

# **INFORMATION ITEMS**

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**Week Ending January 31, 2014**

## **REPORTS**

1. Elementary School Speed Zones Implementation

## **CORRESPONDENCE**

1. None

## **BOARDS & COMMITTEES**

1. Grand River Conservation Authority – 2014 Budget And Levy Meeting

## **ITEMS AVAILABLE IN THE CLERK'S OFFICE**

1. None

# INFORMATION REPORT



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TO City Council

SERVICE AREA Operations, Transit and Emergency Services

DATE January 23, 2014

**SUBJECT Elementary School Speed Zones Implementation**

REPORT NUMBER OTES021406

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## EXECUTIVE SUMMARY

### SUMMARY OF REPORT

To provide Council an update regarding the progress to date on the introduction of reduced speed limits on roadways adjacent to elementary schools.

### KEY FINDINGS

Elementary School Speed Zones will become operational as each is established.

The project goal is to have all Elementary School Speed Zones established by the end of May 2014.

A number of key milestones have been completed to date and the project is on schedule.

### FINANCIAL IMPLICATIONS

Council approved \$210,000 in the 2014 Operating Budget to establish reduced speed zones on roadways adjacent to elementary schools as follows:

- a) 40 km/h by time of day on arterial roadways and; and
- b) 30 km/h in effect at all times on all other roadways.

## BACKGROUND

Council approved the establishment of Elementary School Speed Zones as part of the 2014 budget process on December 5, 2013. This report provides Council with an update on the implementation of these zones.

## REPORT

Staff have been actively managing this project to ensure the Elementary School Speed Zones are established quickly so they are in place for as long as possible during the current school year. The following is pertinent information to the project:

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# INFORMATION REPORT

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## **Project Methodology**

Creating the static 30km/h speed zones can occur more quickly than the time of day 40km/h zones, the latter requiring more time for manufacturing and delivery. Rather than wait until all signage is in inventory before proceeding, staff plan to install materials as they arrive. This will accelerate the creation of these new zones, permitting maximum benefit during the current school year. Sites where the reduced speed zones can be established quickly (because of on-site conditions) will be undertaken first. This will support our objective to complete all installations by the end of May 2014.

This project is dependent on various corporate partners to achieve the desired result, a safer walking environment for elementary-aged students. A team consisting of staff from Public Works, Corporate Communications and the Guelph Police Service will oversee the establishment of the new speed zones, the creation of a short and long term communications and compliance strategies and monitoring of the impact of this initiative.

## **Project Status**

Many milestones have been completed to date and the project is on schedule. Key milestones accomplished to date are as follows:

- Project team established with staff from Public Works, Corporate Communications and Guelph Police Services;
- Signage needed at each site has been inventoried;
- Tender documents to supply and/or install the required signage are completed and have been issued with a closure date of February 5, 2014 with the award shortly thereafter;
- Communications plan/strategy for an education campaign is in development and will be completed February 1, 2014;
- Confirmation from both school boards that the time of day speed zones will be in effect between the hours of 8:00 a.m. to 9:00 a.m. and 3:00 p.m. to 4:00 p.m. *during the school year*;
- Scheduling the collection of "before" and "after" speed data for statistical purposes (all arterials and some collectors and locals);
- Amendments to Traffic Bylaw approved by Council at their meeting of January 27, 2014;

## **Project Risks**

Issues that may affect the May 2014 completion goal:

- Tender review
  - Costs submitted (may dictate a different delivery model)
  - Timelines to supply material
  - Timelines for contractor for the installation of signs

# INFORMATION REPORT

- Weather
  - Inclement weather may create installation delays

## CORPORATE STRATEGIC PLAN

3.1 Build a well designed, safe, inclusive, appealing and sustainable City.

## DEPARTMENTAL CONSULTATION

Guelph Police Services  
Corporate Communications  
Legal and Reality Services  
Procurement and Risk Management

## COMMUNICATIONS

Communications staff in consultation with the other Project Team members will develop and implement a strategy to engage and educate the public on reduced speed zones adjacent to elementary schools.

## ATTACHMENTS

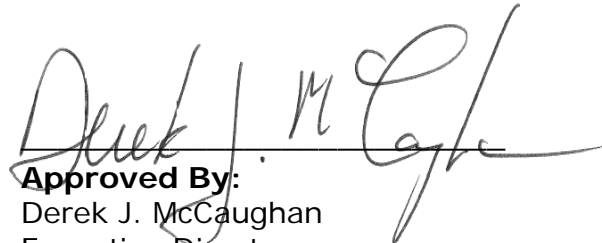
None

**Report Author:** Allister McIlveen, Manager, Traffic and Parking  
Public Works



**Recommended By:**

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**Approved By:**

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CITY CLERK'S OFFICE

January 24, 2014.

**BY COURIER**

Blair Labelle, City Clerk,  
City of Guelph,  
City Hall, 1 Carden Street,  
Guelph, ON N1H 3A1

Dear Ms. Agnello:

**Re: 2014 Budget and Levy Meeting**

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Friday, February 28, 2014, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2014 Budget and General Municipal Levy.

A Draft Budget was reviewed by the General Members on January 24, 2014, and staff were directed to send a Preliminary Budget (copy enclosed) to all Member Municipalities in advance of the Annual General Meeting. The Preliminary Budget includes a General Levy of \$10,292,000 which represents a 2.5% increase over 2013. The Levy, if approved, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as outlined in Ontario Regulation 670/00. The Preliminary Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2014. 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 two drafts of the 2014 Budget. The Levy requirement that is included in this Preliminary 2014 Budget will allow the "base" programs that were in place in 2013 to continue, as well as provide for water-related capital expenditures to take place, with matching grants from the Province of Ontario.

Should you have any questions concerning the Preliminary Budget or the process for establishing Levy, please contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read "Keith Murch".

Keith Murch,  
Assistant Chief Administrative Officer  
and Secretary-Treasurer,  
Grand River Conservation Authority.



# **Preliminary 2014 Budget**

January 24th, 2014

# Grand River Conservation Authority

## 2014 Budget

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## GRCA 2014 Budget Highlights

The Grand River Conservation Authority has a successful partnership of municipalities, working together to promote and undertake wise management of the resources of the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It takes in one of the fastest growing regions in the province, with a population of more than 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

In 2014, the GRCA will continue to work on the development and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed under the *Clean Water Act, 2006*. The plans are awaiting approval by the Ministry of the Environment. Besides supporting the Ministry in the review of the plans, the focus of the Source Protection Program is now on supporting municipalities and other agencies in their preparation for implementing the plans.

Also of great importance, and complementary to Source Protection Planning, is the update of the Grand River Basin Water Management Plan. The original study was completed in 1982 and addressed the preferred methods to tackle the watershed-wide issues of flood damages, water quality and water supply. The update is looking at the needs of watershed communities for the next 25 years and take into account the pressing issues raised by rapid population growth, farm intensification and climate change. In the fall in 2013 a draft plan was completed. GRCA will continue with outreach to engaged sectors in 2014 and work with our partners for endorsement of the Plan. It will be officially launched in early 2015.

