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January 23, 2015.

**BY COURIER**

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

Dear Ms. Caterini:

**Re: 2015 Budget and Levy Meeting**

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Friday, February 27, 2015, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2015 Budget and General Municipal Levy.

A Draft Budget was reviewed by the General Members on January 23, 2015, 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 10,548,000 which represents a 2.5% increase over 2014. 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 2015. 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 one draft of the 2015 budget. The Levy requirement that is included in this Preliminary 2015 Budget will allow the "base" programs that were in place in 2014 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 26 2015

REF'D TO M. ZEGARAC

REF'D TO C. NEWMAN - CONCL

REF'D TO \_\_\_\_\_

ACTION \_\_\_\_\_

\_\_\_\_\_

**Grand River Conservation Authority  
Summary of Municipal Levy - 2015 Budget**

**DRAFT**

	% CVA in Watershed	2014 CVA (Modified)	CVA In Watershed	CVA-Based Apportionment	2015 Budget Operating Levy	2015 Budget Capital Levy	2015 Budget Total Levy	Actual 2014 Levy	% Change
Brant County	84.0%	5,191,477,357	4,360,840,980	3.1%	299,997	31,420	331,417	322,593	2.7%
Brantford C	100.0%	11,510,309,897	11,510,309,897	8.3%	791,833	82,932	874,765	855,399	2.3%
Amaranth Twp	82.0%	594,676,910	487,635,066	0.4%	33,546	3,513	37,059	36,159	2.5%
East Garafraxa Twp	80.0%	455,738,235	364,590,588	0.3%	25,081	2,627	27,708	27,222	1.8%
Town of Grand Valley	100.0%	323,319,521	323,319,521	0.2%	22,242	2,330	24,572	23,283	5.5%
Melancthon Twp	56.0%	434,354,020	243,238,251	0.2%	16,733	1,753	18,486	18,144	1.9%
Southgate Twp	6.0%	748,776,654	44,926,599	0.0%	3,091	324	3,415	3,369	1.4%
Haldimand County	41.0%	5,772,883,876	2,366,882,389	1.7%	162,826	17,053	179,879	177,155	1.5%
Norfolk County	5.0%	7,763,139,368	388,156,968	0.3%	26,703	2,797	29,500	28,947	1.9%
Halton Region	10.2%	32,374,084,654	3,299,802,669	2.4%	227,005	23,775	250,780	241,159	4.0%
Hamilton City (estimated)	4.7%	70,321,727,277	3,305,121,182	2.4%	227,371	23,813	251,184	246,875	1.7%
Oxford County	38.0%	3,280,399,853	1,247,794,718	0.9%	85,840	8,990	94,830	93,264	1.7%
North Perth T	2.0%	1,574,264,932	31,485,299	0.0%	2,166	227	2,393	2,354	1.7%
Perth East Twp	40.0%	1,440,152,628	576,061,051	0.4%	39,629	4,151	43,780	43,121	1.5%
Waterloo Region	100.0%	79,008,716,405	79,008,716,405	56.9%	5,435,278	569,258	6,004,535	5,866,931	2.3%
Centre Wellington Twp	100.0%	3,902,277,684	3,902,277,684	2.8%	268,451	28,116	296,567	287,256	3.2%
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Guelph C	100.0%	20,630,146,045	20,630,146,045	14.9%	1,419,218	148,640	1,567,858	1,523,954	2.9%
Guelph Eramosa Twp	100.0%	2,226,730,120	2,226,730,120	1.6%	153,184	16,044	169,228	165,640	2.2%
Mapleton Twp	95.0%	1,243,286,242	1,181,121,930	0.9%	81,253	8,510	89,763	87,610	2.5%
Wellington North Twp	51.0%	1,316,528,857	671,429,717	0.5%	46,190	4,838	51,028	50,443	1.2%
Puslinch Twp	75.0%	2,122,996,673	1,592,247,505	1.1%	109,536	11,472	121,008	114,318	5.9%
<b>Total</b>		<b>254,337,134,741</b>	<b>138,792,396,875</b>	<b>100.00%</b>	<b>9,548,000</b>	<b>1,000,000</b>	<b>10,548,000</b>	<b>10,292,000</b>	<b>2.5%</b>





# **Preliminary 2015 Budget**

January 23<sup>rd</sup>, 2015

# **Grand River Conservation Authority**

## **2015 Budget**

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## **GRCA 2015 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 1,000,000. 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 2015, the GRCA will continue to work on the development and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed under the *Clean Water Act, 2006*. The plans for Kettle Creek and Catfish Creek are approved and came into effect on January 1, 2015. The plans for the Long Point Region and Grand River watersheds are awaiting approval by the Ministry of the Environment and Climate Change. Besides supporting the Ministry in the review of the plans, the focus of the Source Protection Program is now on supporting municipalities and other agencies in their preparation for implementing the plans.

