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

Phone: 519.621.2761 Toll free: 866.900.4722 Fax: 519.621.4844 Online: www.grandriver.ca

January 20, 2011.

BY COURIER

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

Dear Ms. Caterini:

Re: 2011 Budget and Levy Meeting

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Friday, February 25, 2011, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2011 Budget and General Municipal Levy.

In preparation for that meeting, a Preliminary Budget (copy enclosed) was reviewed by the General Members on January 13, 2011. The Preliminary Budget includes a General Levy of \$9,470,000 which represents a 3% increase over 2010. The Levy, if approved, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as outlined in Ontario Regulation 670/2000. The Preliminary Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2011. 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 four drafts of the 2011 Budget. The Levy requirement that is included in this Preliminary 2011 Budget will allow the "base" programs that were in place in 2010 to continue, as well as provide for water-related capital expenditures to take place, with matching grants from the Province of Ontario. The Preliminary Budget also allows for the continuation of Source Protection Planning work, which is fully funded by Provincial grants.

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.



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Preliminary 2011 Budget

January 13th, 2011

Grand River Conservation Authority

2011 Budget

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GRCA 2011 Budget Highlights

For over 75 years, the Grand River Conservation Authority has been a successful partnership of municipalities, working together to promote and undertake wise management of the resources of the Grand River watershed.

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

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

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

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

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

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

Of particular note in 2011 is the work that is continuing related to the development of a "Drinking Water Source Protection" plan for the Lake Erie Source Protection Region.

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

The major capital projects scheduled for 2011 is the completion of the Conestogo Dam stilling basin upgrade, the replacement of the workshop at Conestogo Lake Conservation Area/Dam and the replacement of the Drimmie Dam, with the assumption that a portion of the funding will come from provincial grants and a local contribution.

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	\$ 206,000 (Table 1)
Water Resources Planning and Environment	\$1,458,689 (Table 2)
Flood Forecasting and Warning	\$ 716,966 (Table 3)
Water Control Structures	\$1,561,568 (Table 4)
Division Support	\$ 265,163 (Table 6)

Capital Expenditures: \$2,661,000 (Section B)

Total Expenditures: \$6,869,386

Revenue sources: Municipal levies and provincial grants.

2. Planning

Program areas:

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

Operating Expenditures: \$1,748,795 (Table 5)

Capital Expenditures: NIL

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

3. Watershed stewardship

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

Operating Expenditures:

Forestry	\$ 974,703 (Table 7)
Conservation Services	\$ 464,156 (Table 8)
Stream Management	\$ 137,395 (Table 9)
Communications and Foundation	\$ 598,774 (Table 10)

Capital Expenditures: NIL

Total Expenditures: \$2,175,028

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	\$ 148,525 (Table 11)
Conservation Lands, Rentals, Misc	\$3,338,534 (Table 14-Conservation Lands)
Hydro Production	\$ 230,481 (Table 14-Hydro Production)

Capital Expenditures: NIL

Total Expenditures: \$3,717,540

Revenue sources:

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

5. Education

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

Operating Expenditures: \$917,500 (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: \$5,581,220 (Table 14)
Capital Expenditures: \$ 575,000 (Section B)
Total Expenditures: \$6,156,220

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

6. 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: \$3,015,803 (Table 13)
Capital Expenditures: \$ 271,055 (Section B)
Total Expenditures: \$6,156,220

Revenue sources: Municipal levies and provincial grants.

