

## AGENDA

### COUNTY OF OXFORD COUNCIL

Wednesday, November 20, 2024, 9:30 a.m.

21 Reeve Street, Woodstock and online

[www.oxfordcounty.ca/livestream](http://www.oxfordcounty.ca/livestream)

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING
5. PUBLIC MEETINGS
6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

6.1 Staff Presentations  
Re: 2025 Business Plans and Budgets

7. CONSIDERATION OF CORRESPONDENCE

7.1 Grand River Conservation Authority (GRCA)  
October 28, 2024  
Re: 2025 Grand River Conservation Authority Draft Budget

7.2 Catfish Creek Conservation Authority (CCCA)  
October 30, 2024  
Re: 2025 Catfish Creek Conservation Authority Draft Budget

8. REPORTS FROM DEPARTMENTS

9. UNFINISHED BUSINESS

The following Reports are provided for ongoing information purposes during Budget consideration:

9.1 CS 2024-39 2025 Water and Wastewater Rates  
Report CS 2024-39, titled 2025 Water and Wastewater rates was received for discussion purposes by Council on November 13, 2024.

9.2 CS 2024-40 2025 Business Plans and Budget  
Report CS 2024-40, titled 2025 Business Plans and Budget was received for discussion

purposes by Council on November 13, 2024.

9.3 CS 2024-41 2025 Oxford County Library Business Plan and Budget

Report CS 2024-41, titled 2025 Oxford County Library Business Plan and Budget was received for discussion purposes by Council on November 13, 2024.

9.4 CS 2024-42 2025 Court Security Grant Special Tax Levy

Report CS 2024-42, titled 2025 Court Security Grant Special Tax Levy was received for discussion purposes by Council on November 13, 2024.

9.5 CS (CS) 2024-45

Report CS (CS) 2024-45 [ Closed Session Document ] was received for discussion purposes by Council on November 13, 2024.

**10. MOTIONS**

**11. NOTICE OF MOTIONS**

11.1 Note: Section 9.1.2 of Procedure By-law No. 6268-2020 as amended states:

Notwithstanding Section 9.1.1, during Council's review and consideration of annual business plans and budgets, all amending motions shall be tabled in writing and duly signed as Notices of Motion to be debated at the Budget meeting specifically identified for budget debate. The Clerk will ensure that all such motions are printed in full on the Agenda for the meeting when debate is scheduled to occur.

11.2 Notice of Motion 1

Warden Ryan

Whereas Council passed a resolution at their November 13, 2024 Council meeting directing staff to take all necessary steps to amend the development charge policy and by-law at the earliest date to remove the non-statutory exemption related to industrial buildings, and will allow for the funding provision for the non-statutory exemption to be removed from the draft 2025 budget;

Therefore be it resolved, that the 2025 Business Plan and Budget be amended to remove the funding provision for non-statutory exemptions related to industrial development.

**12. ENQUIRIES**

**13. CLOSED SESSION**

**14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION**

**15. BY-LAWS**

15.1 By-law No. 6680-2024

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

**16. ADJOURNMENT**



# 2025 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 1  
NOVEMBER 20, 2024

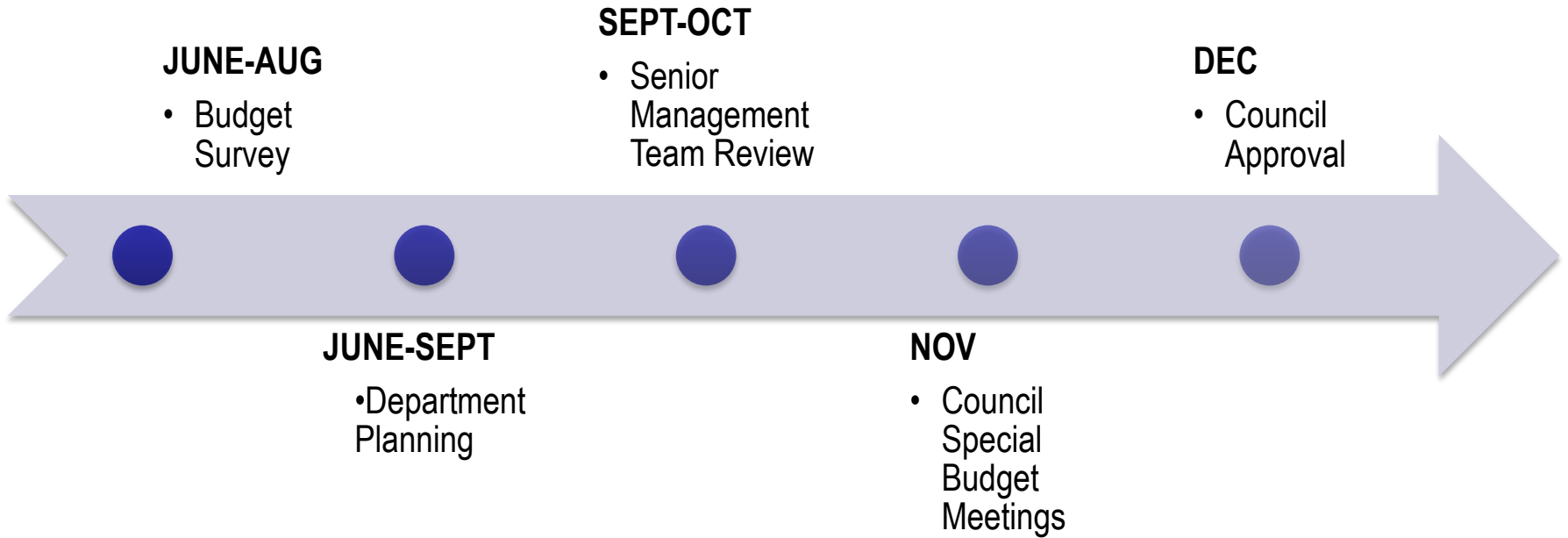


# OUTLINE

1. Budget Process
2. Budget Highlights
3. Capital Plan and Asset Management
4. Business Plan and Budgets by Department
  - Public Works
  - Human Services
  - Woodingford Lodge
  - Corporate Services
  - General Budget
  - Council
  - CAO
  - Paramedic Services
  - Human Resources
  - Community Planning
5. Library Budget
6. Court Security
7. Summary
8. Pending Budget Adjustments

# BUDGET PROCESS

## BUSINESS PLANNING AND BUDGET PROCESS



## BUDGET DEVELOPMENT

### 2024 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- One-time Items	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- Capital contributions	Increase in asset contribution
+/- Initiative Gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- In-year Approval/ Carryover	In-year approvals previously not included in the budget
+/- Minor Capital and Major Infrastructure	Expansion of capital assets and studies

### = 2025 Draft Budget



## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(24,574)	(19,900)	-	(4,230)	(2,400)	(26,530)	(6,630)	33.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(11,282)	(3,600)	-	1,200	-	(2,400)	1,200	(33.3%)
<b>TOTAL GENERAL REVENUES</b>	<b>(179,760)</b>	<b>(162,404)</b>	<b>-</b>	<b>(3,030)</b>	<b>(2,400)</b>	<b>(167,834)</b>	<b>(5,430)</b>	<b>3.3%</b>
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(236,260)	(305,899)	305,899	-	-	-	305,899	(100.0%)
DEVELOPMENT CHARGES	(304,252)	(71,649)	-	(168,903)	-	(240,552)	(168,903)	235.7%
<b>TOTAL OTHER REVENUES</b>	<b>(540,512)</b>	<b>(377,548)</b>	<b>305,899</b>	<b>(168,903)</b>	<b>-</b>	<b>(240,552)</b>	<b>136,996</b>	<b>(36.3%)</b>
<b>TOTAL REVENUES</b>	<b>(720,272)</b>	<b>(539,952)</b>	<b>305,899</b>	<b>(171,933)</b>	<b>(2,400)</b>	<b>(408,386)</b>	<b>131,566</b>	<b>(24.4%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,521,452	2,537,952	(126,724)	114,994	167,107	2,693,329	155,377	6.1%
BENEFITS	655,394	660,494	(25,029)	55,347	31,181	721,993	61,499	9.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,176,846</b>	<b>3,198,446</b>	<b>(151,753)</b>	<b>170,341</b>	<b>198,288</b>	<b>3,415,322</b>	<b>216,876</b>	<b>6.8%</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	558,551	542,123	(21,615)	27,301	20,624	568,433	26,310	4.9%

- Groups and aligns revenue and expenses
- Columns show budget changes between 2024 Budget and 2025 Draft Budget



## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
TOTAL INTERDEPARTMENTAL CHARGES	1,565,620	1,504,955	(10,031)	87,687	14,821	1,597,432	92,477	6.1%
TOTAL EXPENSES	5,863,330	5,534,694	(310,399)	514,809	414,233	6,153,337	618,643	11.2%
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	80,684	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	80,684	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
<b>NET OPERATING</b>	<b>5,223,742</b>	<b>4,994,742</b>	<b>(4,500)</b>	<b>342,876</b>	<b>411,833</b>	<b>5,744,951</b>	<b>750,209</b>	<b>15.0%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL PROVINCIAL GRANTS	-	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(511,500)	(291,500)	-	(33,600)	-	(325,100)	(33,600)	11.5%
CAPITAL CONTRIBUTIONS	(36,000)	(36,000)	-	31,200	-	(4,800)	31,200	(86.7%)
CAPITAL DONATIONS	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUES	(547,500)	(327,500)	-	(2,400)	-	(329,900)	(2,400)	0.7%
<b>CAPITAL EXPENSES</b>								
MAJOR INFRASTRUCTURE	137,500	146,500	-	(119,500)	-	27,000	(119,500)	(81.6%)
VEHICLES	-	-	-	-	-	-	-	-
BUILDING	181,000	181,000	-	(165,900)	-	15,100	(165,900)	(91.7%)
FURNISHINGS AND EQUIPMENT	229,000	229,000	-	58,800	-	287,800	58,800	25.7%
TOTAL CAPITAL EXPENSES	547,500	556,500	-	(226,600)	-	329,900	(226,600)	(40.7%)
<b>NET CAPITAL</b>	<b>-</b>	<b>229,000</b>	<b>-</b>	<b>(229,000)</b>	<b>-</b>	<b>-</b>	<b>(229,000)</b>	<b>(100.0%)</b>

- Separated between **Operating** and **Capital** net budgets (Revenues less Expenses)

## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
<b>SUMMARY</b>								
TOTAL REVENUES	(1,267,772)	(867,452)	305,899	(174,333)	(2,400)	(738,286)	129,166	(14.9%)
TOTAL EXPENSES	6,410,830	6,091,194	(310,399)	288,209	414,233	6,483,237	392,043	6.4%
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
TOTAL LEVY	5,223,742	5,223,742	(4,500)	113,876	411,833	5,744,951	521,209	10.0%

### Overall summary of

- Total Revenues (operating and capital);
- Total Expenses (operating and capital); and
- Program Surplus/Deficit (surplus/deficit contributions to/from reserves)

## REPORT PRESENTATION

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
<b>ONE-TIME ITEMS</b>							
OCL-Ox on the Run		173,819	-	173,819	-	173,819	3.3%
OCL-Vehicle Wrap		4,400	-	4,400	-	4,400	0.1%
OCL-60th Anniversary		6,000	-	6,000	-	6,000	0.1%
		<b>184,219</b>	-	<b>184,219</b>	-	<b>184,219</b>	<b>3.5%</b>
<b>SERVICE LEVEL</b>							
OCL-Library Summer Student FTE	FTE 2025-15	12,309	-	12,309	-	12,309	0.2%
OCL-Branch Hours Adjustments FTE	FTE 2025-16	40,206	-	40,206	2,400	37,806	0.7%
		<b>52,514</b>	-	<b>52,514</b>	<b>2,400</b>	<b>50,114</b>	<b>1.0%</b>
<b>CAPITAL CONTRIBUTION</b>							
OCL-Library Capital Increase (AMP)		40,000	-	40,000	-	40,000	0.8%
		<b>40,000</b>	-	<b>40,000</b>	-	<b>40,000</b>	<b>0.8%</b>
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>							
OCL-Library Non-Statutory Development Charge Exemptions		75,511	-	75,511	-	75,511	1.4%
OCL-Library Statutory development charge exemptions		61,989	-	61,989	-	61,989	1.2%
		<b>137,500</b>	-	<b>137,500</b>	-	<b>137,500</b>	<b>2.6%</b>
<b>TOTAL</b>		<b>414,233</b>	-	<b>414,233</b>	<b>2,400</b>	<b>411,833</b>	<b>7.9%</b>

- “Budget Impacts” report accompanies each division
- Provides further explanation for budget changes




# BUDGET HIGHLIGHTS



PG. 10

# STRATEGIC PRIORITIES (2023-2026)

The 2025 Draft Business Plan and Budget contains **119** notable goals, initiatives and resource allocations to fulfill the respective strategic goals:

	Business Plan	New Initiative	FTE
 Promoting Community Vitality	31	0	1
 Enhancing Environmental Sustainability	14	3	0
 Fostering Progressive Government	50	5	15