Also, 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. 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. The Plan was completed in 2014 with all 15 partners endorsing the Plan. There is a commitment from the partners to continue to work together in 2015 to implement the actions in the Plan. Quarterly meetings will be held to facilitate the reporting on the progress of implementing the actions in the Plan. A series of technical workshops will be held in 2015.

During 2015 the redesign of the GRCA website will be undertaken. The current GRCA website is busy, with more than one million unique visits a year. However it is more than a decade old in design and technology. The GRCA is working with a consulting company to design a new website that will be easier to use and provide more and better tools for our customers. The new website is expected to launch later in 2015.

At the end of 2014 GRCA received approval for four years of funding for a volunteer coordination program. This program will be fully operational during 2015.

In September 2015 GRCA and the Long Point Region Conservation Authority are jointly sponsoring the Conservation Authorities Biennial Tour. We will be showcasing our projects and programs to about 100 people from across the province, primarily Conservation Authority and Conservation Foundation staff and board members. Registration fees offset the cost of the tour.

Major water control capital projects planned for 2015 include gate heaters at Shand Dam, gate inspections at Guelph Dam, dam safety study at Laurel Dam, Conestogo Dam pavement/concrete repairs and emergency generator upgrade, stop log replacements at Baden, Caledonia and Dunnville, concrete and embankment repair at Wellesley Dam, an asset management plan for water control structures, and continued dyke safety studies for Brantford, Bridgeport and Cambridge dykes.

## **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	\$1,404,500 (Table 2)
Flood Forecasting and Warning	\$ 741,900 (Table 3)
Water Control Structures	\$1,691,200 (Table 4)
Division Support	\$ 350,500 (Table 6)

**Capital Expenditures:** \$1,800,000 (Section B)

**Total Expenditures:** \$6,144,100

**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 and agencies.

**Operating Expenditures:** \$1,870,600 (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 water and 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; restoration and rehabilitation projects, providing conservation information through brochures, publications, the web site and media contacts.

**Operating Expenditures:**

Forestry	\$ 1,259,100 (Table 7)
Conservation Services	\$ 708,000 (Table 8)
Stream Management	\$ 129,100 (Table 9)
Communications and Foundation	\$ 710,600 (Table 10)

**Capital Expenditures:** NIL

**Total Expenditures:** \$2,806,800

**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	\$ 162,700 (Table 11)
Conservation Lands, Rentals, Misc	\$3,472,350 (Table 14-Conservation Lands)
Hydro Production	\$ 226,200 (Table 14-Hydro Production)

**Capital Expenditures:** NIL

**Total Expenditures:** \$3,861,250

**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 and community events.

**Operating Expenditures:** \$1,050,300 (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:** \$6,317,000 (Table 14)

**Capital Expenditures:** \$ 600,000 (Section B)

**Total Expenditures:** \$6,917,000

**Revenue sources:**

Conservation Area user fees and provincial grants.

