

**Pilon, Janet**

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**Subject:** 2018 Municipal Levy & Budget - Grand River Conservation Authority

**From:** Eowyn Spencer [mailto:[espencer@grandriver.ca](mailto:espencer@grandriver.ca)]

**Sent:** February 23, 2018 2:40 PM

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**Cc:** Sonja Radoja <[sradoja@grandriver.ca](mailto:sradoja@grandriver.ca)>; Karen Armstrong <[karmstrong@grandriver.ca](mailto:karmstrong@grandriver.ca)>; Joe Farwell <[jfarwell@grandriver.ca](mailto:jfarwell@grandriver.ca)>

**Subject:** 2018 Municipal Levy & Budget - Grand River Conservation Authority

**Importance:** High

Good afternoon Grand River watershed member municipality:

By letter dated January 22, 2018 you were advised that a meeting of the General Membership of the Grand River Conservation Authority would be held on February 23, 2018 to consider the 2018 Budget and General Levy. At that meeting, the following resolution was passed:

*"THAT the 2018 Budget of Grand River Conservation Authority of \$34,347,987 be approved;*

*AND THAT the member municipalities be assessed for payment of:*

***Matching Levy: \$871,073***

***Non-Matching Levy: \$9,430,927***

***Capital Levy: \$1,050,000***

***Total General Levy: \$11,352,000***

*AND THAT each member municipality's share of the 2018 General Levy be calculated using "Modified Current Value Assessment".*

The 2018 general levy will not include an adjustment for the City of Hamilton, which has been the practice in prior years. This change in levy apportionment is due to an order issued December 21, 2017 by the Mining and Lands Commissioner.

The impact of not making an adjustment for Hamilton is that Hamilton's share of the total levy increases from 2.4% to 12.6% and the amount apportioned to all other participating municipalities has decreased by a proportional amount.

The first draft of the budget was presented to the board at the General Meeting held September 23, 2017 and included the "Summary of Municipal Levy – Budget 2018" based on 'modified current value assessment, with an adjustment for Hamilton". This board report is available on-line or may be requested.

The City of Hamilton has advised GRCA that they have applied for a Judicial Review of the Mining and Lands Commissioner's decision. At this point, it is not possible to predict whether that request will be granted and if there is potential for adjustments to the 2018 levy apportionment at a later date. In the event of a subsequent adjustment, we will advise you of the revised apportionment as applicable. A number of members of our Board of Directors have suggested that participating municipalities may want to consider setting funds aside based on the original levy apportionment calculation as outlined in the budget report referenced above.

Attached are a summary of the 2018 municipal levies, and the complete 2018 budget package. A hard copy of the 2018 budget package or a printable PDF **is available upon request.**

Please contact Karen Armstrong, Deputy CAO & Secretary Treasurer, or Sonja Radoja, Manager of Corporate Services, if you have any questions.

On behalf of,  
Karen Armstrong  
Deputy CAO & Secretary-Treasurer

**Kind regards,**

**Eowyn Spencer** | Executive Assistant | Grand River Conservation Authority  
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# **2018 BUDGET**

**February 23, 2018**

# **Grand River Conservation Authority**

## **2018 Budget**

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## **GRCA 2018 Budget Highlights**

The Grand River Conservation Authority is a successful partnership of municipalities, working together to promote and undertake wise management of the water and natural 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 almost 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 water and 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

The GRCA continues 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, as part of the provincial Source Protection Program under the *Clean Water Act, 2006*. All four Source Protection Plans are approved and in effect. Besides supporting municipalities and other agencies in implementing the plans, the focus in 2018 is on updates to the Grand River Source Protection Plan, including water quantity risk assessment studies, development of water quantity policies, updating water quality vulnerability assessments, and the development of an annual progress reporting framework.

The Water Management Plan was endorsed in 2014 as an update to the 1982 Grand River Basin Study that charts a course of actions to reduce flood damages, ensure water supplies, improve water quality and build resilience to deal with a changing climate. The third annual progress report – A Report on Actions was published in 2017. Municipal, provincial and federal government and Six Nations Water Managers meet quarterly to report on the progress of the commitments they made in the Plan. Annual progress reporting is projected through to 2019. Technical work will started in 2018 on a state of the resource report, it is planned to be completed in 2019

During 2018 GRCA will continue to address impacts of Emerald Ash Borer on GRCA lands and will seek financial resources to manage this infestation.

At the end of 2014 GRCA received approval for four years of funding for a volunteer coordination program. This program became fully operational during 2015 and will continue through 2018.

Major water control capital projects planned for 2018 include upgrades to backup generators and fuel systems at Guelph and Woolwich dams, refurbishment of the gates at Woolwich Dam, a gate failure modes analysis of the Conestogo Dam gates, installation of new stoplog gains and stoplogs at Caledonia Dam, and continued design and rehabilitation of portions of the Brantford, Bridgeport, Cambridge and New Hamburg dykes. Design of the repair of a portion of the Cambridge riverwall is being coordinated with a City of Cambridge project to build a river level walkway at the base of the floodwall.

## **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 dikes and dams; flood forecasting and warning; water quality monitoring; natural heritage restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

### **Operating Expenditures:**

Water Resources Planning and Environment	\$2,221,800	(Table 1)
Flood Forecasting and Warning	\$ 800,400	(Table 2)
Water Control Structures	\$1,725,700	(Table 3)

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

**Total Expenditures:** **\$6,547,900**

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

## **2. Planning**

Program areas:

- a) Natural Hazard Regulations  
The administration of conservation authority regulations related to development in the floodplain, and other natural hazards e.g. wetlands, 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:**        **\$1,977,900** (Table 4)

**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, restoration and rehabilitation projects, providing conservation information through brochures, publications, the web site and media contacts.

**Operating Expenditures:**

Forestry & Conservation Land Taxes	\$ 1,376,500 (Table 5)
Conservation Services	\$ 861,000 (Table 6)
Communications and Foundation	\$ 714,900 (Table 7)

**Capital Expenditures:**        **NIL**

**Total Expenditures:**        **\$2,952,400**

**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, and hydro production at our dams.

**Operating Expenditures:**

Conservation Lands, Rentals, Misc	\$3,612,400 (Table 10-Conservation Lands)
Hydro Production	\$ 200,000 (Table 10-Hydro Production)

**Capital Expenditures:** NIL

**Total Expenditures:** \$3,812,400

**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:** \$1,346,400 (Table 8)

**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:** \$7,410,000 (Table 10)

**Capital Expenditures:** \$1,820,000 (Section B)

**Total Expenditures:** \$9,230,000

**Revenue sources:**

Conservation Area user fees, government grants and donations.

