

# INFORMATION ITEMS

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**Week Ending January 29, 2016**

## **REPORTS**

1. None

## **CORRESPONDENCE**

1. GRCA re: 2016 Budget and Levy Meeting Notice

## **BOARDS & COMMITTEES**

1. [Public Art Advisory Committee – October 14, 2015 Meeting Minutes](#)
2. [Public Art Advisory Committee – January 26, 2016 Meeting Minutes](#)

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

1. None



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CITY CLERK'S OFFICE

January 25, 2016.

BY COURIER

Stephen O'Brien, City Clerk,  
City of Guelph,  
City Hall, 1 Carden Street,  
Guelph, ON N1H 3A1

Dear Mr. O'Brien:

**Re: 2016 Budget and Levy Meeting**

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Friday, February 26, 2016, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2016 Budget and General Municipal Levy.

A Draft Budget was reviewed by the General Members on January 22, 2016, 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 \$10,809,000 which represents a 2.5% increase over 2015. 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 with an adjustment for the City of Hamilton, based upon a local agreement. The Preliminary Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2016. 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 one draft of the 2016 budget. The Levy requirement that is included in this Preliminary 2016 Budget will allow the "base" programs that were in place in 2015 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 blue ink, appearing to read "Keith Murch".

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





# **Preliminary 2016 Budget**

January 22nd, 2016





**Grand River Conservation Authority**

**2016 Budget**

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## GRCA 2016 Budget Highlights

As a successful partnership of 39 municipalities, working together to promote, restore and care for the Grand River watershed, the Grand River Conservation Authority (GRCA) is a leader in watershed management. The province of Ontario and many community groups also work with the GRCA to improve the watershed.

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

The prospect of high growth and the impact on natural resources and quality of life present an enormous challenge to the GRCA, its member municipalities and all watershed residents. There is an urgent need to work co-operatively to ensure wise stewardship of 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 established to offset most, if not all, of the cost of these services
- Revenues from property rentals and hydro generation at GRCA 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 2016, 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*. All four Source Protection Plans are now approved. The Kettle Creek and Catfish Creek plans came into effect on January 1, 2015, and the plans for the Long Point Region and Grand River watersheds will come into effect on July 1, 2016. Besides supporting municipalities and other agencies in implementing the plans, the focus will be on completing the water quantity risk assessment studies and development of water quantity policies, and the development of an annual progress reporting framework.

The **Water Management Plan** was endorsed in 2014 as an update to the 1982 Grand River Basin Study that charts a course of actions to reduce flood damages, ensure water supplies, improve water quality and build resilience to deal with a changing climate. The first annual progress report – A Report on Actions was published in 2015. Municipal, provincial and federal government, as well as Six Nations water managers meet quarterly to report on the progress of the commitments they made in the Plan. Annual progress reporting is projected through to 2019.

During 2016, the **redesign of the GRCA website** will be completed. The current GRCA website is widely used, and receives more than one million unique visits a year. However, it is more than a decade old in design and technology. The GRCA has been working with a consulting company to design a new website that will be visitor-friendly, providing more and better tools for customers. The new website is expected to launch in early 2016.

During 2016, the GRCA will continue to manage the **Emerald Ash Borer** infestation. The GRCA's Emerald Ash Borer Strategy includes a number of elements, such as detection, risk assessment, hazard tree removal, treatment and replacement plantings.

At the end of 2014, GRCA received approval for four years of funding for a **Volunteer Coordination Program**. This program became fully operational during 2015 and will continue through to 2018.

Major **water control capital projects** planned for 2016 include upgrades to backup generators and fuel systems at Shand, Guelph and Woolwich dams; completion of gate inspections at Guelph Dam; phase 2 of the Laurel Dam safety study; purchase of a backup trailer generator for Conestogo Dam; review of the gate electrical control system at Conestogo dam; a dam safety study update at Woolwich Dam; gate repairs and modifications at Woolwich dam; design of gate rehabilitation specifications for Woolwich Dam; stop log replacements at Caledonia and Dunnville; design of concrete and embankment repairs at Wellesley Dam; and continued design and rehabilitation of portions of the Brantford, Bridgeport and Cambridge dykes.

## **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:**

Water Resources Planning and Environment	\$2,027,400	(Table 1)
Flood Forecasting and Warning	\$ 760,700	(Table 2)
Water Control Structures	\$1,687,400	(Table 3)

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

**Total Expenditures:** **\$6,295,500**

**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 and agencies.

**Operating Expenditures:**       **\$1,974,500** (Table 4)

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

**Revenue sources:**

Permit fees, enquiry fees, plan review fees, provincial grants and municipal levy

## **3. Watershed stewardship**

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

**Operating Expenditures:**

Forestry & Conservation Land Taxes	\$ 1,456,300 (Table 5)
Conservation Services	\$ 814,700 (Table 6)
Communications and Foundation	\$ 654,300 (Table 7)

**Capital Expenditures:**

**NIL**

**Total Expenditures:**       **\$2,925,300**

**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, and hydro production at our dams.

**Operating Expenditures:**

Conservation Lands, Rentals, Misc	\$3,788,050 (Table 10-Conservation Lands)
Hydro Production	\$ 228,000 (Table 10-Hydro Production)



**Capital Expenditures:** NIL  
**Total Expenditures:** \$4,016,050

**Revenue sources:**

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

## **5. Education**

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

**Operating Expenditures:** \$1,178,900 (Table 8)  
**Capital Expenditures:** NIL

**Revenue sources:** School boards, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and municipal general levy.

## **6. Recreation**

This includes the costs and revenues associated with operating the GRCA's 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing and other activities at its parks. It provides 2,500 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1 million people visit GRCA parks each year. The parks are financially self-sufficient.