**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:** \$3,231,723 (Table 13)

**Capital Expenditures:** \$ 149,000 (Section B)

**Total Expenditures:** \$3,380,723

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

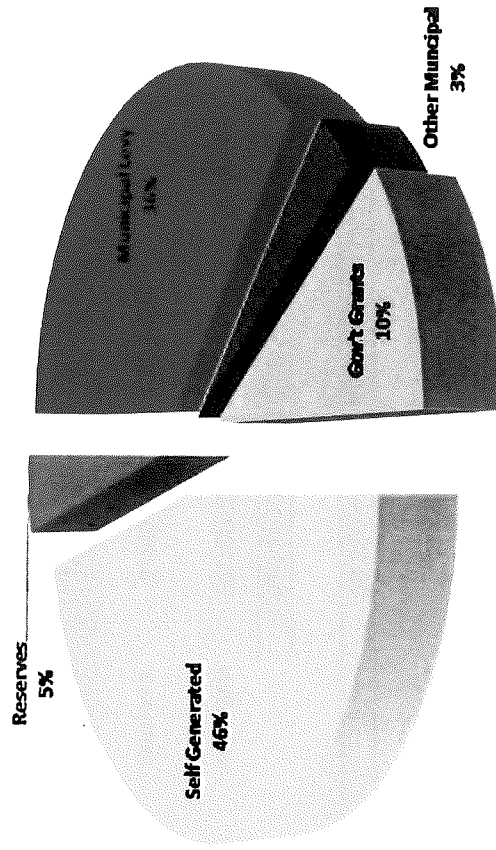
## GRAND RIVER CONSERVATION AUTHORITY

**BUDGET 2015 - Summary of Revenue and Expenditures**

FUNDING		Actual 2013	Budget 2013	Budget 2014	Budget 2015	Budget Incr/(decr)
Municipal General Levy Funding		10,044,000	10,044,000	10,292,000	10,548,000	256,000 2.5%
Other Government Grants		5,218,036	4,710,173	3,605,573	3,882,573	277,000 7.7%
Self-Generated Revenue		13,615,517	14,176,749	13,935,984	13,397,200	(538,764) -3.9%
Funding from Reserves		972,881	1,794,365	1,961,400	1,248,000	(713,400) -36.4%
<b>TOTAL FUNDING</b>		<b>29,850,434</b>	<b>30,725,287</b>	<b>29,794,957</b>	<b>29,075,773</b>	<b>(719,184) -2.3%</b>
EXPENDITURES		Actual 2013	Budget 2013	Budget 2014	Budget 2015	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	22,109,720	22,917,322	23,358,557	23,481,773	123,216 0.53%
Base Programs - Capital	SECTION B	3,566,193	4,267,365	2,962,400	2,549,000	(413,400) -13.95%
Special Projects	SECTION C	3,821,537	3,540,600	3,474,000	3,045,000	(429,000) -12.3%
<b>TOTAL EXPENDITURES</b>		<b>29,497,450</b>	<b>30,725,287</b>	<b>29,794,957</b>	<b>29,075,773</b>	<b>(719,184) -2.4%</b>
<b>NET RESULT</b>		<b>352,984</b>	<b>-</b>	<b>-</b>	<b>-</b>	

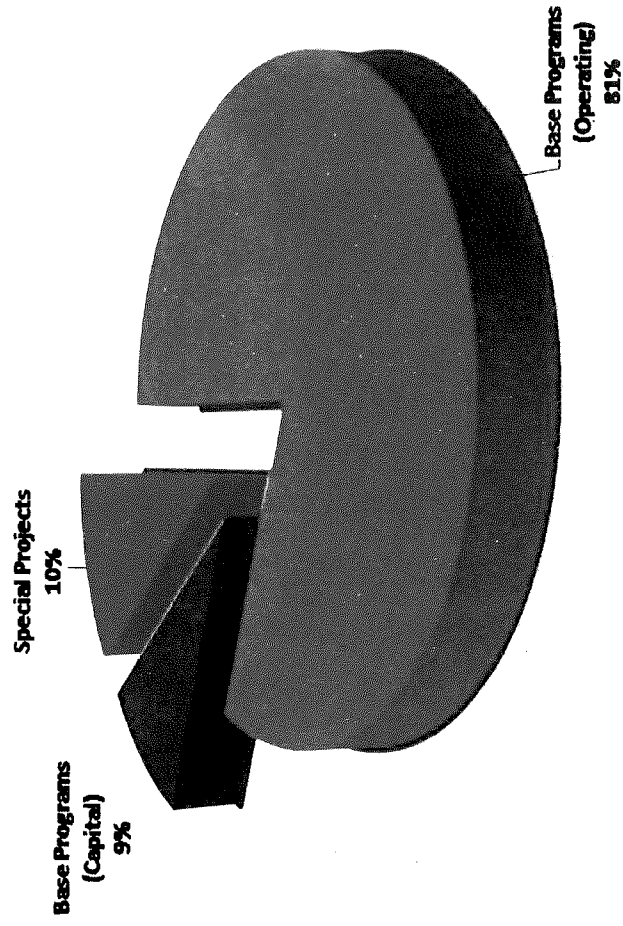
# 2015 Budget – Revenue by Source

Total 2015 Budget Revenue = \$29.1 Million (\$ 29.8 Million in 2014)

