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January 21, 2019

By Email: eeichenbaum@haldimandcounty.on.ca

Evelyn Eichenbaum, Clerk
Haldimand County
45 Munsee Street North
Cayuga, ON N0A 1E0

Dear Ms. Eichenbaum

Re: 2019 Grand River Conservation Authority Budget and Levy Meeting

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held on Friday, February 22, 2019, at 9:30 a.m. at the Administration Centre in Cambridge, to consider the 2019 Budget and General Municipal Levy.

The attached report, which includes the most recent draft of the 2019 Budget, will be presented to the General Membership on January 25, 2019. Based on previous board direction to staff, this draft budget includes a General Levy of \$11,636,000 which represents a 2.5% increase over 2018. The General Levy, if approved at the Annual General Meeting, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as defined in Ontario Regulation 670/00.

Please note that the apportionment of the General Levy changed significantly in 2018 compared to prior years. This is a result of a decision issued by the Mining and Lands Commissioner on December 21, 2017. The change has caused a large increase in the amount apportioned to the City of Hamilton and an offsetting decrease for other participating municipalities.

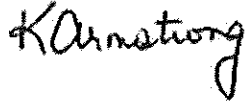
The City of Hamilton subsequently commenced an application before the Divisional Court for Judicial Review seeking a reconsideration of the Commissioner's decision. This application is set to be heard in February 2019. Accordingly, the apportionment of the General Levy for 2018 and 2019 is subject to change depending upon the outcome of the City of Hamilton's application. Should the Divisional Court determine that the City of Hamilton's apportionment of the General Levy be reduced, the Grand River Conservation Authority hereby provides notice that it shall serve notice pursuant to section 27(4) of the *Conservation Act* of the corrected apportionment for 2018 and 2019 years.

A detailed explanation of this change was provided in reports to the January 26, 2018 and December 14, 2018 meetings of the General Membership. The reports are included in the agenda packages for those meetings, which are published on the GRCA's website at www.grandriver.ca.

The attached draft 2019 Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2019. Also enclosed, is a calculation of the apportionment

of the 2019 General Levy to participating municipalities. Should you have any questions concerning the draft Budget or the levy apportionment, please contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read "KArmstrong". The signature is written in a cursive, somewhat stylized font.

Karen Armstrong,
Deputy CAO and Secretary-Treasurer
Grand River Conservation Authority

Grand River Conservation Authority

Report number: GM-01-19-12

Date: January 25, 2019

To: Members of the Grand River Conservation Authority

Subject: Budget 2019 – Draft #2

Recommendation:

THAT Report Number GM-01-19-12 Budget 2019 – Draft #2 be received as information.

Summary:

This draft continues to present a balanced budget position for 2019.

This draft of the budget includes the following significant changes since the September 28, 2018 draft #1 budget report:

- \$ 565,000 Special Projects spending/funding increased
- \$ 753,000 Operating Expenses increased
- \$ 223,000 2018 surplus carry forward increased
- \$ 30,000 Nature Centre Day Camp Program Revenue increase
- \$ 500,000 Net Transfer from reserves increased

The Final Budget will include adjustments for year-end carry forward projects and for final audited results.

This draft includes the following amounts:

- Expenditures \$35,313,773
- General Municipal Levy \$11,636,000 (2.5% increase over prior year)
- Provincial Water and Erosion Control Infrastructure (WECI) Grants \$1,500,000
- Provincial Source Protection Program Grant \$1,575,000
- Reserve Balance by Year End 2019 - \$18.2 million (\$2.5 million decrease)

A separate board report dated December 14, 2018 entitled 'Budget 2019 - General Levy Apportionment Update' outlines the issues related to the general municipal levy distribution as a result of Mining and Lands Commissioner decision dated December 17, 2017 stating the agreement that was used for apportionment of the City of Hamilton's levy since the early 2001 was not valid.

Report:

The final 2019 budget will be presented for approval at the February 22, 2019 General Membership Meeting.

This draft of the 2019 Budget includes the following changes made since the September 28, 2018 General Membership Meeting:

Special Projects Budget 2019 (net increase \$565,000):

\$ 100,000	Subwatershed Study – City of Kitchener
\$ 100,000	Municipal funding increased
\$ 140,000	Waste Water Optimization Project
\$ 140,000	Provincial funding increased
\$ 50,000	Water Management Plan
\$ 50,000	Provincial funding increased
\$ 70,000	Species at Risk
\$ 70,000	Federal funding increased
\$ 25,000	Haldimand Water Festival
\$ 25,000	Foundation funding increased
\$ 150,000	Guelph Trail Development
\$ 150,000	Foundation funding increased (Rotary)
\$ 30,000	Dunnville Fishway Study
\$ 20,000	Foundation funding increased
\$ 10,000	Funding from General Capital Reserve increased

Operating Budget 2019 (net expense increase \$753,000)

\$ 30,000	Nature Centres - Camp Revenue increased
(\$ 30,000)	Nature Centres - Wages & Benefits increased
\$ 50,000	Demolition Expenses for Residential Rentals increased
(\$50,000)	Funding from Land Sale Proceeds reserve increased
\$450,000	Head Office Major Maintenance (roof) Expenses increased
(\$450,000)	Funding from Building Reserve increased
\$223,000	2018 Surplus carry forward increased
	(from \$100,000 to \$323,000)
(\$30,000)	Document Management (digitizing) project expenses increased
	(carry forward project from 2018)
(\$50,000)	Communication expenses increased (from 2018)
(\$20,000)	Consulting expenses increased (from 2018)
(\$25,000)	Staff Development expenses increased (from 2018)
(\$50,000)	Legal expenses increased (from 2018)
(\$48,000)	Passive Lands Management expenses increased

The \$223,000 2018 surplus is primarily due to budgeted spending for 2018 that was not incurred and is therefore being carried forward to the 2019 budget. The remaining \$48,000 surplus is being allocated to the management of passive lands where service demands have been increasing.

Significant Outstanding Budget Items

After actual 2018 figures are finalized, the final budget will be prepared and the outstanding matters listed below will be addressed.

(a) Year 2019 Carry forward Adjustments

2018 Surplus carry forward

This draft of the 2019 Budget assumes a \$343,000 surplus carry over from year 2018. The December 2018 Financial Summary for year-end 2018 forecast a \$343,000 surplus. This will be updated pending finalizing the yearend results. The actual "2018 Net Surplus" will be incorporated into the 2019 budget.

2018 Special Projects carry forward

Any projects commenced in year 2018 and not completed by December 31, 2018 will be carried forward and added to Budget 2019 (i.e. both the funding and the expense will be added to Budget 2019 and therefore these adjustments will have no impact on the breakeven net result).

Major Water Control Structures Capital Expenditures

A final determination of the amount of spending to be added to the Budget 2019 (i.e. unspent amounts from 2018) will be made, including use of the "capital reserve" for 2019 projects.

(b) Conservation Area Revenue and Expenses

Final revenue and operating expense figures to be determined following year-end actuals review.

