

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2024**

	<b>New Regulations</b>		<b>NEW REGS Budget 2023 (draft Oct version)</b>	<b>NEW REGS Budget 2024</b>
	<b>Category</b>	<b>P&amp;S Ref #</b>		
<b><u>REVENUE</u></b>				
<b><u>Municipal</u></b>				
Municipal Apportionment	Category 1	various	11,976,000	12,275,000
Memorandums of Understanding Apportionment	Category 2	various	992,000	1,017,000
Other	Category 2	8	850,000	850,000
			<b>13,818,000</b>	<b>14,142,000</b>
<b><u>Government Grants</u></b>				
MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	640,000	640,000
Other Provincial	Category 1	various	737,500	737,500
Other Provincial	Category 3	various	30,000	30,000
Federal	Category 1	various	40,000	40,000
			<b>1,897,188</b>	<b>1,897,188</b>
<b><u>Self Generated</u></b>				
User Fees and Sales				
<i>Resource Planning</i>	Category 1	4	1,144,000	1,044,000
<i>Tree Planting</i>	Category 3	9	580,000	580,000
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000
<i>Conservation Lands Income</i>	Category 1	5	15,000	15,000
<i>Conservation Areas User Fees</i>	Category 3	14	10,000,000	10,500,000
<i>Environmental Education</i>	Category 3	11	500,000	600,000
Property Rentals	Category 3	12	2,981,000	3,038,000
Hydro Generation	Category 3	13	580,000	580,000
Grand River Conservation Foundation	Category 1,2,3	various	27,000	27,000
Investment Income	General Operating	7	1,350,000	1,400,000
<b>Total Self-Generated Revenue</b>			<b>17,248,000</b>	<b>17,855,000</b>
<b>TOTAL REVENUE</b>			<b>32,963,188</b>	<b>33,894,188</b>

**GRAND RIVER CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS  
BUDGET 2024**

	<b>New Regulations</b>		<b>NEW REGS Budget 2023 (draft Oct version)</b>	<b>NEW REGS Budget 2024</b>
	<b>Category</b>	<b>P&amp;S Ref #</b>		
<b><u>EXPENSES</u></b>				
<b>OPERATING</b>				
Watershed Management	Category 1	1	1,276,000	1,306,100
Flood Forecasting and Warning	Category 1	2	895,000	911,000
Water Control Structures	Category 1	3	2,143,200	2,128,700
Resource Planning	Category 1	4	2,551,800	2,569,600
Conservation Lands Management	Category 1	5	2,954,600	2,871,900
Source Protection Program	Category 1	6	640,000	640,000
General Operating Expenses	General Operating	7	3,495,788	3,830,188
Watershed Services	Category 2	8	1,043,000	1,068,000
Tree Planting	Category 3	9	867,300	892,900
Conservation Services	Category 3	10	81,200	82,200
Environmental Education	Category 3	11	775,100	912,000
Property Rentals	Category 3	12	1,095,200	1,109,200
Hydro Production	Category 3	13	95,500	95,500
Conservation Areas	Category 3	14	9,037,000	9,432,000
Administrative Support	Category 3	15	1,198,000	1,217,400
<b>Total OPERATING Expenses</b>			<b>28,148,688</b>	<b>29,066,688</b>
<b>CAPITAL</b>				
Watershed Management	Category 1	1	110,000	110,000
Flood Forecasting and Warning	Category 1	2	190,000	190,000
Water Control Structures	Category 1	3	1,500,000	1,500,000
Conservation Areas	Category 3	13	2,000,000	2,000,000
Information Systems	General Operating	16	290,000	379,000
Motor Pool	General Operating	16	14,000	240,000
<b>Total Capital Expenses</b>			<b>4,104,000</b>	<b>4,419,000</b>
<b>SPECIAL</b>				
Resource Planning	Category 1	4	40,000	40,000
Conservation Services	Category 2	8	800,000	800,000
<b>Total SPECIAL PROJECTS Expenses</b>			<b>840,000</b>	<b>840,000</b>
<b>Total Expenses</b>			<b>33,092,688</b>	<b>34,325,688</b>
<b>Gross Surplus</b>			<b>(129,500)</b>	<b>(431,500)</b>
<b>Prior Year Surplus Carryforward</b>			<b>100,000</b>	<b>100,000</b>
<b>Net Funding FROM/(TO) Reserves</b>			<b>29,500</b>	<b>331,500</b>
<b>NET SURPLUS</b>			<b>0</b>	<b>0</b>

GRAND RIVER CONSERVATION AUTHORITY  
P&S #1 - Watershed Management  
BUDGET 2024

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

**How much does it cost, and who pays for it?**

draft Bud 2023(Oct)