Major capital projects planned for this year include the Cambridge floodwall repair, channel clean out through the Village of Drayton, an asset management plan for water control structures, gate inspection and maintenance at Shand, Conestogo and Guelph dams and completion of the reconstruction of the Drimmie Dam in Elora.

## **1. Watershed Management and Monitoring**

Watershed management and monitoring programs protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed. Activities include operation of flood and erosion control structures such as dykes and dams; flood forecasting and warning; water quality monitoring; restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

### **Operating Expenditures:**

Watershed Studies	\$ 156,000 (Table 1)
Water Resources Planning and Environment	\$1,508,400 (Table 2)
Flood Forecasting and Warning	\$ 726,400 (Table 3)
Water Control Structures	\$1,653,800 (Table 4)
Division Support	\$ 342,000 (Table 6)

**Capital Expenditures:** \$2,150,000 (Section B)

**Total Expenditures:** \$6,536,600

**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:** \$1,838,000 (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	\$ 1,303,400 (Table 7)
Conservation Services	\$ 589,000 (Table 8)
Stream Management	\$ 126,300 (Table 9)
Communications and Foundation	\$ 596,600 (Table 10)

**Capital Expenditures:** NIL

**Total Expenditures:** \$2,615,300

#### **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	\$ 158,000 (Table 11)
Conservation Lands, Rentals, Misc	\$3,455,800 (Table 14-Conservation Lands)
Hydro Production	\$ 236,000 (Table 14-Hydro Production)

**Capital Expenditures:** NIL

**Total Expenditures:** \$3,849,800

#### **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:**       **\$993,500** (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:**       **\$6,374,000** (Table 14)  
**Capital Expenditures:**       **\$ 655,000** (Section B)  
**Total Expenditures:**         **\$7,029,000**

**Revenue sources:**  
 Conservation Area user fees and provincial grants.

## **7. Corporate services**

This includes the cost of head office functions such as accounting and human resources, as well as the cost of facilities, insurance, consulting and legal fees and expenses relating to the General Membership.

**Operating Expenditures:**       **\$3,225,373** (Table 13)  
**Capital Expenditures:**       **\$ 157,400** (Section B)  
**Total Expenditures:**         **\$3,382,773**

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



GRAND RIVER CONSERVATION AUTHORITY

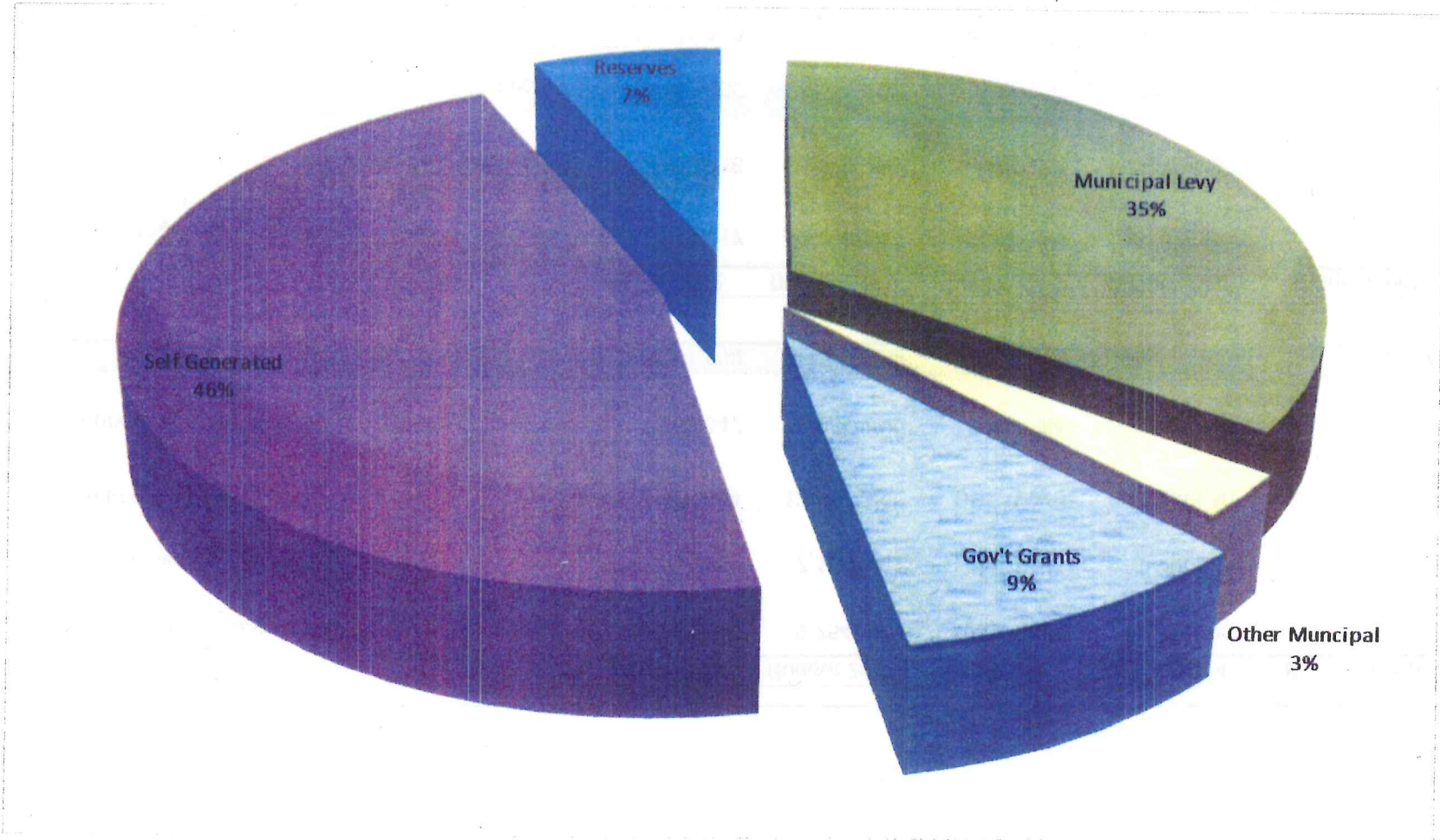
**BUDGET 2014 - Summary of Revenue and Expenditures**

