



January 28, 2013.

**BY COURIER**

Ms. Rose Caterini, City Clerk,  
City of Hamilton,  
71 Main Street, West,  
Hamilton, ON L8P 4Y5

Dear Ms. Caterini:

**Re: 2013 Budget and Levy Meeting**

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Thursday, February 28, 2013, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2013 Budget and General Municipal Levy.

A Draft Budget was reviewed by the General Members on January 25, 2013, and staff were directed to send a Preliminary Budget (copy enclosed) to all Member Municipalities in advance of the Annual General Meeting. The Preliminary Budget includes a General Levy of \$10,044,000 which represents a 3% increase over 2012. The Levy, if approved, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as outlined in Ontario Regulation 670/00. The Preliminary Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2013. Also enclosed is a calculation of the apportionment of the General Levy to participating municipalities.

Each year, the Grand River Conservation Authority budget process begins with a five year forecast that includes programs to address the current and future needs of its municipal partners. During recent months, the General Members carefully reviewed the five year forecast and two drafts of the 2013 Budget. The Levy requirement that is included in this Preliminary 2013 Budget will allow the "base" programs that were in place in 2012 to continue, as well as provide for water-related capital expenditures to take place, with matching grants from the Province of Ontario.

Should you have any questions concerning the Preliminary Budget or the process for establishing Levy, please contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read "Keith Murch".

Keith Murch,  
Assistant Chief Administrative Officer  
and Secretary-Treasurer,  
Grand River Conservation Authority.

**OFFICE OF THE CITY CLERK**

JAN 29 2013

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ACTION: *for Council*

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# **Preliminary 2013 Budget**

January 25th, 2013



# Grand River Conservation Authority

## 2013 Budget

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## GRCA 2013 Budget Highlights

The Grand River Conservation Authority has a successful partnership of municipalities, working together to promote and undertake wise management of the resources of the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It takes in one of the fastest growing regions in the province, with a population of more than 950,000. The Grand River watershed is also home to some of the most intensively farmed land in the nation.

The prospect of high growth and the impact on natural resources and the quality of life present an enormous challenge to the GRCA, municipalities and all watershed residents. It creates an urgent need to work co-operatively to care wisely for the Grand River and its resources.

The work of the GRCA is divided into seven business areas:

- Reducing flood damages
- Improving water quality
- Maintaining reliable water supply
- Protecting natural areas and biodiversity
- Watershed planning
- Environmental education
- Outdoor recreation

In order to carry out these functions, the GRCA draws revenues from a variety of sources:

- User fees, such as park admissions, nature centre programs, planning fees and others which are set to offset most, if not all, the cost of these services
- Revenues from property rentals and hydro generation at our dams
- Municipal levies, which are applied primarily to watershed management programs
- Municipal grants dedicated to specific programs, such as the Rural Water Quality Program and Water Quality Monitoring
- Provincial transfer payments for water management operating expenses
- Provincial grants for specific purposes, such as studies on Source Water Protection and Capital Projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as outdoor education, tree nursery operations and various special projects
- Federal grants and other miscellaneous sources of revenue

In 2013, the GRCA will continue to work on the development and implementation of a Drinking Water Source Protection Plan for the Grand River watershed under the Clean Water Act. The plan is awaiting approval by the Ministry of the Environment.

Also of great importance, and complementary to Source Protection Planning, is the update of the Grand River Basin Water Management Plan. The original study was completed in 1982 and addressed the preferred methods to tackle the watershed-wide issues of flood damages, water quality and water supply. Continuing in 2013, the update is looking at the needs of watershed communities for the next 25 years and take into account the pressing issues raised by rapid population growth, farm intensification and climate change.

A major capital project planned for this year is the reconstruction of the Drimmie Dam in Elora. This \$1.2 million project is funded half by the province, a third by the GRCA and the remainder by the Township of Centre Wellington.

## **1. Watershed Management and Monitoring**

Watershed management and monitoring programs protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed. Activities include operation of flood and erosion control structures such as dykes and dams; flood forecasting and warning; water quality monitoring; restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

### **Operating Expenditures:**

Watershed Studies	\$ 156,000 (Table 1)
Water Resources Planning and Environment	\$1,556,100 (Table 2)
Flood Forecasting and Warning	\$ 708,400 (Table 3)
Water Control Structures	\$1,609,800 (Table 4)
Division Support	\$ 333,000 (Table 6)

**Capital Expenditures:** \$3,300,000 (Section B)

**Total Expenditures:** \$7,663,300

**Revenue sources:** Municipal levies and provincial grants.

## **2. Planning**

Program areas:

- a) Floodplain Regulations  
The administration of conservation authority regulations related to development in the floodplain and other natural hazards, wetland, slopes, shorelines and watercourses.
- b) Plan Input and Review  
Planning and technical review of municipal planning documents and recommending environmental policies for floodplains, wetlands and other environmentally significant areas; providing advice and information to municipal councils on development proposals and severances; review of environmental assessments; and providing outside consulting services on a fee-for-service basis to other conservation authorities, agencies and other countries.

**Operating Expenditures:** \$1,874,300 (Table 5)

**Capital Expenditures:** NIL

**Revenue sources:** Permit fees, enquiry fees, plan review fees, provincial grants and municipal levy



### 3. Watershed stewardship

The watershed stewardship program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties. Some activities are reforestation through the Burford Tree Nursery and tree planting programs; the Rural Water Quality Program; implementing projects under the Grand River Fisheries Management Plan; providing conservation information through brochures, publications, the web site and media contacts.

#### **Operating Expenditures:**

Forestry	\$ 1,273,900 (Table 7)
Conservation Services	\$ 580,700 (Table 8)
Stream Management	\$ 59,800 (Table 9)
Communications and Foundation	\$ 580,700 (Table 10)

**Capital Expenditures:** NIL

**Total Expenditures:** \$2,496,100

#### **Revenue sources:**

Municipal levies and grants, provincial grants, tree sales, landowner contributions, donations from the Grand River Conservation Foundation and other donations.

### 4. Conservation Land Management

This includes expenses and revenues associated with the acquisition and management of land owned or managed by the GRCA including woodlots, provincially significant wetlands (e.g. Luther Marsh, Dunnville Marsh), passive conservation areas, rail-trails and a number of rental properties. Activities include forest management, woodlot thinning, hydro production at our dams, and restoration of GRCA property where gravel has been extracted.

#### **Operating Expenditures:**

Conservation Lands Property Taxes	\$ 153,000 (Table 11)
Conservation Lands, Rentals, Misc	\$3,441,250 (Table 14-Conservation Lands)
Hydro Production	\$ 236,400 (Table 14-Hydro Production)

**Capital Expenditures:** NIL

**Total Expenditures:** \$3,830,650

#### **Revenue sources:**

Property rentals, hydro production, timber sales, conservation land income, donations from the Grand River Conservation Foundation

## 5. Education

The GRCA operates six nature centres, which provide curriculum-based programs to about 50,000 students from six school boards and independent schools throughout the watershed. In addition, about 16,000 members of the public attend day camps and weekend family events.

**Operating Expenditures:**      \$976,600 (Table 12)  
**Capital Expenditures:**      NIL

**Revenue sources:** School boards, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and municipal general levy.

## 6. Recreation

This includes the costs and revenues associated with operating the GRCA's 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing and other activities at its parks. It provides 2,500 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1 million people visit GRCA parks each year. The parks are financially self-sufficient.

**Operating Expenditures:**      \$6,155,600 (Table 14)  
**Capital Expenditures:**      \$ 622,000 (Section B)  
**Total Expenditures:**        \$6,777,600

**Revenue sources:**  
 Conservation Area user fees and provincial and federal grants for capital projects

## 7. Corporate services

This includes the cost of head office functions such as accounting and human resources, as well as the cost of facilities, insurance, consulting and legal fees and expenses relating to the General Membership.

