



September 16, 2011

Our File No. ADM.8.16.3

Mr. Cyrus Patel
Budget and Finance Division
City of Hamilton
71 Main Street West
Hamilton, ON L8R 4Y5

Dear Mr. Patel:

Subject: 2012 Preliminary Operating & Capital Budgets

Enclosed are the Niagara Peninsula Conservation Authority's 2012 Preliminary Operating and Capital Budgets as approved by the Board of Directors.

In the Operating Budget, increases are related to increased general administrative costs and factors beyond the control of the NPCA. As always the NPCA has made every attempt to mitigate increases to its member municipalities through increased external revenues and cost reduction measures wherever possible, including a freeze of the salary grid in 2012 (also frozen in 2011) for all staff to 2010 levels. The Operating budget also reflects a minor change (increase) in the assessment amount for the Hamilton area within the jurisdictional area of the Niagara Peninsula Conservation Authority as established by the Ministry of Natural Resources. The change created by the assessment results in a levy apportionment of 3.969675% of the NPCA levy as compared to 3.94435% in 2011.

In the Capital Budget, funding (\$100,000) will continue for the acquisition of environmentally significant lands to serve as extension of the Binbrook Conservation Area in this rapidly growing portion of the City of Hamilton. In addition, development will continue in 2012 at the Binbrook Conservation Area in accordance with the Conservation Authority's multi-year plans for this area.

For 2012, the total levy to be assessed to the City of Hamilton is \$519,167 which reflects an increase of \$5,694 from 2011 or approximately 1.11%. A summary of the program costs and associated levy is attached.

It is envisioned that the Board of Directors of the NPCA will consider the 2012 Operating and Capital Budgets for final approval at their meeting scheduled for February 15, 2012. We look forward to the continued support and commitment of the City for our programs and would be pleased to discuss our budget at your convenience.

Sincerely,

Tony D'Amario, P. Eng.
CAO/ Secretary-Treasurer, Ext 251

c.c. C. D'Angelo, NPCA Board Member
S. Beattie, NPCA Board Member
M. Gallagher, City of Hamilton

2012 Preliminary Budget

<u>Operating Budget</u>	<u>Total Expenditure</u>	<u>Total Levy</u>	<u>2012 Hamilton Levy</u>	<u>2011 Hamilton Levy</u>
Corporate Services	\$1,260,500	\$1,130,500	\$44,877	\$40,232
Resource Inventory & Monitoring	\$516,100	\$310,000	\$12,306	\$11,387
Flood Protection Services	\$477,700	\$253,400	\$10,059	\$9,823
Environmental Advisory Services	\$462,900	\$283,900	\$11,270	\$10,090
Conservation Land Management	\$2,770,200	\$2,742,400	\$12,580	\$12,302
Conservation Land Programming	\$2,323,400	\$784,000	\$135,000	\$125,000
Vehicles and Equipment	<u>\$188,400</u>	<u>\$97,400</u>	<u>\$3,866</u>	<u>\$3,842</u>
Total	\$7,999,200	\$5,601,600	\$229,958	\$212,677
<u>Capital Budget</u>				
Watershed Studies	\$895,100	\$0	\$0	\$12,866
Resource Inventory & Monitoring	\$1,738,300	\$833,200	\$65,643	\$64,77
Flood Protection Services	\$345,400	\$215,800	\$8,567	\$8,153
Conservation Land Development	<u>\$1,171,500</u>	<u>\$800,000</u>	<u>\$215,000</u>	<u>\$215,000</u>
Total	\$4,150,300	\$1,849,000	\$289,209	\$300,796
Grand Total	\$12,149,500	\$7,450,600	\$519,167	\$513,473

TO: Chairman and Members of the NPCA Authority

DATE: August 10, 2011

SUBJECT: Preliminary 2012 Operating and Project Budgets – Report No. 43-11

Attached for your review and consideration is the Preliminary 2012 Operating and Project Budgets detailed and summary reports which include the approved 2011 amounts for comparison purposes. This report was presented to the NPCA Budget Review Committee at their meeting of August 9, 2011.

The year end numbers in the reports are the same as the approved budget at this time and will be established further into the fiscal year.

The budget has been set out with the understanding of consolidating the operation and capital (herein referred to as project) budget as suggested by the Niagara Region staff to meet PSAB requirements. I have kept the programs separate for internal use and to provide separate accounts if requested by our other member municipalities (Hamilton and Haldimand).

In addition, given the relatively early process of setting out our next years' budget, I was unable to confirm external support from the Federal, Provincial, Partnership and Special Funding arrangements for many of our programs, specifically in Water Management. Accordingly, the budget assumes what we believe to be reasonable funding expectations based on historical funding for these programs. The preliminary budgets as proposed, however, will set out the municipal levy component of our budget in order to meet the Niagara Region's budget schedule. The final budget, later this year, will have revisions that more accurately reflects other external funding, however, the levy component would remain similar.

Niagara Regional Guidance

As per the attached memo from Brian Hutchings of the Niagara Region, I am recommending that the NPCA adopt the second option that consolidates our budget into a single grant, which encompasses the 2011 approved operating grant, capital grant, debt issue costs and debt charges as a base funding for future years. The debenture payments and interest would continue to be paid by the NPCA as was done in the past with the exception that additional funding for projects would be available if the debt is paid down without incurring any additional debt. I am not recommending that the NPCA approve additional debt for ongoing programs. Accordingly, the proposed preliminary project budget is significantly reduced from our long term plan in order to accommodate this. Planned projects have been deferred and will be brought forth as additional project funding becomes available from debt pay down.

The guidance objectives as set out by the Niagara Region is a total consolidated levy amount of \$8,865,430 which represents 2.7% increase from 2011, or an increase of \$180,493. With reference to the second page of the Niagara Region letter, the second option table of debt payments for 2012 would be less than shown since we would not be incurring additional debt in 2012 as per my recommendation. However, the total amount of levy would be the same. The preliminary budget as set out below, reflects the total guidance levy amount and is summarized in the attached 2011/2012 levy comparison schedule.

Overall, the operating/project budget of the NPCA has a consolidated increase of 2.16% with a consolidated amount of 2.7% for Niagara, 1.11% for Hamilton and a -29.78% amount for Haldimand. The Hamilton and Haldimand amounts are less due to the completion of previous capital initiatives although their respective operating costs are significantly higher at 8.13 and 26.44% respectfully. This is primarily due to the adjustment factors for levy apportionment as set out by the Ministry of Natural Resources from time to time.