(c) Source Protection Program

The current budget draft includes \$1,575,000 in spending. The final version of the GRCA 2019 Budget will be adjusted to reflect any anticipated funding approvals. Expenses for this program are funded 100% by a provincial grant.

Attached are the following:

Budget 2019 Timetable
Summary Reserve Report – Budget 2019
Preliminary Budget 2019 Package to Municipalities (separate attachment)

Notice to Municipalities:

Ontario Regulation 139/96, made under the Conservation Authorities Act, requires that Conservation Authorities provide 30 days notice to participating municipalities of the meeting at which the Budget and Levy will be voted upon. The notice must include the amount of each municipality's levy and the financial information relied on in support of that levy. Budget draft #2 was mailed out to municipalities on January 21st, 2019 in order to adhere to the notice timeline.

Financial implications:

In this draft, the GRCA is proposing a \$35,313,773 budget.

With respect to reserves this budget version outlines a net decrease to reserves of approximately \$2.5 million resulting in a reserve balance of approximately \$18.2 million by yearend 2019.

Prepared by:

Sonja Radoja
Manager, Corporate Services

Approved by:

Karen Armstrong
Assistant CAO/Secretary-Treasurer



2019 BUDGET

(Draft to January 25, 2019 General Board Meeting)

Grand River Conservation Authority

2019 Budget

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GRCA 2019 Budget Highlights

The Grand River Conservation Authority is a successful partnership of municipalities, working together to promote and undertake wise management of the water and natural 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 almost 1,000,000. 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 water and natural resources and the quality of life present an enormous challenge to the GRCA, municipalities and all watershed residents. It creates an urgent need to work co-operatively to care wisely for the Grand River and its resources.

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

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

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

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

The GRCA continues to work on the updates and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed, as part of the provincial Source Protection Program under the *Clean Water Act, 2006*. Besides supporting municipalities and other agencies in implementing the plans, the focus in 2019 is on completing updates to the Grand River Source Protection Plan, including water quantity risk assessment studies, development of water quantity policies, updating water quality vulnerability assessments, and the development of the first annual progress report for the Grand River Source Protection Plan.

The Water Management Plan was endorsed in 2014 as an update to the 1982 Grand River Basin Study that charts a course of actions to reduce flood damages, ensure water supplies, improve water quality and build resilience to deal with a changing climate. The third annual progress report – A Report on Actions was published in 2017. Municipal, provincial and federal government and Six Nations Water Managers meet quarterly to report on the progress of the commitments they made in the Plan. Two reports are underway: a technical report on the state of water resources and a summary report on the status of implementation are both to be completed in 2019.

In April 2018 the GRCA received approval from the Ministry of Natural Resources and Forestry to use up to \$1.8 million from the Land Sale Reserve for hazard tree management over a three year period. This funding has allowed the GRCA to accelerate its program of tree risk management to ensure the health and safety of the public using GRCA lands. This program will continue through 2019 and 2020.

Major water control capital projects planned for 2019 include completion of an ice jam study, capacity improvements, floodwall repairs and permanent closure of abandon railway openings along the Brantford dikes, repair of the floodwall along the Cambridge dike coordinated closely with City of Cambridge river access projects, solutions to address seepage under the Bridgeport dikes, gate control system upgrades and concrete repair designs at Conestogo dam, standby generator enhancements and temporary stoplog design to allow isolation of gates at Shand Dam, concrete and embankment repairs at Wellesley Dam, gate refurbishment at New Dundee Dam, concrete and embankment repairs St. Jacobs Dam and updating of operation and maintenance manuals

Major conservation area capital projects planned for 2019 include a new day use washroom at Byng Island, expansion of the Pines seasonal campground at Elora Gorge, a new workshop at Guelph Lake as well as a new trailer storage area, playground replacements at Brant Park and installation of automatic gates at Pinehurst Lake. Planning for 2020 construction will be undertaken for a new day use area at Elora Gorge, the replacement of the existing washroom building at Elora Quarry, and installation of automatic entry gates at Guelph Lake. Final design for the new Guelph Lake Nature Centre will be completed through 2019 with construction expected to begin in early 2020.

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 dikes and dams; flood forecasting and warning; water quality monitoring; natural heritage restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

Operating Expenditures:

Water Resources Planning and Environment	\$2,243,200	(Table 1)
Flood Forecasting and Warning	\$ 801,000	(Table 2)
Water Control Structures	\$1,723,900	(Table 3)

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

Total Expenditures: **\$6,568,100**

Revenue sources: Municipal levies and provincial grants.

2. Planning

Program areas:

- a) Natural Hazard Regulations
The administration of conservation authority regulations related to development in the floodplain, and other natural hazards e.g. wetlands, slopes, shorelines and watercourses.
- b) Plan Input and Review
Planning and technical review of municipal planning documents and recommending environmental policies for floodplains, wetlands and other environmentally significant areas; providing advice and information to municipal councils on development proposals and severances; review of environmental assessments; and providing outside consulting services on a fee-for-service basis to other conservation authorities and agencies.

Operating Expenditures: \$2,084,600 (Table 4)

Capital Expenditures: NIL

Revenue sources: Permit fees, enquiry fees, plan review fees, provincial grants and municipal levy

3. Watershed stewardship

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

Operating Expenditures:

Forestry & Conservation Land Taxes	\$ 1,411,400 (Table 5)
Conservation Services	\$ 885,200 (Table 6)
Communications and Foundation	\$ 733,900 (Table 7)

Capital Expenditures: NIL

Total Expenditures: \$3,030,500

Revenue sources:

Municipal levies and grants, provincial grants, tree sales, landowner contributions, donations from the Grand River Conservation Foundation and other donations.

4. Conservation Land Management

This includes expenses and revenues associated with the acquisition and management of land owned or managed by the GRCA including woodlots, provincially significant wetlands (e.g. Luther Marsh, Dunnville Marsh), passive conservation areas, rail-trails and a number of rental properties. Activities include forest management, woodlot thinning, and hydro production at our dams.

Operating Expenditures:

Conservation Lands, Rentals, Misc	\$3,775,400 (Table 10-Conservation Lands)
Hydro Production	\$ 203,000 (Table 10-Hydro Production)

Capital Expenditures: NIL

Total Expenditures: \$3,812,400

Revenue sources:

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

5. Education

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

Operating Expenditures: \$1,382,400 (Table 8)

Capital Expenditures: NIL

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

6. Recreation

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

Operating Expenditures: \$7,885,000 (Table 10)

Capital Expenditures: \$2,590,000 (Section B)

Total Expenditures: \$10,475,000

Revenue sources:

Conservation Area user fees, government grants, reserves and donations.