FUNDING		Actual 2012	Budget 2012	Budget 2013	Budget 2014	Budget Incr/(decr)
Municipal General Levy Funding		9,754,000	9,754,000	10,044,000	10,292,000	248,000 2.5%
Other Government Grants		5,729,211	7,139,047	4,710,173	3,598,573	(1,111,600) -23.6%
Self-Generated Revenue		13,948,334	13,819,639	14,176,749	13,624,000	(552,749) -3.9%
Funding from Reserves		465,647	2,061,200	1,794,365	1,961,400	167,035 9.3%
<b>TOTAL FUNDING</b>		<b>29,897,192</b>	<b>32,773,886</b>	<b>30,725,287</b>	<b>29,475,973</b>	<b>(1,249,314)</b> -4.1%
EXPENDITURES		Actual 2012	Budget 2012	Budget 2013	Budget 2014	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	21,518,417	22,424,686	22,917,322	23,282,573	365,251 1.6%
Base Programs - Capital	SECTION B	2,836,216	4,777,200	4,267,365	2,962,400	(1,304,965) -30.6%
Special Projects	SECTION C	5,187,930	5,572,000	3,540,600	3,231,000	(309,600) -8.7%
<b>TOTAL EXPENDITURES</b>		<b>29,542,563</b>	<b>32,773,886</b>	<b>30,725,287</b>	<b>29,475,973</b>	<b>(1,249,314)</b> -4.1%
<b>NET RESULT</b>		<b>354,629</b>	<b>-</b>	<b>-</b>	<b>-</b>	



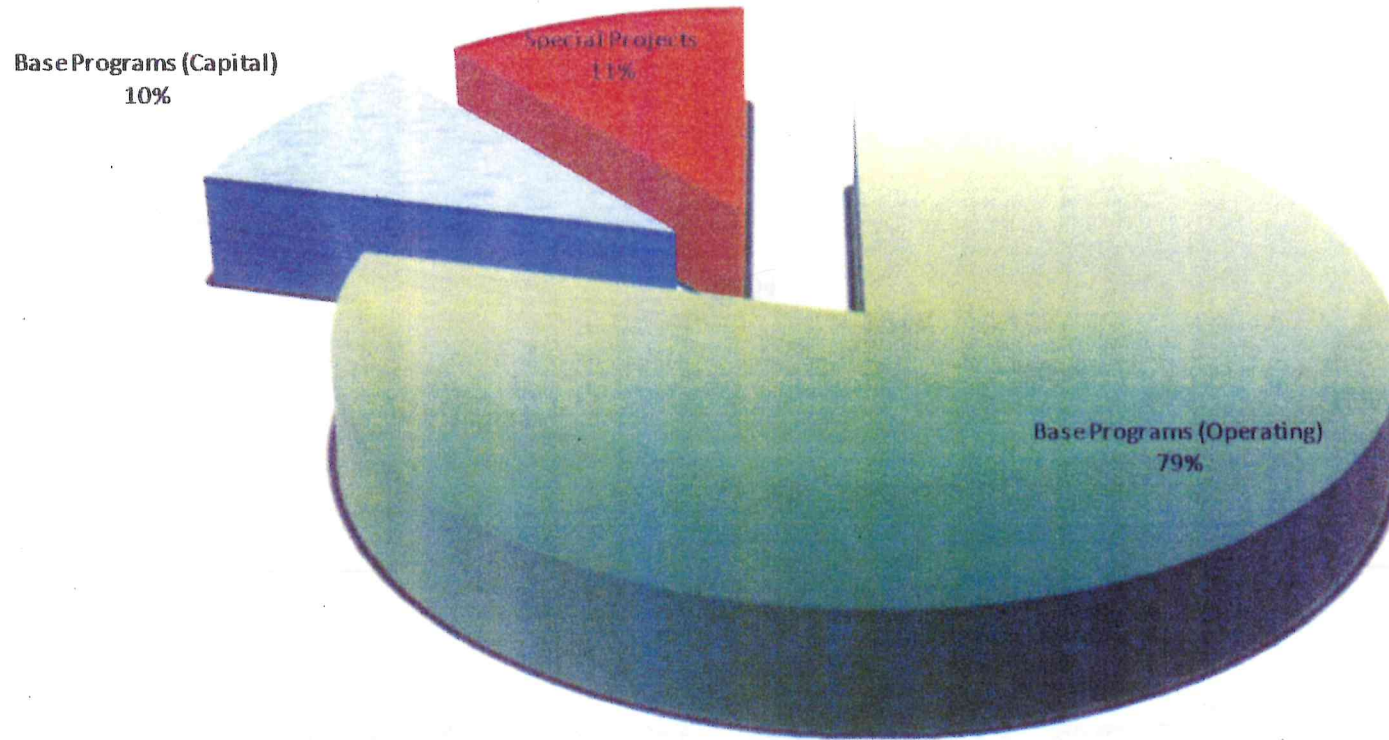
# 2014 Budget - Sources of Revenue

Total 2014 Budget Revenue = \$29.5 Million (\$ 30.7 Million in 2013)