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,013,900	1,044,000
Administration Expenses	197,000	197,000
Other Operating Expenses	65,100	65,100
<b>Total OPERATING Expenditures</b>	<b>1,276,000</b>	<b>1,306,100</b>
Instrumentation	60,000	60,000
Water Quality Monitoring Equipment	50,000	50,000
<b>Total CAPITAL Expenditures</b>	<b>110,000</b>	<b>110,000</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,386,000</b>	<b>1,416,100</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	1,273,500	1,303,600
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**Government Grants**

Other Provincial	37,500	37,500
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**Funding From Reserves**

Gauges	75,000	75,000
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<b>TOTAL FUNDING</b>	<b>1,386,000</b>	<b>1,416,100</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #2 - Flood Forecasting and Warning  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
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(draft Oct version)

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	551,000	567,000
Administration Expenses	236,000	236,000
Other Operating Expenses	108,000	108,000
<b>Total OPERATING Expenditures</b>	<b>895,000</b>	<b>911,000</b>
Hardware	88,000	88,000
Stream Gauges	102,000	102,000
<b>Total CAPITAL Expenditures</b>	<b>190,000</b>	<b>190,000</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,085,000</b>	<b>1,101,000</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	835,662	911,662
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**Government Grants**

MNRF Transfer Payments	164,338	164,338
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**Funding From Reserves**

Floodplain Mapping Projects & Gauges	25,000	25,000
Water Management Operating	60,000	0

<b>TOTAL REVENUE</b>	<b>1,085,000</b>	<b>1,101,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #3 - Water Control Structures  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
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(draft Oct version)

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,399,500	1,441,000
Administration Expenses	29,200	29,200
Insurance	199,000	143,000
Property Taxes	170,700	170,700
Other Operating Expenses	344,800	344,800
<b>Total OPERATING Expenditures</b>	<b>2,143,200</b>	<b>2,128,700</b>
<b>Total CAPITAL Expenditures</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	2,537,850	2,593,350
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**Government Grants**

MNRF Transfer Payments	285,350	285,350
Provincial	700,000	700,000

**Funding From Reserves**

Water Control Structures/Water Mgmt Operating Reserve	120,000	50,000
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<b>TOTAL REVENUE AND FUNDING FROM RESERVES</b>	<b>3,643,200</b>	<b>3,628,700</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #4 - Resource Planning  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
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(draft Oct version)

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	2,275,200	2,293,000
Administration Expenses	221,900	221,900
Other Operating Expenses	54,700	54,700
<b>Total OPERATING Expenditures</b>	<b>2,551,800</b>	<b>2,569,600</b>
Species at Risk	40,000	40,000
<b>Total SPECIAL PROJECT Expenditures</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,591,800</b>	<b>2,609,600</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	1,362,800	1,525,600
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**Government Grants**

Federal	40,000	40,000
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**Self Generated**

Solicitor Enquiry Fees	90,000	80,000
Permit Fees	500,000	470,000
Plan Review Fees	554,000	494,000

**Funding from Reserves**

Water Management Operating Reserve	45,000	-
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<b>TOTAL REVENUE</b>	<b>2,591,800</b>	<b>2,609,600</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #5 - Conservation Lands Management  
BUDGET 2024**

NEW REGS	NEW REGS
Budget 2023	Budget 2024

(draft Oct version)

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	1,789,700	1,813,000
Administration Expenses	165,100	165,100
Insurance	201,000	60,000
Property Taxes	285,200	305,200
Other Operating Expenses	513,600	528,600
<b>Total OPERATING Expenditures</b>	<b>2,954,600</b>	<b>2,871,900</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>2,954,600</b>	<b>2,871,900</b>
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**Funding**

**Municipal**

Municipal Apportionment (levy)	2,712,600	2,629,900
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**Self Generated**

Timber Sales	15,000	15,000
Donations - Foundation	27,000	27,000

**Funding From Reserves**

Land (Demolitions)	100,000	100,000
Transition Reserve (Staffing)	100,000	100,000

<b>TOTAL REVENUE</b>	<b>2,954,600</b>	<b>2,871,900</b>
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<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #6 - Source Protection Program  
BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget 2023</b>	<b>Budget 2024</b>
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures**

Compensation and Benefits	490,000	490,000
Administration Expenses	50,000	50,000
Other Operating Expenses	90,000	90,000
Water Budget - Technical Studies	10,000	10,000
<b>TOTAL EXPENDITURES</b>	<b>640,000</b>	<b>640,000</b>

**Funding**

**Government Grants**

Provincial	640,000	640,000
<b>TOTAL FUNDING</b>	<b>640,000</b>	<b>640,000</b>

**GRAND RIVER CONSERVATION AUTHORITY  
P&S #7 General Operating Expense  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

How much does it cost, and who pays for it?