**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:** \$3,469,987 (Table 9)

**Capital Expenditures:** \$ 290,000 (Section B)

**Total Expenditures:** \$3,759,987

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

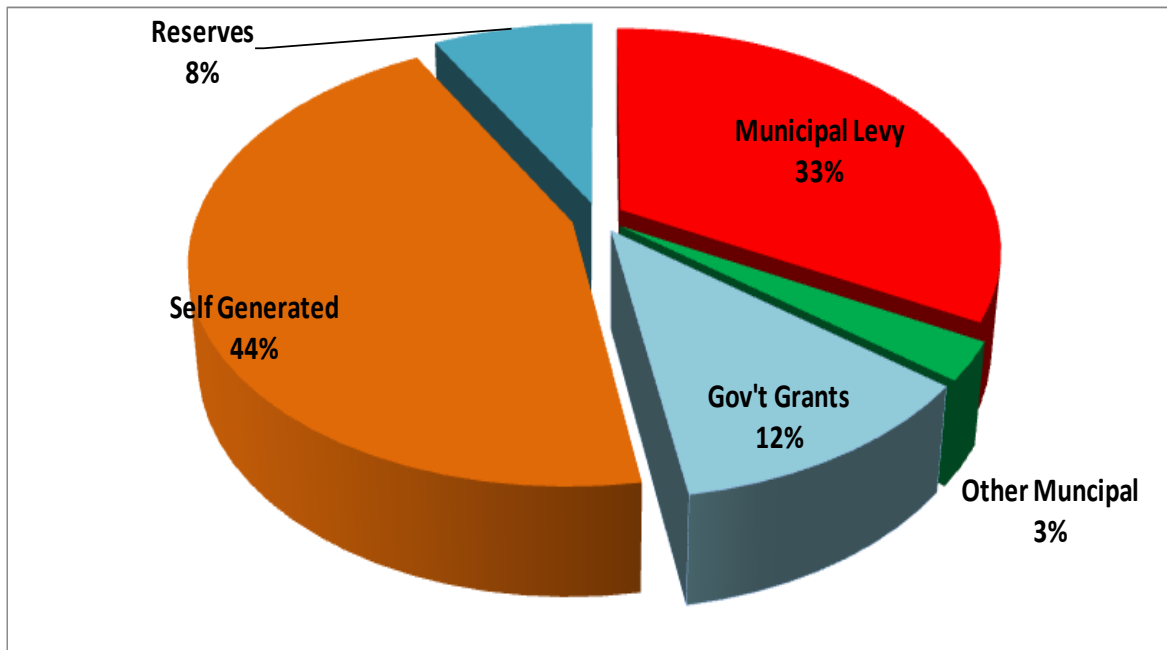


**BUDGET 2018 - Summary of Revenue and Expenditures**

FUNDING		Actual 2017	Budget 2017	Budget 2018	Budget Incr/(decr)
Municipal General Levy Funding		11,075,000	11,075,000	11,352,000	277,000 2.5%
Other Government Grants		4,941,840	4,093,073	4,928,573	835,500 20.4%
Self-Generated Revenue		15,969,937	14,626,032	15,293,414	667,382 4.6%
Funding from Reserves		1,416,864	1,204,400	2,774,000	1,569,600 130.3%
<b>TOTAL FUNDING</b>		<b>33,403,641</b>	<b>30,998,505</b>	<b>34,347,987</b>	<b>3,349,482 10.8%</b>
EXPENDITURES		Actual 2017	Budget 2017	Budget 2018	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	26,002,979	24,822,105	25,716,987	894,882 3.61%
Base Programs - Capital	SECTION B	2,444,464	2,663,400	3,910,000	1,246,600 46.80%
Special Projects	SECTION C	4,543,884	3,513,000	4,721,000	1,208,000 34.4%
<b>TOTAL EXPENDITURES</b>		<b>32,991,327</b>	<b>30,998,505</b>	<b>34,347,987</b>	<b>3,349,482 10.8%</b>
<b>NET RESULT</b>		<b>412,314</b>	<b>-</b>	<b>-</b>	