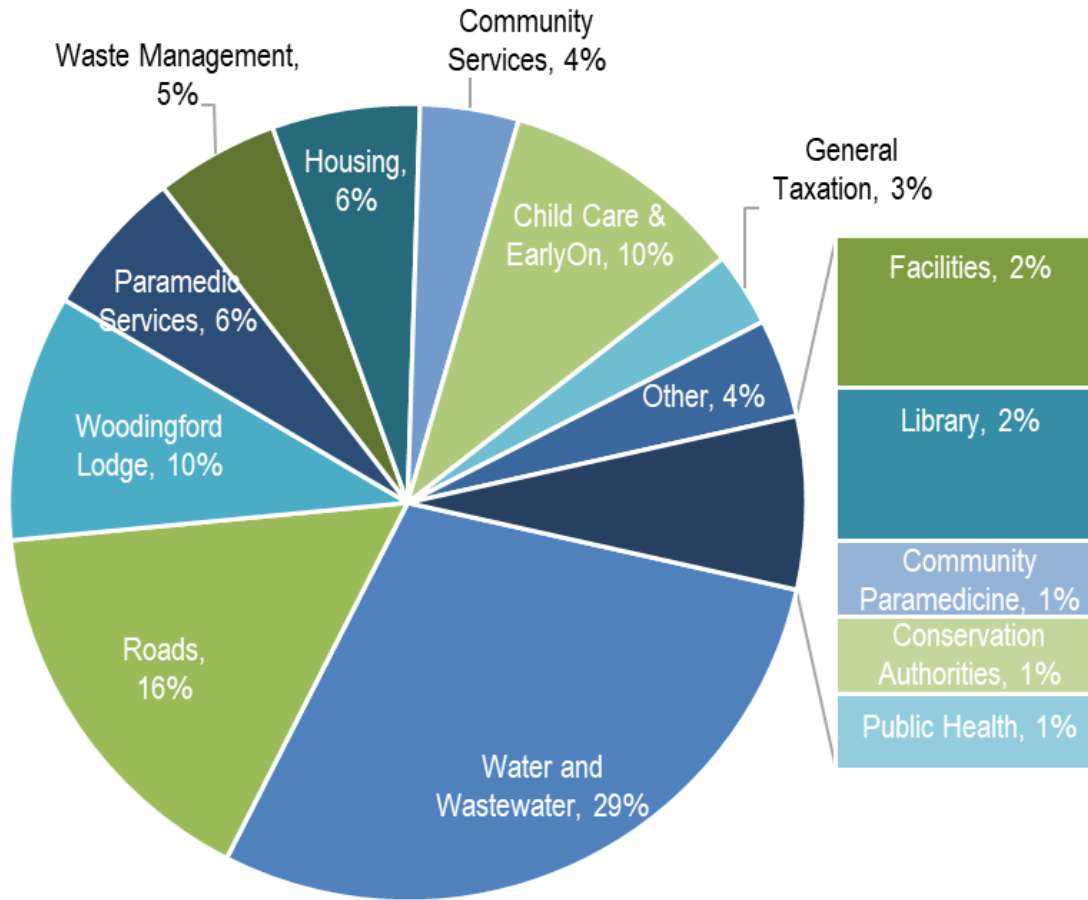
## BUDGET AT A GLANCE

The County's budget is divided among four budgets: General Levy, Library Levy, Court Security Levy, and Water and Wastewater Rates.

Levy Budget					Rates Budget		Capital Budget
General	Library	Court Security	Total				
12.6%	10.0%	48.8%	12.5%	2025 Budget increase	8.8%	2025 rates increase	2025 capital budget includes capital investments of <b>\$131.0 M</b> The capital budget covers maintenance of existing County assets and the adding of new assets.
<b>\$93.0 M</b> (+\$10.4M)	<b>\$5.7 M</b> (+\$0.5 M)	<b>\$123,430</b> (+\$40,494)	<b>\$98.8 M</b> (+\$11.0 M)	Total Property Taxes	<b>\$48.3 M</b> (+\$3.6 M)	Total Water and Wastewater Rates	
10.3%	7.9%	46.0%	10.1%	2025 prelim tax rate increase	2.9% to 14.3%	2025 average household rates increase	



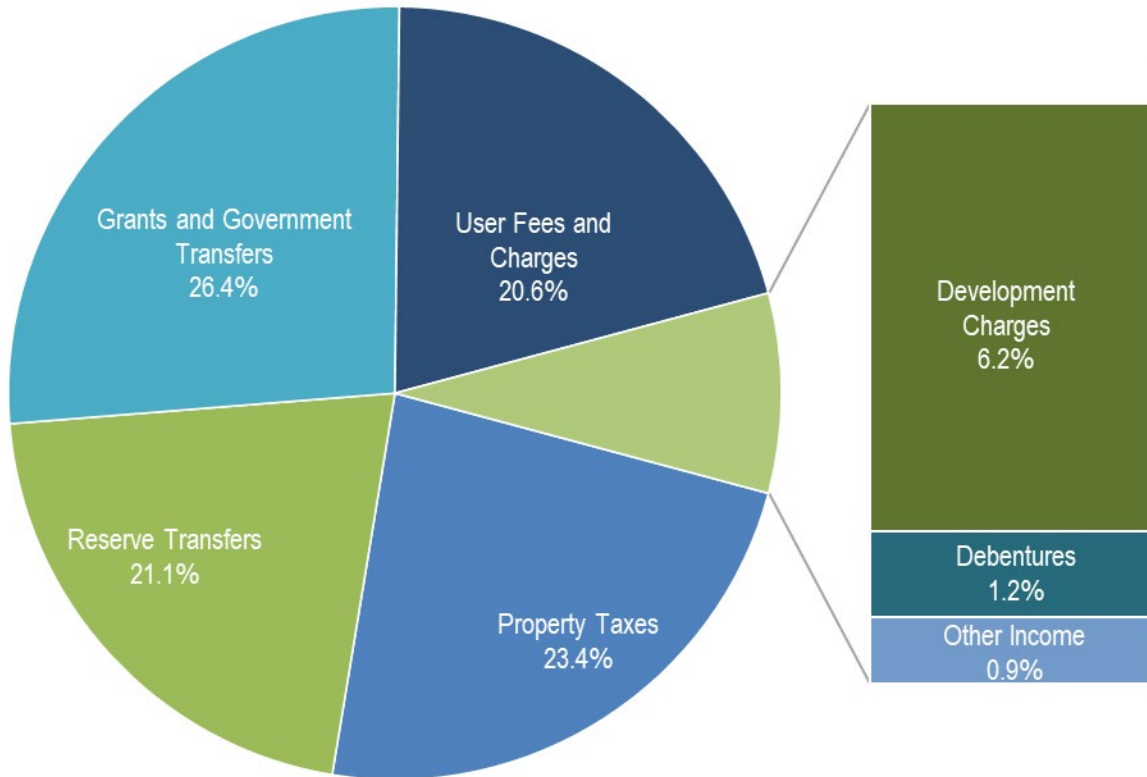
## TOTAL EXPENDITURE DISTRIBUTION



Largest portion of County expenditures (operating + capital):

- > Water and Wastewater: 29%
- > Roads: 16%
- > Child Care and EarlyON: 10%
- > Woodingford Lodge: 10%

## HOW IS THE BUDGET FUNDED



Largest revenue sources for County expenditures:

1. Grants and Transfers: **26.4%**
2. Property Taxes: **23.4%**
3. Reserves: **21.1%**

## NEW INITIATIVES

#	New Initiative	Page
1	Thornton Wellfield Naturalization	105
2	Benchmark Traffic Data - Automated Speed Enforcement Program	130
3	Storm Sewer Closed-Circuit Television (CCTV) Inspection Program	131
4	Tillsonburg Watermain Swabbing and Sanitary De-rooting Program	185
5	Water Wastewater Electronic Logbooks	187
6	Council Chambers Technology Upgrades	251
7	Leadership Development and Succession Planning Programming	318

## FULL-TIME EQUIVALENT PLAN

<b>2024 Approved FTE Plan</b>	<b>683.1</b>
2024 Temporary FTE	(5.7)
2024 In-year	6.5
<b>2025 FTE Plan</b>	<b>683.9</b>
<b>2025 Draft Budget increase</b>	<b>21.9</b>
<b>Draft 2025 FTE Plan</b>	<b>705.8</b>



Facilities	0.8
Engineering and Construction	3.0
Waste Management	1.0
Water and Wastewater	1.3
Community Services	0.7
Child Care	0.5
Housing	0.5
Woodingford Lodge	3.2
Information Service	1.0
Finance	2.0
Tourism	0.1
Communications	1.0
Paramedic Services	4.0
Library	2.8
<b>2025 FTE Budget Increase</b>	<b>21.9</b>



# BUDGET HIGHLIGHTS

## DRAFT BUDGET IMPACTS



PG. 67

	Total	Reserves	Other	Rates	Taxation	%
<b>Levy/Rate increase over prior year</b>				<b>3,887,752</b>	<b>10,955,657</b>	<b>12.5%</b>
New Initiatives	2,654,001	85,000	2,175,000	150,200	243,801	<b>0.3%</b>
One-time Items	4,266,000	3,417,522	251,500	351,348	245,630	<b>0.3%</b>
Service Level	2,560,478	294,464	253,055	170,303	1,842,656	<b>2.1%</b>
Capital Contribution	778,000	-	-	-	778,000	<b>0.9%</b>
Initiative Gapping	(1,295,539)	-	(1,130,000)	(18,950)	(146,589)	<b>(0.2%)</b>
In-year Approval/ Carryover	1,614,392	570,000	934,338	-	110,054	<b>0.1%</b>
Minor Capital/Infrastructure	38,630,500	24,987,419	12,358,694	-	1,284,387	<b>1.5%</b>
<b>Budget Impacts</b>	<b>49,207,832</b>	<b>29,354,405</b>	<b>14,842,587</b>	<b>652,901</b>	<b>4,357,939</b>	<b>5.0%</b>
Prior year non-recurring items				161,240	(921,626)	<b>(1.0%)</b>
Prior year initiative gapping				(78,552)	305,899	<b>0.3%</b>
Development charge exemptions				(332,000)	4,959,500	<b>5.6%</b>
<b>Base Budget increase</b>				<b>3,484,163</b>	<b>2,253,945</b>	<b>2.6%</b>

## Summary and Outlook

### Investments

- 7 New initiatives to advance the Strategic Plan
- Capital Contributions
- Affordable Housing
- Attract and Retain Staff
- Planning for Growth
- Maintain Service Level
- Safe Drinking Water
- Vulnerable and Unhoused Populations
- Traffic Calming and Road Safety
- Asset Management Plan
- Curbside Waste Collection
- Indigenous Consultation Plan and Safe and Well Oxford Plan

### Challenges and Risks

- Growth
- WSIB Costs
- Social Assistance Modernization
- Shifting Fiscal Accountability
- Long-term Care – funding and new information

### Summary

- **2.6%** Base budget increase
- **12.5%** Overall levy increase
- **\$137** Increase per average residential household

# NEW INFORMATION



## Summary and Outlook

2024 Approved General Levy Requirements			\$82,566,456		
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
<b>2025 Draft Budget Levy Increase</b>				<b>\$10,393,954</b>	<b>12.6%</b>
1	Whereas Council passed a resolution at their November 13, 2024 Council meeting directing staff to take all necessary steps to amend the development charge policy and by-law at the earliest date to remove the non-statutory exemption related to industrial buildings, and will allow for the funding provision for the non-statutory exemption to be removed from the draft 2025 budget; Therefore be it resolved, that the 2025 Business Plan and Budget be amended to remove the funding provision for non-statutory exemptions related to industrial development.	NM01 241113	(3,199,324)	(3,159,901)	(3.8%)
2	HR (CS) 2024-04: Draft budget adjustment	BA01 241113	609,080	142,605	0.1%
3	WDFL (CS) 2024-08: Draft budget adjustment	BA02 241113	(1,283,000)	-	0.0%

## Summary and Outlook

2024 Approved General Levy Requirements			\$82,566,456		
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
4	Grand River Conservation Authority: Draft budget adjustment	BA03 241120	(1,510)	(1,510)	0.0%
5	Catfish Creek Conservation Authority: Draft budget adjustment	BA04 241120	856	856	0.0%
<b>2025 Budget Levy Increase</b>				<b>\$7,376,004</b>	<b>8.9%</b>
<b>2025 General Levy Requirements</b>				<b>\$89,942,460</b>	<b>8.9%</b>

# CAPITAL PLAN HIGHLIGHTS

## CAPITAL PLAN PROJECTS

Projects	Budget
Studies and General Capital	\$7.4 million
Fleet, Equipment and Furnishings	9.1 million
Facilities	11.9 million
Road Network and Stormwater	30.9 million
Bridges and Culverts	9.2 million
Water and Wastewater	62.5 million
<b>Total</b>	<b>\$131.0 million</b>



## 2024 CAPITAL PLAN FUNDING

Taxation	\$1.4 million
Debentures	5.2 million
Other sources	0.6 million
W/WW rates/reserves	46.2 million
Reserves	38.3 million
Development charges	23.4 million
Grants (CCBF/OCIF)	15.9 million

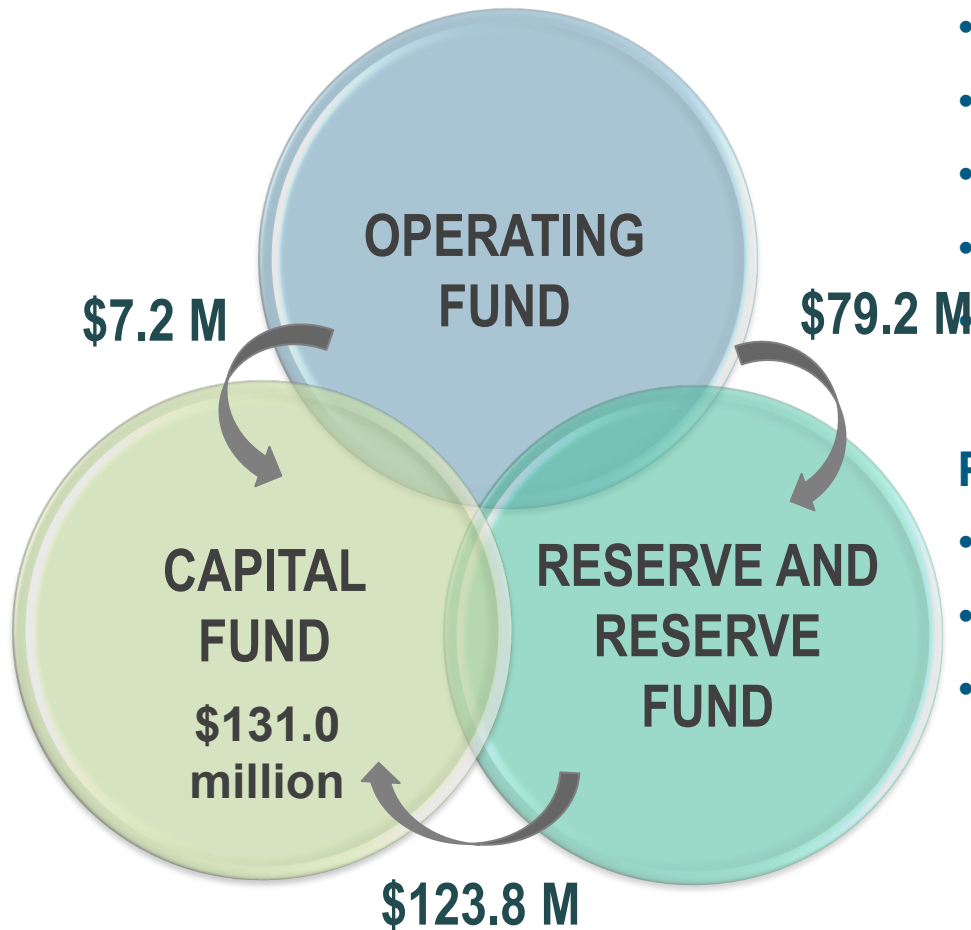
**Total capital budget \$131.0 million**

