,000
Flood Forecasting and Warning	Category 1	2	190,000	190,000	190,000
Water Control Structures	Category 1	3	1,500,000	1,500,000	3,000,000
Conservation Areas	Category 3	13	2,000,000	2,000,000	2,000,000
Information Systems	General Operating	16	290,000	459,000	429,000
Motor Pool	General Operating	16	14,000	415,000	324,000
<b>Total Capital Expenses</b>			<b>4,104,000</b>	<b>4,674,000</b>	<b>6,053,000</b>
<b>SPECIAL</b>					
Flood Forecasting and Warning	Category 1	2	0	250,000	0
Resource Planning	Category 1	4	0	0	0
Conservation Lands	Category 1	5	0	100,000	0
Watershed Services	Category 2	8	800,000	1,095,000	870,000
Conservation Services	Category 3	10	40,000	185,000	80,000
Environmental Education	Category 3	11	0	500,000	0
<b>Total SPECIAL PROJECTS Expenses</b>			<b>840,000</b>	<b>2,130,000</b>	<b>950,000</b>
<b>Total Expenses</b>			<b>33,092,688</b>	<b>36,902,214</b>	<b>37,907,688</b>
<b>Gross Surplus</b>			<b>(129,500)</b>	<b>(724,026)</b>	<b>(926,500)</b>
<b>Prior Year Surplus Carryforward</b>			<b>100,000</b>	<b>537,526</b>	<b>100,000</b>
<b>Net Funding FROM/(TO) Reserves</b>			<b>29,500</b>	<b>186,500</b>	<b>826,500</b>
<b>NET SURPLUS</b>			<b>0</b>	<b>0</b>	<b>0</b>

	NEW REGS Budget 2023	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
(draft Oct version)				

INCR/(DECR)

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

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,013,900	884,000	688,000	(196,000)
Administration Expenses	197,000	197,000	165,000	(32,000)
Other Operating Expenses	65,100	65,100	65,100	-
<b>Total OPERATING Expenditures</b>	<b>1,276,000</b>	<b>1,146,100</b>	<b>918,100</b>	
Instrumentation	60,000	60,000	60,000	-
Water Quality Monitoring Equipment	50,000	50,000	50,000	-
<b>Total CAPITAL Expenditures</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,386,000</b>	<b>1,256,100</b>	<b>1,028,100</b>	<b>(228,000)</b>
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**Funding**

(INCR)/DECR

**Municipal**

Municipal Apportionment (levy)	1,273,500	1,143,600	915,600	228,000
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**Government Grants**

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

Gauges	75,000	75,000	75,000	-
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<b>TOTAL FUNDING</b>	<b>1,386,000</b>	<b>1,256,100</b>	<b>1,028,100</b>	<b>228,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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GRAND RIVER CONSERVATION AUTHORITY  
**P&S #2 - Flood Forecasting and Warning**  
 BUDGET 2025

	NEW REGS Budget 2023	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
(draft Oct version)				
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation and Benefits	551,000	567,000	737,000	170,000
Administration Expenses	236,000	236,000	256,000	20,000
Other Operating Expenses	108,000	108,000	108,000	-
<b>Total OPERATING Expenditures</b>	<b>895,000</b>	<b>911,000</b>	<b>1,101,000</b>	
Hardware	88,000	88,000	88,000	-
Stream Gauges	102,000	102,000	102,000	-
<b>Total CAPITAL Expenditures</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	
Floodplain Mapping Projects		250,000		(250,000)
<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,085,000</b>	<b>1,351,000</b>	<b>1,291,000</b>	<b>(60,000)</b>
<b>Funding</b>				
				(INCR)DECR
<b>Municipal</b>				
Municipal Apportionment (levy)	835,662	911,662	1,101,662	(190,000)
<b>Government Grants</b>				
MNRF Transfer Payments	164,338	164,338	164,338	0
<b>Funding From Reserves</b>				
Floodplain Mapping Projects & Gauges	25,000	275,000	25,000	250,000
Water Management Operating	60,000	0	0	0
<b>TOTAL REVENUE</b>	<b>1,085,000</b>	<b>1,351,000</b>	<b>1,291,000</b>	<b>60,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #3 - Water Control Structures**  
 BUDGET 2025

	NEW REGS Budget 2023	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
(draft Oct version)				
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	1,399,500	1,441,000	1,770,000	329,000
Administration Expenses	29,200	29,200	49,200	20,000
Insurance	199,000	143,000	151,000	8,000
Property Taxes	170,700	170,700	175,700	5,000
Other Operating Expenses	344,800	344,800	344,800	-
<b>Total OPERATING Expenditures</b>	<b>2,143,200</b>	<b>2,128,700</b>	<b>2,490,700</b>	
<b>Total CAPITAL Expenditures</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>3,000,000</b>	1,500,000
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>	<b>5,490,700</b>	<b>1,862,000</b>
<b><u>Funding</u></b>				
				(INCR)/DECR
<b>Municipal</b>				
Municipal Apportionment (levy)	2,537,850	2,593,350	2,785,350	(192,000)
<b>Government Grants</b>				
MNRF Transfer Payments	285,350	285,350	285,350	0
Provincial	700,000	700,000	1,450,000	(750,000)
<b>Funding From Reserves</b>				
Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000	970,000	(920,000)
<b>TOTAL REVENUE AND FUNDING FROM RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>	<b>5,490,700</b>	<b>(1,862,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #4 - Resource Planning**  
 BUDGET 2025

	NEW REGS Budget 2023	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				
	(draft Oct version)			INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	2,275,200	2,403,000	2,435,000	32,000
Administration Expenses	221,900	221,900	257,900	36,000
Other Operating Expenses	54,700	54,700	54,700	-
<b>Total OPERATING Expenditures</b>	<b>2,551,800</b>	<b>2,679,600</b>	<b>2,747,600</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,551,800</b>	<b>2,679,600</b>	<b>2,747,600</b>	<b>68,000</b>
<b><u>Funding</u></b>				
				(INCR)/DECR
<b>Municipal</b>				
Municipal Apportionment (levy)	1,362,800	1,685,600	1,823,600	(138,000)
<b>Self Generated</b>				
Solicitor Enquiry Fees	90,000	80,000	70,000	10,000
Permit Fees	500,000	470,000	410,000	60,000
Plan Review Fees	554,000	444,000	444,000	0
<b>Funding from Reserves</b>				
Water Management Operating Reserve	45,000	-	-	0
<b>TOTAL REVENUE</b>	<b>2,551,800</b>	<b>2,679,600</b>	<b>2,747,600</b>	<b>(68,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #5 - Conservation Lands Management**  
 BUDGET 2025

	NEW REGS Budget 2023  (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation and Benefits	1,789,700	1,813,000	1,921,000	108,000
Administration Expenses	165,100	165,100	153,100	(12,000)
Insurance	201,000	60,000	65,000	5,000
Property Taxes	285,200	305,200	314,200	9,000
Other Operating Expenses	513,600	528,600	528,600	-
<b>Total OPERATING Expenditures</b>	<b>2,954,600</b>	<b>2,871,900</b>	<b>2,981,900</b>	
<b>Total CAPITAL Expenditures</b>				
Ecological Restoration		100,000		(100,000)
<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	
Forestry/Master Plans/Transition	0	0	0	
Land Sale Proceeds	0	0	0	
<b>Total FUNDING to RESERVES</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,954,600</b>	<b>2,971,900</b>	<b>2,981,900</b>	<b>10,000</b>
<b>Funding</b>				
				(INCR)/DECR
<b>Municipal</b>				
Municipal Apportionment (levy)	2,712,600	2,629,900	2,739,900	(110,000)
<b>Self Generated</b>				
Timber Sales	15,000	15,000	15,000	0
Donations - Foundation	27,000	127,000	27,000	100,000
<b>Funding From Reserves</b>				
Land (Demolitions)	100,000	100,000	100,000	0
Transition Reserve (Staffing)	100,000	100,000	100,000	0
<b>TOTAL REVENUE</b>	<b>2,954,600</b>	<b>2,971,900</b>	<b>2,981,900</b>	<b>(10,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #6 - Source Protection Program**  
 BUDGET 2025

	NEW REGS Budget 2023	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
(draft Oct version)				
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures</b>				
Compensation and Benefits	490,000	490,000	615,000	125,000
Administration Expenses	50,000	50,000	45,000	(5,000)
Other Operating Expenses	90,000	90,000	50,000	(40,000)
Water Budget - Technical Studies	10,000	204,000	70,000	(134,000)
<b>TOTAL EXPENDITURES</b>	<b>640,000</b>	<b>834,000</b>	<b>780,000</b>	<b>(54,000)</b>
<b>Funding</b>				(INCR)/DECR
<b>Government Grants</b>				
Provincial	640,000	834,000	780,000	54,000
<b>TOTAL FUNDING</b>	<b>640,000</b>	<b>834,000</b>	<b>780,000</b>	<b>54,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



GRAND RIVER CONSERVATION AUTHORITY  
**P&S #7 General Operating Expense**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
How much does it cost, and who pays for it?				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation and Benefits	2,327,500	2,441,000	2,490,000	49,000
Administration Expenses	370,000	460,000	393,000	(67,000)
Insurance	63,500	334,500	298,000	(36,500)
Other Operating Expenses	804,788	1,102,214	804,688	(297,526)
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)	(70,000)	-
<b>Total OPERATING Expenditures</b>	<b>3,495,788</b>	<b>4,267,714</b>	<b>3,915,688</b>	
Interest Income	1,250,000	2,050,000	2,050,000	-
<b>Total FUNDING to RESERVES</b>	<b>1,250,000</b>	<b>2,050,000</b>	<b>2,050,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>4,745,788</b>	<b>6,317,714</b>	<b>5,965,688</b>	<b>(352,026)</b>
<b>Funding</b>			<b>4,165,688</b>	(INCR)/DECR
<b>Municipal</b>				
Municipal Apportionment (levy)	3,253,588	3,310,888	3,338,888	(28,000)
<b>Self Generated</b>				
Investment Income	1,350,000	2,200,000	2,300,000	(100,000)
Personnel	65,000	65,000	65,000	0
<b>TOTAL REVENUE</b>	<b>4,668,588</b>	<b>5,575,888</b>	<b>5,703,888</b>	<b>(128,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>(77,200)</b>	<b>(741,826)</b>	<b>(261,800)</b>	<b>(480,026)</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #8 - Watershed Services - CAT 2**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation and Benefits	825,100	850,000	885,000	35,000
Administration Expenses	117,900	118,000	118,000	-
Other Operating Expenses	100,000	100,000	100,000	-
<b>Total OPERATING Expenditures</b>	<b>1,043,000</b>	<b>1,068,000</b>	<b>1,103,000</b>	
RWQP Grants	800,000	800,000	800,000	-
Waste Water Optimization Project		130,000		(130,000)
Species at Risk			70,000	
Nature Smart Climate Solutions		85,000		(85,000)
Upper Blair Subwatershed Study		80,000		(80,000)
<b>Total SPECIAL PROJECT Expenditures</b>	<b>800,000</b>	<b>1,095,000</b>	<b>870,000</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,843,000</b>	<b>2,163,000</b>	<b>1,973,000</b>	<b>(260,000)</b>
<b>Funding</b>				
				(INCR)/DECR
<b>Municipal</b>				
Memorandums of Understanding Apportionment	992,000	1,017,000	1,052,000	(35,000)
Municipal Other	850,000	930,000	850,000	80,000
<b>Government Grants</b>				
Other Provincial	0	130,000	0	130,000
Federal	0	85,000	70,000	15,000
<b>Funding From Reserves</b>				
Cambridge Desiltation Pond	1,000	1,000	1,000	0
<b>TOTAL REVENUE</b>	<b>1,843,000</b>	<b>2,163,000</b>	<b>1,973,000</b>	<b>190,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(70,000)</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #9 Burford Tree Nursery & Planting Services**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
How much does it cost, and who pays for it?				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	278,000	287,000	296,000	9,000
Administration Expenses	30,900	30,900	20,400	(10,500)
Other Operating Expenses	558,400	675,000	696,000	21,000
<b>Total OPERATING Expenditures</b>	<b>867,300</b>	<b>992,900</b>	<b>1,012,400</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>867,300</b>	<b>992,900</b>	<b>1,012,400</b>	<b>19,500</b>
<b><u>Funding</u></b> (INCR)/DECR				
<b>Self Generated</b>				
Burford Nursery	400,000	450,000	450,000	-
Landowner Contributions (Tree Planting)	180,000	230,000	230,000	-
<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>680,000</b>	<b>680,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>(287,300)</b>	<b>(312,900)</b>	<b>(332,400)</b>	<b>19,500</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #10 - Conservation Services**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	26,000	27,000	28,000	1,000
Administration Expenses	33,200	33,200	36,200	3,000
Other Operating Expenses	22,000	22,000	22,000	-
<b>Total OPERATING Expenditures</b>	<b>81,200</b>	<b>82,200</b>	<b>86,200</b>	
<b>Total CAPITAL Expenditures</b>				
Mill Creek Rangers Program		35,000	35,000	-
Species at Risk	40,000	70,000	-	(70,000)
Brant/Brantford Water Festival		45,000	45,000	-
Profit Mapping	-	35,000		(35,000)
<b>Total SPECIAL PROJECT Expenditures</b>	<b>40,000</b>	<b>185,000</b>	<b>80,000</b>	
Transition	-	-	-	
<b>Total FUNDING to RESERVES</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>121,200</b>	<b>267,200</b>	<b>166,200</b>	<b>(101,000)</b>
<b><u>Funding</u></b>				
				(INCR)/DECR
<b>Municipal</b>				
Municipal-Other		10,000	10,000	-
<b>Government Grants</b>				
Other Provincial	30,000	100,000	65,000	35,000
Federal	40,000	70,000	0	70,000
<b>Self Generated</b>				
Donations - Foundation		35,000	35,000	-
<b>TOTAL REVENUE</b>	<b>70,000</b>	<b>215,000</b>	<b>110,000</b>	<b>105,000</b>
<b>Net Surplus/(Deficit)</b>	<b>(51,200)</b>	<b>(52,200)</b>	<b>(56,200)</b>	<b>4,000</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #11 - Outdoor Environmental Education**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation & Benefits	574,500	642,000	672,000	30,000
Administration Expenses	57,000	57,000	68,000	11,000
Other Operating Expenses	143,600	213,000	213,000	-
<b>Total OPERATING Expenditures</b>	<b>775,100</b>	<b>912,000</b>	<b>953,000</b>	
Guelph Lake Nature Centre		500,000		(500,000)
<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>775,100</b>	<b>1,412,000</b>	<b>953,000</b>	<b>(459,000)</b>
<b>Funding</b>				
				(INCR)/DECR
<b>Self Generated</b>				
Donations - Foundation		500,000	0	500,000
Nature Centre Revenue - Schools	500,000	600,000	600,000	0
<b>Funding from Reserves</b>				
Transition Reserve	275,100	312,000	353,000	(41,000)
<b>TOTAL REVENUE</b>	<b>775,100</b>	<b>1,412,000</b>	<b>953,000</b>	<b>459,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #12 - Property Rentals**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	456,000	470,000	473,000	3,000
Administration Expenses	37,500	37,500	35,000	(2,500)
Other Operating Expenses	601,700	601,700	601,700	-
<b>Total OPERATING Expenditures</b>	<b>1,095,200</b>	<b>1,109,200</b>	<b>1,109,700</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,095,200</b>	<b>1,109,200</b>	<b>1,109,700</b>	<b>500</b>
<b><u>Funding</u></b>				
				(INCR)/DECR
<b>Self Generated</b>				
Belwood	1,040,000	1,066,000	1,087,000	(21,000)
Conestogo	1,245,000	1,276,000	1,302,000	(26,000)
Agricultural	250,000	250,000	270,000	(20,000)
Residential	110,000	110,000	115,000	(5,000)
Miscellaneous	336,000	336,000	356,000	(20,000)
<b>TOTAL REVENUE</b>	<b>2,981,000</b>	<b>3,038,000</b>	<b>3,130,000</b>	<b>(92,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>1,885,800</b>	<b>1,928,800</b>	<b>2,020,300</b>	<b>(91,500)</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #13 - Hydro Production**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	70,000	70,000	70,000	
Other Operating Expenses	25,500	25,500	25,500	
<b>Total OPERATING Expenditures</b>	<b>95,500</b>	<b>95,500</b>	<b>95,500</b>	
General Capital/Land Sale Proceeds	116,500	116,500	66,500	
<b>Total FUNDING to RESERVES</b>	<b>116,500</b>	<b>116,500</b>	<b>66,500</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>212,000</b>	<b>212,000</b>	<b>162,000</b>	<b>0</b>
<b><u>Revenue</u></b>				
				(INCR)/DECR
<b>Government Grants</b>				
Provincial	0	0	0	
<b>Self Generated</b>				
Hydro Production-Belwood	265,000	265,000	315,000	
Hydro Production-Conestogo	260,000	260,000	160,000	
Hydro Production-Guelph	40,000	40,000	40,000	
Hydro Production-Elora	15,000	15,000	15,000	
Miscellaneous Income	0	0	0	
<b>Funding from Reserves</b>				
Land Sale Proceeds	0	0	0	
<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>580,000</b>	<b>530,000</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>368,000</b>	<b>368,000</b>	<b>368,000</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
**P&S #14 - Conservation Areas**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	5,033,000	5,774,000	6,017,000	243,000
Administration Expenses	215,000	220,000	253,000	33,000
Property Tax	65,000	65,000	65,000	-
Other Operating Expenses	3,724,000	3,723,000	3,981,000	258,000
<b>Total OPERATING Expenditures</b>	<b>9,037,000</b>	<b>9,782,000</b>	<b>10,316,000</b>	
<b>Total CAPITAL Expenditures</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	-
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>11,037,000</b>	<b>11,782,000</b>	<b>12,316,000</b>	<b>534,000</b>
<b><u>Funding</u></b>				
				(INCR)/DECR
<b>Self Generated</b>	<b>check</b>			
Brant	1,100,000	1,175,000	1,175,000	0
Byng Island	1,000,000	1,100,000	1,100,000	0
Belwood Lake	400,000	375,000	375,000	0
Conestogo Lake	550,000	600,000	600,000	0
Elora Gorge	2,000,000	2,300,000	2,800,000	(500,000)
Elora Quarry	450,000	450,000	450,000	0
Guelph Lake	1,300,000	1,400,000	1,400,000	0
Laurel Creek	650,000	650,000	650,000	0
Pinehurst Lake	850,000	900,000	900,000	0
Rockwood	1,250,000	1,300,000	1,300,000	0
Shade's Mills	450,000	450,000	450,000	0
Total Fee Revenue	10,000,000	10,700,000	11,200,000	(500,000)
Miscellaneous Income (Luther)	71,000	71,000	71,000	0
<b>Funding From Reserves</b>				
Gravel	1,000	1,000	1,000	0
Conservation Areas - Capital Projects	500,000	500,000	500,000	0
<b>TOTAL REVENUE</b>	<b>10,572,000</b>	<b>11,272,000</b>	<b>11,772,000</b>	<b>(500,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>(465,000)</b>	<b>(510,000)</b>	<b>(544,000)</b>	<b>34,000</b>



