

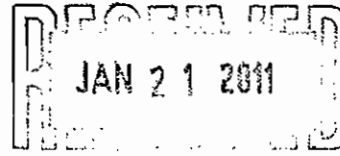


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January 20, 2011.

Ms. Denise B. Holmes,  
CAO/Clerk-Treasurer,  
Township of Melancthon,  
157101 Highway #10, R.R. #6,  
Shelburne, ON L0N 1S9



BY COURIER

Dear Ms. Holmes:

**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,

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.

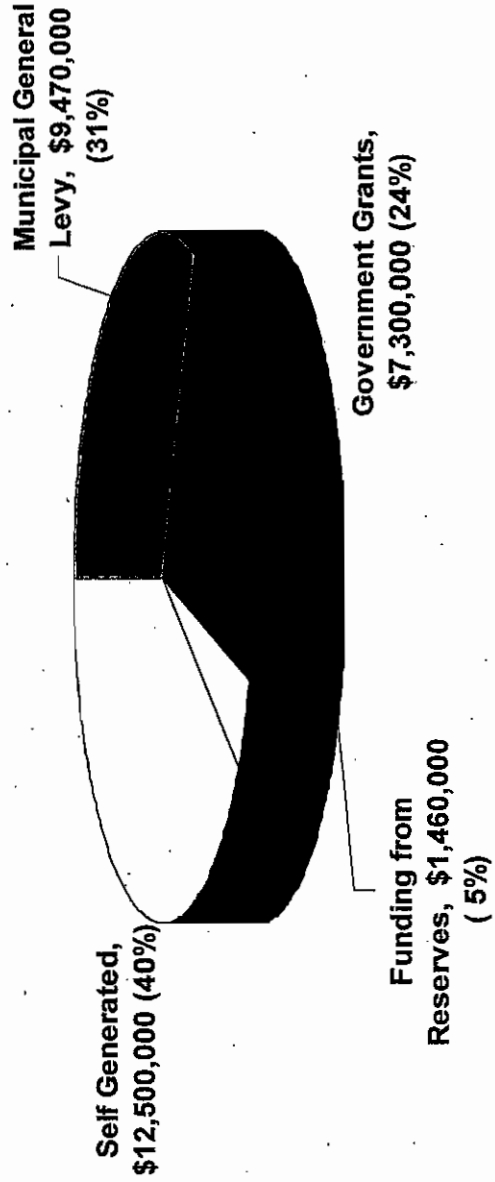
GRAND RIVER CONSERVATION AUTHORITY  
**BUDGET 2011 - Summary of Revenue and Expenditures**

| REVENUE                        | 2010              | 2011              | Incr/(decr)                 |
|--------------------------------|-------------------|-------------------|-----------------------------|
| Municipal General Levy Funding | 9,193,000         | 9,470,000         | 277,000<br>3.0%             |
| Other Government Grants        | 8,834,047         | 7,292,047         | (1,542,000)<br>-17.5%       |
| Self-Generated Revenue         | 12,909,572        | 12,497,225        | (412,347)<br>-3.2%          |
| Funding from Reserves          | 2,488,250         | 1,461,055         | (1,027,195)<br>-41.3%       |
|                                | <u>33,424,869</u> | <u>30,720,327</u> | <u>(2,704,543)</u><br>-8.1% |
| <b>EXPENDITURES</b>            |                   |                   |                             |
|                                | <u>2010</u>       | <u>2011</u>       | <u>Incr/(decr)</u>          |
| Base Programs - Operating      | 21,189,619        | 21,364,272        | 174,653<br>0.8%             |
| Base Programs - Capital        | 6,046,250         | 3,507,055         | (2,539,195)<br>-42.0%       |
| Special Projects               | 6,189,000         | 5,849,000         | (340,000)<br>-5.5%          |
|                                | <u>33,424,869</u> | <u>30,720,327</u> | <u>(2,704,542)</u><br>-8.1% |

