



400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519.621.2761 Toll free: 866.900.4722 Fax: 519.621.4844 Online: www.grandriver.ca

January 24, 2022

By Email: lgreen@southgate.ca

Lindsey Green, Clerk
Township of Southgate
185667 Grey County Road 9, R.R. #1
Dundalk, ON N0C 1B0

Dear Lindsey Green

Re: 2022 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 virtually on Friday, February 25, 2022, at 9:30 a.m., to consider the 2022 Budget and General Municipal Levy.

The attached report, which includes the most recent draft of the 2022 Budget, will be presented to the GRCA General Membership on January 28, 2022. Based on previous board direction to staff, this draft budget includes a General Levy of \$12,530,000 which represents a 2.5% increase over 2021. 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.

The attached draft 2022 Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2022. Also attached is a calculation of the apportionment of the 2022 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 that reads "Karen Armstrong".

Karen Armstrong,
Deputy CAO and Secretary-Treasurer

Grand River Conservation Authority Summary of Municipal Levy - 2022 Budget

DRAFT - January 28, 2022

	% CVA in Watershed	2021 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2022 Budget Matching & Maintenance Levy	2022 Budget Admin & Maintenance Levy	2022 Budget Non-Matching Admin & Maintenance Levy	2022 Budget Capital Maintenance*	2022 Budget Total Levy	Actual 2021 Levy	% Change
Brant County	82.9%	7,152,903,252	5,929,756,796	2.89%	12,982	321,325	27,426	361,733	346,966	4.3%	
Brantford C	100.0%	15,171,006,775	15,171,006,775	7.39%	33,214	822,096	70,168	925,478	900,728	2.7%	
Amaranth Twp	82.0%	805,874,920	660,817,435	0.32%	1,447	35,809	3,056	40,312	39,382	2.4%	
East Garafraxa Twp	80.0%	636,291,613	509,033,291	0.25%	1,114	27,584	2,354	31,052	30,223	2.7%	
Town of Grand Valley	100.0%	572,436,944	572,436,944	0.28%	1,253	31,020	2,648	34,921	33,396	4.6%	
Melancthon Twp	56.0%	596,750,730	334,180,409	0.16%	732	18,109	1,546	20,387	19,819	2.9%	
Southgate Twp	6.0%	1,069,060,421	64,143,625	0.03%	140	3,476	297	3,913	3,742	4.6%	
Haldimand County	41.0%	7,199,269,194	2,951,700,369	1.44%	6,462	159,949	13,652	180,063	175,140	2.8%	
Norfolk County	5.0%	9,741,823,806	487,091,190	0.24%	1,066	26,395	2,253	29,714	28,914	2.8%	
Halton Region	10.5%	47,621,739,315	4,993,025,690	2.43%	10,931	270,565	23,093	304,589	291,881	4.4%	
Hamilton City	26.8%	95,456,549,475	25,534,626,985	12.43%	55,904	1,383,687	118,101	1,557,692	1,519,505	2.5%	
Oxford County	36.6%	4,499,227,699	1,647,153,567	0.80%	3,606	89,257	7,618	100,481	97,921	2.6%	
North Perth T	2.0%	2,277,397,479	45,547,950	0.02%	100	2,468	211	2,779	2,686	3.5%	
Perth East Twp	40.0%	2,032,561,232	813,024,493	0.40%	1,780	44,057	3,760	49,597	49,250	0.7%	
Waterloo Region	100.0%	103,684,590,749	103,684,590,749	50.48%	227,002	5,618,527	479,556	6,325,085	6,182,792	2.3%	
Centre Wellington Twp	100.0%	5,241,852,365	5,241,852,365	2.55%	11,476	284,049	24,244	319,769	308,584	3.6%	
Erin T	49.0%	2,579,400,498	1,263,906,244	0.62%	2,767	68,489	5,846	77,102	75,545	2.1%	
Guelph C	100.0%	27,911,493,324	27,911,493,324	13.59%	61,108	1,512,486	129,094	1,702,688	1,668,479	2.1%	
Guelph Eramosa Twp	100.0%	2,893,069,163	2,893,069,163	1.41%	6,334	156,771	13,381	176,486	171,662	2.8%	
Mapleton Twp	95.0%	1,838,975,064	1,747,026,311	0.85%	3,825	94,669	8,080	106,574	103,123	3.3%	
Wellington North Twp	51.0%	1,776,628,376	906,080,472	0.44%	1,984	49,099	4,191	55,274	53,744	2.8%	
Puslinch Twp	75.0%	2,717,055,073	2,037,791,305	0.99%	4,461	110,425	9,425	124,311	121,518	2.3%	
Total		343,475,957,466	205,399,355,452	100.00%	449,688	11,130,312	950,000	12,530,000	12,225,000	2.5%	

*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.

Grand River Conservation Authority

Report number: GM-01-22-06

Date: January 28, 2022

To: Members of the Grand River Conservation Authority

Subject: Budget 2022 – Draft #2

Recommendation:

THAT Report Number 01-22-06 - Budget 2022 - Draft #2 be received as information;

AND THAT an amount equal to any undesignated surplus realized from the 2021 year-end operating results be transferred to the Transition reserve at the end of 2021.

Summary:

This draft continues to present a balanced budget position for 2022.

This draft of the budget includes the following significant changes since the September 24, 2021 draft #1 budget report:

- \$720,000 Special Projects spending
- (\$720,000) Special Project funding increased
- \$260,000 Motor Pool capital spending increased
- (\$260,000) Transfer from Motor Pool Reserve increased
- \$182,000 Staffing expense increase
- (\$182,000) Transfer to Transition Reserve reduced

This report includes a recommendation to transfer a portion of the 2021 operating surplus into the transition reserve at year-end 2021.

The Final Budget will include adjustments to the Outdoor Education program, Conservation Area program, Forestry (Tree Planting) program, special projects, expenses carried forward from 2021, and the 2021 surplus carry forward (based on audited 2021 results). These adjustments are not anticipated to affect the 2022 budgeted general levy increase of 2.5%.