7. Corporate services

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

Operating Expenditures: \$3,841,973 (Table 9)

Capital Expenditures: \$ 207,700 (Section B)

Total Expenditures: \$4,049,673

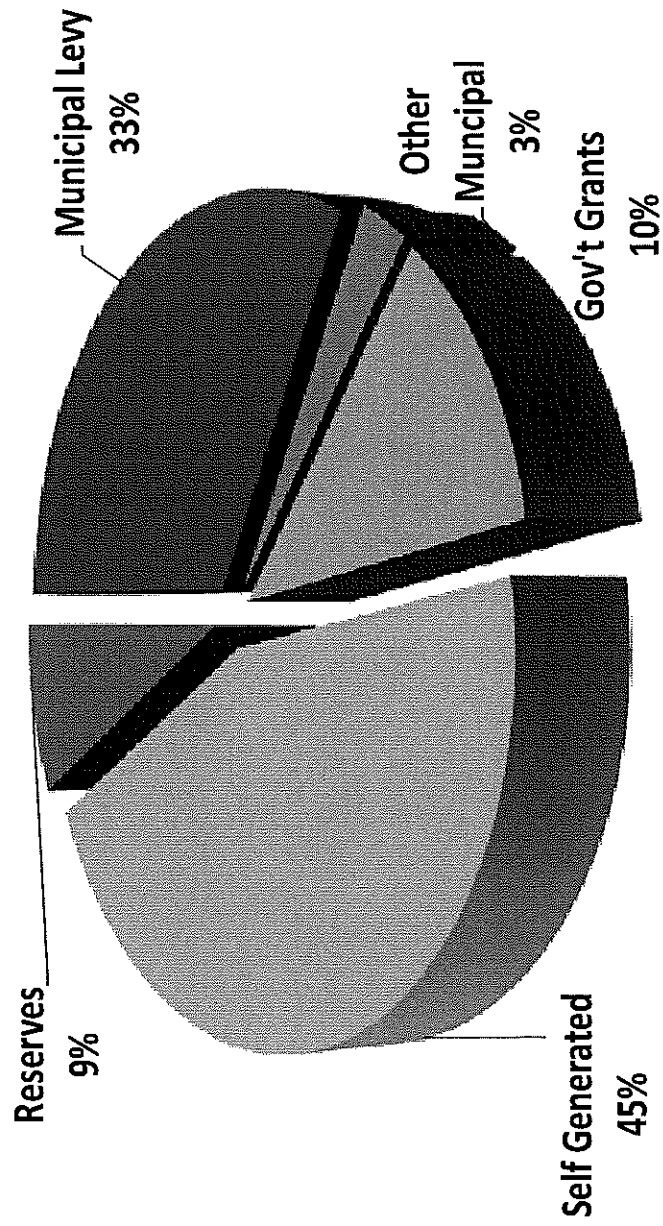
Revenue sources: Municipal levies and provincial grants.

GRAND RIVER CONSERVATION AUTHORITY
BUDGET 2019 - Summary of Revenue and Expenditures

FUNDING	Actual 2017	Budget 2018	Budget 2019	Budget Incr/(decr)
Municipal General Levy Funding	11,075,000	11,352,000	11,636,000	284,000 2.5%
Other Government Grants	4,941,840	4,928,573	4,501,073	(427,500) -8.7%
Self-Generated Revenue	15,969,937	15,293,414	15,939,500	646,086 4.2%
Funding from Reserves	1,416,864	2,774,000	3,237,200	463,200 16.7%
TOTAL FUNDING	33,403,641	34,347,987	35,313,773	965,786 2.8%
EXPENDITURES				
Base Programs - Operating includes funding to reserves	26,002,979	25,716,987	26,970,073	1,253,086 4.87%
Base Programs - Capital	2,444,464	3,910,000	4,597,700	687,700 17.59%
Special Projects	4,543,884	4,721,000	3,746,000	(975,000) -20.7%
TOTAL EXPENDITURES	32,991,327	34,347,987	35,313,773	965,786 2.8%
NET RESULT	412,314	-	-	

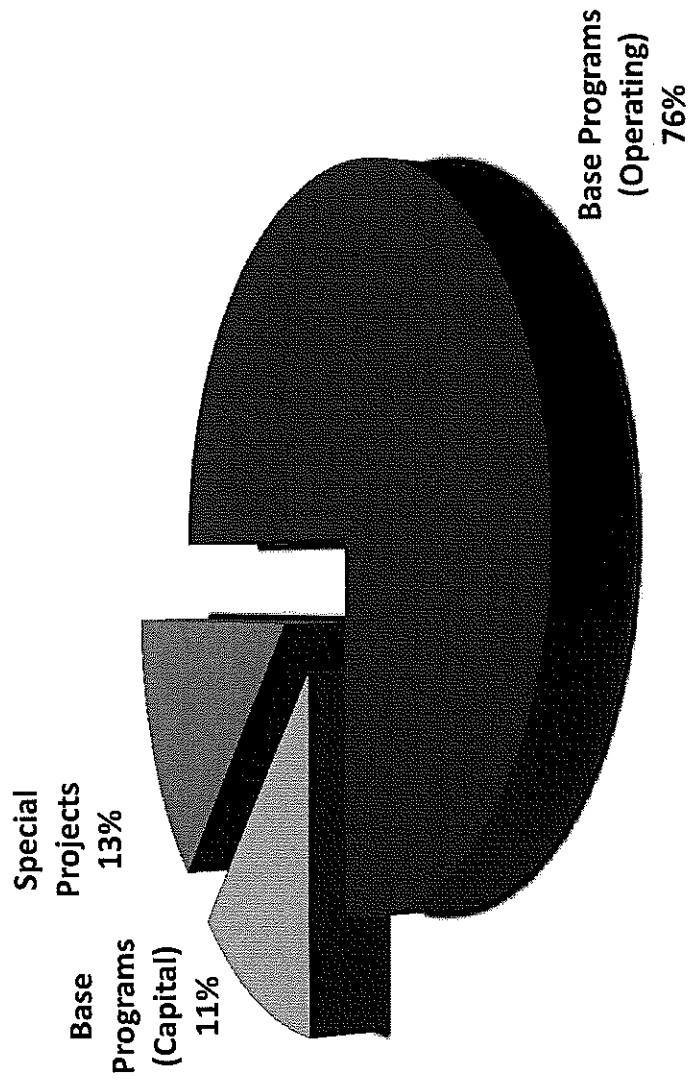
2019 Budget – Revenue by Source

Total 2019 Budget Revenue = \$35.3 Million (\$ 34.3 Million in 2018)