GRAND RIVER CONSERVATION AUTHORITY

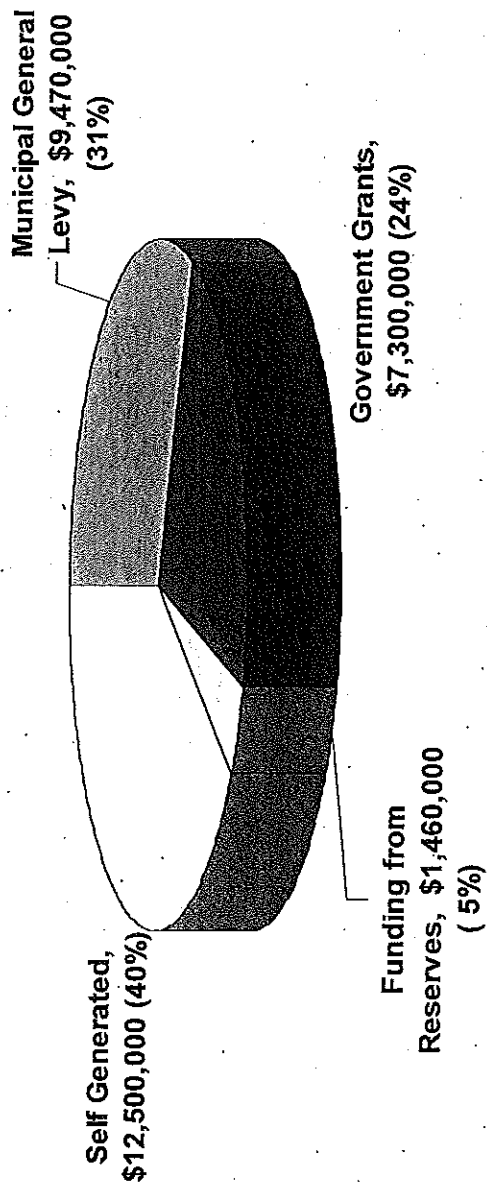
BUDGET 2011 - Summary of Revenue and Expenditures

REVENUE	2010	2011	Incr/(decr)
Municipal General Levy Funding	9,193,000	9,470,000	277,000 3.0%
Other Government Grants	8,834,047	7,292,047	(1,542,000) -17.5%
Self-Generated Revenue	12,909,572	12,497,225	(412,347) -3.2%
Funding from Reserves	2,488,250	1,461,055	(1,027,195) -41.3%
	<u>33,424,869</u>	<u>30,720,327</u>	<u>(2,704,542)</u> -8.1%
EXPENDITURES			
	2010	2011	Incr/(decr)
Base Programs - Operating	21,189,619	21,364,272	174,653 0.8%
Base Programs - Capital	6,046,250	3,507,055	(2,539,195) -42.0%
Special Projects	6,189,000	5,849,000	(340,000) -5.5%
	<u>33,424,869</u>	<u>30,720,327</u>	<u>(2,704,542)</u> -8.1%

GRCA Budget 2011

Overview

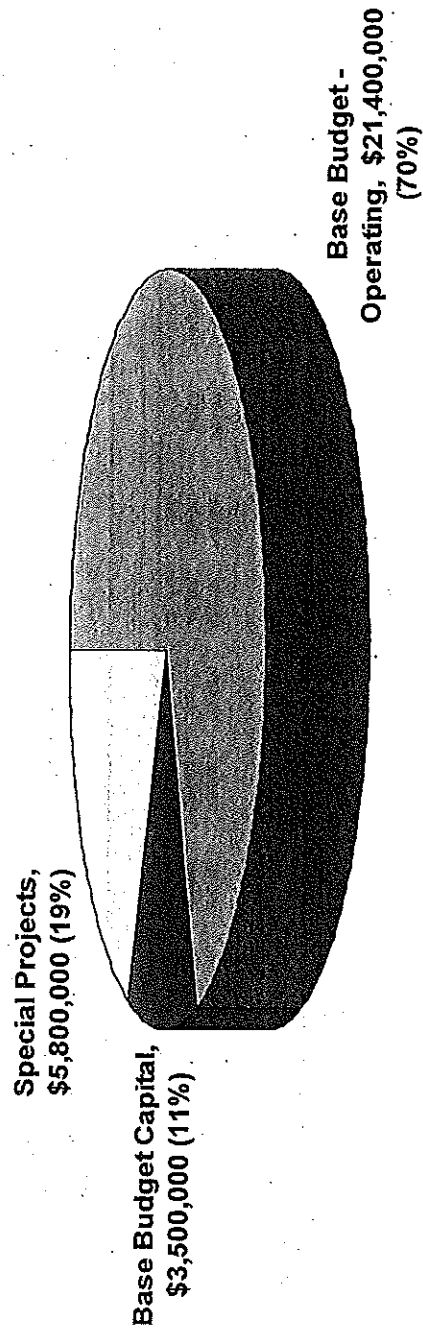
Total 2011 Revenue \$30.7 Million (\$33.4 Million in 2010)