**Operating Expenditures:** \$6,476,000 (Table 10)  
**Capital Expenditures:** \$ 683,000 (Section B)  
**Total Expenditures:** \$6,917,000

**Revenue sources:**

Conservation Area user fees, donations 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:** \$3,187,023 (Table 9)  
**Capital Expenditures:** \$ 189,000 (Section B)  
**Total Expenditures:** \$4,376,023

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

GRAND RIVER CONSERVATION AUTHORITY

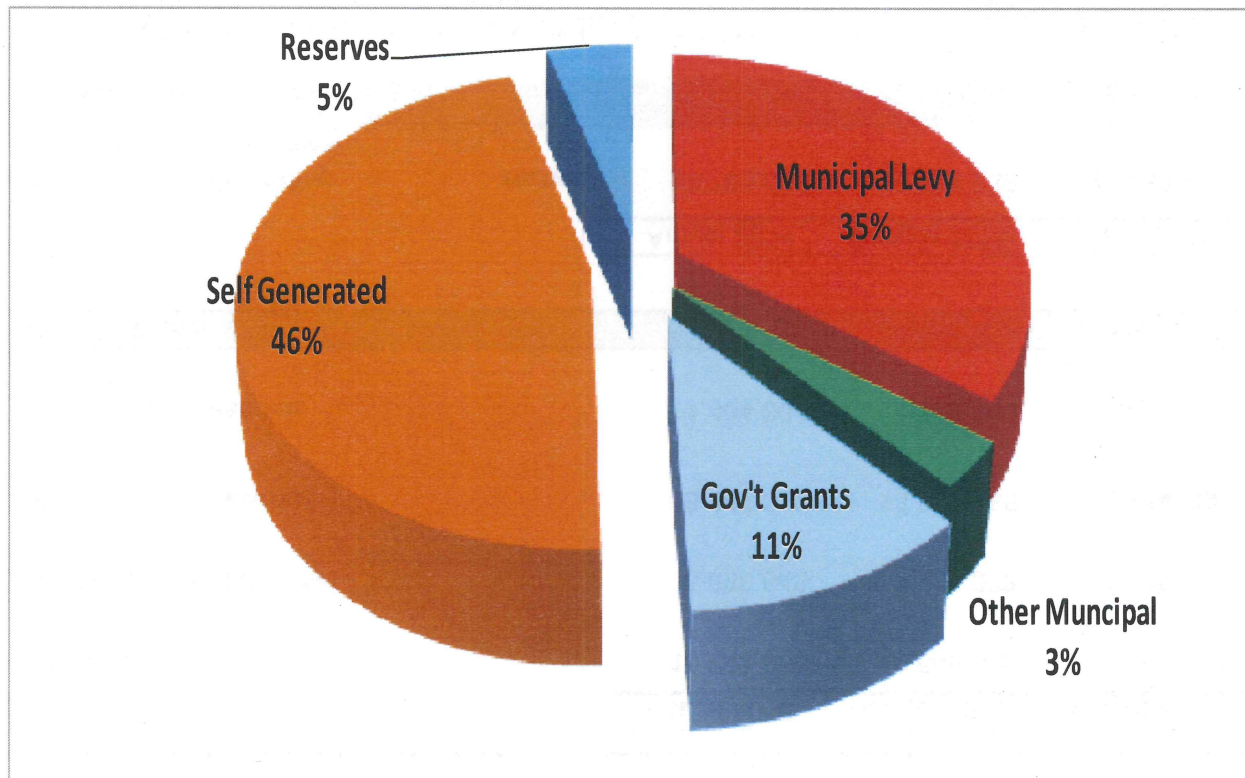
**BUDGET 2016 - Summary of Revenue and Expenditures**

FUNDING		Actual 2014	Budget 2015	Budget 2016	Budget Incr/(decr)
	Municipal General Levy Funding	10,292,000	10,548,000	10,809,000	261,000 2.5%
	Other Government Grants	5,086,645	3,935,073	4,425,073	490,000 12.5%
	Self-Generated Revenue	16,847,392	13,807,865	14,214,700	406,835 2.9%
	Funding from Reserves	1,404,804	1,248,000	1,423,000	175,000 14.0%
<b>TOTAL FUNDING</b>		<b>33,630,841</b>	<b>29,538,938</b>	<b>30,871,773</b>	<b>1,332,835 4.5%</b>
EXPENDITURES		Actual 2014	Budget 2015	Budget 2016	Budget Incr/(decr)
	Base Programs - Operating includes funding to reserves	SECTION A 26,703,688	23,614,938	24,233,273	618,335 2.62%
	Base Programs - Capital	SECTION B 2,693,248	2,549,000	2,672,000	123,000 4.83%
	Special Projects	SECTION C 3,960,740	3,375,000	3,966,500	591,500 17.5%
<b>TOTAL EXPENDITURES</b>		<b>33,357,676</b>	<b>29,538,938</b>	<b>30,871,773</b>	<b>1,332,835 4.5%</b>
<b>NET RESULT</b>		<b>273,165</b>	<b>-</b>	<b>-</b>	