This draft includes the following amounts:

- Expenditures \$31,902,188
- General Municipal Levy \$12,530,000 (\$305,000 or 2.5% increase over prior year)
- Provincial Water and Erosion Control Infrastructure (WECl) Grant \$700,000
- Provincial Source Protection Program Grant \$640,000
- Reserves to decrease by \$927,500 in 2022

Report:

The final 2022 budget will be presented for approval at the February 25, 2022 General Membership Meeting.

This draft of the 2022 Budget includes the following changes made since the September 24, 2021 General Membership Meeting:

Special Projects Budget 2022 (net increase in expenses \$720,000):

\$ 130,000	Waste Water Optimization Project expenses increased
\$ 130,000	Provincial funding increased
\$ 100,000	Ecological Restoration Project expenses increased
\$ 100,000	Other Donations funding increased
\$ 100,000	Great Lakes Protection Initiative Project expenses increased
\$ 100,000	Federal Government funding increased
\$ 70,000	Precision Agriculture-OMFRA Project expenses increased
\$ 70,000	Provincial funding increased
\$ 240,000	Trail Maintenance Project expenses increased
\$ 240,000	Foundation funding increased
\$ 80,000	Subwatershed Study-City of Kitchener
\$ 80,000	Municipal Funding-Other

Capital Budget 2022 (net increase in expenses \$260,000)

\$260,000	Motor Pool Equipment expenses increased (carry forward from 2021)
\$260,000	Transfer from Motor Pool Reserve increased

Operating Budget 2022 (net increase in expenses \$182,000)

\$182,000	Compensation and Benefit expenses increased (add Lands Management Director Position)
\$182,000	Transfer to Transition reserve decreased

The addition of a Lands Management Director position is part of an overall restructuring being undertaken in order to address GRCA's transition to the new provincial regulations under the Conservation Authorities Act. Restructuring commenced in 2020 with the elimination of a few staff positions.

Transition Reserve

The transition reserve was established at year-end 2020. The purpose of the reserve is to fund expenditures related to the transitioning of GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. It is recommended that any 2021 year-end operating surplus that has not been designated to be incorporated into the 2022 budget be transferred to the transition reserve in 2021. The amount to be transferred into this reserve will be finalized in the 2022 final budget report at the February 25, 2022 General Meeting. By February, the year-end audit will have been completed and the year-end 2021 operating surplus will be finalized.

The strategy for Budget 2022 draft #1 was to increase municipal general levy by 2.5%. Any resulting net surplus was transferred into the transition reserve. As a result, Budget 2022 draft #1 included a transfer of \$182,000 into the transition reserve. Budget draft #2 has added a Lands Management Director position and this cost increase is being offset by eliminating the transfer to the transition reserve that was part of budget 2022 draft #1. As a result, the addition of this position has no impact on the bottom line operating results.

Significant Outstanding Budget Items

Draft #2 operating budget continues to assume status quo operations. After actual 2021 figures are finalized, the final budget will be prepared and the outstanding matters listed below will be addressed.

(a) Year 2021 Carry forward Adjustments

2021 Surplus carry forward

This draft of the 2021 Budget assumes a \$100,000 surplus carry over from year 2021. The December 2021 Financial Summary for year-end 2021 forecasts a \$709,000 surplus. Some surplus will be carried over to 2022 to cover additional costs added to the 2022 budget. Staff recommend that any 2021 surplus that is not required to achieve a breakeven 2022 budget (i.e. municipal levy increase kept to 2.5%) be transferred into the transition reserve as outlined above. The amount of surplus to be transferred to the transition reserve is estimated to be between \$500,000 and \$600,000. The 2021 carry forward surplus will be updated based on the actual yearend results.

2022 Special Projects carry forward

Any projects commenced in year 2021 or earlier and not completed by December 31, 2021 will be carried forward and added to Budget 2022 (i.e. both the funding and the expense will be added to Budget 2022 and therefore these adjustments will have no impact on the breakeven net result).

(b) Conservation Areas

Conservation Area 2022 budgeted revenue is \$8,500,000. Actual 2021 revenue is approximately \$9,500,000. The final budget version will incorporate an increased revenue target along with revised operating and capital expense amounts. The program is budgeted to break even.

(c) Outdoor Education Program.

Following an analysis of actual 2021 expenses and contract confirmations the final budget version will be revised as considered necessary.

(d) Forestry (Tree Planting) Program

Following an analysis of actual 2021 expenses the final budget version will be revised as considered necessary.

(e) Major Water Control Structures Capital Maintenance Expenditures

A final determination of the amount of spending to be added to Budget 2022 will be impacted by unspent amounts from 2021 that will be carried forward to 2022, including the use of the reserve for 2022 projects. Current government funding opportunities includes the Disaster Mitigation and Adaptation Fund (DMAF), the National Damage Mitigation Program (NDMP), and the Provincial Water and Erosion Control Infrastructure (WECI) Program.

Attached are the following related documents:

- Budget 2022 Timetable
- Summary Reserve Report – Budget 2022
- Preliminary Budget 2022 Package to Municipalities

Financial Implications:

In this draft, the GRCA is proposing a \$31,902,188 budget. A net decrease to reserves of \$927,500 is budgeted.

The current inflationary economic situation and supply chain challenges created by the pandemic has the potential to result in significant unbudgeted cost increases, in particular, for large purchases/capital projects, which in turn may result in outcomes such as deferral of projects, changes in the scope of projects and/or the use of reserves to fund unbudgeted costs.

Other Department Considerations:

None

Prepared by:

Sonja Radoja
Manager of Corporate Services

Approved by:

Karen Armstrong
Deputy CAO/Secretary-Treasurer



2022 BUDGET

(Draft to January 28, 2022 General Board Meeting)

Grand River Conservation Authority

2022 Budget

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GRCA 2022 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 approximately 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 the provincial Source Protection Program 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 2022 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

In 2022 terms of reference for a watershed strategy, a requirement of the updated Conservation Authorities Act, will be developed. The existing water management plan will provide important information to the Watershed Strategy. Renewed engagement with municipal, provincial and federal water management staff will be an important focus in 2022.

In 2022 GRCA continues to manage the challenges resulting from the on-going COVID-19 pandemic.