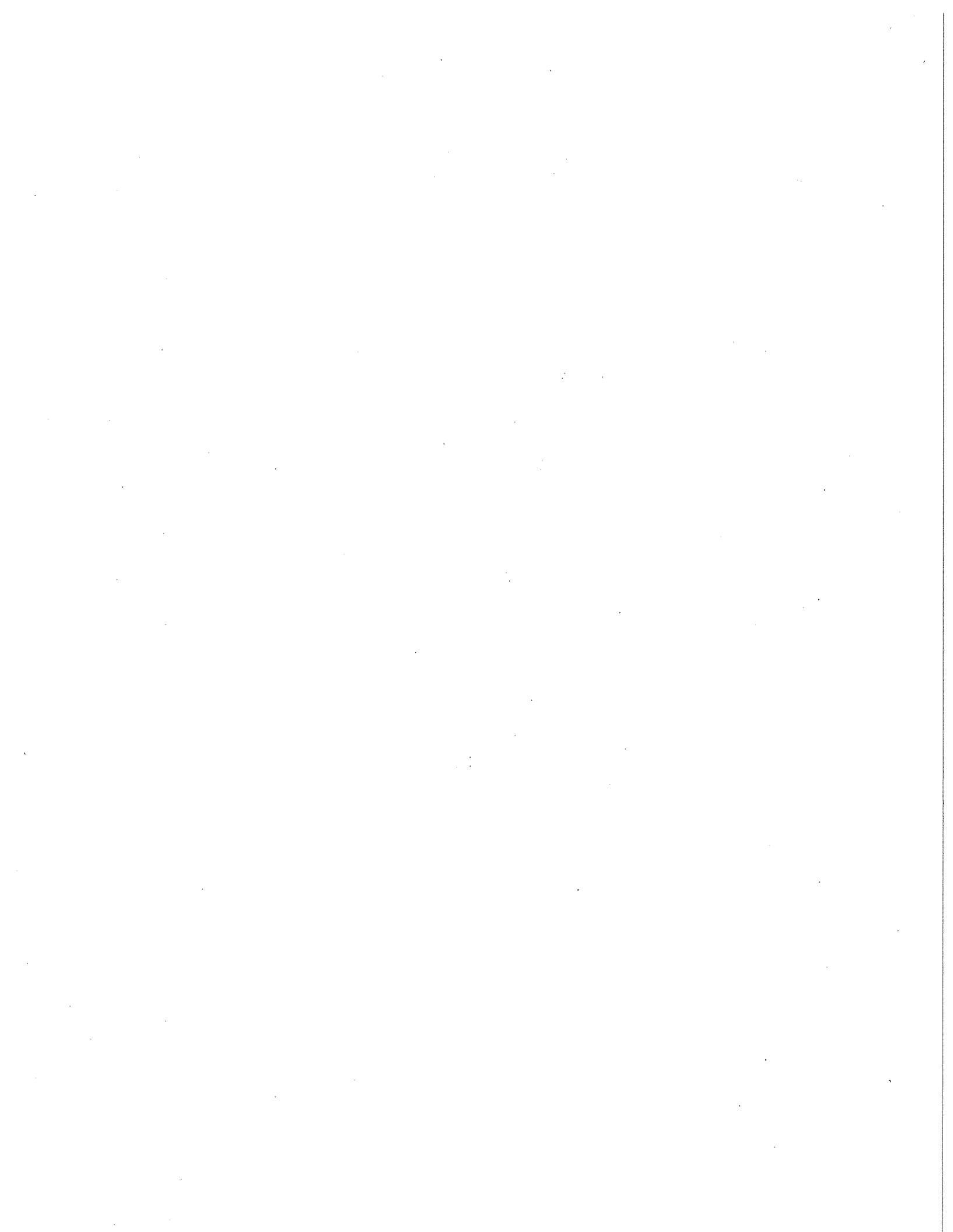
**Operating Expenditures:**      \$3,166,372 (Table 13)  
**Capital Expenditures:**      \$ 345,365 (Section B)  
**Total Expenditures:**        \$3,511,737

**Revenue sources:** Municipal levies and provincial grants.

GRAND RIVER CONSERVATION AUTHORITY

**BUDGET 2013 - Summary of Revenue and Expenditures**

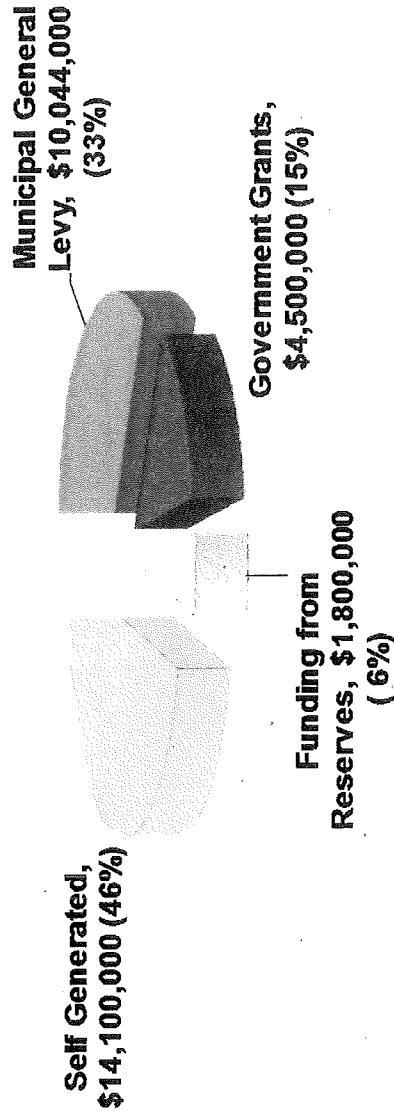
FUNDING		Actual 2011	Budget 2012	Budget 2013	Budget Incr/(decr)
Municipal General Levy Funding		9,470,000	9,754,000	10,044,000	290,000 3.0%
Other Government Grants		6,241,846	7,139,047	4,490,147	(2,648,900) -37.1%
Self-Generated Revenue		13,447,218	13,819,639	14,071,375	251,736 1.8%
Funding from Reserves		778,432	2,061,200	1,794,365	(266,835) -12.9%
<b>TOTAL FUNDING</b>		<b>29,937,496</b>	<b>32,773,886</b>	<b>30,399,887</b>	<b>(2,373,999)</b>
EXPENDITURES		2011	2012	2013	Budget Incr/(decr)
Base Programs - Operating	SECTION A	21,339,115	22,424,686	22,862,922	438,236 2.0%
Base Programs - Capital	SECTION B	3,139,400	4,777,200	4,267,365	(509,835) -10.7%
Special Projects	SECTION C	5,157,567	5,572,000	3,269,600	(2,302,400) -41.3%
<b>TOTAL EXPENDITURES</b>		<b>29,636,082</b>	<b>32,773,886</b>	<b>30,399,887</b>	<b>(2,373,999)</b>
<b>NET RESULT</b>		<b>301,414</b>	<b>-</b>	<b>-</b>	<b>-7.1%</b>



# GRCA Budget 2013

## Overview

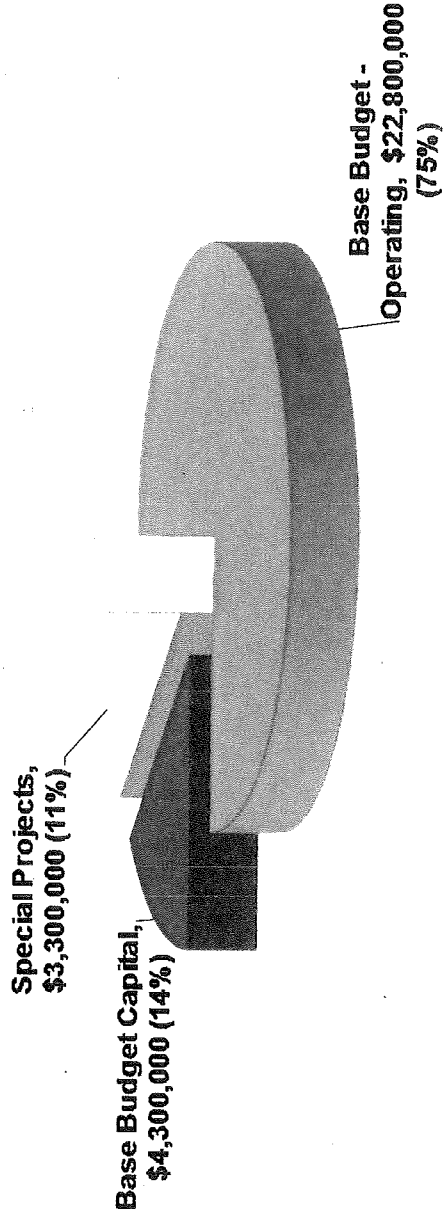
**Total 2013 Revenue \$30.4 Million (2012: \$32.8 Million)**