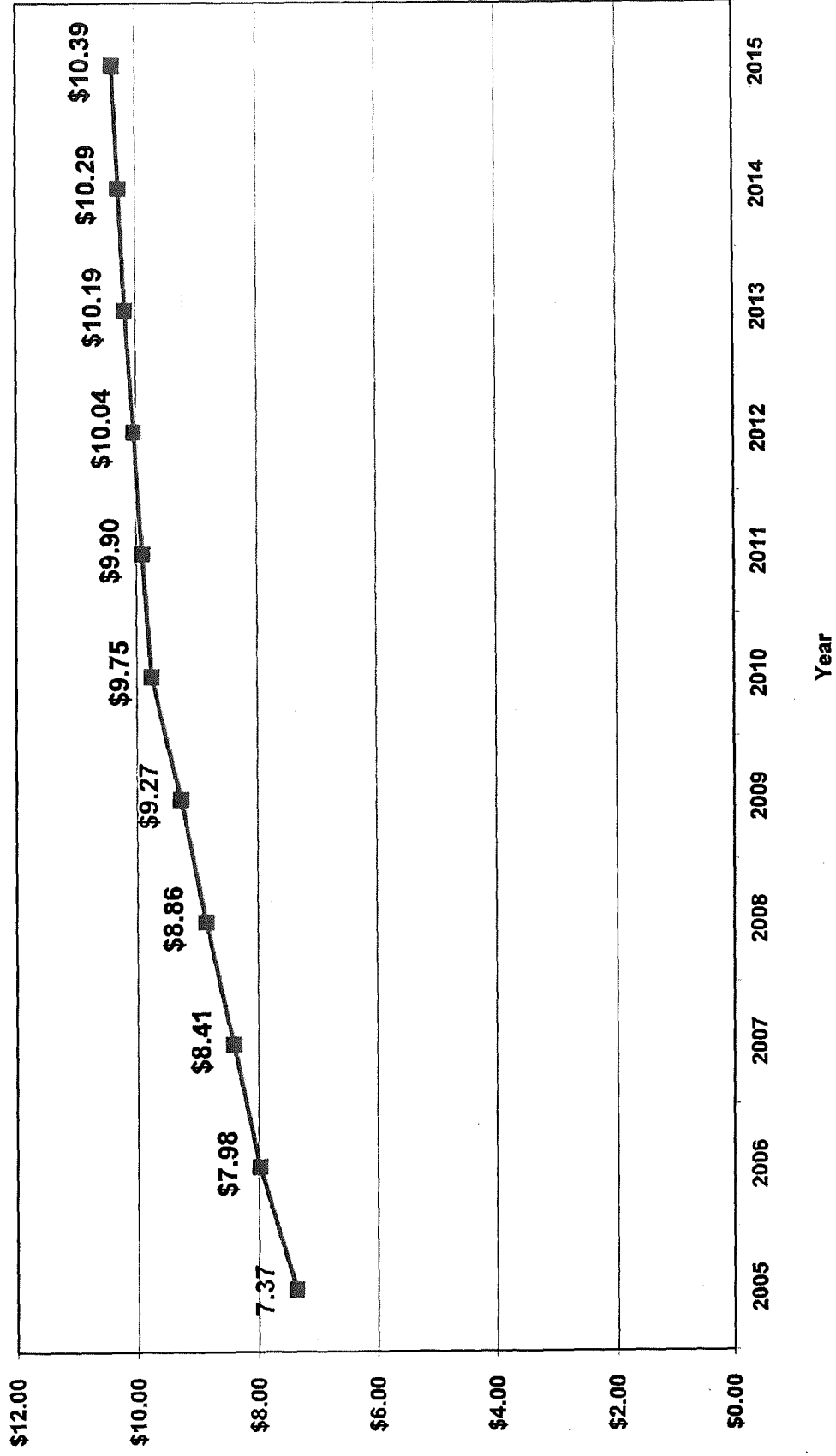


# 2015 Budget – Expenditures by Category

2015 Budget Expenditures = \$29.1 Million (\$ 29.8 Million in 2014)



# GRCA Per Capita Levy 2005 to 2015



### Budget 2015 - Summary of Expenditures, Funding and Change in Municipal Levy

5

**Grand River Conservation Authority  
Summary of Municipal General Levy - 2015 Budget**

*DRAFT January 23, 2015*

	% CVA in Watershed	2014 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2015 Budget Operating Levy	2015 Budget Capital Levy	2015 Budget Total Levy	Actual 2014 Levy	% Change
Brant County	84.0%	5,191,477,357	4,360,840,980	3.1%	299,997	31,420	331,417	322,593	2.7%
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Puslinch Twp	75.0%	2,122,996,673	1,592,247,505	1.1%	109,536	11,472	121,008	114,318	5.9%
<b>Total</b>		<b>254,337,134,741</b>	<b>138,792,396,875</b>	<b>100.00%</b>	<b>9,548,000</b>	<b>1,000,000</b>	<b>10,548,000</b>	<b>10,292,000</b>	<b>2.5%</b>



# **SECTION A**

## **BASE PROGRAMS – OPERATING**

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2015 vs Budget 2014

	Actual 2013	Budget 2014	Budget 2015	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	22,109,720	23,358,557	23,481,773	123,216	0.53%
<b>Total Expenses</b>	<b>22,109,720</b>	<b>23,358,557</b>	<b>23,481,773</b>	<b>123,216</b>	<b>0.53%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	8,537,315	9,292,000	9,548,000	256,000	2.76%
MUNICIPAL SPECIAL LEVY	33,167	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	975,112	978,573	978,573	-	0.00%
SELF-GENERATED	12,157,377	12,561,000	12,481,200	(79,800)	-0.64%
RESERVES	52,120	124,000	324,000	200,000	161.29%
SURPLUS CARRYFORWARD	354,629	352,984	100,000	(252,984)	-71.67%
<b>Total BASE Funding</b>	<b>22,109,720</b>	<b>23,358,557</b>	<b>23,481,773</b>	<b>123,216</b>	<b>0.53%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$256,000 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.
- Newsletter published.