# GRCA Budget 2011

## Overview

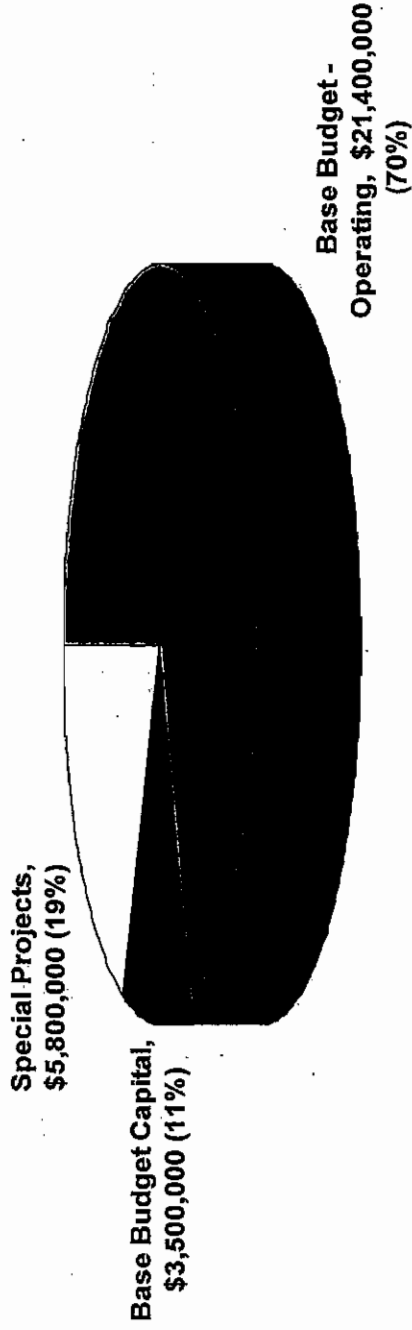
**Total 2011 Revenue \$30.7 Million (\$33.4 Million in 2010)**



# GRCA Budget 2011

## Overview

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





# Grand River Conservation Authority

## Summary of Municipal Levy - 2011 Budget

DRAFT - January 13, 2011

|                           | % CVA in Watershed | 2009 for 2010 CVA in Watershed | CVA-Based Apportionment | 2011 Budget      |                  | 2011 Budget Total Levy | Actual 2010 Levy | % Change     |
|---------------------------|--------------------|--------------------------------|-------------------------|------------------|------------------|------------------------|------------------|--------------|
|                           |                    |                                |                         | Operating Levy   | Capital Levy     |                        |                  |              |
| Brant County              | 84.0%              | 3,752,175,841                  | 3.3%                    | 272,991          | 35,877           | 308,868                | 299,962          | 3.0%         |
| Branford 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              | 1,365,663        | 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%         |
| <b>Total</b>              |                    | <b>115,043,031,717</b>         | <b>100.00%</b>          | <b>8,370,000</b> | <b>1,100,000</b> | <b>9,470,000</b>       | <b>9,193,000</b> | <b>3.01%</b> |

**SECTION A - Operating Budget**  
 GRAND RIVER CONSERVATION AUTHORITY  
**Budget 2011 vs Budget 2010**

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



|                               | Budget 2010       | Budget 2011       | Incr/(Decr)    | %age change  |
|-------------------------------|-------------------|-------------------|----------------|--------------|
| <b>SOURCES OF FUNDING</b>     |                   |                   |                |              |
| 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%      |
| <b>Total BASE Funding</b>     | <b>21,189,619</b> | <b>21,364,272</b> | <b>174,653</b> | <b>0.82%</b> |

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**

| <u>OPERATING</u>  | 2010           | 2011           | change          |
|---|----------------|----------------|-----------------|
| <u>Expenses:</u>  |                |                | incr/(decr)     |
| Salary and Benefits   | 77,900         | 77,900         | -               |
| Travel, Motor Pool, Expenses, Telephone, Training and Development, IT | 17,100         | 17,100         | -               |
| Other Operating Expenses  | 144,000        | 111,000        | (33,000)        |
| <b>TOTAL EXPENSE</b>  | <b>239,000</b> | <b>206,000</b> | <b>(33,000)</b> |
| <u>Funding</u>  |                |                | (incr)/decr     |
| Municipal Other   | 50,000         | 50,000         | -               |
| 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          |
| <b>TOTAL FUNDING</b>  | <b>200,200</b> | <b>167,200</b> | <b>(33,000)</b> |
| Net Funded by General Municipal Levy                                  | <b>38,800</b>  | <b>38,800</b>  |                 |
| Net incr/(decr) to Municipal Levy                                     |                |                | <b>0</b>        |