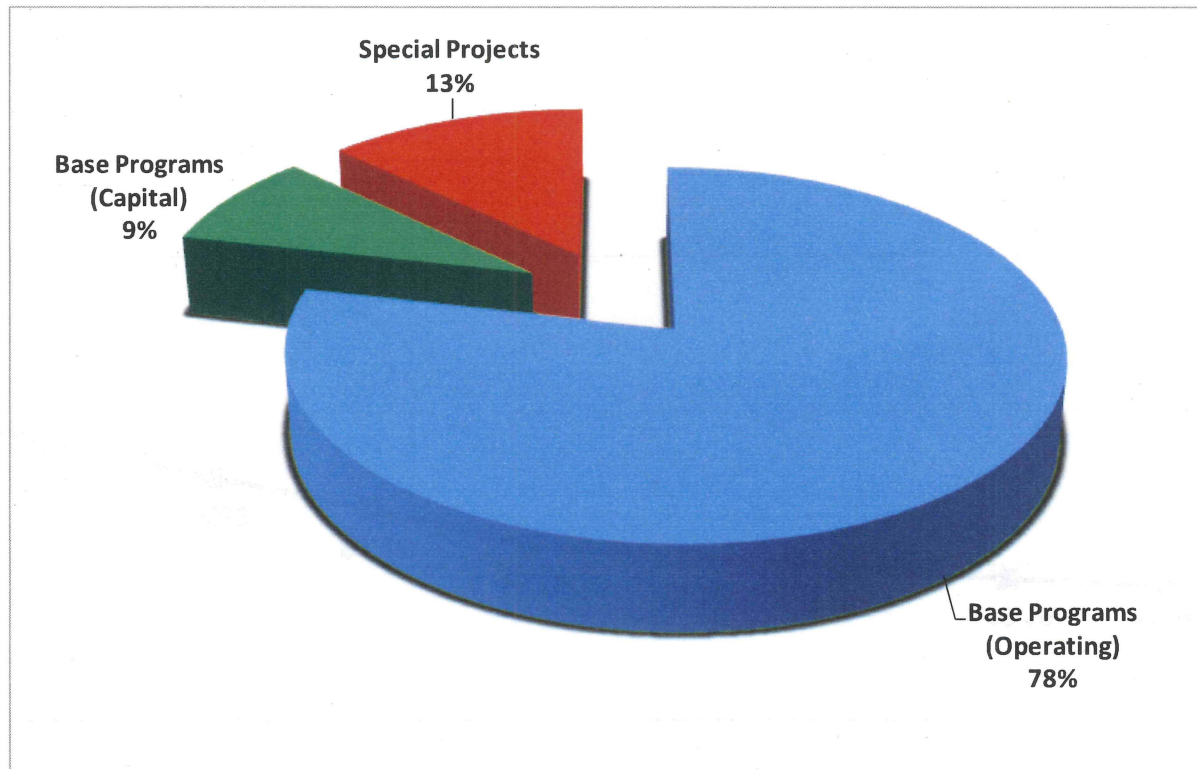
## 2016 Budget – Revenue by Source

Total 2016 Budget Revenue = \$30.9 Million (\$ 29.5 Million in 2015)