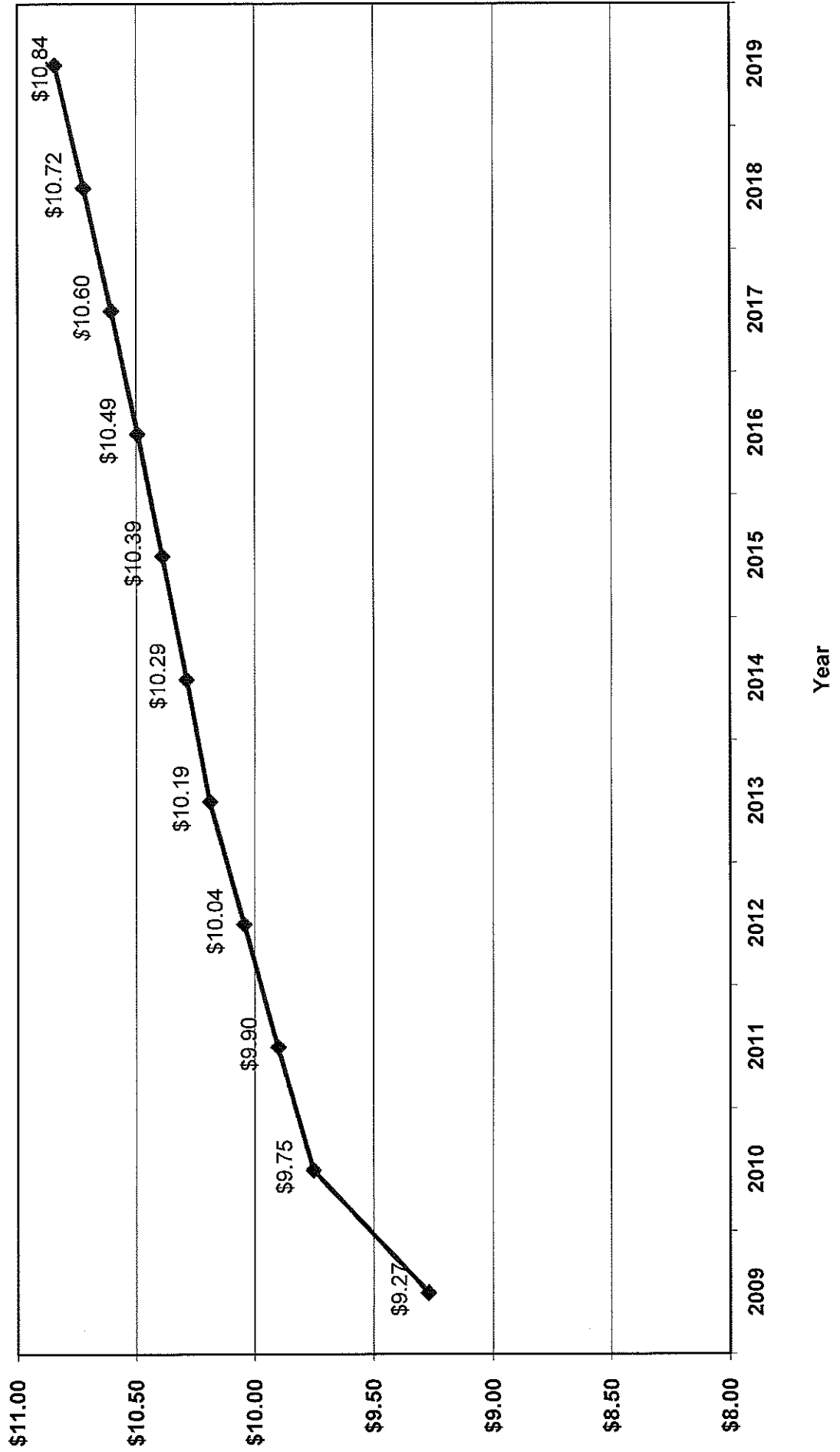


2019 Budget – Expenditures by Category

2019 Budget Expenditures = \$35.3 Million (\$ 34.3 Million in 2018)



GRCA Per Capita Levy 2009 to 2019



Budget 2019 - Summary of Expenditures, Funding and Change in Municipal Levy

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**Grand River Conservation Authority
Summary of Municipal Levy - 2019 Budget**

DRAFT-January 25, 2019

% CVA in	2018 CVA	CVA in Watershed	CVA-Based	2018 Budget	2019 Budget	2019 Budget	2019 Budget	2019 Budget	2018 Levy	% Change
		(Modified)	Apportionment	Matching & Maintenance Levy	Admin & Maintenance Levy	Not Matching Admin & Maintenance Levy	Capital Levy	Total Levy		
Watershed										
82.9%	5,955,826,066	4,937,379,809	2.75%	23,970	267,336		28,894	320,200	326,904	-2.1%
100.0%	13,253,620,186	13,253,620,186	7.39%	64,343	717,622		77,561	859,526	820,175	4.8%
82.0%	692,356,801	567,732,577	0.32%	2,756	30,740		3,322	36,818	35,971	2.4%
80.0%	533,804,174	427,043,339	0.24%	2,073	23,122		2,499	27,694	26,838	3.2%
100.0%	429,279,822	429,279,822	0.24%	2,084	23,244		2,512	27,840	26,727	4.2%
56.0%	507,262,719	284,067,123	0.16%	1,379	15,381		1,662	18,422	18,160	1.4%
6.0%	883,428,392	53,005,703	0.03%	257	2,870		310	3,437	3,294	4.3%
41.0%	6,276,148,294	2,573,220,801	1.43%	12,492	139,328		15,059	166,879	162,607	2.6%
5.0%	8,618,652,073	430,932,604	0.24%	2,092	23,333		2,522	27,947	27,566	1.4%
10.4%	39,536,197,403	4,121,457,995	2.30%	20,009	223,158		24,119	267,286	253,594	5.4%
26.7%	82,190,675,574	21,986,005,716	12.25%	106,736	1,190,440		128,664	1,425,840	1,389,640	2.6%
37.3%	3,842,021,887	1,432,116,305	0.80%	6,953	77,542		8,381	92,876	90,099	3.1%
2.0%	1,911,183,097	38,223,862	0.02%	186	2,070		224	2,480	2,385	4.0%
40.0%	1,744,223,194	697,689,278	0.39%	3,387	37,777		4,083	45,247	43,127	4.9%
100.0%	91,711,011,599	91,711,011,599	51.11%	445,232	4,965,722		536,699	5,947,653	5,816,764	2.3%
100.0%	4,490,977,731	4,490,977,731	2.50%	21,802	243,166		26,282	291,250	285,969	1.8%
49.0%	2,319,917,492	1,136,759,571	0.63%	5,519	61,550		6,652	73,721	73,360	0.5%
100.0%	24,316,625,767	24,316,625,767	13.55%	118,051	1,316,632		142,303	1,576,986	1,537,580	2.6%
100.0%	2,527,154,919	2,527,154,919	1.41%	12,269	136,834		14,789	163,892	159,913	2.5%
95.0%	1,526,746,159	1,450,407,901	0.81%	7,041	78,533		8,488	94,062	90,132	4.4%
51.0%	1,516,305,544	773,315,828	0.43%	3,754	41,871		4,526	50,151	49,212	1.9%
75.0%	2,380,647,827	1,785,485,870	1.00%	8,668	96,676		10,449	115,793	111,983	3.4%
Total	297,164,066,719	179,423,514,108	100.00%	871,053	9,714,947		1,050,000	11,636,000	11,362,000	2.5%

SECTION A

BASE PROGRAMS – OPERATING

SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2019 vs Budget 2018

EXPENDITURES	Actual 2017	Budget 2018	Budget 2019	Incr/(Decr)	%age change
OPERATING EXPENSES	26,002,979	25,716,987	26,970,073	1,253,086	4.87%
Total Expenses	26,002,979	25,716,987	26,970,073	1,253,086	4.87%
SOURCES OF FUNDING					
MUNICIPAL GENERAL LEVY (NOTE)	9,586,312	10,302,000	10,586,000	284,000	2.76%
MUNICIPAL SPECIAL LEVY	35,200	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	925,704	938,573	938,573	-	0.00%
SELF-GENERATED	14,352,119	13,840,100	14,415,500	575,400	4.16%
RESERVES	787,812	174,000	657,000	483,000	277.59%
SURPLUS CARRYFORWARD	315,832	412,314	323,000	(89,314)	-21.66%
Total BASE Funding	26,002,979	25,716,987	26,970,073	1,253,086	4.87%

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$284,000 levy increase.