GRAND RIVER CONSERVATION AUTHORITY  
**P&S #15 - Administrative Support - CATEGORY 3**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
How much does it cost, and who pays for it?				INCR/(DECR)
<b><u>Expenditures and Funding to Reserves</u></b>				
Compensation and Benefits	648,600	668,000	706,000	38,000
Administration Expenses	100,900	100,900	139,400	38,500
Insurance	208,500	208,500	208,500	-
Other Operating Expenses	240,000	240,000	240,000	-
LESS: Recovery of Corporate Services Expenses				
<b>Total OPERATING Expenditures</b>	<b>1,198,000</b>	<b>1,217,400</b>	<b>1,293,900</b>	
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,198,000</b>	<b>1,217,400</b>	<b>1,293,900</b>	<b>76,500</b>
<b><u>Funding</u></b>				
<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus/(Deficit)</b>	<b>(1,198,000)</b>	<b>(1,217,400)</b>	<b>(1,293,900)</b>	<b>76,500</b>

# Appendix G

GRAND RIVER CONSERVATION AUTHORITY  
**Supplementary Information - Information Systems and Motor Pool**  
 BUDGET 2025

	NEW REGS Budget 2023 (draft Oct version)	NEW REGS Budget 2024	NEW REGS Budget 2025	Budget Change
<b>How much does it cost, and who pays for it?</b>				INCR/(DECR)
<b>Expenditures</b>				
<b>Information Systems</b>				
Compensation and Benefits	1,290,000	1,329,000	1,394,000	65,000
Administrative Expenses	25,500	25,500	25,500	-
Software and Hardware Maintenance	187,500	187,500	187,500	-
Supplies and Services	54,000	54,000	54,000	-
<b>Total OPERATING Expenditures</b>	<b>1,557,000</b>	<b>1,596,000</b>	<b>1,661,000</b>	
<b>Capital Expenses</b>	<b>170,000</b>	<b>300,000</b>	<b>300,000</b>	-
<b>LESS Internal Charges</b>	<b>(1,437,000)</b>	<b>(1,437,000)</b>	<b>(1,532,000)</b>	(95,000)
<b>NET Unallocated Expenses</b>	<b>290,000</b>	<b>459,000</b>	<b>429,000</b>	<b>(30,000)</b>
<b>Motor Pool</b>				
Compensation and Benefits	312,000	321,000	330,000	9,000
Administrative Expenses	26,000	26,000	26,000	-
Insurance	50,600	63,000	63,000	-
Motor Pool Building and Grounds Maintenance	10,400	10,000	10,000	-
Equipment, Repairs and Supplies	286,000	336,000	336,000	-
Fuel	254,000	284,000	284,000	-
<b>Total OPERATING Expenditures</b>	<b>939,000</b>	<b>1,040,000</b>	<b>1,049,000</b>	
<b>Capital Expenses</b>	<b>375,000</b>	<b>675,000</b>	<b>675,000</b>	-
<b>LESS Internal Charges</b>	<b>(1,300,000)</b>	<b>(1,300,000)</b>	<b>(1,400,000)</b>	(100,000)
<b>NET Unallocated Expenses</b>	<b>14,000</b>	<b>415,000</b>	<b>324,000</b>	<b>(91,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>304,000</b>	<b>874,000</b>	<b>753,000</b>	<b>(121,000)</b>
<b>Funding</b>				
<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Gross Surplus (Deficit)	(304,000)	(874,000)	(753,000)	
Funding From Reserves	3,041,000	3,611,000	3,685,000	
Funding to Reserves	(2,737,000)	(2,737,000)	(2,932,000)	
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Grand River Conservation Authority

**Report number:** GM-10-24-88

**Date:** October 25, 2024

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

**Subject:** Budget 2025 – Draft #1 – Municipal Apportionment

---

## **Recommendation:**

THAT Report Number GM-10-24-88 – Budget 2025 – Draft #1 – Municipal Apportionment be received as information.

## **Summary:**

The distribution of the proposed 2025 Municipal Apportionment to participating municipalities is attached, based on the first draft of the 2025 Budget.

## **Report:**

*Ontario Regulation 402/22: Budget and Apportionment*, which came into effect July 1, 2023, details the Conservation Authority (CA) budget process and municipal apportionment.

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

At the Grand River Conservation Authority, municipal apportionment is allocated to participating municipalities based on Modified Current Value Assessment (2024 assessment) information in the watershed, which the Ministry of Natural Resources (MNR) provided.

Using the 2024 assessment information provided, the resulting apportionment of the proposed 2025 Municipal Apportionment based on the first draft of the 2025 budget is attached. The operating expenses are categorized as General, Category 1, and Category 2.

## **Financial Implications:**

The first draft of the 2025 Budget proposes a municipal apportionment amount of \$13,757,000, representing an increase of \$465,000, or 3.5%, over 2024. After allocating this amount in accordance with O.Reg. 402/22, individual municipalities will experience increases ranging from 1.6% to 7.5% compared to 2024.

## **Other Department Considerations:**

Not Applicable

## **Prepared by:**

Karen Armstrong  
Deputy CAO/Secretary-Treasurer

## **Approved by:**

Samantha Lawson  
Chief Administrative Officer

**Grand River Conservation Authority  
Summary of Municipal Apportionment - 2025 Budget**

*DRAFT - October 2024*

	<b>% CVA in Watershed</b>	<b>2024 CVA (Modified)</b>	<b>CVA in Watershed</b>	<b>CVA-Based Apportionment</b>	<b>2025 Budget General Operating Expenses*</b>	<b>2025 Budget Category 1 Operating Expenses*</b>	<b>2025 Budget Category 2 Operating Expenses*</b>	<b>2025 Budget Total Apportionment</b>	<b>2024 Actual Total Apportionment</b>	<b>% Change</b>
Brant County	82.9%	7,956,819,370	6,596,203,258	3.03%	101,217	283,929	31,891	417,037	395,639	5.4%
Brantford C	100.0%	16,110,222,385	16,110,222,385	7.40%	247,206	693,453	77,888	1,018,547	987,407	3.2%
Amaranth Twp	82.0%	858,651,370	704,094,123	0.32%	10,804	30,307	3,404	44,515	42,773	4.1%
East Garafraxa Twp	80.0%	698,985,395	559,188,316	0.26%	8,581	24,070	2,704	35,355	32,895	7.5%
Town of Grand Valley	100.0%	637,941,807	637,941,807	0.29%	9,789	27,460	3,084	40,333	39,251	2.8%
Melancthon Twp	56.0%	636,708,237	356,556,612	0.16%	5,471	15,348	1,724	22,543	21,692	3.9%
Southgate Twp	6.0%	1,226,384,688	73,583,081	0.03%	1,129	3,167	356	4,652	4,386	6.1%
Haldimand County	41.0%	7,744,135,997	3,175,095,759	1.46%	48,721	136,670	15,351	200,742	192,819	4.1%
Norfolk County	5.0%	9,992,562,732	499,628,137	0.23%	7,667	21,506	2,416	31,589	30,988	1.9%
Halton Region	10.6%	50,597,805,213	5,374,240,578	2.47%	82,466	231,330	25,983	339,779	325,623	4.3%
Hamilton City	26.8%	99,914,929,873	26,727,243,741	12.28%	410,121	1,150,455	129,219	1,689,795	1,639,233	3.1%
Oxford County	35.9%	4,736,170,991	1,700,479,619	0.78%	26,093	73,196	8,221	107,510	105,841	1.6%
North Perth T	2.0%	2,555,744,512	51,114,890	0.02%	784	2,200	247	3,231	3,115	3.7%
Perth East Twp	40.0%	2,138,784,312	855,513,725	0.39%	13,128	36,825	4,136	54,089	52,608	2.8%
Region of Waterloo	100.0%	110,087,538,563	110,087,538,563	50.59%	1,689,258	4,738,637	532,243	6,960,138	6,710,728	3.7%
Centre Wellington Twp	100.0%	5,678,028,668	5,678,028,668	2.61%	87,128	244,407	27,452	358,987	344,247	4.3%
Erin T	49.0%	2,665,324,254	1,306,008,884	0.60%	20,040	56,216	6,314	82,570	80,462	2.6%
Guelph C	100.0%	29,061,812,848	29,061,812,848	13.36%	445,944	1,250,945	140,506	1,837,395	1,788,751	2.7%
Guelph Eramosa Twp	100.0%	3,023,807,383	3,023,807,383	1.39%	46,399	130,158	14,619	191,176	186,515	2.5%
Mapleton Twp	95.0%	1,950,508,544	1,852,983,117	0.85%	28,433	79,760	8,959	117,152	114,764	2.1%
Wellington North Twp	51.0%	1,881,548,776	959,589,876	0.44%	14,725	41,305	4,639	60,669	58,619	3.5%
Puslinch Twp	75.0%	2,935,530,680	2,201,648,010	1.01%	33,784	94,768	10,644	139,196	133,644	4.2%
<b>Total</b>		<b>363,089,946,596</b>	<b>217,592,523,382</b>	<b>100.00%</b>	<b>3,338,888</b>	<b>9,366,112</b>	<b>1,052,000</b>	<b>13,757,000</b>	<b>13,292,000</b>	<b>3.5%</b>

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





Guelph's  
Multi-Year  
Budget

# 2025 Budget Confirmation

Local boards and  
shared services  
agencies

January 22, 2025

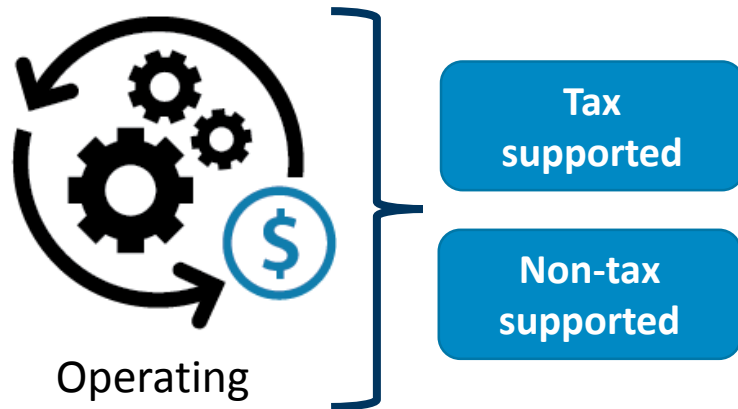


📍 Construction of a condo building in Guelph



# Guelph's Budget Structure

## City services budget



## Local boards and shared services



Guelph Police Services



Guelph Public Library  
Explore • Connect • Thrive

Guelph Public Library



County of Wellington (Social Services)



The Elliott Community (Long-term Care)



Wellington-Dufferin-Guelph Public Health



Grand River Conservation Authority



Downtown Guelph Business Association 2

# Local boards and shared services: tax levy impact

<b>Organization</b>	<b>2025 adopted</b>	<b>2025 update</b>	<b>2026 forecast</b>	<b>2027 forecast</b>
Guelph Police Services	\$4,285,450	\$5,142,214	\$3,804,230	\$3,630,976
County of Wellington*	\$2,695,754	\$4,528,954	\$3,960,404	\$2,809,585
Guelph Public Library	\$1,065,737	\$624,346	\$1,727,602	\$1,230,373
Wellington-Dufferin-Guelph Public Health	\$39,530	\$83,051	\$40,818	\$41,369
The Elliott Community	\$(260,606)	\$(260,606)	\$29,288	\$29,821
<b>Net investment</b>	<b>\$7,825,864</b>	<b>\$10,117,959</b>	<b>\$9,562,343</b>	<b>\$7,742,125</b>
<b>Total LBSS tax impact</b>	<b>2.41%</b>	<b>3.12%</b>	<b>2.94%</b>	<b>2.38%</b>

\*Note that this is the City's adjusted budget for Social Services, the County's 2025 actual increase is \$2.5 million. For community affordability purposes, the City has been slowly phasing-in prior year increases over time with contingency reserves.





# Downtown Guelph Business Association: tax impact



<b>DGBA budget and forecast</b>	<b>2025 adopted</b>	<b>2025 update</b>	<b>2026 forecast</b>	<b>2027 forecast</b>
Gross expense budget	\$686,480	\$787,929	\$799,299	\$821,929
Total levy requirement	\$721,200	\$721,200	\$742,836	\$765,121





# Local boards and shared services: rate impact



<b>Organization</b>	<b>2025 adopted increase</b>	<b>2025 update increase</b>	<b>2026 forecast increase</b>	<b>2027 forecast increase</b>
Grand River Conservation Authority	\$51,700	\$51,700	\$50,000	\$50,000
<b>Total LBSS rate impact</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.05%</b>



# Questions





# Presentations from our LBSS agencies





# Agenda

1. Guelph Police Services
2. County of Wellington
3. Guelph Public Library
4. The Elliott Community



# 2025 Budget Confirmation

January 22, 2025





PRIDE ✿ SERVICE ✿ TRUST

# Mission, Vision, and Values

## MISSION

Through partnerships, we are dedicated to enhancing the quality of life and ensuring the safety of all who live, work and play in our safe and diverse community.