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

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

***Specific Activities:***

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- maintain and implement the Forest Management Plans for the Grand River watershed
- 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**

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

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

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

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

***Specific Activities:***

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

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

|   | 2010           | 2011           | change                |
|---|----------------|----------------|-----------------------|
| <b>OPERATING</b>  |                |                |                       |
| <b>Expenses:</b>  |                |                |                       |
| Salary and Benefits   | 372,100        | 386,984        | incr/(decr)<br>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)              |
| <b>TOTAL EXPENSE</b>  | <b>779,000</b> | <b>716,966</b> | <b>(62,034)</b>       |
| <b>Funding</b>  |                |                |                       |
| MNR Grant   | 271,917        | 271,917        | (incr)/decr<br>-      |
| Surplus Carryforward from Prior Year                                  | 85,000         | -              | 85,000                |
| <b>TOTAL FUNDING</b>  | <b>356,917</b> | <b>271,917</b> | <b>(85,000)</b>       |
| <b>Net Funded by General Municipal Levy</b>                           | <b>422,083</b> | <b>445,049</b> |                       |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>22,966</b>         |

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

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

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

***Specific Activities:***

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

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

| <b>OPERATING</b>  | <b>2010</b>      | <b>2011</b>      | <b>change</b>      |
|---|------------------|------------------|--------------------|
| <b>Expenses:</b>  |                  |                  | <b>incr/(decr)</b> |
| Salary and Benefits   | 960,500          | 999,000          | 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  |                  |                  |                    |
| <b>TOTAL EXPENSE</b>  | <b>1,501,700</b> | <b>1,561,568</b> | <b>59,868</b>      |
| <b>Funding</b>  |                  |                  | <b>(incr)/decr</b> |
| MNR Grant   | 430,750          | 430,750          | -                  |
| <b>TOTAL FUNDING</b>  | <b>430,750</b>   | <b>430,750</b>   |                    |
| <b>Net Funded by General Municipal Levy</b>                           | <b>1,070,950</b> | <b>1,130,818</b> |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                  |                  | <b>59,868</b>      |

**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 polices and federal regulations
- provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all environmental concerns are adequately identified and that any adverse impacts are minimized or mitigated
- provide information and technical advice to Municipal Councils and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of wetlands, fish and wildlife habitat and natural heritage systems

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

| <b>OPERATING</b>  | <b>2010</b>      | <b>2011</b>      | <b>change</b>      |
|---|------------------|------------------|--------------------|
| <b>Expenses:</b>  |                  |                  | <b>incr/(decr)</b> |
| Salary and Benefits   | 1,486,900        | 1,545,192        | 58,292             |
| Travel, Motor Pool, Expenses, Telephone, Training and Development, IT | 186,700          | 193,603          | 6,903              |
| Other Operating Expenses  | 10,000           | 10,000           | -                  |
| <b>TOTAL EXPENSE</b>  | <b>1,683,600</b> | <b>1,748,795</b> | <b>65,195</b>      |
| <b>Funding</b>  |                  |                  | <b>(incr)/decr</b> |
| MNR Grant   | 141,680          | 141,680          | -                  |
| Self Generated  | 665,000          | 690,000          | (25,000)           |
| <b>TOTAL FUNDING</b>  | <b>806,680</b>   | <b>831,680</b>   | <b>(25,000)</b>    |
| <b>Net Funded by General Municipal Levy</b>                           | <b>876,920</b>   | <b>917,115</b>   |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                  |                  | <b>40,195</b>      |

**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**

|   | 2010           | 2011           | change<br>incr/(decr) |
|---|----------------|----------------|-----------------------|
| <b>OPERATING</b>  |                |                |                       |
| <u>Expenses:</u>  |                |                |                       |
| 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)              |
| <b>TOTAL EXPENSE</b>  | <b>308,800</b> | <b>265,163</b> | <b>(43,637)</b>       |
| <br>  |                |                |                       |
| <u>Funding</u>  |                |                |                       |
| Funds taken from Reserves   | 50,000         | -              | 50,000                |
| <b>TOTAL FUNDING</b>  | <b>50,000</b>  | <b>-</b>       | <b>50,000</b>         |
| <br>  |                |                |                       |
| <b>Net Funded by General Municipal Levy</b>                           | <b>258,800</b> | <b>265,163</b> |                       |
| <br>  |                |                |                       |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>6,363</b>          |