Salary Considerations

In 2011, the NPCA budget was similar to the Regional Niagara Council direction of a 0% economic adjustment for all non union staff to reflect Provincial initiatives. I am of the understanding that a similar objective has been requested for the 2012 budget year. Accordingly NPCA preliminary budget has been developed based on no change to the salary schedule. Increases in the salary budgets reflect uncontrollable increases to OMERS contributions and the group benefit plan and step adjustments for staff not at the top of the salary grid (3 in total). It should be noted that the salary components in the budget include approximately 24% for benefits. Salary amounts in the various programs are reflective of the anticipated percentage of time spent on the various programs by all staff.

Attached for information is the 2010 salary schedule that was adopted for 2011 and assumed for 2012. Also attached is a list of the various NPCA positions and current salary amounts, not including benefits. The list is the current staff compliment and does not include the varying contract and summer staff for the conservation areas, gatekeepers as well as maintenance and security staff (approximately 45 part time staff in total) needed during the NPCA operating season.

As indicated above, the preliminary budget for 2012 does not include a salary increase, and would maintain the salary grid to 2010 levels. Where an increase is ultimately approved by the Board, I have estimated a budget of approximately \$50,000 per 1% of increase would be required. Should this be the case, then additional program reductions or cuts will be required to maintain the budget within the guidance.

For information, the following increases were approved for 2011 by adjacent Conservation Authorities:

NPCA	0%
Grand River	2%
Hamilton	1%
Credit	2%
Long Point	2%
Halton	0%

Preliminary Operating Budget

An explanation of the program changes and specific program implications to accomplish the target increases is provided below.

1) Corporate Services

- Interest Income – Reduced (\$40,000) to reflect the reduction in bank and GIC interest as well as the declining balance of reserve funds.
- Conservation Foundation – Similar to 2011, \$35,000 funding revenue from the Conservation Foundation has been allocated to assist in offsetting increased operational costs for Foundation Activities.
- Miscellaneous Revenue – Reduced to reflect completed works for education, communication and outreach program with Niagara Region.
- Reserve Funds – No reserve funds are recommended in the Corporate Services budget, however, additional reserves may be warranted where necessary to complete the Strategic Plan.
- Components of the Corporate Communications budget reduced to accommodate the budgetary challenges.
- The overall program costs show an increase of \$53,800 however this is offset by the increased components for the corporate strategy and the education/communication program increases that are funded separately.

2) Watershed Management and Health Monitoring

a) Resources Inventory and Environmental Monitoring

- The Glanbrook Landfill Monitoring program will continue in 2013 however the John C Munroe Airport monitoring is included and will continue for 2012 once confirmation for this work is received from the parties.
- The popular Niagara Children's Water Festival will continue for 2012 with an increase in external revenues for this program due to the limitations on base funding from the Region.
- Funding for the Watershed Report Card is proposed with offsetting revenues from separate Niagara Region funding under their Water Strategy program. This is subject to verification later this year.
- Overall costs has been reduced slightly due to adjustments in salary allocations to this program to more accurately reflect staff resources for this program.

b) Flood Protection Services

- The overall program costs are increased by \$7,700 with adjustments primarily in staff allocation to the program.
- In order to accommodate the budget within the municipal guidance, legal fees have been reduced by approximately \$9,000 to \$16,100 total for 2012. The cost for prosecutions under the NPCA regulations have increased significantly over the last several years. I do not believe this is a result of an increase in violations but directly a result of an increase in public awareness of the Authority's mandate and the corresponding increase in the number of violations reported to NPCA staff. Changes in the legislation (increase in statute of limitations) allows staff additional time to resolve matters before court proceedings are necessary, and it is hoped that a reduced number of prosecutions will result. It is also recommended for 2012 that further discussions and direction from Board be undertaken to further review legal fees and the number of prosecutions that the NPCA can afford as well as other possible alternatives.

c) Environmental Advisory Services

- Costs for the program are increased by approximately \$10,000 primarily from an increase in staff costs and slight reallocation of staff resources to reflect time spent on this program.
- I have not recommended an increase in planning and regulation review and permit fees for 2012 and accordingly, revenues from those areas have not increased.

3) Conservation Land Management

- For 2012, the Debt Charges and Servicing Costs for capital projects which are assigned by the Region has been decreased by \$91,900 as per my recommendation to not incur additional debt. This was a special levy to the Niagara Region in the past, however will, starting in 2012 become part the consolidated option as described above.
- The NPCA will continue to implement the Tree Conservation By-Law on behalf of the Region of Niagara as previously endorsed by this Board.

4) Conservation Land Programming

- The Conservation Land Programming budget is consistent with the multi-year Land Management program previously approved by the Board with the area operating/maintenance costs being assessed to the member municipality in which the property is located.

- Program increases an additional \$142,800 in special revenues from the Niagara Region to undertake project and management services at the Glenridge, Elm Street and Station Road landfill restoration areas and the new beach access in Wainfleet, however the amounts have not been confirmed at this time and would be subject to revisions.
- It should be noted that historically, the NPCA has budgeted operational reserves for the Hamilton and Niagara conservation areas to be used for years where actual revenues and/or expenses differ from the approved budget due to various factors. For 2011, the approved budget had anticipated reserves of approximately \$2,000 (Niagara) and \$23,980 (Hamilton). For 2012, the above constraints severely limits the amount that can be allocated to reserves in Niagara and as such there is no proposed reserve amount for Niagara. For Hamilton, the reserve amount is approximately \$25,600.
- The majority of the cost increase is related to non discretionary staff benefit costs. All other cost increases associated with Conservation Land Programming have been maintained to 2011 levels.

5) Vehicles & Equipment

- Funds have been included for the replacement of vehicles as required with no increase from 2011.

6) Summary

- Cost increases not specifically identified throughout the budget are related to inflationary adjustments.
- The total expenditure under the Preliminary 2012 Operating Budget is \$7,999,200, reduced from 2011 level of \$8,042,923.
- Revenue amounts for the Conservation Areas remain optimistic but obtainable subject to weather conditions. Program adjustments will be made throughout the year where revenues are less than anticipated.
- A program breakdown of the levy to be assessed to each member municipality is shown below:

2012 Preliminary Operating Budget

<u>Operating Budget</u>	<u>Total Expenditure</u>	<u>Total Levy</u>	<u>Niagara</u>	<u>Hamilton</u>	<u>Haldimand</u>
Corporate Services	\$1,260,500	\$1,130,500	\$1,064,638	\$44,877	\$20,985
Resource Inventory & Monitoring	\$516,100	\$310,000	\$291,940	\$12,306	\$5,754
Flood Protection Services	\$477,700	\$253,400	\$238,637	\$10,059	\$4,704
Environmental Advisory Services	\$462,900	\$283,900	\$267,360	\$11,270	\$5,270
Conservation Land Management	\$2,770,200	\$2,742,400	\$2,723,938	\$12,580	\$5,882
Conservation Land Programming	\$2,323,400	\$784,000	\$639,100	\$135,000	\$9,900
Vehicles and Equipment	\$188,400	\$97,400	\$91,726	\$3,866	\$1,808
Total	\$7,999,200	\$5,601,600	\$5,317,338	\$229,958	\$54,303

