

**GRAND RIVER CONSERVATION AUTHORITY**

**REPORT NO.** CW-02-10-19

**DATE:** February 11th, 2010

**TO:** Committee of the Whole

**SUBJECT:** Proposed Final 2010 Budget

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**RECOMMENDATION:**

THAT the “Proposed Final 2010 Budget” be presented to the General Membership for consideration on February 26, 2010;

AND THAT the *General Capital* reserve be increased by \$50,000 in 2009;

AND THAT the *Personnel* Reserve be increased by \$49,000 in 2009.

AND THAT a *Property Rental* reserve be created and \$30,000 be transferred into this reserve in 2009;

AND THAT the *Conservation Area* reserve be increased by \$187,000 to repay the Conservation Area stabilization reserve for amounts previously used to set up Cottage Lot Reserve.

AND THAT the *Planning Enforcement* Reserve use be expanded to include regulations officer staffing resource costs.

**SUMMARY:**

The “Proposed Final 2010 Budget” includes total spending of \$33,187,894;

It also includes the following General Levy amount:

Matching Levy	\$ 951,547
Non-Matching Levy	\$7,141,453
Capital Levy	\$1,200,000
<b>TOTAL GENERAL LEVY</b>	<b>\$9,293,000</b>

It is proposed that each member municipality’s share of the 2010 General Levy be calculated using “Modified Current Value Assessment”, with an adjustment for the City of Hamilton which is based on a “local agreement” with the municipality and its four conservation authorities.

The *Policies and Procedures for the Administration of the Municipal Regulation for Non-matching Levy* states that a Conservation Authority must give participating municipalities 30 days notice of a meeting where the members will establish the General Levy. This notice, along with a copy of the Preliminary 2010 Budget was sent to participating municipalities on January 18th, 2010. At the February 26, 2010 General Membership meeting the members will vote on the 2010 Budget and General Levy.

**REPORT:**

Four Drafts of the 2010 Budget were presented to the Committee of the Whole between October 2009 and January 2010 and on September 14th, 2009 a special budget meeting was held. Since the last draft was tabled, some departmental budgets have been adjusted, project budgets were adjusted/added and the 2009 amounts have been updated to reflect the ‘draft’ audited results.

<b>Summary of Results – Proposed Budget 2010</b>	
Revenue	\$ 31,581,047
Expenditures	<u>(\$ 33,187,894)</u>
Gross Surplus/(Deficit)	(\$1,606,847)
Year 2009 Surplus	\$ 261,847
Net Use of Reserves	<u>\$1,345,000</u>
Net Surplus/(Deficit)	<u><b>(\$ NIL )</b></u>

<b>Reserve Position</b>	
Actual Balance 12/31/09 (draft)	\$9,191,565
Budget 2010 Decrease to Reserves	<u>\$1,345,000</u>
Budgeted Balance 12/31/10	\$7,846,565

Year 2009 Surplus

The \$262,000 surplus from 2009 included \$100,000 in expenses (related to consulting and flood forecasting warning spending) that are a result of timing of expenses and therefore you will see \$100,000 in expenses being added to the 2010 budget.

The remaining \$162,000 discretionary surplus has been allotted as follows:

Decrease 2010 Revenue (\$25,000)

- \$ 25,000 Reduce “Plan Input and Review” Fees (Schedule 2)

Increase in 2010 Expenses \$140,000 – Included in overall expense increase outlined below)

- \$100,000 Increase ‘Conservation Area Operating’ Expense (Schedule 5)
- \$ 20,000 Increase ‘Training & Professional Development’ Expense (Schedule 6)
- \$ 17,000 Increase ‘Corporate Services General’ Expense (Schedule 6)

Comments on Use of Surplus:

- Planning revenue reduced given risk that revenue targets may not be achievable.
- Conservation Area expenses increased to reflect cost of the new reservation system.

Summary of Expense Changes between Budget Draft #4 and Proposed Final 2010 Budget

The proposed final 2010 budget has incorporated an additional \$1,785,000 in spending

Base Program Changes (Increased \$ 533,000):

- \$100,000 PSAB-Tangible Capital Assets Implementation Expense increased  
((\$100,000) Use of PSAB Reserve increased
  
- \$275,000 Gauge Equipment Expense increased  
((\$190,000) Use of Gauge Reserve increased  
( \$ 85,000) **Use of 2009 Surplus**
  
- \$ 45,000 Forestry Program Expenses increased  
( \$ 45,000) Use of Forest Management Reserve increased
  
- \$ 20,000 Legal Expense (planning)  
((\$20,000) Use of Planning Enforcement Reserve increased
  
- \$33,000 Subwatershed Studies (Chilligo & Soft Path) Expenses increased  
((\$20,000) Use of “Work in Progress” Reserve increased  
((\$13,000) Provincial Funding increased
  
- (\$5,000) Grand River Watershed Mgmt Expenses decreased  
\$5,000 Use of Gravel Reserve decreased
  
- (\$10,000) Woodlot Mgmt-Forestry Maintenance Expenses decreased  
\$10,000 Timber Sales Revenue decreased
  
- \$15,000 Carry forward of 2009 Expenses (Consulting-timing)  
((\$15,000) **Use of 2009 Surplus**
  
- \$20,000 Net Increase in IT & MP Expense funded from Reserves  
((\$20,000) Use of IT/MP Reserve
  
- \$ 17,000 General Expense
- \$ 20,000 Training and Development  
((\$37,000) **Use 2009 Surplus**

Source Protection Program (Increased Expenses \$54,000)

- \$ 54,000 Program Expenses increased
- ( \$ 54,000) Provincial Funding increased

Conservation Areas (Increased Expenses \$547,000)

- \$100,000 Program Expenses increased
- ( \$100,000) **Use of 2009 Surplus**
  
- \$447,000 Capital Expenses increased (includes RINC)
- ( \$192,000) Stimulus Funding Grants
- ( \$255,000) Use of Conservation Area Reserve increased

Special Projects (Increased \$655,000):

- \$100,000 GRWMP Basin Study Expenses increased (carryover of 2009 project)
- (\$100,000) Use of Land Sales Reserve increased
  
- \$555,000 Increase Expenses related to various Special projects started in 2009 continued or expanded in 2009 (Dundas Valley, Water Quality Monitoring, Species at Risk, Trees for Guelph, Chilligo Pond and Ecological restoration projects).
- (\$555,000) Offsetting Special Project Funding

Budget status of Drimmie dam Project

The 2010 Budget includes \$600,000 for costs related to the Drimmie dam project and assumes that 50% of the cost will be funded by General Municipal Levy (capital) and the other 50% would be provided by an external source. To date, a funding partner has not been secured. The budget is including the \$300,000 under provincial grants. During 2010 staff will continue to seek a source of funding. Prior to proceeding with any alternations to the dam, board approval will be required.

Recommendation to allocate funding to Reserves in 2009

Funding to General Capital Reserve

Staff recommends that \$50,000 be placed in the general capital reserve. The funds placed in the reserve represent a portion of the PST Recovery (note: the refund in 2009 exceeded the budgeted refund amount by approximately \$50,000). Since this refund is primarily due to refunds on capital purchases it is considered appropriate to replenish the capital reserve accordingly.

Funding to Personnel Reserve

Staff recommends adding \$49,000 to the personnel reserve. This represents the transfer of a \$22,000 NEER Rebate received from WSIB into reserves and \$27,000 in 'Recovery of Administrative Expenses' (difference in budgeted versus actual recovery of expenses). GRCA budgeted to recover \$143,000 in expenses and realized \$170,000 in recovery of expenses, primarily from the Source Protection program. This will result in bringing the personnel reserve up to approximately \$390,000.

Property Rental Expense Reserve

In 2009, approximately \$100,000 was received from the seizure and sale of a cottage for non-payment of rent and taxes. The courts allowed GRCA to recover various costs, including legal fees, from that amount. Since legal fees were expensed in prior years, this recovery contributed to a higher than expected net income from the Property program in 2009. There is the potential for additional legal fees in 2010 related to similar actions, as well as an urgent need to undertake maintenance on some rental properties. As a result, it is recommended that \$30,000 of the additional 2009 Property income be appropriated to a Property Rental Expense reserve in 2009.

### Conservation Area Reserve

In 2006 the Conservation Area stabilization reserve was reduced by \$300,000 to offset the cost of the settlement of the Cottage Lot dispute. Staff recommends using \$187,000 from the 2009 surplus to fully repay that amount to the Cons Area stabilization reserve in 2009. Note that the Conservation Area was also increased by \$113,000 in 2009 representing the allowance for doubtful accounts that was brought back into income in 2009. As a result, the Conservation Area reserve is now considered to have been repaid the full \$300,000 initially transferred out.

### Planning Enforcement Reserve

Staff recommend that this reserve be used, if necessary, to expedite the hiring of the newly created regulations officer position. At present, the 2010 budget assumes that savings from other staffing vacancies will be used to fund this position in 2010 and that this position not commence until July 2010. If this reserve is made available then the start date for this position could be moved up. Staffing expenses that would be eligible for reserve use would include salary, benefits, travel/motor pool and computer costs for the regulations officer position.

Attached are the following:

- Reserve Activity – Budget 2010
- Revenue Distribution by Program – Budget 2010
- Subsidiary Report –Capital Levy – Funding and Expenditure Detail
- Proposed Final 2010 Budget Package (under separate cover).

### **Major budget assumptions:**

1. MNR Funding to remain at \$950,000. Note, that 1995 MNR funding was dramatically cut back and since 2001 the funding has remained constant at \$950,000.
2. Source Protection Planning expenses \$4,124,000 with offsetting provincial funding. The provincial government's commitment to this program extends to 2012. The budget implies reliance on funding for nine full-time equivalents.
3. Permit Fees \$238,800 and Solicitor Enquiries \$41,200 for 2010. (2009 Actual \$253,990 and \$43,675 respectively)
4. "Planning Fees" revenue \$375,000 for 2010. (2009 Actual \$337,085)
5. Property Development expenditures \$50,000.
6. Property Rental Income increased 2% for Cottage Lot Program and miscellaneous, 15% for agricultural, and 6% for residential.
7. Land Sales Provision of \$450,000.
8. Land Purchase Provision of \$300,000.
9. Watershed studies funded 50% by GRCA and 50% via special levy are budgeted for \$120,000. Subwatershed monitoring work \$100,000 for the City of Kitchener added. This project is funded 100% by the City.
10. Corporate Conferences, Seminars and Training expenses \$50,000.

11. The Nature Center programs include \$180,000 general levy funding.
12. Insurance expense increased 5% offset by \$30,000 decrease resulting from adjustment to general umbrella liability insurance, as outlined in report to Board November 16, 2009 'General Insurance-Umbrella Liability Policies'.
13. Property Tax expense increased 3%.
14. Increases of between 0% and 3% have been applied to various general expenses.
15. Compensation and benefits includes adding three new positions, namely, a H&S position and a Regulation 150/06 Enforcement position and a Watershed Restoration position.
16. Motor Pool charge out rates increased 3%. Note that this strategy results in a situation where annually forecast expenses exceed the total chargebacks to Motor Pool (i.e. expenses that are paid from reserves exceed the chargebacks which are put into the reserve).
17. Computer charge out rates increased 3%.
18. Interest income forecast to be \$500,000. While rates and reserve balances are expected to fluctuate, the current forecast amount represents a conservative estimate of interest income.

**FINANCIAL IMPLICATIONS:** See report.

**OTHER DEPARTMENT CONSIDERATIONS:** None.

Prepared by:

Approved by:

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**Grand River Conservation Authority**

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**PROPOSED FINAL 2010 Budget**  
(including detailed schedules)

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**February 11<sup>th</sup>, 2010**



# Grand River Conservation Authority 2010 Budget

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## GRCA 2010 Budget Highlights

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

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

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

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

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

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

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

Of particular note in 2010 is the work that is continuing related to the development of a "Drinking Water Source Protection" plan for the Lake Erie Source Protection Region. Also of great importance, and complementary to Source Protection Planning, is the need to update the Grand River Basin Water Management Study. The original study was completed in 1982 and addressed the preferred methods to tackle watershed-wide issues such as flood damages, water quality and water supply. The update will look at the needs of watershed communities for the next 25 years and take into account the pressing issues raised by rapid population growth, farm intensification and climate change. The Dundas Valley groundwater study is expected to be completed in 2010. The major capital project scheduled for 2010 is the completion of the Conestogo Dam stilling basin upgrade.

## **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, and administration of conservation authority regulations related to development in the floodplain and other natural hazards, wetland, slopes, shorelines and watercourses.

In 2009 the activities include research and studies that will be used in the development of a source protection plan for the Grand River watershed and work will continue on the components necessary to update the Grand River Water Management Plan.

**Expenditures:** \$12,618,200 (includes \$4,124,000 for Source Protection Program – Schedule 1(b))  
**Revenues:** \$11,731,200 (includes \$4,124,000 provincial funding for Source Protection Program)  
**Revenue sources:** Municipal levies, provincial grants, permit and other user fees.

## **2. Environmental Advisory Services**

This program involves 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.