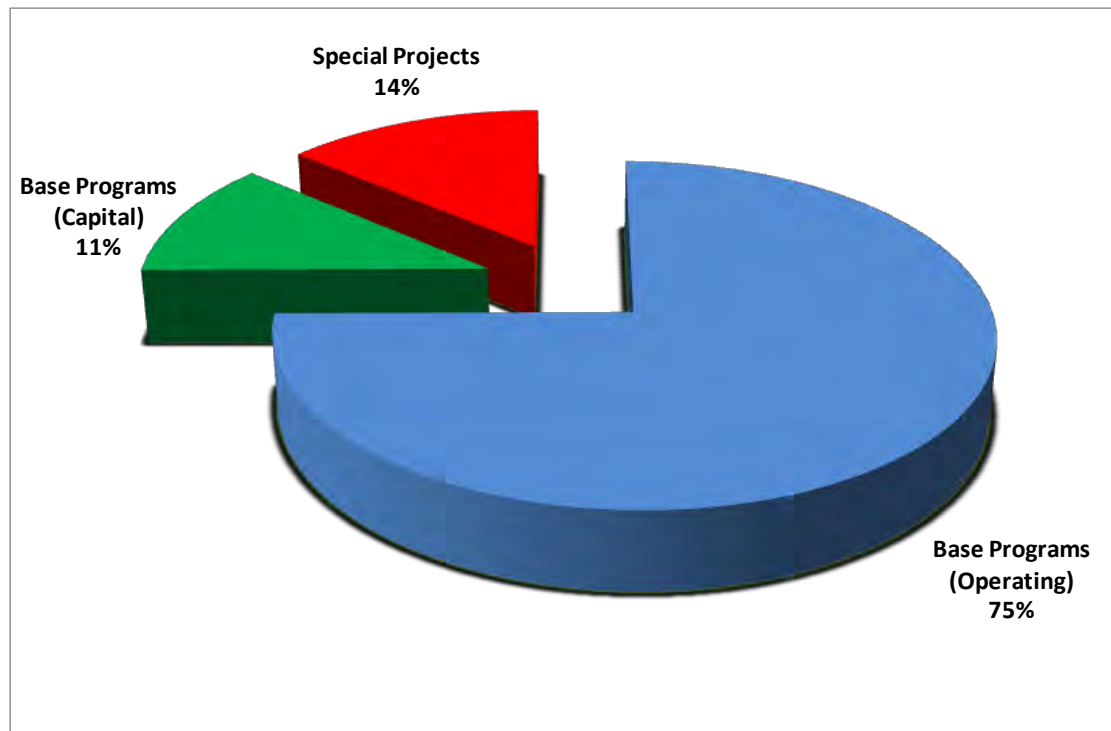
# 2018 Budget – Revenue by Source

Total 2018 Budget Revenue = \$34.3 Million (\$ 31.0 Million in 2017)

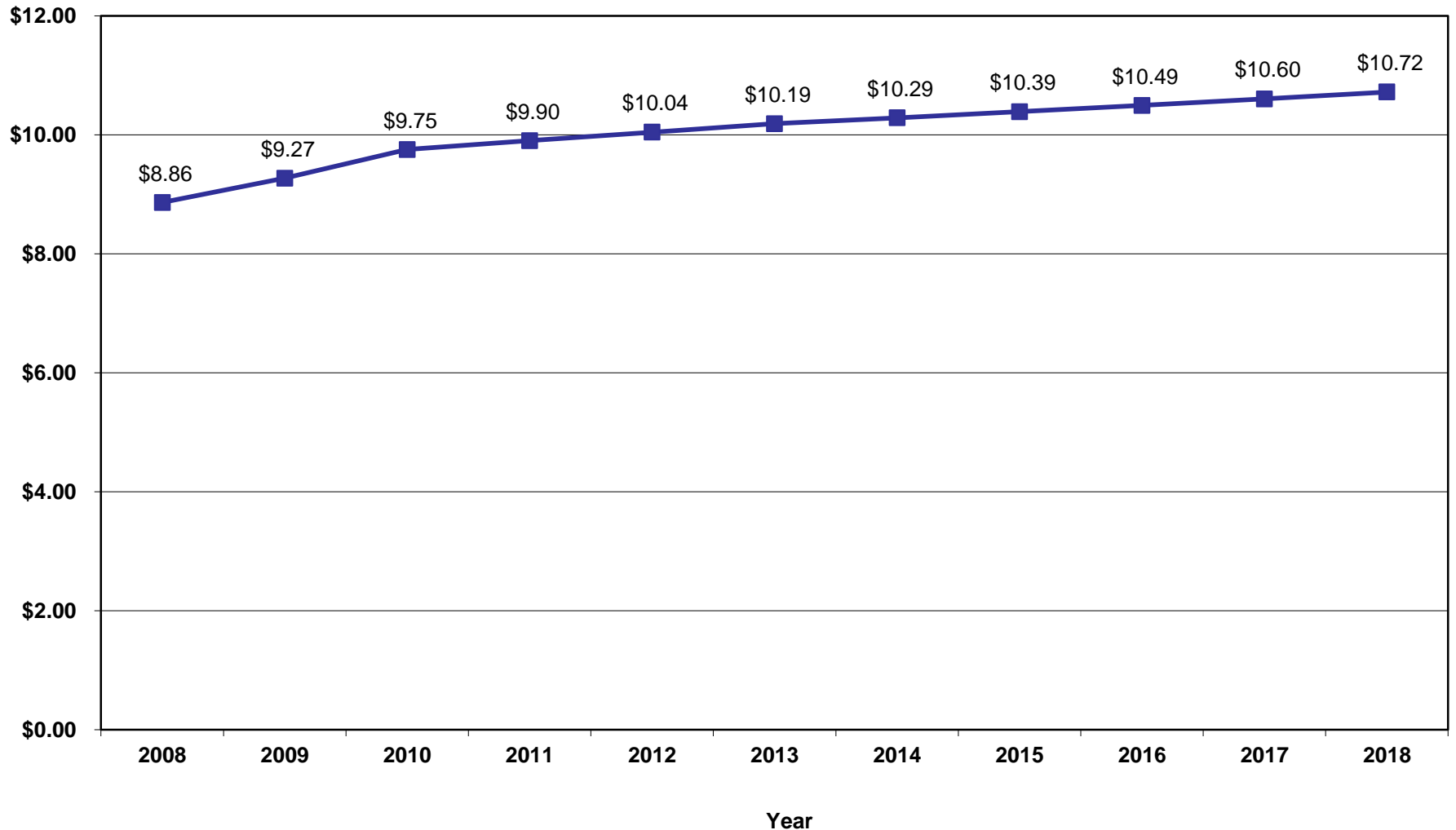


# 2018 Budget – Expenditures by Category

2018 Budget Expenditures = \$34.3 Million (\$ 31.0 Million in 2017)



# GRCA Per Capita Levy 2008 to 2018



### Budget 2018 - Summary of Expenditures, Funding and Change in Municipal Levy

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# Grand River Conservation Authority Summary of Municipal Levy - 2018 Budget