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

<b>OPERATING</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Grand River Watershed Management Plan-Communications	21,357	30,000	30,000	0
Water Quality	16,854	26,000	26,000	0
Ground Water Modelling	909	-	-	0
Chilligo-Hopewell Creek	66,334	100,000	100,000	0
<b>TOTAL EXPENSE</b>	<b>105,454</b>	<b>156,000</b>	<b>156,000</b>	<b>0</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other	33,167	50,000	50,000	0
MNR Grant	33,200	33,200	33,200	0
Prov & Federal Govt	416	-	-	0
Donations	-	3,000	3,000	0
Miscellaneous	1,102	-	-	0
Funds taken from Reserves	-	27,000	27,000	0
<b>TOTAL FUNDING</b>	<b>67,885</b>	<b>113,200</b>	<b>113,200</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>37,569</b>	<b>42,800</b>	<b>42,800</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>0</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 and develop and implement components of the watershed Emerald Ash Borer strategy
- 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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				<i>incr/(decr)</i>
Salary and Benefits	1,193,133	1,194,900	1,088,800	(106,100)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	240,259	257,800	258,900	1,100
Other Operating Expenses	42,069	55,700	56,800	1,100
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>1,475,461</b>	<b>1,508,400</b>	<b>1,404,500</b>	<b>(103,900)</b>
<u>Funding</u>				<i>(incr)/decr</i>
Prov & Federal Govt	52,950	2,500	2,500	-
Donations				
<b>TOTAL FUNDING</b>	<b>52,950</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,422,511</b>	<b>1,505,900</b>	<b>1,402,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(103,900)</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<b><u>Expenses:</u></b>				<b>Incr/(decr)</b>
Salary and Benefits	364,956	390,800	399,600	8,800
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	256,343	279,400	285,000	5,600
Other Operating Expenses	62,053	56,200	57,300	1,100
<b>TOTAL EXPENSE</b>	<b>683,352</b>	<b>726,400</b>	<b>741,900</b>	<b>15,500</b>
<b><u>Funding</u></b>				<b>(Incr)/decr</b>
MNR Grant	252,955	252,955	252,955	-
Prov & Federal Govt	630			
<b>TOTAL FUNDING</b>	<b>253,585</b>	<b>252,955</b>	<b>252,955</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>429,767</b>	<b>473,445</b>	<b>488,945</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>15,500</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,012,757	1,047,200	1,070,800	23,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	18,845	31,200	31,800	600
Property Taxes	148,115	168,000	173,000	5,000
Other Operating Expenses	283,103	407,400	415,600	8,200
Amount set aside to Reserves	20,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,482,820</b>	<b>1,653,800</b>	<b>1,691,200</b>	<b>37,400</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	400,350	400,350	400,350	-
<b>TOTAL FUNDING</b>	<b>400,350</b>	<b>400,350</b>	<b>400,350</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,082,470</b>	<b>1,253,450</b>	<b>1,290,850</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>37,400</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 policies 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 people and property from natural hazard areas such as flood plains and erosion areas and protection and enhancement of wetlands, fish and wildlife habitat and natural heritage systems

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

<b>OPERATING</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				<u>incr/(decr)</u>
Salary and Benefits	1,531,874	1,617,300	1,653,700	36,400
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	188,018	211,100	215,300	4,200
Other Operating Expenses	6,951	9,600	1,600	(8,000)
<b>TOTAL EXPENSE</b>	<b>1,726,843</b>	<b>1,838,000</b>	<b>1,870,600</b>	<b>32,600</b>
<u>Funding</u>				<u>(incr)/decr</u>
MNR Grant	114,568	114,568	114,568	-
Donations	-	4,000	-	4,000
Self Generated	707,002	728,200	739,000	(10,800)
<b>TOTAL FUNDING</b>	<b>821,570</b>	<b>846,768</b>	<b>853,568</b>	<b>(6,800)</b>
<b>Net Funded by General Municipal Levy</b>	<b>905,273</b>	<b>991,232</b>	<b>1,017,032</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>25,800</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	114,675	136,700	139,800	3,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	15,360	19,400	19,800	400
Insurance	127,145	129,400	133,300	3,900
Other Operating Expenses	72,175	56,500	57,600	1,100
<b>TOTAL EXPENSE</b>	<b>329,355</b>	<b>342,000</b>	<b>350,500</b>	<b>8,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial	-	-	-	-
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>329,355</b>	<b>342,000</b>	<b>350,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>8,500</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
- manage Emerald Ash Borer infestation