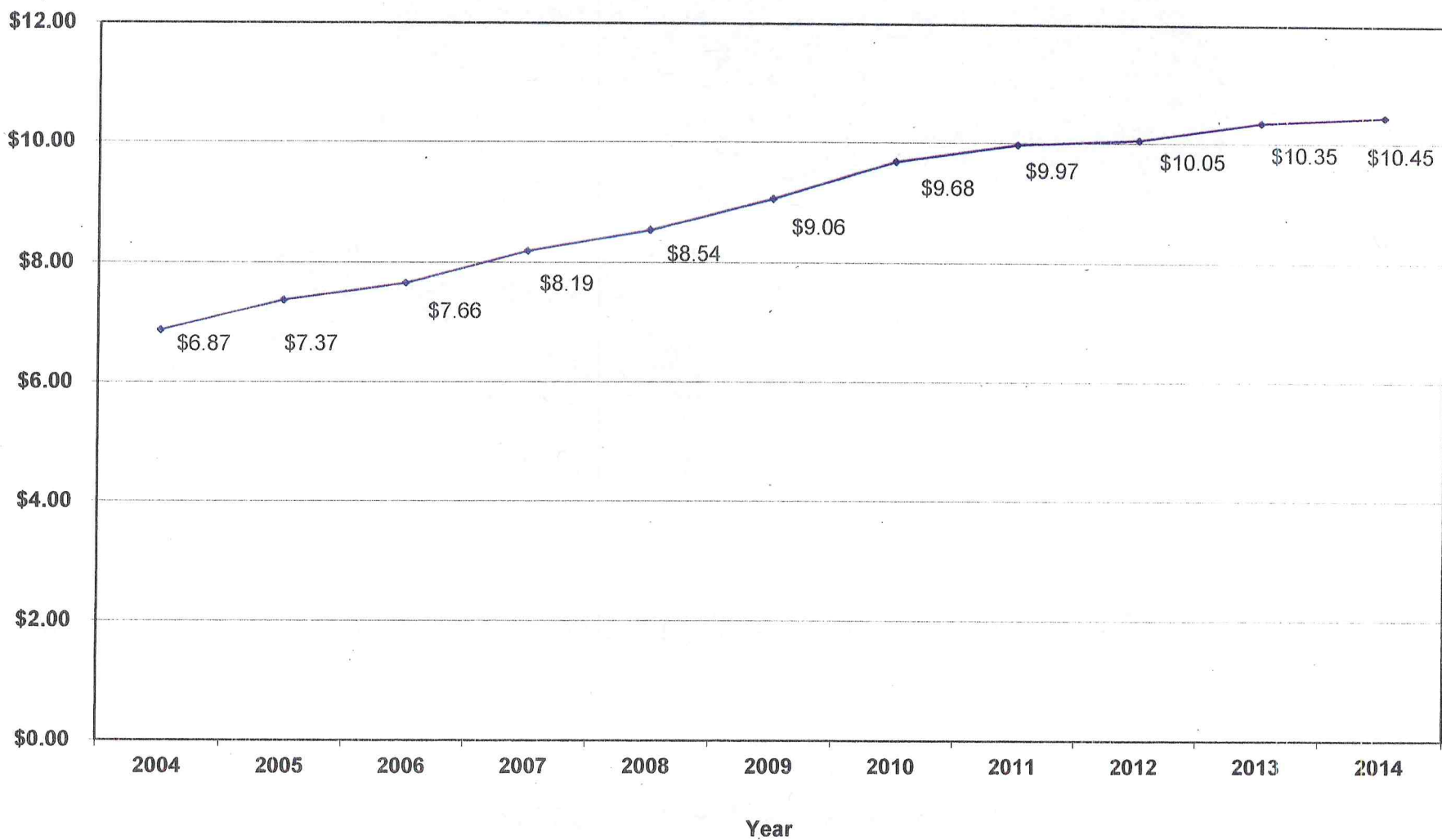


# 2014 Budget - Expenditures

2014 Budget Expenditures = \$29.5 Million (\$ 30.7 Million in 2013)



# GRCA Per Capita Levy





GRAND RIVER CONSERVATION AUTHORITY

Budget 2014 - Summary of Expenditures, Funding and Change in Municipal Levy

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 10	TABLE 11	TABLE 12	TABLE 13	TABLE 13	TABLE 14	TABLE 14	TABLE 14	
		Watershed Studies	Water Resources Planning & Environment	FFW	Water Control Structures	Resource Planning	Division Support	Forestry	Conservation Services	Stream Mgmt	Communications & Foundation	Conservation Lands	Environmental Education	Corporate Services	Surplus available to offset Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL
<b>2014 OPERATING</b>																			
TOTAL EXPENSES	A	156,000	1,508,400	726,400	1,653,800	1,838,000	342,000	1,303,400	589,000	126,300	596,600	158,000	993,500	3,225,373		3,455,800	236,000	6,374,000	23,282,573
TOTAL OTHER FUNDING	B	113,200	2,500	252,955	400,350	846,768	0	900,000	61,000	35,000	0	0	744,000	155,000		3,455,800	450,000	6,374,000	13,790,573
"Other Programs" Surplus/(Loss)	B less A																214,000		214,000
Surplus used to reduce Levy	C														(214,000)				214,000
Surplus 2013 carried forward to 2014															(200,000)				200,000
2014 Levy	A less B less C	42,800	1,505,900	473,445	1,253,450	991,232	342,000	403,400	528,000	91,300	596,600	158,000	249,500	3,070,373	(414,000)	0	0	0	9,292,000
<b>Levy Increase:</b>																			
2014 Levy		42,800	1,505,900	473,445	1,253,450	991,232	342,000	403,400	528,000	91,300	596,600	158,000	249,500	3,070,373	(414,000)				9,292,000
2013 Levy		42,800	1,562,000	455,445	1,209,450	1,024,932	333,000	373,900	512,300	59,800	580,700	153,000	232,600	3,085,772	(561,699)				9,044,000
Levy Increase over prior year		-	(56,100)	18,000	44,000	(33,700)	9,000	29,500	15,700	31,500	15,900	5,000	16,900	4,601	147,699	n/a	n/a	n/a	248,000
<b>2014 CAPITAL</b>																			
TOTAL EXPENSES	A		110,000	190,000		1,850,000								157,400				655,000	2,962,400
TOTAL OTHER FUNDING	B		100,000	-	1,050,000									157,400				655,000	1,962,400
2014 Levy	A less B	-	10,000	190,000	800,000									-				-	1,000,000
<b>Levy Increase:</b>																			
2014 Levy			10,000	190,000	800,000									-				-	1,000,000
2013 Levy			10,000	190,000	800,000									-				-	1,000,000
Levy Increase over prior year			-	-	-									-				-	-
<b>2014 SPECIAL</b>																			
TOTAL EXPENSES	A	280,000			790,000				816,000			360,000						985,000	3,231,000
TOTAL OTHER FUNDING	B	280,000			790,000				816,000			360,000						985,000	3,231,000
2013 Levy	A less B	-	-	-	-				-			-						-	-
																		TOTAL EXPENSES	29,475,973
																		TOTAL FUNDING	29,475,973
																		NET RESULT	-

## Grand River Conservation Authority Summary of Municipal Levy - 2014 Budget

DRAFT January 24, 2014

	% CVA in Watershed	2013 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2014 Budget Operating Levy	2014 Budget Capital Levy	2014 Budget Total Levy	Actual 2013 Levy	% Change
Brant County	84.0%	5,087,948,734	4,273,876,936	3.1%	291,249	31,344	322,593	325,807	-0.99%
Brantford C	100.0%	11,332,759,309	11,332,759,309	8.3%	772,286	83,113	855,399	878,898	-2.67%
Amaranth Twp	82.0%	584,219,945	479,060,355	0.4%	32,646	3,513	36,159	36,109	0.14%
East Garafraxa Twp	80.0%	450,819,635	360,655,708	0.3%	24,577	2,645	27,222	28,546	-4.64%
Town of Grand Valley	100.0%	308,471,510	308,471,510	0.2%	21,021	2,262	23,283	22,658	2.76%
Melancthon Twp	56.0%	429,248,455	240,379,135	0.2%	16,381	1,763	18,144	18,051	0.52%
Southgate Twp	6.0%	744,049,265	44,642,956	0.0%	3,042	327	3,369	3,132	7.57%
Haldimand County	41.0%	5,724,480,977	2,347,037,201	1.7%	159,942	17,213	177,155	180,002	-1.58%
Norfolk County	5.0%	7,669,971,996	383,498,600	0.3%	26,134	2,813	28,947	28,769	0.62%
Halton Region	10.2%	31,211,740,348	3,194,986,338	2.3%	217,727	23,432	241,159	217,596	10.83%
Hamilton City (estimated)	4.7%	69,589,855,415	3,270,723,205	2.4%	222,888	23,987	246,875	243,115	1.55%
Oxford County	38.1%	3,240,944,186	1,235,610,582	0.9%	84,202	9,062	93,264	87,218	6.93%
North Perth T	2.0%	1,559,316,687	31,186,334	0.0%	2,125	229	2,354	2,271	3.65%
Perth East Twp	40.0%	1,428,198,317	571,279,327	0.4%	38,931	4,190	43,121	39,582	8.94%
Waterloo Region	100.0%	77,728,100,457	77,728,100,457	57.0%	5,296,883	570,047	5,866,931	5,695,177	3.02%
Centre Wellington Twp	100.0%	3,805,704,406	3,805,704,406	2.8%	259,345	27,911	287,256	282,548	1.67%
Erin T	49.0%	2,076,627,298	1,017,547,376	0.7%	69,342	7,463	76,805	75,195	2.14%
Guelph C	100.0%	20,190,121,046	20,190,121,046	14.8%	1,375,882	148,072	1,523,954	1,472,961	3.46%
Guelph Eramosa Twp	100.0%	2,194,488,973	2,194,488,973	1.6%	149,546	16,094	165,640	163,033	1.60%
Mapleton Twp	95.0%	1,221,790,697	1,160,701,162	0.9%	79,098	8,512	87,610	82,150	6.65%
Wellington North Twp	51.0%	1,310,396,996	668,302,468	0.5%	45,542	4,901	50,443	49,260	2.40%
Puslinch Twp	75.0%	2,019,393,247	1,514,544,935	1.1%	103,211	11,107	114,318	111,922	2.14%
<b>Total</b>		<b>249,908,647,899</b>	<b>136,353,678,319</b>	<b>100.00%</b>	<b>9,292,000</b>	<b>1,000,000</b>	<b>10,292,000</b>	<b>10,044,000</b>	<b>2.47%</b>