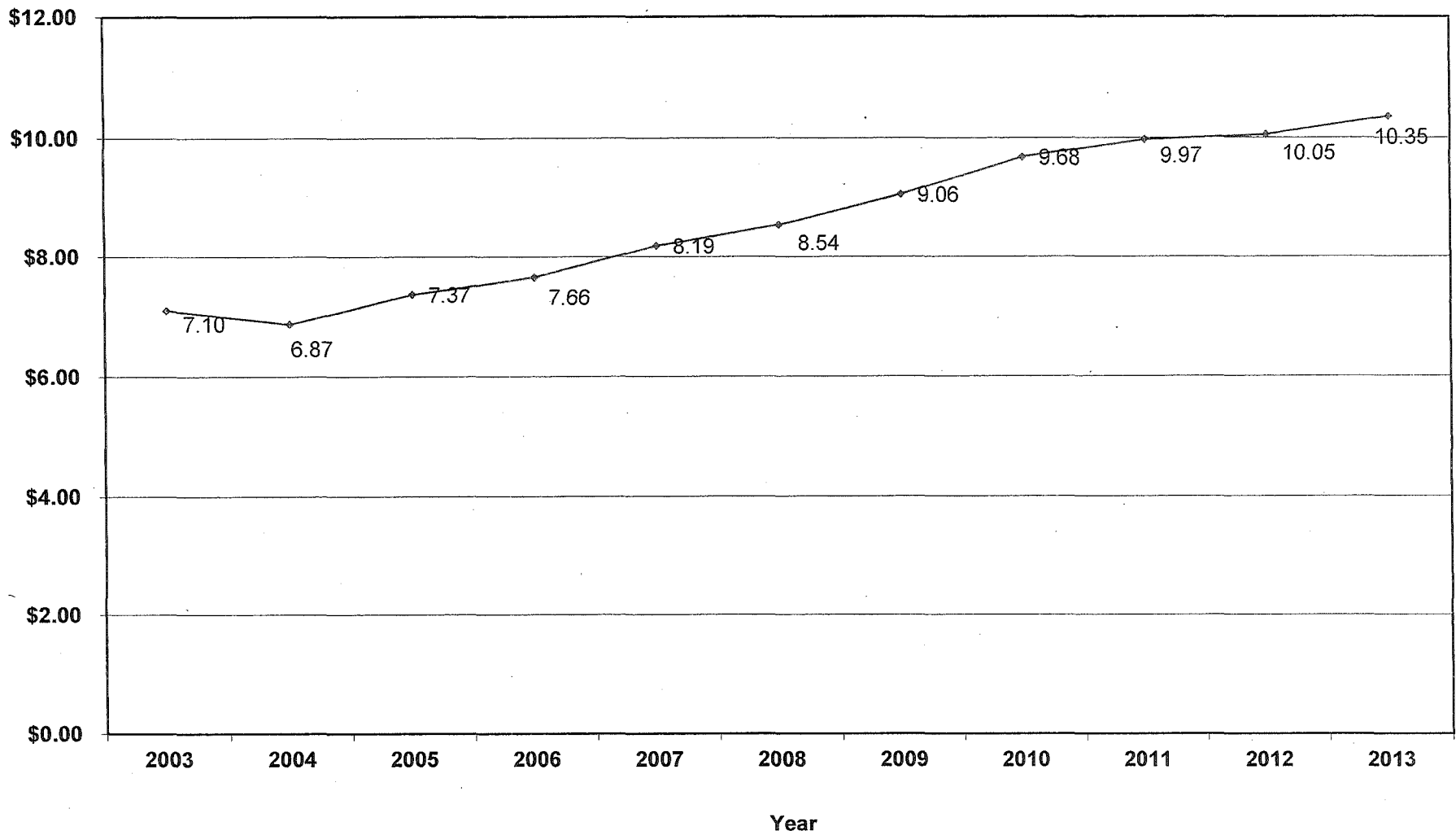
# GRCA Budget 2013

## Overview

Total 2013 Expenditures \$30.4 Million (\$32.8 Million in 2012)



## Grand River Conservation Authority Per Capita General Levy (2003 to 2013)



GRAND RIVER CONSERVATION AUTHORITY  
Budget 2013 - Summary of Expenditures, Funding and Change in Municipal Levy

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 10	TABLE 11	TABLE 12	TABLE 13	TABLE 13	TABLE 14	TABLE 14	TABLE 14	TOTAL
		Watershed Studies	Water Resources Planning & Environment	FFW	Water Control Structures	Planning	Division Support	Forestry	Conservation Services	Stream Mgmt	Communications & Foundation	Conservation Lands	Environmental Education	Corporate Services	Surplus available to offset Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL
<b>2013 OPERATING</b>																			
TOTAL EXPENSES	A	156,000	1,556,100	708,400	1,609,800	1,874,300	333,000	1,273,900	581,700	59,800	580,700	153,000	976,600	3,166,372		3,441,250	236,400	6,155,600	22,862,922
TOTAL OTHER FUNDING	B	113,200	2,500	252,717	400,350	849,580	0	900,000	61,000	0	0	0	744,000	155,000		3,430,320	450,000	6,160,255	13,518,922
"Other Programs" Surplus/(Loss)	B less A															(10,930)	213,600	4,655	207,328
Surplus used to reduce Levy	C														(207,325)				207,328
Surplus 2011 carried forward to 2012															(300,000)				300,000
2013 Levy	A less B less C	42,800	1,553,600	455,683	1,209,450	1,024,720	333,000	373,900	520,700	59,800	580,700	153,000	232,600	3,011,372	(507,325)	0	0	0	9,044,000
<b>Levy Increase:</b>																			
2013 Levy		42,800	1,553,600	455,683	1,209,450	1,024,720	333,000	373,900	520,700	59,800	580,700	153,000	232,600	3,011,372	(507,325)				9,044,000
2012 Levy		38,800	1,499,400	430,383	1,126,750	960,820	364,100	341,100	457,000	120,600	577,700	148,500	213,800	2,910,761	(535,714)				8,654,000
Levy Increase over prior year		4,000	54,200	25,300	82,700	63,900	(31,100)	32,800	63,700	(60,800)	3,000	4,500	18,800	100,611	28,389	n/a	n/a	n/a	390,000
<b>2013 CAPITAL</b>																			
TOTAL EXPENSES	A		110,000	190,000	3,000,000									345,365				622,000	4,267,365
TOTAL OTHER FUNDING	B		100,000	-	2,200,000									345,365				622,000	3,267,365
2012 Levy	A less B		10,000	190,000	800,000									-				-	1,000,000
<b>Levy Increase:</b>																			
2013 Levy			10,000	190,000	800,000									-				-	1,000,000
2012 Levy			-	25,000	1,075,000									-				-	1,100,000
Levy Increase over prior year			10,000	165,000	(275,000)									-				-	(100,000)
<b>2013 SPECIAL</b>																			
TOTAL EXPENSES	A	805,000	16,000	-	644,600			439,000	817,000				418,000					130,000	3,269,600
TOTAL OTHER FUNDING	B	805,000	16,000	-	644,600			439,000	817,000				418,000					130,000	3,269,600
2012 Levy	A less B																		
																		TOTAL EXPENSES	30,399,887
																		TOTAL FUNDING	30,399,887
																		NET RESULT	-