	% CVA in Watershed	2017 CVA Modified	CVA in Watershed	CVA-Based Apportionment	2018 Budget Matching Admin & Maintenance Levy	2018 Budget Non Matching Admin & Maintenance Levy	2018 Budget Capital Levy	2018 Budget Total Levy	Actual 2017 Levy	% Change
Brant County	84.0%	5,778,502,491	4,853,942,092	2.88%	25,085	271,586	30,233	326,904	354,137	-7.7%
Brantford C	100.0%	12,178,149,735	12,178,149,735	7.22%	62,933	681,380	75,862	820,175	897,489	-8.6%
Amaranth Twp	82.0%	651,361,270	534,116,241	0.32%	2,760	29,884	3,327	35,971	39,009	-7.8%
East Garafraxa Twp	80.0%	498,143,467	398,514,773	0.24%	2,059	22,297	2,482	26,838	29,452	-8.9%
Town of Grand Valley	100.0%	396,850,584	396,850,584	0.24%	2,051	22,204	2,472	26,727	27,291	-2.1%
Melancthon Twp	56.0%	481,524,449	269,653,692	0.16%	1,393	15,087	1,680	18,160	19,694	-7.8%
Southgate Twp	6.0%	815,068,745	48,904,125	0.03%	253	2,736	305	3,294	3,620	-9.0%
Haldimand County	41.0%	5,888,880,157	2,414,440,864	1.43%	12,477	135,090	15,040	162,607	183,117	-11.2%
Norfolk County	5.0%	8,186,035,325	409,301,766	0.24%	2,115	22,901	2,550	27,566	30,831	-10.6%
Halton Region	10.3%	36,402,339,213	3,765,423,823	2.23%	19,459	210,679	23,456	253,594	271,150	-6.5%
Hamilton City	26.8%	77,135,348,277	20,633,705,664	12.24%	106,629	1,154,477	128,534	1,389,640	263,512	427.4%
Oxford County	37.7%	3,548,847,438	1,337,821,840	0.79%	6,913	74,852	8,334	90,099	99,302	-9.3%
North Perth T	2.0%	1,770,295,097	35,405,902	0.02%	183	1,981	221	2,385	2,563	-6.9%
Perth East Twp	40.0%	1,600,912,173	640,364,869	0.38%	3,309	35,829	3,989	43,127	45,952	-6.1%
Waterloo Region	100.0%	86,368,658,180	86,368,658,180	51.24%	446,327	4,832,414	538,023	5,816,764	6,314,548	-7.9%
Centre Wellington Twp	100.0%	4,246,127,695	4,246,127,695	2.52%	21,943	237,575	26,451	285,969	312,036	-8.4%
Erin T	49.0%	2,223,001,923	1,089,270,942	0.65%	5,629	60,946	6,785	73,360	81,701	-10.2%
Guelph C	100.0%	22,830,352,868	22,830,352,868	13.54%	117,980	1,277,382	142,218	1,537,580	1,646,748	-6.6%
Guelph Eramosa Twp	100.0%	2,374,434,372	2,374,434,372	1.41%	12,270	132,852	14,791	159,913	175,520	-8.9%
Mapleton Twp	95.0%	1,408,733,893	1,338,297,198	0.79%	6,916	74,879	8,337	90,132	95,992	-6.1%
Wellington North Twp	51.0%	1,432,770,017	730,712,708	0.43%	3,776	40,884	4,552	49,212	53,415	-7.9%
Puslinch Twp	75.0%	2,216,998,019	1,662,748,514	0.99%	8,593	93,032	10,358	111,983	127,922	-12.5%
<b>Total</b>		<b>278,433,335,387</b>	<b>168,557,198,449</b>	<b>100.00%</b>	<b>871,053</b>	<b>9,430,947</b>	<b>1,050,000</b>	<b>11,352,000</b>	<b>11,075,000</b>	<b>2.5%</b>

# **SECTION A**

## **BASE PROGRAMS – OPERATING**

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2018 vs Budget 2017

	Actual 2017	Budget 2017	Budget 2018	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	26,002,979	24,822,105	25,716,987	894,882	3.61%
<b>Total Expenses</b>	<b>26,002,979</b>	<b>24,822,105</b>	<b>25,716,987</b>	<b>894,882</b>	<b>3.61%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	9,586,312	10,025,000	10,302,000	277,000	2.76%
MUNICIPAL SPECIAL LEVY	35,200	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	925,704	938,573	938,573	-	0.00%
SELF-GENERATED	14,352,119	13,168,700	13,840,100	671,400	5.10%
RESERVES	787,812	324,000	174,000	(150,000)	-46.30%
SURPLUS CARRYFORWARD	315,832	315,832	412,314	96,482	30.55%
<b>Total BASE Funding</b>	<b>26,002,979</b>	<b>24,822,105</b>	<b>25,716,987</b>	<b>894,882</b>	<b>3.61%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$277,000 levy increase.



## **TABLE 1**

### **(a) 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.

### **(b) Water Resources Planning and Environment and Support**

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 monitoring water and natural resources and assessment of changes 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
- analyze and report on water quality conditions in the Grand River watershed
- 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.

### **(c ) Resource Management Division Support**

Provides support services to the Engineering and Resource Management Divisions including support for Flood Forecasting and Warning and Water Control Structures.

#### ***Specific Spending:***

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

### **(d) Natural Heritage Management**

The natural heritage 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 and terrestrial ecosystems. The program includes watershed scale natural heritage assessments and implements restoration activities on GRCA land..

#### ***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.
- maintain and implement the Forest Management Plan for the Grand River watershed and develop and implement components of the watershed Emerald Ash Borer strategy
- carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems e.g. species at risk and ecological monitoring on GRCA lands, and prescribed burn activities and community events such as tree planting and stream restoration
- provide technical input and review services for applications that may affect the watershed ecosystems.

**TABLE 1**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,469,253	1,541,600	1,587,900	46,300
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	256,974	306,900	313,000	6,100
Insurance	115,267	126,000	110,000	-16,000
Other Operating Expenses	152,699	206,800	210,900	4,100
Amount set aside to Reserves		-	-	
<b>TOTAL EXPENSE</b>	<b>1,994,193</b>	<b>2,181,300</b>	<b>2,221,800</b>	<b>40,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other	35,200	50,000	50,000	0
MNR Grant	33,200	33,200	33,200	0
Prov & Federal Govt	23,465	37,500	37,500	0
Donations	-	3,000	3,000	0
Funds taken from Reserves	-	27,000	27,000	0
<b>TOTAL FUNDING</b>	<b>91,865</b>	<b>150,700</b>	<b>150,700</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,902,328</b>	<b>2,030,600</b>	<b>2,071,100</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>40,500</b>

## **TABLE 2**

### **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, 24 rainfall gauges, and 12 snow courses.
- use data radio and Voice Alert system to continuously, monitor river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.
- Assist municipalities with municipal emergency planning and participate in municipal emergency planning exercises when requested.