# **SECTION A**

## **BASE PROGRAMS – OPERATING**

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2014 vs Budget 2013

	Actual 2012	Budget 2013	Budget 2014	Incr/(Decr)	%age change
<b><u>EXPENDITURES</u></b>					
OPERATING EXPENSES	21,518,417	22,917,322	23,282,573	365,251	1.59%
<b>Total Expenses</b>	<b>21,518,417</b>	<b>22,917,322</b>	<b>23,282,573</b>	<b>365,251</b>	<b>1.59%</b>
<b><u>SOURCES OF FUNDING</u></b>					
MUNICIPAL GENERAL LEVY (NOTE)	8,051,539	9,044,000	9,292,000	248,000	2.74%
MUNICIPAL SPECIAL LEVY	30,206	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	1,095,742	923,573	978,573	55,000	5.96%
SELF-GENERATED	11,862,567	12,421,120	12,638,000	216,880	1.75%
RESERVES	176,949	124,000	124,000	-	0.00%
SURPLUS CARRYFORWARD	301,414	354,629	200,000	(154,629)	-43.60%
<b>Total BASE Funding</b>	<b>21,518,417</b>	<b>22,917,322</b>	<b>23,282,573</b>	<b>365,251</b>	<b>1.59%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$248,000 levy increase.

**TABLE 1****Watershed Studies**

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

***Specific Activities:***

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



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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Grand River Watershed Management Plan-Communications	28,524	30,000	30,000	0
Water Quality	15,850	26,000	26,000	0
Ground Water Modelling	618	0	0	0
Chilligo-Hopewell Creek	60,409	100,000	100,000	0
Soft Path Pilot Project-Fergus\Elora	3,334	0	0	0
Large Scale Hydrology	0	0	0	0
Grand River Thermal Imagery	11,000	0	0	0
Funding to Reserves	0	0	0	0
<b>TOTAL EXPENSE</b>	<b>119,735</b>	<b>156,000</b>	<b>156,000</b>	<b>0</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other	30,206	50,000	50,000	0
MNR Grant	33,000	33,200	33,200	0
Prov & Federal Govt	1,406	0	0	0
Donations	14,599	3,000	3,000	0
Miscellaneous	3,464	0	0	0
Funds taken from Reserves	0	27,000	27,000	0
<b>TOTAL FUNDING</b>	<b>82,675</b>	<b>113,200</b>	<b>113,200</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>37,060</b>	<b>42,800</b>	<b>42,800</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>0</b>

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

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

***Specific Activities:***

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

**TABLE 2**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<i>incr/(decr)</i>
Salary and Benefits	1,206,092	1,257,200	1,194,900	(62,300)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	236,832	252,700	257,800	5,100
Other Operating Expenses	21,694	54,600	55,700	1,100
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>1,464,618</b>	<b>1,564,500</b>	<b>1,508,400</b>	<b>(56,100)</b>
<b>Funding</b>				<i>(incr)/decr</i>
Prov & Federal Govt	4,573	2,500	2,500	-
Donations				
<b>TOTAL FUNDING</b>	<b>4,573</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,460,045</b>	<b>1,562,000</b>	<b>1,505,900</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(56,100)</b>

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

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

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

***Specific Activities:***

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

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	308,863	379,400	390,800	11,400
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	253,629	273,900	279,400	5,500
Other Operating Expenses	61,333	55,100	56,200	1,100
<b>TOTAL EXPENSE</b>	<b>623,825</b>	<b>708,400</b>	<b>726,400</b>	<b>18,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	252,755	252,955	252,955	-
Prov & Federal Govt	630			
Self Generated				
Recoverable Corporate Services Expenses				
Funds taken from Reserves				
Surplus Carryforward from Prior Year				
<b>TOTAL FUNDING</b>	<b>253,385</b>	<b>252,955</b>	<b>252,955</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>370,440</b>	<b>455,445</b>	<b>473,445</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>18,000</b>

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

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

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

***Specific Activities:***

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

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	947,966	1,016,700	1,047,200	30,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	27,718	30,600	31,200	600
Property Taxes	156,308	163,100	168,000	4,900
Other Operating Expenses	299,194	399,400	407,400	8,000
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>1,431,186</b>	<b>1,609,800</b>	<b>1,653,800</b>	<b>44,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	400,550	400,350	400,350	-
<b>TOTAL FUNDING</b>	<b>400,550</b>	<b>400,350</b>	<b>400,350</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,030,636</b>	<b>1,209,450</b>	<b>1,253,450</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>44,000</b>



## TABLE 5

### A. PLANNING - Regulations

This category includes costs and revenues associated with administering the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* made under the *Conservation Authorities Act*. This includes permit review, inspections, permit issuance, enforcement and follow-up, which may include defending appeals.

#### *Specific Activities:*

- Process over 600 permits each year related to development, alteration or activities that may interfere with the following types of lands:
  - ravines, valleys, steep slopes
  - wetlands including swamps, marshes, bogs, and fens
  - any river, creek, floodplain or valley land
  - the Lake Erie shoreline
- The regulation applies to the development activities listed below in the areas listed above:
  - the construction, reconstruction, erection or placing of a building or structure of any kind,
  - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure
  - site grading
  - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- maintain policies and guidelines to assist in the protection of sensitive environmental lands (i.e. Policies for the Administration of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems



**TABLE 5****B. PLANNING - Municipal Plan Input and Review**

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning Bylaws, Environmental Assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements. It also includes watershed management consulting outside of the Grand River watershed, which is done from time-to-time on a fee-for-service basis.