## Grand River Conservation Authority Summary of Municipal Levy - 2013 Budget

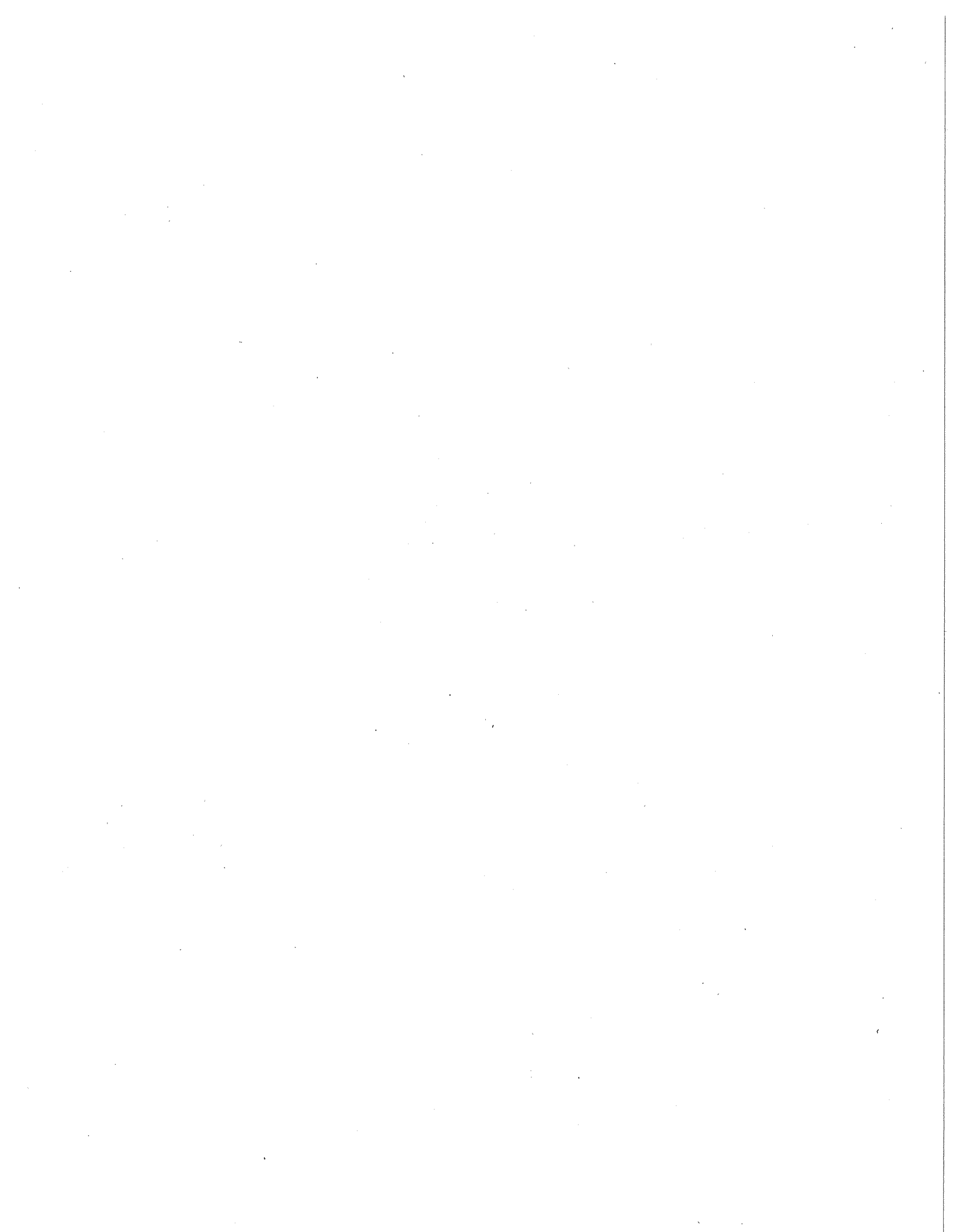
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	% CVA in Watershed	2012 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2013 Budget Operating Levy	2013 Budget Capital Levy	2013 Budget Total Levy	Actual 2012 Levy	% Change
Brant County	84.0%	4,617,533,532	3,878,728,167	3.2%	293,369	32,438	325,807	316,838	2.8%
Brantford C	100.0%	10,463,287,288	10,463,287,288	8.8%	791,393	87,505	878,898	862,855	1.9%
Amaranth Twp	82.0%	524,239,751	429,876,595	0.4%	32,514	3,595	36,109	35,134	2.8%
East Garafraxa Twp	80.0%	424,800,459	339,840,367	0.3%	25,704	2,842	28,546	28,085	1.6%
E. Luther Gr. Valley Twp	100.0%	269,736,422	269,736,422	0.2%	20,402	2,256	22,658	22,284	1.7%
Melancthon Twp	56.0%	383,738,117	214,893,345	0.2%	16,254	1,797	18,051	17,926	0.7%
Southgate Twp	6.0%	621,370,612	37,282,237	0.0%	2,820	312	3,132	3,024	3.6%
Haldimand County	41.0%	5,226,658,991	2,142,930,186	1.8%	162,081	17,921	180,002	176,469	2.0%
Norfolk County	5.0%	6,849,908,097	342,495,405	0.3%	25,905	2,864	28,769	28,110	2.3%
Halton Region	10.1%	25,597,001,757	2,590,480,178	2.2%	195,932	21,664	217,596	207,903	4.7%
Hamilton City (estimated)	4.7%	61,580,520,579	2,894,284,467	2.4%	218,910	24,205	243,115	238,164	2.1%
Oxford County	37.9%	2,740,204,877	1,038,320,934	0.9%	78,534	8,684	87,218	85,055	2.5%
North Perth T	2.0%	1,352,147,366	27,042,947	0.0%	2,045	226	2,271	2,227	2.0%
Perth East Twp	40.0%	1,178,065,309	471,226,124	0.4%	35,641	3,941	39,582	39,012	1.5%
Waterloo Region	100.0%	67,801,126,946	67,801,126,946	56.7%	5,128,155	567,023	5,695,177	5,515,272	3.3%
Centre Wellington Twp	100.0%	3,363,737,426	3,363,737,426	2.8%	254,417	28,131	282,548	276,884	2.0%
Erin T	49.0%	1,826,926,994	895,194,227	0.7%	67,708	7,487	75,195	73,982	1.6%
Guelph C	100.0%	17,535,610,051	17,535,610,051	14.7%	1,326,310	146,651	1,472,961	1,428,957	3.1%
Guelph Eramosa Twp	100.0%	1,940,913,189	1,940,913,189	1.6%	146,801	16,232	163,033	158,883	2.6%
Mapleton Twp	95.0%	1,029,462,977	977,989,828	0.8%	73,971	8,179	82,150	79,893	2.8%
Wellington North Twp	51.0%	1,149,887,565	586,442,658	0.5%	44,356	4,904	49,260	48,080	2.5%
Puslinch Twp	75.0%	1,776,574,094	1,332,430,571	1.1%	100,779	11,143	111,922	108,963	2.7%
<b>Total</b>		<b>218,253,452,399</b>	<b>119,573,869,559</b>	<b>100.00%</b>	<b>9,044,000</b>	<b>1,000,000</b>	<b>10,044,000</b>	<b>9,754,000</b>	<b>3.0%</b>



# **SECTION A**

## **BASE PROGRAMS – OPERATING**



## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2013 vs Budget 2012

	Actual 2011	Budget 2012	Budget 2013	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	21,339,115	22,424,686	22,862,922	438,236	1.95%
<b>Total Expenses</b>	<b>21,339,115</b>	<b>22,424,686</b>	<b>22,862,922</b>	<b>438,236</b>	<b>2.01%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	8,028,296	8,654,000	9,044,000	390,000	4.51%
MUNICIPAL SPECIAL LEVY	35,695	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	1,182,688	1,004,047	923,547	(80,500)	-8.02%
SELF-GENERATED	11,931,018	12,291,225	12,421,375	130,150	1.06%
RESERVES	29,427	124,000	124,000	-	0.00%
SURPLUS CARRYFORWARD	131,991	301,414	300,000	(1,414)	-0.47%
<b>Total BASE Funding</b>	<b>21,339,115</b>	<b>22,424,686</b>	<b>22,862,922</b>	<b>438,236</b>	<b>2.01%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$390,000 levy increase.

**TABLE 1****Watershed Studies**

This category includes watershed and subwatershed studies. These studies provide the strategic framework for understanding water resources and ecosystem form, functions and linkages. These allow for assessment of the impacts of changes in watershed resources and land use. Watershed studies also identify activities and actions that are needed to minimize the adverse impacts of change. This program supports other plans and programs that promote healthy watersheds.

***Specific Activities:***

- Carry out or partner with municipalities and other stakeholders on integrated subwatershed plans for streams and tributaries. Subwatershed Plans are technical reports which provide comprehensive background on how surface water, groundwater, terrestrial and aquatic ecosystems function in a subwatershed. The plans recommend how planned changes such as urbanization can take place in a sustainable manner.
- Annual Water Forum event.
- Newsletter published.

**TABLE 1**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**WATERSHED STUDIES**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Grand River Watershed Management Plan-Communications	59,678	80,000	30,000	-50,000
Water Quality	29,504	26,000	26,000	0
Ground Water Modelling	3,601	0	0	0
Chilligo-Hopewell Creek	121,154	100,000	100,000	0
Soft Path Pilot Project-Fergus\Elora	991	0	0	0
Large Scale Hydrology	95,000			
Funding to Reserves	0	0	0	0
<b>TOTAL EXPENSE</b>	<b>309,928</b>	<b>206,000</b>	<b>156,000</b>	<b>-50,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other	35,695	50,000	50,000	0
MNR Grant	37,000	37,200	33,200	-4,000
Prov & Federal Govt	97,231	0	0	0
Donations	27,183	53,000	3,000	-50,000
Funds taken from Reserves	44,000	27,000	27,000	0
<b>TOTAL FUNDING</b>	<b>241,109</b>	<b>167,200</b>	<b>113,200</b>	<b>-54,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>68,819</b>	<b>38,800</b>	<b>42,800</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>4,000</b>

**TABLE 2****Water Resources Planning and Environment**

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources and natural heritage systems. These programs assist with implementation of or monitor declines in watershed health and priority management areas.