**TABLE 2**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Flood Forecasting & Warning**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	373,875	449,700	463,200	13,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	255,233	255,700	260,800	5,100
Other Operating Expenses	71,797	74,900	76,400	1,500
Amount set aside to Reserves	65,000			
<b>TOTAL EXPENSE</b>	<b>765,905</b>	<b>780,300</b>	<b>800,400</b>	<b>20,100</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	252,955	252,955	252,955	-
Prov & Federal Govt	1,260	-	-	-
<b>TOTAL FUNDING</b>	<b>254,215</b>	<b>252,955</b>	<b>252,955</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>511,690</b>	<b>527,345</b>	<b>547,445</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>20,100</b>

### **TABLE 3**

#### **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 5 major dyke systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg)
- 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 3**  
GRAND RIVER CONSERVATION AUTHORITY  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<u><b>Expenses:</b></u>				<b>incr/(decr)</b>
Salary and Benefits	1,103,590	1,136,000	1,170,100	34,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	14,271	28,000	28,600	600
Property Taxes	163,892	183,500	189,000	5,500
Other Operating Expenses	268,628	331,400	338,000	6,600
Amount set aside to Reserves	128,500	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,678,881</b>	<b>1,678,900</b>	<b>1,725,700</b>	<b>46,800</b>
<u><b>Funding</b></u>				<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>1,278,531</b>	<b>1,278,550</b>	<b>1,325,350</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>46,800</b>

## **TABLE 4**

### **(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 800 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 watercourse, 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



### **(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 Committees 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 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Planning**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,594,807	1,656,500	1,706,200	49,700
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	193,435	213,800	218,100	4,300
Other Operating Expenses	84,075	52,600	53,600	1,000
<b>TOTAL EXPENSE</b>	<b>1,872,317</b>	<b>1,922,900</b>	<b>1,977,900</b>	<b>55,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial	6,831	-	-	-
MNR Grant	114,568	114,568	114,568	-
Self Generated	973,097	826,500	901,400	(74,900)
<b>TOTAL FUNDING</b>	<b>1,094,496</b>	<b>941,068</b>	<b>1,015,968</b>	<b>(74,900)</b>
<b>Net Funded by General Municipal Levy</b>	<b>777,821</b>	<b>981,832</b>	<b>961,932</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(19,900)</b>

## **TABLE 5**

### **Forestry & Property Taxes**

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.

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

#### ***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 on over 7,000 hectares of managed forests on GRCA owned lands
- manage Emerald Ash Borer infestation

**TABLE 5**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Forestry & Conservation Land Taxes**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	587,194	524,200	539,900	15,700
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	56,118	42,500	43,400	900
Property Taxes	168,606	172,600	177,800	5,200
Other Operating Expenses	528,035	750,400	615,400	(135,000)
Amount set aside to Reserves		-		0
<b>TOTAL EXPENSE</b>	<b>1,339,953</b>	<b>1,489,700</b>	<b>1,376,500</b>	<b>(113,200)</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	5,089	57,000	57,000	-
Self Generated	623,588	800,000	650,000	150,000
Funds taken from Reserves	16,205	-	-	-
<b>TOTAL FUNDING</b>	<b>644,882</b>	<b>857,000</b>	<b>707,000</b>	<b>150,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>695,071</b>	<b>632,700</b>	<b>669,500</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>36,800</b>

## **TABLE 6**

### **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 with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote water and environmental initiatives
- Co-ordinate GRCA Volunteer Program to enable public participation in community and GRCA environmental activities

**TABLE 6**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Conservation Services**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	651,189	672,900	693,100	20,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	94,505	107,800	110,000	2,200
Other Operating Expenses	18,756	56,800	57,900	1,100
Amount set aside to Reserves				
<b>TOTAL EXPENSE</b>	<b>764,450</b>	<b>837,500</b>	<b>861,000</b>	<b>23,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Prov & Federal Govt	-	30,000	30,000	-
Donations	93,175	87,000	87,000	-
Self Generated	6,095	-	-	-
Recoverable Corporate Services Expenses	-	-	-	-
Funds taken from Reserves	742	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>100,012</b>	<b>148,000</b>	<b>148,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>664,438</b>	<b>689,500</b>	<b>713,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>23,500</b>

## **TABLE 7**

### **Communications & Foundation**

The Communications department provides a wide range of services and support for the GRCA, the Grand River Conservation Foundation, as well as Lake Erie Region Source Protection Program. 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:***

- Media relations
- Public relations and awareness building
- Online communications
- Issues management and crisis communications
- Community engagement and public consultation
- Corporate brand management
  
- Solicit donors for financial support
  
- Orient and train volunteers to assist with fundraising
  
- Provide site tours and other events to stakeholders

**TABLE 7**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Communications & Foundation**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	487,770	504,300	566,400	62,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	73,722	74,000	75,500	1,500
Other Operating Expenses	34,102	98,600	73,000	(25,600)
Amount set aside to Reserves		-	-	-
<b>TOTAL EXPENSE</b>	<b>595,594</b>	<b>676,900</b>	<b>714,900</b>	<b>38,000</b>
<b>Funding</b>				
<b>Net Funded by General Municipal Levy</b>	<b>595,594</b>	<b>676,900</b>	<b>714,900</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>38,000</b>



## **TABLE 8**

### **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 8**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2017</b>	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	930,588	876,100	942,400	66,300
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	92,419	72,800	74,300	1,500
Insurance	10,447	13,100	10,000	(3,100)
Property Taxes	11,440	18,800	19,400	600
Other Operating Expenses	281,215	265,000	270,300	5,300
Amount set aside to Reserves	70,000	-	30,000	30,000
<b>TOTAL EXPENSE</b>	<b>1,396,109</b>	<b>1,245,800</b>	<b>1,346,400</b>	<b>100,600</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial & Federal Grants	3,075	-	-	-
Donations	72,092	50,000	50,000	-
Self Generated	895,627	876,500	942,000	(65,500)
Funds taken from Reserves	2,450	-	-	-
<b>TOTAL FUNDING</b>	<b>973,244</b>	<b>926,500</b>	<b>992,000</b>	<b>(65,500)</b>
<b>Net Funded by General Municipal Levy</b>	<b>422,865</b>	<b>319,300</b>	<b>354,400</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>35,100</b>

## **TABLE 9**

### **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 9**  
GRAND RIVER CONSERVATION AUTHORITY  
**Corporate Services**

### **Budget 2018**

Surplus available to  
offset Municipal  
Levy Increase

#### **Expenses:**

Salary and Benefits	1,990,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	337,300
Insurance	55,000
Other Operating Expenses	1,087,687
Amount set aside to Reserves	
<b>TOTAL EXPENSE</b>	<b>3,469,987</b>