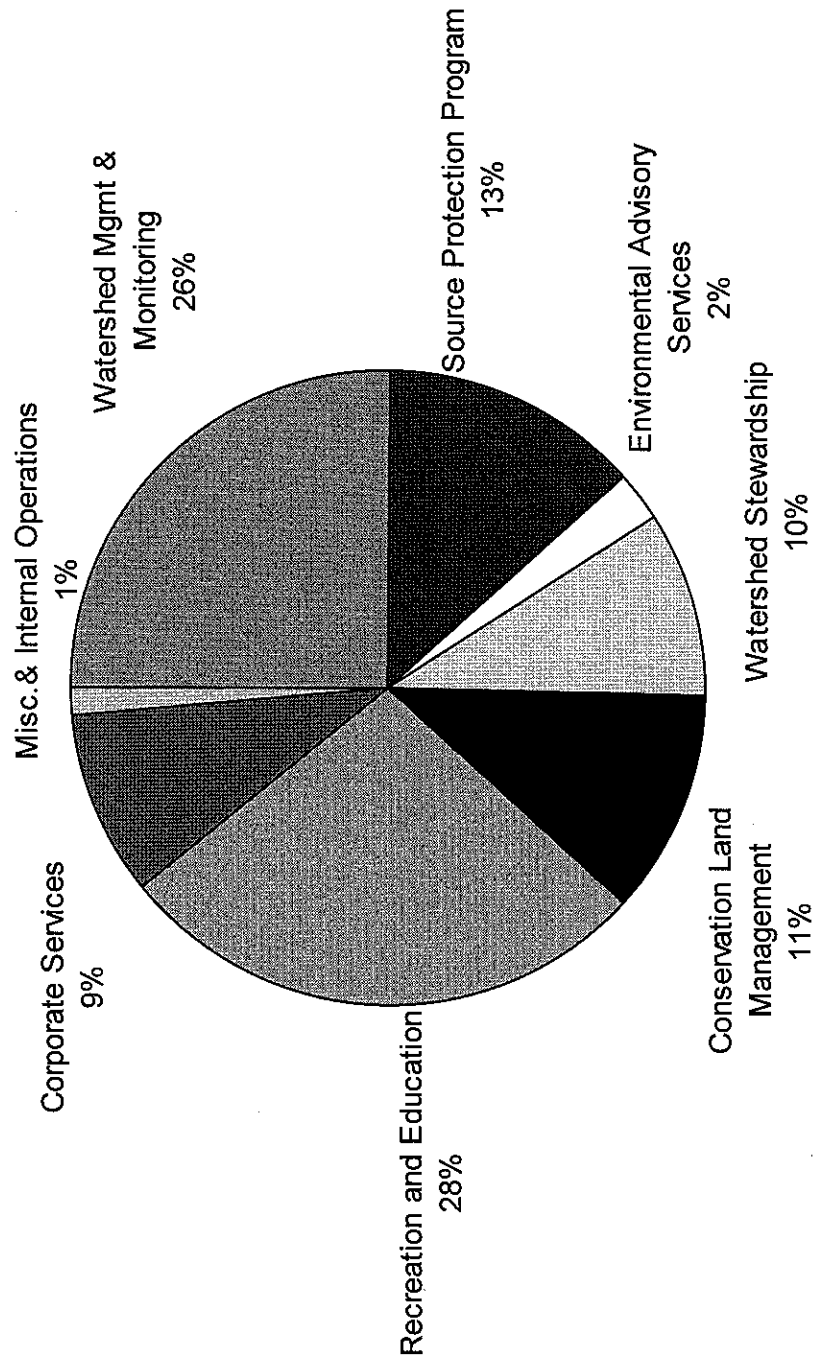
**Expenditures:** \$783,400  
**Revenues:** \$783,400  
**Revenue sources:** User fees, provincial grants, municipal levy

## **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.

**Expenditures:** \$3,383,000  
**Revenues:** \$3,370,000  
**Revenue sources:** Municipal levies and grants, provincial grants, tree sales, landowner contributions and donations from the Grand River Conservation Foundation.

# Grand River Conservation Authority Expenditures by Program 2010 Budget



#### **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 generation at our dams, and restoration of GRCA property where gravel has been extracted.

**Expenditures:** \$3,700,900  
**Revenues:** \$4,199,200

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

#### **5. Recreation and education**

**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 in their operating costs.

**Education:** The GRCA operates six nature centres, which provide curriculum-based programs to about 40,000 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. The majority of the funding comes from school boards and the Grand River Conservation Foundation.

**Expenditures:** \$9,169,900  
**Revenues:** \$8,576,500

**Revenue sources:** Conservation Area user fees, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and Municipal General Levy (education programs only).

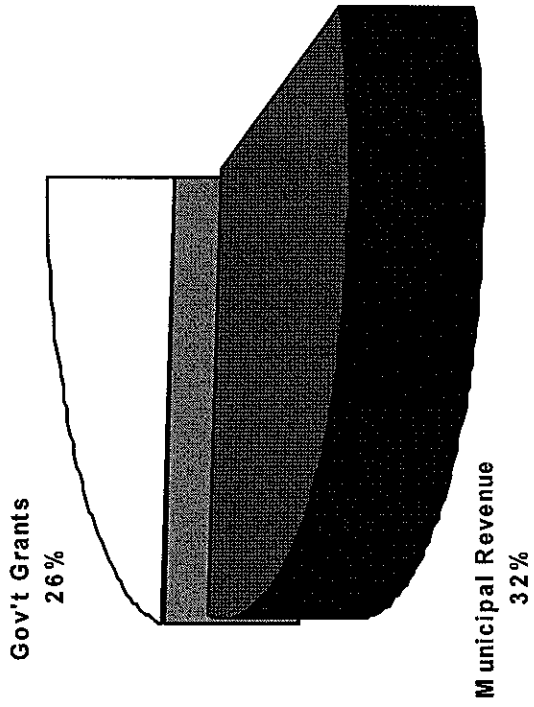
#### **6. Corporate services**

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

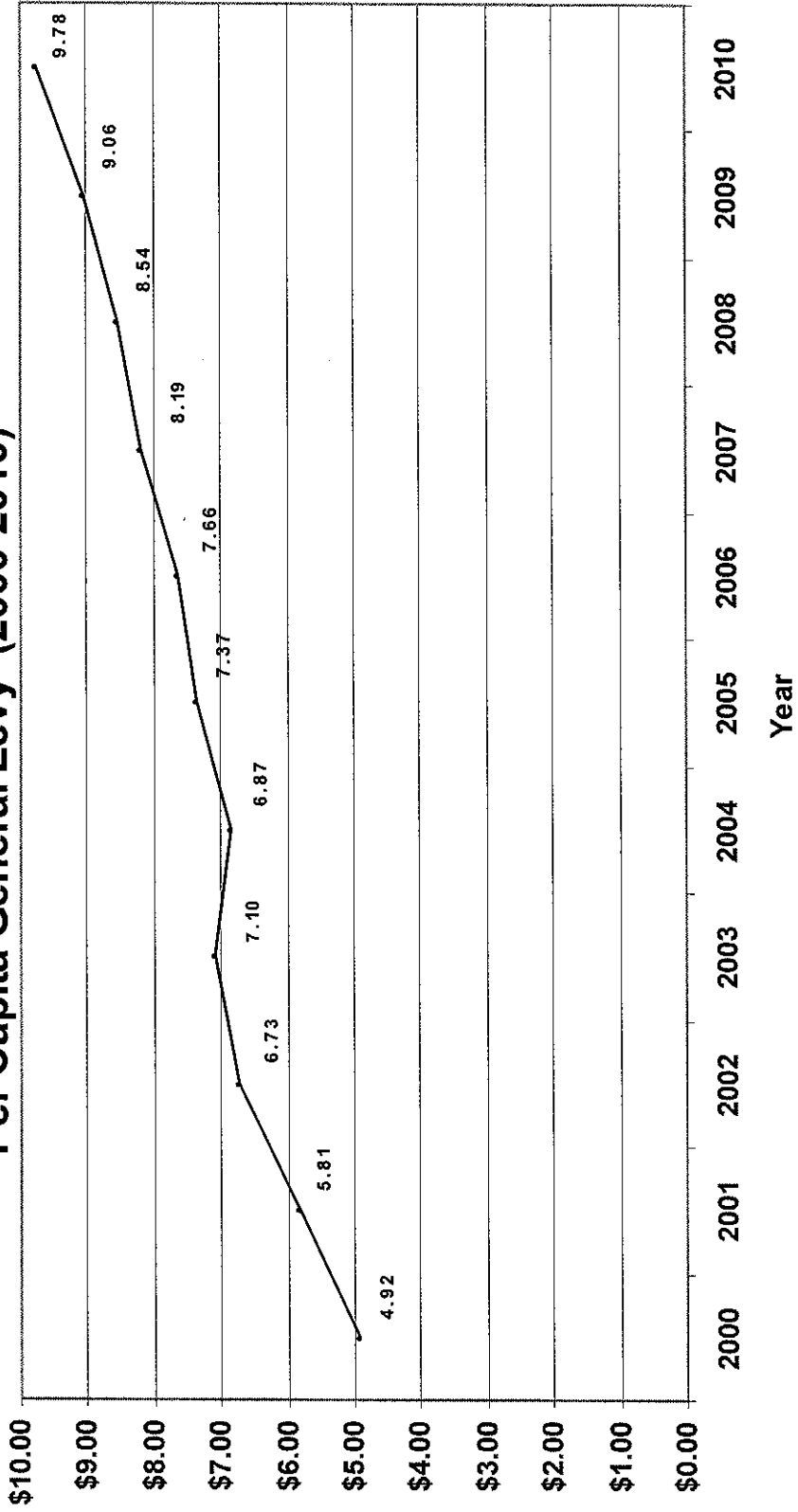
**Expenditures:** \$3,187,122  
**Revenues:** \$2,198,747

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

**Grand River Conservation Authority  
Revenues by Source  
2010 Budget**



# Grand River Conservation Authority Per Capita General Levy (2000-2010)



**Grand River Conservation Authority  
Statement of Operations  
BUDGET 2010**

<u>Revenue</u>	<u>Schedule</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Municipal</b>					
Levies:		7.00%	6.20%	6.20%	4.97%
<i>General-Operating</i>	Various	7,260,000	7,710,000	7,710,000	8,093,000
<i>General-Capital</i>		850,000	900,000	900,000	1,200,000
<i>Special</i>	Various	27,619	120,000	140,615	150,000
Other	Various	813,530	749,300	712,581	700,000
<b>Total Municipal Revenue</b>		<b>8,951,149</b>	<b>9,479,300</b>	<b>9,463,196</b>	<b>10,143,000</b>
<b>Government Grants</b>					
MNR Transfer Payments	Various	951,547	951,547	951,547	951,547
Source Protection Program Provincial	1B	4,795,480	5,193,000	4,310,707	4,124,000
Other Provincial	Various	847,792	1,235,000	1,615,396	2,119,000
Federal	Various	89,110	86,500	61,928	889,500
<b>Total Government Grants</b>		<b>6,683,929</b>	<b>7,466,047</b>	<b>6,939,578</b>	<b>8,084,047</b>
<b>Self-Generated</b>					
User Fees and Sales:					
<i>Enquiry's and Permits</i>	1(a)	255,081	275,000	297,665	280,000
<i>Plan Input and Review</i>	2	386,038	375,000	337,085	375,000
<i>Nursery and Woodlot Management</i>	3/4	432,329	386,000	476,642	432,500
<i>Consulting</i>	2	6,656	10,000	2,076	10,000
<i>Conservation Lands Income</i>	4	78,475	81,000	60,798	71,000
<i>Conservation Areas User Fees</i>	5	5,538,610	5,751,500	5,864,229	6,000,000
<i>Nature Centres and Camps</i>	5	685,977	707,500	695,946	692,500
<i>Merchandising and Sales</i>	5	3,977	5,000	4,696	5,000
Property Rentals	4	2,834,731	2,792,760	3,115,689	2,899,000
Hydro Generation	4	325,803	450,000	326,736	450,000
Land Sales	4	1,343	600,000	196,875	450,000
Grand River Conservation Foundation	Various	477,430	532,000	495,812	418,000
Donations	Various	288,339	238,000	319,712	421,000
Landowner Contributions	3	195,876	133,000	261,348	183,000
Investment Income (Operating)	8	113,261	100,000	103,891	100,000
Investment Income (allocated to reserves)	8	405,392	400,000	429,745	400,000
Miscellaneous Income	Various	137,193	167,000	179,198	167,000
<b>Total Self Generated Revenue</b>		<b>12,166,511</b>	<b>13,003,760</b>	<b>13,168,143</b>	<b>13,354,000</b>
<b>Total Revenue</b>		<b>27,801,589</b>	<b>29,949,107</b>	<b>29,570,917</b>	<b>31,581,047</b>
<b>Expenditures</b>					
<b>OPERATING</b>					
Watershed Management & Monitoring	1(a)	4,847,144	5,345,450	5,068,674	5,428,200
Source Protection Program	1(b)	4,795,480	5,193,000	4,310,707	4,124,000
Environmental Advisory Services	2	607,921	755,000	655,039	783,400
Watershed Stewardship	3	2,784,640	3,110,300	3,008,707	3,383,000
Conservation Land Management	4	4,096,801	3,842,500	3,860,158	3,232,900
Recreation and Education	5	5,398,836	5,292,000	5,455,877	5,541,000
Corporate Services	6	2,341,124	2,612,236	2,305,764	2,700,244
Net Equipment/Information Systems Usage Charges	7	1,582,457	1,785,700	1,652,433	1,801,100
less: Internal Charges (IT & Motor Pool)		(1,582,457)	(1,785,700)	(1,652,433)	(1,801,100)
Miscellaneous Expense	8	150,551	192,000	154,166	192,000
<b>TOTAL OPERATING</b>		<b>25,022,497</b>	<b>26,342,486</b>	<b>24,819,092</b>	<b>25,384,744</b>
<b>Capital Expenditures</b>					
Flood Control Structures	1(a)	665,553	1,900,000	1,734,262	2,500,000
Flood Forecasting & Warning Equipment	1(a)	177,238	341,000	65,298	446,000
Water Quality Equipment	1(a)	95,783	250,000	178,589	120,000
Conservation Land Management-Land Purchases	4	701,457	300,000	109,589	300,000
Conservation Land Management-Trails	4	6,008	80,000	94,329	0
Conservation Land Management-Property Development	4	69,878	50,000	96,677	50,000
Conservation Land Management-Misc	4	49,572	268,000	200,886	118,000
Recreation and Education-Conservation Areas	5	1,047,918	1,135,100	1,085,316	3,417,900
Recreation and Education-Conservation Areas & Forestry	5	207,475	187,000	105,462	211,000
Corporate Services-Equipment	6	220,189	320,000	281,502	340,000
Information Systems-Capital	7	248,757	300,000	353,009	300,000
Motor Pool-Capital	7	291,828	315,000	384,008	375,000
less: Internal Charges (IT & Motor Pool)	7	(475,823)	(351,450)	(463,602)	(374,750)
Miscellaneous Expense	8				
<b>TOTAL CAPITAL</b>		<b>3,305,833</b>	<b>5,094,650</b>	<b>4,225,325</b>	<b>7,803,150</b>
<b>Total Expenditures</b>		<b>28,328,330</b>	<b>31,437,136</b>	<b>29,044,417</b>	<b>33,187,894</b>
Gross Surplus (Deficit)		(526,741)	(1,488,029)	526,500	(1,606,847)
Prior Year Surplus Carried Forward		378,043	333,729	333,729	261,847
Funding (to)/from Reserves		482,427	1,154,300	(598,382)	1,345,000
<b>Net Surplus (Deficit)</b>		<b>333,729</b>	<b>(0)</b>	<b>261,847</b>	<b>(0)</b>

## **1(a). WATERSHED MANAGEMENT AND MONITORING**

Watershed management and monitoring programs provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed.