GRCA Budget 2011

Overview

Total 2011 Expenditures \$30.7 Million (\$33.4 Million in 2010)



GRAND RIVER CONSERVATION AUTHORITY
Budget 2011 - Summary of Expenditures, Funding and Change in Municipal Levy

[illegible]

Grand River Conservation Authority Summary of Municipal Levy - 2011 Budget

DRAFT - January 13, 2011

	% CVA in Watershed	2009 for 2010 CVA in Watershed	CVA-Based Apportionment	2011 Budget Operating Levy	2011 Budget Capital Levy	2011 Budget Total Levy	Actual 2010 Levy	% Change
Brant County	84.0%	3,752,175,841	3.3%	272,991	35,877	308,868	299,962	3.0%
Brantford C	100.0%	10,297,061,925	9.0%	749,167	98,457	847,624	820,239	3.3%
Amaranth Twp	82.0%	420,466,858	0.4%	30,591	4,020	34,611	33,377	3.7%
East Garafraxa Twp	80.0%	336,872,036	0.3%	24,509	3,221	27,730	27,276	1.7%
E. Luther Gr. Valley Twp	100.0%	265,833,262	0.2%	19,341	2,542	21,883	21,644	1.1%
Melancthon Twp	56.0%	213,931,657	0.2%	15,565	2,046	17,611	16,362	7.6%
Southgate Twp	6.0%	36,588,692	0.0%	2,662	350	3,012	2,933	2.7%
Haldimand County	41.0%	2,107,137,903	1.8%	153,306	20,148	173,454	169,963	2.1%
Norfolk County	5.0%	333,002,268	0.3%	24,228	3,184	27,412	26,561	3.2%
Halton Region	9.9%	2,354,534,824	2.0%	171,305	22,513	193,818	176,787	9.6%
Hamilton City (estimated)	4.7%	2,817,390,426	2.4%	204,980	26,939	231,919	225,779	2.7%
Oxford County	37.9%	1,016,811,134	0.9%	73,978	9,722	83,700	81,032	3.3%
North Perth T	2.0%	26,219,965	0.0%	1,908	251	2,159	2,130	1.4%
Perth East Twp	40.0%	465,438,070	0.4%	33,863	4,450	38,313	38,483	-0.4%
Waterloo Region	100.0%	64,799,648,915	56.3%	4,714,523	619,591	5,334,114	5,183,879	2.9%
Centre Wellington Twp	100.0%	3,258,685,996	2.8%	237,087	31,158	268,245	261,333	2.6%
Erin T	49.0%	880,537,309	0.8%	64,064	8,419	72,483	71,437	1.5%
Guelph C	100.0%	16,950,918,764	14.7%	1,233,271	162,079	1,395,350	1,355,663	2.9%
Guelph Eramosa Twp	100.0%	1,895,082,493	1.6%	137,877	18,120	155,997	152,924	2.0%
Mapleton Twp	95.0%	951,022,625	0.8%	69,192	9,093	78,285	76,483	2.4%
Wellington North Twp	51.0%	572,607,105	0.5%	41,660	5,475	47,135	46,459	1.5%
Puslinch Twp	75.0%	1,291,063,649	1.1%	93,932	12,345	106,277	102,294	3.9%
Total		115,043,031,717	100.00%	8,370,000	1,100,000	9,470,000	9,193,000	3.01%

SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2011 vs Budget 2010

<u>EXPENDITURES</u>	Budget 2010	Budget 2011	Incr/(Decr)	%age change
OPERATING EXPENSES	21,189,619	21,364,272	174,653	0.82%

Total Expenses	21,189,619	21,364,272	174,653	0.82%
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SOURCES OF FUNDING

MUNICIPAL GENERAL LEVY (NOTE)	8,093,000	8,370,000	277,000	3.42%
MUNICIPAL SPECIAL LEVY	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	1,007,000	994,000	(13,000)	-1.29%
SELF-GENERATED	11,568,619	11,726,272	157,653	1.36%
RESERVES	209,000	124,000	(85,000)	-40.67%
SURPLUS CARRYFORWARD	262,000	100,000	(162,000)	-61.83%

Total BASE Funding	21,189,619	21,364,272	174,653	0.82%
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NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$277,000 levy increase.