**TABLE 7****Forestry**

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

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

***Specific Activities:***

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

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

| <b>OPERATING</b>  | <b>2010</b>    | <b>2011</b>    | <b>change</b>      |
|---|----------------|----------------|--------------------|
| <b>Expenses:</b>  |                |                | <b>incr/(decr)</b> |
| 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              |
| <b>TOTAL EXPENSE</b>  |                |                |                    |
| <b>Funding</b>  |                |                | <b>(incr)/decr</b> |
| Donations   | 30,000         | 30,000         | -                  |
| Self Generated  | 600,500        | 600,500        | -                  |
| Funds taken from Reserves   | 12,000         | 12,000         | 12,000             |
| <b>TOTAL FUNDING</b>  |                |                |                    |
| <b>Net Funded by General Municipal Levy</b>                           | <b>331,800</b> | <b>344,203</b> |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>12,403</b>      |

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

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

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

***Specific Activities:***

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

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

| <b>OPERATING</b>  | <b>2010</b>    | <b>2011</b>    | <b>change</b>      |
|---|----------------|----------------|--------------------|
| <b>Expenses:</b>  |                |                | <b>incr/(decr)</b> |
| 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)           |
| <b>TOTAL EXPENSE</b>  |                | <b>488,926</b> | <b>(17,874)</b>    |
| <b>Funding</b>  |                |                | <b>(incr)/decr</b> |
| Provincial Grants   | 20,000         | 20,000         | -                  |
| Donations   | 65,000         | 65,000         | -                  |
| Funds taken from Reserves   | 1,000          | 1,000          | -                  |
| <b>TOTAL FUNDING</b>  |                | <b>86,000</b>  | <b>-</b>           |
| <b>Net Funded by General Municipal Levy</b>                           | <b>449,800</b> | <b>378,156</b> |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>(71,644)</b>    |

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

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

This category provides fisheries management services.

***Specific Activities:***

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

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

| <b>OPERATING</b>  | <b>2010</b>    | <b>2011</b>    | <b>change</b>      |
|---|----------------|----------------|--------------------|
| <b>Expenses:</b>  |                |                | <b>incr/(decr)</b> |
| 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          | -                  |
| <b>TOTAL EXPENSE</b>  | <b>132,500</b> | <b>137,395</b> | <b>4,895</b>       |
| <b>TOTAL FUNDING</b>  |                |                | <b>(incr)/decr</b> |
| <b>Funding</b>  |                |                |                    |
| Net Funded by General Municipal Levy                                  | <b>132,500</b> | <b>137,395</b> |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>4,895</b>       |

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

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

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

***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**

| <b>OPERATING</b>  | <b>2010</b>    | <b>2011</b>    | <b>change</b>      |
|---|----------------|----------------|--------------------|
| <b>Expenses:</b>  |                |                | <b>incr/(decr)</b> |
| 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              |
| <b>TOTAL EXPENSE</b>  | <b>577,400</b> | <b>598,774</b> | <b>21,374</b>      |
| <b>Funding</b>  |                |                | <b>(incr)/decr</b> |
| <b>TOTAL FUNDING</b>  |                |                |                    |
| Net Funded by General Municipal Levy                                  | <b>577,400</b> | <b>598,774</b> |                    |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>21,374</b>      |