### **1-1. 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.

#### *What do we do?*

- facilitate the update of the Watershed Water Management Plan in consultation with our partners including municipalities, provincial ministries, federal government, community, Six Nations and academia to address the key water management objectives: reduce flood damagers, improve water quality and ensure adequate water supply; document information gaps of our understanding of how the watershed functions and the important water processes occurring in the watershed and with consideration to climate change and population growth; implement early actions to achieve water management objectives.
- carry out or partner with municipalities and other stakeholders on integrated subwatershed plans for streams and tributaries

### **1-2. Resource Inventory and Environmental Monitoring**

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 help determine improvements or declines in watershed health and priority management areas.

#### *What do we do?*

- 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
- coordinate the development of a drinking water source protection plan
- develop and implement long term Fisheries and 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 including prairie enhancement, municipal “greening” projects and stream rehabilitation (see Watershed Stewardship)
- 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.

### **1-3. Flood Protection Services**

The flood protection services program provides 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.

#### **1-3(a). 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.

##### *What do we do?*

- 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 streamflow 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.

#### **1-3(b). Flood and Erosion 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.

***What do we do?***

- 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

**1-3(c). Floodplain Regulations**

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

***What do we do?***

- 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.

- develop 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)
- develop enforcement and compliance policies and procedures for the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems

Grand River Conservation Authority  
Schedule 1(a)- Watershed Management & Monitoring  
BUDGET 2010

	<u>Actual</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Actual</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
<b>Expenditures</b>				
Watershed Studies	425,812	591,000	487,344	566,000
Resource Inventory & Environmental Monitoring	1,579,538	1,707,750	1,576,719	1,577,500
Flood Forecasting & Warning	835,795	997,000	768,942	1,140,000
Flood & Erosion Control Structures	1,972,064	3,368,000	3,154,797	3,996,700
Ice Management	0	5,000	1,825	5,000
Floodplain Regulations	718,751	887,600	809,708	900,200
Resource Management Division Support Costs	253,758	280,100	247,488	308,800
<b>Total Expenditures</b>	<b>5,785,718</b>	<b>7,836,450</b>	<b>7,046,823</b>	<b>8,494,200</b>
<b>Revenue</b>				
Municipal				
<i>General Levies</i>	4,281,983	4,482,283	4,482,283	5,031,833
<i>Special Levies</i>	27,619	120,000	140,615	150,000
<i>Other</i>	209,112	49,300	97,713	0
Government Grants				
<i>MNR Transfer Payments</i>	799,867	799,867	799,867	799,867
<i>Other Provincial:</i>	628,289	1,215,000	1,087,038	1,292,500
<i>Federal</i>	0	0	0	0
Self-Generated				
<i>Inquiries &amp; Permit Fees</i>	255,081	275,000	297,665	280,000
<i>Grand River Conservation Foundation</i>	24,679	25,000	23,028	30,000
<i>Fee Revenue</i>				
<i>Legal Settlements</i>				
<i>Donations</i>	30,354	23,000	30,159	23,000
<b>Total Revenue</b>	<b>6,256,984</b>	<b>6,989,450</b>	<b>6,958,368</b>	<b>7,607,200</b>
Gross Surplus (Deficit)	471,266	(847,000)	(88,455)	(887,000)
Funding from Reserves	4,758	847,000	351,030	887,000
Funding (to) Reserves	(305,000)	0	(85,000)	0
<b>Net Surplus (Deficit)</b>	<b>171,024</b>	<b>(0)</b>	<b>177,575</b>	<b>0</b>

## **1(b). SOURCE PROTECTION PROGRAM**

Work is continuing related to the development of a "Drinking Water Source Protection" plan for the Lake Erie Source Protection Region (includes Grand River Conservation authority, Kettle Creek Conservation Authority, Long Point Conservation Authority and Catfish Conservation Authority). This work is being done to implement recommendations of the Walkerton Inquiry and will be a major focus by the GRCA for several years. The provincial government has provided special grants to fully support studies and research that will become the foundation of this plan.

### *What do we do?*

- Act as the lead Conservation Authority in the Lake Erie Source Protection Region and provide administrative and technical support to the Long Point Region, Catfish Creek, and Kettle Creek Conservation Authorities in the facilitation of drinking water source protection planning in their watershed areas.
- Provide administrative and technical support for the Source Protection Committee, a multi-stakeholder committee that is responsible for directing the development of the four collaborative source protection plans in the Lake Erie Source Protection Region.
- Undertake water budget studies to understand and protect water resources from a water quantity prospective.
- Work with municipalities to carry out technical studies related to the risk assessment and protection of drinking water sources from a water quality prospective.
- Deliver the Clean Water Stewardship Fund program - a cost-share program with landowners in defined vulnerable areas near drinking water wells and intakes to take early action to reduce the risk to drinking water sources.

**Grand River Conservation Authority  
Schedule 1(b) - Source Protection Program  
BUDGET 2010**

<b><u>Expenditures</u></b>	<b><u>Actual 2008</u></b>	<b><u>Budget 2009</u></b>	<b><u>Actual 2009</u></b>	<b><u>Budget 2010</u></b>
Operating Costs	1,239,001	1,358,000	1,425,194	1,340,000
Water Budget - Technical Studies	3,210,929	1,120,000	247,593	811,000
Water Quality - Technical Studies	73,439	2,200,000	1,641,869	1,250,000
Stewardship Program	272,111	515,000	996,051	723,000
<b>Total Expenditures</b>	<b>4,795,480</b>	<b>5,193,000</b>	<b>4,310,707</b>	<b>4,124,000</b>

**Revenue**

**Municipal:**

- General Levies
- Special Levies
- Other

**Government Grants:**

MNR Transfer Payments	0	0	0	0
Source Protection Program Provincial	4,795,480	5,193,000	4,310,707	4,124,000

**Self-Generated:**

<b>Total Revenue</b>	<b>4,795,480</b>	<b>5,193,000</b>	<b>4,310,707</b>	<b>4,124,000</b>
Gross Surplus (Deficit)	0	0	0	0
Funding from Reserves	0	0	0	0
Funding (to) Reserves	0	0	0	0
<b>Net Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **2. ENVIRONMENTAL ADVISORY SERVICES**

This program includes costs and revenues associated with reviewing Official Plans, Zoning Bylaws, Development Plans and other planning 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.

### **2.1 Municipal Plan Input and Review**

#### *What do we do?*

- review municipal planning 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 development proposals 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 to assist in making wise land use decisions regarding protection of wetlands, fish and wildlife habitat and natural heritage systems

### **2-2. Environmental Consulting**

This category includes the costs and revenues associated with consulting to agencies outside the Grand River watershed, including international projects where our expertise is contracted. Generally, international projects are co-ordinated by the federal or provincial government, and we are part of a larger team assisting countries experiencing flooding or watershed management problems.

**Grand River Conservation Authority  
Schedule 2 - Environmental Advisory Services  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
Municipal Plan Input & Review	599,557	745,000	652,963	773,400
Other	0	0	0	0
Environmental Consulting	8,364	10,000	2,076	10,000
<b>Total Expenditures</b>	<b>607,921</b>	<b>755,000</b>	<b>655,039</b>	<b>783,400</b>
<b><u>Revenue</u></b>				
<b>Municipal:</b>				
General Levies	176,820	288,320	288,320	316,720
Special Levies				
Other				
<b>Government Grants:</b>				
MNR Transfer Payments	81,680	81,680	81,680	81,680
Other Provincial	1,708	0	0	0
Federal	0	0	0	0
<b>Self-Generated:</b>				
Consulting	6,656	10,000	2,076	10,000
Plan Input and Review	386,038	375,000	337,085	375,000
<b>Total Revenue</b>	<b>652,902</b>	<b>755,000</b>	<b>709,161</b>	<b>783,400</b>
Gross Surplus (Deficit)	44,981	0	54,122	0
Funding from Reserves	0	0	0	0
Funding (to) Reserves	0	0	(60,000)	0
<b>Net Surplus (Deficit)</b>	<b>44,981</b>	<b>0</b>	<b>(5,878)</b>	<b>0</b>



### **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.

#### **3-1. Land Stewardship**

This category includes direct delivery of remediation programs such as fisheries rehabilitation, tree planting/reforestation, wildlife habitat, developing property management plans, agricultural best management practices and erosion control on municipally or privately owned lands.

##### *What do we do?*

- 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
- 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.
- implement "best bets" for protection and enhancement of fisheries, as determined by the Grand River Fisheries Management Plan; 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

#### **3-2. Conservation Information**

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

##### *What do we do?*

- 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

**Grand River Conservation Authority  
Schedule 3 - Watershed Stewardship  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
<b>Land Stewardship:</b>				
Private Land Tree Planting	293,663	314,350	344,523	382,500
Forestry	750,240	696,300	833,663	936,800
Soil and Water Conservation	1,054,327	1,374,650	1,157,583	1,353,800
Stream Management & Restoration	166,097	126,400	99,970	132,500
	<b>2,264,327</b>	<b>2,511,700</b>	<b>2,435,739</b>	<b>2,805,600</b>
<b>Conservation Information:</b>				
Conservation Action Centre	0	0	0	0
Communications	520,313	598,600	572,968	577,400
	<b>520,313</b>	<b>598,600</b>	<b>572,968</b>	<b>577,400</b>
<b>Total Expenditures</b>	<b>2,784,640</b>	<b>3,110,300</b>	<b>3,008,707</b>	<b>3,383,000</b>
<b>Revenue</b>				
<b>Municipal</b>				
General Levies	1,404,800	1,542,800	1,542,800	1,491,500
Special Levies	0	0	0	0
Other:	602,418	700,000	614,868	700,000
<b>Government Grants</b>				
MNR Transfer Payments	0	0	0	0
Other Provincial	135,637	20,000	12,400	20,000
Federal:	27,850	66,500	36,671	63,000
<b>Self-Generated</b>				
Nursery	419,021	361,000	476,642	417,500
Landowner Contributions	195,876	133,000	261,348	183,000
Grand River Conservation Foundation	55,140	86,000	99,517	167,000
Donations	214,399	200,000	228,741	328,000
<b>Total Revenue</b>	<b>3,055,141</b>	<b>3,109,300</b>	<b>3,272,987</b>	<b>3,370,000</b>
Gross Surplus (Deficit)	270,501	(1,000)	264,280	(13,000)
Funding from Reserves	1,005	1,000	833	13,000
Funding (to) Reserves	(45,000)	0	(97,000)	0
<b>Net Surplus (Deficit)</b>	<b>226,506</b>	<b>0</b>	<b>168,113</b>	<b>0</b>

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#### 4. CONSERVATION LAND MANAGEMENT

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.