***Specific Activities:***

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- maintain and implement the Forest Management Plans for the Grand River watershed
- analyze and report on water quality conditions in the Grand River watershed
- carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems and community events such as tree planting and stream restoration (see also table 8)
- provide technical input and review services for applications that may affect the watershed ecosystem
- maintain a water budget to support sustainable water use in the watershed, and maintain a drought response program
- analyze water use data for the watershed and provide recommendations for water conservation approaches
- provide advice to Provincial Ministries regarding water use permits to ensure that significant environmental concerns are identified so that potential impacts can be addressed.



**TABLE 2**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	1,230,019	1,208,900	1,257,200	48,300
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	250,318	239,500	244,300	4,800
Other Operating Expenses	10,719	53,500	54,600	1,100
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>1,491,056</b>	<b>1,501,900</b>	<b>1,556,100</b>	<b>54,200</b>
<b>Funding</b>				(incr)/decr
Prov & Federal Govt	7,743	2,500	2,500	-
Donations	2496			
<b>TOTAL FUNDING</b>	<b>10,239</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,480,817</b>	<b>1,499,400</b>	<b>1,553,600</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>54,200</b>

**TABLE 3****Flood Forecasting and Warning**

The flood warning system includes the direct costs associated with monitoring the streams, and rivers in order to effectively provide warnings and guidance to municipalities and watershed residents during flood emergencies.

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

***Specific Activities:***

- maintain a 'state of the art' computerized flood forecasting and warning system.
- operate a 24 hour, year-round, on-call duty officer system to respond to flooding matters.
- collect and manage data on rainfall, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 22 rainfall gauges, and 12 snow courses.
- use data radio and Voice Alert system continuously, monitor river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.

**TABLE 3**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Flood Forecasting & Warning**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	382,751	364,800	379,400	14,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	240,848	268,500	273,900	5,400
Other Operating Expenses	72,927	69,000	55,100	(13,900)
<b>TOTAL EXPENSE</b>	<b>696,526</b>	<b>702,300</b>	<b>708,400</b>	<b>6,100</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	271,917	271,917	252,717	(19,200)
Prov & Federal Govt	21,495			
Self Generated				
Recoverable Corporate Services Expenses				
Funds taken from Reserves				
Surplus Carryforward from Prior Year				
<b>TOTAL FUNDING</b>	<b>293,412</b>	<b>271,917</b>	<b>252,717</b>	<b>(19,200)</b>
<b>Net Funded by General Municipal Levy</b>	<b>403,114</b>	<b>430,383</b>	<b>455,683</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>25,300</b>

**TABLE 4****Water Control Structures**

This category includes costs associated with the capital and maintenance of structures, the primary purpose of which is to provide protection to life and property. These structures include dams, dykes, berms and channels etc. Also included in this category are non-flood control dams and weirs, which maintain upstream water levels.

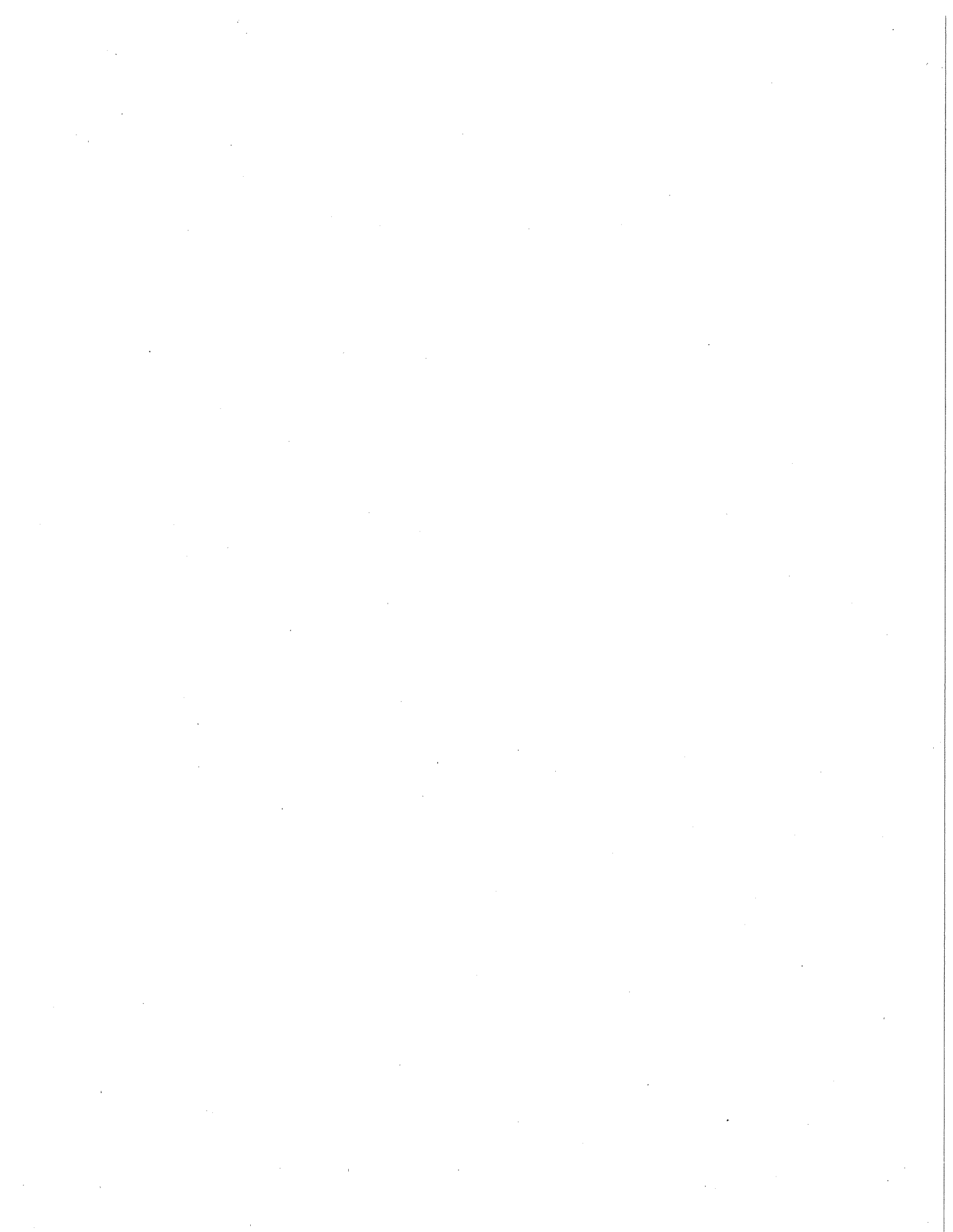
Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

***Specific Activities:***

- operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 4 major dyke systems
- ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams
- carry out capital upgrades to the flood control structures in order to meet Provincial standards
- operate and maintain 22 non-flood control dams, which are primarily for aesthetic, recreational, or municipal water supply intake purposes
- develop and implement plans to decommission failing or obsolete dams
- ice management activities to prevent or respond to flooding resulting from ice jams
- develop and implement public safety plans for structures

**TABLE 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	854,174	977,600	1,016,700	39,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	19,441	30,000	30,600	600
Property Taxes	149,518	158,300	163,100	4,800
Other Operating Expenses	324,323	391,600	399,400	7,800
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>1,347,456</b>	<b>1,557,500</b>	<b>1,609,800</b>	<b>52,300</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	430,950	430,750	400,350	(30,400)
<b>TOTAL FUNDING</b>	<b>430,950</b>	<b>430,750</b>	<b>400,350</b>	<b>(30,400)</b>
<b>Net Funded by General Municipal Levy</b>	<b>916,506</b>	<b>1,126,750</b>	<b>1,209,450</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>82,700</b>



**TABLE 5****A. PLANNING - Regulations**

This category includes costs and revenues associated with administering the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* made under the *Conservation Authorities Act*. This includes permit review, inspections, permit issuance, enforcement and follow-up, which may include defending appeals.

***Specific Activities:***

- Process over 600 permits each year related to development, alteration or activities that may interfere with the following types of lands:
  - ravines, valleys, steep slopes
  - wetlands including swamps, marshes, bogs, and fens
  - any river, creek, floodplain or valley land
  - the Lake Erie shoreline
- The regulation applies to the development activities listed below in the areas listed above:
  - the construction, reconstruction, erection or placing of a building or structure of any kind,
  - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure
  - site grading
  - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- maintain policies and guidelines to assist in the protection of sensitive environmental lands (i.e. Policies for the Administration of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems

**TABLE 5****B. PLANNING - Municipal Plan Input and Review**

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning Bylaws, Environmental Assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements. It also includes watershed management consulting outside of the Grand River watershed, which is done from time-to-time on a fee-for-service basis.