*26.4% increase over 2023 capital budget (\$103.6 million)*



## CAPITAL FUNDING MODEL

### \$79.2 million in Capital Reserve Contributions



- General levy \$22.6M
- Library levy \$0.4M
- Water and Wastewater rates \$17.0M
- Interest Revenue \$5.9M
- Development charge exemptions \$5.6M

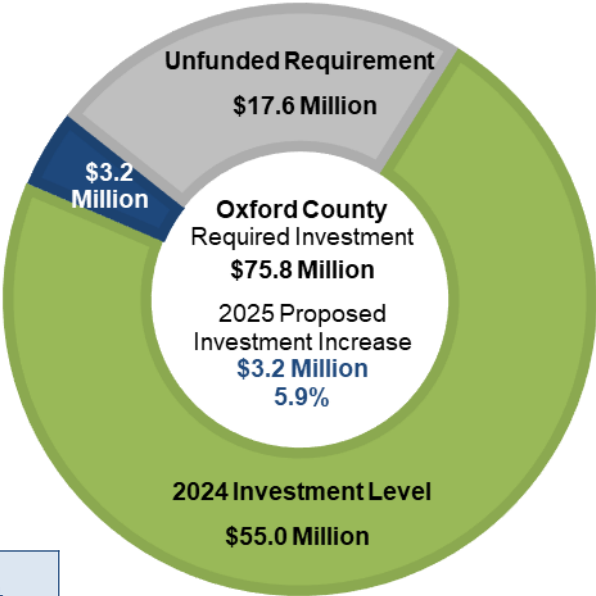
#### Plus:

- CCBF Grant \$4.0M
- OCIF Grant \$5.1M
- Development charge revenues \$18.6M



## ASSET MANAGEMENT PLAN FUNDING

The 2025 budget includes steps towards an appropriately funded and sustainable asset management program.



Budget Source \$Millions	AMP Required Investment	2025 Budget Investment	Investment Surplus/(Deficit)
General Levy	45.68	35.57	(10.11)
Library Levy	0.66	0.44	(0.22)
Water and Wastewater Rates	29.43	22.17	(7.26)
<b>Total</b>	<b>75.77</b>	<b>58.18</b>	<b>(17.59)</b>





## NOTABLE CAPITAL PROJECTS

### **Growth related projects identified subsequent to the development charges background study**

- Signalization at OR 20 and Cranberry Lane in Tillsonburg
- Signalization at OR 9 and OR 10 in Ingersoll
- Signalization at OR 2 and George St in Thamesford

### **Early procurement projects for fleet due to delivery times in excess of 12 months**

- Ambulances (2)
- Tandem Axle Trucks (2)
- Tractor – Mower (2)

## NOTABLE CAPITAL PROJECTS

### Significant projects to support growth needs

- Water and wastewater servicing
  - Northeast Industrial Park – Woodstock
  - Cranberry Road – Tillsonburg
  - Southwest Industrial Park – Ingersoll
- Lansdowne sewer extension in Woodstock
- Wastewater Treatment Plant Upgrades
  - Norwich – class EA study for capacity expansion of the lagoon
  - Tavistock – class EA completion and initiate design
  - Thamesford – upgrades for treatment process enhancements
  - Drumbo – class EA completion and commence capacity expansion phase 2
  - Mt Elgin – construction of phase 3 and 4 capacity expansion

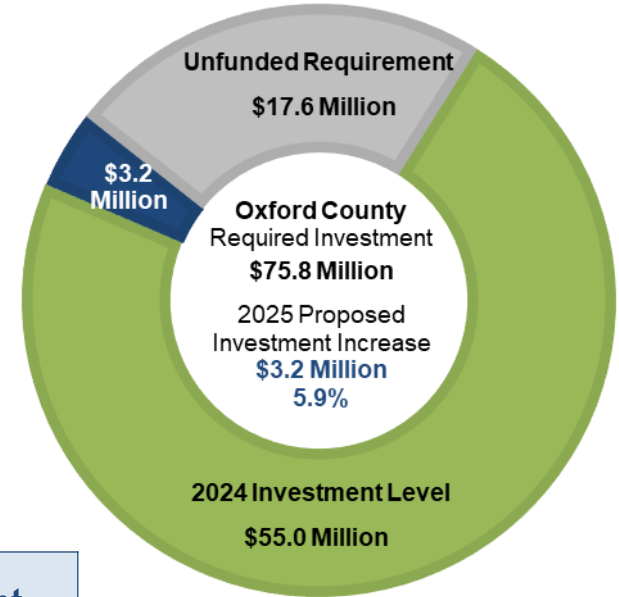
## OVERVIEW

- The Asset Management Plan was updated in 2024 and will be updated to include projected levels of service in 2025 in compliance with Ontario Regulation 588/17.
- The AMP Sets out a strategic framework to guide future investments and support economic growth.
- The 2024 Asset Management Plan provided updates to the required investment in assets, to ensure that the County is capable of achieving a sustainable long-term plan in support of the Strategic Plan.



## ASSET MANAGEMENT PLAN FUNDING

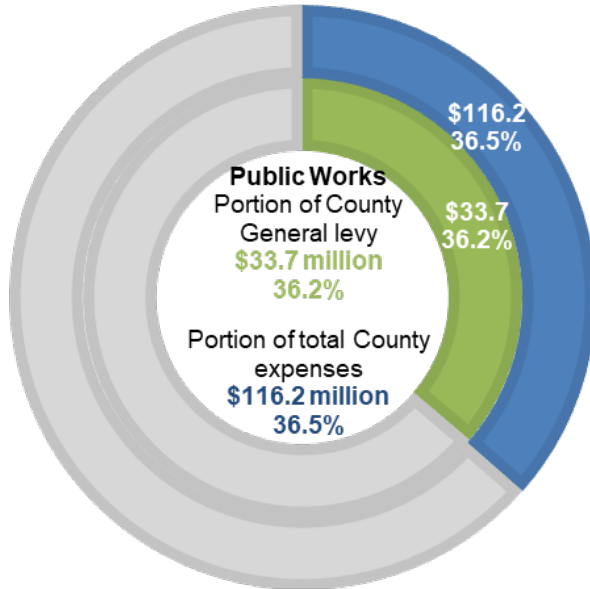
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Water and Wastewater Rates	29.43	22.17	(7.26)
<b>Total</b>	<b>75.77</b>	<b>58.18</b>	<b>17.59</b>

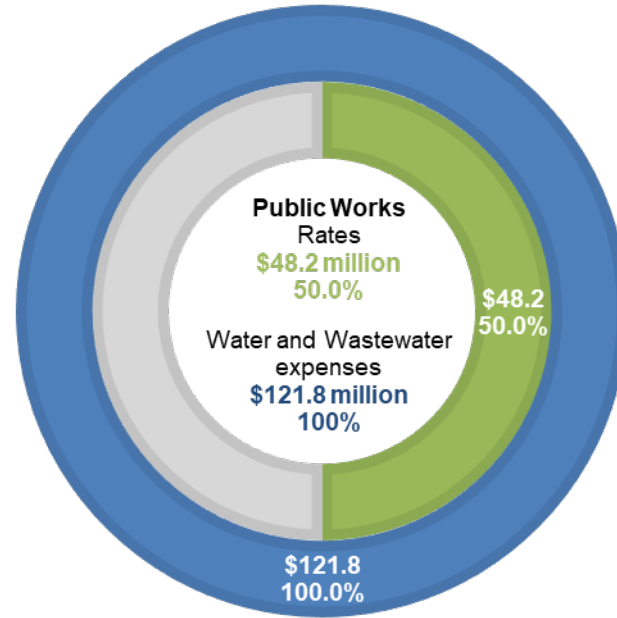


# BUSINESS PLAN AND BUDGET BY DEPARTMENT



## DIVISIONS

- Administration
- Fleet, Facilities and Energy Management
- Engineering and Construction
- Transportation Services
- Waste Management



## DIVISIONS

- Water Services
- Wastewater Services



## SUMMARY

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(647,960)	(649,233)	(676,541)	(27,308)	4.2%
EXPENSES	647,960	649,233	676,541	27,308	4.2%
NET LEVY	-	-	-	-	0.0%



## SUMMARY

- **2025 Budget Goals:**
  - Implementation of Renewable Energy Action Plan
  - Energy Management Plan Implementation
  - Forestry Management Plan Implementation
  - Thornton Wellfield Project
- **FTE Change:** +0.8 Facilities Driver
- **New Initiative:** Thornton Wellfield Naturalization
- **Capital AMP Reserve Contribution:** \$1.1 M Facilities (interdepartmental and rent funded) - \$0.3 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,207,141)	(15,660,680)	(16,378,238)	(717,558)	4.6%
EXPENSES	15,499,061	16,951,629	17,624,722	673,093	4.0%
<b>NET LEVY</b>	<b>\$1,291,920</b>	<b>\$1,290,949</b>	<b>\$1,246,484</b>	<b>\$(44,465)</b>	<b>(3.4%)</b>

## CAPITAL

- New Projects**

- **\$185,900** in various projects identified from the Building Condition Assessments
- **\$400,000** for completing Building Condition Assessments
- **\$3,053,200** in various green and renewable energy projects
- **\$420,000** for Space Optimization at 21 Reeve St (**NI 2024-01**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	2,576,724	4,511,110	4,288,138	(222,972)	(4.9%)
<i>FUNDING</i>					
RESERVE	1,803,006	1,636,879	2,523,600	886,721	54.2%
GRANTS	636,322	720,292	408,000	(312,292)	(43.4%)
DEBT	-	2,098,089	1,286,659	(811,430)	(38.7%)
DC	79,743	-	69,879	69,879	0.0%
TAXATION	57,653	55,850	-	(55,850)	(100.%)

## SUMMARY

- **2025 Budget Goals:**
  - Green Fleet Plan Implementation
- **Capital AMP Reserve Contribution: \$3.5 M** Fleet (interdepartmental funded excluding Paramedic Services) - \$0.3 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(9,836,940)	(9,777,605)	(8,301,984)	1,475,621	(15.1%)
EXPENSES	9,836,940	9,777,605	8,301,984	(1,475,621)	(15.1%)
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

## CAPITAL

- **New Projects**
  - **\$2,341,700** in various vehicle replacements

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	3,823,284	3,808,069	2,341,700	(1,466,369)	(38.5%)
<i>FUNDING</i>					
RESERVE	3,823,284	3,808,069	2,341,700	(1,466,369)	(38.5%)

## SUMMARY

- **2025 Budget Goals:**
  - Continuous Improvement of Project Management Documentation for Capital Delivery
  - Enhancement of Development Review Services
  - Revamp Existing County-Wide Water and Wastewater Capacity Allocation Protocol
- **FTE Change:** ↑**2.0** Project Engineer, ↑**1.0** Public Works Technician

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(955,824)	(964,919)	(582,100)	382,819	(39.7%)
EXPENSES	2,165,579	2,508,112	2,212,945	(295,167)	(11.8%)
<b>NET LEVY</b>	<b>\$1,209,755</b>	<b>\$1,543,193</b>	<b>\$1,630,845</b>	<b>\$87,652</b>	<b>5.7%</b>

## CAPITAL

- **New Projects**
  - **\$7,000** for radar traffic counters
  - **\$4,000** for computers for two Project Engineers (**FTE 2025-02**)
  - **\$45,200** for a computer and fleet vehicle for a Public Works Technician (**FTE 2025-03**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	302,177	311,915	61,200	(250,715)	(80.4%)
<i>FUNDING</i>					
RESERVE	260,000	264,915	5,000	(259,915)	(98.1%)
GRANTS	40,820	45,000	-	(45,000)	(100.%)
TAXATION	1,357	2,000	56,200	54,200	2710.0%

## SUMMARY

- **2025 Budget Goals:**
  - Development of County-Wide Automated Speed Enforcement Program
  - Ongoing Implementation of County-Wide Traffic Calming/Speed Management Measures
  - Cycling Master Plan Implementation
  - 2025 Road Needs Study
  - Storm Sewer Closed Circuit Television Inspection Program
- **New Initiative:**
  - Benchmark Traffic Data – Automated Speed Enforcement Program
  - Storm Sewer – Closed Circuit Television Inspection Program
- **Capital AMP Reserve Contribution: \$10.3 M** Roads and Stormwater - \$0.7 M ↑ and; **\$2.6 M** Bridges and Structural Culverts – no change

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(41,136,184)	(44,307,046)	(40,139,153)	4,167,893	(9.4%)
EXPENSES	65,497,089	69,268,316	66,630,748	(2,637,568)	(3.8%)
<b>NET LEVY</b>	<b>\$24,360,905</b>	<b>\$24,961,270</b>	<b>\$26,491,595</b>	<b>\$1,530,325</b>	<b>6.1%</b>

## CAPITAL

### NEW PROJECTS

- **\$22,840,000** in various County Road improvement projects
- **\$7,505,000** in various Stormwater improvement projects
- **\$8,240,000** in various County Bridge and Structural Culvert improvement projects
- **\$482,500** in minor capital projects

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	41,098,911	44,483,696	40,751,500	(3,732,196)	(8.4%)
<i>FUNDING</i>					
RESERVE	16,095,029	20,451,334	20,391,408	(59,926)	(0.3%)
GRANTS	13,703,754	15,012,500	13,236,677	(1,775,823)	(11.8%)
RECOVERY	2,353,425	2,330,000	556,000	(1,774,000)	(76.1%)
DC	8,473,646	5,955,562	5,384,028	(571,534)	(9.6%)
TAXATION	473,057	734,300	1,183,387	449,087	61.2%