*What do we do?*

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate “passive” conservation areas in order to conserve forests and wildlife habitat. Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). Necessary funding is raised by The Grand River Conservation Foundation
- rent from tenants for seasonal use of 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 2000 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
- generate hydro from turbines in 3 large dams; the income is used to fund GRCA programs
- 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 “Provincially Significant Conservation Lands” and for other core programs

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**Grand River Conservation Authority**  
**Schedule 4 - Conservation Land Management**  
**BUDGET 2010**

<u>Expenditures</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
Operating Costs	506,645	507,100	498,334	551,800
Conservation Land Property Taxes	114,331	140,000	134,537	144,200
Op'ns Admin/Support Costs	576,895	586,700	551,548	581,300
Capital Expenditures	765,166	649,500	404,804	419,500
Capital Support Staff	403,375	431,100	382,675	437,500
Property Rentals	1,608,688	1,568,200	1,797,443	1,361,600
Woodlot Management	69,939	68,400	72,073	112,300
Hydro Production	878,677	589,500	520,225	92,700
Master Plans	0	0	0	0
<b>Total Expenditures</b>	<b>4,923,716</b>	<b>4,540,500</b>	<b>4,361,639</b>	<b>3,700,900</b>
<u>Revenue</u>				
Municipal:				
General Levies	149,000	140,000	140,000	144,200
Special Levies	0	0	0	0
Other	0	0	0	0
Government Grants:				
MNR Transfer Payments	0	0	0	0
Other Provincial	0	0	399,397	0
Federal:	25,000	0	1,950	0
Self Generated:				
Conservation Lands Income	78,475	81,000	60,798	71,000
Property Rentals	2,834,731	2,792,760	3,115,689	2,899,000
Woodlot Management	13,308	25,000	0	15,000
Hydro Production	325,803	450,000	326,736	450,000
Gravel and Land Sales	1,343	600,000	196,875	450,000
Grand River Conservation Foundation	105,644	350,000	250,850	100,000
Other Donations	12,247	15,000	49,587	70,000
<b>Total Revenue</b>	<b>3,545,551</b>	<b>4,453,760</b>	<b>4,541,882</b>	<b>4,199,200</b>
Gross Surplus (Deficit)	(1,378,165)	(86,740)	180,243	498,300
Funding from Reserves	1,686,946	1,121,000	819,092	434,000
Funding (to) Reserves	(129,339)	(738,750)	(878,183)	(588,750)
<b>Net Surplus (Deficit)</b>	<b>179,442</b>	<b>295,510</b>	<b>121,152</b>	<b>343,550</b>

## **5. RECREATION AND EDUCATION**

These programs include costs and revenues associated with delivering recreational and educational programs on GRCA lands.

### **5-1. Conservation Areas**

This category includes the costs and revenues associated with day-use, concessions and camping at GRCA active Conservation Areas.

#### *What do we do?*

- 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

### **5-2. Conservation 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 40,000 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.

#### *What do we do?*

- 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)

**Grand River Conservation Authority  
Schedule 5 - Recreation and Education  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
Conservation Areas				
<i>Operating Expense</i>	4,232,518	4,325,000	4,407,950	4,589,000
<i>Property Taxes</i>	59,613	68,000	56,158	68,000
<i>Capital Expenditures</i>	1,255,393	1,322,100	1,190,778	3,628,900
	<b>5,547,524</b>	<b>5,715,100</b>	<b>5,654,886</b>	<b>8,285,900</b>
Conservation Education				
<i>School Programs</i>	924,948	740,000	779,013	725,000
<i>Community Programs</i>	62,442	54,000	100,382	54,000
<i>Resource Management Camps</i>	119,240	105,000	111,482	105,000
	<b>1,106,630</b>	<b>899,000</b>	<b>990,877</b>	<b>884,000</b>
Community Relations	75	0	892	0
<b>Total Expenditures</b>	<b>6,654,229</b>	<b>6,614,100</b>	<b>6,646,655</b>	<b>9,169,900</b>
<b><u>Revenue</u></b>				
Municipal				
<i>General Levies</i>	161,000	161,000	161,000	180,000
<i>Special Levies</i>	0	0	0	0
<i>Other</i>	0	0	0	0
Government Grants				
<i>MNR Transfer Payments</i>	0	0	0	0
<i>Other Provincial</i>	68,579	0	83,609	806,500
<i>Federal</i>	0	0	23,307	806,500
Self-Generated				
<i>Conservation Area User Fees</i>	5,538,610	5,751,500	5,864,229	6,000,000
<i>Conservation Education - Schools</i>	498,298	531,500	505,626	516,500
<i>Conservation Education - Community</i>	49,438	48,500	54,286	48,500
<i>Conservation Education - Camps</i>	138,241	127,500	136,034	127,500
<i>Community Relations</i>	3,977	5,000	4,696	5,000
<i>Donations</i>	269,859	36,000	101,777	86,000
<b>Total Revenue</b>	<b>6,728,002</b>	<b>6,661,000</b>	<b>6,934,564</b>	<b>8,576,500</b>
Gross Surplus (Deficit)	73,773	46,900	287,909	(593,400)
Funding from Reserves	4,312	100,000	0	739,000
Funding (to) Reserves	(154,500)	(154,500)	(329,500)	(154,500)
<b>Net Surplus (Deficit)</b>	<b>(76,415)</b>	<b>(7,600)</b>	<b>(41,591)</b>	<b>(8,900)</b>

## **6. CORPORATE SERVICES**

This category includes the cost of the Office of the Chief Administrative Officer and the Assistant Chief Administrative Officer/Secretary-Treasurer, the Finance Section (General Accounting, accounting for grant submissions, accounts payable, accounts receivable, payroll) and the Human Resources section, which administers personnel policy, health and safety, union contract and employee benefits. In addition, this category includes all expenses relating to the General Membership, the expenses of the Administration Centre facility, insurance, audit, consulting and legal fees and general expenses. A computer charge is allocated to the individual sections based on the number of users and the nature of system usage (see Schedule 7 - Vehicle, Equipment and Information Systems Usage Charges). A portion of General Administration expenses is eligible for Provincial Operating grants and matching levies.

**Grand River Conservation Authority  
Schedule 6 - Corporate Services  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
General Administration				
<i>Salaries &amp; Benefits:</i>	1,315,504	1,413,300	1,265,622	1,479,000
<i>Travel Expenses &amp; Allowances:</i>	161,105	175,840	153,477	181,200
<i>Equipment Purchases and Rentals:</i>	196,767	234,250	197,067	241,000
<i>Materials and Supplies</i>	175,375	137,600	126,528	142,000
<i>Rent and Utilities</i>	582,858	655,900	654,227	681,000
<i>General Expenses</i>	302,682	459,071	361,025	459,769
<i>Recovery of Corporate Services Expenses</i>	(172,978)	(143,725)	(170,680)	(143,725)
<b>Total Expenditures</b>	<b>2,561,313</b>	<b>2,932,236</b>	<b>2,587,266</b>	<b>3,040,244</b>

<b><u>Revenue</u></b>				
Municipal				
<i>General Levies</i>	1,936,397	1,995,597	1,995,597	2,128,747
<i>Special Levies</i>	0	0	0	0
<i>Other</i>	0	0	0	0
Government Grants				
<i>MNR Transfer Payments</i>	70,000	70,000	70,000	70,000
<i>Other Provincial</i>	0	0	0	0
<i>Federal</i>	0	0	0	0
Self-Generated	0	0	0	0
<b>Total Revenue</b>	<b>2,006,397</b>	<b>2,065,597</b>	<b>2,065,597</b>	<b>2,198,747</b>

Gross Surplus (Deficit)	(554,916)	(866,639)	(521,669)	(841,497)
Funding from Reserves	0	115,000	0	115,000
Funding (to) Reserves	(165,000)	0	(89,000)	0
<b>Net Surplus (Deficit)</b>	<b>(719,916)</b>	<b>(751,639)</b>	<b>(610,669)</b>	<b>(726,497)</b>



## 7. VEHICLE, EQUIPMENT AND INFORMATION SYSTEMS USAGE CHARGES

This category includes the two support areas that are charged out to other cost centres on an "as used" basis.

### 7-1. Information Systems

This category includes costs associated with implementing and operating corporate information technology for all areas including the Administration Centre, Conservation Areas and Nature Centres. All expenses and capital purchases are charged against the computer reserve. User cost centres incur a charge for their use which is booked as a "rental recovery" to sustain the computer reserve.

#### *What do we do?*

- Develop and implement the GRCA's long-term information technology and telecommunications plan. Create and maintain standards for the development and use of corporate data
- Operate a computer network of 24 servers and 200 clients for geographic information systems (GIS); flood forecasting and warning, including real-time data collection and dissemination of water quantity and quality monitoring station information; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance and human resources
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers for use at outdoor education centres
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office and Conservation Areas
- Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets
- Support and manage mobile phones, blackberry devices, personal digital assistants and pagers
- Capital expenditures include Geomatics and database development; ongoing replacement of and upgrades to network servers, PCs, networking peripherals, telecommunication devices and software including the on-line campsite reservation system

## **7-2. Motor Pool**

Motor Pool includes the vehicles and equipment that are used for operations and capital projects by other cost centres. All operating expenses and capital purchases are funded from the motor pool reserve. When equipment or vehicles are used, the cost centre is charged for the use of the asset and the income is credited to the motor pool reserve.

### *What do we do?*

- operate a fleet of vehicles and equipment to support all GRCA programs in the field
- capital purchases in 2009 include five pickup trucks, one van, one utility cab and chassis, three utility vehicles (golf cart type units), one large mower and various pieces of small equipment (i.e. push mowers, chain saws).

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**Grand River Conservation Authority**  
**Schedule 7 - Vehicle/Equipment/Information Systems**  
**BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
<b>Information Systems</b>				
Operating Expenses	802,619	974,700	901,932	957,800
Capital Purchases	248,757	300,000	353,009	300,000
	<b>1,051,376</b>	<b>1,274,700</b>	<b>1,254,941</b>	<b>1,257,800</b>
<b>Motor Pool</b>				
Operating Expenses	779,838	811,000	750,501	843,300
Capital Purchases	291,828	315,000	384,008	375,000
	<b>1,071,666</b>	<b>1,126,000</b>	<b>1,134,509</b>	<b>1,218,300</b>
<b>Internal Charges to Programs</b>				
Information Systems	(976,000)	(1,069,650)	(1,017,550)	(1,044,250)
Motor Pool	(1,082,280)	(1,067,500)	(1,098,485)	(1,131,600)
	<b>(2,058,280)</b>	<b>(2,137,150)</b>	<b>(2,116,035)</b>	<b>(2,175,850)</b>
<b>Total Expenditures</b>	<b>64,762</b>	<b>263,550</b>	<b>273,415</b>	<b>300,250</b>
<b><u>Revenue</u></b>				
<b>Government Grants:</b>				
Other Municipal	2,000			
Other Provincial	0			
Federal	34,163	0	0	0
<b>Self-Generated:</b>				
Miscellaneous	3,962	0	18,320	0
	<b>40,125</b>	<b>0</b>	<b>18,320</b>	<b>0</b>
Gross Surplus (Deficit)	(24,637)	(263,550)	(255,095)	(300,250)
Funding from Reserves	2,082,917	2,400,700	2,389,450	2,476,100
Funding (to) Reserves	(2,058,280)	(2,137,150)	(2,139,355)	(2,175,850)
<b>Net Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>

## **8. MISCELLANEOUS EXPENDITURES AND REVENUES**

This category includes Expenditures and Revenues, which are general in nature, and not related to specific programs.

### **8-1. Special Employment Programs**

This includes provincial and federal work experience programs that the Authority typically participates in, on a nearly break-even basis.

#### *What do we do?*

- Summer Experience Program and other provincial or federal programs

### **8-2. Other Miscellaneous Expenditures and Revenues**

This includes non-program related items.

#### *What do we do?*

- 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

Grand River Conservation Authority  
Schedule 8 - Miscellaneous Expenditures and Revenues  
BUDGET 2010

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Expenditures</b>				
Special Employment Programs	3,918	0	3,761	0
Other Miscellaneous	146,633	192,000	150,405	192,000
<b>Total Expenditures</b>	<b>150,551</b>	<b>192,000</b>	<b>154,166</b>	<b>192,000</b>

**Revenue**

Municipal				
General Levies	0	0	0	0
Special Levies	0	0	0	0
Other	0	0	0	0
Government Grants				
MNR Transfer Payments	0	0	0	0
Other Provincial	13,579	0	27,952	0
Federal	2,097	20,000	0	20,000
Self-Generated				
Investment Income	518,653	500,000	533,636	500,000
Miscellaneous	133,231	167,000	160,878	167,000
Donations	53,447	35,000	31,865	35,000
<b>Total Revenue</b>	<b>721,007</b>	<b>722,000</b>	<b>754,331</b>	<b>722,000</b>
Gross Surplus (Deficit)	570,456	530,000	600,165	530,000
Funding from Reserves	0	0	0	0
Funding (to) Reserves	(440,392)	(400,000)	(480,749)	(400,000)
<b>Net Surplus (Deficit)</b>	<b>130,064</b>	<b>130,000</b>	<b>119,416</b>	<b>130,000</b>

## Grand River Conservation Authority Summary of Municipal Levy - 2010 Budget

DRAFT - February 11, 2010

	% CVA in Watershed	2008 for 2009 CVA in Watershed	CVA-Based Apportionment	2010 Budget Operating Levy	2010 Budget Capital Levy	2010 Budget Total Levy	Actual 2009 Levy	% Change
Branford City	100.0%	10,042,869,516	8.9%	722,092	107,069	829,161	764,422	8.5%
County of Brant	84.0%	3,672,691,413	3.3%	264,070	39,155	303,225	279,442	8.5%
Amaranth Twp	82.0%	408,665,729	0.4%	29,383	4,357	33,740	29,968	12.6%
East Garafraxa Twp	80.0%	333,955,009	0.3%	24,012	3,560	27,572	23,432	17.7%
E. Luther Gr. Valley Twp	100.0%	265,001,346	0.2%	19,054	2,825	21,879	19,954	9.6%
Melancthon Twp	56.0%	200,336,171	0.2%	14,404	2,136	16,540	15,084	9.7%
Southgate Twp	6.0%	35,914,084	0.0%	2,582	383	2,965	2,882	2.9%
Haldimand County	41.0%	2,081,005,282	1.8%	149,626	22,186	171,812	160,450	7.1%
Norfolk County	5.0%	325,210,123	0.3%	23,383	3,467	26,850	24,617	9.1%
Halton Region	9.6%	2,164,551,473	1.9%	155,633	23,077	178,710	152,340	17.3%
Hamilton City (estimated)	4.7%	2,764,399,955	2.5%	198,763	29,472	228,235	212,419	7.4%
Oxford County	37.7%	992,141,648	0.9%	71,336	10,577	81,913	77,560	5.6%
North Perth T	2.0%	26,079,110	0.0%	1,875	278	2,153	2,112	1.9%
Perth East Twp	40.0%	471,170,072	0.4%	33,878	5,023	38,901	38,850	0.1%
Waterloo Region	100.0%	63,470,530,508	56.4%	4,563,597	676,674	5,240,271	4,890,572	7.2%
Wellington North Twp	51.0%	568,837,358	0.5%	40,900	6,064	46,964	45,559	3.1%
Centre Wellington Twp	100.0%	3,199,718,847	2.8%	230,063	34,113	264,176	243,631	8.4%
Guelph/Eramosa Twp	100.0%	1,872,376,656	1.7%	134,626	19,962	154,588	139,340	10.9%
Town of Erin	49.0%	874,663,780	0.8%	62,889	9,325	72,214	64,222	12.4%
Guelph City	100.0%	16,598,505,610	14.7%	1,193,449	176,960	1,370,409	1,267,304	8.1%
Mapleton Tp	95.0%	936,442,018	0.8%	67,331	9,984	77,315	72,458	6.7%
Puslinch Twp	75.0%	1,252,467,250	1.1%	90,054	13,353	103,407	83,382	24.0%
<b>Total</b>		<b>112,557,532,958</b>	<b>100.00%</b>	<b>8,093,000</b>	<b>1,200,000</b>	<b>9,293,000</b>	<b>8,610,000</b>	<b>7.93%</b>