***Specific Activities:***

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial polices and federal regulations
- provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all environmental concerns are adequately identified and that any adverse impacts are minimized or mitigated
- provide information and technical advice to Municipal Councils and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of wetlands, fish and wildlife habitat and natural heritage systems



**TABLE 5**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Planning**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	1,457,939	1,584,500	1,647,900	63,400
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	189,307	203,000	207,000	4,000
Amount set aside to Reserves	-			-
Other Operating Expenses	25,048	19,000	19,400	400
<b>TOTAL EXPENSE</b>	<b>1,672,294</b>	<b>1,806,500</b>	<b>1,874,300</b>	<b>67,800</b>
<b>Funding</b>				(incr)/decr
MNR Grant	141,680	141,680	114,780	(26,900)
Donations		4,000	4,000	-
Self Generated	693,745	700,000	730,800	30,800
<b>TOTAL FUNDING</b>	<b>835,425</b>	<b>845,680</b>	<b>849,580</b>	<b>3,900</b>
<b>Net Funded by General Municipal Levy</b>	<b>836,869</b>	<b>960,820</b>	<b>1,024,720</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>63,900</b>

**TABLE 6****Resource Management Division Support**

Provides support services to the Engineering and Resource Management Divisions (i.e. all activities outlined in Table 1 to 4 above).

***Specific Spending:***

- administrative services
- travel, communication, staff development and computer
- legal
- insurance

**TABLE 6**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Management Division Support**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	94,380	169,000	132,700	(36,300)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	14,845	18,600	19,000	400
Insurance	117,750	122,000	125,700	3,700
Other Operating Expenses	51,315	54,500	55,600	1,100
Amount set aside to Reserves	10,000			
<b>TOTAL EXPENSE</b>	<b>288,290</b>	<b>364,100</b>	<b>333,000</b>	<b>(31,100)</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial	10,950			
<b>TOTAL FUNDING</b>	<b>10,950</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>277,340</b>	<b>364,100</b>	<b>333,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(31,100)</b>

**TABLE 7****Forestry**

The forestry program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes direct delivery of remediation programs including tree planting/reforestation.

***Specific Activities:***

- plant trees on private lands (cost recovery from landowner)
  
- operate Burford Tree Nursery to grow and supply native and threatened species
  
- carry out tree planting and other forest management programs and other restoration initiatives e.g. species at risk and ecological monitoring on GRCA lands, and prescribed burn activities on over 7,000 hectares of managed forests on GRCA owned lands

**TABLE 7**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Forestry**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	449,599	397,900	413,800	15,900
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	46,058	52,100	53,200	1,100
Other Operating Expenses	615,381	791,100	806,900	15,800
<b>TOTAL EXPENSE</b>	<b>1,111,038</b>	<b>1,241,100</b>	<b>1,273,900</b>	<b>32,800</b>
<b>Funding</b>				(incr)/decr
Donations	13,438	30,000	30,000	0
Self Generated	732,482	870,000	870,000	0
Funds taken from Reserves	0	0	0	0
<b>TOTAL FUNDING</b>	<b>745,920</b>	<b>900,000</b>	<b>900,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>365,118</b>	<b>341,100</b>	<b>373,900</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>32,800</b>

**TABLE 8****Conservation Services**

The conservation service program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes the Rural Quality program and Forestry extension services.

***Specific Activities:***

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, promotion/education and providing grants to assist farmers with capital improvements to address manure containment, livestock fencing, soil conservation, and other rural non-point sources of river water pollution. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, restoration and rehabilitation projects and community events to promote water and environmental initiatives (see also Table 2)

**TABLE 8**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Conservation Services**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	345,290	444,700	435,500	(9,200)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	91,231	91,800	93,700	1,900
Other Operating Expenses	23,544	51,500	52,500	1,000
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>460,065</b>	<b>588,000</b>	<b>581,700</b>	<b>(6,300)</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial Grants	18,598	30,000	30,000	-
Donations	13,834	70,000	-	(70,000)
Funds taken from Reserves	851	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>33,283</b>	<b>131,000</b>	<b>61,000</b>	<b>(70,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>426,782</b>	<b>457,000</b>	<b>520,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>63,700</b>

**TABLE 9****Stream Management**

The stream management program includes those activities associated with providing service and/or assistance to municipalities, private and public landowners and community groups on sound environmental practices that will enhance, restore or protect the aquatic ecosystem on their properties.

This category provides fisheries management services.

***Specific Activities:***

- maintain and promote the 'Grand River Fisheries Management Plan'.
- implement "best bets" for protection and enhancement of fisheries, work with outside agencies, non-government organizations and the public to improve fish habitat through stream rehabilitation projects including the implementation of the recommendations of the watershed studies.
- provide technical input and review services for applications that may affect the watershed aquatic ecosystem.



**TABLE 9**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Stream Management**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	94,305	91,500	30,200	(61,300)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	24,649	27,100	27,600	500
Other Operating Expenses	1,620	2,000	2,000	-
<b>TOTAL EXPENSE</b>	<b>120,574</b>	<b>120,600</b>	<b>59,800</b>	<b>(60,800)</b>
<b>Funding</b>				(incr)/decr
<b>TOTAL FUNDING</b>	-	-	-	-
<b>Net Funded by General Municipal Levy</b>	<b>120,574</b>	<b>120,600</b>	<b>59,800</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(60,800)</b>

**TABLE 10****Communications & Foundation**

The communications program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes watershed-wide communication and promotion of conservation issues to watershed residents, municipalities and other agencies.

The Grand River Conservation Foundation provides private sector funding for GRCA projects with limited or no other sources of revenue. This category includes operational costs related to fundraising.

***Specific Activities:***

- prepare and distribute brochures and publications; maintain displays and the website.
- respond to media inquiries and prepare media releases.
- make presentations to municipal councils, private and public landowners, community groups, service clubs, and the general public.
- approach potential donors for financial support.

**TABLE 10**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Communications & Foundation**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	432,757	414,800	429,900	15,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	62,895	71,700	73,100	1,400
Other Operating Expenses	45,088	91,200	77,700	(13,500)
<b>TOTAL EXPENSE</b>	<b>540,740</b>	<b>577,700</b>	<b>580,700</b>	<b>3,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	-	-	-	-
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>540,740</b>	<b>577,700</b>	<b>580,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>3,000</b>

**TABLE 11****Conservation Lands Property Taxes**

General Municipal Levy funds the property tax for GRCA owned natural areas/passive lands.

***Specific Spending:***

- Property Taxes

**TABLE 11**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Conservation Lands-Property Taxes**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Property Taxes	140,900	148,500	153,000	4,500
<b>TOTAL EXPENSE</b>	<b>140,900</b>	<b>148,500</b>	<b>153,000</b>	<b>4,500</b>
<b>Funding</b>				
<b>TOTAL FUNDING</b>	-	-	-	-
<b>Net Funded by General Municipal Levy</b>	<b>140,900</b>	<b>148,500</b>	<b>153,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>4,500</b>

**TABLE 12****Environmental Education**

This category includes costs and revenues associated with outdoor education facilities, which provide education and information about conservation, the environment and the Conservation Authority's programs to 50,000 students in 6 school boards and 16,000 members of the general public annually. The majority of funding for this program comes from school boards, the Grand River Conservation Foundation and public program fees.

***Specific Activities:***

- operate 6 outdoor education centres under contract with watershed school boards, providing hands-on, curriculum-based, outdoor education (App's Mills near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge and Rockwood)
- offer curriculum support materials and workshops to watershed school boards
- offer conservation day camps to watershed children and interpretive community programs to the public (user fees apply)

**TABLE 12**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	709,752	680,300	699,500	19,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	38,395	42,000	42,800	800
Insurance	9,989	11,200	11,500	300
Property Taxes	13,822	16,300	16,800	500
Other Operating Expenses	243,339	197,500	201,500	4,000
Amount set aside to Reserves	4,500	4,500	4,500	0
<b>TOTAL EXPENSE</b>	<b>1,019,797</b>	<b>951,800</b>	<b>976,600</b>	<b>24,800</b>
<b>Funding</b>				(incr)/decr
Provincial & Federal Grants	4,804	0	0	
Donations	89,301	9,000	50,000	41,000
Self Generated	747,546	729,000	694,000	-35,000
<b>TOTAL FUNDING</b>	<b>841,651</b>	<b>738,000</b>	<b>744,000</b>	<b>6,000</b>
<b>Net Result 'not' funded by Levy</b>		0	0	incr/(decr) 0
<b>Net Funded by General Municipal Levy</b>	<b>178,146</b>	<b>213,800</b>	<b>232,600</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>18,800</b>

**TABLE 13****CORPORATE SERVICES**

This category includes the costs for goods and services, as listed below, that are provided corporately. A small portion of these costs is recovered from provincial grants, namely from source protection program funding and from the MNR operating grant.