A comparison with the 2011 operating budget is provided below:

Levy Apportionment - 2012 Preliminary Operating Budget

<u>Municipality</u>	<u>2011 General Levy</u>	<u>2012 General Levy</u>	<u>% Change</u>	<u>2011 Special Levy</u>	<u>2012 Special Levy</u>	<u>% Change</u>	<u>2011 Total Levy</u>	<u>2012 Total Levy</u>	<u>% Change</u>
Haldimand	\$33,297	\$44,403	33.4	\$9,650	\$9,900	2.6	\$42,947	\$54,303	26.4
Hamilton	\$87,677	\$94,958	8.3	\$125,000	\$135,000	8.0	\$212,677	\$229,958	8.1
Niagara	\$2,101,876	\$2,252,738	7.2	\$3,069,940	\$3,064,600	-0.2	\$5,171,816	\$5,317,338	2.8
Total	\$2,222,850	\$2,392,100	7.6	\$3,204,590	\$3,209,500	0.2	\$5,427,440	\$5,601,600	3.2

Preliminary Project (previously Capital) Budget

Attached for your review and consideration is the Preliminary 2012 Project Budget (detailed and summary).

Also attached are summary sheets outlining the respective capital projects for the Water and Land Management programs which provide a brief description of the projects. The breakdown of costs for each of the projects is available on the detailed project budget sheets.

Summary

- the total expenditure under the Preliminary 2012 Capital Budget is \$4,150,300, a decrease from the 2011 budget of \$5,366,816
- the general levy to be assessed to the member municipalities is \$642,400, an increase of \$28,300 from 2011.
- a program breakdown of the levy to be assessed to each member municipality is as follows:

2012 Preliminary Project Budget

	<u>Total Expenditure</u>	<u>Total levy</u>	<u>Niagara</u>	<u>Hamilton</u>	<u>Haldimand</u>
Watershed Studies	\$895,100	\$0	\$0	\$0	\$0
Resource Inventory & Monitoring	\$1,738,300	\$833,200	\$759,639	\$65,643	\$7,919
Flood Protection Services	\$345,400	\$215,800	\$203,228	\$8,567	\$4,006
Conservation Land Development	\$1,171,500	\$800,000	\$585,000	\$215,000	\$0
Total	\$4,150,300	\$1,849,000	\$1,547,866	\$289,209	\$11,925

A comparison with the 2011 levy is as follows:

Levy Apportionment - Preliminary 2012 Project Budget

<u>Municipality</u>	<u>2011</u> <u>General</u> <u>Levy</u>	<u>2012</u> <u>General</u> <u>Levy</u>	<u>%</u> <u>Change</u>	<u>2011</u> <u>Special</u> <u>Levy</u>	<u>2012</u> <u>Special</u> <u>Levy</u>	<u>%</u> <u>Change</u>	<u>2011</u> <u>Total</u> <u>Levy</u>	<u>2012</u> <u>Total</u> <u>Levy</u>	<u>%</u> <u>Change</u>
<u>Haldimand</u>	\$9,199	\$11,925	30	\$42,164	\$0	-100.0	\$51,363	\$11,925	-76.8
<u>Hamilton</u>	\$24,222	\$25,501	5	\$276,574	\$263,708	-4.7	\$300,796	\$289,209	-3.8
<u>Niagara</u>	\$580,679	\$604,974	4	\$932,442	\$942,892	1.1	\$1,513,121	\$1,547,866	2.3
Total	\$614,100	\$642,400	5	\$1,251,180	\$1,206,600	-3.6	\$1,865,280	\$1,849,000	-0.9

The General Levy apportionments are based on CA Levy Regulation (O. Reg. 670/2000) for the Niagara Peninsula Conservation Authority modified in accordance with the 4 Year Levy Implementation Plan for the Years 2010-2013 (NPCA Report 63-09).


For information, the general levy apportionment amounts are as follows:

Municipality	2011 Apportionment	2012 Apportionment
Niagara	94.5577%	94.17408%
Hamilton	3.94435%	3.969675%
Haldimand	1.49795%	1.85625%

RECOMMENDATION

That the Proposed Preliminary 2012 Operating and Project Budget and corresponding municipal general and special levy allocations as detailed in the report be approved for distribution to member municipalities.

Respectfully Submitted By:


 Tony D'Amario, P. Eng., CAO/Secretary-Treasurer

MEMORANDUM

DATE: July 13, 2011

TO: Tony D'Amario
Chief Administrative Officer/Secretary Treasurer
Niagara Peninsula Conservation Authority (NPCA)

FROM: Brian Hutchings
Commissioner, Corporate Services/Treasurer
Niagara Region

SUBJECT: Niagara Peninsula Conservation Authority 2012 Budget

As follow up to our meeting on July 12, 2011 regarding NPCA's operating and capital budgets the following summary has been prepared to outline the two budget routes available to NPCA that would facilitate the organization staying within Council's guidance.

The first route is to treat the whole NPCA budget request as a grant and eliminate the process of the Niagara Region issuing debt on behalf of NPCA to support NPCA's capital program. The Niagara Region would further look to repatriate and repurpose the present NPCA debt to its own capital asset projects. The repatriation of the debt would hold certain complexities and may need to occur over a one to two year timeframe. The funding in the first option would look like this:

	2011	2012	Change	
Operating grant	\$ 3,533,727	\$ 3,629,138	\$ 95,411	2.70%
Capital grant	\$ 1,513,121	\$ 1,553,975	\$ 40,854	2.70%
	\$ 5,046,848	\$ 5,183,113	\$ 136,265	2.70%

This option would be the simplest for NPCA but as pointed out at the meeting will likely be the least preferred by NPCA because it does not address the significant increase in NPCA's capital request from \$1,513,121 to \$2,881,850 in 2012.

The second route is a grant and debt mixture. This would require NPCA to recognize all past and future debt issued on its behalf in NPCA's financial statements. The recognition of the debt would be similar to how all lower tier municipalities recognize the debt the Niagara Region issues on their behalf. NPCA is required to show this debt because the Niagara Region can only issue debt for its own tangible capital assets or to raise debt for other government organizations like NPCA.