Increase:                      **4.97%**                      **33.33%**

**Grand River Conservation Authority  
2010 Budget  
Recommended Special Municipal Levies**

<u>Project</u>	<u>Special Levy</u>	<u>Major Benefiting Municipality</u>
East-side Subwatershed Study	50,000	Region of Waterloo
Upper Blair Creek Drainage Study	100,000	City of Kitchener
<b>Total Special Municipal Levies</b>	<b>150,000</b>	

# **APPENDIX A**

**(TO BE INCLUDED WITH FINAL VERSION)**



## **APPENDIX B**

**Grand River Conservation Authority**  
**Schedule 1(a)- Watershed Management & Monitoring**  
**BUDGET 2010**

<u>Expenditures</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Watershed Studies</b>				
Grand River Watershed Management Plan	104,652	265,000	147,212	280,000
Water Quality	19,173	26,000	24,255	26,000
Ground Water Modelling	12,401	0	3,836	0
Dundas Valley Groundwater Study	233,800	200,000	179,716	27,000
Aquifer Assessment	8,374	0	0	0
Chilligo-Hopewell	28,427	100,000	45,433	120,000
Upper Blair Drainage	13,405	0	50,671	100,000
Alder Creek	5,580	0	0	0
Storm Water Management-Pond Temp Monitoring	0	0	9,489	0
Soft Path Pilot Project-Fergus/Elora	0	0	26,732	13,000
	<b>425,812</b>	<b>591,000</b>	<b>487,344</b>	<b>566,000</b>
<b>Resource Inventory &amp; Environmental Monitoring</b>				
Watershed Resources - Planning:				
Salaries & Benefits	854,358	768,600	810,768	829,300
Travel & Expenses	50,464	18,600	34,233	19,200
Computer Charges	89,650	89,550	89,550	107,000
Conferences, Seminars & Training	21,822	11,000	16,662	11,000
Lab Supplies & Equipment	1,420	1,000	884	1,000
Instrumentation	56,511	50,000	29,876	50,000
Telephone	7,320	8,400	5,974	8,400
Water Quality Monitoring	99,498	200,800	103,361	89,000
Water Quality Monitoring Equipment	39,272	200,000	148,713	70,000
Drought Response	25,948	10,000	0	10,000
Watershed Resources - Environment:				
Salaries & Benefits	185,692	267,100	233,062	297,800
Travel & Expenses	7,097	4,500	5,842	4,700
Conferences, Seminars & Training	1,765	4,000	4,856	4,000
Motor Pool	27,031	23,300	26,818	24,000
Computer Charges	47,400	47,400	47,400	48,600
Forest Management Program	60,665	0	0	0
Dunnville Fishway Maintenance	3,625	3,500	3,720	3,500
Dunnville Lock E.A.				
	<b>1,579,538</b>	<b>1,707,750</b>	<b>1,576,719</b>	<b>1,577,500</b>
<b>Flood Forecasting &amp; Warning</b>				
Data Collection:				
Salaries & Benefits	70,734	78,200	71,902	81,300
Hardware	116,441	88,000	47,733	128,000
Stream Gauges	60,797	253,000	47,413	318,000
Gauge Operating Costs	28,293	28,600	32,491	28,600
Motor Pool	15,062	14,600	17,565	15,000
Snow Surveys	8,526	7,500	6,944	7,500
Flood Forecasting:				
Salaries & Benefits	148,922	155,900	156,499	162,100
Computer Charges	96,700	96,700	96,700	106,900
Communications:				
Telecommunications	103,479	89,500	104,389	102,200
Emergency Radio	18,246	18,300	18,562	18,300
Operations Centre:				
Salaries & Benefits	119,741	123,700	125,465	128,700
Motor Pool	12,225	13,000	14,780	13,400
Flood Preparedness	15,729	15,000	9,093	15,000
Response to a Flood	20,900	15,000	19,406	15,000
	<b>835,795</b>	<b>997,000</b>	<b>768,942</b>	<b>1,140,000</b>

**Grand River Conservation Authority**  
**Schedule 1(a)- Watershed Management & Monitoring**  
**BUDGET 2010**

	<u>Actual</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Actual</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
<b>Flood &amp; Erosion Control Structures</b>				
Operation and Routine Maintenance:				
<i>Shand</i>	244,893	265,700	259,699	271,300
<i>Conestogo</i>	208,069	237,900	226,518	242,400
<i>Luther</i>	65,215	78,100	69,557	79,200
<i>Laurel Creek</i>	121,347	140,100	133,321	141,700
<i>Shade's Mills</i>	84,603	99,900	86,248	101,900
<i>Woolwich</i>	99,358	113,200	104,927	115,700
<i>Guelph</i>	270,310	291,300	288,500	298,000
<i>Small Dams/Non-Flood Control Dams</i>	181,741	202,800	213,590	205,900
<i>Dykes and Channel Works</i>	30,975	39,000	38,175	40,600
Capital Expenditures	<b>capital</b>		1,734,262	
<i>Misc Capital Projects</i>	<b>capital</b>	800,000		500,000
<i>Drimmie Dam Projects</i>	<b>capital</b>	100,000		600,000
<i>Conestogo Stilling Basin</i>	<b>capital</b>	1,000,000		1,400,000
<i>Conestogo Emergency Spillway</i>	<b>capital</b>	0		0
Emergency Planning	<b>capital</b>	0	0	0
	<b>1,972,064</b>	<b>3,368,000</b>	<b>3,154,797</b>	<b>3,996,700</b>
<b>Ice Management</b>				
Ice Management	<b>0</b>	<b>5,000</b>	<b>1,825</b>	<b>5,000</b>
<b>Floodplain Regulations</b>				
Planning and Resource Coordination:				
<i>Salaries &amp; Benefits</i>	409,003	536,950	454,743	528,400
<i>Travel &amp; Expenses</i>	12,726	13,300	7,342	19,700
<i>Conferences, Seminars &amp; Training</i>	4,423	3,500	2,382	3,500
<i>Motor Pool</i>	10,265	11,300	10,265	11,600
<i>Computer Charges</i>	47,500	72,450	72,450	71,000
<i>Publishing and Resource Material</i>	364	1,000	0	1,000
<i>Cellular Telephone</i>	3,060	1,200	2,981	1,200
Mapping Projects	168,857	172,000	182,482	184,900
Section 28 Regulations and Wetland Policy	62,553	75,900	77,063	78,900
	<b>718,751</b>	<b>887,600</b>	<b>809,708</b>	<b>900,200</b>
<b>Resource Management Division Support Costs</b>				
Division Administration				
<i>Salaries &amp; Benefits</i>	53,131	56,700	52,348	57,900
<i>Casual Staff</i>	4,557	8,000	0	8,000
<i>Travel &amp; Expenses</i>	9,516	12,200	13,186	12,600
<i>Conferences, Seminars &amp; Training</i>	5,172	3,500	4,510	3,500
<i>Library &amp; Archives</i>	100	500	130	500
<i>Technical Plans &amp; Maps</i>	3,131	4,000	2,788	4,000
<i>Insurance - Liability</i>	145,369	138,800	135,596	115,700
<i>Computer Charges</i>	6,400	6,400	6,400	6,600
<i>Legal &amp; Consulting</i>	26,382	50,000	32,530	100,000
	<b>253,758</b>	<b>280,100</b>	<b>247,488</b>	<b>308,800</b>
<b>Total Expenditures</b>	<b>5,785,718</b>	<b>7,836,450</b>	<b>7,046,823</b>	<b>8,494,200</b>

**Revenue**

**Grand River Conservation Authority**  
**Schedule 1(a)- Watershed Management & Monitoring**  
**BUDGET 2010**

	<u>Actual</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Actual</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
<b>Municipal</b>				
General Levies	4,281,983	4,482,283	4,482,283	5,031,833
Special Levies	27,619	120,000	140,615	150,000
Other	209,112	49,300	97,713	
	<b>4,518,714</b>	<b>4,651,583</b>	<b>4,720,611</b>	<b>5,181,833</b>
<b>Government Grants</b>				
MNR Transfer Payments	799,867	799,867	799,867	799,867
Other Provincial:	628,289	1,215,000	1,087,038	1,292,500
Federal	0	0	0	0
	<b>1,428,156</b>	<b>2,014,867</b>	<b>1,886,905</b>	<b>2,092,367</b>
<b>Self-Generated</b>				
Solicitor's Inquiries	41,075	41,200	43,675	41,200
Permit Fees	214,006	233,800	253,990	238,800
Grand River Conservation Foundation	24,679	25,000	23,028	30,000
Donations	30,354	23,000	30,159	23,000
	<b>310,114</b>	<b>323,000</b>	<b>350,852</b>	<b>333,000</b>
<b>Total Revenue</b>	<b>6,256,984</b>	<b>6,989,450</b>	<b>6,958,368</b>	<b>7,607,200</b>
<b>Gross Surplus (Deficit)</b>	<b>471,266</b>	<b>(847,000)</b>	<b>(88,455)</b>	<b>(887,000)</b>
<b>Funding from Reserves</b>				
<i>Work In Progress-Subwatershed Studies</i>	4,758	0	0	20,000
<i>Grand River Watershed Management Plan</i>	<b>capital</b> 0	217,000	71,030	227,000
<i>Victoria Street Water Quality Gauge</i>	<b>capital</b> 0	70,000		10,000
<i>York Gauge Station</i>	<b>capital</b> 0	160,000		180,000
<i>Planning Enforcement Reserve</i>				50,000
<i>Flood Control Structures</i>	<b>capital</b> 0	400,000	280,000	400,000
	<b>4,758</b>	<b>847,000</b>	<b>351,030</b>	<b>887,000</b>
<b>Funding (to) Reserves</b>				
<i>Grand River Watershed Management Plan</i>	(80,000)	0	(20,000)	0
<i>Planning Enforcement Reserve</i>	0	0	(65,000)	0
<i>Major Maintenance Flood control Structures</i>	(225,000)	0	0	0
	<b>(305,000)</b>	<b>0</b>	<b>(85,000)</b>	<b>0</b>
<b>Net Surplus (Deficit)</b>	<b>171,024</b>	<b>(0)</b>	<b>177,575</b>	<b>0</b>