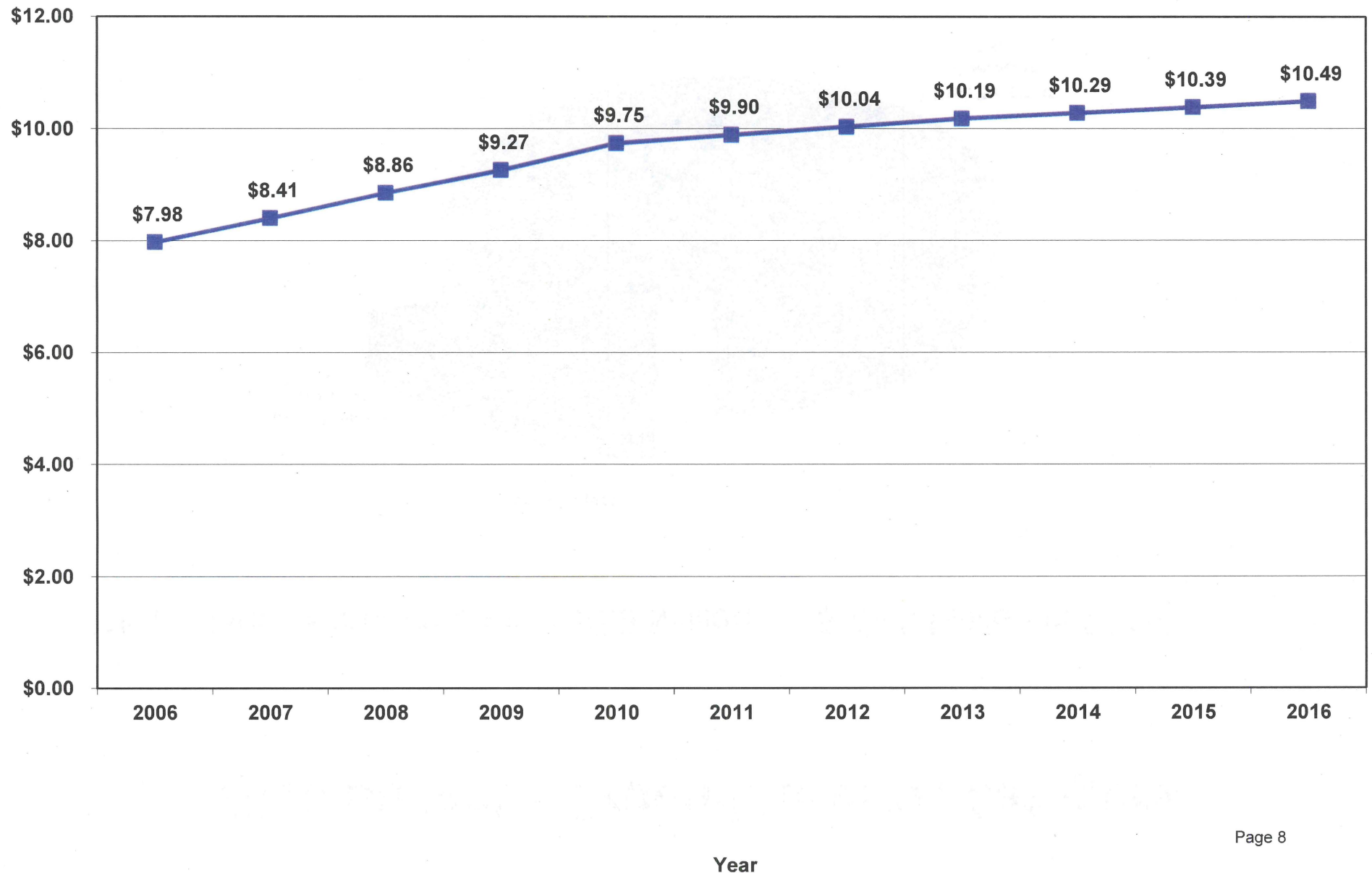


# 2016 Budget – Expenditures by Category

2016 Budget Expenditures = \$30.9 Million (\$ 29.5 Million in 2015)



# GRCA Per Capita Levy 2006 to 2016



## Budget 2016 - Summary of Expenditures, Funding and Change in Municipal Levy

Page 9

# Grand River Conservation Authority Summary of Municipal Levy - 2016 Budget

DRAFT-January 22 2016

	% CVA in Watershed	2015 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2016 Budget Operating Levy	2016 Budget Capital Levy	2016 Budget Total Levy	Actual 2015 Levy	% Change
Brant County	84.0%	5,252,214,719	4,411,860,364	3.1%	306,970	31,295	338,265	331,417	2.1%
Brantford C	100.0%	11,518,641,744	11,518,641,744	8.2%	801,448	81,705	883,153	874,765	1.0%
Amaranth Twp	82.0%	601,097,065	492,899,593	0.3%	34,295	3,496	37,791	37,059	2.0%
East Garafraxa Twp	80.0%	457,611,945	366,089,556	0.3%	25,472	2,597	28,069	27,708	1.3%
Town of Grand Valley	100.0%	335,330,796	335,330,796	0.2%	23,332	2,379	25,711	24,572	4.6%
Melancthon Twp	56.0%	439,537,890	246,141,218	0.2%	17,126	1,746	18,872	18,486	2.1%
Southgate Twp	6.0%	760,985,708	45,659,142	0.0%	3,177	324	3,501	3,415	2.5%
Haldimand County	41.0%	5,817,485,288	2,385,168,968	1.7%	165,956	16,919	182,875	179,879	1.7%
Norfolk County	5.0%	7,861,564,751	393,078,238	0.3%	27,350	2,788	30,138	29,500	2.2%
Halton Region	10.3%	33,221,958,264	3,409,706,633	2.4%	237,242	24,186	261,428	250,780	4.2%
Hamilton City	4.7%	71,180,309,247	3,345,474,535	2.4%	232,772	23,730	256,502	251,184	2.1%
Oxford County	38.1%	3,333,194,701	1,269,930,071	0.9%	88,360	9,008	97,368	94,830	2.7%
North Perth T	2.0%	1,616,649,442	32,332,989	0.0%	2,250	229	2,479	2,393	3.6%
Perth East Twp	40.0%	1,466,296,556	586,518,623	0.4%	40,809	4,160	44,969	43,780	2.7%
Waterloo Region	100.0%	80,372,866,859	80,372,866,859	57.0%	5,592,205	570,111	6,162,316	6,004,535	2.6%
Centre Wellington Twp	100.0%	3,974,882,714	3,974,882,714	2.8%	276,566	28,195	304,761	296,567	2.8%
Erin T	49.0%	2,127,518,678	1,042,484,152	0.7%	72,534	7,395	79,929	78,245	2.2%
Guelph C	100.0%	20,992,297,542	20,992,297,542	14.9%	1,460,608	148,905	1,609,513	1,567,858	2.7%
Guelph Eramosa Twp	100.0%	2,240,482,175	2,240,482,175	1.6%	155,889	15,892	171,781	169,228	1.5%
Mapleton Twp	95.0%	1,272,189,231	1,208,579,769	0.9%	84,091	8,573	92,664	89,763	3.2%
Wellington North Twp	51.0%	1,336,568,107	681,649,734	0.5%	47,428	4,835	52,263	51,028	2.4%
Puslinch Twp	75.0%	2,167,717,851	1,625,788,388	1.2%	113,120	11,532	124,652	121,008	3.0%
<b>Total</b>		<b>258,347,401,273</b>	<b>140,977,863,803</b>	<b>100.00%</b>	<b>9,809,000</b>	<b>1,000,000</b>	<b>10,809,000</b>	<b>10,548,000</b>	<b>2.5%</b>

# **SECTION A**

## **BASE PROGRAMS – OPERATING**

## SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

### Budget 2016 vs Budget 2015

	Actual 2014	Budget 2015	Budget 2016	Incr/(Decr)	%age change
<b>EXPENDITURES</b>					
OPERATING EXPENSES	26,703,688	23,614,938	24,233,273	618,335	2.62%
<b>Total Expenses</b>	<b>26,703,688</b>	<b>23,614,938</b>	<b>24,233,273</b>	<b>618,335</b>	<b>2.62%</b>
<b>SOURCES OF FUNDING</b>					
MUNICIPAL GENERAL LEVY (NOTE)	9,019,917	9,548,000	9,809,000	261,000	2.73%
MUNICIPAL SPECIAL LEVY	52,693	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	1,222,431	978,573	978,573	-	0.00%
SELF-GENERATED	15,547,318	12,441,200	12,746,700	305,500	2.46%
RESERVES	508,345	324,000	424,000	100,000	30.86%
SURPLUS CARRYFORWARD	352,984	273,165	225,000	(48,165)	-17.63%
<b>Total BASE Funding</b>	<b>26,703,688</b>	<b>23,614,938</b>	<b>24,233,273</b>	<b>618,335</b>	<b>2.62%</b>

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$261,000 levy increase.