## SUMMARY

- **2025 Budget Goals:**
  - Transition of Municipal Blue Box Program to Full Producer Responsibility
  - Changes to Curbside Collection Services
  - Expansion of Landfill Gas Collection and Flaring System
  - South Fill Area Expansion
- **FTE Change:** ↑1.0 Waste Management Technician
- **Capital AMP Reserve Contribution:** \$0.4 M Waste Management - \$0.02 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(15,594,213)	(16,093,160)	(16,475,618)	(382,458)	2.4%
EXPENSES	19,653,756	19,987,747	20,797,658	809,911	4.1%
<b>NET LEVY</b>	<b>\$4,059,543</b>	<b>\$3,894,587</b>	<b>\$4,322,040</b>	<b>\$427,453</b>	<b>11.0%</b>


## CAPITAL

### NEW PROJECTS

- **\$650,000** for arrival of the front end loader (**NI 2024-15**)
- **\$55,000** for the landfill south cell expansion approvals and design
- **\$550,000** for scale replacement
- **\$953,000** for investments in the gas collection system
- **\$283,000** for other capital projects

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	2,201,507	2,773,341	3,036,000	262,659	9.5%
<i>FUNDING</i>					
RESERVE	2,176,507	2,598,341	3,016,000	417,659	16.1%
TAXATION	25,000	175,000	20,000	(155,000)	(88.6%)

## SUMMARY

- **2025 Budget Goals:**
  - Sanitary Sewer Infiltration and Inflow Reduction Program
  - Wastewater System Modeling Development
  - SCADA Masterplan Implementation
  - Tavistock Wastewater Treatment Plant Expansion/Upgrade
- **New Initiatives:**
  - Tillsonburg Sanitary Derooting
  - Water and Wastewater Electronic Logbooks
- **Capital AMP Reserve Contribution: \$8.7 M** Wastewater (collected from rates) – \$2.0 M 

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(42,976,636)	(53,085,115)	(65,884,346)	(12,799,231)	24.1%
EXPENSES	42,976,636	53,085,115	65,884,346	12,799,231	24.1%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

## CAPITAL

### NEW PROJECTS

- **\$6,036,000** for expansion into the Northeast industrial park in Woodstock
- **\$2,499,000** for replacement projects led by the Town of Tillsonburg
- **\$6,806,000** for expansion into the Southwest industrial park in Ingersoll
- **\$5,200,000** for the Thamesford wastewater treatment plant process enhancements

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	17,773,349	28,757,556	39,155,450	10,397,894	36.2%
<i>FUNDING</i>					
RESERVE	9,586,020	14,853,970	26,265,416	11,411,446	76.8%
GRANTS	804	-	-	-	0.0%
DEBT	-	8,919,083	2,468,014	(6,451,069)	(72.3%)
RECOVERY	137,500	137,500	50,000	(87,500)	(63.6%)
DC	8,049,025	4,847,003	10,372,020	5,525,017	114.0%

## SUMMARY

- **2025 Budget Goals:**
  - SCADA Masterplan Implementation
  - Woodstock Feedermain Relining at 401 Crossing
- **FTE Change:** ↑1.0 SCADA Technician, ↑ 0.3 Technical Services Co-op Student
- **New Initiatives:**
  - Tillsonburg Watermain Swabbing
  - Water and Wastewater Electronic Logbooks
- **Capital AMP Reserve Contribution:** \$8.3 M Water (collected from rates) – \$1.0 M  
↑

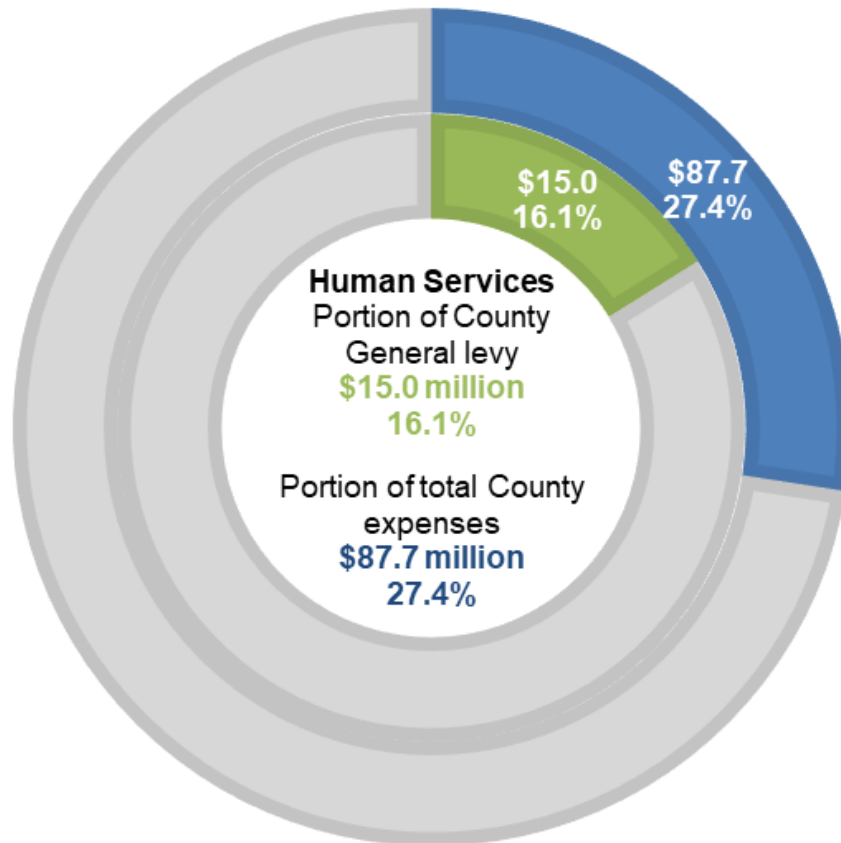
	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(40,491,871)	(46,858,715)	(55,940,519)	(9,081,804)	19.4%
EXPENSES	40,491,871	46,858,715	55,940,519	9,081,804	19.4%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

## CAPITAL

### NEW PROJECTS

- **\$4,696,000** in City of Woodstock projects
- **\$3,399,000** for expansion into the Northeast industrial park in Woodstock
- **\$1,720,000** in Town of Tillsonburg projects
- **\$1,750,000** in cast iron pipe replacements at railway crossings
- **\$1,298,000** for a new well supply in Tavistock

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	16,726,560	23,123,188	29,859,498	6,736,310	29.1%
<i>FUNDING</i>					
RESERVE	10,976,581	18,935,812	19,679,521	743,709	3.9%
GRANTS	142,350	-	1,295,750	1,295,750	0.0%
DEBT	2,936,613	2,930,000	1,450,000	(1,480,000)	(50.5%)
RECOVERY	46,901	-	-	-	0.0%
DC	2,624,115	1,257,376	7,434,227	6,176,851	491.2%



## DIVISIONS

- Community Services
- Child Care and EarlyON
- Housing Services



## SUMMARY

- **2025 Budget Goals:**
  - EarlyON Child and Family Centres
  - Child Care Expansion/Growth Plan/Canada Wide Early Learning and Child Care Program
  - Implementation of Revised/Renewed/Updated Child Care and Early Years 5-Year Plan
  - Review of Service Delivery
  - Child Care Cost Based Funding Implementation
- **FTE Change:** ↑ **0.5** Integrated Program Coordinator

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(22,936,307)	(17,186,616)	(43,304,659)	(26,118,043)	152.0%
EXPENSES	23,878,014	18,095,049	44,262,478	26,167,429	144.6%
<b>NET LEVY</b>	<b>\$941,707</b>	<b>\$908,433</b>	<b>\$957,819</b>	<b>\$49,386</b>	<b>5.4%</b>



# HUMAN SERVICES | Child Care and EarlyON

## CAPITAL

- **NEW PROJECTS**
  - **\$65,000** for additional meeting room technology

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	-	-	65,000	65,000	0.0%
<i>FUNDING</i>					
GRANTS	-	-	65,000	65,000	0.0%

# HUMAN SERVICES | Community Services

## SUMMARY

- **2025 Budget Goals:**
  - Social Assistance Modernization – Employment Services Transformation
  - Social Assistance Modernization – Centralized Intake
  - Review of Service Delivery
  - Develop an Onboarding Toolkit and Resource Library
  - Community Awareness Resource
- **FTE Change: + 1.0 Community Outreach Navigator (Temp), ↓ 0.3 Summer Student**

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,185,900)	(14,059,900)	(14,532,103)	(472,203)	3.4%
EXPENSES	16,185,070	16,059,070	16,710,776	651,706	4.1%
<b>NET LEVY</b>	<b>\$1,999,170</b>	<b>\$1,999,170</b>	<b>\$2,178,673</b>	<b>\$179,503</b>	<b>9.0%</b>

## SUMMARY

- **2025 Budget Goals:**
  - Support Affordable / Supportive Housing Projects / Programs
  - Promote Community Housing Redevelopment and Negotiate New Operating Agreements
  - Collaborate with Community Partners and Advocate for Housing Opportunities
  - Homelessness Response Strategy
  - Review of Service Delivery
- **FTE Change:** ↑0.5 Integrated Programs Coordinator
- **Capital AMP Reserve Contribution:** \$1.4 M Social Housing Facilities - \$0.3 M ↑

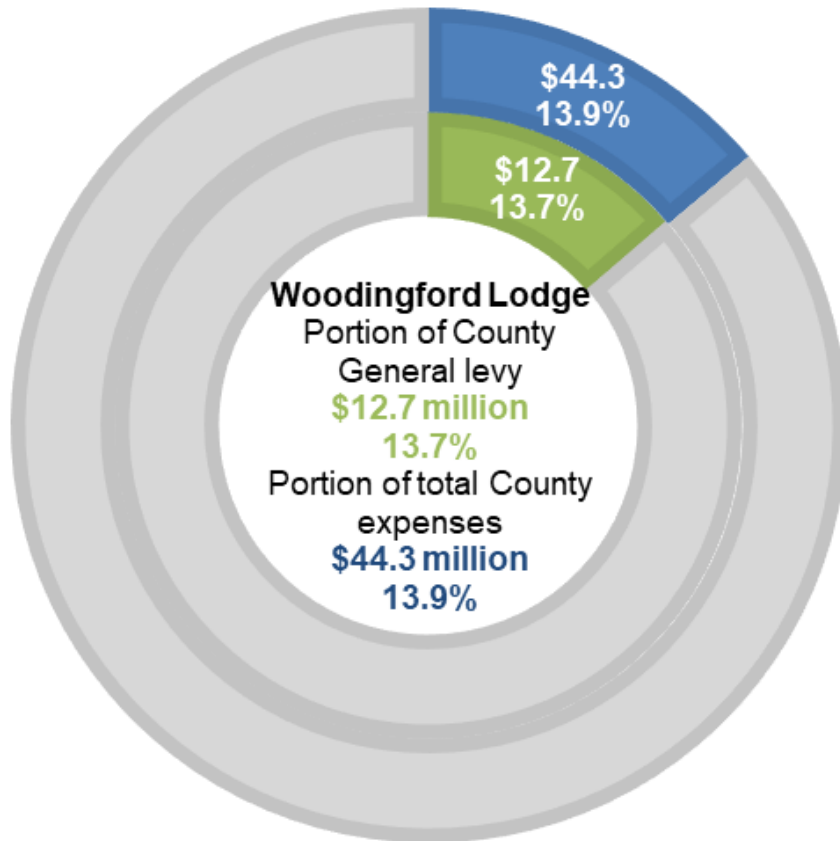
	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(25,734,934)	(25,129,382)	(14,898,712)	10,230,670	(40.7%)
EXPENSES	36,744,188	36,138,636	26,738,752	(9,399,884)	(26.0%)
<b>NET LEVY</b>	<b>\$11,009,254</b>	<b>\$11,009,254</b>	<b>\$11,840,040</b>	<b>\$830,786</b>	<b>7.5%</b>

## CAPITAL

### NEW PROJECTS

- **\$2,775,000** in various projects identified from the Building Condition Assessments
- **\$1,500,000** in an affordable housing project in Tillsonburg
- **\$70,000** towards affordable housing project implementation

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	6,339,132	6,514,194	4,345,000	(2,169,194)	(33.3%)
<i>FUNDING</i>					
RESERVE	4,901,112	5,298,624	3,466,060	(1,832,564)	(34.6%)
GRANTS	1,436,020	1,213,570	878,940	(334,630)	(27.6%)
TAXATION	2,000	2,000	-	(2,000)	(100.%)



**Woodingford Lodge**  
Portion of County  
General levy  
**\$12.7 million**  
13.7%  
Portion of total County  
expenses  
**\$44.3 million**  
13.9%

## DIVISIONS

- Woodingford Lodge



## SUMMARY

- **2025 Budget Goals:**
  - Continual Assessment of Long Term Care Needs
  - Promote Quality Excellence through Accreditation
  - Develop a Thorough Emergency Preparedness Program
  - Development of Continuous Quality Improvement Initiatives
  - Evaluate Long Term Care Needs and Services
- **FTE Change:** ↑1.0 Recreation Aide Full-time, ↑ 1.0 Recreation Aide Part-time, ↓ 1.0 Dietician, ↑ 1.4 Personal Support Worker Part-time, +0.8 Family Transition Program Staffing Part-time
- **Capital AMP Reserve Contribution:** \$1.7 M Woodingford Lodge - \$0.4 M ↑