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

<b>OPERATING</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	452,345	426,200	435,800	9,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	42,550	54,200	55,300	1,100
Other Operating Expenses	571,992	753,000	768,000	15,000
<b>TOTAL EXPENSE</b>	<b>1,066,887</b>	<b>1,233,400</b>	<b>1,259,100</b>	<b>25,700</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	5,999	30,000	30,000	0
Self Generated	733,236	800,000	800,000	0
<b>TOTAL FUNDING</b>	<b>739,235</b>	<b>830,000</b>	<b>830,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>327,652</b>	<b>403,400</b>	<b>429,100</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>25,700</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				<u>incr/(decr)</u>
Salary and Benefits	428,998	448,500	556,600	108,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	82,170	87,000	96,800	9,800
Other Operating Expenses	3,000	53,500	54,600	1,100
Amount set aside to Reserves	-	-	-	-
<b>TOTAL EXPENSE</b>	<b>514,168</b>	<b>589,000</b>	<b>708,000</b>	<b>119,000</b>
<u>Funding</u>				<u>(incr)/decr</u>
Provincial Grants	13,029	30,000	30,000	-
Donations	3,250	-	-	-
Funds taken from Reserves	1,320	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>17,599</b>	<b>61,000</b>	<b>61,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>496,569</b>	<b>528,000</b>	<b>647,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>119,000</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				incr/(decr)
Salary and Benefits	31,524	96,100	98,300	2,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	23,807	28,200	28,800	600
+ Other Operating Expenses	161	2,000	2,000	-
<b>TOTAL EXPENSE</b>	<b>55,492</b>	<b>126,300</b>	<b>129,100</b>	<b>2,800</b>
<u>Funding</u>				(incr)/decr
Provincial Grants		35,000	35,000	-
<b>TOTAL FUNDING</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>55,492</b>	<b>91,300</b>	<b>94,100</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>2,800</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.
- orient and train volunteers to assist with fund raising
- provide site tours and other events to stakeholders

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

<b>OPERATING</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	428,744	442,800	452,700	9,900
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	62,484	74,600	76,100	1,500
Other Operating Expenses	31,303	129,200	181,800	52,600
<b>TOTAL EXPENSE</b>	<b>522,531</b>	<b>646,600</b>	<b>710,600</b>	<b>64,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	2,500		50,000	
Funds taken from Reserves			50,000	
<b>TOTAL FUNDING</b>	<b>2,500</b>	<b>-</b>	<b>100,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>520,031</b>	<b>646,600</b>	<b>610,600</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(36,000)</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				<u>incr/(decr)</u>
Property Taxes	145,972	158,000	162,700	4,700
<b>TOTAL EXPENSE</b>	<b>145,972</b>	<b>158,000</b>	<b>162,700</b>	<b>4,700</b>
<u>Funding</u>				
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Net Funded by General Municipal Levy</u>	<u>145,972</u>	<u>158,000</u>	<u>162,700</u>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>4,700</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 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Budget change</b>
<u>Expenses:</u>				<u>incr/(decr)</u>
Salary and Benefits	729,916	693,700	744,300	50,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	47,345	68,700	70,000	1,300
Insurance	12,927	11,900	12,300	400
Property Taxes	14,198	17,300	17,800	500
Other Operating Expenses	208,198	197,400	201,400	4,000
Amount set aside to Reserves	4,500	4,500	4,500	0
<b>TOTAL EXPENSE</b>	<b>1,017,084</b>	<b>993,500</b>	<b>1,050,300</b>	<b>56,800</b>
<u>Funding</u>				<u>(incr)/decr</u>
Provincial & Federal Grants	6,068	0	0	0
Donations	58,183	50,000	50,000	0
Self Generated	727,130	694,000	709,000	(15,000)
<b>TOTAL FUNDING</b>	<b>791,381</b>	<b>744,000</b>	<b>759,000</b>	<b>(15,000)</b>
				<u>incr/(decr)</u>
Net Result 'not' funded by Levy		0	0	0
<b>Net Funded by General Municipal Levy</b>	<b>225,703</b>	<b>249,500</b>	<b>291,300</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>41,800</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 2015</b>		<b>Surplus available to offset Municipal Levy Increase</b>
<b>Expenses:</b>		
Salary and Benefits	1,807,300	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	344,300	
Insurance	61,600	
Property Taxes		
Other Operating Expenses	1,018,523	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,231,723</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations	87,000	
Self Generated		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
Surplus 2013 carried forward to 2014		
<b>TOTAL FUNDING</b>	<b>242,000</b>	
Net Result before surplus adjustments	2,989,723	
Surplus from Other Programs used to reduce Levy		168,650
2014 Surplus Carried Forward to 2015 used to reduce Levy		100,000
<b>Net Funded by General Municipal Levy</b>	<b>2,989,723</b>	<b>268,650</b>

<b>Budget 2014</b>		<b>Surplus available to offset Municipal Levy Increase</b>
<b>Expenses:</b>		
Salary and Benefits	1,757,800	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	365,000	
Insurance	59,800	
Property Taxes		
Other Operating Expenses	1,045,757	
Amount set aside to Reserves		
<b>TOTAL EXPENSE</b>	<b>3,228,357</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 2013 carried forward to 2014		
<b>TOTAL FUNDING</b>	<b>155,000</b>	
Net Result before surplus adjustments	3,073,357	
Surplus from Other Programs used to reduce Levy		114,000
2013 Surplus Carried Forward to 2014 used to reduce Levy		352,984
<b>Net Funded by General Municipal Levy</b>	<b>3,073,357</b>	<b>466,984</b>