**Grand River Conservation Authority  
Schedule 1(b) - Source Protection Program  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
<b>Operating Costs</b>				
Salaries and Benefits	612,318	702,200	703,436	710,000
Travel & Expenses	17,324	18,700	20,019	20,000
Conferences, Seminars & Training	11,535	7,400	94	4,650
Committee Member Per Diem Expense	50,000	53,300	39,531	52,000
Committee Member Travel Expense	12,786	12,000	14,768	15,000
Committee Meeting Expenses	14,323	6,300	10,408	10,000
Computer Charges	64,400	69,600	71,600	67,350
Admin and Contract Services	127,361	143,000	138,256	143,000
Consultation and Outreach Services	40,798	42,000	117,736	55,000
Watershed-wide Studies	71,689	57,000	90,403	0
Partner Conservation Authority Expenditures	216,467	246,500	218,943	263,000
	<b>1,239,001</b>	<b>1,358,000</b>	<b>1,425,194</b>	<b>1,340,000</b>
<b>Water Budget - Technical Studies</b>				
Tier 2 studies	192,856	520,000	241,822	0
Tier 3 studies	3,018,073	600,000	5,771	811,000
<b>Water Quality - Technical Studies</b>	<b>73,439</b>	<b>2,200,000</b>	<b>1,641,869</b>	<b>1,250,000</b>
<b>Stewardship Program:</b>				
Outreach Program Delivery	137,786	100,000	74,334	63,000
Landowner Grants	134,325	415,000	921,717	660,000
<b>Total Expenditures</b>	<b>4,795,480</b>	<b>5,193,000</b>	<b>4,310,707</b>	<b>4,124,000</b>
<b><u>Revenue</u></b>				
<b>Government Grants:</b>				
Source Protection Program Provincial	4,795,480	5,193,000	4,310,707	4,124,000
<b>Total Revenue</b>	<b>4,795,480</b>	<b>5,193,000</b>	<b>4,310,707</b>	<b>4,124,000</b>
<b>Gross Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Funding from Reserves	0	0	0	0
Funding (to) Reserves	0	0	0	0
<b>Net Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Grand River Conservation Authority  
Schedule 2 - Environmental Advisory Services  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
<b>Municipal Plan Input &amp; Review</b>				
<i>Salaries and Benefits</i>	560,314	703,300	612,310	731,400
<i>Conferences, Seminars &amp; Training</i>	1,542	2,600	3,981	2,600
<i>Travel &amp; Expenses</i>	6,056	6,700	5,027	6,900
<i>Computer Charges</i>	29,000	29,000	29,000	29,000
<i>Motor Pool Charges</i>	2,645	3,400	2,645	3,500
	<b>599,557</b>	<b>745,000</b>	<b>652,963</b>	<b>773,400</b>
<b>Environmental Consulting</b>	<b>8,364</b>	<b>10,000</b>	<b>2,076</b>	<b>10,000</b>
<b>Total Expenditures</b>	<b>607,921</b>	<b>755,000</b>	<b>655,039</b>	<b>783,400</b>
<b><u>Revenue</u></b>				
<b>Municipal:</b>				
General Levies	176,820	288,320	288,320	316,720
<b>Government Grants:</b>				
MNR Transfer Payments	81,680	81,680	81,680	81,680
Other Provincial	1,708	0	0	0
<b>Self-Generated:</b>				
Consulting	6,656	10,000	2,076	10,000
Plan Input and Review	386,038	375,000	337,085	375,000
<b>Total Revenue</b>	<b>652,902</b>	<b>755,000</b>	<b>709,161</b>	<b>783,400</b>
<b>Gross Surplus (Deficit)</b>	<b>44,981</b>	<b>0</b>	<b>54,122</b>	<b>0</b>
Funding from Reserves	0	0		0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Funding (to) Reserves	0	0		0
<i>Planning Enforcement</i>			(60,000)	
	<b>0</b>	<b>0</b>	<b>(60,000)</b>	<b>0</b>
<b>Net Surplus (Deficit)</b>	<b>44,981</b>	<b>0</b>	<b>(5,878)</b>	<b>0</b>

**Grand River Conservation Authority  
Schedule 3 - Watershed Stewardship  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Expenditures</u></b>				
<b>Land Stewardship:</b>				
Private Land Tree Planting				
<i>Salaries &amp; Benefits</i>	92,987	112,200	93,930	123,100
<i>Travel &amp; Expenses</i>	347	600	184	600
<i>Planting Contractors</i>	97,774	91,500	134,685	141,500
<i>Telephone</i>	331	650	312	600
<i>Computer Charges</i>	26,400	26,400	26,400	27,100
<i>Awards &amp; Promo. Material</i>	1,759	3,200	1,687	3,200
<i>Planting Supplies</i>	15,367	6,000	16,925	10,200
<i>Motor Pool/Storage</i>	57,509	71,300	69,741	73,700
<i>Conferences, Seminars &amp; Training</i>	1,189	2,500	659	2,500
	<b>293,663</b>	<b>314,350</b>	<b>344,523</b>	<b>382,500</b>
Forestry				
<i>Nursery Operations</i>	430,268	386,800	489,812	443,300
<i>Dunnville Marsh Restoration</i>	87,026	5,000	479	5,000
<i>Ecological Restoration</i>	112,076	161,000	216,642	340,000
<i>Forestry Maintenance</i>	82,192	88,900	91,165	93,900
<i>Forestry &amp; Source Development</i>	38,678	54,600	35,565	54,600
	<b>750,240</b>	<b>696,300</b>	<b>833,663</b>	<b>936,800</b>
Soil and Water Conservation	83			
<i>Salaries &amp; Benefits</i>	222,459	332,450	272,111	280,800
<i>Travel &amp; Expenses</i>	12,136	11,000	12,342	11,400
<i>Motor Pool</i>	8,785	9,100	8,785	9,400
<i>Computer Charges</i>	48,850	58,000	58,000	59,400
<i>Equipment</i>	420	500	40	500
<i>Awards &amp; Promo. Material</i>	7,355	0	11,156	0
<i>Conferences, Seminars &amp; Training</i>	1,164	2,500	2,022	2,500
<i>Trees for Mapleton</i>	20,654	64,000	57,092	64,000
<i>Cambridge Desiltation Pond</i>	1,005	1,000	833	1,000
<i>Upper Grand Restoration</i>	17,183	50,000	12,753	50,000
<i>Forestry Extension Program</i>	0	53,600	64,945	120,800
<i>Brant/Brantford Children's Water Festival</i>	43,967	26,000	26,847	26,000
<i>Species at Risk Program</i>	21,571	66,500	26,959	28,000
<i>Nith River Basin Report</i>	0	0	6,650	0
<i>Great Lakes Renewal</i>	4,952	0	0	0
<i>Greencover Canada</i>	8,294	0	0	0
<i>Yellowfish Rural Project</i>	34,121	0	0	0
<i>Rural Water Quality Committee Support</i>	7,314	0	5,472	0
<i>Rural Water Quality Capital Grants</i>	594,097	700,000	591,576	700,000
	<b>1,054,327</b>	<b>1,374,650</b>	<b>1,157,583</b>	<b>1,353,800</b>

**Grand River Conservation Authority  
Schedule 3 - Watershed Stewardship  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
Stream Management & Restoration				
<i>Salaries &amp; Benefits</i>	130,580	100,000	64,974	104,000
<i>Travel &amp; Expenses</i>	3,956	3,100	11,414	3,200
<i>Motor Pool</i>	3,617	5,000	7,061	5,100
<i>Computer Charges</i>	22,200	14,300	14,300	16,200
<i>Awards &amp; Promotional Material</i>	0	500	0	500
<i>Materials</i>	1,508	1,500	21	1,500
<i>Conferences, Seminars &amp; Training</i>	4,236	2,000	2,200	2,000
	<b>166,097</b>	<b>126,400</b>	<b>99,970</b>	<b>132,500</b>

**Conservation Information:**

Communications				
<i>Salaries &amp; Benefits</i>	390,300	423,300	425,276	435,200
<i>Casual Staff &amp; Overtime</i>	16,147	8,000	2,437	8,000
<i>Travel &amp; Expenses</i>	12,718	11,500	16,009	11,900
<i>Conferences, Seminars &amp; Training</i>	1,316	2,000	810	2,000
<i>Cellular Telephone</i>	4,365	4,200	4,068	4,400
<i>Printed Literature</i>	42,541	51,500	39,470	51,500
<i>Tours &amp; Special Days</i>	6,018	44,500	34,612	9,500
<i>Film &amp; Processing</i>	538	1,000	692	1,000
<i>Exhibits</i>	8,635	8,000	5,856	8,000
<i>Audio-Visual Productions</i>	1,535	2,000	1,138	2,000
<i>Computer Charges</i>	36,200	42,600	42,600	43,900
	<b>520,313</b>	<b>598,600</b>	<b>572,968</b>	<b>577,400</b>

<b>Total Expenditures</b>	<b>2,784,640</b>	<b>3,110,300</b>	<b>3,008,707</b>	<b>3,383,000</b>
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**Grand River Conservation Authority  
Schedule 3 - Watershed Stewardship  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b><u>Revenue</u></b>				
<b>Municipal</b>				
General Levies	1,404,800	1,542,800	1,542,800	1,491,500
Other:	602,418	700,000	614,868	700,000
	<b>2,007,218</b>	<b>2,242,800</b>	<b>2,157,668</b>	<b>2,191,500</b>
<b>Government Grants</b>				
Other Provincial	135,637	20,000	12,400	20,000
Federal:	27,850	66,500	36,671	63,000
	<b>163,487</b>	<b>86,500</b>	<b>49,071</b>	<b>83,000</b>
<b>Self-Generated</b>				
Nursery	419,021	361,000	476,642	417,500
Landowner Contributions (Tree Planting)	195,876	133,000	261,348	183,000
Grand River Conservation Foundation	55,140	86,000	99,517	167,000
Donations	214,399	200,000	228,741	328,000
	<b>884,436</b>	<b>780,000</b>	<b>1,066,248</b>	<b>1,095,500</b>
<b>Total Revenue</b>	<b>3,055,141</b>	<b>3,109,300</b>	<b>3,272,987</b>	<b>3,370,000</b>
<b>Gross Surplus (Deficit)</b>	<b>270,501</b>	<b>(1,000)</b>	<b>264,280</b>	<b>(13,000)</b>
<b>Funding from Reserves</b>				
Forestry Reserve	0	0	0	12,000
Cambridge Desiltation Pond	1,005	1,000	833	1,000
operating	<b>1,005</b>	<b>1,000</b>	<b>833</b>	<b>13,000</b>
<b>Funding (to) Reserves</b>				
Work in Progress - Upper Grand Restoration	(45,000)	0	(37,000)	0
Forestry Reserve	(45,000)	0	(97,000)	0
	<b>(45,000)</b>	<b>0</b>	<b>(97,000)</b>	<b>0</b>
<b>Net Surplus (Deficit)</b>	<b>226,506</b>	<b>0</b>	<b>168,113</b>	<b>0</b>

**Grand River Conservation Authority  
Schedule 4 - Conservation Land Management  
BUDGET 2010**

<u>Expenditures</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Conservation Lands (Non-Revenue Areas):</b>				
<b>Operating Costs</b>				
<i>Dumfries</i>	15,622	19,200	18,590	19,200
<i>Luther Marsh</i>	190,742	182,500	180,058	190,000
<i>Bannister Lake</i>	1,723	2,200	477	2,200
<i>Puslinch Tract</i>	14,491	20,600	16,813	21,400
<i>Cambridge-Paris Rail Trail</i>	15,018	13,700	13,560	14,300
<i>Elora-Cataract Trailway</i>	17,155	11,500	17,989	12,000
<i>Brantford-Hamilton Trail</i>	9,998	11,500	10,114	12,000
<i>S C Johnson Trail</i>	7,154	6,700	6,907	7,000
<i>Hazard Tree Management</i>	147,887	149,700	147,055	182,700
<i>Dunnville Marsh</i>	1,386	1,500	1,386	1,600
<i>Central Services</i>	47,912	53,000	44,657	53,000
<i>Other Areas</i>	37,557	35,000	40,728	36,400
	<b>506,645</b>	<b>507,100</b>	<b>498,334</b>	<b>551,800</b>
<b>Conservation Land Property Taxes</b>	<b>114,331</b>	<b>140,000</b>	<b>134,537</b>	<b>144,200</b>
<b>Op'ns Admin/Support Costs</b>				
<i>Salaries &amp; Benefits</i>	221,240	247,000	231,190	256,900
<i>Travel</i>	8,451	8,900	11,183	9,200
<i>Cellular Telephone</i>	2,826	3,100	1,904	3,100
<i>Park &amp; Nature Centres Brochures/Promotion</i>	84,690	69,700	65,989	49,700
<i>Insurance</i>	179,785	175,200	178,971	183,900
<i>Legal Fees</i>	0	3,000	330	3,000
<i>Motor Pool</i>	26,642	23,500	10,709	24,200
<i>Computer Charges</i>	25,600	25,600	25,600	19,800
<i>Conferences, Seminars &amp; Training</i>	495	6,000	731	6,000
<i>Uniforms</i>	27,166	24,700	24,941	25,500
	<b>576,895</b>	<b>586,700</b>	<b>551,548</b>	<b>581,300</b>
<b>Capital Expenditures</b>				
<i>Valley Land Purchases</i>		<b>capital</b>		
<i>Source Land Purchases</i>	701,457	300,000	109,589	300,000
<i>Luther Marsh</i>	45,928	59,000	52,143	59,000
<i>Cambridge-Paris Trail</i>	0	0	29,548	0
<i>Elora-Cataract Trailway</i>	3,144	0	0	0
<i>Gilbert McIntyre Trail</i>	2,864	80,000	64,781	0
<i>Heritage River Plan</i>	1,827	7,000	1,132	7,000
<i>Grand River Foundation Support</i>	1,306	1,500	0	1,500
<i>Chilligo Ponds</i>	0	200,000	142,322	50,000
<i>Gravel License/Extraction</i>	400	1,000	400	1,000
<i>Miscellaneous Areas</i>	1,417	1,000	4,889	1,000
<i>Dumfries Conservation Area</i>	6,823	0	0	0
	<b>765,166</b>	<b>649,500</b>	<b>404,804</b>	<b>419,500</b>
<b>Capital Support Staff</b>				
<i>Salaries &amp; Benefits</i>	346,719	363,500	323,577	368,000
<i>Travel</i>	888	500	275	600
<i>Motor Pool</i>	30,643	33,000	26,811	34,000
<i>Computer Charges</i>	22,200	28,600	28,600	29,400
<i>Cellular Telephone</i>	2,925	3,500	2,418	3,500
<i>Conferences, Seminars &amp; Training</i>	0	2,000	994	2,000
	<b>403,375</b>	<b>431,100</b>	<b>382,675</b>	<b>437,500</b>