**Specific Activities:**

This category includes the following departments:

- Office of the Chief Administrative Officer and the Assistant Chief Administrative Officer/Secretary-Treasurer
- Finance
- Human Resources
- Payroll
- Health & Safety
- Office Services

In addition, this category includes expenses relating to:

- The General Membership
- Head Office Building
- Office Supplies, Postage, Bank fees
- Head Office Communication systems
- Insurance
- Audit fees
- Consulting, Legal, Labour Relations fees
- Health and Safety Equipment, Inspections, Training
- Conservation Ontario fees
- Corporate Professional Development
- General expenses



**TABLE 13**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Corporate Services**

<b>Budget 2013</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,769,700	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	352,900	
Insurance	64,900	
Property Taxes		
Other Operating Expenses	978,872	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,166,372</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Self Generated		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
Surplus 2011 carried forward to 2012		
<b>TOTAL FUNDING</b>	<b>155,000</b>	
Net Result before surplus adjustments	3,011,372	
Surplus from Other Programs used to reduce Levy		207,325
Nature Centre Program Loss not funded by Levy		
2012 Surplus Carried Forward to 2013 used to reduce Levy		300,000
<b>Net Funded by General Municipal Levy</b>	<b>3,011,372</b>	<b>507,325</b>

<b>Budget 2012</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,720,900	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	362,600	
Insurance	63,000	
Other Operating Expenses	962,986	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,109,486</b>	
<b>Funding</b>		
MNR Grant	70,000	
Recoverable Corporate Services Expenses	113,725	
Funds taken from Reserves	15,000	
<b>TOTAL FUNDING</b>	<b>198,725</b>	
Net Result before surplus adjustments	2,910,761	
Surplus from Other Programs used to reduce Levy		234,300
Nature Centre Program Loss not funded by Levy		
2011 Surplus Carried Forward to 2012 used to reduce Levy		300,000
<b>Net Funded by General Municipal Levy</b>	<b>2,910,761</b>	<b>534,300</b>

<b>ACTUAL 2011</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,682,409	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	345,705	
Insurance	58,256	
Other Operating Expenses	919,690	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,006,060</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Recoverable Corporate Services Expenses	118,625	
Funds taken from Reserves		
Surplus 2009 carried forward to 2010		
<b>TOTAL FUNDING</b>	<b>188,625</b>	
Net Result before surplus adjustments	2,817,435	
Surplus from Other Programs used to reduce Levy		(412,872)
2010 Surplus Carried Forward to 2011 used to reduce Levy		(131,991)
<b>Net Funded by General Municipal Levy</b>	<b>2,817,435</b>	<b>(544,863)</b>

**TABLE 14 (a)****Conservation Lands, Rental Properties, Forestry & Misc**

The Conservation Land Management Program includes all expenses and revenues associated with acquisition and management of land owned/managed by the Authority. This includes protection of *Provincially Significant Conservation Lands*, woodlot management, rental/lease agreements and other revenues generated from managing lands and facilities. These expenses do not include those associated with recreation and education programs on GRCA lands.

***Specific Activities:***

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate “passive” conservation areas in order to conserve forests and wildlife habitat. Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). Necessary funding is raised by The Grand River Conservation Foundation
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 60 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- host controlled hunts at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs
- Summer Experience Program and other provincial or federal programs

- payment of non-insured losses and deductibles for vandalism, loss or theft; miscellaneous amounts recovered from insurance settlements
- amounts received by us for distribution to other agencies, where expenditures and revenues are equal (e.g. receipts from provincial ministries to pay for contracts on their behalf)
- special projects funded by donations or government funding
- investment income arising from reserves and funds received in advance of program expenses

### **TABLE 14 (b)**

#### **HYDRO PRODUCTION**

This program generates revenue from 'hydro production'.

##### *Specific Activities:*

- generate hydro from turbines in 3 large dams, Shand, Conestogo and Guelph; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

### **TABLE 14 (c)**

#### **CONSERVATION AREAS**

These programs include costs and revenues associated with delivering recreational programs on GRCA lands and include the costs and revenues associated with day-use, camping, concessions and other activities at GRCA active Conservation Areas.

##### *Specific Activities:*

- operate 11 "active" Conservation Areas (8 camping and 3 exclusively day-use) that are enjoyed by over 1 million visitors annually. It is estimated that these visitors also help generate significant revenues for the local tourism industry
- offer camping, hiking, fishing, swimming, boating, picnicking, skiing and related facilities
- provide 2,500 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario

**TABLE 14**  
 GRAND RIVER CONSERVATION AUTHORITY  
**OTHER PROGRAMS - OPERATING - SUMMARY of Results**

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
<b>Budget 2013 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,002,000	347,200		1,349,200	54,600	3,442,800	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	155,100	58,400		213,500		177,200	
Insurance	175,600	25,800		201,400	14,300		
Property Taxes		146,000		146,000		61,800	
Other Operating Expenses (consulting etc)	499,800	903,600	124,000	1,527,400	32,500	2,423,800	
Amount set aside to Reserves	3,750			3,750	135,000	50,000	
<b>TOTAL EXPENSE</b>	<b>1,836,250</b>	<b>1,481,000</b>	<b>124,000</b>	<b>3,441,250</b>	<b>236,400</b>	<b>6,155,600</b>	<b>9,833,250</b>
<b>Funding</b>							
Provincial Funding			20,000	20,000			
Donations	65,000			65,000		27,000	
Self Generated	86,000	3,076,320	132,000	3,294,320	450,000	6,133,255	
Funds taken from Reserves	1,000	50,000		51,000			
Municipal General Levy Funding							
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,126,320</b>	<b>162,000</b>	<b>3,430,320</b>	<b>450,000</b>	<b>6,160,255</b>	<b>10,040,575</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,684,250)</b>	<b>1,645,320</b>	<b>28,000</b>	<b>(10,930)</b>	<b>213,600</b>	<b>4,655</b>	<b>207,325</b>
<b>Budget 2012 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	963,500	333,850		1,297,350	52,500	3,310,420	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,000	57,300		209,300		173,680	
Insurance	170,500	25,000		195,500	13,900		
Property Taxes		141,700		141,700		60,000	
Other Operating Expenses (consulting etc)	490,000	885,900	122,000	1,497,900	31,900	2,376,300	
Amount set aside to Reserves	3,750			3,750	135,000	50,000	
<b>TOTAL EXPENSE</b>	<b>1,779,750</b>	<b>1,443,750</b>	<b>122,000</b>	<b>3,345,500</b>	<b>233,300</b>	<b>5,970,400</b>	<b>9,549,200</b>
<b>Funding</b>							
Provincial Funding			20,000	20,000			
Donations	65,000			65,000		27,000	
Self Generated	86,000	3,016,000	132,000	3,234,000	450,000	5,936,500	
Funds taken from Reserves	1,000	50,000		51,000			
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,068,000</b>	<b>152,000</b>	<b>3,370,000</b>	<b>450,000</b>	<b>5,963,500</b>	<b>9,783,500</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,627,750)</b>	<b>1,622,250</b>	<b>30,000</b>	<b>24,500</b>	<b>216,700</b>	<b>(6,900)</b>	<b>234,300</b>
<b>Actual 2011 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	964,233	323,203		1,287,436	48,707	3,480,447	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	132,336	60,557		192,893	430	81,403	
Insurance	163,227	24,956		188,183	11,467		
Property Taxes		124,252		124,252		57,759	
Other Expenses	406,812	695,767	70,700	1,173,279	175,889	2,008,247	
Amount set aside to Reserves	-	74,000	40,000	114,000	140,000	50,000	
<b>TOTAL EXPENSE</b>	<b>1,666,608</b>	<b>1,302,735</b>	<b>110,700</b>	<b>3,080,043</b>	<b>376,493</b>	<b>5,677,856</b>	<b>9,134,392</b>
<b>Funding</b>							
Provincial	-	7,534	3,910	11,444		53,876	
Donations	81,778		44,444	126,222		28,685	
Self Generated	58,426	2,974,568	88,724	3,121,718	597,083	5,607,836	
Funds taken from Reserves	400			400			
<b>TOTAL FUNDING</b>	<b>140,604</b>	<b>2,982,102</b>	<b>137,078</b>	<b>3,259,784</b>	<b>597,083</b>	<b>5,690,397</b>	<b>9,547,264</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,526,004)</b>	<b>1,679,367</b>	<b>26,378</b>	<b>179,741</b>	<b>220,590</b>	<b>12,541</b>	<b>412,872</b>

## OTHER INFORMATION

### 1. INFORMATION SYSTEMS - COMPUTER CHARGES

A computer charge is allocated to the individual sections based on the number of users and the nature of system usage. Effectively, computer costs are included with administrative costs on Tables 1 to 14.