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	\$2,252,400	(Table 1)
Flood Forecasting and Warning	\$ 843,000	(Table 2)
Water Control Structures	\$1,822,700	(Table 3)

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

Total Expenditures: \$6,718,100

Revenue sources: Municipal levies, provincial grants and reserves

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: \$2,351,200 (Table 4)

Capital Expenditures: NIL

Revenue sources: Permit fees, enquiry fees, plan review fees, 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	\$ 1,380,500 (Table 5)
Conservation Services	\$ 586,200 (Table 6)

Capital Expenditures: NIL

Total Expenditures: \$ 1,966,700

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	\$3,947,700 (Table 10-Conservation Lands)
Hydro Production	\$ 210,000 (Table 10-Hydro Production)

Capital Expenditures: NIL

Total Expenditures: \$4,157,700

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: \$784,600 (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 2,200 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1.7 million people visit GRCA parks each year.

Operating Expenditures: \$ **7,600,000** (Table 10)
Capital Expenditures: \$ **1,500,000** (Section B)
Total Expenditures: \$ **9,100,000**

Revenue sources:
Conservation Area user fees, government grants, reserves and donations.

7. Corporate services & Strategic Communications

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:

Strategic Communications \$ 577,500 (Table 7)
Corporate Services \$3,444,388 (Table 9)

Capital Expenditures: \$ **602,000** (Section B)

Total Expenditures: \$**4,623,888**

Revenue sources: Municipal levies and reserves.

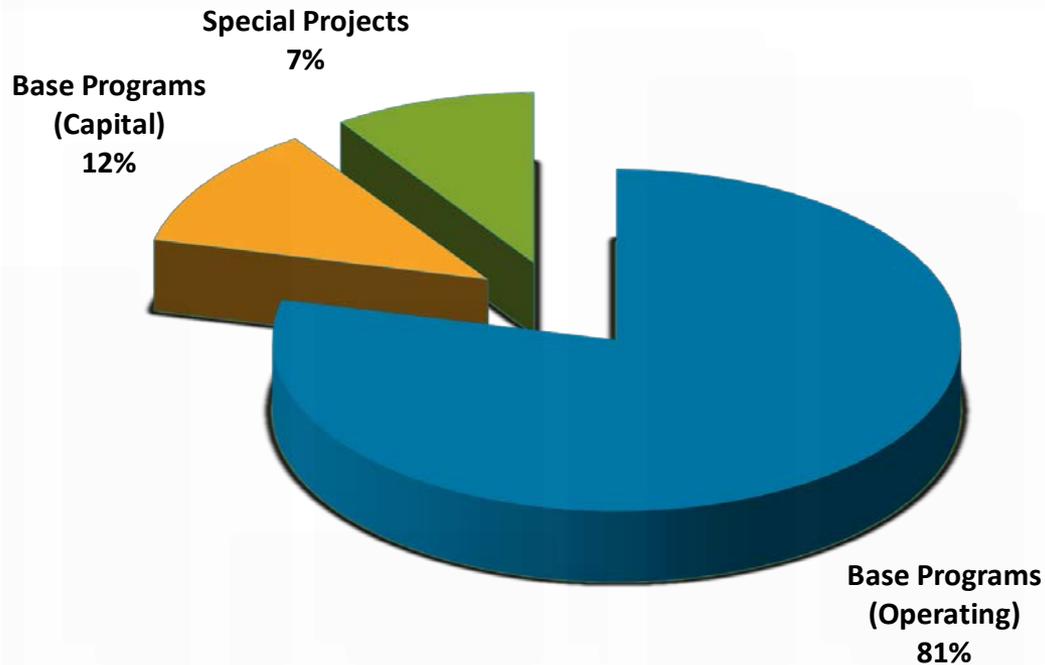
GRAND RIVER CONSERVATION AUTHORITY

BUDGET 2022 - Summary of Revenue and Expenditures

FUNDING		Actual 2020	Budget 2021	Budget 2022	Budget Incr/(decr)
Municipal General Levy Funding		11,927,000	12,225,000	12,530,000	305,000 2.49%
Other Government Grants		3,058,703	3,502,188	3,127,188	(375,000) -10.7%
Self-Generated Revenue		15,869,456	13,577,241	14,776,000	1,198,759 8.8%
Funding from Reserves		788,467	2,669,000	1,469,000	(1,200,000) -45.0%
TOTAL FUNDING		31,643,626	31,973,429	31,902,188	(71,241) -0.2%
EXPENDITURES		Actual 2020	Budget 2021	Budget 2022	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	26,583,370	25,178,429	25,800,188	621,759 2.47%
Base Programs - Capital	SECTION B	2,450,132	3,757,000	3,902,000	145,000 3.86%
Special Projects	SECTION C	2,293,883	3,038,000	2,200,000	(838,000) -27.6%
TOTAL EXPENDITURES		31,327,385	31,973,429	31,902,188	(71,241) -0.2%
NET RESULT		316,241	-	-	