<b>ACTUAL 2013</b>		<b>Surplus available to offset Municipal Levy Increase</b>
<b>Expenses:</b>		
Salary and Benefits	1,737,152	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	329,138	
Insurance	57,717	
Other Operating Expenses	845,136	
Amount set aside to Reserves	17,000	
<b>TOTAL EXPENSE</b>	<b>2,986,143</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Recoverable Corporate Services Expenses	69,885	
Funds taken from Reserves		
Surplus 2009 carried forward to 2010		
<b>TOTAL FUNDING</b>	<b>139,885</b>	
Net Result before surplus adjustments	2,846,258	
Surplus from Other Programs used to reduce Levy		87,322
2012 Surplus Carried Forward to 2013 used to reduce Levy		354,629
<b>Net Funded by General Municipal Levy</b>	<b>2,846,258</b>	<b>421,951</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

## 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.

**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 2015 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	948,300	525,500		1,473,800	57,500	3,507,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	161,300	60,700		222,000		168,000	
Insurance	158,000	20,200		178,200			
Property Taxes		134,900		134,900		65,500	
Other Operating Expenses (consulting etc)	522,000	867,700	70,000	1,459,700	33,700	2,426,500	
Amount set aside to Reserves	3,750			3,750	135,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,783,350</b>	<b>1,609,000</b>	<b>70,000</b>	<b>3,472,350</b>	<b>226,200</b>	<b>6,317,000</b>	<b>10,015,550</b>
<b>Funding</b>							
Provincial Funding						40,000	
Donations	65,000			65,000		27,000	
Self Generated	86,000	3,117,200	98,000	3,301,200	450,000	6,100,000	
Funds taken from Reserves	1,000	50,000		51,000		150,000	
Municipal General Levy Funding							
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,167,200</b>	<b>98,000</b>	<b>3,417,200</b>	<b>450,000</b>	<b>6,317,000</b>	<b>10,184,200</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,641,350)</b>	<b>1,558,200</b>	<b>28,000</b>	<b>(55,150)</b>	<b>223,800</b>		<b>169,650</b>
<b>Budget 2014 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	947,000	514,000		1,461,000	56,300	3,430,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	158,150	59,500		217,650		164,800	
Insurance	172,900	19,600		192,500	11,700		
Property Taxes		150,400		150,400		63,600	
Other Operating Expenses (consulting etc)	609,800	850,700	70,000	1,530,500	33,000	2,558,600	
Amount set aside to Reserves	3,750			3,750	135,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,891,800</b>	<b>1,584,200</b>	<b>70,000</b>	<b>3,565,800</b>	<b>236,000</b>	<b>6,367,000</b>	<b>10,168,800</b>
<b>Funding</b>							
Provincial Funding						40,000	
Donations	65,000			65,000		27,000	
Self Generated	86,000	3,155,800	98,000	3,339,800	450,000	6,300,000	
Funds taken from Reserves	1,000	50,000		51,000			
Municipal General Levy Funding							
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,205,800</b>	<b>98,000</b>	<b>3,455,800</b>	<b>450,000</b>	<b>6,367,000</b>	<b>10,272,800</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,739,600)</b>	<b>1,611,600</b>	<b>28,000</b>	<b>(100,000)</b>	<b>214,000</b>		<b>114,000</b>
<b>Actual 2013 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,001,427	458,727		1,460,154	47,824	3,277,053	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	112,665	69,851		181,517		152,285	
Insurance	168,228	19,308		187,536	11,585		
Property Taxes		123,269		123,269		51,071	
Other Expenses	436,198	813,653	98,148	1,347,999	48,335	2,267,530	
Amount set aside to Reserves	151,000	123,000		274,000	420,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,869,519</b>	<b>1,606,808</b>	<b>98,148</b>	<b>3,574,475</b>	<b>526,744</b>	<b>5,897,939</b>	<b>8,998,168</b>
<b>Funding</b>							
Provincial						30,946	
Donations	138,884			138,884		43,967	
Self Generated	72,409	3,033,511	38,914	3,144,834	738,957	5,782,448	
Funds taken from Reserves	800	50,000		50,800			
<b>TOTAL FUNDING</b>	<b>212,093</b>	<b>3,083,511</b>	<b>38,914</b>	<b>3,334,618</b>	<b>738,957</b>	<b>5,867,361</b>	<b>8,930,636</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,657,426)</b>	<b>1,476,703</b>	<b>(59,234)</b>	<b>(239,857)</b>	<b>213,213</b>	<b>(40,578)</b>	<b>(67,322)</b>