TABLE 1**(a) Watershed Studies**

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

Specific Activities:

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

(b) Water Resources Planning and Environment and Support

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

Specific Activities:

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- analyze and report on water quality conditions in the Grand River watershed
- 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.

(c) Resource Management Division Support

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

Specific Spending:

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

(d) Natural Heritage Management

The natural heritage management program includes those activities associated with providing service and/or assistance to municipalities, private and public landowners and community groups on sound environmental practices that will enhance, restore or protect the aquatic and terrestrial ecosystems. The program includes watershed scale natural heritage assessments and implements restoration activities on GRCA land..

Specific Activities:

- maintain and promote the ‘Grand River Fisheries Management Plan’.
- implement “best bets” for protection and enhancement of fisheries, work with outside agencies, non-government organizations and the public to improve fish habitat through stream rehabilitation projects including the implementation of the recommendations of the watershed studies.
- maintain and implement the Forest Management Plan for the Grand River watershed and develop and implement components of the watershed Emerald Ash Borer strategy
- carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems e.g. species at risk and ecological monitoring on GRCA lands, and prescribed burn activities and community events such as tree planting and stream restoration
- provide technical input and review services for applications that may affect the watershed ecosystems.

TABLE 1
GRAND RIVER CONSERVATION AUTHORITY
Water Resources Planning & Environment

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget Change
<u>Expenses:</u>				
Salary and Benefits	1,469,253	1,587,900	1,615,500	incr/(decr) 27,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	256,974	313,000	319,300	6,300
Insurance	115,287	110,000	113,300	3,300
Other Operating Expenses	152,699	210,900	195,100	-15,800
Amount set aside to Reserves	-	-	-	
TOTAL EXPENSE	1,994,193	2,221,800	2,243,200	21,400
<u>Funding</u>				
Municipal Other	35,200	50,000	50,000	(incr)/(decr) 0
MNR Grant	33,200	33,200	33,200	0
Prov & Federal Govt	23,465	37,500	47,500	-10,000
Donations	-	3,000	3,000	3,000
Funds taken from Reserves	-	27,000	27,000	27,000
TOTAL FUNDING	91,865	150,700	130,700	(10,000.00)
Net Funded by General Municipal Levy	1,902,328	2,071,100	2,112,500	
Net incr/(decr) to Municipal Levy				41,400

TABLE 2**Flood Forecasting and Warning**

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

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

Specific Activities:

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

TABLE 2
GRAND RIVER CONSERVATION AUTHORITY
Flood Forecasting & Warning

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change
Expenses:				
Salary and Benefits	373,875	463,200	457,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	255,233	260,800	266,000	
Other Operating Expenses	71,797	76,400	78,000	
Amount set aside to Reserves	65,000			
TOTAL EXPENSE	765,905	800,400	801,000	600
Funding				
MNR Grant	252,955	252,955	252,955	
Prov & Federal Govt	1,260	-	-	
TOTAL FUNDING	254,215	252,955	252,955	
Net Funded by General Municipal Levy	511,690	547,445	548,045	
Net incr/(decr) to Municipal Levy				600

TABLE 3**Water Control Structures**

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

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

Specific Activities:

- operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 5 major dyke systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg)
- ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams
- carry out capital upgrades to the flood control structures in order to meet Provincial standards
- operate and maintain 22 non-flood control dams, which are primarily for aesthetic, recreational, or municipal water supply intake purposes
- develop and implement plans to decommission failing or obsolete dams
- ice management activities to prevent or respond to flooding resulting from ice jams
- develop and implement public safety plans for structures

TABLE 3
GRAND RIVER CONSERVATION AUTHORITY
Water Control Structures

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change incr/(decr)
Expenses:				
Salary and Benefits	1,103,590	1,170,100	1,170,200	100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	14,271	28,600	29,200	600
Property Taxes	163,892	189,000	179,700	(9,300)
Other Operating Expenses	268,628	338,000	344,800	6,800
Amount set aside to Reserves	128,500	-	-	-
TOTAL EXPENSE	1,678,881	1,725,700	1,723,900	(1,800)
Funding				
MNR Grant	400,350	400,350	400,350	-
TOTAL FUNDING	400,350	400,350	400,350	-
Net Funded by General Municipal Levy	1,278,531	1,325,350	1,323,550	
Net incr/(decr) to Municipal Levy				(1,800)

TABLE 4**(a) PLANNING - Regulations**

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

Specific Activities:

- Process over 800 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 watercourse, river, creek, floodplain or valley land
 - the Lake Erie shoreline
- The regulation applies to the development activities listed below in the areas listed above:
 - the construction, reconstruction, erection or placing of a building or structure of any kind,
 - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure
 - site grading
 - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- maintain policies and guidelines to assist in the protection of sensitive environmental lands (i.e. Policies for the Administration of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems

(b) PLANNING - Municipal Plan Input and Review

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

Specific Activities:

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

TABLE 4
GRAND RIVER CONSERVATION AUTHORITY
Resource Planning

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change
Expenses:				incr/(decr)
Salary and Benefits	1,594,807	1,706,200	1,807,400	101,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	193,435	218,100	222,500	4,400
Other Operating Expenses	84,075	53,600	54,700	1,100
TOTAL EXPENSE	1,872,317	1,977,900	2,084,600	106,700
Funding				(incr)/decr
Provincial	6,831	-	-	-
MNR Grant	114,568	114,568	114,568	-
Self Generated	973,097	901,400	969,000	(67,600)
TOTAL FUNDING	1,094,496	1,015,968	1,083,568	(67,600)
Net Funded by General Municipal Levy	777,821	961,932	1,001,032	
Net incr/(decr) to Municipal Levy				39,100

TABLE 5**Forestry & Property Taxes**

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

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

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

Specific Activities:

- plant trees on private lands (cost recovery from landowner)
- operate Burford Tree Nursery to grow and supply native and threatened species
- carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA owned lands
- manage Emerald Ash Borer infestation