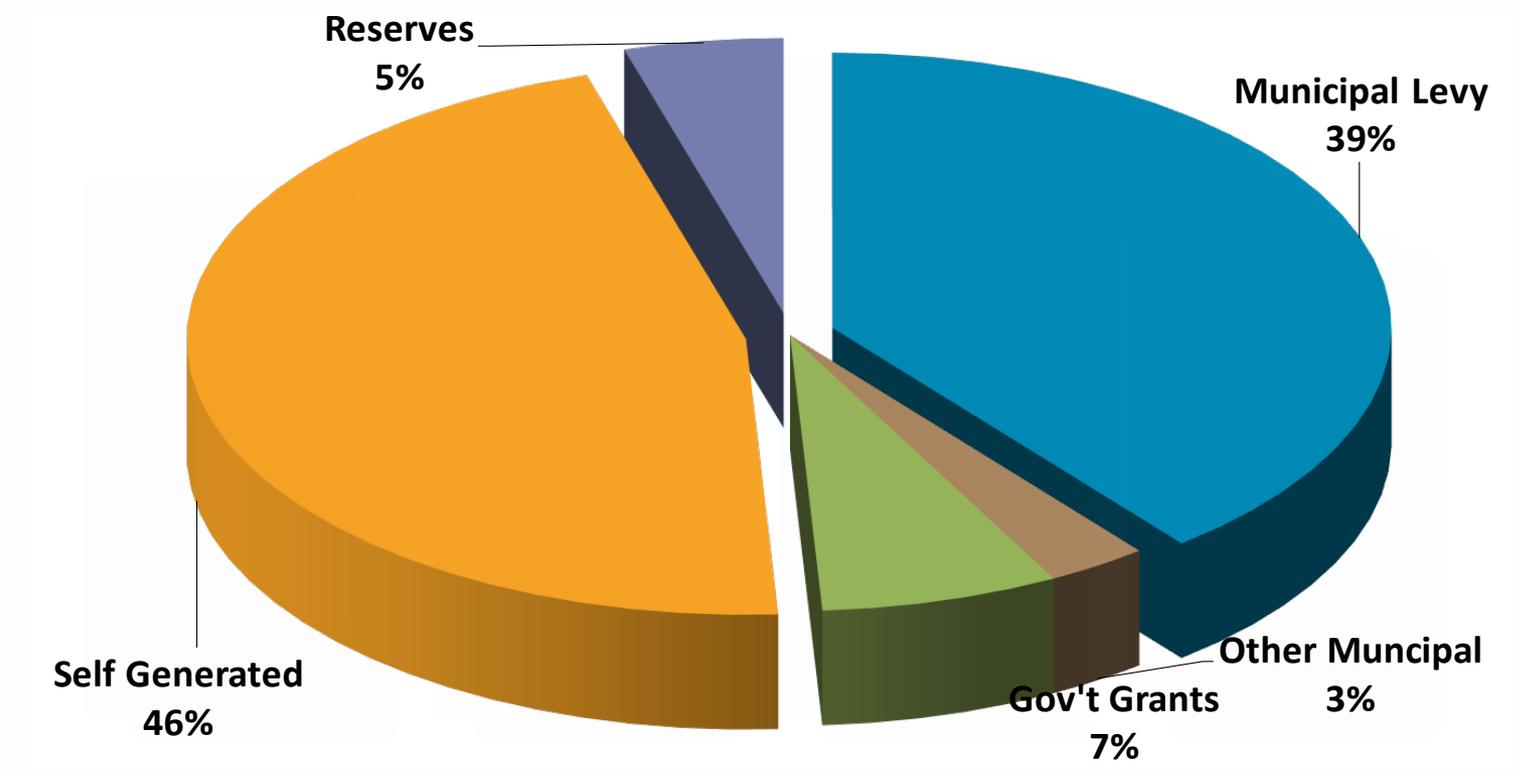
2022 Budget – Expenditures by Category

2022 Budget Expenditures = \$32.0 Million (\$ 32.0 Million in 2021)

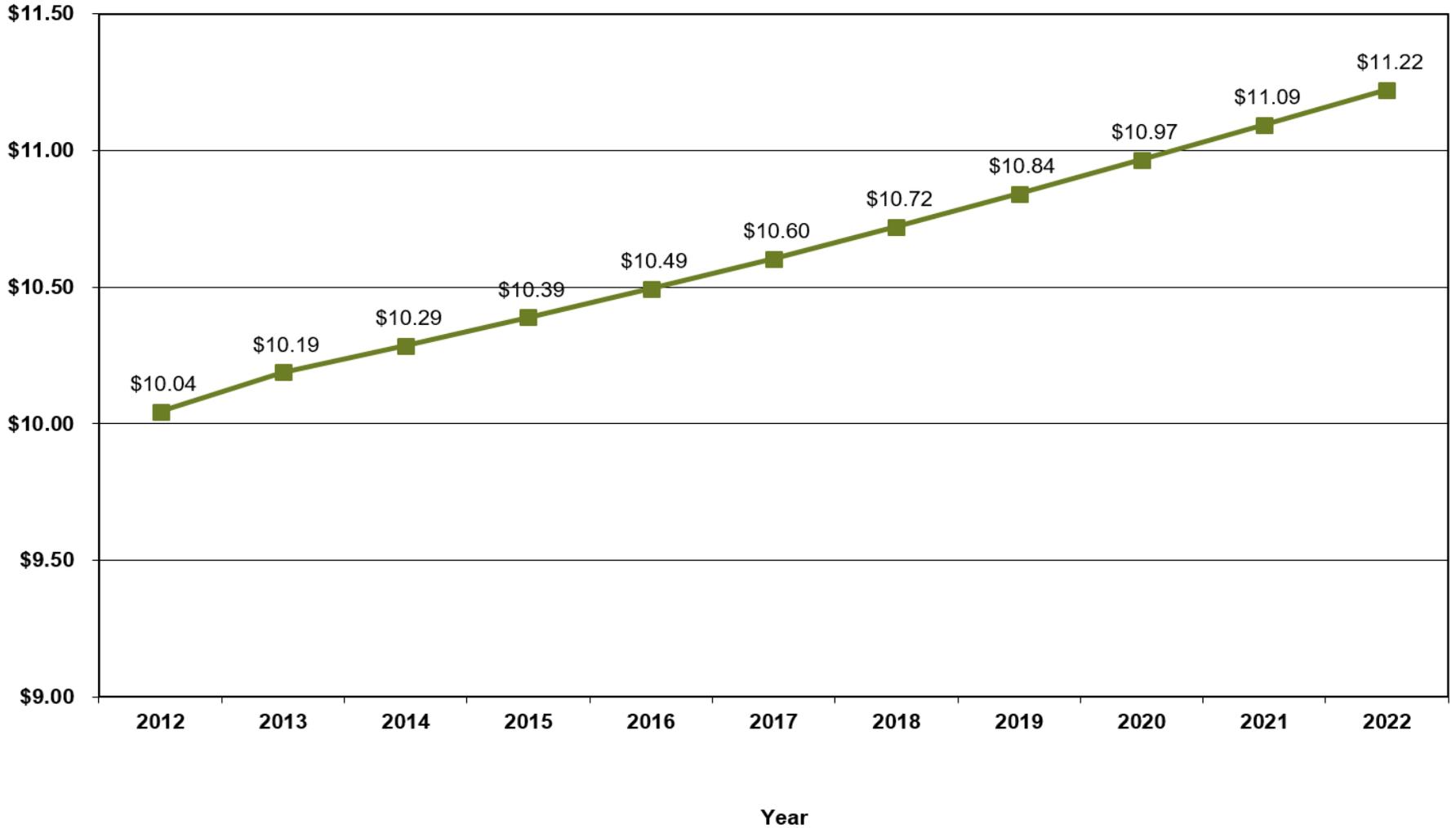


2021 Budget – Revenue by Source

Total 2022 Budget Revenue = \$32.0 Million (\$ 32.0 Million in 2021)