## TABLE 1

### (a) Watershed Studies

This category includes watershed and subwatershed studies, which:

- provide the strategic framework for understanding water resources and ecosystem form, functions and linkages
- allow for assessment of the impacts of changes in watershed resources and land use
- 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 that 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.
- Grand Actions Newsletter is published bi-monthly to raise awareness and promote the programs and activities of the GRCA and its partners, throughout the watershed.

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

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

#### *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 Ministry of the Environment and Climate Change (MOECC); 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 and develop and implement components of the watershed Emerald Ash Borer strategy.
- 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 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 and potential impacts can be addressed.

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

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

##### *Specific Spending:*

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

#### **(d) 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 1**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Resources Planning & Environment**

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget Change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,248,096	1,326,900	1,366,700	39,800
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	275,203	307,500	313,700	6,200
Insurance	129,315	133,300	122,300	-11,000
Other Operating Expenses	160,476	222,400	224,700	2,300
<b>TOTAL EXPENSE</b>	<b>1,813,090</b>	<b>1,990,100</b>	<b>2,027,400</b>	<b>37,300</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other		50,000	50,000	
MNR Grant		33,200	33,200	0
Prov & Federal Govt	23,950	37,500	37,500	0
Donations			3,000	
Funds taken from Reserves		27,000	27,000	
<b>TOTAL FUNDING</b>	<b>23,950</b>	<b>147,700</b>	<b>150,700</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,789,140</b>	<b>1,842,400</b>	<b>1,876,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>34,300</b>

## TABLE 2

### Flood Forecasting and Warning

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

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

#### *Specific Activities:*

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

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

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	381,660	399,600	411,600	12,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	251,557	285,000	290,700	5,700
Other Operating Expenses	68,331	57,300	58,400	1,100
<b>TOTAL EXPENSE</b>	<b>701,548</b>	<b>741,900</b>	<b>760,700</b>	<b>18,800</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	252,955	252,955	252,955	-
Prov & Federal Govt	630	-	-	-
<b>TOTAL FUNDING</b>	<b>253,585</b>	<b>252,955</b>	<b>252,955</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>447,963</b>	<b>488,945</b>	<b>507,745</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>18,800</b>

## TABLE 3

### Water Control Structures

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

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

#### *Specific Activities:*

- Operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 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 3**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Water Control Structures**

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<u>Expenses:</u>				incr/(decr)
Salary and Benefits	1,018,379	1,070,800	1,102,900	32,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	18,756	31,800	32,400	600
Property Taxes	157,824	173,000	178,200	5,200
Other Operating Expenses	296,381	415,600	373,900	(41,700)
Amount set aside to Reserves	244,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>1,735,340</b>	<b>1,691,200</b>	<b>1,687,400</b>	<b>(3,800)</b>
<u>Funding</u>				(incr)/decr
MNR Grant	400,350	400,350	400,350	-
<b>TOTAL FUNDING</b>	<b>400,350</b>	<b>400,350</b>	<b>400,350</b>	<b>-</b>
<b>Net Funded by General Municipal Levy</b>	<b>1,334,990</b>	<b>1,290,850</b>	<b>1,287,050</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>(3,800)</b>



## TABLE 4

### (a) Planning - Regulations

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

#### *Specific Activities:*

- Process over 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



### **(b) Planning - Municipal Plan Input and Review**

This program includes costs and revenues associated with reviewing official plans, secondary and community plans, zoning by-laws, environmental assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements. It also includes watershed management consulting outside of the Grand River watershed, which is done from time-to-time on a fee-for-service basis.

#### *Specific Activities:*

- Review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial policies and federal regulations
- Provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all environmental concerns are adequately identified and that any adverse impacts are minimized or mitigated
- Provide information and technical advice to Municipal Councils and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazard areas, such as floodplains and erosion areas, and protection and enhancement of wetlands, fish and wildlife habitat and natural heritage systems

**TABLE 4**  
**GRAND RIVER CONSERVATION AUTHORITY**  
**Resource Planning**

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	1,612,901	1,653,700	1,703,300	49,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	190,109	215,300	219,600	4,300
Insurance				
Property Taxes				
Other Operating Expenses	32,216	51,600	51,600	-
<b>TOTAL EXPENSE</b>	<b>1,835,226</b>	<b>1,920,600</b>	<b>1,974,500</b>	<b>53,900</b>
<b>Funding</b>				<b>(incr)/decr</b>
MNR Grant	114,568	114,568	114,568	-
Donations	650	-		-
Self Generated	843,565	739,000	753,800	(14,800)
<b>TOTAL FUNDING</b>	<b>958,783</b>	<b>853,568</b>	<b>868,368</b>	<b>(14,800)</b>
<b>Net Funded by General Municipal Levy</b>	<b>876,443</b>	<b>1,067,032</b>	<b>1,106,132</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>39,100</b>

## TABLE 5

### 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, 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.
- Manage Emerald Ash Borer infestation.

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

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<b>Expenses:</b>				incr/(decr)
Salary and Benefits	494,526	435,800	448,900	13,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	44,775	55,300	56,400	1,100
Property Taxes	153,429	162,700	167,600	4,900
Other Operating Expenses	598,601	768,000	783,400	15,400
Amount set aside to Reserves	60,000	-	-	0
<b>TOTAL EXPENSE</b>	<b>1,351,331</b>	<b>1,421,800</b>	<b>1,456,300</b>	<b>34,500</b>
<b>Funding</b>				(incr)/decr
Donations	14,400	30,000	30,000	-
Self Generated	781,190	800,000	800,000	-
<b>TOTAL FUNDING</b>	<b>795,590</b>	<b>830,000</b>	<b>830,000</b>	<b>0</b>
<b>Net Funded by General Municipal Levy</b>	<b>555,741</b>	<b>591,800</b>	<b>626,300</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>34,500</b>

## **TABLE 6**

### **Conservation Services**

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

This category includes the Rural Water 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 Table 2).