The funding in the second option would look like this:

	2011	2012	Change	
Operating grant	\$ 3,533,727	\$ 3,629,138	\$ 95,411	2.70%
Capital grant	\$ 1,513,121	\$ 1,401,975	\$ (111,146)	-7.35%
	\$ 5,046,848	\$ 5,031,113	\$ (15,735)	-0.31%
Debt issue costs grant	\$ 15,130	\$ 15,539	\$ 409	2.70%
Debt charges grant	\$ 1,622,959	\$ 1,818,779	\$ 195,820	12.07%
	\$ 6,684,937	\$ 6,865,430	\$ 180,493	2.70%

The difference in total funding between the first option of \$136,265 and the second option of \$180,493 is the impact of Council's 2.7% guidance on debt charges and debt issue costs.

To stay within Council's guidance NPCA would need to view the capital grant and debt charges grant as one unit. As NPCA's capital requirements fluctuate year to year so would the allocation of funding between the capital grant representing tangible capital assets paid for with cash and the debt charges grant representing tangible capital assets paid for with debt.

	2011	2012	Change	
Capital grant	\$ 1,513,121	\$ 1,401,975	\$ (111,146)	-7.35%
Debt charges grant	\$ 1,622,959	\$ 1,818,779	\$ 195,820	12.07%
	\$ 3,136,080	\$ 3,220,754	\$ 84,674	2.70%

The table below illustrates how the capital grant would trend downwards as the debt charges grant would inversely increase until 2017 assuming NPCA's current capital forecast, Council guidance was to be maintained at 2.7% over the next 10 years, and all debt issued was for 10 years at a 5% interest rate on January 1 of each year. Please note this is only an illustration and actual results will vary based on future Council guidance, the timing of debt issuances, interest rates, length of debt term and changes in the capital forecast. The important concept to identify is the increase in debt charges of \$195,820 as seen in the table above would allow for \$1,479,875 in debt to be issued in 2012 as noted in the table below. This coupled with the adjusted capital grant of \$1,401,975 would result in the requested capital funding of \$2,881,850.

Next steps include NPCA deciding on a preferred budget route. The first option is simpler but will require a budget "request" by NPCA that is significantly outside of Council's current guidance. The second option is more complex but would allow NPCA to provide its budget request within Council's current guidance. As discussed at our meeting, Regional staff are here to help.

Sincerely,

Brian Hutchings, BComm CGA
Commissioner Corporate Services/Treasurer
Niagara Region

LEVY COMPARISON 2010/2011

Municipality	Levy Category	2011	2012	Difference	% Increase
Niagara	Operating Base	\$3,533,726	\$3,688,438	\$154,712	
	Debenture Payment	\$1,638,090	\$1,628,900	-\$9,190	
	Operating Total	\$5,171,816	\$5,317,338	\$145,522	2.81
	Project	\$1,513,121	\$1,547,866	\$34,745	2.30
	Total	\$6,684,937	\$6,865,204	\$180,267	2.70
Hamilton	Operating	\$212,677	\$229,958	\$17,281	8.13
	Project	\$300,796	\$289,209	-\$11,587	-3.85
	Total	\$513,473	\$519,167	\$5,694	1.11
Haldimand	Operating	\$42,947	\$54,303	\$11,356	26.44
	Project	\$51,363	\$11,925	-\$39,438	-76.78
	Total	\$94,310	\$66,228	-\$28,082	-29.78
	GRAND TOTALS				
	Operating	\$5,427,440	\$5,601,600	\$174,160	3.21
	Capital	\$1,865,280	\$1,849,000	-\$16,280	-0.87
	Operating/Captial	\$7,292,720	\$7,450,600	\$157,880	2.16

2012 CONSERVATION LAND DEVELOPMENT PROJECT BUDGET SUMMARY

	2011 Approved	2012 Proposed	NOTES
LAND ACQUISITION	\$ 600,000	\$ 600,000	As per previous years.
BALL'S FALLS HERITAGE C.A.	\$ 166,030	\$ 50,000	Project will involve upgrades to the water and sewer facilities throughout the park to bring them to current standards. Site is under a Certificate of Approval with the Ministry of the Environment and the Regional Health Unit. Proposed upgrades are required to maintain proper water distribution and disposal systems.
CHIPPAWA CREEK C.A.	\$ 161,064	\$ 130,000	Project will complete the comfort station for the east campground. This will eliminate the need for porta-potties in this section of the campground.
LONG BEACH C.A.	\$ -	\$ 50,500	Project includes upgrades to campsites in south-east portion of the campground. Work to replace roof on several buildings.
BEAMER MEMORIAL	\$ 20,000	\$ -	Trail work, washroom upgrades to be completed by the end of 2011.
CAVE SPRINGS C.A.	\$ 16,200	\$ -	Amount may be carried forward, pending completion of the Master Plan.
E.C. BROWN C.A.	\$ 40,000	\$ -	Trail work to connect E.C. Brown site to the new constructed wetland demonstration area.
COMFORT MAPLE	\$ 40,000	\$ -	Fencing and landscape measures to improve public safety. Work to improve health of the tree.
HUMBERSTONE MARSH C.A.	\$ -	\$ -	
JORDAN HARBOUR C.A.	\$ 141,286	\$ 50,000	Upgrades to the site including additional dock space, water distribution, trailhead and washroom facility.
MORGAN'S POINT C.A.	\$ -	\$ -	
STEVENSVILLE C.A.	\$ 10,000	\$ -	Substantially completed by the end of 2011.
ST. JOHN'S C.A.	\$ 34,533	\$ -	Substantially completed by the end of 2011.
TWO MILE CREEK C.A.	\$ 15,000	\$ -	
MEMORIAL FORESTS	\$ 1,000	\$ 1,000	Continued planting program in partnership with the Niagara Peninsula Conservation Foundation
MOUNTAINVIEW	\$ 23,000	\$ -	Area upgrades, including parking lot relocation, pending reviews and consultation with NEC and Bruce Trail Association.
TWENTY VALLEY TRAIL DEVELOPMENT	\$ 25,000	\$ -	Substantially completed by the end of 2011. Switchback to replace faulty staircase.
GAINSBOROUGH C.A.	\$ 94,032	\$ -	Workshop upgrades substantially completed by the end of 2011