#### **Funding**

MNR Grant	70,000
Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
<b>TOTAL FUNDING</b>	<b>155,000</b>

Net Result before surplus adjustments	3,314,987
Deficit from Other Programs offset by 2017 Surplus Carryforward	
2017 Surplus Carried Forward to 2018 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>3,314,987</b>

(41,700)  
412,314  
**370,614**

### **Budget 2017**

Surplus available to  
offset Municipal  
Levy Increase

#### **Expenses:**

Salary and Benefits	1,834,900
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	355,700
Insurance	55,000
Other Operating Expenses	1,069,105
Amount set aside to Reserves	
<b>TOTAL EXPENSE</b>	<b>3,314,705</b>

#### **Funding**

MNR Grant	70,000
Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
<b>TOTAL FUNDING</b>	<b>155,000</b>

Net Result before surplus adjustments	3,159,705
Deficit from Other Programs offset by 2016 Surplus Carryforward	
2016 Surplus Carried Forward to 2017 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>3,159,705</b>

(44,400)  
315,832  
**271,432**

### **ACTUAL 2017**

Surplus available to  
offset Municipal  
Levy Increase

#### **Expenses:**

Salary and Benefits	1,848,424
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	297,506
Insurance	56,897
Other Operating Expenses	779,367
Amount set aside to Reserves	170,000
<b>TOTAL EXPENSE</b>	<b>3,152,194</b>

#### **Funding**

MNR Grant	70,000
Donations/Other	25,000
Recoverable Corporate Services Expenses	64,862
<b>TOTAL FUNDING</b>	<b>159,862</b>

Net Result before surplus/(deficit) adjustments	2,992,332
Deficit from Other Programs offset by 2016 Surplus Carryforward	
2016 Surplus Carried Forward to 2017 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>2,992,332</b>

(61,474)  
315,832  
**254,358**

## **TABLE 10 (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 19 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
- payment of non-insured losses and deductibles for vandalism, loss or theft; miscellaneous amounts recovered from insurance settlements

- investment income arising from reserves and funds received in advance of program expenses

## **TABLE 10 (b)**

### **HYDRO PRODUCTION**

This program generates revenue from ‘hydro production’.

#### ***Specific Activities:***

- generate hydro from turbines in 2 large dams, Shand and Conestogo; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

## **TABLE 10 (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 & TECHNOLOGY - COMPUTER CHARGES**

A computer charge is allocated to the individual programs based on the number of users and the nature of system usage. Effectively, computer costs are included under administrative costs on Tables 1 to 10.

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
- Develop, and implement the GRCA's Geographic Information Systems (GIS) technology and spatial data infrastructure
- Acquire and/or develop business and scientific applications for use at the GRCA
- 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, smart phones, 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 10.

### ***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 10**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**OTHER PROGRAMS - OPERATING - SUMMARY of Results**

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c ) Conservation Areas	TOTAL Other Programs
<b>Budget 2018 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,042,500	574,000	-	1,616,500	42,000	4,177,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	156,500	73,000	-	229,500	-	173,000	
Insurance	143,000	15,500	-	158,500	-	-	
Property Taxes	-	98,000	-	98,000	-	60,000	
Other Operating Expenses (consulting etc)	605,000	834,900	70,000	1,509,900	88,000	2,700,000	
Amount set aside to Reserves	-	-	-	-	70,000	300,000	
<b>TOTAL EXPENSE</b>	<b>1,947,000</b>	<b>1,595,400</b>	<b>70,000</b>	<b>3,612,400</b>	<b>200,000</b>	<b>7,410,000</b>	<b>11,222,400</b>
<b>Funding</b>							
Donations	65,000	-	-	65,000	-	-	
Self Generated	86,000	2,900,700	148,000	3,134,700	470,000	7,410,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,000,700</b>	<b>148,000</b>	<b>3,300,700</b>	<b>470,000</b>	<b>7,410,000</b>	<b>11,180,700</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,795,000)</b>	<b>1,405,300</b>	<b>78,000</b>	<b>(311,700)</b>	<b>270,000</b>	<b>-</b>	<b>(41,700)</b>
<b>Budget 2017 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,012,200	602,500	-	1,614,700	41,300	3,763,800	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	153,400	71,500	-	224,900	-	169,500	
Insurance	167,600	11,300	-	178,900	-	-	
Property Taxes	-	98,000	-	98,000	-	58,700	
Other Operating Expenses (consulting etc)	593,000	1,014,600	70,000	1,677,600	23,700	2,558,000	
Amount set aside to Reserves	-	-	-	-	135,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,926,200</b>	<b>1,797,900</b>	<b>70,000</b>	<b>3,794,100</b>	<b>200,000</b>	<b>6,700,000</b>	<b>10,694,100</b>
<b>Funding</b>							
Donations	65,000	-	-	65,000	-	-	
Self Generated	86,000	2,929,700	148,000	3,163,700	470,000	6,700,000	
Funds taken from Reserves	1,000	250,000	-	251,000	-	-	
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,179,700</b>	<b>148,000</b>	<b>3,479,700</b>	<b>470,000</b>	<b>6,700,000</b>	<b>10,649,700</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,774,200)</b>	<b>1,381,800</b>	<b>78,000</b>	<b>(314,400)</b>	<b>270,000</b>	<b>-</b>	<b>(44,400)</b>
<b>Actual 2017 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	1,014,057	571,683	-	1,585,740	56,537	3,833,510	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	92,798	63,033	-	155,831	538	173,930	
Insurance	148,276	14,787	-	163,063	-	-	
Property Taxes	-	106,621	-	106,621	-	57,784	
Other Expenses	503,226	1,422,317	109,038	2,034,581	120,003	2,837,821	
Amount set aside to Reserves	117,424	233,000	-	350,424	125,000	842,000	
<b>TOTAL EXPENSE</b>	<b>1,875,781</b>	<b>2,411,441</b>	<b>109,038</b>	<b>4,396,260</b>	<b>302,078</b>	<b>7,745,045</b>	<b>12,443,383</b>
<b>Funding</b>							
Donations	89,825	-	5,064	94,889	-	41,335	
Self Generated	93,888	2,937,919	168,914	3,200,721	572,154	7,704,395	
Funds taken from Reserves	-	768,415	-	768,415	-	-	
<b>TOTAL FUNDING</b>	<b>183,713</b>	<b>3,706,334</b>	<b>173,978</b>	<b>4,064,025</b>	<b>572,154</b>	<b>7,745,730</b>	<b>12,381,909</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,692,068)</b>	<b>1,294,893</b>	<b>64,940</b>	<b>(332,235)</b>	<b>270,076</b>	<b>685</b>	<b>(61,474)</b>