Computer charges include costs associated with implementing and operating corporate information technology.

#### *Specific Activities:*

- Develop and implement the GRCA's long-term information technology and telecommunications plan. Create and maintain standards for the development and use of corporate data
- Manage and support the GRCA's server, network and personal computer infrastructure for geographic information systems (GIS); flood forecasting and warning, including real-time data collection and dissemination of water quantity and quality monitoring station information; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance and human resources
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers for use at outdoor education centres
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office and Conservation Areas
- Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets
- Support and manage mobile phones, blackberry devices, and pagers

## 2. VEHICLE, EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included with administrative costs or other operating expenses, as applicable, on Tables 1 to 14.

### *Specific Activities:*

- Maintain a fleet of vehicles and equipment to support all GRCA programs.
- Purchases of new vehicles and/or equipment.
- Disposal of used equipment.
- Lease certain equipment.

# **SECTION B**

## **BASE PROGRAMS – CAPITAL**





## SECTION B – CAPITAL BUDGET

Capital Spending in 2013 includes spending in the following program areas:

- Water Resources Planning
- Flood Forecasting and Warning
- Water Control Structures
- Conservation Areas
- Corporate Services

Water Resources Planning expenditures will be for water quality monitoring equipment.

Flood forecasting and warning expenditures will be for software systems and gauge equipment

Water Control Structures expenditures will include the following major maintenance projects

- Replacement of Drimmie Dam in the village of Elora

Corporate Services capital spending represents the portion of overall Information Services and Motor Pool expenses that are funded by the Information Technology (IT) and Motor Pool (MP) reserve. See “Other Information” above for spending descriptions for IT and MP.

## SECTION B - Capital Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2013

#### BUDGET 2013 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2013 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			3,000,000				3,000,000
Conservation Areas Capital Projects					622,000		622,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						345,365	345,365
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>3,000,000</b>	<b>-</b>	<b>622,000</b>	<b>345,365</b>	<b>4,267,365</b>
<b>Funding</b>							
Municipal Special Levy			200,000				200,000
Prov & Federal Govt			1,450,000				1,450,000
Self Generated					622,000		622,000
Funding from Reserves	100,000		550,000	-		345,365	995,365
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>2,200,000</b>	<b>-</b>	<b>622,000</b>	<b>345,365</b>	<b>3,267,365</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>10,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

#### BUDGET 2012 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2012 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			3,195,000				3,195,000
Conservation Areas Capital Projects					972,000		972,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						310,200	310,200
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>3,195,000</b>	<b>-</b>	<b>972,000</b>	<b>310,200</b>	<b>4,777,200</b>
<b>Funding</b>							
Municipal Special Levy			245,000				245,000
Prov & Federal Govt			1,525,000				1,525,000
Self Generated					622,000		622,000
Funding from Reserves	110,000	165,000	350,000	-	350,000	310,200	1,285,200
<b>TOTAL FUNDING</b>	<b>110,000</b>	<b>165,000</b>	<b>2,120,000</b>	<b>-</b>	<b>972,000</b>	<b>310,200</b>	<b>3,677,200</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>-</b>	<b>25,000</b>	<b>1,075,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>

#### ACTUAL 2011 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL 2011 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	82,526						82,526
Flood Forecasting Warning Hardware and Gauges		82,310					82,310
Gauge Station		77,909					77,909
Flood Control Structures-Major Maintenance			1,596,612				1,596,612
Conservation Areas Capital Projects					1,280,633		1,280,633
PSAB Project						55,998	55,998
Building Major Maintenance						9,000	9,000
Net IT/MP Capital Spending not allocated to Departments						(45,588)	(45,588)
<b>TOTAL EXPENSE</b>	<b>82,526</b>	<b>160,219</b>	<b>1,596,612</b>	<b>-</b>	<b>1,280,633</b>	<b>19,410</b>	<b>3,139,400</b>
<b>Funding</b>							
Municipal-Other							-
Prov & Federal Govt			493,065		241,524		734,589
Donations					15,079		15,079
Self Generated					954,030		954,030
Funding to Reserves						(45,588)	(45,588)
Funding from Reserves			245,000		70,000	26,000	341,000
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>738,065</b>	<b>-</b>	<b>1,280,633</b>	<b>(19,588)</b>	<b>1,999,110</b>
<b>Net Funded by General Municipal Levy - CAPITAL</b>	<b>82,526</b>	<b>160,219</b>	<b>858,547</b>	<b>-</b>	<b>-</b>	<b>38,998</b>	<b>1,140,290</b>

# SECTION C

## SPECIAL PROJECTS



## SECTION C – SPECIAL PROJECTS

This category of activity represents projects that the GRCA undertakes where special one time and/or multi-year funding is applicable. The duration of these projects is typically one year although in some instances projects may extend over a number years, such as Source Protection Planning. External funding is received to undertake these projects.

The main project in this category is the Source Protection Planning project which commenced in 2008 and the planning phase is expected to transition into the implementation phase in 2013. Work includes research and studies related to the development of a “Drinking Water Source Protection” plan for the Lake Erie Source Protection Region.

Another significant project that is complementary to Source Protection Planning is the update to the Grand River Basin Water Management Study. The original study was completed in 1982 and addressed the preferred methods to tackle watershed-wide issues such as flood damages, water quality and water supply. The update will look at the needs of watershed communities for the next 25 years and take into account the pressing issues raised by rapid population growth, farm intensification and climate change.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, numerous ecological restoration projects on both GRCA lands and private lands in the watershed and the Mill Creek Ranger stream restoration project.

GRCA Land purchases are treated as special projects and funding comes from the GRCA ‘land sales’ reserve fund (created from previous dispositions of surplus lands), funding from agencies, and/or donations.

## SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2013

EXPENDITURES	ACTUAL 2011	BUDGET 2012	BUDGET 2013
Dundas Valley Groundwater Study	0	23,000	0
Grand River Management Plan	261,363	725,000	725,000
Subwatershed Plans - City of Kitchener	52,249	80,000	80,000
Waste Water Pilot Project	27,480	0	0
Water Quality Monitoring (Lake Erie)	46,460	0	0
Climate Change Monitoring	0	85,000	16,000
Floodplain Mapping - Schneider's Creek	0	53,000	0
RWQP - Capital Grants	659,469	745,000	700,000
Brant/Brantford Children's Water Festival	30,396	26,000	26,000
Species at Risk	38,739	20,000	25,000
Trees for Mapleton	50,376	15,000	66,000
Ecological Restoration	269,780	460,000	313,000
Trees for Guelph	40,345	40,000	40,000
Guelph Rotary Forest	0	0	23,000
Conestogo Lake Wetland and Habitat Restoration	0	0	126,000
Trails Capital Maintenance	7,159	18,000	0
Chillico Pond	29,240	0	0
Taquanyah	0	225,000	55,000
Lands Mgmt - Land Purchases	366,933	300,000	300,000
Lands Mgmt - Development Costs	21,660	50,000	50,000
Mill Creek Rangers	35,695	40,000	35,000
Grand River Country	31,852	40,000	45,000
<b>Total SPECIAL Projects 'Other'</b>	<b>1,969,196</b>	<b>2,948,000</b>	<b>2,625,000</b>
SCH 1b <b>Source Protection Program</b>	<b>3,188,371</b>	<b>2,627,000</b>	<b>644,600</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>5,157,567</b>	<b>5,575,000</b>	<b>3,269,600</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	3,188,371	2,627,000	644,600
OTHER GOVT FUNDING	1,290,540	1,646,000	1,222,000
SELF-GENERATED	225,063	602,000	728,000
FUNDING FROM RESERVES	453,593	697,000	675,000
<b>Total SPECIAL Funding</b>	<b>5,157,567</b>	<b>5,572,000</b>	<b>3,269,600</b>