**Expenditures and Funding to Reserves**

Compensation and Benefits	2,327,500	2,441,000
Administration Expenses	370,000	370,000
Insurance	63,500	284,500
Other Operating Expenses	804,788	804,688
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)
<b>Total OPERATING Expenditures</b>	<b>3,495,788</b>	<b>3,830,188</b>
Interest Income	1,250,000	1,250,000
<b>Total FUNDING to RESERVES</b>	<b>1,250,000</b>	<b>1,250,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>4,745,788</b>	<b>5,080,188</b>

**Funding**

**Municipal**

Municipal Apportionment (levy)	3,253,588	3,310,888
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**Self Generated**

Investment Income	1,350,000	1,400,000
Personnel	65,000	65,000

<b>TOTAL REVENUE</b>	<b>4,668,588</b>	<b>4,775,888</b>
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<b>Net Surplus/(Deficit)</b>	<b>(77,200)</b>	<b>(304,300)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #8 - Watershed Services - CAT 2  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	825,100	850,000
Administration Expenses	117,900	118,000
Other Operating Expenses	100,000	100,000
<b>Total OPERATING Expenditures</b>	<b>1,043,000</b>	<b>1,068,000</b>
 RWQP Grants	 800,000	 800,000
<b>Total SPECIAL PROJECT Expenditures</b>	<b>800,000</b>	<b>800,000</b>
 <b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	 <b>1,843,000</b>	 <b>1,868,000</b>

**Funding**

**Municipal**

Memorandums of Understanding Apportionment	992,000	1,017,000
Municipal Other	850,000	850,000

**Funding From Reserves**

Cambridge Desiltation Pond	1,000	1,000
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<b>TOTAL REVENUE</b>	<b>1,843,000</b>	<b>1,868,000</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>

**GRAND RIVER CONSERVATION AUTHORITY  
P&S #9 Tree Planting Program  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

How much does it cost, and who pays for it?

**Expenditures and Funding to Reserves**

Compensation and Benefits	278,000	287,000
Administration Expenses	30,900	30,900
Other Operating Expenses	558,400	575,000
<b>Total OPERATING Expenditures</b>	<b>867,300</b>	<b>892,900</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>867,300</b>	<b>892,900</b>
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**Funding**

**Self Generated**

Nursery	400,000	400,000
Landowner Contributions (Tree Planting)	180,000	180,000

<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>580,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(287,300)</b>	<b>(312,900)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #10 - Conservation Services  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	26,000	27,000
Administration Expenses	33,200	33,200
Other Operating Expenses	22,000	22,000
<b>Total OPERATING Expenditures</b>	<b>81,200</b>	<b>82,200</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>81,200</b>	<b>82,200</b>

**Funding**

**Government Grants**

Other Provincial	30,000	30,000
<b>TOTAL REVENUE</b>	<b>30,000</b>	<b>30,000</b>
<b>Net Surplus/(Deficit)</b>	<b>(51,200)</b>	<b>(52,200)</b>

**GRAND RIVER CONSERVATION AUTHORITY  
P&S #11 - Environmental Education  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation & Benefits	574,500	642,000
Administration Expenses	57,000	57,000
Other Operating Expenses	143,600	213,000
<b>Total OPERATING Expenditures</b>	<b>775,100</b>	<b>912,000</b>

Guelph Lake Nature Centre		
<b>Total SPECIAL PROJECT Expenditures</b>	<b>0</b>	<b>0</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>775,100</b>	<b>912,000</b>
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**Funding**

**Self Generated**

Nature Centre Revenue - Schools	500,000	600,000
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**Funding from Reserves**

Transition Reserve		312,000
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<b>TOTAL REVENUE</b>	<b>500,000</b>	<b>912,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(275,100)</b>	<b>0</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #12 - Property Rentals  
BUDGET 2024**

NEW REGS Budget 2023	NEW REGS Budget 2024
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	456,000	470,000
Administration Expenses	37,500	37,500
Other Operating Expenses	601,700	601,700
<b>Total OPERATING Expenditures</b>	<b>1,095,200</b>	<b>1,109,200</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,095,200</b>	<b>1,109,200</b>
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**Funding**

**Self Generated**

Belwood	1,040,000	1,066,000
Conestogo	1,245,000	1,276,000
Agricultural	250,000	250,000
Residential	110,000	110,000
Miscellaneous	336,000	336,000

<b>TOTAL REVENUE</b>	<b>2,981,000</b>	<b>3,038,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>1,885,800</b>	<b>1,928,800</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #13 - Hydro Production  
BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget 2023</b>	<b>Budget 2024</b>
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	70,000	70,000
Other Operating Expenses	25,500	25,500
<b>Total OPERATING Expenditures</b>	<b>95,500</b>	<b>95,500</b>
General Capital/Land Sale Proceeds	116,500	116,500
<b>Total FUNDING to RESERVES</b>	<b>116,500</b>	<b>116,500</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>212,000</b>	<b>212,000</b>