TABLE 5
GRAND RIVER CONSERVATION AUTHORITY
Forestry & Conservation Land Taxes

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change
Expenses:				incr/(decr)
Salary and Benefits	587,194	539,900	556,000	16,100
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	56,118	43,400	44,300	900
Property Taxes	168,606	177,800	183,200	5,400
Other Operating Expenses	528,035	615,400	627,900	12,500
Amount set aside to Reserves	-	-	-	0
TOTAL EXPENSE	1,339,953	1,376,500	1,411,400	34,900
Funding				(incr)/decr
Donations	5,089	57,000	57,000	-
Self Generated	623,588	650,000	650,000	-
Funds taken from Reserves	16,205	-	-	-
TOTAL FUNDING	644,882	707,000	707,000	0
Net Funded by General Municipal Levy	695,071	669,500	704,400	
Net incr/(decr) to Municipal Levy				34,900

TABLE 6**Conservation Services**

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

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

Specific Activities:

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, promotion/education and providing grants to assist farmers with capital improvements to address manure containment, livestock fencing, soil conservation, and other rural non-point sources of river water pollution. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, restoration and rehabilitation projects with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote water and environmental initiatives
- Co-ordinate GRCA Volunteer Program to enable public participation in community and GRCA environmental activities

TABLE 6
GRAND RIVER CONSERVATION AUTHORITY
Conservation Services

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change
Expenses:				incr/(decr)
Salary and Benefits	651,189	693,100	714,000	20,900
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	94,505	110,000	112,200	2,200
Other Operating Expenses	18,756	57,900	59,000	1,100
Amount set aside to Reserves				
TOTAL EXPENSE	764,450	861,000	885,200	24,200
Funding				(incr)/(decr)
Prov & Federal Govt	-	30,000	30,000	-
Donations	93,175	87,000	87,000	-
Self Generated	6,095	-	-	-
Recoverable Corporate Services Expenses	-	-	-	-
Funds taken from Reserves	742	31,000	31,000	-
TOTAL FUNDING	100,012	148,000	148,000	-
Net Funded by General Municipal Levy	664,438	713,000	737,200	
Net incr/(decr) to Municipal Levy				24,200

TABLE 7**Communications & Foundation**

The Communications department provides a wide range of services and support for the GRCA, the Grand River Conservation Foundation, as well as Lake Erie Region Source Protection Program. This category includes watershed-wide communication and promotion of conservation issues to watershed residents, municipalities and other agencies.

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

Communications - Specific Activities:

- Media relations
- Public relations and awareness building
- Online communications
- Issues management and crisis communications
- Community engagement and public consultation
- Corporate brand management

Foundation - Specific Activities:

- Solicit donors for financial support
- Orient and train volunteers to assist with fundraising
- Provide site tours and other events to stakeholders

TABLE 7
GRAND RIVER CONSERVATION AUTHORITY
Communications & Foundation

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change incr/(decr)
Expenses:				
Salary and Benefits	487,770	566,400	583,400	17,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	73,722	75,500	77,000	1,500
Other Operating Expenses	34,102	73,000	73,500	500
Amount set aside to Reserves	-	-	-	-
TOTAL EXPENSE	595,594	714,900	733,900	19,000
Funding				
Net Funded by General Municipal Levy	595,594	714,900	733,900	
Net incr/(decr) to Municipal Levy				19,000

TABLE 8**Environmental Education**

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

Specific Activities:

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

TABLE 8
GRAND RIVER CONSERVATION AUTHORITY
Environmental Education

OPERATING	Actual 2017	Budget 2018	Budget 2019	Budget change
Expenses:				incr/(decr)
Salary and Benefits	930,588	942,400	1,000,000	57,600
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	92,419	74,300	75,800	1,500
Insurance	10,447	10,000	10,300	300
Property Taxes	11,440	19,400	20,000	600
Other Operating Expenses	281,215	270,300	276,300	6,000
Amount set aside to Reserves	70,000	30,000		(30,000)
TOTAL EXPENSE	1,396,109	1,346,400	1,382,400	36,000
Funding				(incr)/decr
Provincial & Federal Grants	3,075	-	-	-
Donations	72,092	50,000	50,000	-
Self Generated	895,627	942,000	1,000,500	(58,500)
Funds taken from Reserves	2,450	-	-	-
TOTAL FUNDING	973,244	992,000	1,050,500	(58,500)
Net Funded by General Municipal Levy	422,865	354,400	331,900	
Net incr/(decr) to Municipal Levy				(22,500)

TABLE 9**CORPORATE SERVICES**

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

Specific Activities:

This category includes the following departments:

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

In addition, this category includes expenses relating to:

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

TABLE 9
GRAND RIVER CONSERVATION AUTHORITY
Corporate Services

Budget 2019			Surplus available to offset Municipal Levy Increase
Expenses:		25	
Salary and Benefits	1,897,000		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	369,000		
Insurance	57,000		
Other Operating Expenses	1,518,073		
Amount set aside to Reserves			
TOTAL EXPENSE	3,841,073		
Funding			
MNR Grant	70,000		
Recoverable Corporate Services Expenses	70,000		
Funds taken from Reserves	465,000		
TOTAL FUNDING	605,000		
Net Result before surplus adjustments	3,236,073		
Deficit from Other Programs offset by 2018 Surplus Carryforward			(180,400)
2018 Surplus Carried Forward to 2019 used to reduce Levy			323,000
Net Funded by General Municipal Levy	3,236,073		142,600

Budget 2018			Surplus available to offset Municipal Levy Increase
Expenses:			
Salary and Benefits	1,990,000		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	337,300		
Insurance	55,000		
Other Operating Expenses	1,087,687		
Amount set aside to Reserves			
TOTAL EXPENSE	3,469,987		
Funding			
MNR Grant	70,000		
Recoverable Corporate Services Expenses	70,000		
Funds taken from Reserves	15,000		
TOTAL FUNDING	155,000		
Net Result before surplus adjustments	3,314,987		
Deficit from Other Programs offset by 2017 Surplus Carryforward			(41,700)
2016 Surplus Carried Forward to 2017 used to reduce Levy			412,314
Net Funded by General Municipal Levy	3,314,987		370,614

ACTUAL 2017			Surplus available to offset Municipal Levy Increase
Expenses:			
Salary and Benefits	1,848,424		
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	297,506		
Insurance	56,897		
Other Operating Expenses	779,367		
Amount set aside to Reserves	170,000		
TOTAL EXPENSE	3,162,194		
Funding			
MNR Grant	70,000		
Donations/Other	25,000		
Recoverable Corporate Services Expenses	64,862		
TOTAL FUNDING	159,862		
Net Result before surplus/(deficit) adjustments	2,992,332		
Deficit from Other Programs offset by 2016 Surplus Carryforward			(61,474)
2016 Surplus Carried Forward to 2017 used to reduce Levy			315,832
Net Funded by General Municipal Levy	2,992,332		254,358

TABLE 10 (a)**Conservation Lands, Rental Properties, Forestry & Misc**

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

Specific Activities:

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate “passive” conservation areas in order to conserve forests and wildlife habitat. Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). Necessary funding is raised by The Grand River Conservation Foundation
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 19 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- host controlled hunts at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs
- payment of non-insured losses and deductibles for vandalism, loss or theft; miscellaneous amounts recovered from insurance settlements

- investment income arising from reserves and funds received in advance of program expenses

TABLE 10 (b)

HYDRO PRODUCTION

This program generates revenue from ‘hydro production’.