Grand River Conservation Authority Per Capita General Levy (2012 to 2022)



GRAND RIVER CONSERVATION AUTHORITY

Budget 2022 - Summary of Expenditures, Funding and Change in Municipal Levy

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 9	TABLE 10	TABLE 10	TABLE 10	
		Water Resources Planning & Environment	Flood Forecasting & Warning	Water Control Structures	Resource Planning	Forestry & Conservation Land Taxes	Conservation Services	Communications & Foundation	Environmental Education	Corporate Services	Loss/(Surplus) impact on Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL
2022 OPERATING															
TOTAL EXPENSES	A	2,252,400	843,000	1,822,700	2,351,200	1,380,500	586,200	577,500	784,600	3,444,388		3,947,700	210,000	7,600,000	25,800,188
TOTAL OTHER FUNDING	B	87,500	164,338	285,350	1,044,000	577,000	31,000	0	500,000	85,000		3,216,000	530,000	7,600,000	14,120,188
"Other Programs" Surplus/(Loss)	B less A											(731,700)	320,000	-	(411,700)
Loss to be offset with Surplus	C										411,700				(411,700)
Surplus 2021 carried forward to 2022											(100,000)				100,000
2022 Levy	A less B less C	2,164,900	678,662	1,537,350	1,307,200	803,500	555,200	577,500	284,600	3,359,388	311,700	0	0	0	11,580,000
															0
<u>Levy Increase:</u>															
2022 Levy		2,164,900	678,662	1,537,350	1,307,200	803,500	555,200	577,500	284,600	3,359,388	311,700				11,580,000
2021 Levy		2,158,200	664,462	1,500,350	1,223,200	788,000	671,200	579,500	340,600	3,612,629	(263,141)				11,275,000
Levy Increase over prior year		6,700	14,200	37,000	84,000	15,500	(116,000)	(2,000)	(56,000)	(253,241)	574,841	n/a	n/a	n/a	305,000
2022 CAPITAL															
TOTAL EXPENSES	A	110,000	190,000	1,500,000						602,000				1,500,000	3,902,000
TOTAL OTHER FUNDING	B	75,000	25,000	750,000						602,000				1,500,000	2,952,000
2022 Levy	A less B	35,000	165,000	750,000						-				-	950,000
<u>Levy Increase:</u>															
2022 Levy		35,000	165,000	750,000						-				-	950,000
2021 Levy		35,000	165,000	750,000						-				-	950,000
Levy Increase/(decrease) over prior year		-	-	-						-				-	-
2022 SPECIAL															
TOTAL EXPENSES	A	210,000	-	640,000		100,000	1,010,000					240,000			2,200,000
TOTAL OTHER FUNDING	B	210,000	-	640,000		100,000	1,010,000					240,000			2,200,000
2022 Levy	A less B	-	-	-		-	-			-		-		-	-
														TOTAL EXPENSES	31,902,188
														TOTAL FUNDING	31,902,188
														NET RESULT	-

Grand River Conservation Authority Summary of Municipal Levy - 2022 Budget

DRAFT - January 28, 2022

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Melancthon Twp	56.0%	596,750,730	334,180,409	0.16%	732	18,109	1,546	20,387	19,819	2.9%	
Southgate Twp	6.0%	1,069,060,421	64,143,625	0.03%	140	3,476	297	3,913	3,742	4.6%	
Haldimand County	41.0%	7,199,269,194	2,951,700,369	1.44%	6,462	159,949	13,652	180,063	175,140	2.8%	
Norfolk County	5.0%	9,741,823,806	487,091,190	0.24%	1,066	26,395	2,253	29,714	28,914	2.8%	
Halton Region	10.5%	47,621,739,315	4,993,025,690	2.43%	10,931	270,565	23,093	304,589	291,881	4.4%	
Hamilton City	26.8%	95,456,549,475	25,534,626,985	12.43%	55,904	1,383,687	118,101	1,557,692	1,519,505	2.5%	
Oxford County	36.6%	4,499,227,699	1,647,153,567	0.80%	3,606	89,257	7,618	100,481	97,921	2.6%	
North Perth T	2.0%	2,277,397,479	45,547,950	0.02%	100	2,468	211	2,779	2,686	3.5%	
Perth East Twp	40.0%	2,032,561,232	813,024,493	0.40%	1,780	44,057	3,760	49,597	49,250	0.7%	
Waterloo Region	100.0%	103,684,590,749	103,684,590,749	50.48%	227,002	5,618,527	479,556	6,325,085	6,182,792	2.3%	
Centre Wellington Twp	100.0%	5,241,852,365	5,241,852,365	2.55%	11,476	284,049	24,244	319,769	308,584	3.6%	
Erin T	49.0%	2,579,400,498	1,263,906,244	0.62%	2,767	68,489	5,846	77,102	75,545	2.1%	
Guelph C	100.0%	27,911,493,324	27,911,493,324	13.59%	61,108	1,512,486	129,094	1,702,688	1,668,479	2.1%	
Guelph Eramosa Twp	100.0%	2,893,069,163	2,893,069,163	1.41%	6,334	156,771	13,381	176,486	171,662	2.8%	
Mapleton Twp	95.0%	1,838,975,064	1,747,026,311	0.85%	3,825	94,669	8,080	106,574	103,123	3.3%	
Wellington North Twp	51.0%	1,776,628,376	906,080,472	0.44%	1,984	49,099	4,191	55,274	53,744	2.8%	
Puslinch Twp	75.0%	2,717,055,073	2,037,791,305	0.99%	4,461	110,425	9,425	124,311	121,518	2.3%	
Total		343,475,957,466	205,399,355,452	100.00%	449,688	11,130,312	950,000	12,530,000	12,225,000	2.5%	

*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.