TABLE 1**Watershed Studies**

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

Specific Activities:

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

TABLE 1
GRAND RIVER CONSERVATION AUTHORITY
WATERSHED STUDIES

OPERATING	2010	2011	change
Expenses:			
Salary and Benefits	77,900	77,900	incr/(decr)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	17,100	17,100	-
Other Operating Expenses	144,000	111,000	(33,000)
TOTAL EXPENSE	239,000	206,000	(33,000)
Funding			
Municipal Other	50,000	50,000	(incr)/decr
MNR Grant	37,200	37,200	-
Prov & Federal Govt	13,000	13,000	13,000
Donations	53,000	53,000	-
Funds taken from Reserves	47,000	27,000	20,000
TOTAL FUNDING	200,200	167,200	33,000
Net Funded by General Municipal Levy	38,800	38,800	
Net incr/(decr) to Municipal Levy		0	

TABLE 2**Water Resources Planning and Environment**

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

Specific Activities:

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

TABLE 2
GRAND RIVER CONSERVATION AUTHORITY
Water Resources Planning & Environment

<u>OPERATING</u>	2010	2011	change
<u>Expenses:</u>			
Salary and Benefits	1,127,100	1,172,184	incr/(decr) 45,084
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	226,900	233,005	6,105
Other Operating Expenses	53,500	53,500	-
TOTAL EXPENSE	1,407,500	1,458,689	51,189
<u>Funding</u>			
Prov & Federal Govt	2,500	2,500	(incr)/decr -
TOTAL FUNDING	2,500	2,500	-
Net Funded by General Municipal Levy	1,405,000	1,456,189	
Net incr/(decr) to Municipal Levy			51,189

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

OPERATING	2010	2011	change
Expenses:			
Salary and Benefits	372,100	386,984	incr/(decr) 14,884
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	255,800	263,024	7,224
Other Operating Expenses	151,100	66,958	(84,142)
TOTAL EXPENSE	779,000	716,966	(62,034)
Funding			
MNR Grant	271,917	271,917	(incr)/(decr) -
Surplus Carryforward from Prior Year	85,000	-	85,000
TOTAL FUNDING	356,917	271,917	85,000
Net Funded by General Municipal Levy	422,083	445,049	
Net incr/(decr) to Municipal Levy		22,966	

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

OPERATING	2010	2011	change
Expenses:			
Salary and Benefits	960,500	999,000	incr/(decr) 38,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	37,700	39,200	1,500
Property Taxes	148,600	153,367	4,767
Other Operating Expenses	354,900	370,001	15,101
Amount set aside to Reserves			
TOTAL EXPENSE	1,501,700	1,561,568	59,868
Funding			
MNR Grant	430,750	430,750	(incr)/decr -
TOTAL FUNDING	430,750	430,750	-
Net Funded by General Municipal Levy	1,070,950	1,130,818	
Net incr/(decr) to Municipal Levy			59,868

TABLE 5**A. PLANNING - Floodplain 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 wetlands, fish and wildlife habitat and natural heritage systems

TABLE 5
GRAND RIVER CONSERVATION AUTHORITY
Planning

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits		1,545,192	58,292
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	1,486,900	193,603	6,903
Other Operating Expenses	10,000	10,000	-
TOTAL EXPENSE	1,683,600	1,748,795	65,195
Funding			(incr)/decr
MNR Grant	141,680	141,680	-
Self Generated	665,000	690,000	(25,000)
TOTAL FUNDING	806,680	831,680	(25,000)
Net Funded by General Municipal Levy	876,920	917,115	
Net incr/(decr) to Municipal Levy		40,195	

TABLE 6**Resource Management Division Support**

Provides support services to the Watershed Resources Division (i.e. all activities outlined in Table 1 to 4 above).