## **SECTION B**

### **BASE PROGRAMS – CAPITAL**

## SECTION B – CAPITAL BUDGET

Capital Spending in 2015 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

- Shand Dam - installation of gain heaters
- Conestogo Dam - dam emergency spillway investigation, emergency generator upgrade, pavement rehabilitation over top of dam and concrete repairs.
- Guelph Dam - gate inspections
- Luther Dam - complete design and implement solution to manage toe drain seepage. Install new access stairway to gate house
- Laurel Dam - dam safety study
- Baden Dam & Caledonia Dam & Dunnville Dam – replace stop logs
- Wellesley Dam - concrete and embankment repair
- Dyke Safety Studies - Brantford, Bridgeport and Cambridge dykes
- Asset Management Plan – Major Water Control Structures

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 2015

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2014 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					600,000		600,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						149,000	149,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>600,000</b>	<b>149,000</b>	<b>2,549,000</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			700,000			75,000	775,000
Self Generated					600,000		600,000
Funding from Reserves	100,000					74,000	174,000
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>600,000</b>	<b>149,000</b>	<b>1,549,000</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 2014 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2014 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,850,000				1,850,000
Conservation Areas Capital Projects					655,000		655,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						157,400	157,400
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,850,000</b>	<b>-</b>	<b>655,000</b>	<b>157,400</b>	<b>2,962,400</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			875,000				875,000
Self Generated					600,000		600,000
Funding from Reserves	100,000		175,000		55,000	157,400	487,400
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>1,050,000</b>	<b>-</b>	<b>655,000</b>	<b>157,400</b>	<b>1,962,400</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>

### ACTUAL 2013 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL 2013 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	34,545						34,545
Flood Forecasting Warning Hardware and Gauges		121,602					121,602
Flood Control Structures-Major Maintenance			2,083,995				2,083,995
Conservation Areas Capital Projects					1,250,051		1,250,051
PSAB Project							-
Building Major Maintenance							-
Funding to Reserves		70,000				83,336	153,336
Net IT/MP Capital spending from/(to) Reserve						(77,336)	(77,336)
<b>TOTAL EXPENSE</b>	<b>34,545</b>	<b>191,602</b>	<b>2,083,995</b>	<b>-</b>	<b>1,250,051</b>	<b>6,000</b>	<b>3,566,193</b>
<b>Funding</b>							
Municipal-Other			200,000				200,000
Prov & Federal Govt			956,441				956,441
Donations							-
Self Generated					590,051	6,000	596,051
Funding from Reserves					660,000		660,000
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>1,156,441</b>	<b>-</b>	<b>1,250,051</b>	<b>6,000</b>	<b>2,412,492</b>
<b>Net Funded by General Municipal Levy - CAPITAL</b>	<b>34,545</b>	<b>191,602</b>	<b>927,554</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,153,701</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 2004 and the planning phase is expected to transition into the implementation phase in 2015/2016. Work includes research and studies related to the development of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The plans for the Kettle Creek and Catfish Creek watersheds are approved and came into effect on January 1, 2015. The plans for the Long Point Region and Grand River watersheds are currently under review by the Ministry of the Environment and Climate Change.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, floodplain mapping projects, Upper Blair subwatershed study, the 2015 Biennial Tour, the Mill Creek Ranger stream restoration project and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

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 2015

EXPENDITURES	ACTUAL 2013	BUDGET 2014	BUDGET 2015
Dundas Valley Groundwater Study	2,882	-	-
Grand River Management Plan	527,910	200,000	20,000
Subwatershed Plans - City of Kitchener	70,142	87,000	80,000
Climate Change Monitoring	37,660	-	-
Ecological Decision Framework	5,091	-	-
Waste Water Optimization Program	-	-	125,000
Floodplain Mapping	5,218	-	194,000
RWQP - Capital Grants	731,476	700,000	800,000
Brant/Brantford Children's Water Festival	29,180	26,000	26,000
Haldimand Children's Water Festival	-	-	15,000
Species at Risk	16,516	25,000	25,000
Trees for Mapleton	46,085	65,000	25,000
2015 Biennial Tour	-	-	75,000
Ecological Restoration	413,416	236,000	-
Trees for Guelph	40,354	40,000	40,000
Emerald Ash Borer	7,119	900,000	400,000
Taquanyah	32,393	20,000	-
Lands Mgmt - Land Purchases	47,047	300,000	300,000
Lands Mgmt - Development Costs	41,525	50,000	50,000
Mill Creek Rangers	29,766	35,000	35,000
Grand River Country	3,358	-	-
<b>Total SPECIAL Projects 'Other'</b>	<b>2,087,138</b>	<b>2,684,000</b>	<b>2,210,000</b>
<b>Source Protection Program</b>	<b>1,734,399</b>	<b>790,000</b>	<b>835,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>3,821,537</b>	<b>3,474,000</b>	<b>3,045,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	1,734,399	790,000	835,000
OTHER GOVT FUNDING	1,306,257	912,000	1,244,000
SELF-GENERATED	543,858	422,000	216,000
FUNDING FROM RESERVES	237,023	1,350,000	750,000
<b>Total SPECIAL Funding</b>	<b>3,821,537</b>	<b>3,474,000</b>	<b>3,045,000</b>