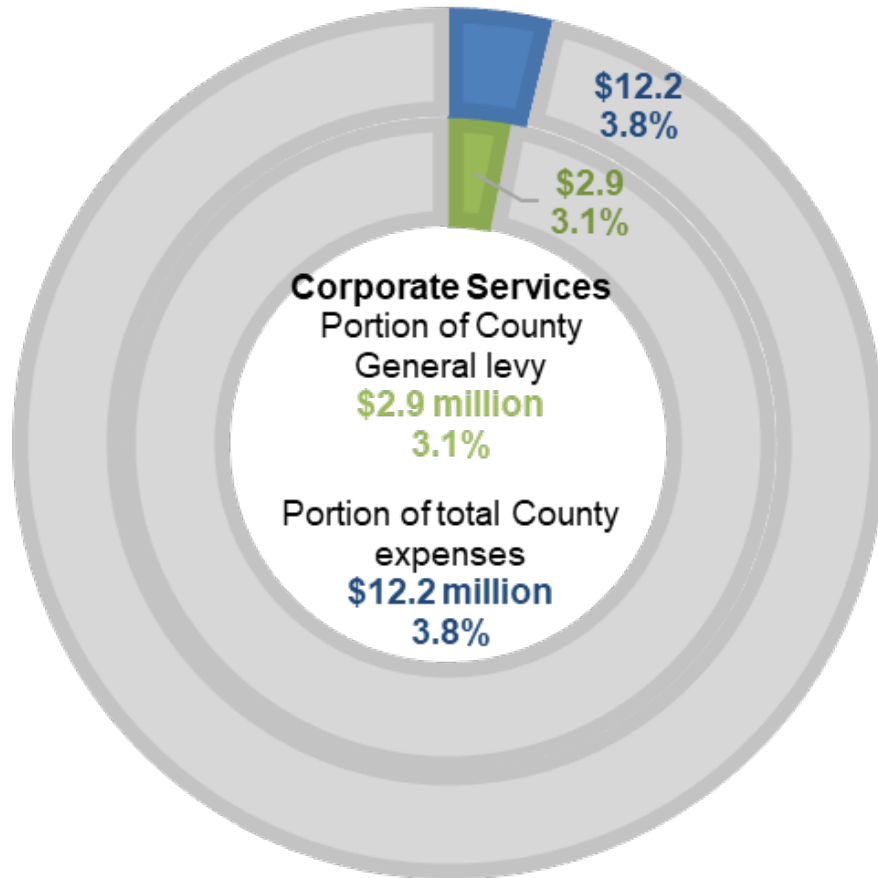
	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(30,348,832)	(28,625,203)	(31,546,278)	(2,921,075)	10.2%
EXPENSES	41,198,223	41,180,458	44,282,607	3,102,149	7.5%
<b>NET LEVY</b>	<b>\$10,849,391</b>	<b>\$12,555,255</b>	<b>\$12,736,329</b>	<b>\$181,074</b>	<b>1.4%</b>

## CAPITAL

### NEW PROJECTS

- **\$460,610** in various equipment and furnishing projects
- **\$1,842,800** identified from the Building Condition Assessments
- **\$1,283,000** For a new long-term care facility

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	2,711,403	2,891,892	3,485,563	593,671	20.5%
<i>FUNDING</i>					
RESERVE	1,547,310	1,696,032	3,244,810	1,548,778	91.3%
GRANTS	1,113,780	1,156,654	-	(1,156,654)	(100.%)
RECOVERY	8,500	-	10,000	10,000	0.0%
DC	-	-	182,153	182,153	0.0%
TAXATION	41,813	39,206	48,600	9,394	24.0%



## DIVISIONS

- Assessment Management
- Customer Service
- Information Services
- Information Technology
- Provincial Offences Administration
- Finance





## SUMMARY

- **2025 Budget Goals:**
  - Customer Relationship Manager Software

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(794,904)	(793,904)	(702,333)	91,571	(11.5%)
EXPENSES	791,824	793,904	702,333	(91,571)	(11.5%)
<b>NET LEVY</b>	<b>\$(3,080)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

# CORPORATE SERVICES | Information Services

## SUMMARY

- **2025 Budget Goals:**
  - Support Implementation of Asset Management Systems Enhancement Project
  - Upgrade Water and Wastewater Utility Data
  - Oxford Anniversaries
  - Online Exhibits
  - Records Management Program Review
- **FTE Change:** ↑1.0 Business and Policy Analyst

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(335,205)	(322,200)	(406,000)	(83,800)	26.0%
EXPENSES	2,507,198	2,659,083	2,962,607	303,524	11.4%
<b>NET LEVY</b>	<b>\$2,171,993</b>	<b>\$2,336,883</b>	<b>\$2,556,607</b>	<b>\$219,724</b>	<b>9.4%</b>

## CAPITAL

- **NEW PROJECTS**
  - **\$2,000** for a laptop for Business and Policy Analyst (**FTE 2025-10**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	5,500	5,500	2,000	(3,500)	(63.6%)
<i>FUNDING</i>					
TAXATION	5,500	5,500	2,000	(3,500)	(63.6%)

## SUMMARY

- **2025 Budget Goals:**
  - Cybersecurity Policy
- **New Initiative:** Council Chambers Technology Upgrades
- **Capital AMP Reserve Contribution:** **\$0.3 M** Information Technology capital (interdepartmental funded) - \$0.1 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,686,250)	(2,677,750)	(3,326,165)	(648,415)	24.2%
EXPENSES	2,696,964	2,677,750	3,326,165	648,415	24.2%
<b>NET LEVY</b>	<b>\$10,714</b>	-	-	-	<b>0.0%</b>

## CAPITAL

- **NEW PROJECTS**
  - **\$272,100** for the replacement of computer equipment across the County
  - **\$65,000** for Council chambers technology upgrades (**NI 2025-06**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	104,300	104,300	337,100	232,800	223.2%
<i>FUNDING</i>					
RESERVE	102,300	102,300	337,100	234,800	229.5%
TAXATION	2,000	2,000	-	(2,000)	(100.%)

## SUMMARY

- **2025 Budget Goals:**
  - Prosecution Model
  - Provincial Legislation Updates
  - Automated Speed Enforcement – Administration Space
  - Automated Speed Enforcement – Administrative Penalties Framework

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(1,040,649)	(995,000)	(995,000)	-	0.0%
EXPENSES	1,191,826	1,186,281	1,205,749	19,468	1.6%
<b>NET LEVY</b>	<b>\$151,177</b>	<b>\$191,281</b>	<b>\$210,749</b>	<b>\$19,468</b>	<b>10.2%</b>

## SUMMARY

- **2025 Budget Goals:**
  - Review Water and Wastewater Billing Processes
  - Implement Payroll and Scheduling System
  - 2025 Asset Management Plan – Proposed Levels of Service
- **FTE Change:** ↑1.0 Financial Analyst – Capital, ↑1.0 Supervisor of Payroll

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(3,161,588)	(3,647,712)	(3,926,995)	(279,283)	7.7%
EXPENSES	3,147,479	3,637,712	3,926,995	289,283	8.0%
NET LEVY	\$(14,109)	\$(10,000)	-	\$10,000	(100.0%)

## CAPITAL

- **NEW PROJECTS**

- **\$2,000** for a laptop for Payroll Supervisor (**FTE 2025-12**)
- **\$2,000** for a laptop for Financial Analyst – Capital (**FTE 2025-11**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	150,000	651,477	505,477	(146,000)	(22.4%)
<i>FUNDING</i>					
RESERVE	150,000	651,477	501,477	(150,000)	(23.%)
TAXATION	-	-	4,000	4,000	0.0%



# GENERAL BUDGET

## General Taxation, Public Health and Conservation Authorities

## SUMMARY

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(16,719,291)	(13,527,429)	(10,469,952)	3,057,477	(22.6%)
EXPENSES	16,575,102	12,627,192	14,502,589	1,875,397	14.9%
NET LEVY	\$(144,189)	\$(900,237)	\$4,032,637	\$4,932,874	(548.0%)

## Grants

	<b>2025 BUDGET</b>
Grant Policy Allocation [6.26]	\$250,000
<b>Total Grants</b>	<b>\$250,000</b>

## SUMMARY

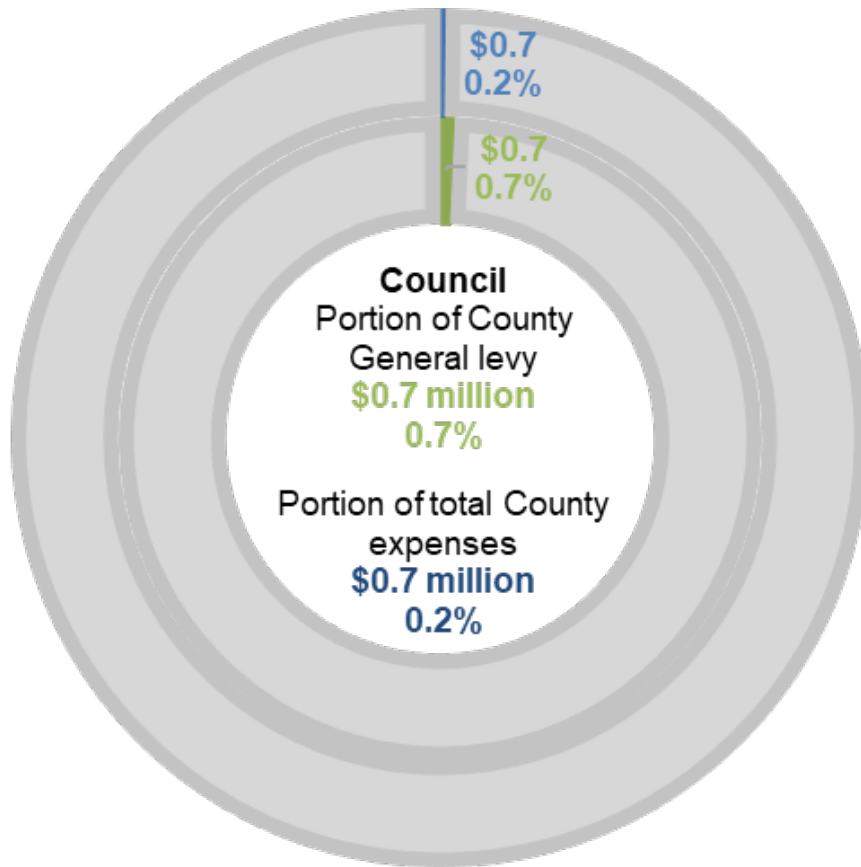
- 2025 Budget estimated by County is **12%** increase over 2024 Budget

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
Upper Thames	\$1,447,577	\$1,339,493	\$1,556,150	\$216,657	16.2%
Grand River	105,841	105,841	109,020	3,179	3.0%
Long Point	510,690	510,690	526,010	15,320	3.0%
Catfish Creek	15,282	15,282	15,740	458	3.0%
<b>EXPENSES</b>	<b>\$2,079,390</b>	<b>\$1,971,306</b>	<b>\$2,206,920</b>	<b>\$235,614</b>	<b>12.0%</b>

## SUMMARY

- 2025 Budget estimated by County **5%** increase over 2024 Actual

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
EXTERNAL TRANSFER	4,346,038	4,346,038	4,563,340	217,302	5.0%



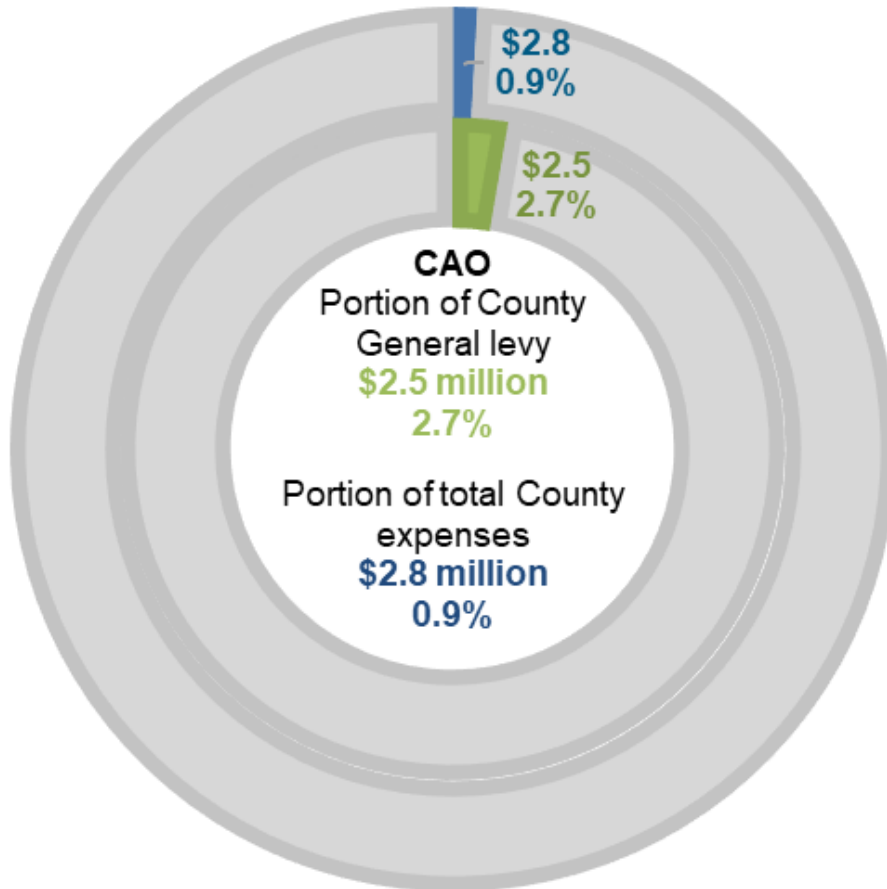
## DIVISIONS

- Council



## SUMMARY

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(1,096,994)	(247,935)	-	247,935	(100.%)
EXPENSES	1,761,084	904,867	681,066	(223,801)	(24.7%)
<b>NET LEVY</b>	<b>\$664,090</b>	<b>\$656,932</b>	<b>\$681,066</b>	<b>\$24,134</b>	<b>3.7%</b>



## DIVISIONS

- CAO Office
- Strategic Initiatives
- Tourism
- Strategic Communication and Engagement





## SUMMARY

- **2025 Budget Goals:**
  - Workforce Culture
  - Strategic Commitments
  - Continuous Improvement
  - Relationship Building

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(334,866)	-	-	-	0.0%
EXPENSES	887,427	542,659	579,966	37,307	6.9%
<b>NET LEVY</b>	<b>\$552,561</b>	<b>\$542,659</b>	<b>\$579,966</b>	<b>\$37,307</b>	<b>6.9%</b>