## VISION

To contribute to the positive growth and development of our members and our community by providing leadership and innovative policing that is effective, efficient, economical and environmentally responsible.

## VALUES

We, the members of the Guelph Police Service, believe in:

### PRIDE

in ourselves, our work, and our community

### SERVICE

with compassion and accountability

### TRUST

shared through integrity and mutual respect



# Future Ready

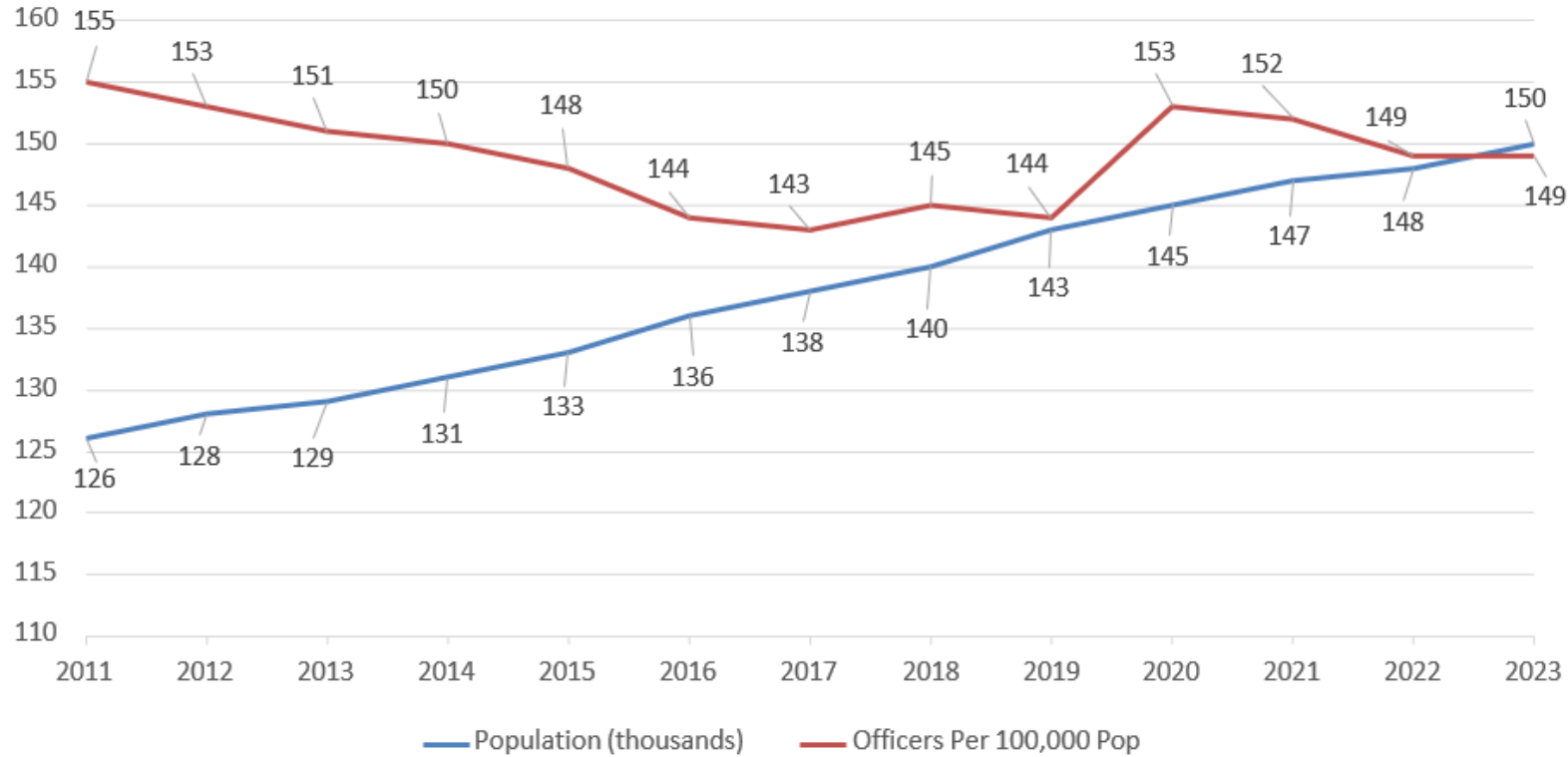
- We are committed to working with our partners to make Guelph the safest and healthiest community possible
- Investment is critical to ensure the provision of adequate and effective policing
- Budget represents investments required to support our citizens and our members now and into the future