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

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

***Specific Spending:***

- Property Taxes

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

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

**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**

|   | 2010           | 2011           | change                 |
|---|----------------|----------------|------------------------|
| <b>OPERATING</b>  |                |                |                        |
| <b>Expenses:</b>  |                |                |                        |
| Salary and Benefits   | 530,900        | 552,900        | incr/(decr)<br>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          | -                      |
| <b>TOTAL EXPENSE</b>  | <b>888,500</b> | <b>917,500</b> | <b>29,000</b>          |
| <b>Funding</b>  |                |                |                        |
| Donations   | 16,000         | 9,000          | (incr)/(decr)<br>7,000 |
| Self Generated  | 697,500        | 713,000        | (15,500)               |
| <b>TOTAL FUNDING</b>  | <b>713,500</b> | <b>722,000</b> | <b>(8,500)</b>         |
| Net Result 'not' funded by Levy                                       | 5,000          | -              | incr/(decr)<br>(5,000) |
| Net Funded by General Municipal Levy                                  | <b>180,000</b> | <b>195,500</b> |                        |
| <b>Net incr/(decr) to Municipal Levy</b>                              |                |                | <b>15,500</b>          |

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

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

**Specific Activities:**

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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

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

| <b>Year 2011</b>  |                  | Surplus available to<br>offset Municipal<br>Levy Increase |
|---|------------------|---|
| <b>Expenses:</b>  |                  |   |
| 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          |   |
| <b>TOTAL EXPENSE</b>  | <b>3,015,803</b> |   |
| <b>Funding</b>  |                  |   |
| MNR Grant   | 70,000           |   |
| Recoverable Corporate Services Expenses                               | 143,725          |   |
| Funds taken from Reserves   | 45,000           |   |
| <b>TOTAL FUNDING</b>  | <b>258,725</b>   |   |
| 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)   |
| <b>Net Funded by General Municipal Levy</b>                           | <b>2,757,078</b> | <b>(442,765)</b>  |
| <b>Year 2010</b>  |                  | Surplus available to<br>offset Municipal<br>Levy Increase |
| <b>Expenses:</b>  |                  |   |
| 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          |   |
| <b>TOTAL EXPENSE</b>  | <b>3,074,969</b> |   |
| <b>Funding</b>  |                  |   |
| MNR Grant   | 70,000           |   |
| Recoverable Corporate Services Expenses                               | 143,725          |   |
| Funds taken from Reserves   | 15,000           |   |
| <b>TOTAL FUNDING</b>  | <b>228,725</b>   |   |
| 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)   |
| <b>Net Funded by General Municipal Levy</b>                           | <b>2,846,244</b> | <b>(641,497)</b>  |
| <b>Year over Year Change</b>  |                  |   |
| <b>TOTAL EXPENSE (Incr/(decr))</b>                                    | <b>(59,166)</b>  |   |
| <b>TOTAL FUNDING (Incr/(decr))</b>                                    | <b>(30,000)</b>  |   |
| 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  |
| <b>Net incr/(decr) to Municipal Levy</b>                              | <b>(89,166)</b>  | <b>198,732</b>  |

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

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

***Specific Activities:***

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate "passive" conservation areas in order to conserve forests and wildlife habitat. Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). Necessary funding is raised by The Grand River Conservation Foundation
- rent 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**