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

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	529,325	556,600	653,300	96,700
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	87,152	96,800	105,700	8,900
Other Operating Expenses	7,667	54,600	55,700	1,100
Amount set aside to Reserves	-			
<b>TOTAL EXPENSE</b>	<b>624,144</b>	<b>708,000</b>	<b>814,700</b>	<b>106,700</b>
<b>Funding</b>				<b>(incr)/decr</b>
Municipal Other	12,076			-
Prov & Federal Govt	16,163	30,000	30,000	-
Donations	-	-	87,000	(87,000)
Funds taken from Reserves	1,067	31,000	31,000	-
<b>TOTAL FUNDING</b>	<b>29,306</b>	<b>61,000</b>	<b>148,000</b>	<b>(87,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>594,838</b>	<b>647,000</b>	<b>666,700</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>19,700</b>

## TABLE 7

### **Communications & Foundation**

The communications program includes those activities associated with providing service and/or assistance in the development and implementation of strategic communications plans for the various programs and divisions within the GRCA, and encompasses issues management and crisis communications functions.

It 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 publications and brochures, maintain displays and manage the GRCA website and social media channels.
- Proactively earn media coverage through media relations, manage and/or respond to all media inquiries.
- Working with GRCA departments and partners, develop strategic communications plans and implement associated tactics.
- 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 fundraising.
- Provide site tours and other events for stakeholders.

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

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<u>Expenses:</u>				incr/(decr)
Salary and Benefits	436,041	452,700	466,300	13,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	63,095	76,100	77,600	1,500
Other Operating Expenses	35,966	181,800	110,400	(71,400)
Amount set aside to Reserves	90,000	-	-	-
<b>TOTAL EXPENSE</b>	<b>625,102</b>	<b>710,600</b>	<b>654,300</b>	<b>(56,300)</b>
<u>Funding</u>				(incr)/decr
Donations	-	50,000	25,000	25,000
Funds taken from Reserves	-	50,000	-	50,000
<b>TOTAL FUNDING</b>	<b>-</b>	<b>100,000</b>	<b>25,000</b>	<b>75,000</b>
<b>Net Funded by General Municipal Levy</b>	<b>625,102</b>	<b>610,600</b>	<b>629,300</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>18,700</b>



## **TABLE 8**

### **Environmental Education**

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

#### *Specific Activities:*

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

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

<b>OPERATING</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>Budget change</b>
<b>Expenses:</b>				<b>incr/(decr)</b>
Salary and Benefits	808,127	744,300	816,600	72,300
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	65,061	70,000	71,400	1,400
Insurance	9,688	12,300	12,700	400
Property Taxes	14,299	17,800	18,300	500
Other Operating Expenses	249,298	201,400	255,400	54,000
Amount set aside to Reserves	4,500	4,500	4,500	0
<b>TOTAL EXPENSE</b>	<b>1,150,973</b>	<b>1,050,300</b>	<b>1,178,900</b>	<b>128,600</b>
<b>Funding</b>				<b>(incr)/decr</b>
Provincial & Federal Grants	4,210	0	0	0
Donations	81,388	50,000	50,000	0
Self Generated	815,939	709,000	825,000	(116,000)
<b>TOTAL FUNDING</b>	<b>901,537</b>	<b>759,000</b>	<b>875,000</b>	<b>(116,000)</b>
<b>Net Funded by General Municipal Levy</b>	<b>249,436</b>	<b>291,300</b>	<b>303,900</b>	
<b>Net incr/(decr) to Municipal Levy</b>				<b>12,600</b>

## TABLE 9

### Corporate Services

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

#### *Specific Activities:*

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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

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

### Budget 2016

**Expenses:**

Salary and Benefits	1,781,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	324,200
Insurance	53,400
Other Operating Expenses	1,027,923
Amount set aside to Reserves	
<b>TOTAL EXPENSE</b>	<b>3,187,023</b>

**Funding**

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

Net Result before surplus adjustments	3,032,023
Surplus from Other Programs used to reduce Levy	
2015 Surplus Carried Forward to 2016 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>3,032,023</b>

Surplus available  
to offset Municipal  
Levy Increase

1,850  
225,000  
**226,850**

### Budget 2015

**Expenses:**

Salary and Benefits	1,807,300
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	344,300
Insurance	61,600
Property Taxes	-
Other Operating Expenses	1,061,688
Amount set aside to Reserves	
<b>TOTAL EXPENSE</b>	<b>3,274,888</b>

**Funding**

Municipal Other	
MNR Grant	70,000
Provincial Grants	
Donations	87,000
Self Generated	
Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
Surplus 2014 carried forward to 2015	
<b>TOTAL FUNDING</b>	<b>242,000</b>

Net Result before surplus adjustments	3,032,888
Surplus from Other Programs used to reduce Levy	
2014 Surplus Carried Forward to 2015 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>3,032,888</b>

Surplus available  
to offset Municipal  
Levy Increase

38,650  
273,165  
**311,815**

### ACTUAL 2014

**Expenses:**

Salary and Benefits	1,673,355
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	295,448
Insurance	54,226
Other Operating Expenses	637,284
Amount set aside to Reserves	300,000
<b>TOTAL EXPENSE</b>	<b>2,960,313</b>

**Funding**

MNR Grant	70,000
Donations	12,709
Recoverable Corporate Services Expenses	72,993
<b>TOTAL FUNDING</b>	<b>155,702</b>

Net Result before surplus adjustments	2,804,611
Surplus from Other Programs used to reduce Levy	
2013 Surplus Carried Forward to 2014 used to reduce Levy	
<b>Net Funded by General Municipal Levy</b>	<b>2,804,611</b>

Surplus available  
to offset Municipal  
Levy Increase

138,643  
352,984  
**491,627**



## TABLE 10 (a)

### Conservation Lands, Rental Properties, Forestry & Miscellaneous

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/natural 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 1,200 hectares of agricultural land and 48 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 the GRCA 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.