**Grand River Conservation Authority  
Schedule 4 - Conservation Land Management  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Property Rentals</b>				
Property Rentals				
<i>Belwood</i>	216,657	270,000	334,457	160,000
<i>Conestogo</i>	253,686	298,000	380,443	188,000
<i>Salaries &amp; Benefits</i>	272,001	353,800	276,110	368,000
<i>Travel</i>	4,831	9,000	3,446	9,300
<i>Motor Pool</i>	17,466	20,000	27,693	20,600
<i>Computer Charges</i>	28,600	31,600	31,600	24,300
<i>Conferences Seminars &amp; Training</i>	699	1,500	502	1,500
<i>Minor Repairs</i>	163,611	135,000	183,513	135,000
<i>Major Repairs</i>	356,140	155,000	210,244	155,000
<i>Legal</i>	34,675	30,000	64,920	30,000
<i>Property Taxes</i>	123,283	157,000	134,368	161,700
<i>Insurance</i>	18,164	18,600	22,869	19,500
<i>Property Development</i>	69,878	50,000	96,677	50,000
<i>Miscellaneous</i>	48,997	38,700	30,601	38,700
	<b>1,608,688</b>	<b>1,568,200</b>	<b>1,797,443</b>	<b>1,361,600</b>
<b>Woodlot Management</b>				
<i>Forest Management</i>	52,445	47,000	54,499	90,000
<i>Vegetative Management</i>	5,854	7,000	6,036	7,300
<i>Harvesting/Maintenance</i>	11,640	14,400	11,538	15,000
	<b>69,939</b>	<b>68,400</b>	<b>72,073</b>	<b>112,300</b>
<b>Hydro Production</b>				
<i>Belwood</i>	815,919	533,300	413,864	34,300
<i>Conestogo</i>	43,139	30,200	82,847	31,400
<i>Guelph</i>	19,619	26,000	23,514	27,000
	<b>878,677</b>	<b>589,500</b>	<b>520,225</b>	<b>92,700</b>
<b>Total Expenditures</b>	<b>4,923,716</b>	<b>4,540,500</b>	<b>4,361,639</b>	<b>3,700,900</b>

**Grand River Conservation Authority**  
**Schedule 4 - Conservation Land Management**  
**BUDGET 2010**

<u>Revenue</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Municipal:</b>				
General Levies	149,000	140,000	140,000	144,200
	<b>149,000</b>	<b>140,000</b>	<b>140,000</b>	<b>144,200</b>
<b>Government Grants:</b>				
Other Provincial	0	0	399,397	0
Federal:	25,000	0	1,950	0
	<b>25,000</b>	<b>0</b>	<b>401,347</b>	<b>0</b>
<b>Self-Generated:</b>				
<u>Conservation Lands Income</u>				
Luther Misc Income	51,922	56,000	38,360	46,000
Other Areas	26,553	25,000	22,438	25,000
	<b>78,475</b>	<b>81,000</b>	<b>60,798</b>	<b>71,000</b>
<u>Property Rentals</u>				
Belwood	822,667	836,400	991,434	841,000
Conestogo	994,063	976,140	1,040,233	1,008,000
Agricultural	201,645	211,140	250,119	242,400
Residential	602,236	570,180	573,779	604,600
Miscellaneous	214,120	198,900	260,124	203,000
	<b>2,834,731</b>	<b>2,792,760</b>	<b>3,115,689</b>	<b>2,899,000</b>
<u>Woodlot Management</u>				
Timber Sales	13,308	25,000	0	15,000
	<b>13,308</b>	<b>25,000</b>	<b>0</b>	<b>15,000</b>
<u>Hydro Production</u>				
Belwood	688	200,000	51,597	200,000
Conestogo	273,845	225,000	232,402	225,000
Guelph	51,270	25,000	42,737	25,000
	<b>325,803</b>	<b>450,000</b>	<b>326,736</b>	<b>450,000</b>
<u>Gravel and Land Sales</u>				
Land Sales	1,343	600,000	196,875	450,000
	<b>1,343</b>	<b>600,000</b>	<b>196,875</b>	<b>450,000</b>
<u>Donations</u>				
Grand River Conervation Foundation	105,644	350,000	250,850	100,000
Other Donations	12,247	15,000	49,587	70,000
	<b>117,891</b>	<b>365,000</b>	<b>300,437</b>	<b>170,000</b>
<b>Total Revenue</b>	<b>3,545,551</b>	<b>4,453,760</b>	<b>4,541,882</b>	<b>4,199,200</b>
<b>Gross Surplus (Deficit)</b>	<b>(1,378,165)</b>	<b>(86,740)</b>	<b>180,243</b>	<b>498,300</b>

**Grand River Conservation Authority  
Schedule 4 - Conservation Land Management  
BUDGET 2010**

		<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Funding from Reserves</b>					
<i>Cottage Rental Expenses</i>	<b>operating</b>	0	220,000	220,000	
<i>Hydro Repairs</i>	<b>capital</b>	794,834	500,000	392,427	
<i>Conservation Land Purchases</i>	<b>capital</b>	691,457	300,000	69,669	300,000
<i>Pioneer Tower</i>	<b>capital</b>	0	0	0	0
<i>Rental Properties</i>	<b>capital</b>	130,377	0	0	0
<i>Property Development Consulting</i>	<b>capital</b>	69,878	100,000	136,596	100,000
<i>Forestry Management Reserve</i>	<b>operating</b>				33,000
<i>Gravel Rehabilitation</i>	<b>capital</b>	0	0	0	0
<i>Gravel Pit License</i>	<b>capital</b>	400	1,000	400	1,000
		<b>1,686,946</b>	<b>1,121,000</b>	<b>819,092</b>	<b>434,000</b>
<b>Funding (to) Reserves</b>					
<i>Gravel and Land Sales</i>	<b>capital</b>	(1,343)	(600,000)	(548,183)	(450,000)
<i>Hydro Revenue</i>	<b>capital</b>	(111,000)	(135,000)		(135,000)
<i>Forestry Management Reserve</i>	<b>operating</b>	(16,996)	(3,750)	(30,000)	(3,750)
<i>Conservation Area Reserve</i>	<b>operating</b>	0	0	(300,000)	0
<i>Cottage lot reserve</i>	<b>operating</b>	0	0	0	0
		<b>(129,339)</b>	<b>(738,750)</b>	<b>(878,183)</b>	<b>(588,750)</b>
<b>Net Surplus (Deficit)</b>		<b>179,442</b>	<b>295,510</b>	<b>121,152</b>	<b>343,550</b>

**Grand River Conservation Authority  
Schedule 5 - Recreation and Education  
BUDGET 2010**

<u>Expenditures</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Conservation Areas</b>				
Operating Expense				
<i>Brant</i>	562,771	561,900	578,018	596,600
<i>Byng Island</i>	600,369	609,050	637,823	651,300
<i>Belwood Lake</i>	197,852	214,200	222,314	229,200
<i>Conestogo Lake</i>	351,767	348,900	363,017	369,300
<i>Elora Gorge</i>	792,608	791,550	777,402	822,300
<i>Elora Quarry</i>	46,447	51,400	53,036	57,700
<i>Guelph Lake</i>	467,041	463,600	486,060	487,000
<i>Laurel Creek</i>	243,319	253,100	257,164	271,700
<i>Pinehurst Lake</i>	398,981	409,650	399,101	437,300
<i>Rockwood</i>	383,846	433,750	440,804	460,600
<i>Shade's Mills</i>	187,517	187,900	193,211	206,000
	<b>4,232,518</b>	<b>4,325,000</b>	<b>4,407,950</b>	<b>4,589,000</b>
Property Taxes	<b>59,613</b>	<b>68,000</b>	<b>56,158</b>	<b>68,000</b>
Capital Expenditures				
<i>Brant</i>	<b>capital</b>	162,355	128,500	133,642
<i>Byng Island</i>	<b>capital</b>	164,795	113,000	135,447
<i>Belwood Lake</i>	<b>capital</b>	31,308	43,600	51,486
<i>Conestogo Lake</i>	<b>capital</b>	92,639	82,900	54,595
<i>Elora Gorge</i>	<b>capital</b>	196,290	376,400	280,998
<i>Elora Quarry</i>	<b>capital</b>	6,654	9,600	3,166
<i>Guelph Lake</i>	<b>capital</b>	86,184	59,000	79,173
<i>Laurel Creek</i>	<b>capital</b>	63,760	61,400	77,830
<i>Pinehurst Lake</i>	<b>capital</b>	108,221	92,300	121,577
<i>Rockwood</i>	<b>capital</b>	110,038	137,000	113,658
<i>Shade's Mills</i>	<b>capital</b>	25,674	26,200	33,744
<i>Special "infrastructure grant" projects</i>	<b>capital</b>	0	0	0
<i>Forestry</i>	<b>capital</b>	49,924	56,000	57,206
<i>Conservation Equipment</i>	<b>capital</b>	157,551	131,000	48,256
<i>Water Supply Facilities</i>	<b>capital</b>	0	5,200	0
		<b>1,255,393</b>	<b>1,322,100</b>	<b>1,190,778</b>
				<b>3,628,900</b>

**Grand River Conservation Authority  
Schedule 5 - Recreation and Education  
BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Conservation Education</b>				
School Programs				
<i>Apps' Mill</i>	178,216	175,000	175,231	182,000
<i>Guelph Lake</i>	211,271	199,000	246,945	207,900
<i>Laurel Creek</i>	355,370	151,500	166,118	158,000
<i>Shade's Mills</i>	102,040	105,500	110,569	108,000
<i>Six Nations Classes</i>	2,860	2,000	580	2,100
<i>Taquanyah</i>	58,985	43,000	53,630	46,000
<i>Other Schools</i>	16,206	64,000	25,940	21,000
	<b>924,948</b>	<b>740,000</b>	<b>779,013</b>	<b>725,000</b>
Community Programs				
<i>Apps' Mill</i>	10,713	11,000	14,863	11,000
<i>Guelph Lake</i>	29,295	23,500	49,092	23,500
<i>Laurel Creek</i>	20,803	16,500	31,422	16,500
<i>Shade's Mills</i>	1,631	3,000	5,005	3,000
	<b>62,442</b>	<b>54,000</b>	<b>100,382</b>	<b>54,000</b>
Resource Management Camps				
<i>Apps' Mill</i>	14,417	12,500	11,719	12,500
<i>Fairlake</i>	3,366	5,000	5,875	5,000
<i>Guelph Lake</i>	64,383	57,500	57,919	57,500
<i>Laurel Creek</i>	37,074	30,000	35,969	30,000
	<b>119,240</b>	<b>105,000</b>	<b>111,482</b>	<b>105,000</b>
<b>Other Programs</b>				
Community Relations				
<i>Merchandising</i>	75	0	413	0
<i>Canoe Books</i>	0	0	479	0
	<b>75</b>	<b>0</b>	<b>892</b>	<b>0</b>
<b>Total Expenditures</b>	<b>6,654,229</b>	<b>6,614,100</b>	<b>6,646,655</b>	<b>9,169,900</b>

**Grand River Conservation Authority  
Schedule 5 - Recreation and Education  
BUDGET 2010**

<u>Revenue</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>Municipal</b>				
General Levies	161,000	161,000	161,000	180,000
	<b>161,000</b>	<b>161,000</b>	<b>161,000</b>	<b>180,000</b>
<b>Government Grants</b>				
Other Provincial	68,579	0	83,609	806,500
Federal	0	0	23,307	806,500
	<b>68,579</b>	<b>0</b>	<b>106,916</b>	<b>1,613,000</b>
<b>Self-Generated</b>				
Conservation Area User Fees				
<i>Brant</i>	679,565	685,000	711,376	720,000
<i>Byng Island</i>	786,757	800,000	820,905	840,000
<i>Belwood Lake</i>	252,624	260,000	282,357	300,000
<i>Conestogo Lake</i>	414,791	405,000	417,290	435,000
<i>Elora Gorge</i>	1,066,175	1,260,000	1,178,883	1,240,000
<i>Elora Quarry</i>	71,131	73,000	87,857	85,000
<i>Guelph Lake</i>	708,434	750,000	702,336	730,000
<i>Laurel Creek</i>	331,089	300,000	323,857	340,000
<i>Pinehurst Lake</i>	551,348	551,500	540,763	570,000
<i>Rockwood</i>	565,703	552,000	682,909	615,000
<i>Shade's Mills</i>	110,993	115,000	115,696	125,000
	<b>5,538,610</b>	<b>5,751,500</b>	<b>5,864,229</b>	<b>6,000,000</b>
Conservation Education - Schools				
<i>Apps' Mill</i>	150,149	150,000	152,325	154,500
<i>Guelph Lake</i>	132,331	141,000	134,174	145,200
<i>Laurel Creek</i>	112,319	110,000	112,553	113,300
<i>Shade's Mills</i>	90,584	88,000	89,246	90,700
<i>Tacquanyah</i>	585	0	0	0
<i>Other Schools</i>	12,330	42,500	17,328	12,800
	<b>498,298</b>	<b>531,500</b>	<b>505,626</b>	<b>516,500</b>
Conservation Education - Community				
<i>Apps' Mill</i>	8,655	6,500	8,127	6,500
<i>Guelph Lake</i>	23,435	23,500	22,778	23,500
<i>Laurel Creek</i>	16,099	17,000	20,355	17,000
<i>Shade's Mills</i>	1,249	1,500	3,026	1,500
	<b>49,438</b>	<b>48,500</b>	<b>54,286</b>	<b>48,500</b>
Conservation Education - Camps				
<i>Apps' Mill</i>	12,340	15,000	12,774	15,000
<i>Guelph Lake</i>	84,366	72,500	75,810	72,500
<i>Laurel Creek</i>	41,535	40,000	47,450	40,000
	<b>138,241</b>	<b>127,500</b>	<b>136,034</b>	<b>127,500</b>