PRIDE SERVICE TRUST

# Police to Population

## Guelph's Population and Officer to Population Ratio



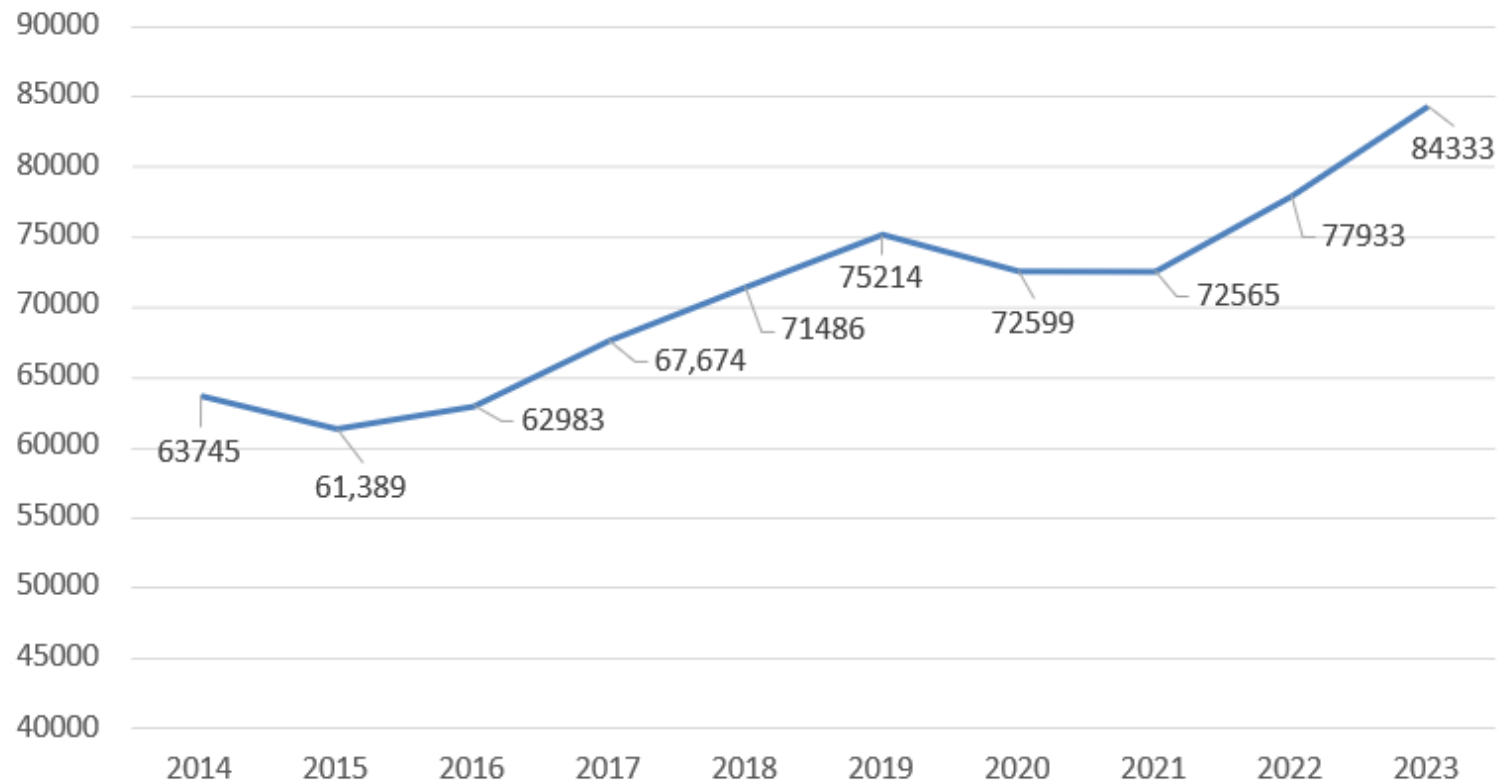




PRIDE SERVICE TRUST

# Calls for Service

## Calls for Service

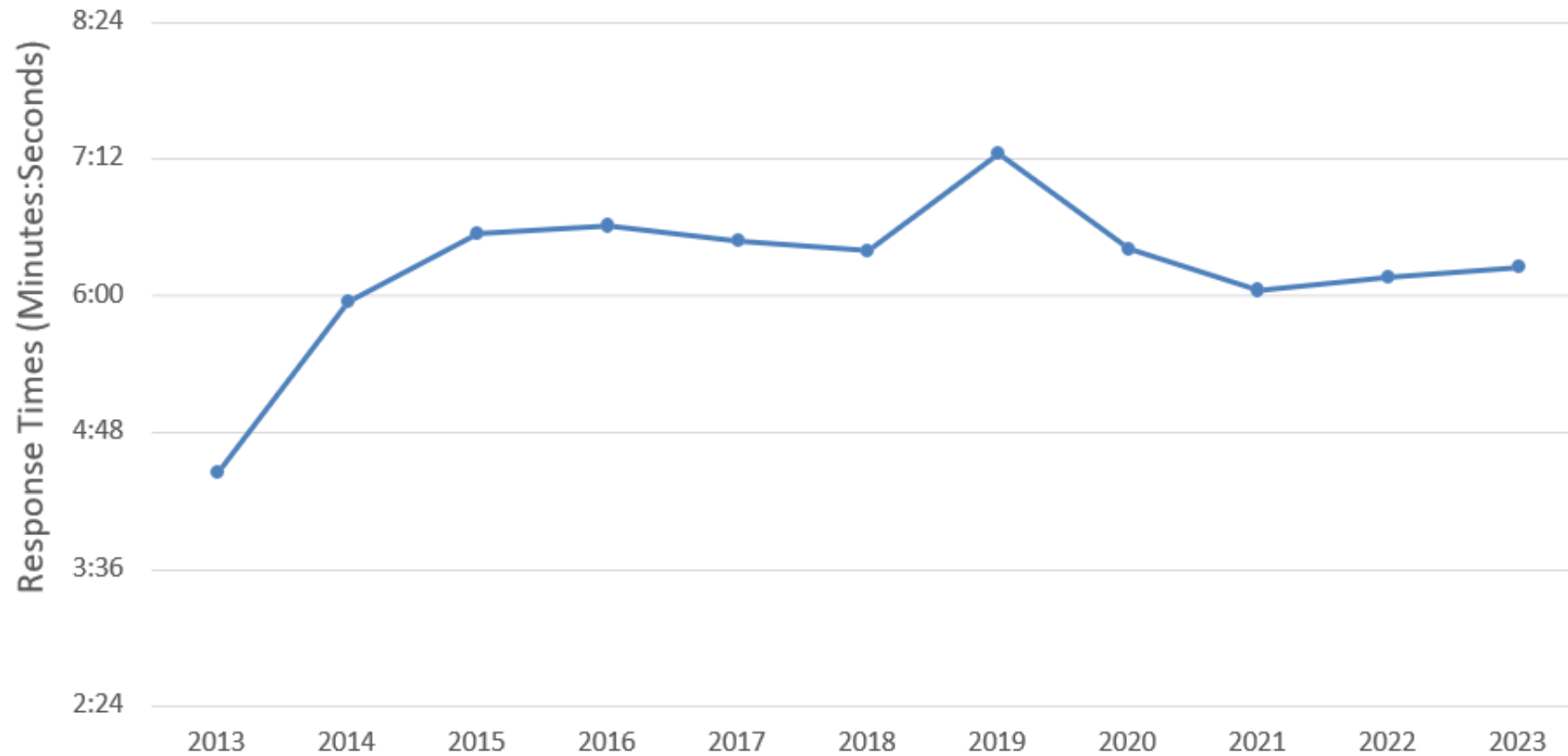




PRIDE SERVICE TRUST

# Response Times

## Priority 1 Response Times

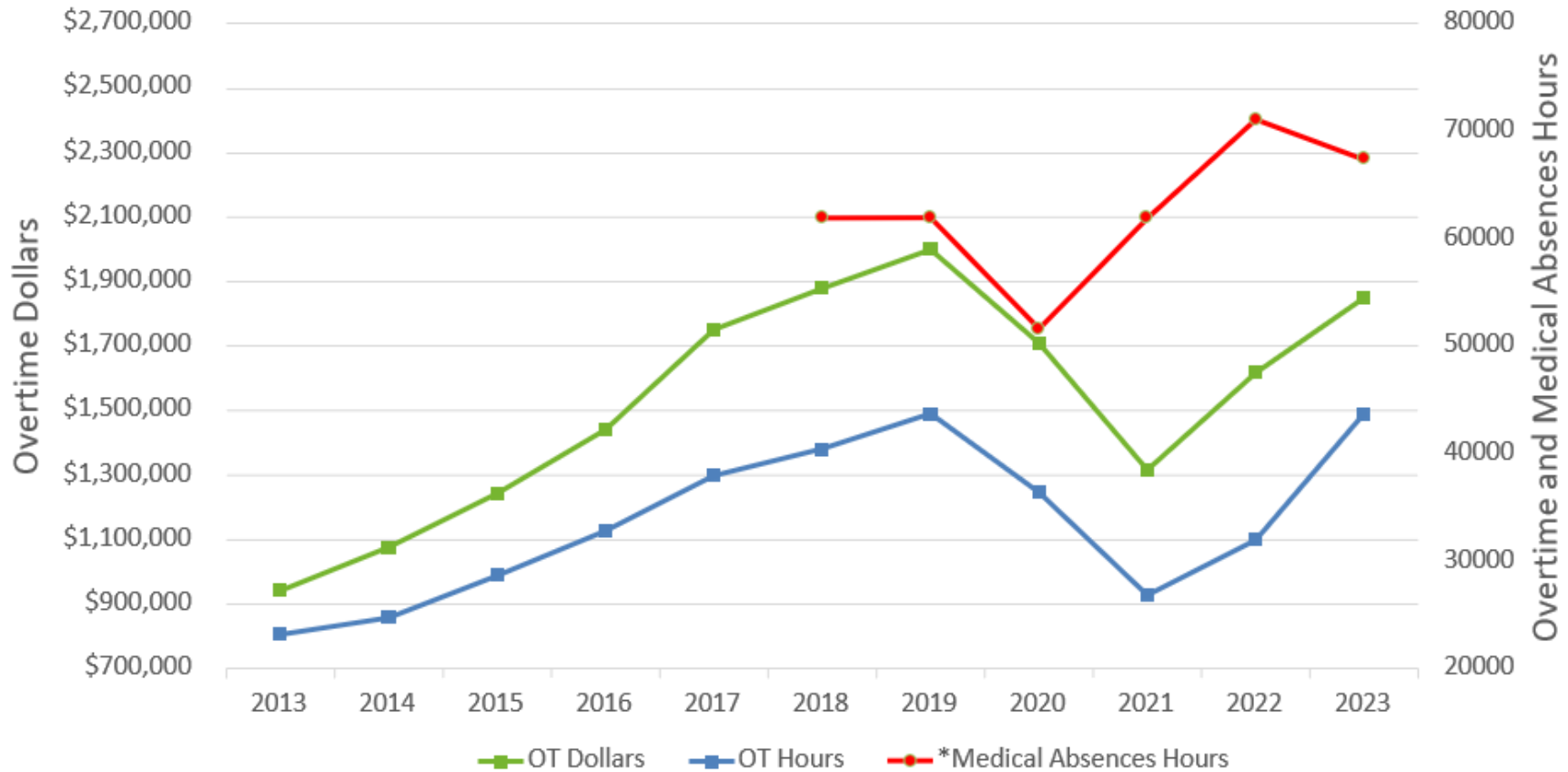




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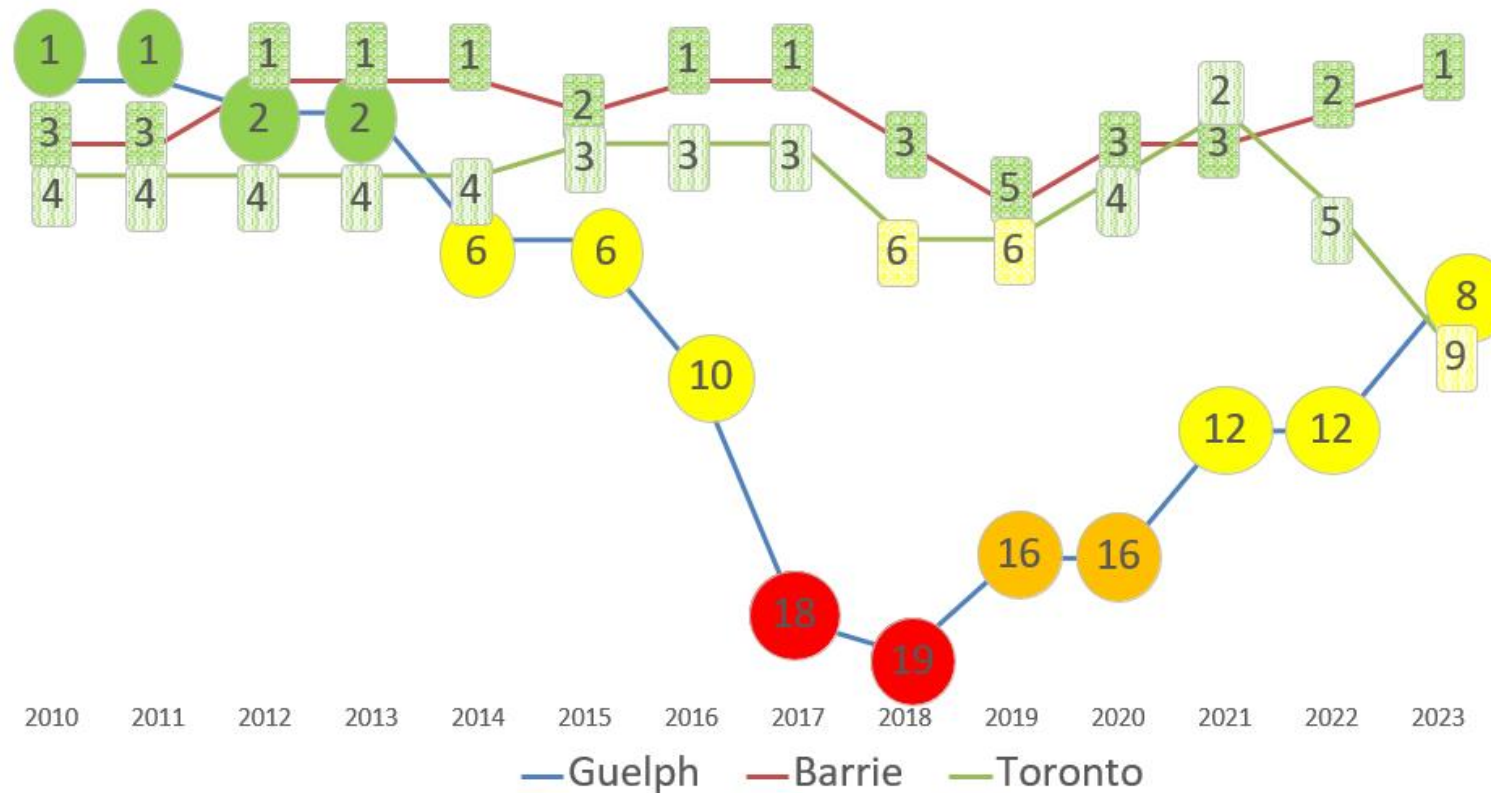
# Overtime and Medical Absences

## Total Overtime (paid and banked) and Medical Absences



# Crime Severity Index Guelph, Barrie, and Toronto

Guelph, Barrie, and Toronto Crime Severity National Ranking - CMA's





# Required 2025 Investments

- Community needs & priorities have demonstrated the requirement to ensure an enhanced focus in several critical areas:
  - Intimate Partner Violence
  - Human Trafficking
  - Internet Child Exploitation
  - Online Fraud targeting some of our most vulnerable citizens including our Seniors



# Human Trafficking & Intimate Partner Violence

- Human Trafficking and Intimate Partner Violence are closely related
- Guelph has become a hub for Human Trafficking and associated criminal activity
- In the fall of 2023, our City Council declared Intimate Partner Violence to be an epidemic in our community
- We have a responsibility to address these priorities on behalf of our citizens



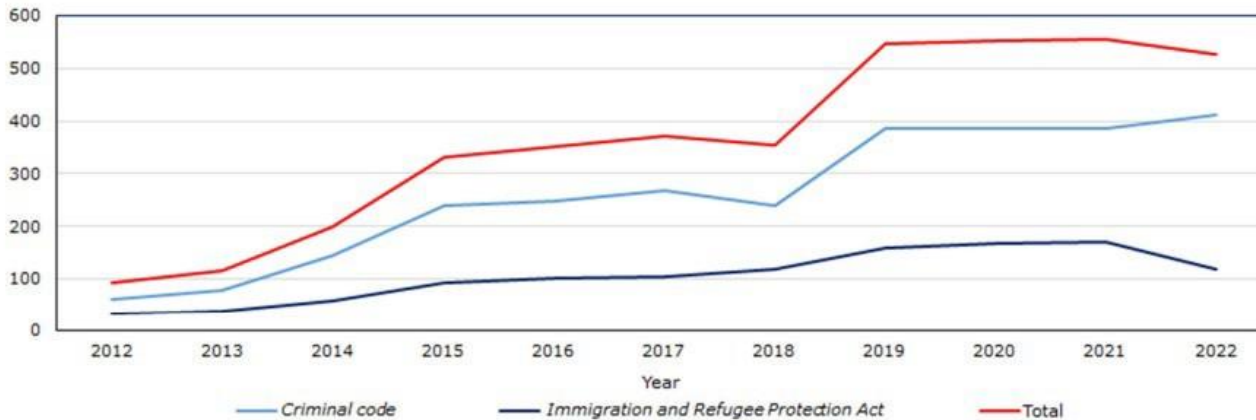
PRIDE SERVICE TRUST

# National Trends Impacting Guelph

2022 CANADIAN  
STATISTICS

**Chart 1**  
Police-reported incidents of human trafficking, by statute, Canada, 2012 to 2022

number of incidents



**Note:** This chart is based on aggregate data, and counts are based on the most serious violation in a criminal incident. The Uniform Crime Reporting Survey was amended partway through 2011 to allow police services to report the specific offence of human trafficking under the *Immigration and Refugee Protection Act*. Once the specific violation code was introduced, a small number of incidents which took place prior to this date were reported.  
**Source:** Statistics Canada, Canadian Centre for Justice and Community Safety Statistics, Uniform Crime Reporting Survey.

- In 2022...
  - 82% of incidents of HT were in metropolitan areas
  - 82% of persons accused of HT were men
  - 91% of HT victims were trafficked by someone they knew
  - 34% were trafficked by an intimate partner





PRIDE SERVICE TRUST

# Guelph Police Statistics

as of September 26, 2024







# Internet Child Exploitation

- We continue to experience a disturbing prevalence of cyber-enabled crimes targeting our children
- This includes:
  - Child Exploitation
  - Child Pornography
- These terrible crimes require an extensive amount of time/ training/ expertise to appropriately address
- Our goal is to ensure a holistic and proactive approach to support victims and survivors

# Cyber-enabled Frauds

- Incidents increasing and showing more sophistication
- Targeted Senior Frauds are increasing in frequency and complexity
- Current resourcing levels severely limiting our ability to investigate these offences
- Enhancements required to ensure appropriate education/ prevention/ enforcement



PRIDE SERVICE TRUST

# Board Approved Budget

	2025	2026	2027
Budget as Approved during 2024 cycle	66,366,000	70,863,550	75,403,900
Required Officers to Address Human Trafficking and Intimate Partner Violence	856,764	894,642	770,099
Amended Budget recommended for approval	67,222,764	71,758,192	76,173,999
Assessment Growth	-681,030	-681,030	-681,030
	66,541,734	71,077,162	75,492,969
Approved Capital Budget during 2024 cycle	3,266,600	4,448,600	6,551,700
Additional Capital Costs	632,708	-14,300	-4,600
Board Approved Budget	3,899,308	4,434,300	6,547,100



PRIDE SERVICE TRUST

# Budget Comparison

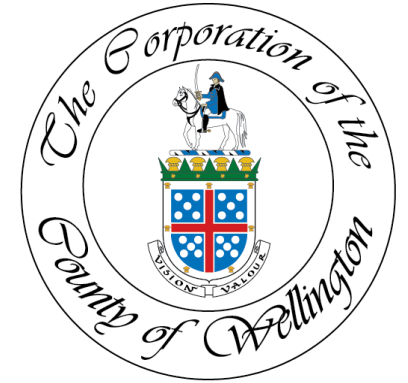
	2025 forecasted budget	2025 amended	Difference	%
Salaries	42,087,000	42,614,661	527,661	1.25%
Benefits	17,314,400	17,534,811	220,411	1.27%
Purchased Goods	1,047,700	1,105,300	57,600	5.50%
Purchased Services	5,986,800	6,024,292	37,492	0.63%
Financial Charges	19,300	19,300	0	0.00%
	66,455,200	67,298,364	843,164	1.27%
Internal Charges & Recoveries	-557,800	-544,200	13,600	-2.44%
Capital Costs	4,421,000	4,421,000	0	0.00%
Other Reserve Transfers	-679,900	-679,900	0	0.00%
	3,183,300	3,196,900	13,600	0.43%
<b>Revenues</b>				
User Fees & Charges	-635,600	-635,600	0	0.00%
Product Sales			0	
External Recoveries	-26,500	-26,500	0	0.00%
Grants	-2,610,400	-2,610,400	0	0.00%
	-3,272,500	-3,272,500	0	0.00%
Net Budget	66,366,000	67,222,764	856,764	1.29%
Assessment growth	-681,030	-681,030	0	
	65,684,970	66,541,734	856,764	
<b>Tax Rate Impact</b>	<b>1.32%</b>	<b>1.58%</b>	<b>0.26%</b>	



# Summary

- Board approved budget has been developed to support urgent community needs and priorities
- Builds on work done in 2024
- Aligns with:
  - Council's unanimous motion declaring Intimate Partner Violence an epidemic
  - GPS Approved 2024-2027 Multi-year Budget
  - GPS 2024-2027 Strategic Plan
  - KPMG Staffing and Service Delivery Study

# County of Wellington Social Services



## 2025 Budget and 10-Year Plan

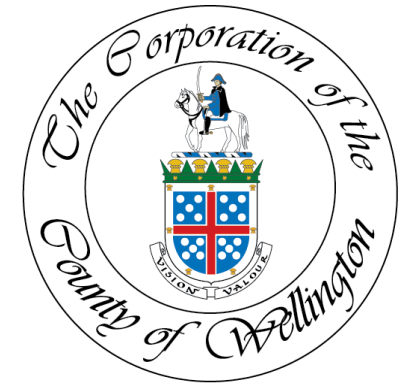
Presentation to Guelph City Council

January 22, 2025

# Social Services Overview







# Children's Early Years Division



# Children’s Early Years Programme Overview

**Canada-Wide Early Learning and Child Care System**, an agreement with the Government of Canada to increase access to more affordable and accessible high-quality, licensed child care

**Child Care Fee Subsidy**, financial assistance to support families with the costs of paying for licensed child care

**Special Needs Resourcing**, to support the inclusion of children with special needs in licensed child care and early years settings.

**Capacity Building and Workforce Supports** to support the professional development as well as recruitment and retention of a highly qualified workforce of educators in the early years.

**EarlyON Child and Family Programmes and Services**, which offer free, welcoming programmes families and caregivers in this community to connect with one another, early childhood professionals, and to learn and play with their children

## Population of Children in Wellington-Guelph

Geography	Birth up to Age 4	Age 4 to 12
Centre Wellington	1,300 (13%)	3,300 (13%)
Erin	415 (4%)	1,095 (4%)
Guelph	5,875 (58%)	14,480 (57%)
Guelph/Eramosa	495 (5%)	1,460 (6%)
Mapleton	755 (7%)	1,765 (7%)
Minto	475 (5%)	1,070 (4%)
Puslinch	230 (2%)	695 (3%)
Wellington North	655 (6%)	1,415 (6%)
<b>Total</b>	<b>10,200</b>	<b>25,280</b>

Source: Statistics Canada, 2021 Census of Population

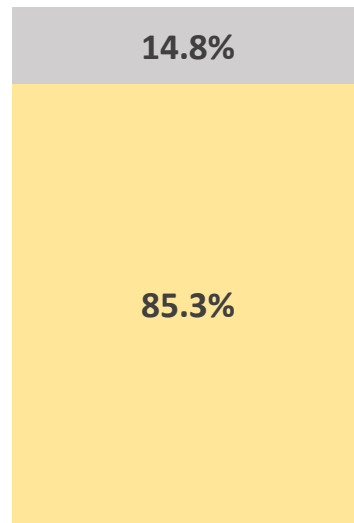


# Canada-Wide Early Learning and Child Care

In **Guelph**,

**2467**

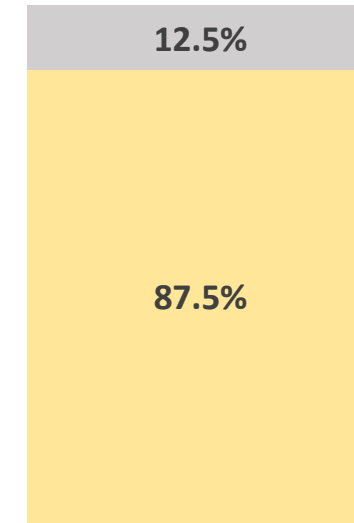
spaces are supported through CWELCC funding\*



In **Wellington County**,

**987**

spaces are supported through CWELCC funding\*



■ not enrolled  
■ enrolled

\* Only spaces for children birth to 5 years old are eligible for CWELCC funding



# Centre-based Licensed Child Care

Full day, full year child care for children from birth up to age 4

In **Guelph** there are:

- ▶ **1826** licensed centre-based child care spaces for children from birth up to age 4, full time (i.e., full day, full year)

This is enough spaces for:

**31.1%** of the children living in Guelph



In **Wellington County** there are:

- ▶ **610** licensed centre-based child care spaces for children from birth up to age 4, full time (i.e., full day, full year)

**14.1%** of the children living in Wellington County



# Licensed Home Child Care



Licensed Home Child Care serves children from birth up to age 13 and may provide full time and/or part time care during weekdays, weekends, evenings, and overnight.

There are 2 licensed home child care agencies in Wellington-Guelph, including the County's directly operated Wellington Home Child Care agency.