## SUMMARY

- **2025 Budget Goals:**
  - Climate Action Plan
  - Community Environmental Sustainability
  - Internal Diversity Equity and Inclusion
  - Community Diversity Equity and Inclusion
  - Safe and Well Oxford
  - Advocacy
  - Strategic Plan

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(445,000)	(100,000)	(130,000)	(30,000)	30.0%
EXPENSES	947,022	615,378	758,111	142,733	23.2%
<b>NET LEVY</b>	<b>\$502,022</b>	<b>\$515,378</b>	<b>\$628,111</b>	<b>\$112,733</b>	<b>21.9%</b>

## SUMMARY

- **2025 Budget Goals:**
  - Develop Surveys and reports to Improve Measurement, Monitoring and Reporting of Tourism Related Data
  - Investigate New Partnerships with Canada’s Outdoor Farm Show
  - Complete Implementation of Your Next Stop
  - Develop a New Visiting Friends and Family Ambassador Program
  - Improve Communication with Businesses, Resident and Consumers on Sustainable Tourism
- **FTE Change:** ↑**0.4** Tourism Clerk Part-time, ↓**0.3** Student

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(126,442)	(88,832)	(20,400)	68,432	(77.%)
EXPENSES	684,999	648,936	589,568	(59,368)	(9.1%)
<b>NET LEVY</b>	<b>\$558,557</b>	<b>\$560,104</b>	<b>\$569,168</b>	<b>\$9,064</b>	<b>1.6%</b>

## SUMMARY

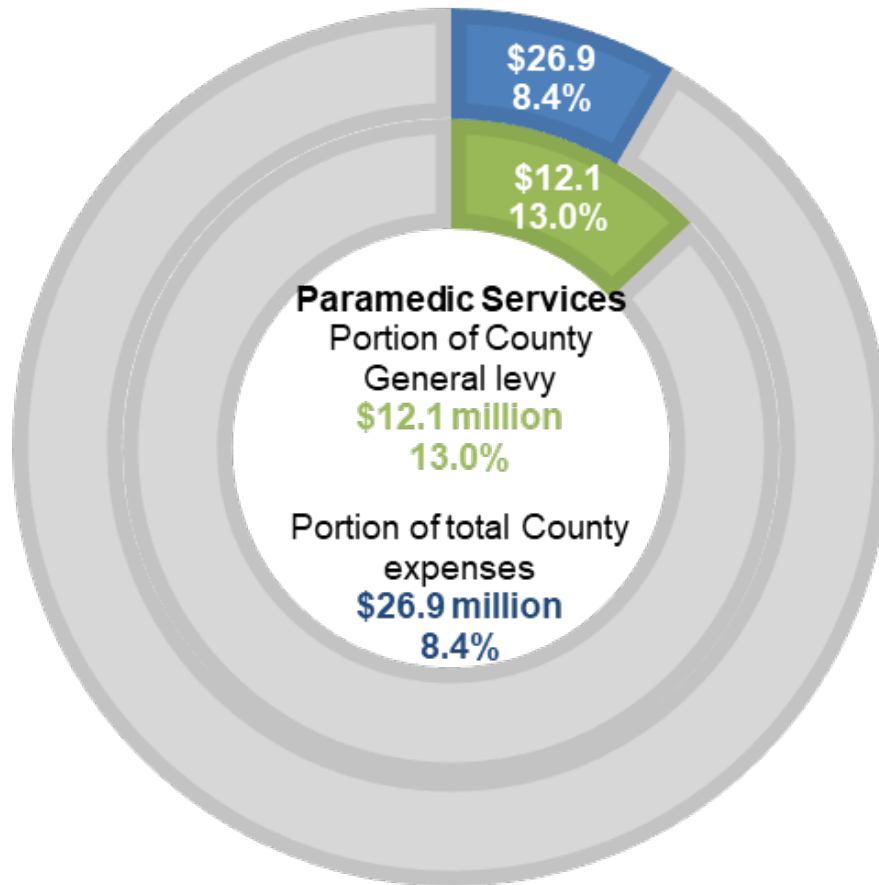
- **2025 Budget Goals:**
  - Update Communication and Engagement Strategy
  - Develop an Annual Communication and Engagement Update
  - Enhance Construction and Capital Project-Related Communication to the Public
- **FTE Changes:** ↑1.0 Communications Officer

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(87,220)	(87,220)	(100,420)	(13,200)	15.1%
EXPENSES	698,843	703,903	834,925	131,022	18.6%
<b>NET LEVY</b>	<b>\$611,623</b>	<b>\$616,683</b>	<b>\$734,505</b>	<b>\$117,822</b>	<b>19.1%</b>

## CAPITAL

- **NEW PROJECTS**
  - **\$2,000** for a computer for Communication Officer (**FTE 2025-13**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,200	2,200	2,000	(200)	(9.1%)
<i>FUNDING</i>					
TAXATION	2,200	2,200	2,000	(200)	(9.1%)



## DIVISIONS

- Paramedic Services
- Community Paramedicine



## SUMMARY

- **2025 Budget Goals:**
  - Paramedic Services 10-Year Master Plan
  - Emergency Management Program Modernization
  - Local Community Healthcare Integration
- **FTE Changes:**
  - ↑**4.0** Primary Care Paramedics (PCP)
- **Capital AMP Reserve Contribution: \$1.3 M** Paramedic Services - \$0.05 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(11,483,226)	(12,143,203)	(12,356,977)	(213,774)	1.8%
EXPENSES	23,849,247	23,118,702	24,443,011	1,324,309	5.7%
<b>NET LEVY</b>	<b>\$12,366,021</b>	<b>\$10,975,499</b>	<b>\$12,086,034</b>	<b>\$1,110,535</b>	<b>10.1%</b>

# PARAMEDIC SERVICES | Paramedic Services

## CAPITAL

### NEW PROJECTS

- **\$1,286,540** for equipment replacements
- **\$746,400** for vehicle replacements
- **\$309,200** in various projects identified from the Building Condition Assessments
- **\$40,000** for presentation technology at Griffin Way
- **\$25,000** for controlled access drug containment at various sites

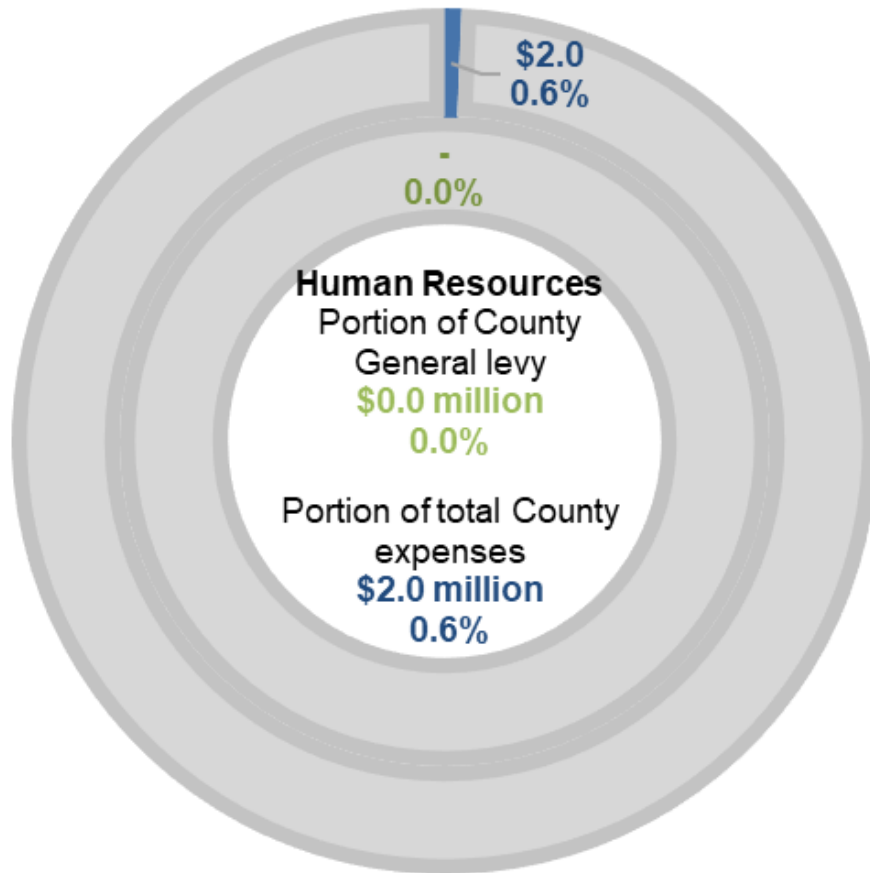
	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	3,189,315	3,231,484	2,447,140	(784,344)	(24.3%)
<i>FUNDING</i>					
RESERVE	2,689,984	2,737,084	2,382,140	(354,944)	(13.%)
GRANTS	37,000	37,000	-	(37,000)	(100.%)
DC	55,612	49,760	-	(49,760)	(100.%)
TAXATION	406,719	407,640	65,000	(342,640)	(84.1%)



## SUMMARY

- Temporary funding program announced in 2021 (**NI 2022-12**) that will fully fund the Oxford County Community Paramedicine Program until March 31, 2024, and subsequently extended to **March 31, 2026**
- Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care in an effort to prevent 911 calls and hospital admissions.

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,396,900)	(2,378,000)	(2,476,900)	(98,900)	4.2%
EXPENSES	2,396,900	2,378,000	2,476,900	98,900	4.2%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>



## DIVISIONS

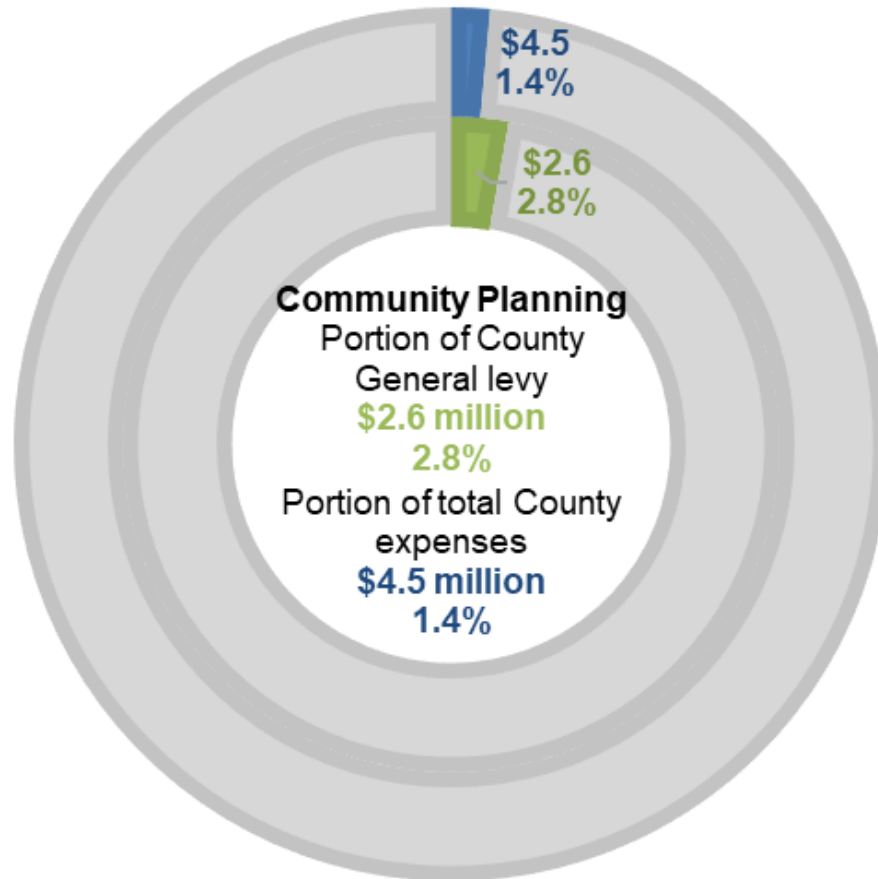
- Human Resources



## SUMMARY

- **2025 Budget Goals:**
  - Diversity, Equity, and Inclusion
  - Succession Planning and Leadership Development
  - Employee Feedback/Listening Strategy
  - Update Most Referenced Physical and Cognitive Demands Analyses
  - Human Resources Information System
- **New Initiative:** Leadership Development Programming

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,817,029)	(1,867,029)	(1,960,884)	(93,855)	5.0%
EXPENSES	1,807,393	1,867,029	1,960,884	93,855	5.0%
<b>NET LEVY</b>	<b>\$(9,636)</b>	-	-	-	<b>0.0%</b>



## DIVISIONS

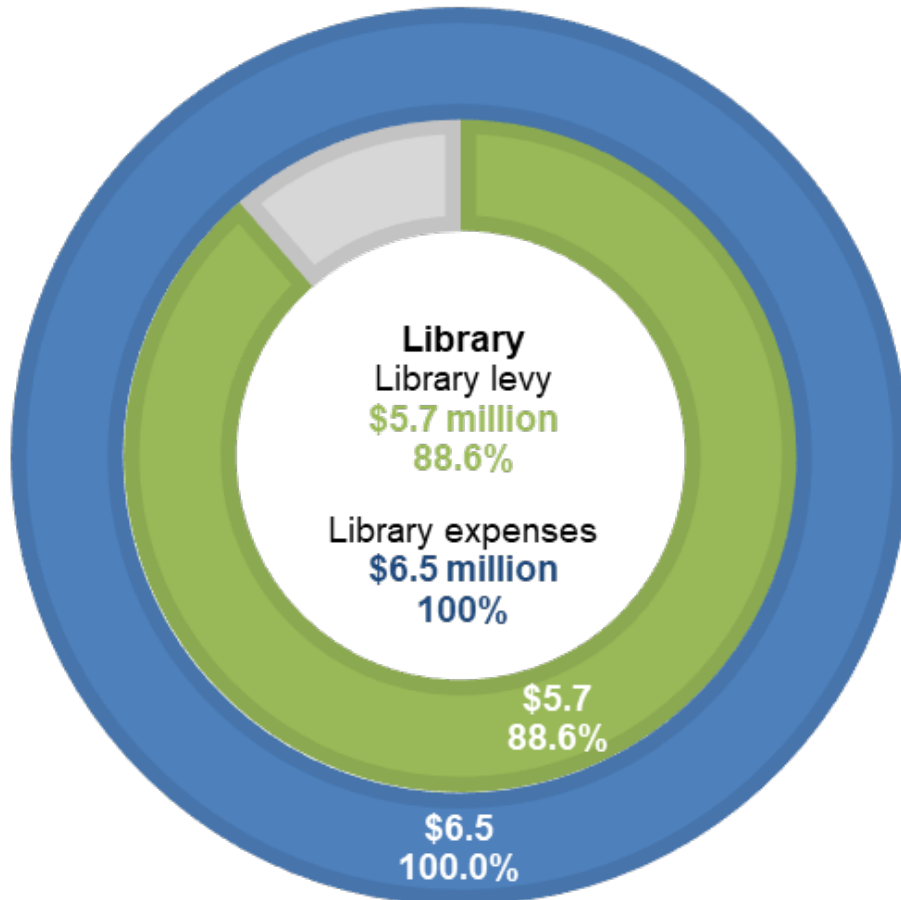
- Community Planning



## SUMMARY

- **2025 Budget Goals:**
  - Official Plan Review
  - Planning for Growth
  - Implementation of New Provincial Planning Statement
  - Planning for Infrastructure
  - Housing Initiatives
  - Zoning By-Law and Development Process Updates