Specific Activities:

- generate hydro from turbines in 2 large dams, Shand and Conestogo; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

TABLE 10 (c)

CONSERVATION AREAS

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

Specific Activities:

- operate 11 “active” Conservation Areas (8 camping and 3 exclusively day-use) that are enjoyed by over 1.7 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 2,200 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario

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

Budget 2019 - OPERATING						
Expenses:						
Salary and Benefits						
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT						
Insurance						
Property Taxes						
Other Operating Expenses (consulting etc)						
Amount set aside to Reserves						
TOTAL EXPENSE						
Funding						
Donations						
Self Generated						
Funds taken from Reserves						
TOTAL FUNDING						
NET Surplus/(Deficit) for programs not funded by general levy						
Budget 2018 - OPERATING						
Expenses:						
Salary and Benefits						
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT						
Insurance						
Property Taxes						
Other Operating Expenses (consulting etc)						
Amount set aside to Reserves						
TOTAL EXPENSE						
Funding						
Donations						
Self Generated						
Funds taken from Reserves						
TOTAL FUNDING						
NET Surplus/(Deficit) for programs not funded by general levy						
Actual 2017 - OPERATING						
Expenses:						
Salary and Benefits						
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT						
Insurance						
Property Taxes						
Other Expenses						
Amount set aside to Reserves						
TOTAL EXPENSE						
Funding						
Donations						
Self Generated						
Funds taken from Reserves						
TOTAL FUNDING						
NET Surplus/(Deficit) for programs not funded by general levy						

OTHER INFORMATION

1. INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES

The work of the IS&T Group including wages, capital purchases and ongoing maintenance and operations is funded through the Information Systems and Technology Reserve. The IS&T Reserve is sustained through a charge back framework. A “Computer Charge” is allocated to the individual programs based on the number of users and the nature of system usage or degree of reliance on IS&T activities and services.

The *Information Systems and Technology* (IS&T) group leads GRCA’s information management activities; develops and acquires business solutions; and oversees investment in information and communications technology as detailed below:

Specific Activities:

- Develop and implement GRCA's long-term information management, information technology and communications plans.
- Assess business needs and develop tools to address requirements, constraints and opportunities. Acquire and implement business and scientific applications for use at GRCA. Manage information technology and business solutions implementation projects on behalf of GRCA, GRCF and the Lake Erie Source Protection Region.
- Develop, and implement GRCA’s Geographic Information Systems (GIS) technology and spatial data infrastructure. Manage GRCA’s water-related data. Create and maintain standards for the development, use and sharing of corporate data. Develop policies and implement tools to secure GRCA’s data and IT and communications infrastructure.
- Acquire, manage and support GRCA’s server, storage, network and personal computer infrastructure to support geographic information systems (GIS); flood forecasting and warning, including real-time data collection; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance, property and human resources.
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office, Conservation Areas, Nature Centres and Flood Control Structures. Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets. Support and manage mobile phones, smart phones and pagers. Develop, implement and maintain GRCA’s IS&T disaster recovery plan.
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers and phone systems for use at outdoor education centres.
- Build and maintain working relationships with all other departments within GRCA. Develop and maintain partnerships and business relationships with all levels of government, Conservation Ontario, private industry and watershed communities with respect to information technology, information management, business solutions and data sharing.

2. VEHICLE, EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included with administrative costs or other operating expenses, as applicable, on Tables 1 to 10.

Specific Activities:

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

SECTION B

BASE PROGRAMS – CAPITAL

SECTION B – CAPITAL BUDGET

Capital Spending in 2018 includes spending in the following program areas:

- Water Resources Planning
- Flood Forecasting and Warning
- Water Control Structures
- Conservation Areas

Water Resources Planning expenditures will be for water quality monitoring equipment.

Flood forecasting and warning expenditures will be for software systems and gauge equipment.

Water Control Structures expenditures will include the following projects:

- Brantford Dikes - floodwall repairs and permanent closure of abandon railway openings
- Cambridge Dikes - floodwall repairs, coordinated closely with City of Cambridge
- Bridgeport Dikes - address seepage issues
- Conestogo Dam - gate control system upgrades and concrete repair designs
- Shand Dam - standby generator enhancements and temporary stoplog design to allow isolation of gates
- Wellesley Dam - concrete and embankment repairs
- New Dundee Dam - gate refurbishment
- St. Jacobs Dam - concrete and embankment repairs

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2019, major capital projects within the Conservation Areas will include:

- Elora Gorge – Pines campground expansion
- Eora Gorge – Planning for new day use area
- Byng – washroom
- Brant – playground
- Pinehurst – automatic gates
- Guelph Lake - workshop

Corporate Services capital spending represents the portion of overall Information Services and Motor Pool expenses that are funded by the Information Technology (IT) and Motor Pool (MP) reserve. See “Other Information” above for spending descriptions for IT and MP.

SECTION B - Capital Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2019

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					2,590,000		2,590,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						207,700	207,700
TOTAL EXPENSE	110,000	190,000	1,500,000	-	2,590,000	207,700	4,597,700
Funding							
Municipal Special Levy							-
Prov & Federal Govt			700,000				700,000
Self Generated					965,000		965,000
Funding from Reserves	50,000				1,625,000	207,700	1,882,700
TOTAL FUNDING	50,000	-	700,000	-	2,590,000	207,700	3,547,700
Net Funded by General CAPITAL Levy	60,000	190,000	800,000	-	-	-	1,050,000

BUDGET 2018 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					1,820,000		1,820,000
PSAB Project							-
Building Major Maintenance							-
Net IT/MP Capital Spending not allocated to Departments						290,000	290,000
TOTAL EXPENSE	110,000	190,000	1,500,000	-	1,820,000	290,000	3,910,000
Funding							
Municipal Special Levy							-
Prov & Federal Govt			700,000				700,000
Self Generated					670,000		670,000
Funding from Reserves	50,000				1,150,000	290,000	1,490,000
TOTAL FUNDING	50,000	-	700,000	-	1,820,000	290,000	2,860,000
Net Funded by General CAPITAL Levy	60,000	190,000	800,000	-	-	-	1,050,000