In **Guelph**, there are:

- ▶ **54** total Home Child Care Providers with licensed home child care agencies

In **Wellington County**, there are:

- ▶ **15** total Home Child Care Providers with licensed home child care agencies

# School-based Licensed Child Care Programmes

for children from 4 to 12 years old

## In Guelph,

- ▶ **2092** licensed child care spaces for children from 4 to 12 years old
- ▶ **83.3%** of programmes for children from 4-12 years old are school-based



## In Wellington County,

- ▶ **856** licensed child care spaces for children from 4 to 12 years old
- ▶ **87.5%** of programmes for children from 4-12 years old are school-based



# EarlyON Child and Family Centres



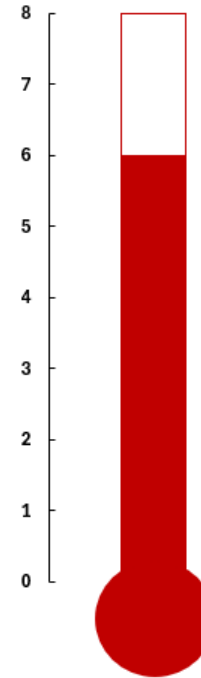
In **Guelph**, there are:

- ▶ **2** EarlyON Centres, and
- ▶ **4** EarlyON Satellite & Mobile Locations

In **Wellington County**, there are:

- ▶ **5** EarlyON Centres, and
- ▶ **10** EarlyON Satellite & Mobile Locations

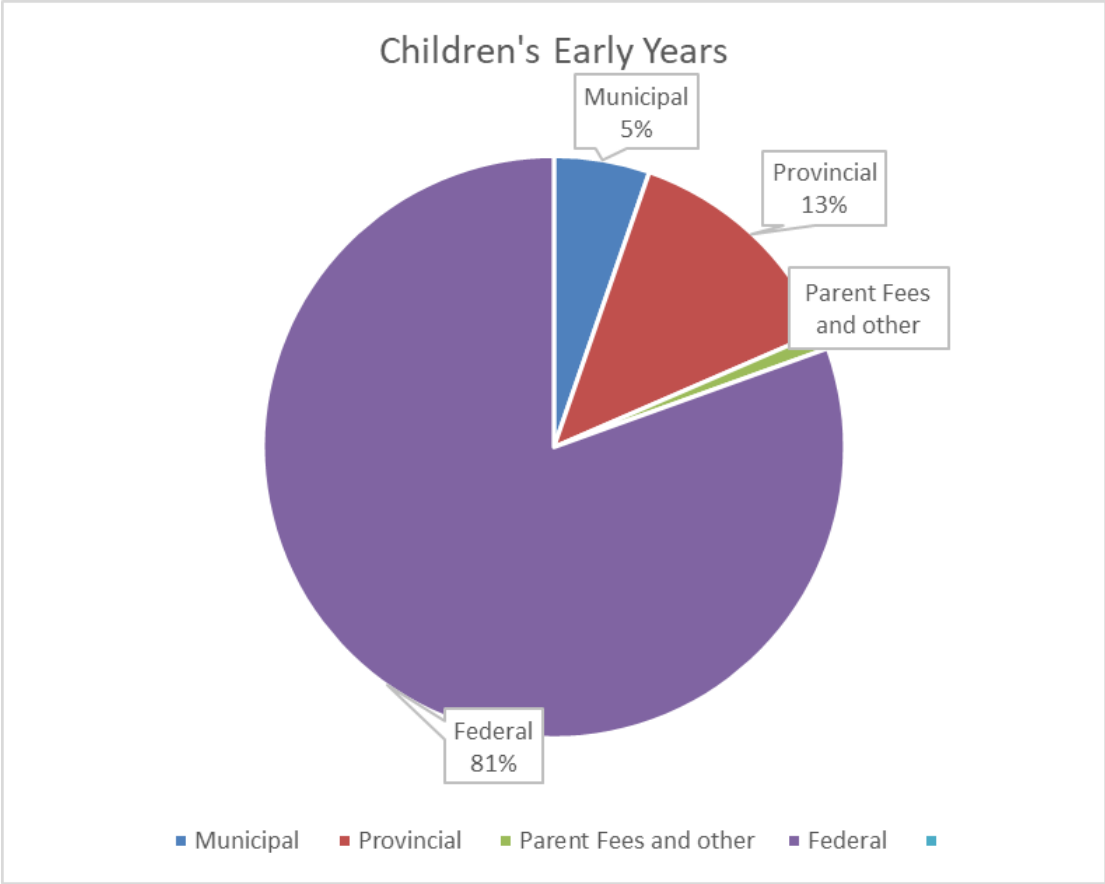
**Goal:** One (1) EarlyON Centre in each municipality



**6 of 8** municipalities have an EarlyON Centre



# Children's Early Years Proposed 2025 Budget

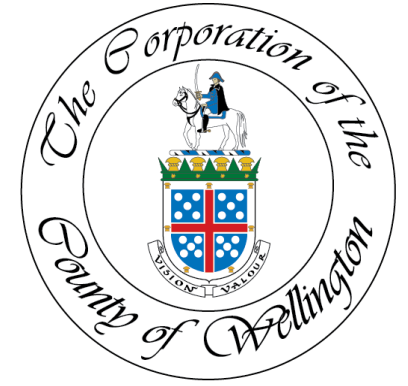


### Children's Early Years

Municipal	5,142,800
Provincial	12,749,100
Parent Fees and other	961,100
Federal	77,892,600
<hr/>	
	96,745,600







# Ontario Works Division



# Ontario Works Programme Overview

**Financial assistance** rates, eligibility requirements, and programme delivery are regulated by the province.

**Ontario Works Assistance** provides financial assistance to residents in need. Benefits are provided monthly and consist of a basic needs and shelter portion.

**Emergency Assistance** provides financial assistance for residents in a crisis or emergency situation, and do not meet the eligibility criteria for ongoing Ontario Works assistance.

**Discretionary Benefits** provides access to provincially cost-shared benefits for residents in receipt of ongoing financial assistance through the Ontario Works Programme or the Ontario Disability Support Programme).

**Municipal Discretionary Benefits** provides access to 100% municipally funded benefits for low-income residents of Wellington-Guelph and do not meet the eligibility criteria for ongoing financial assistance through the Ontario Works Programme or the Ontario Disability Support Programmes.

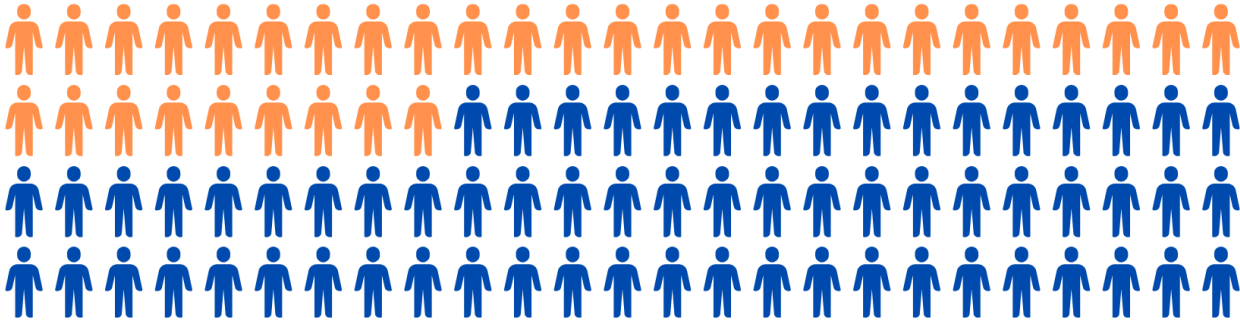


Single Individual		Single Parent with 2 Children
\$343	Basic Needs	\$360
\$390	Shelter	\$697
<b>\$733</b>	<b>Total Monthly Assistance</b>	<b>\$1,057</b>



# Ontario Works Caseload (2024)

- ▶ **3,538** people are reliant on Ontario Works financial assistance to meet their basic needs in Guelph and Wellington County
- ▶ **80%** of Ontario Works recipients reside in **Guelph** and **20%** reside in **Wellington County**.

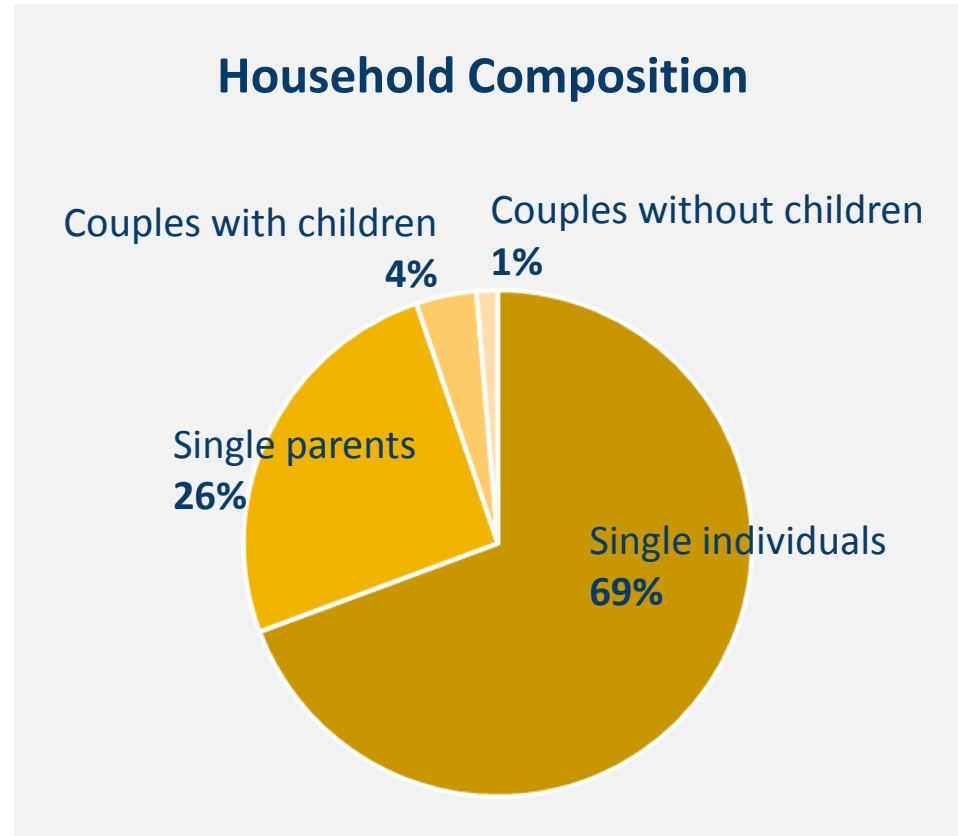
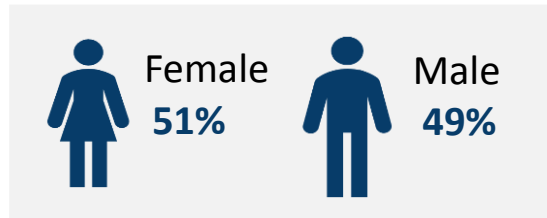


**34%** of all people reliant on Ontario Works are **children** under the age of 18

Beneficiaries under 18      Adult Beneficiaries



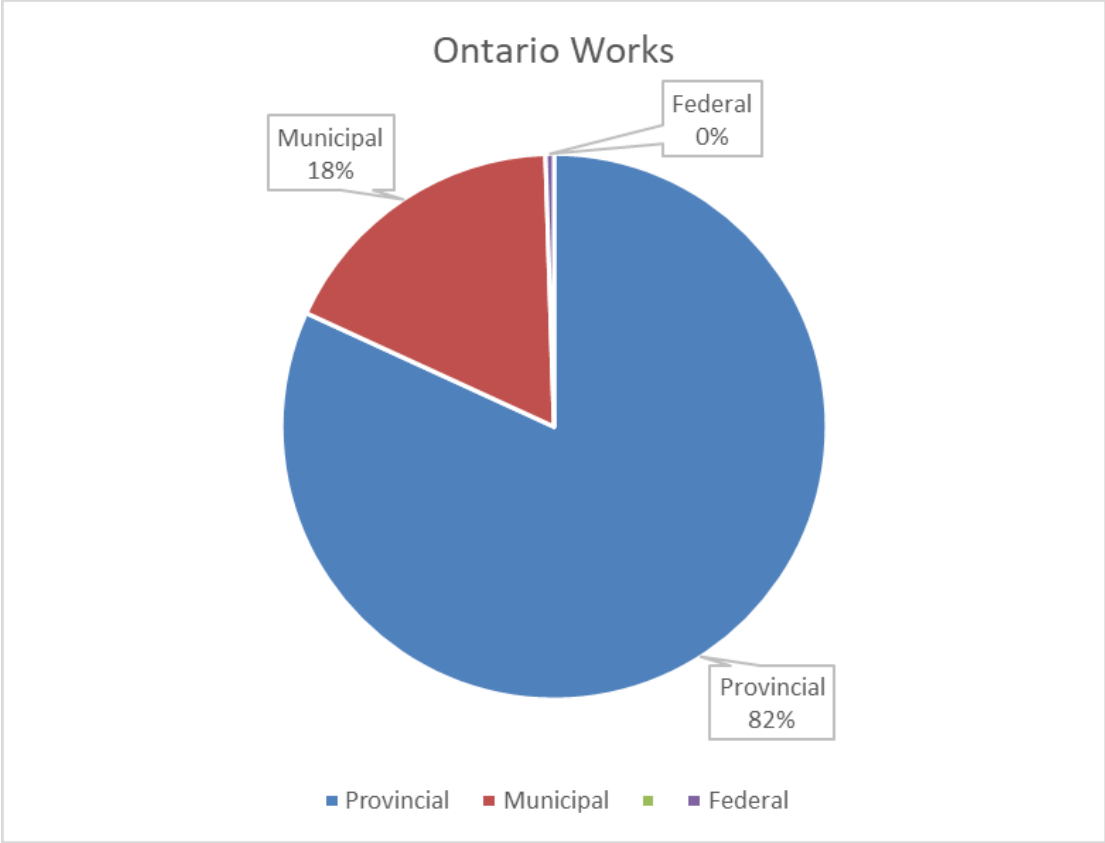
# Caseload Details



- Areas of highest need identified by Ontario Works recipients:
-  Mental Health
  -  Financial need
  -  Food Security
  -  Transportation
  -  Housing



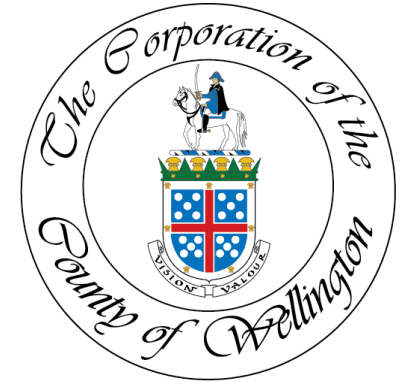
# Ontario Works Proposed 2025 Budget



### Ontario Works

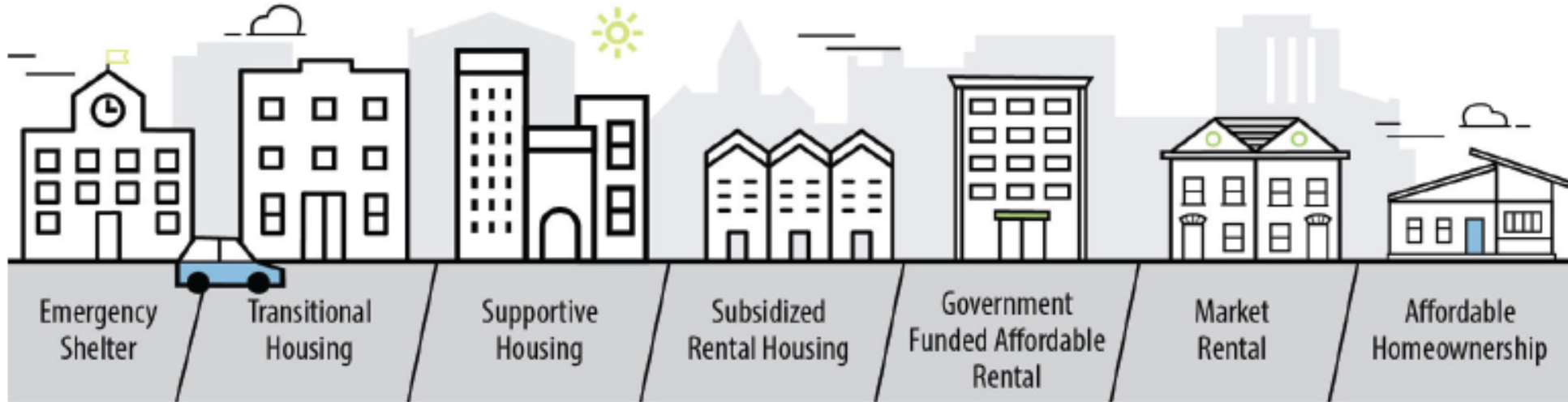
Provincial	24,881,300
Municipal	5,368,500
Federal	153,400
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	30,403,200
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# Housing Services Division

# Housing Continuum



## Housing Continuum Wellington - Guelph

Most of the work of the Housing Services division focuses on the portion of the Housing Continuum from Emergency Shelters to Government-Funded Affordable Rental Housing.