# **SECTION B**

## **BASE PROGRAMS – CAPITAL**

## **SECTION B – CAPITAL BUDGET**

Capital Spending in 2018 includes spending in the following program areas:

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

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 projects:

- Conestogo Dam – Complete a gate failure modes analysis and install a third independent method of monitoring high reservoir levels. Initiate detailed design of concrete repairs to concrete control structure.
- Guelph Dam - Design and fabricate bulkhead to isolate the discharge valve to allow repair. Replace or repair discharge valve. Complete backup generator and fuel system upgrades to meet current code requirements.
- Luther Dam – Purchase and install new stoplogs.
- Laurel Dam – Repair and refurbish automatic flashboard system.
- Woolwich Dam - Refurbish gates 1 and 2 repaint and change seals. Complete backup generator and fuel system upgrades to meet current code requirements.
- Caledonia Dam – Install second set of stoplog gains and stoplogs.
- Dunnville Dam – Initiate redesign of repair to fish ladder.
- Wellesley Dam – Engineering assessment of embankment, gate and crest repairs. Develop plan to implement repairs, prepared detailed designs initiate agency approvals.
- Wellington Street dam – Finalized engineering assessment and 20 year capital forecast of maintenance costs. Hold discussions with local municipality.
- Bridgeport Dyke – Design repair to mitigate seepage through dyke.
- Brantford Dyke - Complete toe repairs of concrete slab.
- Cambridge Dyke – design repair to a section of the river wall along the east bank of the river downstream of Main Street. Integrate riverwall repair with municipal river level walkway and stair way access project.
- New Hamburg Dyke – Continue investigations and maintenance of the dyke in New Hamburg to confirm integrity and compliance with original dyke design.

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2018, major capital projects within the Conservation Areas will include:

- Elora Gorge – sanitary servicing upgrade
- Elora Gorge – Pines campground expansion
- Rockwood – bridge replacement
- Byng – washroom
- Byng – playground
- Guelph Lake – playground
- Laurel Creek – automatic gate installation

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 2018

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					1,820,000		1,820,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						290,000	290,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>1,820,000</b>	<b>290,000</b>	<b>3,910,000</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			700,000				700,000
Self Generated					670,000		670,000
Funding from Reserves	50,000				1,150,000	290,000	1,490,000
<b>TOTAL FUNDING</b>	<b>50,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>1,820,000</b>	<b>290,000</b>	<b>2,860,000</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>60,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,050,000</b>

### BUDGET 2017 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					683,000		683,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						180,400	180,400
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>683,000</b>	<b>180,400</b>	<b>2,663,400</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			700,000		83,000		783,000
Self Generated					600,000		600,000
Funding from Reserves	50,000					180,400	230,400
<b>TOTAL FUNDING</b>	<b>50,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>683,000</b>	<b>180,400</b>	<b>1,613,400</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>60,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,050,000</b>

### ACTUAL 2017 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	73,117						73,117
Flood Forecasting Warning Hardware and Gauges		204,172					204,172
Flood Control Structures-Major Maintenance			1,112,074				1,112,074
Conservation Areas Capital Projects					859,691		859,691
Funding to Reserves			173,500			84,757	258,257
Net IT/MP Chargebacks in excess of expenses						(62,847)	(62,847)
<b>TOTAL EXPENSE</b>	<b>73,117</b>	<b>204,172</b>	<b>1,285,574</b>	<b>-</b>	<b>859,691</b>	<b>21,910</b>	<b>2,444,464</b>
<b>Funding</b>							
Prov & Federal Govt			486,489		83,250	21,910	591,649
Self Generated					776,441		776,441
Funding from Reserves							-
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>486,489</b>	<b>-</b>	<b>859,691</b>	<b>21,910</b>	<b>1,368,090</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>73,117</b>	<b>204,172</b>	<b>799,085</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,076,374</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 provincial Source Protection Planning program under the *Clean Water Act, 2006*. Plan development work commenced in 2004, with plan implementation starting in 2015. 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. All four Source Protection Plans are approved and in effect. The focus in 2018 is on updates to the Grand River Source Protection Plan, including water quantity risk assessment studies, development of water quantity policies, updating water quality vulnerability assessments, and the development of an annual progress reporting framework.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, Emerald Ash borer infestation management, floodplain mapping projects, Upper Blair subwatershed study, waste water optimization project, water festivals, the Mill Creek Ranger stream restoration project and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

## SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

**Budget 2018**

<b>EXPENDITURES</b>	<b>ACTUAL 2017</b>	<b>BUDGET 2017</b>	<b>BUDGET 2018</b>
Grand River Management Plan	33,840	20,000	20,000
Subwatershed Plans - City of Kitchener	107,653	100,000	100,000
Natural Heritage Study-Wellington	28,313	-	30,000
Waste Water Optimization Program	109,765	83,000	135,000
Floodplain Mapping	132,927	200,000	850,000
RWQP - Capital Grants	1,011,358	800,000	800,000
Brant/Brantford Children's Water Festival	25,544	26,000	26,000
Haldimand Children's Water Festival	42,303	20,000	40,000
Species at Risk	78,678	60,000	70,000
Ecological Restoration	185,284	200,000	270,000
AGGP-UofG Research Buffers	20,812		
Great Lakes SHSM Event	6,076	-	-
Great Lakes Agricultural Stewardship Initiative	96,765	77,000	-
Emerald Ash Borer	314,172	400,000	400,000
Lands Mgmt - Land Purchases/Land Sale Expenses	139,401	-	-
Lands Mgmt - Development Costs	-	50,000	50,000
Mill Creek Rangers	28,890	35,000	35,000
Parkhill Hydro Turbine Project	112,472	200,000	300,000
Apps' Mill Nature Centre Renovation	260,266	220,000	-
Dickson Trail and Boardwalk Rehabilitation	238,957	187,000	20,000
<b>Total SPECIAL Projects 'Other'</b>	<b>2,973,476</b>	<b>2,678,000</b>	<b>3,146,000</b>
<b>Source Protection Program</b>	<b>1,570,408</b>	<b>835,000</b>	<b>1,575,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>4,543,884</b>	<b>3,513,000</b>	<b>4,721,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	1,570,408	835,000	1,575,000
OTHER GOVT FUNDING	1,848,150	1,433,500	1,675,000
SELF-GENERATED	496,274	594,500	381,000
FUNDING FROM/(TO) RESERVES	629,052	650,000	1,090,000
<b>Total SPECIAL Funding</b>	<b>4,543,884</b>	<b>3,513,000</b>	<b>4,721,000</b>