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(883,230)	(1,507,688)	(1,914,966)	(407,278)	27.0%
EXPENSES	3,196,270	4,009,508	4,522,448	512,940	12.8%
<b>NET LEVY</b>	<b>\$2,313,040</b>	<b>\$2,501,820</b>	<b>\$2,607,482</b>	<b>\$105,662</b>	<b>4.2%</b>



## DIVISIONS

- Library



## SUMMARY

- **2025 Budget Goals:**
  - Organizational Review and Onboarding Plan
  - Branch Level Payment Solution
  - Communication Strategy for Patron Management, Brand Awareness and Growth
  - Oxford County Library 60 Year Anniversary
- **FTE Changes:**
  - ↑**0.3** Library Summer Student, ↑**0.5** Library Programming Support, +**2.0** Mobile Outreach Staff
- **Capital AMP Reserve Contribution:** **\$0.4 M** Library Levy - facilities - **\$0.3 M** ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,267,772)	(867,452)	(738,286)	129,166	(14.9%)
EXPENSES	6,491,514	6,091,194	6,483,237	392,043	6.4%
<b>NET LEVY</b>	<b>\$5,223,742</b>	<b>\$5,223,742</b>	<b>\$5,744,951</b>	<b>\$521,209</b>	<b>10.0%</b>

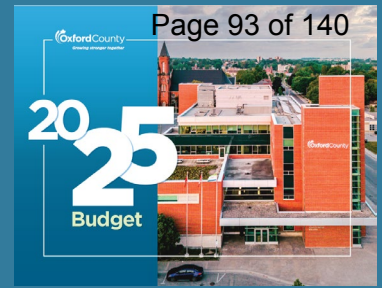
## Capital

### NEW PROJECTS

- **\$42,100** in various projects identified from the Building Condition Assessments
- **\$21,000** for public use, maker space and assistive technologies
- **\$257,800** for annual refresh of collection materials
- **\$9,000** for public and staff use furniture

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	547,500	556,500	329,900	(226,600)	(40.7%)
<i>FUNDING</i>					
RESERVE	511,500	291,500	325,100	33,600	11.5%
RECOVERY	36,000	36,000	4,800	(31,200)	(86.7%)
TAXATION	-	229,000	-	(229,000)	(100.%)





PG. 345

# COURT SECURITY

## Court Security

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	82,936	82,936	123,430	40,494	48.8%
<b>NET LEVY</b>	<b>\$82,936</b>	<b>\$82,936</b>	<b>\$123,430</b>	<b>\$40,494</b>	<b>48.8%</b>

# PENDING BUDGET ADJUSTMENTS

## Potential Impacts

- **Conservation Authorities – Pending Draft Budget**
  - 2025 Budget estimated by County to increase **12%** over 2024 County-Approved Budget (or **6.1%** from 2024 Conservation Final Approved Budget)
  
- **Southwestern Public Health - Pending Draft Budget**
  - 2025 Budget estimated by County **5%** increase over 2024 County Approved Budget

# SUMMARY

## Special Budget Meeting – November 25, 2024 – 9:30 AM

### Follow the Budget Process

Budget package, updates and presentations:

[www.oxfordcounty.ca/budget](http://www.oxfordcounty.ca/budget)



Council Notice of Motion deadline of **December 5 at 4:30 pm**



Administration Centre: 400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519-621-2761 Toll free: 1-866-900-4722 Fax: 519-621-4844 [www.grandriver.ca](http://www.grandriver.ca)

October 28, 2024

Office of the Municipal Clerk  
County of Oxford  
21 Reeve Street, PO Box 1614  
Woodstock ON N4S 7Y3

By email: [clerksoffice@oxfordcounty.ca](mailto:clerksoffice@oxfordcounty.ca)  
[baddley@oxfordcounty.ca](mailto:baddley@oxfordcounty.ca)

Dear County of Oxford,

**Re: 2025 Grand River Conservation Authority Draft Budget for Consultation**

Please be advised that the General Membership of the Grand River Conservation Authority (GRCA) approved the GRCA's Budget 2025 Draft #1 for consultation purposes at their meeting on October 25, 2024. The approved motion is as follows:

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

This consultation circulation is required under [Ontario Regulation 402/22: Budget and Apportionment](#) which came into effect July 1, 2023, and sets out requirements for Conservation Authority budgets and municipal apportionment.

The attached report and draft 2025 budget outline the programs and services of the GRCA and how those programs are expected to be funded in 2025. Also attached is the municipal apportionment information.

This draft budget includes a total municipal apportionment amount of \$13,757,000 which represents a 3.5% increase over 2024. Municipal apportionment of General Operating Expenses, Category 1 Operating Expenses, and Category 2 Operating Expenses have been allocated to participating municipalities using Modified Current Value Assessment (MCVA) information in the watershed, which was provided by the Ministry of Natural Resources (MNR).

Under O.Reg.402/22, municipal apportionment and the budget must be approved at separate meetings. The Municipal Apportionment vote is scheduled to occur at the GRCA General Membership meeting on January 24, 2025, and the Final 2025 Budget vote is scheduled for the meeting on February 28, 2025.

Should you have any questions or feedback concerning the draft budget or municipal apportionment, please contact the undersigned.

Sincerely,

Karen Armstrong,  
Deputy CAO/ Secretary-Treasurer

# 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*

	% 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

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

**Date:** October 25, 2024

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

**Subject:** Budget 2025 – Draft #1

---

## 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:**

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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 MNRF

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>1,973,000</b>	<b>-</b>
			53%	43%	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	2025
	Municipal Apportionment	Municipal Apportionment
CATEGORY 1 - Mandatory	8,964,112	9,366,112
General Operating Expenses	3,310,888	3,338,888
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*

	<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.

**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**

	<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**

<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
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(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
<b>How much does it cost, and who pays for it?</b>				
	(draft Oct version)			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
<b>How much does it cost, and who pays for it?</b>				
				INCR/(DECR)
<b>Expenditures and Funding to Reserves</b>				
Compensation and Benefits	1,399,500	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>Funding</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>				
				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

	<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>	<b>NEW REGS Budget 2025</b>	<b>Budget Change</b>
<b>(draft Oct version)</b>				
<b>How much does it cost, and who pays for it?</b>				<b>INCR/(DECR)</b>
<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>				
				<b>(INCR)/DECR</b>
<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
<b>How much does it cost, and who pays for it?</b>				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

	<b>NEW REGS</b> <b>Budget</b> <b>2023</b> <small>(draft Oct version)</small>	<b>NEW REGS</b> <b>Budget</b> <b>2024</b>	<b>NEW REGS</b> <b>Budget</b> <b>2025</b>	<b>Budget</b> <b>Change</b>
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>-</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

	<b>NEW REGS</b> Budget 2023  (draft Oct version)	<b>NEW REGS</b> Budget 2024	<b>NEW REGS</b> Budget 2025	<b>Budget Change</b>
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>

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>	





## CATFISH CREEK CONSERVATION AUTHORITY

8079 Springwater Road, R.R. 5, Aylmer, Ontario N5H 2R4  
 Phone: 519-773-9037 • Fax: 519-765-1489  
 E-mail: [admin@catfishcreek.ca](mailto:admin@catfishcreek.ca) • [www.catfishcreek.ca](http://www.catfishcreek.ca)

October 30, 2024

County of Oxford  
 P.O. Box 1614, 21 Reeve Street  
 Woodstock, ON N4S 7Y3

Attention: Lynn Buchner, Director of Corporate Services

Dear Ms. Buchner:

RE: 2025 CCCA Preliminary Draft Budget

Please find enclosed an Executive Summary of the Catfish Creek Conservation Authority's 2025 Preliminary Draft Budget and General Levy apportionment. Copies of the full detailed Budget document are available upon request.

Attached to the Draft Budget is a schedule indicating each municipality's apportionment based on the updated CVA data provided by the Ministry of Municipal Affairs and Housing to the Ministry of the Environment, Conservation, and Parks. The Township of Southwest Oxford's apportionment is 3.4097% of the total Municipal General Levy.

After adjustments, the levy for the Township of South-West Oxford will increase by \$1,508.70. The Township of South-West Oxford's total Levy for 2025 is \$16,595.75.

The Draft Budget and Levy apportionment is being circulated to each municipality for the 30 day notice period in accordance with the Conservation Authorities Act, Budget and Apportionment Regulation. Each municipal representative on the CCCA Board of Directors will be asked to vote on the 2025 Final Budget at the March 2025 Full Authority meeting.

If you have any questions concerning the attached information, please do not hesitate to contact our office at your convenience.

Sincerely,

Mr. Dusty Underhill  
 General Manager / Secretary-Treasurer

DU / ss  
 Enclosures



**CATFISH CREEK  
CONSERVATION AUTHORITY**

**2025**

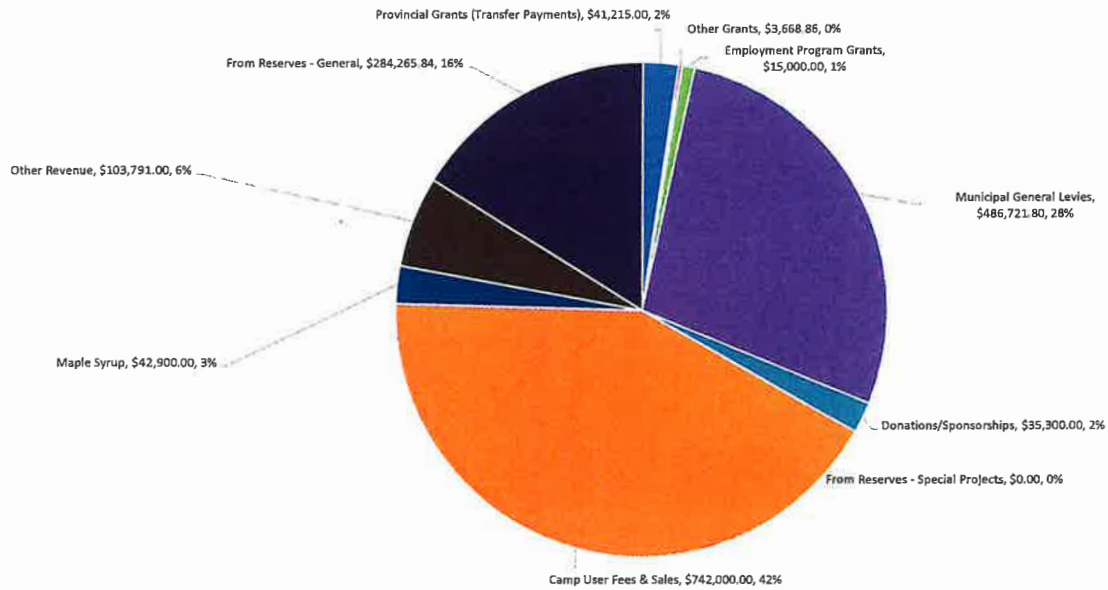
**DRAFT BUDGET**

**October 10, 2024**

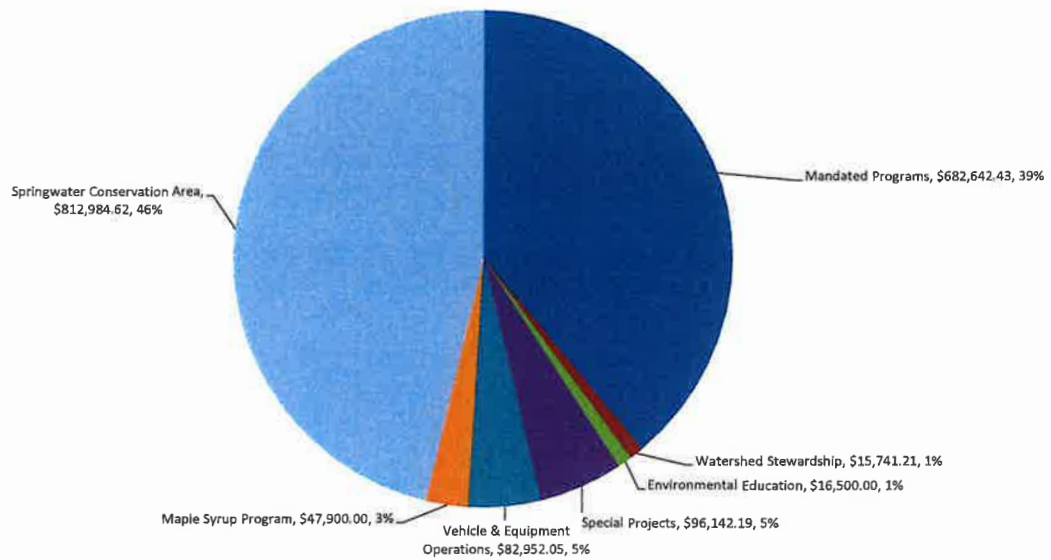
**CATFISH CREEK CONSERVATION AUTHORITY**  
**DRAFT BUDGET 2025**  
**SUMMARY OF REVENUE AND EXPENDITURES**  
last modified October 1, 2024