***Specific Activities:***

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial 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>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,466,293	1,647,900	1,617,300	(30,600)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	203,035	207,000	211,100	4,100
Amount set aside to Reserves	70,000			-
Other Operating Expenses	2,671	19,400	9,600	(9,800)
<b>TOTAL EXPENSE</b>	<b>1,741,999</b>	<b>1,874,300</b>	<b>1,838,000</b>	<b>(36,300)</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	114,768	114,568	114,568	-
Donations		4,000	4,000	-
Self Generated	713,105	730,800	728,200	2,600
<b>TOTAL FUNDING</b>	<b>827,873</b>	<b>849,368</b>	<b>846,768</b>	<b>2,600</b>
<b>Net Funded by General Municipal Levy</b>	<b>914,126</b>	<b>1,024,932</b>	<b>991,232</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(33,700)</b>

**TABLE 6****Resource Management Division Support**

Provides support services to the Engineering and Resource Management Divisions (i.e. all activities outlined in Table 1 to 4 above).

***Specific Spending:***

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

**TABLE 6**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Management Division Support**

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	127,469	132,700	136,700	4,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	15,945	19,000	19,400	400
Insurance	117,814	125,700	129,400	3,700
Other Operating Expenses	71,178	55,600	56,500	900
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>332,406</b>	<b>333,000</b>	<b>342,000</b>	<b>9,000</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial	11,255			
<b>TOTAL FUNDING</b>	<b>11,255</b>	-	-	-
<b>Net Funded by General Municipal Levy</b>	<b>321,151</b>	<b>333,000</b>	<b>342,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>9,000</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>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	455,714	413,800	426,200	12,400
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	39,560	53,200	54,200	1,000
Other Operating Expenses	601,953	806,900	823,000	16,100
<b>TOTAL EXPENSE</b>	<b>1,097,227</b>	<b>1,273,900</b>	<b>1,303,400</b>	<b>29,500</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	0	30,000	30,000	0
Self Generated	796,379	870,000	870,000	0
Funds taken from Reserves	0	0	0	0
<b>TOTAL FUNDING</b>	<b>796,379</b>	<b>900,000</b>	<b>900,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>300,848</b>	<b>373,900</b>	<b>403,400</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>29,500</b>

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

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

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

***Specific Activities:***

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

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	375,695	435,500	448,500	13,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	80,604	85,300	87,000	1,700
Other Operating Expenses	15,086	52,500	53,500	1,000
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>471,385</b>	<b>573,300</b>	<b>589,000</b>	<b>15,700</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial Grants	1,000	30,000	30,000	-
Donations	-	-	-	-
Funds taken from Reserves	1,543	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>2,543</b>	<b>61,000</b>	<b>61,000</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>468,842</b>	<b>512,300</b>	<b>528,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>15,700</b>



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

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

This category provides fisheries management services.

***Specific Activities:***

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

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	72,313	30,200	96,100	4,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	24,995	27,600	28,200	1,100
+ Other Operating Expenses	1,029	2,000	2,000	-
<b>TOTAL EXPENSE</b>	<b>98,337</b>	<b>59,800</b>	<b>126,300</b>	<b>5,700</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial Grants			35,000	(35,000)
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>(35,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>98,337</b>	<b>59,800</b>	<b>91,300</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(29,300)</b>

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

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

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

The Grand River Conservation Foundation provides private sector funding for GRCA projects with limited or no other sources of revenue. This category includes operational costs related to fundraising.

***Specific Activities:***

- prepare and distribute brochures and publications; maintain displays and the website.
- respond to media inquiries and prepare media releases.
- make presentations to municipal councils, private and public landowners, community groups, service clubs, and the general public.
- approach potential donors for financial support.
- orient and train volunteers to assist with fund raising
- provide site tours and other events to stakeholders

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	448,579	429,900	442,800	12,900
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	60,316	73,100	74,600	1,500
Other Operating Expenses	60,703	77,700	79,200	1,500
<b>TOTAL EXPENSE</b>	<b>569,598</b>	<b>580,700</b>	<b>596,600</b>	<b>15,900</b>
<b>Funding</b>				<b>(incr)/decr</b>
Donations	-	-	-	-
<b>TOTAL FUNDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>569,598</b>	<b>580,700</b>	<b>596,600</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>15,900</b>

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

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

***Specific Spending:***

- Property Taxes

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

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Property Taxes	158,480	153,000	158,000	5,000
<b>TOTAL EXPENSE</b>	<b>158,480</b>	<b>153,000</b>	<b>158,000</b>	<b>5,000</b>
<b>Funding</b>				
<b>TOTAL FUNDING</b>	-	-	-	-
<b>Net Funded by General Municipal Levy</b>	<b>158,480</b>	<b>153,000</b>	<b>158,000</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>5,000</b>

**TABLE 12****Environmental Education**

This category includes costs and revenues associated with outdoor education facilities, which provide education and information about conservation, the environment and the Conservation Authority's programs to 50,000 students in 6 school boards and 16,000 members of the general public annually. The majority of funding for this program comes from school boards, the Grand River Conservation Foundation and public program fees.

***Specific Activities:***

- operate 6 outdoor education centres under contract with watershed school boards, providing hands-on, curriculum-based, outdoor education (App's Mills near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge and Rockwood)
- offer curriculum support materials and workshops to watershed school boards
- offer conservation day camps to watershed children and interpretive community programs to the public (user fees apply)

**TABLE 12**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Environmental Education**

<b>OPERATING</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	717,345	707,500	693,700	-13,800
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	33,772	42,800	68,700	25,900
Insurance	14,215	11,500	11,900	400
Property Taxes	15,517	16,800	17,300	500
Other Operating Expenses	248,648	193,500	197,400	3,900
Amount set aside to Reserves	4,500	4,500	4,500	0
<b>TOTAL EXPENSE</b>	<b>1,033,997</b>	<b>976,600</b>	<b>993,500</b>	<b>16,900</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial & Federal Grants	4,713	0	0	0
Donations	57,545	50,000	50,000	0
Self Generated	747,219	694,000	694,000	0
<b>TOTAL FUNDING</b>	<b>809,477</b>	<b>744,000</b>	<b>744,000</b>	<b>0</b>
				<b>incr/(decr)</b>
Net Result 'not' funded by Levy		0	0	<b>0</b>
Net Funded by General Municipal Levy	224,520	232,600	249,500	
<b>Net incr/(decr) to Municipal Levy</b>				<b>16,900</b>



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

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

**Specific Activities:**

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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

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

<b>Budget 2014</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,757,800	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	365,000	
Insurance	59,800	
Property Taxes		
Other Operating Expenses	1,042,773	
Amount set aside to Reserves	-	
<b>TOTAL EXPENSE</b>	<b>3,225,373</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Self Generated		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
Surplus 2013 carried forward to 2014		
<b>TOTAL FUNDING</b>	<b>155,000</b>	
Net Result before surplus adjustments	3,070,373	
Surplus from Other Programs used to reduce Levy		214,000
Nature Centre Program Loss not funded by Levy		
2013 Surplus Carried Forward to 2014 used to reduce Levy		200,000
<b>Net Funded by General Municipal Levy</b>	<b>3,070,373</b>	<b>414,000</b>