Specific Spending:

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

TABLE 6
GRAND RIVER CONSERVATION AUTHORITY
Resource Management Division Support

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits	65,900	68,216	2,316
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	22,700	23,276	576
Insurance	115,700	119,171	3,471
Other Operating Expenses	104,500	54,500	(50,000)
TOTAL EXPENSE	308,800	265,163	(43,637)
Funding			(incr)/(decr)
Funds taken from Reserves	50,000	-	50,000
TOTAL FUNDING	50,000	-	50,000
Net Funded by General Municipal Levy	258,800	265,163	
Net incr/(decr) to Municipal Levy			6,363

TABLE 7**Forestry**

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

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

Specific Activities:

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

TABLE 7
GRAND RIVER CONSERVATION AUTHORITY
Forestry

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits	403,100	401,024	(2,076)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	50,800	51,613	813
Other Operating Expenses	520,400	522,066	1,666
TOTAL EXPENSE	974,300	974,703	403
Funding			(incr)/decr
Donations	30,000	30,000	-
Self Generated	600,500	600,500	-
Funds taken from Reserves	12,000	12,000	12,000
TOTAL FUNDING	642,500	630,500	(12,000)
Net Funded by General Municipal Levy	331,800	344,203	
Net incr/(decr) to Municipal Levy			12,403

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

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits	390,800	347,032	(43,768)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	94,000	96,124	2,124
Other Operating Expenses	51,000	21,000	(30,000)
TOTAL EXPENSE	535,800	464,156	(71,644)
Funding			(incr)/decr
Provincial Grants	20,000	20,000	-
Donations	65,000	65,000	-
Funds taken from Reserves	1,000	1,000	-
TOTAL FUNDING	86,000	86,000	-
Net Funded by General Municipal Levy	449,800	378,156	
Net incr/(decr) to Municipal Levy			(71,644)

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

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits	104,000	108,160	4,160
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	26,500	27,235	735
Other Operating Expenses	2,000	2,000	-
TOTAL EXPENSE	132,500	137,395	4,895
Funding			(incr)/decr
TOTAL FUNDING			-
Net Funded by General Municipal Levy	132,500	137,395	
Net incr/(decr) to Municipal Levy			4,895

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.

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
- foundation activities.

TABLE 10
GRAND RIVER CONSERVATION AUTHORITY
Communications & Foundation

OPERATING	2010	2011	change
Expenses:			incr/(decr)
Salary and Benefits	443,200	460,608	17,408
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	62,200	64,006	1,806
Other Operating Expenses	72,000	74,160	2,160
TOTAL EXPENSE	577,400	598,774	21,374
Funding			(incr)/decr
TOTAL FUNDING			
Net Funded by General Municipal Levy	577,400	598,774	
Net incr/(decr) to Municipal Levy			21,374

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

OPERATING	2010	2011	change
<u>Expenses:</u>			<u>incr/(decr)</u>
Property Taxes	144,200	148,525	4,325
TOTAL EXPENSE	144,200	148,525	4,325
Funding			
TOTAL FUNDING	-	-	-
Net Funded by General Municipal Levy	144,200	148,525	
Net incr/(decr) to Municipal Levy			4,325

TABLE 12**Outdoor 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
Outdoor Education

OPERATING	2010	2011	change
Expenses:			
Salary and Benefits	530,900	552,900	incr/(decr) 22,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	40,000	41,000	1,000
Other Operating Expenses	313,100	319,100	6,000
Amount set aside to Reserves	4,500	4,500	-
TOTAL EXPENSE	888,500	917,500	29,000
Funding			
Donations	16,000	9,000	(incr)/(decr) 7,000
Self Generated	697,500	713,000	(15,500)
TOTAL FUNDING	713,500	722,000	(8,500)
Net Result 'not' funded by Levy	5,000	-	incr/(decr) (5,000)
Net Funded by General Municipal Levy	180,000	195,500	
Net incr/(decr) to Municipal Levy		15,500	