	<b>2025 Budget</b>	<b>2024 Budget</b>	<b>2024 Projected</b>
<b>REVENUE</b>			
Provincial Grants (Transfer Payments)	\$41,215.00	\$41,215.00	\$41,215.00
Other Provincial Grants	\$2,878.86	\$42,206.78	\$33,863.26
Other Grants - N/E	\$790.00	\$0.00	\$790.40
Federal Grants	\$0.00	\$138,710.18	\$71,607.18
Employment Program Grants	\$15,000.00	\$15,000.00	\$37,178.87
Municipal General Levies	\$486,721.80	\$442,474.36	\$442,474.36
Donations/Sponsorships	\$35,300.00	\$30,929.35	\$33,484.32
Camp User Fees & Sales	\$742,000.00	\$727,649.00	\$707,768.68
Maple Syrup	\$42,900.00	\$41,080.00	\$46,187.52
Other Revenue	\$103,791.00	\$79,299.61	\$130,421.11
Previous Year's Surplus (Deficit)	\$0.00	\$9,204.92	\$9,204.92
TOTAL To/From Reserves	\$284,265.84	\$198,573.04	\$70,000.00
<b>TOTAL REVENUE</b>	<b>\$1,754,862.50</b>	<b>\$1,766,342.24</b>	<b>\$1,624,195.62</b>
<b>MANDATORY PROGRAMS</b>			
1 RISK OF CERTAIN NATURAL HAZARDS (Corporate Services)	\$160,137.42	\$152,975.78	\$129,248.68
2 FLOOD FORECASTING & WARNING	\$278,358.97	\$274,434.00	\$273,677.92
3 DROUGHT AND LOW WATER RESPONSE	\$18,908.02	\$17,732.88	\$16,971.99
4 ICE MANAGEMENT	\$27,807.35	\$25,797.86	\$26,249.83
5 INFRASTRUCTURE (Dam)	\$27,347.89	\$24,766.80	\$22,222.82
6&7 ACT REVIEWS & PLAN REVIEW	\$3,494.72	\$3,267.81	\$2,811.34
8 ADMININSTRATING & ENFORCING THE ACT (Section 28)	\$56,408.83	\$46,949.19	\$43,365.16
9-11 CONSERVATION AND MANAGEMENT OF LANDS	\$97,097.29	\$86,900.35	\$78,820.47
12 WATER QUALITY (PGMN & PSMP)	\$10,203.08	\$9,366.44	\$8,485.99
13 SOURCE PROTECTION	\$2,878.86	\$6,267.78	\$3,510.34
<b>SUB TOTAL: MANDATORY PROGRAMS Expenditures</b>	<b>\$682,642.43</b>	<b>\$648,458.89</b>	<b>\$605,364.54</b>
<b>OTHER PROGRAMS AND SERVICES</b>			
WATERSHED STEWARDSHIP	\$15,741.21	\$19,877.23	\$36,595.44
ENVIRONMENTAL EDUCATION	\$16,500.00	\$16,253.61	\$15,544.49
SPECIAL & CAPITAL PROJECTS	\$96,142.19	\$209,485.18	\$132,849.23
VEHICLE & EQUIPMENT OPERATIONS	\$82,952.05	\$75,319.80	\$73,022.05
MAPLE SYRUP PROGRAM	\$47,900.00	\$45,080.00	\$38,056.35
SPRINGWATER CONSERVATION AREA	\$812,984.62	\$751,867.53	\$702,891.74
<b>SUB TOTAL: OTHER PROGRAMS Expenditures</b>	<b>\$1,072,220.07</b>	<b>\$1,117,883.35</b>	<b>\$998,959.30</b>
<b>TOTAL EXPENSES</b>	<b>\$1,754,862.50</b>	<b>\$1,766,342.24</b>	<b>\$1,604,323.84</b>
<b>NET Profit (Loss)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$19,871.78</b>

### CCCA Revenue Sources - 2025



### CCCA Expenditure Sources - 2025



**CATFISH CREEK CONSERVATION AUTHORITY  
2025 MUNICIPAL GENERAL LEVY COMPARISON**

<b>Municipality</b>	<b>CVA Apport. %</b>	<b>2024 General Levy</b>	<b>General Levy Change Due to New CVA</b>	<b>2024 General Levy With New CVA</b>	<b>Approved General Levy Increase</b>	<b>2025 Total Levy</b>
Aylmer, Town of	26.0182%	113,262.37	1,861.49	115,123.86	11,512.39	126,636.25
Central Elgin, Municipality of	28.0888%	123,739.28	546.46	124,285.74	12,428.57	136,714.31
Malahide, Township of	36.2556%	163,104.90	-2,683.16	160,421.73	16,042.17	176,463.91
South-West Oxford, Township of	3.4097%	15,281.74	-194.69	15,087.05	1,508.70	16,595.75
St. Thomas, City of	6.2277%	27,086.07	469.91	27,555.98	2,755.60	30,311.57
	<b>100%</b>	<b>442,474.36</b>	<b>0.00</b>	<b>442,474.36</b>	<b>44,247.44</b>	<b>486,721.80</b>

**Footnotes:**

\* Levies partially support the costs of operating the provincially mandated responsibilities of municipal plan input and review. Operating grants for provincially The Special Planning Levy is calculated based on past, existing, and anticipated program activity. The municipality has the option of recovering this Special

**Data for Calculation of Sliding Scale of Grants and Levy for 2025**

<b>Municipality</b>	<b>% of Municipality in Watershed</b>	<b>2024 Tax Year Current Value Assessment (CVA) (Modified)</b>	<b>2024 Tax Year CVA (Modified) in CA jurisdiction</b>	<b>CVA Based Apportionment Percentage</b>
Aylmer, Town of	100%	781,861,672	781,861,672	26.0182%
Central Elgin, Municipality of	40%	2,110,212,609	844,085,044	28.0888%
Malahide, Township of	82%	1,328,662,599	1,089,503,331	36.2556%
South-West Oxford, Township of	8%	4,678,658,861	187,146,354	3.4097%
St. Thomas, City of	4%	1,280,797,330	102,463,786	6.2277%
		<b>10,180,193,070</b>	<b>3,005,060,187</b>	<b>100%</b>

*The apportionment figures are calculated from assessment data provided by the Municipal Property Assessment Corporation (MPAC), and further revised based on the Conservation Authority Levies Regulation (Ontario Regulation 670/00 under the Conservation Authorities Act).*

**CATFISH CREEK CONSERVATION AUTHORITY  
DRAFT BUDGET 2025  
REVENUE SOURCES**

PROGRAM	2025 BUDGET TOTALS	MNRF GRANT	GENERAL LEVY	OTHER PROVINCIAL GRANTS	OTHER GRANTS - NIE	EMPLOYMENT GRANTS	FEDERAL GRANTS	DEFERRED REVENUE	RESERVES	SURPLUS (DEFICIT)	DONATIONS	INCOME
1 RISK OF CERTAIN NATURAL HAZARDS (Corporate Services)	\$ 160,137.42	\$ -	\$ 95,407.94	\$ -					\$ 48,229.48	\$ -	\$ 1,000.00	\$ 15,500.00
2 FLOOD FORECASTING & WARNING	\$ 278,358.97	\$ 41,215.00	\$ 237,143.97	\$ -								
3 DROUGHT AND LOW WATER RESPONSE	\$ 18,908.02		\$ 18,908.02									
4 ICE MANAGEMENT	\$ 27,807.35	\$ -	\$ 27,807.35									
5 INFRASTRUCTURE (Dam)	\$ 27,347.89	\$ -	\$ 27,347.89	\$ -								
B&7 ACT REVIEWS & PLAN REVIEW	\$ 3,494.72		\$ 3,494.72									
B ADMININSTRATING & ENFORCING THE ACT (Section 28)	\$ 56,408.83	\$ -	\$ 51,408.83									\$ 5,000.00
9-11 CONSERVATION AND MANAGEMENT OF LANDS	\$ 97,097.29		\$ 15,000.00	\$ -	\$ 790.00		\$ -		\$ 53,366.29		\$ 14,600.00	\$ 13,341.00
12 WATER QUALITY (PGMN & PSMP)	\$ 10,203.08		\$ 10,203.08									
13 SOURCE PROTECTION	\$ 2,878.86			\$ 2,878.86								
<b>SUB TOTAL: MANDATED PROGRAMS Revenue</b>	<b>\$ 882,642.43</b>	<b>\$ 41,215.00</b>	<b>\$ 486,721.80</b>	<b>\$ 2,878.86</b>	<b>\$ 790.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 101,585.77</b>	<b>\$ -</b>	<b>\$ 15,600.00</b>	<b>\$ 33,841.00</b>
WATERSHED STEWARDSHIP	\$ 15,741.21			\$ -					\$ 9,791.21		\$ 200.00	\$ 5,750.00
ENVIRONMENTAL EDUCATION	\$ 16,500.00								\$ -		\$ 8,500.00	\$ 8,000.00
SPECIAL & CAPITAL PROJECTS	\$ 86,142.19						\$ -	\$ -	\$ 90,942.19		\$ 4,000.00	\$ 1,200.00
VEHICLE & EQUIPMENT OPERATIONS	\$ 82,952.05								\$ 27,952.05			\$ 55,000.00
MAPLE SYRUP PROGRAM	\$ 47,900.00								\$ -		\$ 5,000.00	\$ 42,900.00
SPRINGWATER CONSERVATION AREA	\$ 612,984.62					\$ 15,000.00			\$ 53,984.62		\$ 2,000.00	\$ 742,000.00
<b>SUB TOTAL: OTHER PROGRAMS Revenue</b>	<b>\$ 1,072,220.07</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 182,670.07</b>	<b>\$ -</b>	<b>\$ 19,700.00</b>	<b>\$ 854,650.00</b>
<b>TOTALS</b>	<b>\$ 1,754,862.50</b>	<b>\$ 41,215.00</b>	<b>\$ 486,721.80</b>	<b>\$ 2,878.86</b>	<b>\$ 790.00</b>	<b>\$ 15,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 284,265.84</b>	<b>\$ -</b>	<b>\$ 35,300.00</b>	<b>\$ 888,691.00</b>



**CATFISH CREEK CONSERVATION AUTHORITY**  
**DRAFT BUDGET 2025**  
**TRANSFERS TO/FROM RESERVES**  
**last modified October 1, 2024**

RESERVE NAME	Proposed BALANCE Start Of 2025	Budgeted Transfers To Reserves	Budgeted Transfers From Reserves	Proposed BALANCE End Of	Category
<b>SPECIAL PROJECTS RESERVES:</b>					
Bradley Creek	\$ 5,785.53			\$ 5,785.53	n/a
Commemorative Forest	\$ 3,451.49			\$ 3,451.49	n/a
ACCA	\$ 22,335.00		-\$ 1,000.00	\$ 21,335.00	C.A. Lands
Johnson Tract	\$ 3,088.50			\$ 3,088.50	n/a
Environmental Education (General)	\$ 16,660.36		\$ -	\$ 16,660.36	n/a
Environmental Education (ELP)	\$ 2,109.54		\$ -	\$ 2,109.54	n/a
Special Projects Support	\$ 7,858.29			\$ 7,858.29	n/a
Art Trail	\$ 8,310.00			\$ 8,310.00	n/a
Path of Honour	\$ 24,662.98		\$ -	\$ 24,662.98	Special Projects
YNHA	\$ 25,779.83		-\$ 1,000.00	\$ 24,779.83	C.A. Lands
Springwater Forest	\$ 94,749.06		-\$ 5,000.00	\$ 89,749.06	C.A. Lands
<b>SUB-TOTAL SPECIAL PROJECTS RESERVES</b>	<b>\$ 214,790.58</b>	<b>\$ -</b>	<b>-\$ 7,000.00</b>	<b>\$ 207,790.58</b>	
<b>GENERAL RESERVES:</b>					
			-\$ 48,229.48		Corporate Services
			-\$ 46,366.29		C.A. Lands
			-\$ 29,000.00		Capital Projects
			-\$ 9,791.21		Watershed Stewardship
Working Capital	\$ 151,025.81		-\$ 133,386.98	\$ 17,638.83	
			-\$ 27,952.05		Vehicle/Equip Operations
			-\$ 20,000.00		SPW C.A. Operations
Capital Acquisition	\$ 80,970.17	\$ -	-\$ 47,952.05	\$ 33,018.12	
Land Acquisition	\$ 85,757.35			\$ 85,757.35	
			-\$ 61,942.19		SPW CA Dev. Projects
			\$ -		Equipment Acquisition
			-\$ 33,984.62		SPW C.A. Operations
SPW C.A. Development	\$ 266,549.18	\$ -	-\$ 95,926.81	\$ 170,622.37	
<b>SUB-TOTAL GENERAL RESERVES</b>	<b>\$ 584,302.51</b>	<b>\$ -</b>	<b>-\$ 277,265.84</b>	<b>\$ 307,036.67</b>	
<b>TOTALS</b>	<b>\$ 799,093.09</b>	<b>\$ -</b>	<b>-\$ 284,265.84</b>	<b>\$ 514,827.25</b>	

COUNTY OF OXFORD

BY-LAW NO. 6680-2024

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

The Council of the County of Oxford enacts as follows:

1. That all decisions made by Council at the meeting at which this By-law is passed, in respect of each report, resolution or other action passed and taken by the Council at this meeting, are hereby adopted, ratified and confirmed.
2. That the Warden and/or the proper officers of the County are hereby authorized and directed to do all things necessary to give effect to the said decisions referred to in Section 1 of this By-law, to obtain approvals where required, and except where otherwise provided, to execute all necessary documents and the Clerk is hereby authorized and directed to affix the corporate seal where necessary.
3. That nothing in this By-law has the effect of giving to any decision the status of a By-law where any legal prerequisite to the enactment of a specific By-law has not been satisfied.
4. That all decisions, as referred to in Section 1 of this By-law, supersede any prior decisions of Council to the contrary.

**READ** a first and second time this 20<sup>th</sup> day of November, 2024.

**READ** a third time and finally passed this 20<sup>th</sup> day of November, 2024.

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MARCUS RYAN, WARDEN

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LINDSEY A. MANSBRIDGE, CLERK