<b>Budget 2013</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,769,700	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	372,900	
Insurance	64,900	
Property Taxes		
Other Operating Expenses	1,013,272	
Amount set aside to Reserves	-	
<b>TOTAL EXPENSE</b>	<b>3,220,772</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Self Generated		
Recoverable Corporate Services Expenses	70,000	
Funds taken from Reserves	15,000	
Surplus 2011 carried forward to 2012		
<b>TOTAL FUNDING</b>	<b>155,000</b>	
Net Result before surplus adjustments	3,065,772	
Surplus from Other Programs used to reduce Levy		
Nature Centre Program Loss not funded by Levy		
2012 Surplus Carried Forward to 2013 used to reduce Levy		354,629
<b>Net Funded by General Municipal Levy</b>	<b>3,065,772</b>	<b>354,629</b>

<b>ACTUAL 2012</b>		Surplus available to offset Municipal Levy Increase
<b>Expenses:</b>		
Salary and Benefits	1,672,757	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	353,215	
Insurance	60,122	
Other Operating Expenses	751,355	
Amount set aside to Reserves	167,000	
<b>TOTAL EXPENSE</b>	<b>3,004,449</b>	
<b>Funding</b>		
Municipal Other		
MNR Grant	70,000	
Provincial Grants		
Donations		
Recoverable Corporate Services Expenses	116,980	
Funds taken from Reserves		
Surplus 2009 carried forward to 2010		
<b>TOTAL FUNDING</b>	<b>186,980</b>	
Net Result before surplus adjustments	2,817,469	
Surplus from Other Programs used to reduce Levy		(422,483)
2010 Surplus Carried Forward to 2011 used to reduce Levy		(131,991)
<b>Net Funded by General Municipal Levy</b>	<b>2,817,469</b>	<b>(554,474)</b>

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

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

*Specific Activities:*

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate “passive” conservation areas in order to conserve forests and wildlife habitat. Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). Necessary funding is raised by The Grand River Conservation Foundation
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 60 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- host controlled hunts at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs
- Summer Experience Program and other provincial or federal programs

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

### **TABLE 14 (b)**

#### **HYDRO PRODUCTION**

This program generates revenue from 'hydro production'.

##### *Specific Activities:*

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

### **TABLE 14 (c)**

#### **CONSERVATION AREAS**

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

##### *Specific Activities:*

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



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

		Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
<b>Budget 2014 - OPERATING</b>								
<b>Expenses:</b>								
	Salary and Benefits	1,032,000	409,000		1,441,000	56,300	3,478,100	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	158,150	59,500		217,650		180,700	
	Insurance	172,900	19,600		192,500	11,700		
	Property Taxes		150,400		150,400		63,600	
	Other Operating Expenses (consulting etc)	509,800	870,700	70,000	1,450,500	33,000	2,501,600	
	Amount set aside to Reserves	3,750			3,750	135,000	150,000	
	<b>TOTAL EXPENSE</b>	<b>1,876,600</b>	<b>1,509,200</b>	<b>70,000</b>	<b>3,455,800</b>	<b>236,000</b>	<b>6,374,000</b>	<b>10,065,800</b>
<b>Funding</b>								
	Provincial Funding						40,000	
	Donations	65,000			65,000		27,000	
	Self Generated	86,000	3,155,800	98,000	3,339,800	450,000	6,307,000	
	Funds taken from Reserves	1,000	50,000		51,000			
	Municipal General Levy Funding							
	<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,205,800</b>	<b>98,000</b>	<b>3,455,800</b>	<b>450,000</b>	<b>6,374,000</b>	<b>10,279,800</b>
	<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,724,600)</b>	<b>1,696,600</b>	<b>28,000</b>		<b>214,000</b>		<b>214,000</b>
<b>Budget 2013 - OPERATING</b>								
<b>Expenses:</b>								
	Salary and Benefits	1,002,000	397,200		1,399,200	54,600	3,376,800	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	155,100	58,400		213,500		177,200	
	Insurance	175,600	25,800		201,400	14,300		
	Property Taxes		146,000		146,000		61,800	
	Other Operating Expenses (consulting etc)	499,800	853,600	124,000	1,477,400	32,500	2,489,800	
	Amount set aside to Reserves	3,750			3,750	135,000	50,000	
	<b>TOTAL EXPENSE</b>	<b>1,836,250</b>	<b>1,481,000</b>	<b>124,000</b>	<b>3,441,250</b>	<b>236,400</b>	<b>6,155,600</b>	<b>9,833,250</b>
<b>Funding</b>								
	Provincial Funding			20,000	20,000			
	Donations	65,000			65,000		27,000	
	Self Generated	86,000	3,076,320	132,000	3,294,320	450,000	6,133,000	
	Funds taken from Reserves	1,000	50,000		51,000			
	Municipal General Levy Funding							
	<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,126,320</b>	<b>152,000</b>	<b>3,430,320</b>	<b>450,000</b>	<b>6,160,000</b>	<b>10,040,320</b>
	<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,684,250)</b>	<b>1,645,320</b>	<b>28,000</b>	<b>(10,930)</b>	<b>213,600</b>	<b>4,400</b>	<b>207,070</b>
<b>Actual 2012 - OPERATING</b>								
<b>Expenses:</b>								
	Salary and Benefits	988,706	329,688		1,318,394	48,398	3,212,308	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	104,002	59,154		163,156		217,980	
	Insurance	166,612	23,275		189,887	11,585		
	Property Taxes		122,095		122,095		56,129	
	Other Expenses	426,665	794,975	68,716	1,290,356	143,855	1,978,872	
	Amount set aside to Reserves	1,466	106,000	80,000	187,466	45,000	245,000	
	<b>TOTAL EXPENSE</b>	<b>1,687,451</b>	<b>1,435,187</b>	<b>148,716</b>	<b>3,271,354</b>	<b>248,838</b>	<b>5,710,289</b>	<b>9,230,481</b>
<b>Funding</b>								
	Provincial		2,100		2,100		45,445	
	Donations	109,537			109,537		107,034	
	Self Generated	71,454	2,978,723	140,793	3,190,970	410,641	5,616,319	
	Funds taken from Reserves	14,473	116,445	40,000	170,918			
	<b>TOTAL FUNDING</b>	<b>195,464</b>	<b>3,097,268</b>	<b>180,793</b>	<b>3,473,525</b>	<b>410,641</b>	<b>5,768,798</b>	<b>9,652,964</b>
	<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,491,987)</b>	<b>1,662,081</b>	<b>32,077</b>	<b>202,171</b>	<b>161,803</b>	<b>58,509</b>	<b>422,483</b>

## OTHER INFORMATION

### 1. INFORMATION SYSTEMS - COMPUTER CHARGES

A computer charge is allocated to the individual sections based on the number of users and the nature of system usage. Effectively, computer costs are included with administrative costs on Tables 1 to 14.