# Prevention Programmes

## Housing Loss Prevention



Households supported through utility arrears

Households supported through rental arrears

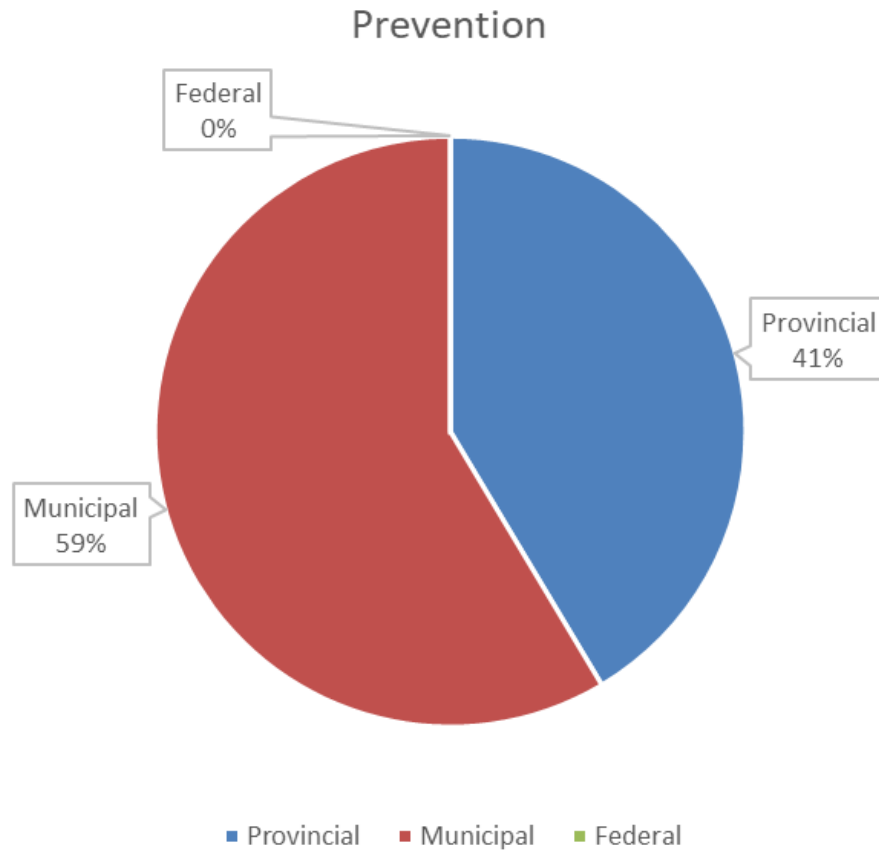
## Programmes to Secure Permanent Housing



First or last months rent

Other housing stability expenses (i.e. moving, appliances)

# Prevention



## Category 1 – Prevention

Provincial	1,251,100
Municipal	1,768,926
Federal	-
<hr/>	
	3,020,026
<hr/>	



# Emergency Responses to Homelessness

Outreach supports connect individuals at risk of or experiencing homelessness to housing supports while Diversion supports help households quickly find permanent housing to where possible. One-time financial assistance helps to maintain housing placements or remove barriers to accessing housing placements.

## Street Outreach



5 FTE's



3 FTE's

# Emergency Responses to Homelessness

## Emergency Shelter Beds

Emergency Shelters, an important part of our homeless serving system, provide necessary crisis response and housing-focused supports, including outreach and diversion, to adults, youth, and families experiencing, or at risk of, homelessness.

### Emergency Shelter Beds



23 Gordon (Low Barrier) - 27 beds + 20 overflow cots

Hwy 6 (Substance Free) - 19 beds

1 Waterloo (Family Shelter) - 21 beds

18 Norwich Street - (Youth Shelter) - 14 beds + 5 overflow cots

# Winter Response to Unsheltered Homelessness

## Winter Response

A formalized system to support individuals experiencing unsheltered homelessness to access temporary accommodations.

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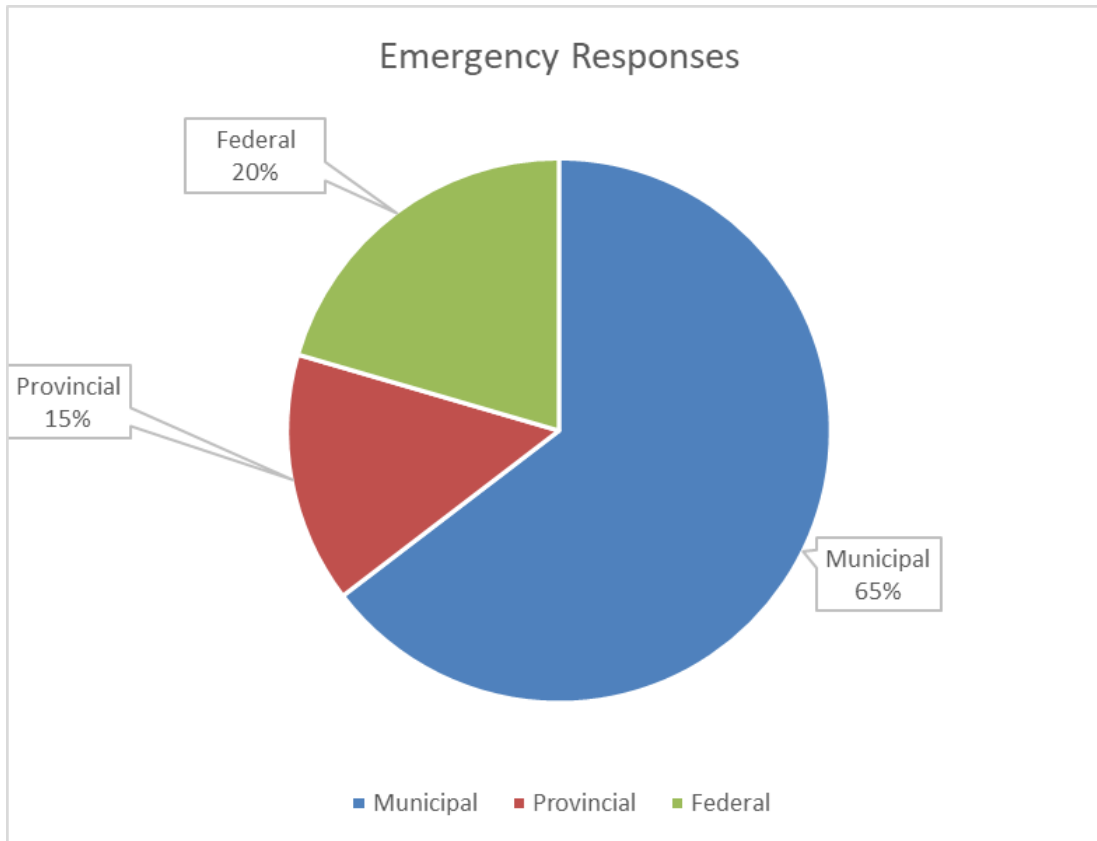
Accommodations

Tangibles

Transportation

Storage

# Emergency Responses to Homelessness

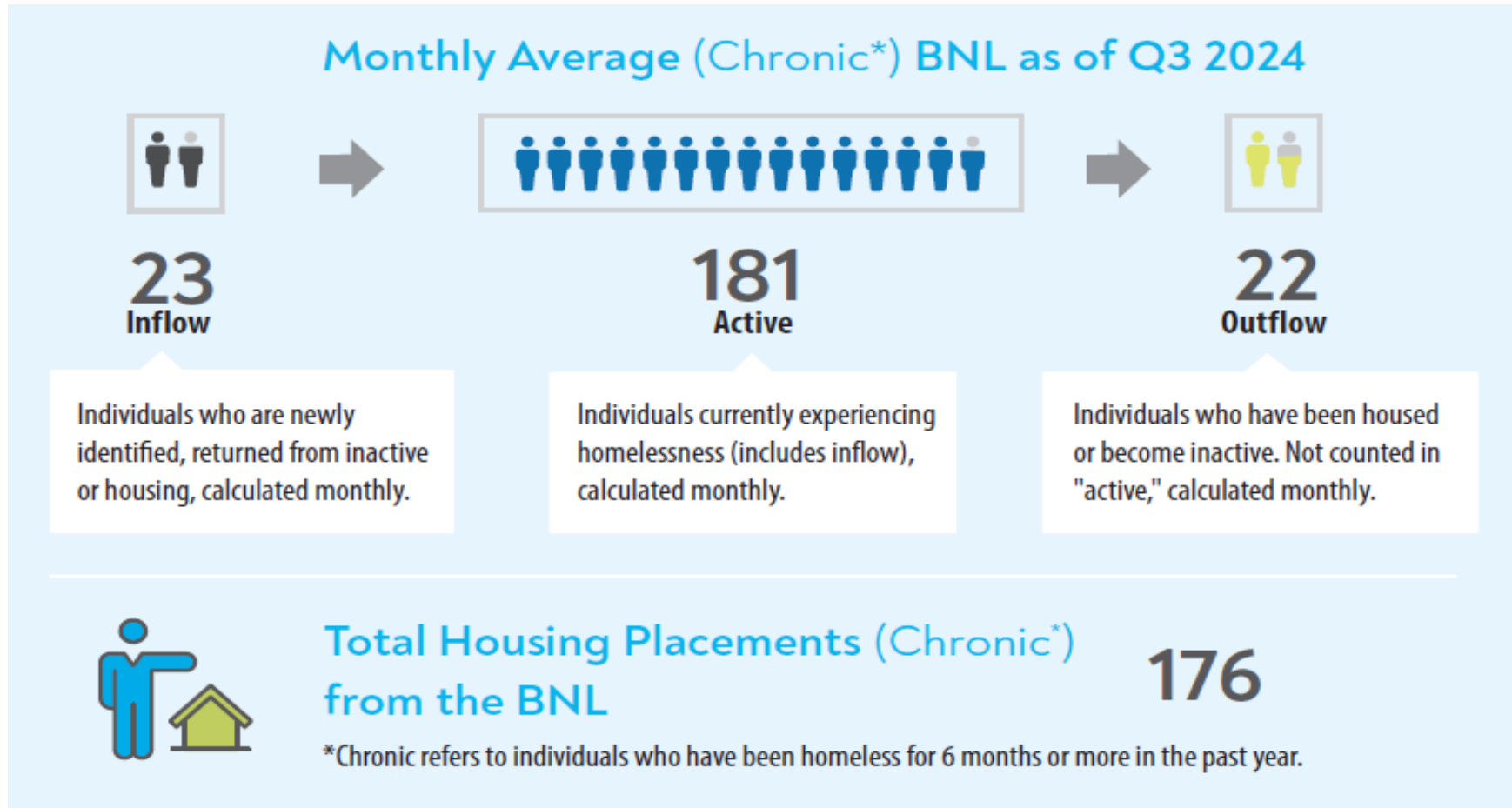


## Category 2 - Emergency Responses

Municipal	6,936,259
Provincial	1,597,900
Federal	2,199,300
<hr/>	
	10,733,459



# Inflow/Outflow



# Permanent Housing Pathways

## Transitional and Supportive Housing

Combines subsidized rental or time-limited housing with individualized supports for people with high needs related to physical or mental health, developmental disabilities or substance use.



Temporary Accommodation  
128 Norfolk - 68 units

Transitional Housing  
65 Delhi - 28 units  
23 Gordon - 12 units  
74 Suffolk - 7 units

Supportive Housing  
Shelldale - 32 units  
Grace Gardens - 32 units  
Hart Hub - 100 units TBD  
Bellevue - 8 units

# Permanent Housing

## Community Housing (formally Social Housing)

Housing stock that is owned and operated by non-profit housing organizations and housing co-operatives, or housing owned by provincial, territorial, or municipal government. Community Housing stock is subsidized to provide rent-g geared-to-income assistance to low-to-moderate income households.

## Government-Funded Affordable Housing

Upfront capital investments to lower operating costs to reduce rental rates and make the cost of housing more affordable in comparison to average market rent within the private rental market. Generally, government-funded affordable housing projects have to remain affordable for at least 20 years.

### Community Based Housing

County - 516 units

City - 2,085 units

### Government-Funded Affordable Housing

County - 135 units

City - 345 units



# Rent Subsidies

## Rent Subsidies

Financial assistance to help individuals and families afford housing by reducing the rent they pay.

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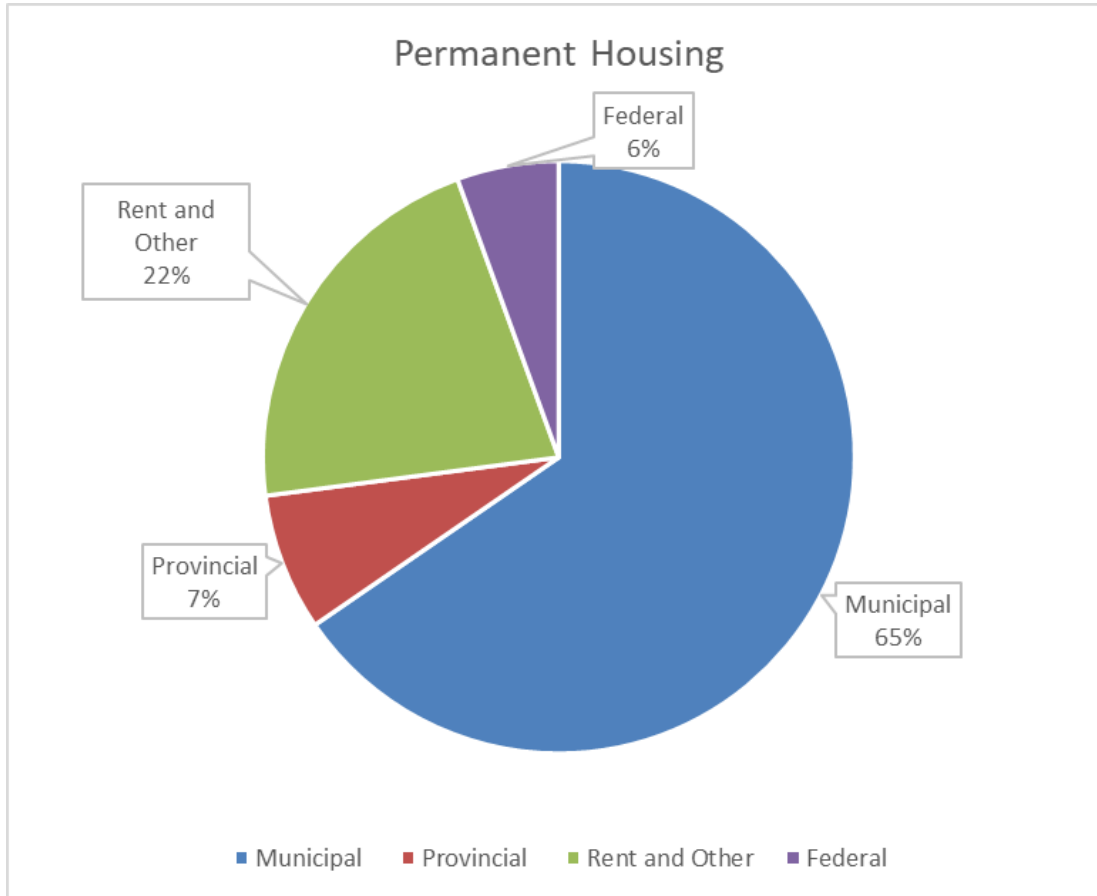
Housing Allowances