**Grand River Conservation Authority  
Schedule 5 - Recreation and Education  
BUDGET 2010**

	<b>Actual 2008</b>	<b>Budget 2009</b>	<b>Actual 2009</b>	<b>Budget 2010</b>
Community Relations				
<i>Merchandising</i>	212	1,000	396	1,000
<i>Canoe Books</i>	3,765	4,000	4,300	4,000
	<b>3,977</b>	<b>5,000</b>	<b>4,696</b>	<b>5,000</b>
Donations				
<i>Grand River Conservation Foundation</i>	263,027	36,000	90,552	86,000
<i>Other Donations</i>	6,832	0	11,225	0
<i>Miscellaneous Income</i>	0	0	0	0
	<b>269,859</b>	<b>36,000</b>	<b>101,777</b>	<b>86,000</b>
<b>Total Revenue</b>	<b>6,728,002</b>	<b>6,661,000</b>	<b>6,934,564</b>	<b>8,576,500</b>
<b>Gross Surplus (Deficit)</b>	<b>73,773</b>	<b>46,900</b>	<b>287,909</b>	<b>(593,400)</b>
<b>Funding from Reserves</b>				
<i>Apps' Mill Lake Nature Centre Maintenance</i> <b>operating</b>	3,737	0	0	0
<i>Shade's Mills Nature Centre Maintenance</i> <b>operating</b>	575	0	0	0
<i>Conservation Area Capital Reserve</i> <b>capital</b>	0	100,000	0	739,000
	<b>4,312</b>	<b>100,000</b>	<b>0</b>	<b>739,000</b>
<b>Funding (to) Reserves</b>				
<i>Byng/Brant Pool</i> <b>operating</b>	(50,000)	(50,000)	(50,000)	(50,000)
<i>Laurel Creek Nature Centre</i> <b>operating</b>	(3,000)	(3,000)	(3,000)	(3,000)
<i>Shades' Mills Nature Centre</i> <b>operating</b>	(1,500)	(1,500)	(1,500)	(1,500)
<i>Transfer to Conservation Area Capital Reserve</i> <b>capital</b>	(100,000)	(100,000)	(275,000)	(100,000)
	<b>(154,500)</b>	<b>(154,500)</b>	<b>(329,500)</b>	<b>(154,500)</b>
<b>Net Surplus (Deficit)</b>	<b>(76,415)</b>	<b>(7,600)</b>	<b>(41,591)</b>	<b>(8,900)</b>

**Grand River Conservation Authority  
Schedule 6 - Corporate Services  
BUDGET 2010**

<u>Expenditures</u>	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
<b>General Administration</b>				
Salaries & Benefits:				
<i>Regular</i>	1,155,814	1,312,000	1,135,740	1,374,000
<i>Seasonal/Temporary</i>	96,690	86,300	122,382	90,000
<i>Retirement/Accrued Benefits</i>	63,000	15,000	7,500	15,000
	<b>1,315,504</b>	<b>1,413,300</b>	<b>1,265,622</b>	<b>1,479,000</b>
Travel Expenses & Allowances:				
<i>Chairman Honourarium</i>	37,232	40,000	39,580	41,200
<i>Chairman Travel Expenses</i>	9,471	13,540	8,019	14,000
<i>Members Per Diem Expense</i>	49,744	53,700	48,954	55,000
<i>Members Travel Expense</i>	39,797	43,000	38,860	44,000
<i>Chairman/Member Benefits</i>	3,616	5,000	3,517	5,000
<i>Staff Travel Expense</i>	21,245	20,600	14,547	22,000
	<b>161,105</b>	<b>175,840</b>	<b>153,477</b>	<b>181,200</b>
Equipment Purchases and Rentals:				
<i>Office Equipment Maintenance</i>	38,170	34,000	33,004	35,000
<i>Office Equipment Purchases</i>	8,185	40,000	2,117	40,000
<i>Equipment Rentals</i>	13,569	16,500	14,016	17,000
<i>Burglar/Fire Alarm</i>	1,243	2,000	6,180	2,000
<i>Computer Charges</i>	135,600	141,750	141,750	147,000
	<b>196,767</b>	<b>234,250</b>	<b>197,067</b>	<b>241,000</b>
Materials and Supplies				
<i>Health &amp; Safety Equipment</i>	46,426	0	0	0
<i>Postage &amp; Courier</i>	44,292	47,400	46,870	49,000
<i>Office Supplies</i>	84,657	90,200	79,658	93,000
	<b>175,375</b>	<b>137,600</b>	<b>126,528</b>	<b>142,000</b>
Rent and Utilities				
<i>Telephone</i>	63,469	66,000	62,496	68,000
<i>Light/Heat/Power/Water</i>	66,414	70,100	65,762	72,000
<i>Office Cleaning and Maintenance</i>	213,055	209,000	213,267	209,000
<i>Building Maintenance</i>	212,004	280,000	279,385	300,000
<i>Energy Management</i>	261	2,000	239	2,000
<i>Insurance - Property</i>	27,655	28,800	33,078	30,000
	<b>582,858</b>	<b>655,900</b>	<b>654,227</b>	<b>681,000</b>
General Expenses				
<i>Conservation Ontario Levy</i>	61,090	63,000	61,750	65,000
<i>Insurance - Liability</i>	31,947	33,200	29,359	34,900
<i>Legal and Bank Fees</i>	24,158	18,500	20,113	29,500
<i>Health and Safety</i>	0	45,000	50,067	40,000
<i>General Expense</i>	17,123	15,671	12,295	26,269
<i>Labour Relations</i>	39,000	25,000	28,805	25,000
<i>Training and Development</i>	40,768	45,000	46,453	50,000
<i>Audit Fees</i>	31,600	64,000	47,659	34,000
<i>CICA Compliance (PSAB)</i>	1,720	100,000	29,365	100,000
<i>Consulting - Other</i>	40,701	35,000	20,459	40,000
<i>Printing/Annual Report</i>	14,575	14,700	14,700	15,100
	<b>302,682</b>	<b>459,071</b>	<b>361,025</b>	<b>459,769</b>

**Grand River Conservation Authority**  
**Schedule 6 - Corporate Services**  
**BUDGET 2010**

	<u>Actual 2008</u>	<u>Budget 2009</u>	<u>Actual 2009</u>	<u>Budget 2010</u>
Recovery of Corporate Services Expenses	(172,978)	(143,725)	(170,680)	(143,725)
<b>Total Expenditures</b>	<b>2,561,313</b>	<b>2,932,236</b>	<b>2,587,266</b>	<b>3,040,244</b>
<b>Revenue</b>				
<b>Municipal</b>				
General Levies	1,936,397	1,995,597	1,995,597	2,128,747
	<b>1,936,397</b>	<b>1,995,597</b>	<b>1,995,597</b>	<b>2,128,747</b>
<b>Government Grants</b>				
MNR Transfer Payments	70,000	70,000	70,000	70,000
	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Total Revenue</b>	<b>2,006,397</b>	<b>2,065,597</b>	<b>2,065,597</b>	<b>2,198,747</b>
<b>Gross Surplus (Deficit)</b>	<b>(554,916)</b>	<b>(866,639)</b>	<b>(521,669)</b>	<b>(841,497)</b>
<b>Funding from Reserves</b>				
PSAB Reserve	<b>operating</b>	0	100,000	100,000
Sick Leave/Personnel/Retirement Incent/Vacat	<b>operating</b>	0	15,000	15,000
		<b>0</b>	<b>115,000</b>	<b>0</b>
<b>Funding (to) Reserves</b>				
PSAB Reserve	<b>operating</b>	(90,000)	0	0
SPP Reserve/NEER Rebate	<b>operating</b>	(75,000)	0	(49,000)
Office Equipment/Head Office Complex	<b>capital</b>	0	0	(40,000)
		<b>(165,000)</b>	<b>0</b>	<b>(89,000)</b>
<b>Net Surplus (Deficit)</b>	<b>(719,916)</b>	<b>(751,639)</b>	<b>(610,669)</b>	<b>(726,497)</b>

**Grand River Conservation Authority**  
**Schedule 7 - Vehicle/Equipment/Information Systems**  
**BUDGET 2010**

		<u>Actual</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Actual</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
<b><u>Expenditures</u></b>					
<b>Information Systems</b>					
Operating Expenses					
Salaries and Benefits		615,419	741,700	685,445	716,400
Travel		8,722	13,000	10,302	13,000
Conferences, Seminars & Training		6,429	10,000	12,478	10,000
Software & Hardware Maintenance		123,904	168,000	152,614	174,700
Supplies and Services		48,145	42,000	41,093	43,700
		<u>802,619</u>	<u>974,700</u>	<u>901,932</u>	<u>957,800</u>
Capital Purchases	capital	248,757	300,000	353,009	300,000
Less Internal Charges		<u>(976,000)</u>	<u>(1,069,650)</u>	<u>(1,017,550)</u>	<u>(1,044,250)</u>
Net		<u>75,376</u>	<u>205,050</u>	<u>237,391</u>	<u>213,550</u>
<b>Motor Pool</b>					
Operating Expenses					
Salaries and Benefits		201,959	226,200	208,656	235,300
Travel		5,149	8,600	3,960	8,600
Conferences, Seminars & Training		949	600	586	600
Insurance, Utilities, Telephone, Security		59,859	54,000	60,365	56,200
Computer Charges		12,800	13,200	13,200	13,600
Grounds & Building Maintenance		17,954	9,300	7,752	9,300
Equipment, Supplies, Uniforms		201,413	226,100	260,366	233,000
Fuel		279,755	273,000	195,616	286,700
		<u>779,838</u>	<u>811,000</u>	<u>750,501</u>	<u>843,300</u>
Capital Purchases	capital	291,828	315,000	384,008	375,000
Less Internal Charges		<u>(1,082,280)</u>	<u>(1,067,500)</u>	<u>(1,098,485)</u>	<u>(1,131,600)</u>
Net		<u>(10,614)</u>	<u>58,500</u>	<u>36,024</u>	<u>86,700</u>
<b>Total Expenditures</b>		<u>64,762</u>	<u>263,550</u>	<u>273,415</u>	<u>300,250</u>
<b><u>Revenue</u></b>					
<b>Municipal:</b>					
Other		2,000	0	0	0
<b>Government Grants:</b>					
Other Provincial		0	0	5,000	0
Federal		34,163	0	0	0
<b>Self-Generated:</b>					
Miscellaneous		3,962	0	18,320	0
<b>Total Revenue</b>		<u>40,125</u>	<u>0</u>	<u>23,320</u>	<u>0</u>
<b>Gross Surplus (Deficit)</b>		<u>(24,637)</u>	<u>(263,550)</u>	<u>(250,095)</u>	<u>(300,250)</u>
<b>Funding from Reserves</b>					
Operating Expenses	operating	1,542,332	1,785,700	1,652,433	1,801,100
Capital Expenditures	capital	540,585	615,000	737,017	675,000
		<u>2,082,917</u>	<u>2,400,700</u>	<u>2,389,450</u>	<u>2,476,100</u>
<b>Funding (to) Reserves</b>					
Internal Charges (allocated to operations)	operating	(1,582,457)	(1,785,700)	(1,652,433)	(1,801,100)
Internal Charges (allocated to capital)	capital	(475,823)	(351,450)	(486,922)	(374,750)
		<u>(2,058,280)</u>	<u>(2,137,150)</u>	<u>(2,139,355)</u>	<u>(2,175,850)</u>
<b>Net Surplus (Deficit)</b>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Grand River Conservation Authority**  
**Schedule 8 - Miscellaneous Expenditures and Revenues**  
**BUDGET 2010**

	<u>Actual</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Actual</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
<b><u>Expenditures</u></b>				
<b>Special Employment Programs</b>				
Provincial				
<i>Other</i>	1,821	0	3,761	0
Federal	2,097	0	0	0
	<u>3,918</u>	<u>0</u>	<u>3,761</u>	<u>0</u>
<b>Other Miscellaneous</b>				
Grand River Country	44,952	37,000	62,677	37,000
<i>Other</i>	101,681	155,000	87,728	155,000
	<u>146,633</u>	<u>192,000</u>	<u>150,405</u>	<u>192,000</u>
<b>Total Expenditures</b>	<u>150,551</u>	<u>192,000</u>	<u>154,166</u>	<u>192,000</u>
<b><u>Revenue</u></b>				
<b>Municipal</b>				
<b>Government Grants</b>				
<i>Other Provincial Programs</i>	13,579	0	27,952	0
Federal	2,097	20,000	0	20,000
	<u>15,676</u>	<u>20,000</u>	<u>27,952</u>	<u>20,000</u>
<b>Self-Generated</b>				
Investment Income	113,261	100,000	103,891	100,000
Investment Income (to reserves)	405,392	400,000	429,745	400,000
PST Recovery	85,366	50,000	98,248	50,000
Miscellaneous	47,865	117,000	62,630	117,000
	<u>651,884</u>	<u>667,000</u>	<u>694,514</u>	<u>667,000</u>
<b>Donations</b>				
Grand River Conservation Foundation	28,940	35,000	31,865	35,000
Other Donations	24,507	0	0	0
	<u>53,447</u>	<u>35,000</u>	<u>31,865</u>	<u>35,000</u>
<b>Total Revenue</b>	<u>721,007</u>	<u>722,000</u>	<u>754,331</u>	<u>722,000</u>
<b>Gross Surplus (Deficit)</b>	<u>570,456</u>	<u>530,000</u>	<u>600,165</u>	<u>530,000</u>
<b>Funding from Reserves</b>	0	0	0	0
<b>Funding (to) Reserves</b>				
<i>Interest Income to Reserves</i>	(405,392)	(400,000)	(430,749)	(400,000)
<i>Insurance Recoveries</i>	0	0	0	0
<i>Hydro (GST Recovery/PST Refund)</i>	(35,000)	0	(50,000)	0
	<u>(440,392)</u>	<u>(400,000)</u>	<u>(480,749)</u>	<u>(400,000)</u>
<b>Net Surplus (Deficit)</b>	<u>130,064</u>	<u>130,000</u>	<u>119,416</u>	<u>130,000</u>