|   | Conservation Lands | Property Rentals | Forestry (sch 5) | MISC           | (a)<br>Cons Lands, Rental,<br>Misc | (b)<br>Hydro Production | (c)<br>Conservation Areas | TOTAL Other Programs |
|---|--------------------|------------------|------------------|----------------|------------------------------------|-------------------------|---------------------------|----------------------|
| <b>Year 2011 - OPERATING</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| <b>Expenses:</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| Salary and Benefits   | 895,112            | 352,720          |                  |                | 1,247,832                          | 30,000                  | 3,114,000                 |                      |
| Travel, Motor Pool, Expenses, Telephone, Training and Development, IT | 163,156            | 57,326           |                  |                | 220,482                            |                         | 184,000                   |                      |
| Insurance   | 189,417            | 20,085           |                  |                | 209,502                            |                         | 68,000                    |                      |
| Property Taxes  |                    | 141,700          |                  |                | 141,700                            |                         | 2,185,220                 |                      |
| Other Operating Expenses (consulting etc)                             | 488,807            | 866,781          | 57,880           | 122,000        | 1,515,288                          |                         | 50,000                    |                      |
| Amount set aside to Reserves  | 3,750              |                  |                  |                | 3,750                              |                         |                           |                      |
| <b>TOTAL EXPENSE</b>  | <b>1,720,242</b>   | <b>1,438,612</b> | <b>57,880</b>    | <b>122,000</b> | <b>3,338,534</b>                   | <b>230,451</b>          | <b>5,981,220</b>          | <b>1,550,235</b>     |
| <b>Funding</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| Provincial Funding  |                    |                  |                  | 20,000         | 3,338,534                          |                         |                           |                      |
| Donations   | 85,000             |                  | 27,000           |                | 20,000                             |                         |                           |                      |
| Self Generated  | 86,000             | 2,957,000        |                  | 232,000        | 92,000                             | 450,000                 | 5,605,000                 |                      |
| Funds taken from Reserves   | 1,000              | 50,000           |                  |                | 51,000                             |                         |                           |                      |
| <b>TOTAL FUNDING</b>  | <b>172,000</b>     | <b>3,007,000</b> | <b>27,000</b>    | <b>232,000</b> | <b>3,374,399,000</b>               | <b>450,000</b>          | <b>5,605,000</b>          | <b>3,929,399,000</b> |
| <b>NET Surplus/(Deficit) for programs not funded by general levy</b>  | <b>(1,568,242)</b> | <b>1,568,388</b> | <b>(30,880)</b>  | <b>130,000</b> | <b>99,466</b>                      | <b>219,519</b>          | <b>23,780</b>             | <b>342,765</b>       |
| <b>Year 2010 - OPERATING</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| <b>Expenses:</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| Salary and Benefits   | 901,550            | 368,000          |                  |                | 1,269,550                          |                         | 3,024,000                 |                      |
| Travel, Motor Pool, Expenses, Telephone, Training and Development, IT | 157,300            | 55,700           |                  |                | 213,000                            |                         | 159,000                   |                      |
| Insurance   | 183,900            | 19,500           |                  |                | 203,400                            |                         | 68,000                    |                      |
| Property Taxes  |                    | 161,700          |                  |                | 161,700                            |                         | 2,122,980                 |                      |
| Other Expenses  | 454,650            | 706,700          | 56,000           | 122,000        | 1,339,350                          | 92,700                  | 150,000                   |                      |
| Amount set aside to Reserves  | 3,750              |                  |                  |                | 3,750                              |                         |                           |                      |
| <b>TOTAL EXPENSE</b>  | <b>1,701,150</b>   | <b>1,414,600</b> | <b>56,000</b>    | <b>122,000</b> | <b>3,190,750</b>                   | <b>222,700</b>          | <b>5,546,000</b>          | <b>1,924,235</b>     |
| <b>Funding</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| Donations   | 65,000             |                  | 20,000           |                | 105,000                            |                         |                           |                      |
| Self Generated  | 86,000             | 2,899,000        |                  | 20,000         | 3,222,000                          | 450,000                 | 5,546,000                 |                      |
| Funds taken from Reserves   | 34,000             | 50,000           |                  | 237,000        | 84,000                             |                         |                           |                      |
| <b>TOTAL FUNDING</b>  | <b>185,000</b>     | <b>2,949,000</b> | <b>20,000</b>    | <b>257,000</b> | <b>3,341,000</b>                   | <b>450,000</b>          | <b>5,546,000</b>          | <b>1,924,235</b>     |
| <b>NET Surplus/(Deficit) for programs not funded by general levy</b>  | <b>(1,516,150)</b> | <b>1,537,400</b> | <b>(36,000)</b>  | <b>135,000</b> | <b>220,250</b>                     | <b>222,300</b>          | <b>22,100</b>             | <b>464,650</b>       |
| <b>Year over Year Change</b>  |                    |                  |                  |                |                                    |                         |                           |                      |
| <b>TOTAL EXPENSE (incr)/decr</b>                                      | <b>19,092</b>      | <b>12,012</b>    | <b>(1,800)</b>   | <b>5,000</b>   | <b>4,784</b>                       | <b>2,780</b>            | <b>1,720</b>              | <b>1,785</b>         |
| <b>TOTAL FUNDING (incr)/decr</b>                                      | <b>1,665,000</b>   | <b>(59,000)</b>  | <b>(7,000)</b>   | <b>(5,000)</b> | <b>(27,000)</b>                    | <b>(2,780)</b>          | <b>(59,000)</b>           | <b>(1,785)</b>       |
| <b>Change in Net Result year over year (decr)/incr</b>                | <b>(52,092)</b>    | <b>(69,012)</b>  | <b>5,320</b>     | <b>(5,000)</b> | <b>(120,784)</b>                   | <b>(2,781)</b>          | <b>1,680</b>              | <b>(121,885)</b>     |
|   | NOTE 1             | NOTE 2           | NOTE 1           | NOTE 5         |                                    | NOTE 1                  | NOTE 1                    |                      |
|   | NOTE 3             | NOTE 4           | NOTE 5           |                |                                    |                         | NOTE 2                    |                      |