Rent Supplements

Canada-Ontario Housing Benefit



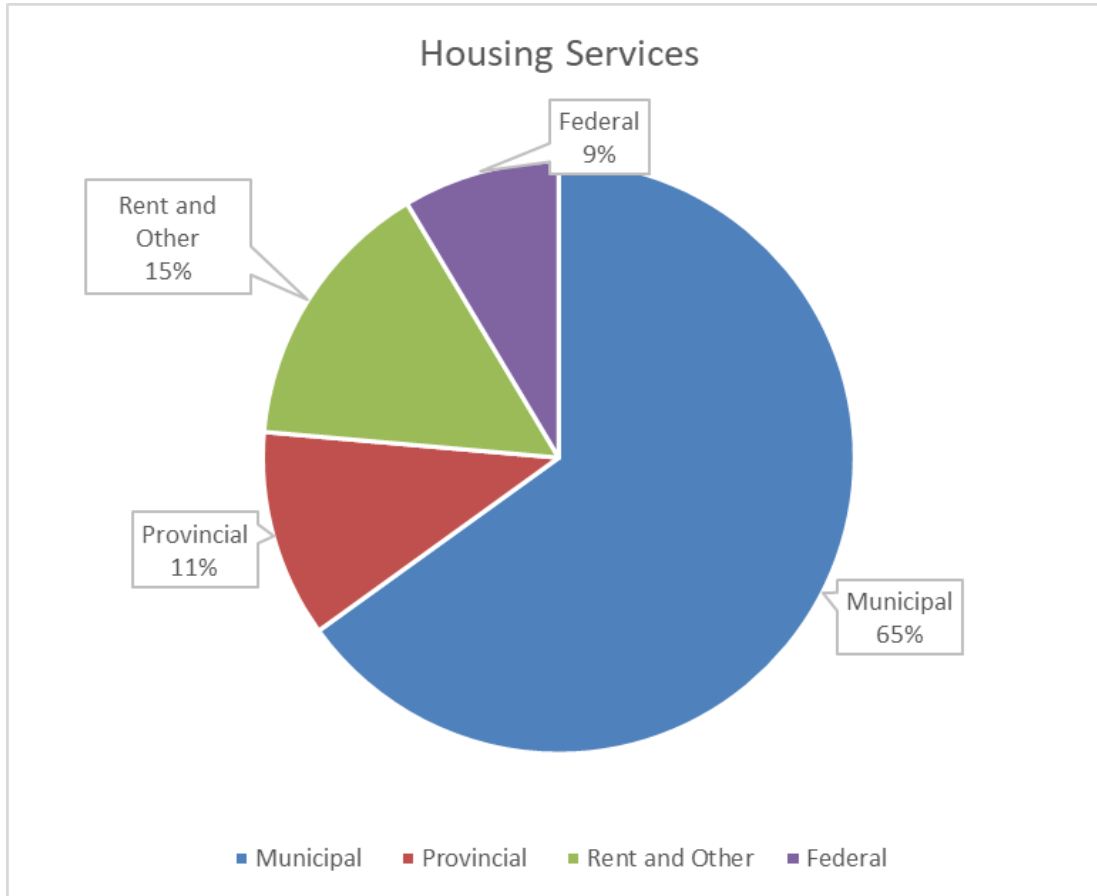
# Permanent Housing



## Category 3 - Permanent Housing

Municipal	22,501,215
Provincial	2,580,700
Rent and Other	7,400,200
Federal	1,912,800
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	34,394,915

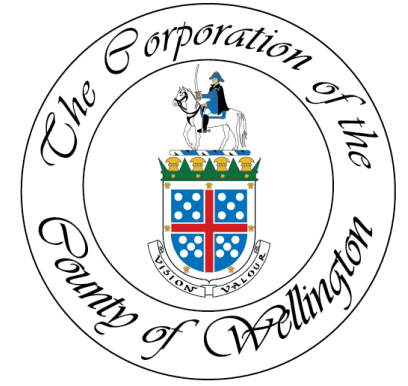
# Housing Services Proposed 2025 Budget



## Housing Services

Municipal	31,206,400
Provincial	5,429,700
Rent and Other	7,213,200
Federal	4,112,100
	<hr/>
	47,961,400
	<hr/>





# County of Wellington Budget and 10-Year Plan

# Social Services Budget Summary

## 2025-2034 Budget Forecast (Operating & Capital)

(all figures in \$000's)

A) TOTAL PROGRAMME EXPENDITURES											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Programme Expenditures</b>											
Social Housing	\$ 49,543	\$ 52,797	\$ 55,703	\$ 57,834	\$ 57,559	\$ 57,676	\$ 58,887	\$ 60,819	\$ 62,282	\$ 63,490	\$ 65,576
Children's Early Years Division	59,302	96,601	97,034	97,169	97,348	97,672	98,261	98,415	98,500	98,956	100,014
Ontario Works	28,479	30,554	31,173	32,272	33,072	34,239	35,131	36,646	37,609	38,230	39,327
Affordable Housing	2,645	2,765	8,826	2,829	2,941	9,071	3,072	3,375	9,211	3,529	3,708
<b>Total Social Services Expenditures</b>	<b>\$ 139,968</b>	<b>\$ 182,718</b>	<b>\$ 192,736</b>	<b>\$ 190,103</b>	<b>\$ 190,920</b>	<b>\$ 198,658</b>	<b>\$ 195,351</b>	<b>\$ 199,254</b>	<b>\$ 207,602</b>	<b>\$ 204,204</b>	<b>\$ 208,625</b>
Year/year % change	12.6%	30.5%	5.5%	-1.4%	0.4%	4.1%	-1.7%	2.0%	4.2%	-1.6%	2.2%
<b>B) MUNICIPAL PROPERTY TAX REQUIREMENT</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>City of Guelph</b>											
Social Housing	\$ 25,024	\$ 28,888	\$ 31,495	\$ 32,920	\$ 34,500	\$ 34,827	\$ 36,316	\$ 37,815	\$ 38,894	\$ 39,738	\$ 41,041
Children's Early Years Division	5,084	3,723	3,862	3,852	3,898	3,972	3,883	4,122	4,244	4,436	5,223
Ontario Works	3,900	4,020	4,239	4,592	4,716	5,102	5,260	5,788	6,063	5,976	6,243
IT	248	129	91	124	125	96	345	198	52	150	65
<b>Total City of Guelph Cost</b>	<b>\$ 34,255</b>	<b>\$ 36,760</b>	<b>\$ 39,687</b>	<b>\$ 41,488</b>	<b>\$ 43,239</b>	<b>\$ 43,997</b>	<b>\$ 45,804</b>	<b>\$ 47,922</b>	<b>\$ 49,253</b>	<b>\$ 50,299</b>	<b>\$ 52,571</b>
Year/year % change	41.8%	7.3%	8.0%	4.5%	4.2%	1.8%	4.1%	4.6%	2.8%	2.1%	4.5%
<b>County of Wellington</b>											
Social Housing	\$ 5,367	\$ 5,970	\$ 6,480	\$ 6,754	\$ 7,262	\$ 7,625	\$ 8,101	\$ 8,391	\$ 8,686	\$ 9,018	\$ 9,684
Children's Early Years Division	2,099	1,444	1,604	1,715	1,847	1,982	2,260	2,432	2,653	2,918	3,188
Ontario Works	1,327	1,388	1,456	1,544	1,600	1,671	1,755	1,832	1,908	1,982	2,064
Affordable Housing	1,401	1,421	1,410	1,414	1,431	1,464	1,468	1,467	1,489	1,529	1,625
<b>Total County of Wellington Cost</b>	<b>\$ 10,193</b>	<b>\$ 10,223</b>	<b>\$ 10,951</b>	<b>\$ 11,427</b>	<b>\$ 12,139</b>	<b>\$ 12,741</b>	<b>\$ 13,584</b>	<b>\$ 14,122</b>	<b>\$ 14,735</b>	<b>\$ 15,447</b>	<b>\$ 16,561</b>
Year/year % change	1.2%	0.3%	7.1%	4.4%	6.2%	5.0%	6.6%	4.0%	4.3%	4.8%	7.2%
<b>Total Municipal Property Tax Requirement</b>	<b>\$ 44,448</b>	<b>\$ 46,982</b>	<b>\$ 50,638</b>	<b>\$ 52,915</b>	<b>\$ 55,378</b>	<b>\$ 56,738</b>	<b>\$ 59,389</b>	<b>\$ 62,044</b>	<b>\$ 63,988</b>	<b>\$ 65,746</b>	<b>\$ 69,132</b>



# Housing Services Highlights

- ▶ Homelessness Prevention and Support
  - ▶ Removal of \$1.1 million in one-time funding used in 2024 to offset budget impacts.
  - ▶ 65 Delhi St, Guelph – \$1.4 million for transitional housing
  - ▶ 128 Norfolk, Guelph – \$2.1 million for temporary accommodation site
  - ▶ Reaching Home – \$379,000 for winter shelter response
- ▶ The above factors make up 83% of the City's operating budget impact for 2025.
- ▶ Staffing changes for 2025 include:
  - ▶ Additional Maintenance Coordinator
    - ▶ For oversight of several buildings including 65 Delhi and 128 Norfolk

# Children's Early Years Highlights

- ▶ Canada Wide Early Learning and Child Care (CWELCC)
  - ▶ Significant expansion in funding and oversight – \$41 million increase
    - ▶ New provincial funding formula reflecting a cost-based funding approach
    - ▶ Includes a new benchmarking model and annual audit requirements
    - ▶ 100% federal funding
    - ▶ Potential for a wide range of outcomes – could result in higher than usual variances
- ▶ Staffing Changes in 2025 include:
  - ▶ New Child Care Funding Analyst (0.6 FTE)
  - ▶ New Accounting Analyst (0.75 FTE)
  - ▶ To support the implementation of the new provincial funding formula and ongoing oversight of the programme

# Ontario Works Highlights

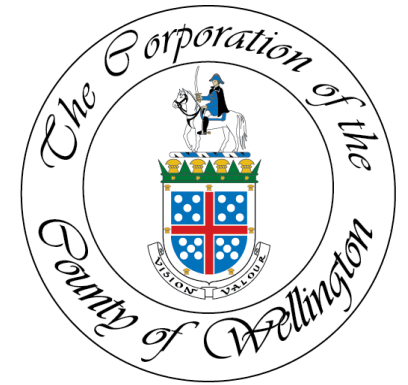
- ▶ Staff are projecting a 6% increase in Ontario works benefits for 2025. This is in-line with Provincial projections.
- ▶ City/County cost sharing ratio has been updated to reflect 2024 actuals split
- ▶ Staffing changes in 2025 include:
  - ▶ Restructuring due to the loss in IRCC funding (reduction of 2.5 FTE)
  - ▶ Addition of a Newcomer Casework (.75 FTE)
    - ▶ Contract position ending December 2025



# Social Services Budget Comparison

<b>COUNTY OF WELLINGTON</b> <b>2025 SOCIAL SERVICES NET BUDGET COMPARISON - OPERATING &amp; CAPITAL</b> (all figures in \$000's)					
	Approved 2024 County Budget	2024 Budget Projections for 2025	Proposed 2025 County Budget	% Change from 2024 Projections for 2025	% Change from Approved 2024 Budget
<b>City Tax Levy Requirement</b>					
Social Housing	\$ 25,024	\$ 26,173	\$ 28,888	10.4%	15.4%
Ontario Works	3,900	3,835	4,020	4.8%	3.1%
Children's Early Years	5,084	5,184	3,723	-28.2%	-26.8%
IT	248	126	129	2.4%	-48.0%
<b>Total</b>	<b>\$ 34,255</b>	<b>\$ 35,318</b>	<b>\$ 36,760</b>	<b>4.1%</b>	<b>7.3%</b>
<b>County Tax Levy Requirement</b>					
Social Housing	\$ 5,367	\$ 5,820	\$ 5,970	2.6%	11.2%
Ontario Works	1,327	1,426	1,388	-2.7%	4.6%
Children's Early Years	2,099	2,274	1,444	-36.5%	-31.2%
Affordable Housing	1,401	1,404	1,421	1.2%	1.4%
<b>Total</b>	<b>\$ 10,193</b>	<b>\$ 10,924</b>	<b>\$ 10,223</b>	<b>-6.4%</b>	<b>0.3%</b>





# Questions?



# Guelph Public Library

2025 Operating Budget and 2025-28  
Operating and Capital Forecasts







# Budget goals

- Continue to deliver equitable service
- Build capacity for the new Central Library
- Balance fiscal responsibility
- Align with the City's strategic direction

## Connections to Future Ready





# 2025 Operating Budget

The Guelph Public Library Board has approved a budget of **\$12,349,767**. This represents a 6.5% reduction from the 2024 budget.

## Why the reduction?

\$1.6 million in debt funding is moving from the Library's budget to the City's.



# Key budget drivers



## Inflationary pressures

Utility costs, book prices, software, and building maintenance have all been impacted by inflation.



## Employee compensation

Anticipated changes in the new collective agreement and cost-of-living increases that ensure competitive wages, staff retention, and operational stability.



## Capital reserve

Central Library Capital Fund transfers adjusted to reflect construction costs from the City's Infrastructure Renewal Reserve Fund.



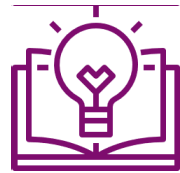


# Building staff capacity

In preparation for the new Central Library



**6.3 FTE Positions**



**Training**

The budget includes 6.3 Full-Time Equivalent (FTE) positions phased in for 2026 that will help build programming and service capacity for the new Central Library.

In addition, staff training and development will continue so we're fully prepared to support new and emerging needs in the community.







# Offsetting our operating costs

The Library offsets its operating costs with the help of grants. The **Public Library Operating Grant** is expected to remain steady at **\$167,700**.

We continue to apply for grants that will help with operating costs now and in the future.



Year	Proposed budget	Increase/decrease	Key drivers
2025	\$12.3M	(-6.5%)	
2026	\$14.2M	15.2%	10.5 new FTEs
2027	\$15.6M	9.7%	7.2 new FTEs
2028	\$16M	2.5%	0.5 new FTEs

# 2025-2028 Operating forecast

The 2026-2028 operating budget forecast is in line with the findings of the Baker District Operating Budget Impacts Report, presented to City Council in October 2023.



## ■ ■ ■ 2025-2028 Capital forecast

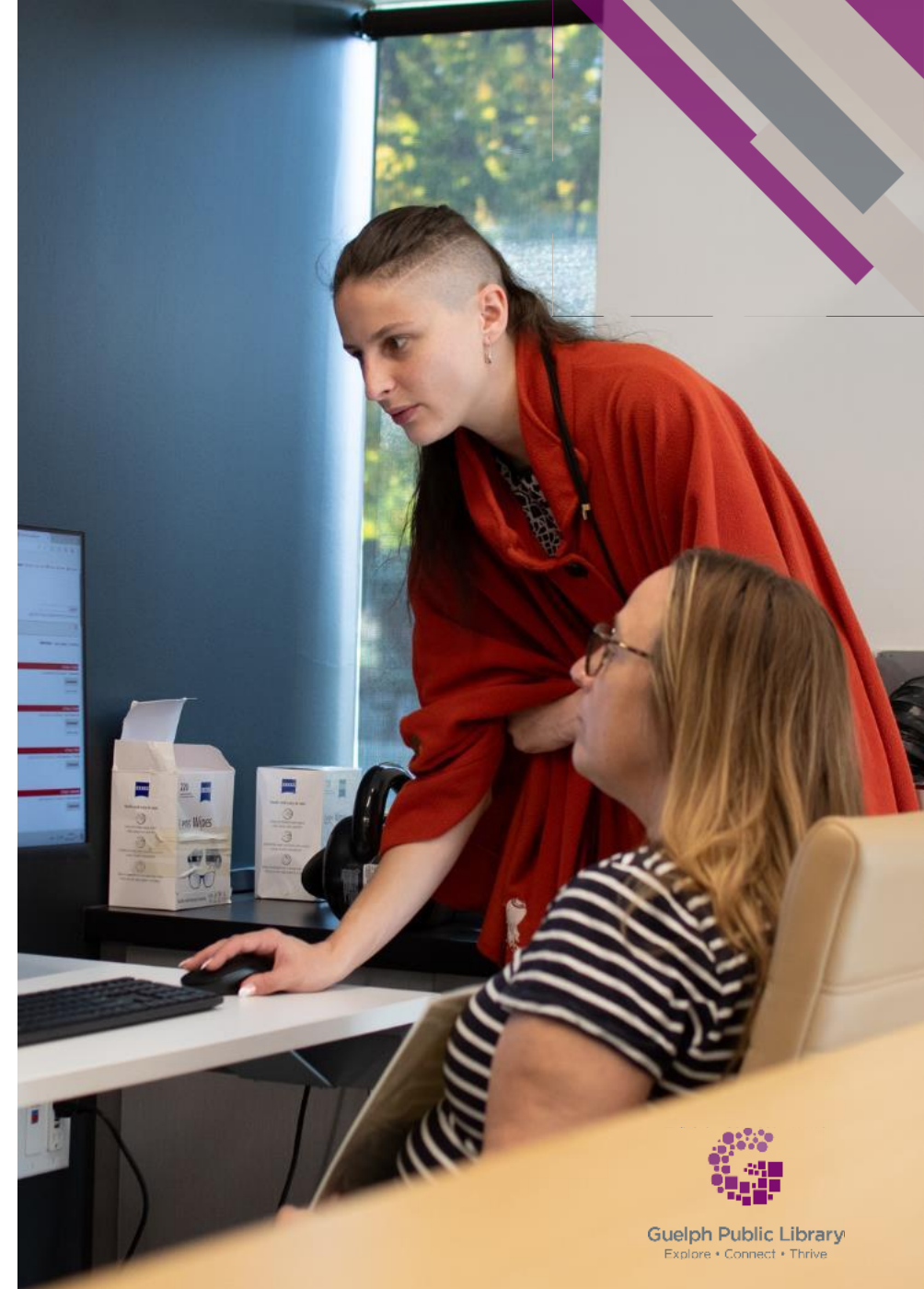
Project name	2025	2026	2027	2028
Radio-Frequency Identification (RFID)	50,000			
IT System and Network	50,000	50,000	200,000	150,000
Main Branch Maintenance	50,000	50,000		
Branch Upgrades and Sustainability	35,000	100,000	20,000	200,000
New Main Branch Collection	2,920,000			
Outreach Service Expansion				150,000



# Investing in our community

The investments we make here today have short and long-term community impacts.