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

Year 2011		Surplus available to offset Municipal Levy Increase
Expenses:		
Salary and Benefits	1,680,500	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	314,000	
Insurance	67,000	
Other Operating Expenses	954,303	
TOTAL EXPENSE	3,015,803	
Funding		
MNR Grant	70,000	
Recoverable Corporate Services Expenses	143,725	
Funds taken from Reserves	45,000	
TOTAL FUNDING	258,725	
Net Result before surplus adjustments	2,757,078	
Surplus from Other Programs used to reduce Levy		(342,765)
2010 Surplus Carried Forward to 2011 used to reduce Levy		(100,000)
Net Funded by General Municipal Levy	2,757,078	(442,765)
Year 2010		Surplus available to offset Municipal Levy Increase
Expenses:		
Salary and Benefits	1,720,200	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	345,000	
Insurance	64,900	
Other Operating Expenses	944,869	
TOTAL EXPENSE	3,074,969	
Funding		
MNR Grant	70,000	
Recoverable Corporate Services Expenses	143,725	
Funds taken from Reserves	15,000	
TOTAL FUNDING	228,725	
Net Result before surplus adjustments	2,846,244	
Surplus from Other Programs used to reduce Levy		(464,650)
2009 Surplus Carried Forward to 2010 used to reduce Levy		(176,847)
Net Funded by General Municipal Levy	2,846,244	(641,497)
Year over Year Change		
TOTAL EXPENSE Incr/(decr)	(59,166)	
TOTAL FUNDING (Incr)/decr	(30,000)	
Increase in Levy due to Changes in Corporate Services Activities	(89,166)	
Increase in Levy due to Reduction In "Surplus" from Other Programs		121,885
Increase in Levy due to Elimination/Reduction of Prior Year Surplus		76,847
Net Incr/(decr) to Municipal Levy	(89,166)	198,732

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 from tenants for seasonal use of 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 60 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- host controlled hunts at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of "Environmentally Significant Conservation Lands" and for other core programs
- Summer Experience Program and other provincial or federal programs

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

TABLE 14 (b)

HYDRO PRODUCTION

This program generates revenue from 'hydro production'.

Specific Activities:

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

TABLE 14 (c)

CONSERVATION AREAS

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

Specific Activities:

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

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

Year 2011 - OPERATING										TOTAL Other Programs	
Expenses:											
Salary and Benefits											
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT											
Insurance											
Property Taxes											
Other Operating Expenses (consulting etc)											
Amount set aside to Reserves											
TOTAL EXPENSE										9,150,235	
Funding											
Provincial Funding											
Donations											
Self Generated											
Funds taken from Reserves											
TOTAL FUNDING										9,493,000	
NET Surplus/(Deficit) for programs not funded by general levy										342,765	
Year 2010 - OPERATING											
Expenses:											
Salary and Benefits											
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT											
Insurance											
Property Taxes											
Other Expenses											
Amount set aside to Reserves											
TOTAL EXPENSE										8,942,350	
Funding											
Donations											
Self Generated											
Funds taken from Reserves											
TOTAL FUNDING										9,407,000	
NET Surplus/(Deficit) for programs not funded by general levy										464,650	
Year over Year Change											
TOTAL EXPENSE incr/(decr)										207,885	
TOTAL FUNDING incr/decr										(65,000)	
Change in Net Result year over year (decr)/incr										(121,885)	
NOTE 1										NOTE 1	
NOTE 2										NOTE 2	
NOTE 3										NOTE 3	
NOTE 4										NOTE 4	
NOTE 5										NOTE 5	

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
- Operate a computer network of 24 servers and 200 clients 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, personal digital assistants and pagers
- Capital expenditures in 2011 include Geomatics and database development; ongoing replacement of and upgrades to network servers, PCs, networking peripherals, telecommunication devices and software including flood forecasting and warning software.

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.
- Capital spending in 2011 to include three pickup trucks, three cab and chassis trucks, one 50hp tractor, five front deck mowers and various pieces of small equipment (i.e. push mowers, chain saws).

SECTION B – CAPITAL BUDGET

Capital Spending in 2011 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

- Completion of ongoing upgrade to the Conestogo Dam Stilling Basin
- Replacement of Drimmie Dam in the village of Elora

Conservation Areas expenditures will include the following projects

- Playground upgrades at various Conservation Areas
- Construction of new gatehouse at Brant Conservation Area
- Construction of new washroom at Elora Gorge Conservation Area
- Construction of new washroom at Guelph Lake Conservation Area
- Construction of workshop at Conestogo Lake Conservation Area
- Major Maintenance on Rockwood Mill Ruins
- Repairs to Elora Gorge Conservation Area Marsden Shelter
- Guelph Lake Conservation Area Washroom Septic Bed