SECTION A

BASE PROGRAMS – OPERATING

SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2022 vs Budget 2021

	Actual 2020	Budget 2021	Budget 2022	Incr/(Decr)	%age change
EXPENDITURES					
OPERATING EXPENSES	26,583,370	25,178,429	25,800,188	621,759	2.42%
Total Expenses	26,583,370	25,178,429	25,800,188	621,759	2.42%
SOURCES OF FUNDING					
MUNICIPAL GENERAL LEVY (NOTE)	10,628,727	11,275,000	11,580,000	305,000	2.96%
MUNICIPAL SPECIAL LEVY	13,135	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	744,029	517,188	517,188	-	0.00%
SELF-GENERATED	14,758,775	12,903,000	13,436,000	533,000	3.85%
RESERVES	61,417	117,000	117,000	-	0.00%
SURPLUS CARRYFORWARD	377,287	316,241	100,000	(216,241)	-52.45%
Total BASE Funding	26,583,370	25,178,429	25,800,188	621,759	2.42%

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$305,000 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. Subwatershed studies are ongoing or planned in the City of Kitchener, Region of Waterloo, City of Guelph and City of Brantford.
- Development of terms of reference for a Watershed Strategy required under the new Conservation Authorities Act.

(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 2020	Budget 2021	Budget 2022	Budget Change
Expenses:				incr/(decr)
Salary and Benefits	1,225,680	1,519,000	1,684,000	165,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	240,903	268,300	268,300	0
Insurance	102,144	107,300	135,000	27,700
Other Operating Expenses	49,269	165,100	165,100	0
Amount set aside to Reserves	515,000	186,000	-	(186,000)
TOTAL EXPENSE	2,132,996	2,245,700	2,252,400	6,700
Funding				(incr)/decr
Municipal Special/Other	13,135	50,000	50,000	0
Prov & Federal Govt	-	37,500	37,500	0
Funds taken from Reserves	-	-	-	0
TOTAL FUNDING	13,135	87,500	87,500	-
Net Funded by General Municipal Levy	2,119,861	2,158,200	2,164,900	
Net incr/(decr) to Municipal Levy				6,700

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 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.
- hold municipal flood coordinator meetings twice a year to confirm responsibilities of agencies involved in the flood warning system. Test the system. Update and publish a flood warning system guide containing up to date emergency contact information. Maintain update to date emergency contact information throughout the year.

TABLE 2
GRAND RIVER CONSERVATION AUTHORITY
Flood Forecasting & Warning

OPERATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	360,568	484,800	499,000	14,200
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	250,650	236,000	236,000	-
Other Operating Expenses	47,494	108,000	108,000	-
Amount set aside to Reserves	95,000	-	-	-
TOTAL EXPENSE	753,712	828,800	843,000	14,200
Funding				(incr)/decr
MNR Grant	164,338	164,338	164,338	-
TOTAL FUNDING	164,338	164,338	164,338	-
Net Funded by General Municipal Levy	589,374	664,462	678,662	
Net incr/(decr) to Municipal Levy				14,200

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 and dykes.
- 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, municipal fire suppression water supply or municipal drinking 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 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	1,089,653	1,241,000	1,278,000	37,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	8,654	29,200	29,200	-
Property Taxes	169,112	170,700	170,700	-
Other Operating Expenses	323,236	344,800	344,800	-
Amount set aside to Reserves	159,000	-	-	-
TOTAL EXPENSE	1,749,655	1,785,700	1,822,700	37,000
Funding				(incr)/decr
MNR Grant	285,350	285,350	285,350	-
TOTAL FUNDING	285,350	285,350	285,350	-
Net Funded by General Municipal Levy	1,464,305	1,500,350	1,537,350	
Net incr/(decr) to Municipal Levy				37,000

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 1,000 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.

Specific Activities:

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial polices and federal regulations
- provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all environmental concerns are adequately identified and that any adverse impacts are minimized or mitigated
- provide information and technical advice to Municipal Councils and 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 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	1,666,157	1,805,000	2,074,000	269,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	183,640	222,500	222,500	-
Other Operating Expenses	134,734	54,700	54,700	-
Amount set aside to Reserves	-	35,000	-	(35,000)
-	1,984,531	2,117,200	2,351,200	234,000
Funding				(incr)/decr
Self Generated	976,626	894,000	1,044,000	(150,000)
TOTAL FUNDING	976,626	894,000	1,044,000	(150,000)
Net Funded by General Municipal Levy	1,007,905	1,223,200	1,307,200	
Net incr/(decr) to Municipal Levy				84,000

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
- hazard tree management to protect people and property

TABLE 5
GRAND RIVER CONSERVATION AUTHORITY
Forestry & Conservation Land Taxes

OPERATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	383,527	515,500	531,000	15,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	46,884	54,300	54,300	0
Property Taxes	172,924	183,200	183,200	0
Other Operating Expenses	255,321	612,000	612,000	0
TOTAL EXPENSE	858,656	1,365,000	1,380,500	15,500
Funding				(incr)/decr
Donations	10,609	27,000	27,000	-
Self Generated	186,295	550,000	550,000	-
TOTAL FUNDING	196,904	577,000	577,000	0
Net Funded by General Municipal Levy	661,752	788,000	803,500	
Net incr/(decr) to Municipal Levy				15,500

TABLE 6

Conservation Services

The Conservation Services program includes those activities associated with providing service and/or assistance to private and public landowners and community groups implementing projects to conserve and enhance natural resources on their properties.