GORD HARRY CONSERVATION TRAIL	\$ -	\$ 175,000	This project will connect the trail with the Friendship Trail in Port Colborne to the east, and the Haldimand County Trail system to the west. Staff will also investigate possibility of upgrading the eastern section of the trail, near Port Colborne to accommodate wheelchairs and strollers.
ROCKWAY	\$ 11,242	\$ -	Substantially completed by the end of 2010. Works to improve public safety on the Escarpment.
WAINFLEET BOG	\$ 10,000	\$ -	Entrance improvements
WAINFLEET WETLANDS	\$ 10,000	\$ -	Carry forward project to 2011 - to be completed
WILLOUGHBY MARSH	\$ -	\$ -	
WOODEND	\$ 20,000	\$ -	Entrance upgrades deferred to 2011 (redesign to combat illegal dumping)
SMITH-NESS	\$ -	\$ -	
VIRGIL C.A.	\$ 50,000	\$ -	Trail work completed. Bridge and entrance upgrades to be completed in 2011.
BINBROOK C.A.	\$ 137,528	\$ 115,000	Project will expand washroom capacity and beach in the day-use area along the reservoir. Additional shoreline fishing opportunities and better facilities for group camping.
BINBROOK TRACT	\$ 12,000	\$ -	Parking and trail work
HEDLEY FOREST C.A.	\$ 10,000	\$ -	Expansion of trail work and associated water crossings in 2011.
MUD LAKE	\$ 19,000	\$ -	Upgrades in 2011 to connect with new Elm Street Naturalization site and improve access for hunting.
RUIGROK TRACT	\$ -	\$ -	
Grand Total	\$ 1,666,915	\$ 1,171,500	

2012 WATER MANAGEMENT PROJECTS			
	2011 Approved	2012 Proposed	NOTES
WATERSHED STUDIES			
SOURCE PROTECTION PLAN 10/11	\$ 135,500	\$ 82,300	Finalize SWP Plan and implementation policies - reduced budget from 2011
SOURCE PROTECTION PLAN 11/12	\$ 393,050	\$ 246,800	
SOURCE PROTECTION - TECHNICAL STUDIES	\$ 566,000	\$ 566,000	
UPPER WELLAND RIVER WATERSHED PLAN	\$ 129,573	\$ -	Project Complete
CENTRAL WELLAND RIVER WATERSHED PLAN		\$ -	Project Complete
LOWER WELLAND RIVER WATERSHED PLAN	\$ 115,400	\$ -	Project Complete
BEAVERDAMS/SHRINERS WATERSHED PLAN	\$ 70,369	\$ -	Project Complete
sub-total	\$ 1,409,892	\$ 895,100	
RESOURCE INVENTORY & MONITORING			
WELLAND RIVER WATERSHED RESTORATION			
STEWARDSHIP	\$ 57,900	\$ 76,800	Outreach and education including Community Fishery Program
GIS PROJECT	\$ 103,261	\$ 49,100	Scheduled Mapping Updates
AOC WATER QUALITY MONITORING	\$ 34,450	\$ -	Federal/Provincial program ended
AGRICULTURAL STEWARDSHIP	\$ 239,900	\$ 248,500	Various landowner Best Management Practise projects including livestock fencing, manure storage, nutrient management, riparian habitat, trickle irrigation, wetlands and grassed waterways
E.C. BROWN WETLAND PROJECT	\$ -	\$ -	
OPG PROJECTS	\$ 94,800	\$ 342,600	Wetland construction project in Wellandport
MISCELLANEOUS PROJECTS	\$ 54,759	\$ 54,800	Outreach and education including Community Fishery Program
12 MILE CREEK WATERSHED RESTORATION			
STEWARDSHIP	\$ 54,800	\$ 60,900	Support for Projects
PROJECTS	\$ 116,400	\$ 116,400	Landowner BMP projects to be undertaken as per the Watershed Plan
PCB TRACKDOWN PROJECT	\$ 11,657	\$ -	Program ends
20 MILE CREEK WATERSHED RESTORATION			
	\$ 154,800	\$ 154,800	BMP projects as per the Watershed Plan
FORT ERIE CREEKS RESTORATION	\$ 85,500	\$ 90,800	BMP projects as per the Watershed Plan
NIAGARA-ON-THE-LAKE CREEKS RESTORATION	\$ 157,300	\$ 132,300	BMP projects as per the Watershed Plan

WATERSHED RESTORATION GENERAL	\$ 286,580	\$ 236,500	Program suport, outreach and education including Canopies for Kids Program
15,16,18 MILE CREEK RESTORATION	\$ 127,000	\$ 127,000	BMP projects as per the Watershed Plan
LYON'S CREEK SEDIMENT REMEDIATION	\$ 63,427	\$ -	Ends
NATURAL HERITAGE AREAS INVENTORY	\$ 120,267	\$ -	Project completed
WELL DE-COMMISSIONING PROGRAM	\$ 29,800	\$ 20,000	Continuation of programs to assist owners to decommission wells
DRINKING WATER STEWARDSHIP	\$ 27,746	\$ 27,800	Provincial Grant Support (100%)
sub-total	\$ 1,820,347	\$ 1,738,300	
FLOOD PROTECTION SERVICES			
FLOOD CONTROL STRUCTURES			
BINBROOK DAM	\$ 91,038	\$ 29,700	Miscellaneous dam building repairs
SHRINERS CREEK	\$ 13,000	\$ -	project complete
WATERSHED FLOODPLAIN MAPPING UPDATE	\$ 256,700	\$ 206,700	In house mapping program for 2012 to focus on watercourses draining to Lake Ontario
FLOOD FORECASTING MODELLING	\$ -	\$ -	Project Complete
STREAM GAUGE & MONITORING NETWORK	\$ 108,924	\$ 109,000	Project dependent on 100% external funding - unconfirmed and subject to change
sub-total	\$ 469,662	\$ 345,400	
Grand Total	\$ 3,699,901	\$ 2,978,800	

PRELIMINARY

2012

OPERATING BUDGET

(SUMMARY)