## **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 | FFW            | Flood Control Expenses | Conservation Land Management (Sch 4) | Conservation Areas | Corporate Services | TOTAL            |
|---|--|----------------|------------------------|--------------------------------------|--------------------|--------------------|------------------|
| <b>Expenses:</b>  |  |                |                        |                                      |                    |                    |                  |
| 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          |
| <b>TOTAL EXPENSE</b>                                    | <b>110,000</b>                         | <b>181,000</b> | <b>2,370,000</b>       |                                      | <b>575,000</b>     | <b>262,055</b>     | <b>3,597,055</b> |
| <b>Funding</b>  |  |                |                        |                                      |                    |                    |                  |
| 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          |
| <b>TOTAL FUNDING</b>                                    |  |                | <b>1,595,000</b>       |                                      | <b>575,000</b>     | <b>262,055</b>     | <b>2,437,055</b> |
| Net Funded by General CAPITAL Levy                      | <b>110,000</b>                         | <b>181,000</b> | <b>800,000</b>         |                                      |                    | <b>9,000</b>       | <b>1,100,000</b> |

Year 2010 - CAPITAL

|   | Water Resources Planning & Environment | FFW            | Flood Control Expenses | Conservation Land Management (Sch 4) | Conservation Areas | Corporate Services | TOTAL            |
|---|--|----------------|------------------------|--------------------------------------|--------------------|--------------------|------------------|
| <b>Expenses:</b>  |  |                |                        |                                      |                    |                    |                  |
| 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          |
| <b>TOTAL EXPENSE</b>                                    | <b>120,000</b>                         | <b>361,000</b> | <b>2,300,000</b>       |                                      | <b>2,856,000</b>   | <b>409,250</b>     | <b>5,046,250</b> |
| <b>Funding</b>  |  |                |                        |                                      |                    |                    |                  |
| Prov & Federal Govt                                     |  |                | 1,100,000              |                                      |                    |                    | 1,100,000        |
| Donations   |  |                |                        |                                      | 1,613,000          |                    | 1,613,000        |
| Self Generated  |  |                |                        |                                      | 50,000             |                    | 50,000           |
| Funding from Reserves                                   | 10,000                                 | 180,000        | 400,000                |                                      |                    | 400,250            | 1,729,250        |
| <b>TOTAL FUNDING</b>                                    | <b>10,000</b>                          | <b>180,000</b> | <b>1,500,000</b>       |                                      | <b>2,856,000</b>   | <b>400,250</b>     | <b>4,946,250</b> |
| Net Funded by General Municipal Levy - CAPITAL          | <b>110,000</b>                         | <b>181,000</b> | <b>800,000</b>         |                                      |                    | <b>9,000</b>       | <b>1,100,000</b> |

Year over Year Change

|   |          |           |          |  |             |           |             |
|---|----------|-----------|----------|--|-------------|-----------|-------------|
| <b>TOTAL EXPENSE (incr/decr)</b>              | (10,000) | (180,000) | (70,000) |  | (2,281,000) | (136,195) | (2,539,195) |
| <b>TOTAL FUNDING (inc/dec)</b>                | 10,000   | 180,000   | (70,000) |  | (2,281,000) | (136,195) | (2,539,195) |
| <b>NET INCREASE In Capital Municipal Levy</b> |          |           |          |  |             |           |             |

## **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 (Nith & 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 River Country & Mill Creek Rangers            | 70,000           | 70,000           |
| <b>Total SPECIAL Projects Expenditures</b> |   | <b>6,189,000</b> | <b>5,849,000</b> |

### 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