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

Specific Activities:

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, community outreach and delivery of a grant program to encourage adoption of agricultural management practices and projects to improve and protect water quality. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, and naturalization projects with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote landowner environmental stewardship action
- Co-ordinate GRCA Volunteer Program to enable public participation in GRCA environmental activities

TABLE 6
GRAND RIVER CONSERVATION AUTHORITY
Conservation Services

OPERATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	603,645	527,000	478,000	(49,000)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	79,225	86,200	86,200	-
Other Operating Expenses	2,467	22,000	22,000	-
Amount set aside to Reserves	-	67,000	-	(67,000)
TOTAL EXPENSE	685,337	702,200	586,200	(116,000)
Funding				(incr)/decr
Prov & Federal Govt	-	30,000	30,000	-
Donations/Other	6,478	-	-	-
Funds taken from Reserves	552	1,000	1,000	-
TOTAL FUNDING	7,030	31,000	31,000	-
Net Funded by General Municipal Levy	678,307	671,200	555,200	
Net incr/(decr) to Municipal Levy				(116,000)

TABLE 7

Strategic Communications

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

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

TABLE 7
GRAND RIVER CONSERVATION AUTHORITY
Strategic Communications

OPERATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	498,265	439,000	492,000	53,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	59,534	62,000	62,000	-
Other Operating Expenses	7,211	23,500	23,500	-
Amount set aside to Reserves	-	55,000	-	(55,000)
TOTAL EXPENSE	565,010	579,500	577,500	(2,000)
Funding				
Net Funded by General Municipal Levy	565,010	579,500	577,500	
Net incr/(decr) to Municipal Levy				(2,000)

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 2020	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	357,754	610,000	553,000	(57,000)
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	80,272	57,000	57,000	0
Insurance	15,623	16,000	17,000	1,000
Property Taxes	12,007	14,000	14,000	0
Other Operating Expenses	136,668	143,600	143,600	0
TOTAL EXPENSE	602,324	840,600	784,600	(56,000)
Funding				(incr)/decr
Provincial & Federal Grants	0	0	0	0
Donations	9,675	0	0	-
Self Generated	234,044	500,000	500,000	0
TOTAL FUNDING	243,719	500,000	500,000	0
Net Funded by General Municipal Levy	358,605	340,600	284,600	
Net incr/(decr) to Municipal Levy				(56,000)

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

40,000

Budget 2022

Deficit to be funded
with Municipal Levy

Expenses:

Salary and Benefits	2,051,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	359,000
Insurance	93,000
Other Operating Expenses	941,388
Amount set aside to Reserves	-
TOTAL EXPENSE	3,444,388

Funding

Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
TOTAL FUNDING	85,000

Net Result before surplus adjustments	3,359,388
Deficit from Other Programs offset by 2020 Surplus Carryforward	(411,700)
2020 Surplus Carried Forward to 2021 used to reduce Levy	100,000
Net Funded by General Municipal Levy	3,359,388

(411,700)
100,000
(311,700)

Budget 2021

Surplus available to
offset Municipal
Levy Increase

Expenses:

Salary and Benefits	2,011,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	379,000
Insurance	70,000
Other Operating Expenses	1,237,629
TOTAL EXPENSE	3,697,629

Funding

Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
TOTAL FUNDING	85,000

Net Result before surplus adjustments	3,612,629
Deficit from Other Programs offset by 2020 Surplus Carryforward	(53,100)
2020 Surplus Carried Forward to 2021 used to reduce Levy	316,241
Net Funded by General Municipal Levy	3,612,629

(53,100)
316,241
263,141

ACTUAL 2020

Surplus available to
offset Municipal
Levy

Expenses:

Salary and Benefits	2,335,913
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	239,501
Insurance	66,784
Other Operating Expenses	906,035
Amount set aside to Reserves	242,000
TOTAL EXPENSE	3,790,233

Funding

Federal Grant	25,000
Donations/Other	(34)
Recoverable Corporate Services Expenses	57,186
TOTAL FUNDING	82,152

Net Result before surplus/(deficit) adjustments	3,708,081
2020 Surplus from Other Programs used to reduce Levy	147,186
2019 Surplus Carried Forward to 2020 used to reduce Levy	377,287
Net Funded by General Municipal Levy	3,708,081

147,186
377,287
524,473

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 the “active” Conservation Areas and outdoor 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 (Puslinch Tract in Puslinch, Snyder’s Flats in Bloomingdale, etc.). 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). The Grand River Conservation Foundation is one source of funding for the trails.
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 8 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- permit hunting 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 4 dams, Shand, Conestogo, Guelph and Drimmie; 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. These visitors also help generate significant spin-off revenues for the local economies
- 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
- employ seasonally over 230 students within the conservation areas

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

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
Budget 2022 - OPERATING							
Expenses:							
Salary and Benefits	1,384,500	703,400	-	2,087,900	68,000	4,476,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	195,000	
Insurance	209,000	28,000	-	237,000	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	576,000	701,700	30,000	1,307,700	25,500	2,864,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
TOTAL EXPENSE	2,322,100	1,595,600	30,000	3,947,700	210,000	7,600,000	11,757,700
Funding							
Self Generated	86,000	2,921,000	108,000	3,115,000	530,000	7,600,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
TOTAL FUNDING	87,000	3,021,000	108,000	3,216,000	530,000	7,600,000	11,346,000
NET Surplus/(Deficit) for programs not funded by general levy	(2,235,100)	1,425,400	78,000	(731,700)	320,000	-	(411,700)
Budget 2021 - OPERATING							
Expenses:							
Salary and Benefits	1,163,000	590,000	-	1,753,000	66,500	4,200,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	195,000	
Insurance	157,300	24,000	-	181,300	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	576,000	701,700	70,000	1,347,700	25,500	2,740,000	
Amount set aside to Reserves	7,000	-	-	7,000	120,000	-	
TOTAL EXPENSE	2,055,900	1,478,200	70,000	3,604,100	212,000	7,200,000	11,016,100
Funding							
Self Generated	86,000	2,898,000	148,000	3,132,000	530,000	7,200,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
TOTAL FUNDING	87,000	2,998,000	148,000	3,233,000	530,000	7,200,000	10,963,000
NET Surplus/(Deficit) for programs not funded by general levy	(1,968,900)	1,519,800	78,000	(371,100)	318,000	-	(53,100)
Actual 2020 - OPERATING							
Expenses:							
Salary and Benefits	1,128,138	473,235	-	1,601,373	60,790	2,920,276	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	117,149	65,204	-	182,353	-	192,530	
Insurance	151,506	19,956	-	171,462	-	-	
Property Taxes	-	122,933	-	122,933	-	59,463	
Other Expenses	417,420	537,374	30,321	985,115	53,639	2,400,949	
Amount set aside to Reserves	3,554,766	275,000	-	3,829,766	585,267	295,000	
TOTAL EXPENSE	5,368,979	1,493,702	30,321	6,893,002	699,696	5,868,218	13,460,916
Funding							
Provincial/Federal	-	-	-	-	220,267	49,074	
Donations	835	-	-	835	-	8,188	
Self Generated	3,533,308	3,041,678	82,224	6,657,210	799,841	5,811,822	
Funds taken from Reserves	-	60,865	-	60,865	-	-	
TOTAL FUNDING	3,534,143	3,102,543	82,224	6,718,910	1,020,108	5,869,084	13,608,102
NET Surplus/(Deficit) for programs not funded by general levy	(1,834,836)	1,608,841	51,903	(174,092)	320,412	866	147,186

OTHER INFORMATION

1. INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES

The work of the IS&T Group includes 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 maintenance spending in 2020 includes spending in the following program areas:

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

Water Resources Planning expenditures will be for water quality monitoring equipment. Flood forecasting and warning expenditures will be for software systems and gauge equipment.