August 9, 2011

2012 PRELIMINARY OPERATING BUDGET					
		APPROVED	2011 YEAR END		PRELIMINARY
		2011 BUDGET	ESTIMATE		2012 BUDGET
SUMMARY					
REVENUES					
MNR TRANSFER PAYMENTS		175,650	175,650	0	175,000
PROVINCIAL GRANTS - MOE		75,683	75,683	0	58,300
PROVINCIAL GRANTS - OTHER		135,000	135,000	0	80,000
FEDERAL GRANTS		44,900	44,900	0	42,000
LEVY - GENERAL		2,222,850	2,270,224	0	2,392,100
LEVY - SPECIAL - NIAGARA		3,069,940	3,069,940	0	3,064,600
LEVY - SPECIAL - HAMILTON		125,000	77,626	0	135,000
LEVY - SPECIAL - HALDIMAND		9,650	9,650	0	9,900
LEVY - SPECIAL - OTHER		8,300	8,300	0	8,300
USER FEES		1,415,430	1,415,430	0	1,410,500
CONSERVATION FOUNDATION		35,000	35,000	0	35,000
ADMINISTRATION FEES		220,000	220,000	0	220,000
RESERVES		99,020	99,020	0	64,400
MISCELLANEOUS		406,500	406,500	0	304,100
	Total	8,042,923	8,042,923	0	7,999,200
EXPENDITURES					
CORPORATE SERVICES		1,320,000	1,320,000	0	1,260,500
RESOURCE INVENTORY & ENVIRONMENTAL MONITORING		527,283	527,283	0	516,100
FLOOD PROTECTION SERVICES		469,000	469,000	0	477,700
ENVIRONMENTAL ADVISORY SERVICES		439,800	439,800	0	462,900
CONSERVATION LAND MANAGEMENT		2,786,790	2,786,790	0	2,770,200
CONSERVATION LAND PROGRAMMING		2,311,650	2,311,650	0	2,323,400
VEHICLES & EQUIPMENT		188,400	188,400	0	188,400
	Total	8,042,923	8,042,923	0	7,999,200
CORPORATE SERVICES					
REVENUES					
MNR TRANSFER PAYMENTS		0	0	0	0
PROVINCIAL GRANTS - OTHER		115,000	115,000	0	60,000
LEVY - GENERAL		1,020,000	1,020,000	0	1,130,500
CONSERVATION FOUNDATION		35,000	35,000	0	35,000
RESERVES		35,000	35,000	0	0
MISCELLANEOUS		115,000	115,000	0	35,000
	Total	1,320,000	1,320,000	0	1,260,500
EXPENDITURES					
CORPORATE MANAGEMENT		280,900	280,900	0	239,500
OFFICE SERVICES		362,100	362,100	0	367,900
FINANCIAL SERVICES		190,500	190,500	0	193,100
HUMAN RESOURCES		26,500	26,500	0	26,500
INFORMATION TECHNOLOGY		108,000	108,000	0	108,000
CORPORATE COMMUNICATIONS		228,700	228,700	0	201,000
CORPORATE FUNDRAISING		123,300	123,300	0	124,500
	Total	1,320,000	1,320,000	0	1,260,500

2012 PRELIMINARY OPERATING BUDGET					
		APPROVED 2011 BUDGET	2011 YEAR END ESTIMATE		PRELIMINARY 2012 BUDGET
RESOURCE INVENTORY & ENVIRONMENTAL MONITORING					
REVENUES					
PROVINCIAL GRANTS - MOE		75,683	75,683	0	58,300
PROVINCIAL GRANTS - OTHER		0	0	0	0
FEDERAL GRANTS		44,900	44,900	0	42,000
LEVY - GENERAL		288,700	288,700	0	310,000
SPECIAL LEVY - NIAGARA				0	
MISCELLANEOUS		118,000	118,000	0	105,800
	Total	527,283	527,283	0	516,100
EXPENDITURES					
NIAGARA RIVER REMEDIAL ACTION PLAN		103,900	103,900	0	99,300
GLANBROOK LANDFILL MONITORING		12,400	12,400	0	0
JOHN C. MUNROE AIRPORT MONITORING		2,000	2,000	0	2,200
WATERSHED WATER QUALITY MONITORING PROGRAM		197,983	197,983	0	203,600
NIAGARA CHILDREN'S WATER FESTIVAL		170,000	170,000	0	170,000
DRAIN CLASSIFICATION		1,000	1,000	0	1,000
WATERSHED REPORT CARD		40,000	40,000	0	40,000
	Total	527,283	527,283	0	516,100
FLOOD PROTECTION SERVICES					
REVENUES					
MNR TRANSFER PAYMENTS		111,650	111,650	0	116,000
PROVINCIAL GRANTS - OTHER		0	0	0	0
LEVY - GENERAL		249,050	249,050	0	253,400
LEVY - SPECIAL - OTHER		8,300	8,300	0	8,300
RESERVES					
ADMINISTRATION FEES		100,000	100,000	0	100,000
	Total	469,000	469,000	0	477,700
EXPENDITURES					
FLOOD FORECASTING AND WARNING		148,900	148,900	0	154,000
FLOODPLAIN REGULATIONS		240,100	240,100	0	240,100
FLOOD CONTROL STRUCTURES		80,000	80,000	0	83,600
	Total	469,000	469,000	0	477,700

2012 PRELIMINARY OPERATING BUDGET						
			APPROVED	2011 YEAR END		PRELIMINARY
			2011 BUDGET	ESTIMATE		2012 BUDGET
<u>ENVIRONMENTAL ADVISORY SERVICES</u>						
<u>REVENUES</u>						
MNR TRANSFER PAYMENTS			64,000	64,000	0	59,000
LEVY - GENERAL			255,800	255,800	0	283,900
MISCELLANEOUS			0	0	0	0
ADMINISTRATION FEES			120,000	120,000	0	120,000
		Total	439,800	439,800	0	462,900
<u>EXPENDITURES</u>						
MUNICIPAL PLAN INPUT & REVIEW			328,600	328,600	0	338,300
DEVELOPMENT PLAN INPUT & REVIEW			111,200	111,200	0	124,600
		Total	439,800	439,800	0	462,900
<u>CONSERVATION LAND MANAGEMENT</u>						
<u>REVENUES</u>						
LEVY - GENERAL			311,900	311,900	0	316,900
LEVY - SPECIAL - NIAGARA			2,436,090	2,436,090	0	2,425,500
BUILDING/LAND RENTAL			8,300	8,300	0	8,300
RESERVES			0	0	0	0
MISCELLANEOUS			30,500	30,500	0	19,500
		Total	2,786,790	2,786,790	0	2,770,200
<u>EXPENDITURES</u>						
OPERATIONS			2,577,790	2,577,790	0	2,570,200
TREE CONSERVATION BY-LAW - NIAGARA			209,000	209,000	0	200,000
		Total	2,786,790	2,786,790	0	2,770,200