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

## **TABLE 10 (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 10 (c)**

### **Conservation Areas**

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

#### *Specific Activities:*

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



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

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
<b>Budget 2016 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	976,700	541,300	-	1,518,000	59,000	3,612,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	156,400	70,100	-	226,500	-	171,500	
Insurance	162,700	15,800	-	178,500	-	-	
Property Taxes	-	138,900	-	138,900	-	67,500	
Other Operating Expenses (consulting etc)	532,400	1,120,000	70,000	1,722,400	34,000	2,475,000	
Amount set aside to Reserves	3,750	-	-	3,750	135,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,831,950</b>	<b>1,886,100</b>	<b>70,000</b>	<b>3,788,050</b>	<b>228,000</b>	<b>6,476,000</b>	<b>10,492,050</b>
<b>Funding</b>							
Provincial Funding	-	-	-	-	-	40,000	
Donations	65,000	-	-	65,000	-	27,000	
Self Generated	86,000	3,067,900	98,000	3,251,900	500,000	6,259,000	
Funds taken from Reserves	1,000	200,000	-	201,000	-	150,000	
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,267,900</b>	<b>98,000</b>	<b>3,517,900</b>	<b>500,000</b>	<b>6,476,000</b>	<b>10,493,900</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,679,950)</b>	<b>1,381,800</b>	<b>28,000</b>	<b>(270,150)</b>	<b>272,000</b>	<b>-</b>	<b>1,850</b>
<b>Budget 2015 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	948,300	525,500	-	1,473,800	57,500	3,507,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	153,300	68,700	-	222,000	-	168,000	
Insurance	158,000	20,200	-	178,200	-	-	
Property Taxes	-	134,900	-	134,900	-	65,500	
Other Operating Expenses (consulting etc)	572,000	907,700	70,000	1,549,700	33,700	2,426,500	
Amount set aside to Reserves	3,750	-	-	3,750	135,000	150,000	
<b>TOTAL EXPENSE</b>	<b>1,835,350</b>	<b>1,667,000</b>	<b>70,000</b>	<b>3,562,350</b>	<b>226,200</b>	<b>6,317,000</b>	<b>10,105,550</b>
<b>Funding</b>							
Provincial Funding	-	-	-	-	-	40,000	
Donations	65,000	-	-	65,000	-	27,000	
Self Generated	86,000	3,077,200	98,000	3,261,200	450,000	6,100,000	
Funds taken from Reserves	1,000	50,000	-	51,000	-	150,000	
<b>TOTAL FUNDING</b>	<b>152,000</b>	<b>3,127,200</b>	<b>98,000</b>	<b>3,377,200</b>	<b>450,000</b>	<b>6,317,000</b>	<b>10,144,200</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,683,350)</b>	<b>1,470,200</b>	<b>28,000</b>	<b>(185,150)</b>	<b>223,800</b>	<b>-</b>	<b>38,650</b>
<b>Actual 2014 - OPERATING</b>							
<b>Expenses:</b>							
Salary and Benefits	970,298	526,891	-	1,497,189	48,296	3,438,018	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	103,528	70,011	-	173,539	-	165,114	
Insurance	150,136	14,468	-	164,604	2,896	-	
Property Taxes	-	126,743	-	126,743	-	50,860	
Other Expenses	732,964	1,207,760	91,126	2,031,850	36,249	2,393,735	
Amount set aside to Reserves	2,839,663	50,000	-	2,889,663	406,000	380,000	
<b>TOTAL EXPENSE</b>	<b>4,796,589</b>	<b>1,995,873</b>	<b>91,126</b>	<b>6,883,588</b>	<b>493,441</b>	<b>6,427,727</b>	<b>13,804,756</b>
<b>Funding</b>							
Provincial	86,435	-	-	86,435	-	43,329	
Donations	6,427	-	-	6,427	-	41,178	
Self Generated	2,778,730	3,082,745	68,219	5,929,694	707,478	6,344,294	
Funds taken from Reserves	210,000	297,278	-	507,278	-	-	
<b>TOTAL FUNDING</b>	<b>3,081,592</b>	<b>3,380,023</b>	<b>68,219</b>	<b>6,529,834</b>	<b>707,478</b>	<b>6,428,801</b>	<b>13,666,113</b>
<b>NET Surplus/(Deficit) for programs not funded by general levy</b>	<b>(1,714,997)</b>	<b>1,384,150</b>	<b>(22,907)</b>	<b>(353,754)</b>	<b>214,037</b>	<b>1,074</b>	<b>(138,643)</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 10.

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

#### *Specific Activities:*

- Develop and implement the GRCA's long-term information technology and telecommunications plan. Create and maintain standards for the development and use of corporate data.
- Manage and support the GRCA's server, network and personal computer infrastructure for geographic information systems (GIS); flood forecasting and warning, including real-time data collection and dissemination of water quantity and quality monitoring station information; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance and human resources.
- 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 10.