- Facilitating language learning, technological support, and job searching and education
- Delivering programming to the community, at vulnerable points in their lives
- Connecting vulnerable people to social supports
- Inspiring creativity and community







**Thank you!**

**Questions?**

Dan Atkins, CEO  
Guelph Public Library  
[datkins@guelphpl.ca](mailto:datkins@guelphpl.ca)



# Long Term Care 2025 Budget Update





## Key Accomplishments and the Road Ahead

- 29 New Long Term Care Beds Constructed:
  - Collaborated with partners to build 29 new long-term care beds. Opened Nov 4 2024
  - Long Term Care (LTC) now at full capacity with 114 residents.
- Exceeded Direct Care Target:
  - Consistently provided more than the April 2025 target of 4 hours of direct care per resident day.
  - This quarter, achieving 4.51 hours of direct care per resident day.
- Progress in Emotion-Based Seniors Care (The Butterfly Approach):
  - Advancing our journey towards building a culture of emotion-based seniors care through the Butterfly Approach.
  - Full Butterfly accreditation expected summer 2025.



# 2024-2027 Multi-Year Plan

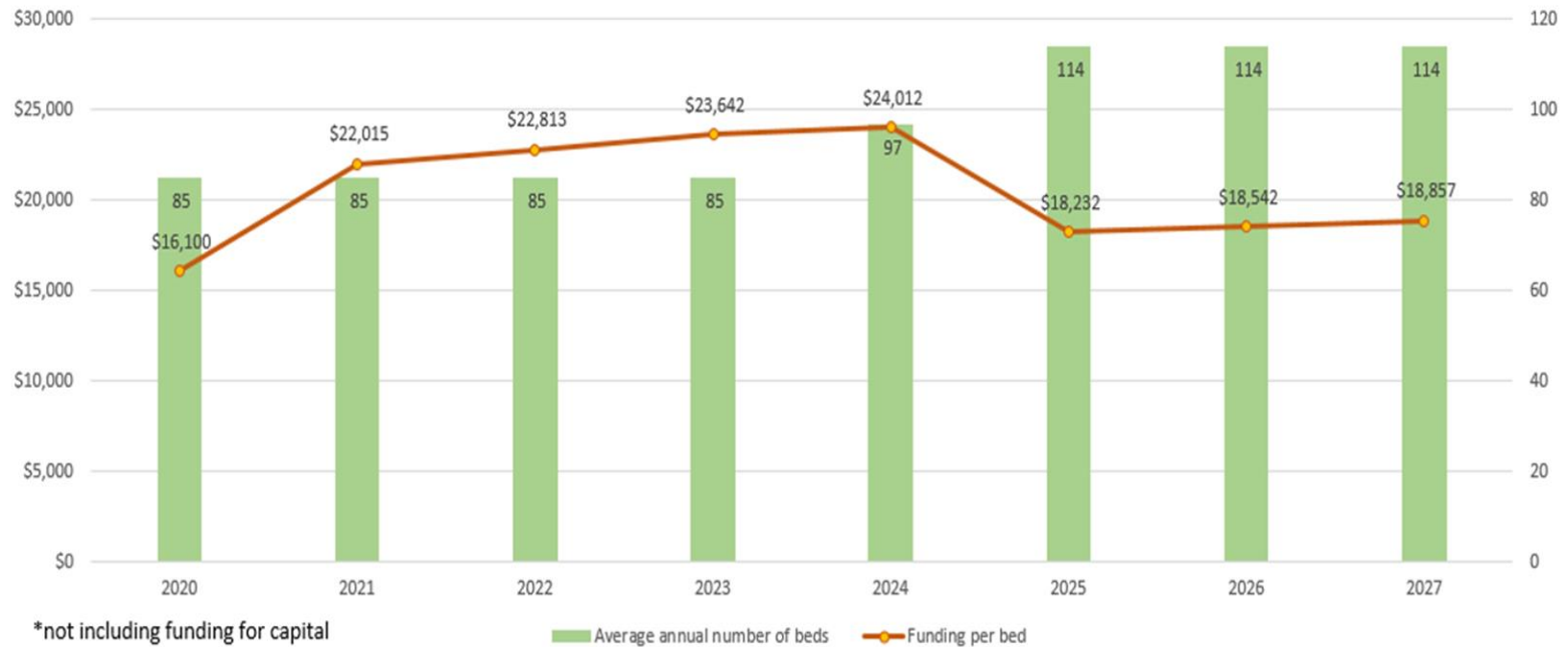
- In 2023, guidance received to plan for 1.7% year-over-year growth
- We held to that guidance with the exception of 2024

Funding Component	2023 approved	2024 request	Y-o-Y % change	2025 request	Y-o-Y % change	2026 request	Y-o-Y % change	2027 request	Y-o-Y % change
LTC operational funding	2,009,552	2,329,126	15.9%	2,078,455	-10.8%	2,113,789	1.7%	2,149,724	1.7%
Capital funding	816,374	840,865	3.0%	866,091	3.0%	892,074	3.0%	918,836	3.0%
<b>Total funding request</b>	<b>2,825,926</b>	<b>3,169,991</b>	<b>12.2%</b>	<b>2,944,546</b>	<b>-7.1%</b>	<b>3,005,863</b>	<b>2.1%</b>	<b>3,068,560</b>	<b>2.1%</b>



# Impact of Bed Expansion

City of Guelph funding for operations per long-term care bed\*





## Other Funding

- **The Elliott Community actively partners with other funders to secure funding. Examples of other funding received in 2024:**
  - Federal COVID-19 Resilience funding stream – HVAC upgrades \$263,062 secured December 6, 2024
  - Balnar Family Foundation grant - \$34,000 secured for Community Centre Café accessibility upgrades
  - Charity Giving – Supporting the Butterfly Approach to be the first Long-term Care home in Guelph to achieve Accreditation.

# Council Memo



To **City Council**  
 Service Area Office of the Chief Administrative Officer  
 Date Wednesday, January 22, 2025  
 Subject **2025 Budget Update Local Boards and Shared Services Agencies County of Wellington**

This memo serves to update Council on budget-related matters for Council consideration related to the 2025 budget update for the City’s local boards and shared services (LBSS) agencies.

**County of Wellington**

On January 8, 2025 the Joint Social Services and Land Ambulance Committee was presented with the updated [2025 Social Services Budget](#). The updated plan for 2025 represents a decrease of \$74,200 from the preliminary draft budget published by the County in November 2024. The change is driven by updated funding model guidelines for Children’s Early Years, minor inflationary adjustments in Social Housing and a staff restructuring in Ontario Works. The County budget will be presented to County Council for approval on January 30, 2025.

Table 1: County of Wellington 2025 Social Services Net Budget Comparison of City Tax Levy Requirement – Operating and Capital (all figures in \$000’s)

Service	Approved 2024 County Budget	November Budget Projections for 2025	Proposed 2025 County Budget	\$ Change from November Projections for 2025	% Change from 2024 County Budget
Social Housing	\$25,024	\$28,740	\$28,888	\$148	15.4%
Ontario Works	3,900	3,920	4,020	\$100	3.1%
Children's Early Years	5,084	4,050	3,723	(\$327)	-26.8%
IT	248	124	129	\$5	-48.0%
<b>Total</b>	<b>\$34,256</b>	<b>\$36,834</b>	<b>\$36,760</b>	<b>(\$74)</b>	<b>7.3%</b>

The above noted information provided by the County shows an overall budget increase of \$2.5 million for the City’s contribution to Social Services in 2025 compared with 2024. However, as explained in Table 77 of the [LBSS Budget](#)

[Update](#), the City’s net budget increase for Social Services in 2025 includes the County increase plus:

- a \$944 thousand increase for a budget adjustment for changes made to the County’s 2024 budget after the City’s 2024 budget was adopted;
- a \$1.4 million increase from the reduction of the phase-in of the 2024 Social Services budget increase; and
- an offset of \$320 thousand for allocation of assessment growth revenue.

Table 2 below provides an update of the County of Wellington figures presented in Table 78 on the [LBSS Budget Update](#) webpage.

Table 2: Updated County of Wellington Social Services budget update impact on tax levy net of allocated assessment growth (all figures in \$000’s)

2024 adopted budget net \$	2025 adopted budget increase \$	2025 budget update increase \$	Change from 2025 adopted to update \$	2025 net change over 2024 %	2025 update tax levy impact %
\$28,881	\$2,696	\$4,529	\$1,833	15.68%	1.40%

The updated Social Services budget reduces the levy requirement by 0.02 per cent for 2025 from what was previously reported in the recommendations in report [2025-18 - 2025 Budget Update Local Boards and Shared Services Agencies](#).

## Attachments

None.

### This report was approved by:

Shanna O’Dwyer  
 Acting General Manager Finance/City Treasurer  
 Office of the Chief Administrative Officer  
 519-822-1260 extension 2300  
 shanna.odwyer@guelph.ca

### This report was recommended by:

Tara Baker  
 Chief Administrative Officer  
 Office of the Chief Administrative Officer  
 519-822-1260 extension 2221  
 tara.baker@guelph.ca



# Staff Report



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To	<b>City Council</b>
Service Area	Office of the Chief Administrative Officer
Date	Wednesday, January 22, 2025
Subject	<b>The Elliott Fixed-Term Loan Update</b>

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## Recommendation

1. That Council confirm that, subject to the satisfaction of the City Treasurer and City Solicitor, City staff are authorized to execute a fixed-term loan agreement with The Elliott for the 29-bed long-term care expansion project, in the principal amount of approximately \$2.5 million.
- 

## Executive Summary

### Purpose of Report

To confirm Council’s direction with respect to the fixed-term loan to The Elliott, increased to a principal amount of approximately \$2.5 million, for the 29-bed expansion project.

### Key Findings

In February 2023, Council approved financing from the City for The Elliott’s 29-bed long-term care expansion project. The financing was comprised of an interim line of credit for construction, repayable in part by a Development Grant from the Ministry of Long-Term Care with the outstanding balance to be converted to a fixed-term loan estimated in the amount of \$1.9 million. The updated estimate of the fixed-term financing required is \$2.5 million, and staff are seeking confirmation of Council’s approval to execute a fixed-term loan agreement, consistent with the previously approved parameters, in this updated principal amount.

### Strategic Plan Alignment

The Elliott’s 29-bed expansion project supports the City Building objective of Improving Housing Supply by increasing the number of long-term care beds in our community.

### Future Guelph Theme

City Building

### Future Guelph Objectives

City Building: Improve housing supply

### Financial Implications

The Elliott has confirmed that debt servicing costs for the loan of \$2.5 million will be fully covered by the Construction Funding Subsidy from the Ministry of Long-Term Care, and there will be no budgetary impact for the City.

At this time the City has the cash flow to manage this updated loan amount through the reserve funds. Finance will monitor over time to determine if there is a need to issue debt related to this fixed-term loan at a later date.

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## Report

The City is the license holder for the long-term care beds operated by The Elliott, and the City and The Elliott have a service level agreement for the provision of long-term care services by The Elliott. This license holder and service provider relationship is separate from the statutory relationship between the City and The Elliott as a local board governed by *The Elliott Act, 2002*. The context of this report, and the fixed-term financing is specific to the 29-bed long-term expansion project that has increased the number of long-term care beds operating under the City's license from 85 beds to 114 beds.

On [February 28, 2023](#), Council unanimously approved City support for The Elliott's 29-bed long-term care expansion project, including a City financial contribution of \$862,780 and interim construction line-of-credit financing of up to \$6.2 million to be converted in part to a fixed-term loan, estimated to be \$1.9 million, to provide fixed term financing aligned with the Ministry of Long-Term Care's 25-year Construction Funding Subsidy per diem.

The Elliott has completed this project, received Ministry of Long-Term Care inspection and approval, and began to welcome new residents in November 2024. The Elliott has provided regular updates to the Committee of Management on the progress of the project, including updated financial projections as the project progressed from concept to design to construction, identifying in their [September 2024 report](#) that the updated projection for the fixed-term loan amount was expected to be in the range of \$2.5 million.

A total of just over \$3.4 million was advanced by the City to The Elliott through the interim construction line-of-credit loan agreement, and interest of approximately \$80 thousand is expected to have accrued on that up to the date of conversion to a fixed-term loan (depending on the date of receipt of the Development Grant). The accrued interest will roll into the fixed-term loan principal. The Elliott expects to receive a Development Grant from the Ministry of Long-Term Care of approximately \$1.0 million in late December 2024 or early January 2025, which will be transferred to the City to pay down the line-of-credit balance before it is converted to a fixed-term loan.

Council delegated authority to the City Treasurer and City Solicitor to execute the appropriate loan agreements with The Elliott, however, given the change in the estimate from \$1.9 million to \$2.5 million for the fixed-term loan, staff are seeking confirmation of Council's approval for the updated estimate of \$2.5 million, as of the time of writing this report.

## Financial Implications

The Elliott has confirmed that debt servicing costs for the loan of \$2.5 million will be fully covered by the Construction Funding Subsidy from the Ministry of Long-Term Care, and there will be no budgetary impact for the City.

At this time the City has the cash flow to manage this updated loan amount through the reserve funds and Finance will monitor over time to determine if there is a need to issue debt related to this fixed-term loan at a later date.

### **Consultations and Engagement**

None.

### **Attachments**

None.

### **Departmental Approval**

Jennifer Charles, General Manager, Legal and Court Services / City Solicitor

### **Report Author**

Shanna O'Dwyer, Acting General Manager, Finance / City Treasurer

### **This report was approved by:**

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Corporate Services  
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### **This report was recommended by:**

Tara Baker  
Chief Administrative Officer  
Office of the Chief Administrative Officer  
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tara.baker@guelph.ca

# **The Corporation of the City of Guelph**

## **By-law Number (2025) - 21032**

A by-law to confirm the proceedings of a meeting of Guelph City Council held January 22, 2025.

### **The Council of the Corporation of the City of Guelph enacts as follows:**

1. Subject to Section 3 of this by-law, every decision of Council taken at the meeting at which this by-law is passed, and every resolution passed at that meeting, shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
2. The execution and delivery of all such documents as are required to give effect to the decisions taken at the meeting at which this by-law is passed and the resolutions passed at this meeting, are hereby authorized.
3. Nothing in this by-law has the effect of giving to any decision or resolution the status of a by-law where any legal prerequisite to the enactment of a specific by-law has not been satisfied.
4. Any member of Council who disclosed a pecuniary interest at the meeting at which this by-law is passed, shall be deemed to have disclosed that interest in this confirmatory by-law as it relates to the item in which the pecuniary interest was disclosed.

**Passed this twenty-second day of January, 2025.**

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**Cam Guthrie, Mayor**

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**Stephen O'Brien, City Clerk**