2012 PRELIMINARY OPERATING BUDGET					
		APPROVED 2011 BUDGET	2011 YEAR END ESTIMATE		PRELIMINARY 2012 BUDGET
CONSERVATION LAND PROGRAMMING					
REVENUES					
PROVINCIAL GRANTS - OTHER		20,000	20,000	0	20,000
LEVY - GENERAL			47,374		
LEVY - SPECIAL - NIAGARA		633,850	633,850	0	639,100
LEVY - SPECIAL - HAMILTON		125,000	77,626	0	135,000
LEVY - SPECIAL - HALDIMAND		9,650	9,650	0	9,900
MISCELLANEOUS		142,000	142,000		142,800
CA OPERATING RESERVE FUNDS - NIAGARA		(2,000)	(2,000)		0
CA OPERATING RESERVE FUNDS - HAMILTON		(23,980)	(23,980)		(25,600)
CA OPERATING RESERVE FUNDS - HALDIMAND					0
USER FEES		1,407,130	1,407,130		1,402,200
	Total	2,311,650	2,311,650	0	2,323,400
EXPENDITURES					
BALL'S FALLS		952,839	952,839	0	953,300
BINBROOK		285,250	285,250	0	288,300
CHIPPAWA CREEK		299,946	299,946	0	301,700
LONG BEACH		331,890	331,890	0	333,500
BAIRD ESTATE		2,320	2,320	0	2,400
BEAMER MEMORIAL		21,250	21,250	0	21,400
BINBROOK TRACT		13,770	13,770	0	14,100
CAVE SPRINGS		12,375	12,375	0	12,500
COMFORT MAPLE		7,195	7,195	0	7,300
E.C. BROWN		13,050	13,050	0	13,200
GAINSBOROUGH		47,990	47,990	0	48,400
GLENRIDGE QUARRY		142,000	142,000	0	142,800
HEDLEY FOREST		2,720	2,720	0	2,900
HUMBERSTONE MARSH		3,000	3,000	0	3,100
JORDAN HARBOUR		2,100	2,100	0	2,100
LOUTH		1,010	1,010	0	1,100
MORGAN'S POINT		20,800	20,800	0	21,100
MOUNTAINVIEW		8,210	8,210	0	8,500
MUD LAKE		13,981	13,981	0	14,300
OSWEGO CREEK		3,100	3,100	0	3,100
PORT DAVIDSON		1,630	1,630	0	1,700
ROCKWAY		5,340	5,340	0	5,400
RUIGROK TRACT		3,830	3,830	0	3,900
STEVENSVILLE		14,064	14,064	0	14,300
ST. JOHN'S		22,665	22,665	0	22,900
TWO MILE CREEK		4,950	4,950	0	5,000
VIRGIL		16,060	16,060	0	16,200
WAINFLEET BOG		9,900	9,900	0	10,000
WAINFLEET WETLANDS		13,260	13,260	0	13,400
WAINFLEET RAIL TRAIL		10,800	10,800	0	10,900
WILLOUGHBY MARSH		1,220	1,220	0	1,300
WOLVERTON		1,150	1,150	0	1,200
WOODEND		21,985	21,985	0	22,100
	Total	2,311,650	2,311,650	0	2,323,400

2012 PRELIMINARY OPERATING BUDGET					
			APPROVED	2011 YEAR END	PRELIMINARY
			2011 BUDGET	ESTIMATE	2012 BUDGET
<u>VEHICLES AND EQUIPMENT</u>					
<u>REVENUES</u>					
LEVY - GENERAL			97,400	97,400	0 97,400
SALES			1,000	1,000	0 1,000
RESERVE			90,000	90,000	0 90,000
		Total	188,400	188,400	0 188,400
<u>EXPENDITURES</u>					
WAGES			24,000	24,000	0 24,000
INSURANCE & LICENSES			10,800	10,800	0 10,800
GAS/ OIL			41,200	41,200	0 41,200
PURCHASES			90,000	90,000	0 90,000
MAINTENANCE			19,800	19,800	0 19,800
TOOLS & SUPPLIES			2,600	2,600	0 2,600
		Total	188,400	188,400	0 188,400

PRELIMINARY

2012

**PROJECT BUDGET
(SUMMARY)**

August 9, 2011

2012 PROJECT BUDGET - PRELIMINARY			APPROVED	YEAR END	PRELIMINARY
			2011 BUDGET	2011 ESTIMATE	2012 BUDGET
<u>SUMMARY</u>					
<u>REVENUES</u>					
PROVINCIAL GRANTS - MOE			77,696	77,696	27,800
PROVINCIAL GRANTS - OTHER			1,121,650	1,121,650	915,700
FEDERAL GRANTS			282,927	282,927	239,100
LEVY - GENERAL			614,100	614,100	642,400
LEVY - SPECIAL - NIAGARA			932,442	932,442	942,892
CAPITAL CONTRIBUTIONS - NIAGARA			600,000	600,000	596,600
LEVY - SPECIAL - HAMILTON			276,574	276,574	263,708
LEVY - SPECIAL - HALDIMAND			42,164	42,164	0
LEVY - SPECIAL - OTHER			6,500	6,500	0
CONSERVATION FOUNDATION			26,000	26,000	51,000
RESERVES			892,815	892,815	0
MISCELLANEOUS			493,948	493,948	471,100
		Total	5,366,816	5,366,816	4,150,300
<u>EXPENDITURES</u>					
WATERSHED STUDIES			1,409,892	1,409,892	895,100
RESOURCE INVENTORY & ENVIRONMENTAL MONITORING			1,820,347	1,820,347	1,738,300
FLOOD PROTECTION SERVICES			469,662	469,662	345,400
CONSERVATION LAND DEVELOPMENT			1,666,915	1,666,915	1,171,500
		Total	5,366,816	5,366,816	4,150,300
<u>WATERSHED STUDIES</u>					
<u>REVENUES</u>					
PROVINCIAL GRANTS - MOE			0	0	0
PROVINCIAL GRANTS - OTHER			1,094,550	1,094,550	895,100
LEVY - SPECIAL - NIAGARA			88,850	88,850	0
LEVY - SPECIAL - HAMILTON			12,866	12,866	0
LEVY - SPECIAL - HALDIMAND			32,164	32,164	0
LEVY - SPECIAL - OTHER			0	0	0
CONSERVATION FOUNDATION			0	0	0
MISCELLANEOUS			0	0	0
RESERVE			181,462	181,462	0
		Total	1,409,892	1,409,892	895,100
<u>EXPENDITURES</u>					
SOURCE PROTECTION PLAN 10/11			135,500	135,500	82,300
SOURCE PROTECTION PLAN 11/12			393,050	393,050	246,800
SOURCE PROTECTION - TECHNICAL STUDIES			566,000	566,000	566,000
WATERSHED STORMWATER MANAGEMENT POLICIES			0	0	0
UPPER WELLAND RIVER WATERSHED PLAN			129,573	129,573	0
CENTRAL WELLAND RIVER WATERSHED PLAN			0	0	0
LOWER WELLAND RIVER WATERSHED PLAN			115,400	115,400	0
LAKE ERIE NORTHSORE WATERSHED PLAN			0	0	0
BEAVERDAMS & SHRINER'S CREEKS WATERSHED PLAN			70,369	70,369	0
		Total	1,409,892	1,409,892	895,100