Computer charges include costs associated with implementing and operating corporate information technology.

#### *Specific Activities:*

- Develop and implement the GRCA's long-term information technology and telecommunications plan. Create and maintain standards for the development and use of corporate data
- Manage and support the GRCA's server, network and personal computer infrastructure for geographic information systems (GIS); flood forecasting and warning, including real-time data collection and dissemination of water quantity and quality monitoring station information; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance and human resources
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers for use at outdoor education centres
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office and Conservation Areas
- Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets
- Support and manage mobile phones, blackberry devices, and pagers

## 2. VEHICLE, EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included with administrative costs or other operating expenses, as applicable, on Tables 1 to 14.

### *Specific Activities:*

- Maintain a fleet of vehicles and equipment to support all GRCA programs.
- Purchases of new vehicles and/or equipment.
- Disposal of used equipment.
- Lease certain equipment.

**SECTION B**

**BASE PROGRAMS – CAPITAL**



## SECTION B – CAPITAL BUDGET

Capital Spending in 2013 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

- Asset Management Plan – Major Water Control Structures
- Flood wall repair – City of Cambridge
- Channel Cleanout – Town of Drayton
- Gate Maintenance – Conestogo Dam
- Gate Inspection and Maintenance – Guelph Dam
- Embankment maintenance and Stop Log Replacement – Luther dam
- Gate Repair Design – Shand Dam
- Replace Stop logs – New Dundee, Caledonia and Dunnville Dams
- Repair Embankment – Baden Dam
- Dyke Safety Studies – Brantford, Cambridge, Bridgeport Dykes
- Replacement of Drimmie Dam in the village of Elora

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 2014**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2014 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,850,000				1,850,000
Conservation Areas Capital Projects					655,000		655,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						157,400	157,400
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,850,000</b>	<b>-</b>	<b>655,000</b>	<b>157,400</b>	<b>2,962,400</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			875,000				875,000
Self Generated					600,000		600,000
Funding from Reserves	100,000		175,000		55,000	157,400	487,400
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>1,050,000</b>	<b>-</b>	<b>655,000</b>	<b>157,400</b>	<b>1,962,400</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>10,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**BUDGET 2013 - CAPITAL**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2013 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			3,000,000				3,000,000
Conservation Areas Capital Projects					622,000		622,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						345,365	345,365
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>3,000,000</b>	<b>-</b>	<b>622,000</b>	<b>345,365</b>	<b>4,267,365</b>
<b>Funding</b>							
Municipal Special Levy			200,000				200,000
Prov & Federal Govt			1,450,000				1,450,000
Self Generated					622,000		622,000
Funding from Reserves	100,000		550,000			345,365	995,365
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>2,200,000</b>	<b>-</b>	<b>622,000</b>	<b>345,365</b>	<b>3,267,365</b>
<b>Net Funded by General CAPITAL Levy</b>	<b>10,000</b>	<b>190,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**ACTUAL 2012 - CAPITAL**

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL 2012 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	58,964						58,964
Flood Forecasting Warning Hardware and Gauges		170,637					170,637
Flood Control Structures-Major Maintenance			678,113				678,113
Conservation Areas Capital Projects					1,127,425		1,127,425
PSAB Project							-
Building Major Maintenance							-
Funding to Reserves			783,000			96,570	879,570
Net IT/MP Capital spending from/(to) Reserve						(78,493)	(78,493)
<b>TOTAL EXPENSE</b>	<b>58,964</b>	<b>170,637</b>	<b>1,461,113</b>	<b>-</b>	<b>1,127,425</b>	<b>18,077</b>	<b>2,836,216</b>
<b>Funding</b>							
Municipal-Other			36,400				36,400
Prov & Federal Govt			253,024				253,024
Donations							-
Self Generated					1,127,425	18,077	1,145,502
Funding from Reserves		53,457					53,457
<b>TOTAL FUNDING</b>	<b>-</b>	<b>53,457</b>	<b>289,424</b>	<b>-</b>	<b>1,127,425</b>	<b>18,077</b>	<b>1,488,383</b>
<b>Net Funded by General Municipal Levy - CAPITAL</b>	<b>58,964</b>	<b>117,180</b>	<b>1,171,689</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,347,833</b>

# **SECTION C**

## **SPECIAL PROJECTS**

## SECTION C – SPECIAL PROJECTS

This category of activity represents projects that the GRCA undertakes where special one time and/or multi-year funding is applicable. The duration of these projects is typically one year although in some instances projects may extend over a number years, such as Source Protection Planning. External funding is received to undertake these projects.

The main project in this category is the Source Protection Planning project which commenced in 2008 and the planning phase is expected to transition into the implementation phase in 2014. Work includes research and studies related to the development of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The plans are currently under review by the Ministry of the Environment

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 2014

EXPENDITURES	ACTUAL 2012	BUDGET 2013	BUDGET 2014
Dundas Valley Groundwater Study	0	0	0
Grand River Management Plan	513,415	725,000	200,000
Subwatershed Plans - City of Kitchener	57,234	80,000	80,000
Climate Change Monitoring	73,702	16,000	0
Ecological Decision Framework	15,889	220,000	0
Floodplain Mapping - Schneider's Creek	47,879	0	0
RWQP - Capital Grants	729,386	700,000	700,000
Brant/Brantford Children's Water Festival	26,365	26,000	26,000
Species at Risk	20,114	25,000	25,000
Trees for Mapleton	10,616	66,000	65,000
Ecological Restoration	302,128	513,000	0
Trees for Guelph	33,283	40,000	40,000
Trails Capital Maintenance	5,534	0	0
Chillico Pond	8,232	0	0
Emerald Ash Borer			900,000
Taquanyah	205,303	55,000	20,000
Lands Mgmt - Land Purchases	8,505	300,000	300,000
Lands Mgmt - Development Costs	48,496	50,000	50,000
Mill Creek Rangers	30,757	35,000	35,000
Grand River Country	29,360	45,000	-
<b>Total SPECIAL Projects 'Other'</b>	<b>2,166,198</b>	<b>2,896,000</b>	<b>2,441,000</b>
SCH 1b <b>Source Protection Program</b>	<b>3,021,732</b>	<b>644,600</b>	<b>790,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>5,187,930</b>	<b>3,540,600</b>	<b>3,231,000</b>
<b>SOURCES OF FUNDING</b>			
Provincial Grants for Source Protection Program	3,021,732	644,600	790,000
OTHER GOVT FUNDING	1,299,381	1,491,000	905,000
SELF-GENERATED	631,576	730,000	186,000
FUNDING FROM RESERVES	235,241	675,000	1,350,000
<b>Total SPECIAL Funding</b>	<b>5,187,930</b>	<b>3,540,600</b>	<b>3,231,000</b>