ACTUAL 2017 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	73,117						73,117
Flood Forecasting Warning Hardware and Gauges		204,172					204,172
Flood Control Structures-Major Maintenance			1,112,074				1,112,074
Conservation Areas Capital Projects					859,691		859,691
Funding to Reserves			173,500			84,757	258,257
Net IT/MP Chargebacks in excess of expenses						(62,847)	(62,847)
TOTAL EXPENSE	73,117	204,172	1,285,574	-	859,691	21,910	2,444,464
Funding							
Prov & Federal Govt			486,489		83,250	21,910	591,649
Self Generated					776,441		776,441
Funding from Reserves							-
TOTAL FUNDING	-	-	486,489	-	859,691	21,910	1,368,090
Net Funded by General CAPITAL Levy	73,117	204,172	799,085	-	-	-	1,076,374

SECTION C

SPECIAL PROJECTS

SECTION C – SPECIAL PROJECTS

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

The main project in this category is the provincial Source Protection Planning program under the *Clean Water Act, 2006*. Plan development work commenced in 2004, with plan implementation starting in 2015. Work includes research and studies related to the development and updates of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The focus in 2019 is on completing updates to the Grand River Source Protection Plan, including water quantity risk assessment studies, development of water quantity policies, updating water quality vulnerability assessments, and the development of the first annual progress report for the Grand River Source Protection Plan.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, Emerald Ash borer infestation management, floodplain mapping projects, Upper Blair subwatershed study, waste water optimization project, water festivals, Dunnville Fishway study, the Mill Creek Ranger stream restoration project and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2019

EXPENDITURES	ACTUAL 2017	BUDGET 2018	BUDGET 2019
Grand River Management Plan	33,840	20,000	70,000
Subwatershed Plans - City of Kitchener	107,653	100,000	100,000
Dunnville Fishway Study	-	-	30,000
Natural Heritage Study-Wellington	28,313	30,000	-
Waste Water Optimization Program	109,765	135,000	140,000
Floodplain Mapping	132,927	850,000	75,000
RWQP - Capital Grants	1,011,358	800,000	800,000
Brant/Brantford Children's Water Festival	25,544	26,000	26,000
Haldimand Children's Water Festival	42,303	40,000	25,000
Species at Risk	78,678	70,000	70,000
Ecological Restoration	185,284	270,000	-
AGGP-UofG Research Buffers	20,812	-	-
Great Lakes SHSM Event	6,076	-	-
Trails Capital Maintenance	-	-	150,000
Emerald Ash Borer	314,172	400,000	600,000
Lands Mgmt - Land Purchases/Land Sale Expenses	139,401	-	-
Lands Mgmt - Development Costs	-	50,000	50,000
Mill Creek Rangers	28,890	35,000	35,000
Parkhill Hydro Turbine Project	112,472	300,000	-
Apps' Mill Nature Centre Renovation	260,266	-	-
Dickson Trail and Boardwalk Rehabilitation	238,957	20,000	-
Total SPECIAL Projects 'Other'	2,973,476	3,146,000	2,171,000
Source Protection Program	1,570,408	1,575,000	1,575,000
Total SPECIAL Projects Expenditures	4,543,884	4,721,000	3,746,000
SOURCES OF FUNDING			
Provincial Grants for Source Protection Program	1,570,408	1,575,000	1,575,000
OTHER GOVT FUNDING	1,848,150	1,675,000	1,217,500
SELF-GENERATED	496,274	381,000	256,000
FUNDING FROM(TO) RESERVES	629,052	1,090,000	697,500
Total SPECIAL Funding	4,543,884	4,721,000	3,746,000

**Grand River Conservation Authority
Summary of Municipal Levy - 2019 Budget**

DRAFT-January 25, 2019

	% CVA in	2018 CVA	CVA-Based	2018 Budget	2019 Budget	2019 Budget	2019 Budget	2019 Budget	2018 Levy	% Change
	Watershed	(Modified)	CVA in Watershed	Apportionment	Matching & Maintenance Levy	Admin Maintenance Levy	Non Matching Admin & Maintenance Levy	Capital Levy	Total Levy	
Brant County	82.9%	5,955,826,066	4,937,379,809	2.75%	23,970	267,336	267,336	28,894	320,200	326,904
Brantford C	100.0%	13,253,620,186	13,253,620,186	7.39%	64,343	717,622	717,622	77,561	859,526	820,175
Amaranth Twp	82.0%	692,366,801	567,732,577	0.32%	2,756	30,740	30,740	3,322	36,818	35,971
East Garafraxa Twp	80.0%	533,804,174	427,043,339	0.24%	2,073	23,122	23,122	2,499	27,694	26,838
Town of Grand Valley	100.0%	429,279,822	429,279,822	0.24%	2,084	23,244	23,244	2,512	27,840	26,727
Melancthon Twp	56.0%	507,262,719	284,067,123	0.16%	1,379	15,381	15,381	1,662	18,422	18,160
Southgate Twp	6.0%	883,428,392	53,005,703	0.03%	257	2,870	2,870	310	3,437	3,294
Haldimand County	41.0%	6,276,148,294	2,573,220,801	1.43%	12,492	139,328	139,328	15,059	166,879	162,607
Norfolk County	5.0%	8,618,652,073	430,932,604	0.24%	2,092	23,333	23,333	2,522	27,947	27,566
Halton Region	10.4%	39,536,197,403	4,121,457,995	2.30%	20,009	223,158	223,158	24,119	267,286	253,594
Hamilton City	26.7%	82,190,675,574	21,986,005,716	12.25%	106,736	1,190,440	1,190,440	128,664	1,425,840	1,389,640
Oxford County	37.3%	3,842,021,887	1,432,116,305	0.80%	6,953	77,542	77,542	8,381	92,876	90,099
North Perth T	2.0%	1,911,183,097	38,223,662	0.02%	186	2,070	2,070	224	2,480	2,385
Perth East Twp	40.0%	1,744,223,194	697,689,278	0.39%	3,387	37,777	37,777	4,083	45,247	43,127
Waterloo Region	100.0%	91,711,011,599	91,711,011,599	51.11%	445,232	4,965,722	4,965,722	536,699	5,947,653	5,816,764
Centre Wellington Twp	100.0%	4,490,977,731	4,490,977,731	2.50%	21,802	243,166	243,166	26,282	291,250	285,969
Erin T	49.0%	2,319,917,492	1,136,759,571	0.63%	5,519	61,550	61,550	6,652	73,721	73,360
Guelph C	100.0%	24,316,625,767	24,316,625,767	13.55%	118,051	1,316,632	1,316,632	142,303	1,576,986	1,537,580
Guelph Eramosa Twp	100.0%	2,527,154,919	2,527,154,919	1.41%	12,269	136,834	136,834	14,789	163,892	159,913
Mapleton Twp	95.0%	1,526,746,159	1,450,407,901	0.81%	7,041	78,533	78,533	8,488	94,062	90,132
Wellington North Twp	51.0%	1,516,305,544	773,315,828	0.43%	3,754	41,871	41,871	4,526	50,151	49,212
Puslinch Twp	75.0%	2,380,647,827	1,785,485,870	1.00%	8,668	96,676	96,676	10,449	115,793	111,983
Total		297,164,066,719	179,423,514,108	100.00%	871,053	9,714,947	9,714,947	1,050,000	11,636,000	11,352,000