Water Control Structures major maintenance expenditures on dams and dikes.

- Brantford dyke, ice mitigation alternative EA selection of preferred alternatives. Vegetation management and design of erosion control measures.
- Bridgeport dyke, capacity, seepage and stability improvements design. Environmental assessment to select preferred capacity improvement alternative.
- Cambridge dyke, repair and resealing of floodwall construction joints.
- Caledonia dyke, design and implementation of bank erosion protection.
- Drayton dyke, development of background information for a future EA and potential federal infrastructure funding application.
- Shand Dam, design of temporary stopslogs to facilitate isolation of gates for maintenance. Implementation of gate monitoring.
- Conestogo Dam, road deck rehabilitation design, concrete repair design and gate roller rehab and maintenance on two gates.
- Guelph Dam, removal and inspection of two gates.
- Laurel Creek Dam, rehab and maintenance of gate operators.
- Luther Dam, replacement of stop logs.
- Shades Mills Dam, emergency preparedness mapping.
- Caledonia Dam, implementation of enhanced public safety measures.
- Wellesley Dam, embankment, gate and spillway detailed design of maintenance work, submissions and Lakes and Rivers approvals.
- New Dundee Dam, deck inspection and design of rehab, embankment erosion protection implementation.
- Terms of reference for Ice Management and Asset Management strategies required under the new Conservation Authorities Act.

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2022, major capital projects within the Conservation Areas will include:

- New workshop at the Brant CA
- Water service upgrades at Shade's Mill CA
- Harris Mill masonry repairs a Rockwood CA

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 2022

	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					1,500,000		1,500,000
Net IT/MP Capital Spending not allocated to Departments						602,000	602,000
TOTAL EXPENSE	110,000	190,000	1,500,000	-	1,500,000	602,000	3,902,000
Funding							
Prov & Federal Govt			700,000				700,000
Self Generated					900,000		900,000
Funding from Reserves	75,000	25,000	50,000		600,000	602,000	1,352,000
TOTAL FUNDING	75,000	25,000	750,000	-	1,500,000	602,000	2,952,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000	-	-	-	950,000

Budget 2021

	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					1,500,000		1,500,000
Net IT/MP Capital Spending not allocated to Departments						457,000	457,000
TOTAL EXPENSE	110,000	190,000	1,500,000	-	1,500,000	457,000	3,757,000
Funding							
Prov & Federal Govt			700,000				700,000
Self Generated							-
Funding from Reserves	75,000	25,000	50,000		1,500,000	457,000	2,107,000
TOTAL FUNDING	75,000	25,000	750,000	-	1,500,000	457,000	2,807,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000	-	-	-	950,000

ACTUAL 2020 - 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	5,932						5,932
Flood Forecasting Warning Hardware and Gauges		298,606					298,606
Flood Control Structures-Major Maintenance			1,365,239				1,365,239
Conservation Areas Capital Projects					795,020		795,020
Funding to Reserves	30,000	45,000					75,000
Net IT/MP Expenses in excess of chargebacks						(89,665)	(89,665)
TOTAL EXPENSE	35,932	343,606	1,365,239	-	795,020	(89,665)	2,450,132
Funding							
Prov & Federal Govt			585,745				585,745
Self Generated					658,020		658,020
Funding from Reserves		147,000	30,000	-	137,000	(89,665)	224,335
TOTAL FUNDING	-	147,000	615,745	-	795,020	(89,665)	1,468,100
Net Funded by General CAPITAL Levy	35,932	196,606	749,494	-	-	-	982,032

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 the Source Protection Planning Program. 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 2022 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the 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, floodplain mapping projects, Upper Blair subwatershed study, waste water optimization project, trail development, 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 2022

EXPENDITURES	ACTUAL 2020	BUDGET 2021	BUDGET 2022
Subwatershed Plans - City of Kitchener	58,808	80,000	80,000
Dunnville Fishway Study	7,052	-	-
Waste Water Optimization Program	175,998	140,000	130,000
Floodplain Mapping	214,001	360,000	-
RWQP - Capital Grants	623,109	800,000	800,000
Brant/Brantford Children's Water Festival	5,583	-	-
Haldimand Children's Water Festival	5,254	-	-
Species at Risk	12,107	40,000	40,000
Ecological Restoration	25,635	100,000	100,000
AGGP-UofG Research Buffers	7,727	30,000	-
Great Lakes Agricultural Stewardship Initiative	9,381	-	-
Precision Agriculture-OMFRA	-	90,000	70,000
Great Lakes Protection Initiative	-	100,000	100,000
Trails Capital Maintenance	55,944	258,000	240,000
Emerald Ash Borer	298,063	400,000	-
Lands Mgmt - Land Purchases/Land Sale Expenses	59,047	-	-
Guelph Lake Nature Centre	54,753	-	-
Total SPECIAL Projects 'Other'	1,612,462	2,398,000	1,560,000
Source Protection Program	681,421	640,000	640,000
Total SPECIAL Projects Expenditures	2,293,883	3,038,000	2,200,000
SOURCES OF FUNDING			
Provincial Grants for Source Protection Program	681,421	640,000	640,000
OTHER GOVT FUNDING	1,034,395	1,595,000	1,220,000
SELF-GENERATED	75,352	358,000	340,000
FUNDING FROM/(TO) RESERVES	502,715	445,000	-
Total SPECIAL Funding	2,293,883	3,038,000	2,200,000