#### *Specific Activities:*

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

## **SECTION B**

### **BASE PROGRAMS – CAPITAL**

## **SECTION B – CAPITAL BUDGET**

Capital spending in 2016 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 projects:

- Shand Dam – Backup generator and fuel system upgrades to meet current code requirements
- Conestogo Dam – Review of gate electrical system, purchase of a backup trailer generator and rehabilitation pavement over top of dam
- Guelph Dam – Completion gate inspections and backup generator and fuel system upgrades to meet current code requirements
- Luther Dam - complete design and implement solution to manage toe drain seepage.
- Laurel Dam – Complete final phase of dam safety study
- Woolwich Dam safety study update, design of gate refurbishment specifications and tender documents, backup generator and fuel system upgrades to meet current code requirements
- Caledonia Dam & Dunnville Dam – replace stop logs
- Wellesley Dam – Complete and design and tender documents for future concrete and embankment repair
- Wellington Street dam, gate inspection and design of rehabilitation plan for superstructure
- Brantford Dyke design of concrete slab toe repair and tender documents, repair of a portion of earthen dyke slope near landfill site and continued vegetation management
- Cambridge Dyke design of river wall repair and tender documents, rehabilitation of storm water pumps associated with dykes

Bridgeport Dyke design of solution and tender documents to manage seepage under selected portions of the dyke, continued vegetation management

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2016, major capital projects within the Conservation Areas will include:

- Elora Gorge – major repairs to the Marsden Pavilion
- Rockwood – sanitary forcemain
- Byng Island – Chapel washroom replacement
- Automatic Gates – installation at Brant Park and Laurel Creek

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 2016

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2016 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					683,000		683,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						189,000	189,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>683,000</b>	<b>189,000</b>	<b>2,672,000</b>
<b>Funding</b>							
Municipal Special Levy							-
Prov & Federal Govt			700,000		83,000	40,000	823,000
Self Generated					600,000		600,000
Funding from Reserves	100,000					149,000	249,000
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>683,000</b>	<b>189,000</b>	<b>1,672,000</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 2015 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET 2015 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					600,000		600,000
Net IT/MP Capital Spending not allocated to Departments						149,000	149,000
<b>TOTAL EXPENSE</b>	<b>110,000</b>	<b>190,000</b>	<b>1,500,000</b>	<b>-</b>	<b>600,000</b>	<b>149,000</b>	<b>2,549,000</b>
<b>Funding</b>							
Prov & Federal Govt			700,000			75,000	775,000
Self Generated					600,000		600,000
Funding from Reserves	100,000					74,000	174,000
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>600,000</b>	<b>149,000</b>	<b>1,549,000</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 2014 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL 2014 TOTAL
<b>Expenses:</b>							
WQ Monitoring Equipment & Instruments	90,569						90,569
Flood Forecasting Warning Hardware and Gauges		211,318					211,318
Flood Control Structures-Major Maintenance			1,820,328				1,820,328
Conservation Areas Capital Projects					387,088		387,088
Funding to Reserves						460,901	460,901
Net IT/MP Capital spending from/(to) Reserve						(276,956)	(276,956)
<b>TOTAL EXPENSE</b>	<b>90,569</b>	<b>211,318</b>	<b>1,820,328</b>	<b>-</b>	<b>387,088</b>	<b>183,945</b>	<b>2,693,248</b>
<b>Funding</b>							
Municipal-Other			536,535				536,535
Prov & Federal Govt	20,600		566,163			183,945	770,708
Donations					35,715		35,715
Self Generated					351,373		351,373
<b>TOTAL FUNDING</b>	<b>20,600</b>	<b>-</b>	<b>1,102,698</b>	<b>-</b>	<b>387,088</b>	<b>183,945</b>	<b>1,694,331</b>
<b>Net Funded by General Municipal Levy - CAPITAL</b>	<b>69,969</b>	<b>211,318</b>	<b>717,630</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>998,917</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 2004 and the planning phase is expected to transition into the implementation phase in 2015/2016. Work includes research and studies related to the development of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. All four Source Protection Plans are now approved. The Kettle Creek and Catfish Creek came into effect on January 1, 2015, and the plans for the Long Point Region and Grand River watersheds will come into effect on July 1, 2016.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, Emerald Ash Borer infestation management, floodplain mapping projects, Upper Blair subwatershed study, Apps’ Mill Nature Centre renovation, Dickson trail and boardwalk rehabilitation, waste water optimization project, the Mill Creek Ranger stream restoration project and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

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 2016

EXPENDITURES	BUDGET 2015	BUDGET 2016
Dundas Valley Groundwater Study	-	-
Grand River Management Plan	20,000	20,000
Subwatershed Plans - City of Kitchener	80,000	130,000
Waste Water Optimization Program	125,000	125,000
Drought Contingency Pilot Project	25,000	-
Floodplain Mapping	194,000	200,000
RWQP - Capital Grants	800,000	800,000
Brant/Brantford Children's Water Festival	26,000	26,000
Haldimand Children's Water Festival	15,000	15,000
Species at Risk	25,000	75,000
Trees for Mapleton	25,000	-
2015 Biennial Tour	75,000	-
Ecological Restoration	250,000	150,000
Large Cover Placement Program	55,000	15,000
Trees for Guelph	40,000	40,000
Great Lakes SHSM Event	-	50,000
Great Lakes Agricultural Stewardship Initiative	-	90,000
Trails Capital Maintenance	-	-
Emerald Ash Borer	400,000	400,000
Lands Mgmt - Land Purchases	300,000	300,000
Lands Mgmt - Development Costs	50,000	50,000
Mill Creek Rangers	35,000	35,000
Grand River Country	-	-
Apps' Mill Nature Centre Renovation	-	423,500
Dickson Trail and Boardwalk Rehabilitation	-	187,000
<b>Total SPECIAL Projects 'Other'</b>	<b>2,540,000</b>	<b>3,131,500</b>
<b>Source Protection Program</b>	<b>835,000</b>	<b>835,000</b>
<b>Total SPECIAL Projects Expenditures</b>	<b>3,375,000</b>	<b>3,966,500</b>
<b>SOURCES OF FUNDING</b>		
Provincial Grants for Source Protection Program	835,000	835,000
OTHER GOVT FUNDING	1,296,500	1,738,500
SELF-GENERATED	493,500	643,000
FUNDING FROM/(TO) RESERVES	750,000	750,000
<b>Total SPECIAL Funding</b>	<b>3,375,000</b>	<b>3,966,500</b>