**Revenue**

**Government Grants**

Provincial	0	0
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**Self Generated**

Hydro Production-Belwood	265,000	265,000
Hydro Production-Conestogo	260,000	260,000
Hydro Production-Guelph	40,000	40,000
Hydro Production-Elora	15,000	15,000
Miscellaneous Income	0	0

**Funding from Reserves**

Land Sale Proceeds	0	0
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<b>TOTAL REVENUE</b>	<b>580,000</b>	<b>580,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>368,000</b>	<b>368,000</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #14 - Conservation Areas  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures and Funding to Reserves**

Compensation and Benefits	5,033,000	5,224,000
Administration Expenses	215,000	220,000
Property Tax	65,000	65,000
Other Operating Expenses	3,724,000	3,923,000
<b>Total OPERATING Expenditures</b>	<b>9,037,000</b>	<b>9,432,000</b>
<b>Total CAPITAL Expenditures</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>11,037,000</b>	<b>11,432,000</b>

**Funding**

**Self Generated**

Brant	1,100,000	1,175,000
Byng Island	1,000,000	1,100,000
Belwood Lake	400,000	375,000
Conestogo Lake	550,000	600,000
Elora Gorge	2,000,000	2,100,000
Elora Quarry	450,000	450,000
Guelph Lake	1,300,000	1,400,000
Laurel Creek	650,000	650,000
Pinehurst Lake	850,000	900,000
Rockwood	1,250,000	1,300,000
Shade's Mills	450,000	450,000
<b>Total Fee Revenue</b>	<b>10,000,000</b>	<b>10,500,000</b>

Miscellaneous Income (Luther)	71,000	71,000
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**Funding From Reserves**

Gravel	1,000	1,000
Conservation Areas - Capital Projects	500,000	350,000

<b>TOTAL REVENUE</b>	<b>10,572,000</b>	<b>10,922,000</b>
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<b>Net Surplus/(Deficit)</b>	<b>(465,000)</b>	<b>(510,000)</b>
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**GRAND RIVER CONSERVATION AUTHORITY  
P&S #15 - Administrative Support - CATEGORY 3  
BUDGET 2024**

<b>NEW REGS Budget 2023</b>	<b>NEW REGS Budget 2024</b>
(draft Oct version)	

How much does it cost, and who pays for it?

**Expenditures and Funding to Reserves**

Compensation and Benefits	648,600	668,000
Administration Expenses	100,900	100,900
Insurance	208,500	208,500
Other Operating Expenses	240,000	240,000
LESS: Recovery of Corporate Services Expenses		
<b>Total OPERATING Expenditures</b>	<b>1,198,000</b>	<b>1,217,400</b>

<b>TOTAL EXPENDITURES AND FUNDING TO RESERVES</b>	<b>1,198,000</b>	<b>1,217,400</b>
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**Funding**

<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>
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<b>Net Surplus/(Deficit)</b>	<b>(1,198,000)</b>	<b>(1,217,400)</b>
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**GRAND RIVER CONSERVATION AUTHORITY**  
**P&S #16 - Supplemental Information - Information Systems and Motor Pool**  
**BUDGET 2024**

<b>NEW REGS</b>	<b>NEW REGS</b>
<b>Budget</b>	<b>Budget</b>
<b>2023</b>	<b>2024</b>
(draft Oct version)	

**How much does it cost, and who pays for it?**

**Expenditures**

**Information Systems**

Compensation and Benefits	1,290,000	1,329,000
Administrative Expenses	25,500	25,500
Software and Hardware Maintenance	187,500	187,500
Supplies and Services	54,000	54,000
<b>Total OPERATING Expenditures</b>	<b>1,557,000</b>	<b>1,596,000</b>

**Capital Expenses**

170,000      220,000

**LESS Internal Charges**

(1,437,000)      (1,437,000)

**NET Unallocated Expenses**

**290,000      379,000**

**Motor Pool**

Compensation and Benefits	312,000	321,000
Administrative Expenses	26,000	26,000
Insurance	50,600	63,000
Motor Pool Building and Grounds Maintenance	10,400	10,000
Equipment, Repairs and Supplies	286,000	336,000
Fuel	254,000	284,000
<b>Total OPERATING Expenditures</b>	<b>939,000</b>	<b>1,040,000</b>

**Capital Expenses**

375,000      500,000

**LESS Internal Charges**

(1,300,000)      (1,300,000)

**NET Unallocated Expenses**

**14,000      240,000**

<b>TOTAL EXPENDITURES</b>	<b>304,000</b>	<b>619,000</b>
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**Funding**

<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>
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Gross Surplus (Deficit)	(304,000)	(619,000)
Funding From Reserves	3,041,000	3,356,000
Funding to Reserves	(2,737,000)	(2,737,000)

<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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