2012 PROJECT BUDGET - PRELIMINARY			APPROVED	YEAR END	PRELIMINARY
			2011 BUDGET	2011 ESTIMATE	2012 BUDGET
RESOURCE INVENTORY & MONITORING					
REVENUES					
MNR TRANSFER PAYMENTS			0	0	0
PROVINCIAL GRANTS - MOE			77,696	77,696	27,800
PROVINCIAL GRANTS - OTHER			0	0	0
FEDERAL GRANTS			282,927	282,927	239,100
LEVY - GENERAL			407,400	407,400	426,600
LEVY - SPECIAL - NIAGARA			343,592	343,592	357,892
LEVY - SPECIAL - HAMILTON			48,708	48,708	48,708
LEVY - SPECIAL - OTHER			0	0	0
LEVY - SPECIAL - HALDIMAND			0	0	0
CAPITAL CONTRIBUTIONS - NIAGARA			287,000	287,000	276,100
CONSERVATION FOUNDATION			0	0	0
MISCELLANEOUS			353,024	353,024	362,100
RESERVES			20,000	20,000	0
LANDOWNER CONTRIBUTIONS				0	
		Total	1,820,347	1,820,347	1,738,300
EXPENDITURES					
WELLAND RIVER WATERSHED RESTORATION					
	STEWARDSHIP		57,900	57,900	76,800
	GIS PROJECT		103,261	103,261	49,100
	AOC WATER QUALITY MONITORING		34,450	34,450	0
	AGRICULTURAL STEWARDSHIP		239,900	239,900	248,500
	E.C. BROWN WETLAND PROJECT		0	0	0
	OPG PROJECTS		94,800	94,800	342,600
	MISCELLANEOUS PROJECTS		54,759	54,759	54
	Sub-Total		585,070	585,070	771
12 MILE CREEK WATERSHED RESTORATION					
	STEWARDSHIP		54,800	54,800	60,900
	PROJECTS		116,400	116,400	116,400
	PCB TRACKDOWN PROJECT		11,657	11,657	0
	Sub-Total		182,857	182,857	177,300
20 MILE CREEK WATERSHED RESTORATION					
			154,800	154,800	154,800
FORT ERIE CREEKS RESTORATION			85,500	85,500	90,800
NIAGARA-ON-THE-LAKE CREEKS RESTORATION			157,300	157,300	132,300
WATERSHED RESTORATION GENERAL			286,580	286,580	236,500
15,16,18 MILE CREEK RESTORATION			127,000	127,000	127,000
LYON'S CREEK SEDIMENT REMEDIATION			63,427	63,427	0
NATURAL HERITAGE AREAS INVENTORY			120,267	120,267	0
WELL DE-COMMISSIONING PROGRAM			29,800	29,800	20,000
DRINKING WATER STEWARDSHIP			27,746	27,746	27,800
	Total		1,820,347	1,820,347	1,738,300

2012 PROJECT BUDGET - PRELIMINARY			APPROVED	YEAR END	PRELIMINARY
			2011 BUDGET	2011 ESTIMATE	2012 BUDGET
<u>FLOOD PROTECTION SERVICES</u>					
<u>REVENUES</u>					
MNR TRANSFER PAYMENTS			0	0	0
PROVINCIAL GRANTS -OTHER			27,100	27,100	20,600
FEDERAL GRANTS			0	0	0
MUNICIPAL LEVY - GENERAL			206,700	206,700	215,800
LEVY - SPECIAL - NIAGARA			0	0	0
LEVY - SPECIAL - HAMILTON			0	0	0
LEVY - SPECIAL - HALDIMAND			0	0	0
LEVY - SPECIAL -OTHER			6,500	6,500	0
CAPITAL CONTRIBUTIONS - NIAGARA			0	0	0
CONSERVATION FOUNDATION			0	0	0
RESERVE FUNDS			120,438	120,438	0
MISCELLANEOUS			108,924	108,924	109,000
		Total	469,662	469,662	345,400
<u>EXPENDITURES</u>					
FLOOD CONTROL STRUCTURES					
	BINBROOK DAM		91,038	91,038	29,700
	SHRINERS CREEK		13,000	13,000	0
WATERSHED FLOODPLAIN MAPPING UPDATE			256,700	256,700	206,700
FLOOD FORECASTING MODELLING			0	0	0
STREAM GAUGE & MONITORING NETWORK			108,924	108,924	109,000
		Total	469,662	469,662	345,400
<u>CONSERVATION LAND DEVELOPMENT</u>					
<u>REVENUES</u>					
GENERAL LEVY			-	-	-
LEVY - SPECIAL - NIAGARA			500,000	500,000	585,000
CAPITAL CONTRIBUTIONS -NIAGARA			313,000	313,000	320,500
LEVY - SPECIAL - HAMILTON			215,000	215,000	215,000
LEVY - SPECIAL - HALDIMAND			10,000	10,000	0
PROVINCIAL GRANTS - OTHER			0	0	0
FEDERAL GRANTS			0	0	0
RESERVES			570,915	570,915	0
CONSERVATION FOUNDATION			26,000	26,000	51,000
MISCELLANEOUS			32,000	32,000	0
		Total	1,666,915	1,666,915	1,171,500
<u>EXPENDITURES</u>					
LAND ACQUISITION			600,000	600,000	600,000
BALL'S FALLS HERITAGE C.A.			166,030	166,030	50,000
CHIPPAWA CREEK C.A.			161,064	161,064	130,000
LONG BEACH C.A.			0	0	50,500
BEAMER MEMORIAL			20,000	20,000	0
CAVE SPRINGS C.A.			16,200	16,200	0
E.C. BROWN C.A.			40,000	40,000	0
COMFORT MAPLE			40,000	40,000	0
HUMBERSTONE MARSH C.A.			0	0	0
JORDAN HARBOUR C.A.			141,286	141,286	50,000
MORGAN'S POINT C.A.			0	0	0
STEVENSVILLE C.A.			10,000	10,000	0
ST. JOHN'S C.A.			34,533	34,533	0
TWO MILE CREEK C.A.			15,000	15,000	0

2012 PROJECT BUDGET - PRELIMINARY			APPROVED	YEAR END		PRELIMINARY
			2011 BUDGET	2011 ESTIMATE		2012 BUDGET
MEMORIAL FORESTS			1,000	1,000		1,000
MOUNTAINVIEW			23,000	23,000		0
TWENTY VALLEY TRAIL DEVELOPMENT			25,000	25,000		
GAINSBOROUGH C.A.			94,032	94,032		
GORD HARRY CONSERVATION TRAIL			0	0		175,000
ROCKWAY			11,242	11,242		0
WAINFLEET BOG			10,000	10,000		0
WAINFLEET WETLANDS			10,000	10,000		0
WILLOUGHBY MARSH			0	0		0
WOODEND			20,000	20,000		0
SMITH-NESS			0	0		0
VIRGIL C.A.			50,000	50,000		0
BINBROOK C.A.			137,528	137,528		115,000
BINBROOK TRACT			12,000	12,000		0
HEDLEY FOREST C.A.			10,000	10,000		0
MUD LAKE			19,000	19,000		0
RUIGROK TRACT			0	0		0
		TOTAL	1,666,915	1,666,915		1,171,500