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 2011 vs Budget 2010

Year 2011 - CAPITAL

	Water Resources Planning & Environment	FWF	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		181,000					181,000
Flood Control Structures-Major Maintenance			2,370,000				2,370,000
Conservation Areas Capital Projects					575,000		575,000
Building Major Maintenance						9,000	9,000
Net IT/MP Capital Spending not allocated to Departments						262,055	262,055
TOTAL EXPENSE	110,000	181,000	2,370,000	-	575,000	271,055	3,507,055
Funding							
Municipal Special Levy			200,000				200,000
Prov & Federal Govt			845,000				845,000
Self Generated					575,000		575,000
Funding from Reserves			525,000			262,055	787,055
TOTAL FUNDING	-	-	1,570,000	-	575,000	262,055	2,407,055
Net Funded by General CAPITAL Levy	110,000	181,000	800,000	-	-	9,000	1,100,000

Year 2010 - CAPITAL

	Water Resources Planning & Environment	FWF	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	120,000						120,000
Flood Forecasting Warning Hardware and Gauges		181,000					181,000
Gauge Station		180,000					180,000
Flood Control Structures-Major Maintenance			2,300,000				2,300,000
Conservation Areas Capital Projects					2,856,000		2,856,000
PSAB Project						100,000	100,000
Building Major Maintenance						9,000	9,000
Net IT/MP Capital Spending not allocated to Departments						300,250	300,250
TOTAL EXPENSE	120,000	361,000	2,300,000	-	2,856,000	409,250	6,046,250
Funding							
Prov & Federal Govt			1,100,000				1,100,000
Donations					50,000		50,000
Self Generated					454,000		454,000
Funding from Reserves	10,000	180,000	400,000		739,000	400,250	1,729,250
TOTAL FUNDING	10,000	180,000	1,500,000	-	2,856,000	400,250	4,946,250
Net Funded by General Municipal Levy - CAPITAL	110,000	181,000	800,000	-	-	9,000	1,100,000

Year over Year Change

TOTAL EXPENSE (incr/decr)	(10,000)	(180,000)	(800,000)	(70,000)	(2,281,000)	(438,195)	(2,539,195)
TOTAL FUNDING (incr/decr)	10,000	180,000	(70,000)	-	2,281,000	438,195	2,539,195
NET INCREASE in Capital Municipal Levy	-	-	-	-	-	-	-

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 and therefore there is 'no' general municipal levy funding required for any of these projects.

The main project in this category is the Source Protection Planning project which commenced in 2008 and the planning phase is expected to end in 2012 at which point GRCA and the municipalities are expected to move into the implementation phase. The current work includes research and studies related to the development of a "Drinking Water Source Protection" plan for the Lake Erie Source Protection Region.

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

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

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

SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2011 vs Budget 2010

EXPENDITURES		2010	2011
SCH 1a	Dundas Valley Groundwater Study	27,000	0
SCH 1a	Grand River Management Plan	200,000	200,000
SCH 1a	Subwatershed Plans - City of Kitchener	100,000	0
SCH 1a	Water Quality Monitoring (Niith & Grand & Lake Erie)	50,000	0
SCH 3	RWQP - Capital Grants	700,000	700,000
SCH 3	Forestry - Dunnville Marsh	5,000	0
SCH 3	Brant/Brantford Children's Water Festival	25,000	26,000
SCH 3	Species at Risk	28,000	0
SCH 3	Trees for Mapleton	65,000	0
SCH 3	Ecological Restoration	340,000	0
SCH 3	75th Anniversary Celebration	0	0
SCH 4	Trees for Guelph	55,000	0
SCH 4	Rockwood Trail	0	0
SCH 4	Chillico Pond	50,000	0
SCH 4	Lands Mgmt - Land Purchases	300,000	300,000
SCH 4	Lands Mgmt - Development Costs	50,000	50,000
SCH 8	Grand Rvier Country & Mill Creek Rangers	70,000	70,000
Total SPECIAL Projects 'Other'		2,065,000	1,346,000
SCH 1b	Source Protection Program	4,124,000	4,503,000
Total SPECIAL Projects Expenditures		6,189,000	5,849,000

SOURCES OF FUNDING

Provincial Grants for Source Protection Program	4,124,000	4,503,000
OTHER GOVT FUNDING	940,000	700,000
SELF-GENERATED	575,000	96,000
FUNDING FROM RESERVES	550,000	550,000
Total SPECIAL Funding	6,189,000	5,849,000