# **APPENDIX A**

## **GRAND RIVER CONSERVATION AUTHORITY MEMBERS (2018)**

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### ***Region of Waterloo (including Cities of Kitchener, Waterloo, Cambridge and Townships of North Dumfries, Wellesley, Wilmot and Woolwich)***

Les Armstrong (Wilmot), Elizabeth Clarke (Kitchener), Sue Foxton (North Dumfries), Helen Jowett (Cambridge), Geoff Lorentz (Kitchener), Jane Mitchell (Waterloo), Joe Nowak (Wellesley), Wayne Roth (citizen appointment), Sandy Shantz (Woolwich) and Warren Stauch (citizen appointment)

### ***Regional Municipality of Halton***

Cindy Lunau

### ***Haldimand and Norfolk Counties***

Bernie Corbett and Fred Morison

### ***City of Hamilton***

George Stojanovic

### ***County of Oxford***

Bruce Banbury

### ***City of Brantford***

David Neumann and Vic Prendergast

### ***City of Guelph***

Bob Bell and Mike Salisbury

### ***Townships of Amaranth, East Garafraxa, Southgate and Melancthon and Town of Grand Valley***

Guy Gardhouse

### ***Townships of Mapleton and Wellington North***

Pat Salter

### ***Municipality of North Perth and Township of Perth East***

George Wicke

### ***Township of Centre Wellington***

Kirk McElwain

### ***Town of Erin, Townships of Guelph-Eramosa and Puslinch***

Chris White

### ***County of Brant***

Brian Coleman and Shirley Simons

# Grand River Conservation Authority Summary of Municipal Levy - 2018 Budget

	% CVA in Watershed	2017 CVA Modified	CVA in Watershed	CVA-Based Apportionment	2018 Budget Matching Admin & Maintenance Levy	2018 Budget Non Matching Admin & Maintenance Levy	2018 Budget Capital Levy	2018 Budget Total Levy	Actual 2017 Levy	% Change
Brant County	84.0%	5,778,502,491	4,853,942,092	2.88%	25,085	271,586	30,233	326,904	354,137	-7.7%
Brantford C	100.0%	12,178,149,735	12,178,149,735	7.22%	62,933	681,380	75,862	820,175	897,489	-8.6%
Amaranth Twp	82.0%	651,361,270	534,116,241	0.32%	2,760	29,884	3,327	35,971	39,009	-7.8%
East Garafraxa Twp	80.0%	498,143,467	398,514,773	0.24%	2,059	22,297	2,482	26,838	29,452	-8.9%
Town of Grand Valley	100.0%	396,850,584	396,850,584	0.24%	2,051	22,204	2,472	26,727	27,291	-2.1%
Melancthon Twp	56.0%	481,524,449	269,653,692	0.16%	1,393	15,087	1,680	18,160	19,694	-7.8%
Southgate Twp	6.0%	815,068,745	48,904,125	0.03%	253	2,736	305	3,294	3,620	-9.0%
Haldimand County	41.0%	5,888,880,157	2,414,440,864	1.43%	12,477	135,090	15,040	162,607	183,117	-11.2%
Norfolk County	5.0%	8,186,035,325	409,301,766	0.24%	2,115	22,901	2,550	27,566	30,831	-10.6%
Halton Region	10.3%	36,402,339,213	3,765,423,823	2.23%	19,459	210,679	23,456	253,594	271,150	-6.5%
Hamilton City	26.8%	77,135,348,277	20,633,705,664	12.24%	106,629	1,154,477	128,534	1,389,640	263,512	427.4%
Oxford County	37.7%	3,548,847,438	1,337,821,840	0.79%	6,913	74,852	8,334	90,099	99,302	-9.3%
North Perth T	2.0%	1,770,295,097	35,405,902	0.02%	183	1,981	221	2,385	2,563	-6.9%
Perth East Twp	40.0%	1,600,912,173	640,364,869	0.38%	3,309	35,829	3,989	43,127	45,952	-6.1%
Waterloo Region	100.0%	86,368,658,180	86,368,658,180	51.24%	446,327	4,832,414	538,023	5,816,764	6,314,548	-7.9%
Centre Wellington Twp	100.0%	4,246,127,695	4,246,127,695	2.52%	21,943	237,575	26,451	285,969	312,036	-8.4%
Erin T	49.0%	2,223,001,923	1,089,270,942	0.65%	5,629	60,946	6,785	73,360	81,701	-10.2%
Guelph C	100.0%	22,830,352,868	22,830,352,868	13.54%	117,980	1,277,382	142,218	1,537,580	1,646,748	-6.6%
Guelph Eramosa Twp	100.0%	2,374,434,372	2,374,434,372	1.41%	12,270	132,852	14,791	159,913	175,520	-8.9%
Mapleton Twp	95.0%	1,408,733,893	1,338,297,198	0.79%	6,916	74,879	8,337	90,132	95,992	-6.1%
Wellington North Twp	51.0%	1,432,770,017	730,712,708	0.43%	3,776	40,884	4,552	49,212	53,415	-7.9%
Puslinch Twp	75.0%	2,216,998,019	1,662,748,514	0.99%	8,593	93,032	10,358	111,983	127,922	-12.5%
<b>Total</b>		<b>278,433,335,387</b>	<b>168,557,198,449</b>	<b>100.00%</b>	<b>871,053</b>	<b>9,430,947</b>	<b>1,050,000</b>	<b>11,352,000</b>	<b>11,075,000</b>	<b>2.5%</b>