



Board of Directors Meeting

By Zoom

10:00 am

December 1, 2021

<https://us06web.zoom.us/j/85089981586>

By Phone 1-587-328-1099

Meeting ID: 850 8998 1586

AGENDA

ROLL CALL

Declarations of Interest (written)

Agenda Review

Approve Consent Agenda

Main Business

1. Approval of Minutes:
 - a) Board of Directors, October 20, 2021, Page #2
2. Receive Minutes:
 - a) Finance & Administration Committee, October 12, 2021, Page #8
3. Watershed Condition Report, Report 3180/21 (J. North), Page #14
4. Guest presentation: Mississippi Lake Association Rob Bell, President
5. Revised Draft 2022 Budget, Report 3179/21 (S. McIntyre & A. Millar), Page #15
6. 2021 Year-End Contributions to/from Reserves, Report 3181/21 (A. Millar), Page #49
7. O. Reg. 687/21 Draft Transition Plan, Report 3182/21 (S. McIntyre), Page #51
8. Casey Creek Flood Plain Mapping, 3183/21 (J. Cunderlik), Page #54

Consent Agenda

9. Amendment to Vaccination Policy, Report 3184/21, Page #58
10. 2022 Meeting Schedule, Report 3185/21, Page #61
11. Christmas Break Schedule, Report 3186/21, Page #62
12. Palmerston Lake Agreement Extension, Report 3187/21, Page #63
13. General Manager Update, Report 3188/21, Page #64

ADJOURNMENT



Board of Directors

MINUTES

Via Zoom

October 20, 2021

MEMBERS PRESENT

J. Atkinson, Chair
J. Mason, Vice-Chair
F. Campbell
J. Inglis
E. El-Chantiry
K. Thompson
P. Kehoe
B. Holmes
J. Karau
B. King
C. Lowry
C. Rigelhof
P. Sweetnam

MEMBERS ABSENT

G. Gower
C. Kelsey
A. Tennant
R. Darling

STAFF PRESENT

S. McIntyre, General Manager
A. Millar, Treasurer
J. Falsetti, Stewardship Technician
M. Craig, Manager of Planning and Regulations
J. North, Water Resource Technologist
A. Broadbent, Information Technology Supervisor
J. Cunderlik, Director, Water Resource Engineering
R. Fergusson, Operations Supervisor
J. North, Water Resource Technologist
A. Moore, Regulations Officer

T. Vukovic, Planning & Regulations Technician
E. Ogden, Environmental Planner
B. Flood, Water Resources Engineer Intern
S. Kunjikutty, Water Resources Engineer
D. Post, Full Stack Developer
E. Levi, Administrative Assistant
L. Williams, Recording Secretary

VISITORS PRESENT Laura Cummings

BUSINESS

1. Adoption of the Agenda

B10/20/21-1

MOVED BY: C. Rigelhof

SECONDED BY: B. King

Resolved, That the Agenda for the October 20th, 2021 Board of Directors meeting be adopted as presented.

“CARRIED”

2. Approval of Minutes

B10/20/21-2

MOVED BY: E. El-Chantiry

SECONDED BY: F. Campbell

Resolved, That the minutes of the Mississippi Valley Board of Directors meetings held on September 15, 2021 and October 7, 2021 be received and approved as printed.

“CARRIED”

3. Watershed Condition Report

J. North presented the Watershed Condition Report # 3173/21.

4. Update: New Regulations under the *Conservation Authorities Act*

S. McIntyre presented Report 3174/21 regarding new regulations under the Conservation Authorities Act.

FINANCE AND ADMINISTRATION COMMITTEE

5. Workforce Plan

S. McIntyre presented Report 3168/21 regarding the Workforce Plan.

E. El-Chantiry expressed the need for a policy regarding how to handle unexpected costs along with monies in reserves. S. McIntyre agreed that there is a need for this policy while expressing her desire to seek council from the official MVCA auditor on the matter.

E. El-Chantiry questioned whether or not there was an allotment in the proposed budget for the continued transition of staff working from home. S. McIntyre noted that this issue has been addressed in the proposed IT budget.

E. El-Chantiry made the point that there must be a plan for retirement transitions – specifically a reserve budget. Highlighting the need to exercise prudence in the matter, he suggested that MVCA work with council to create a six-month reserve budget for this specific need.

J. Karau asked if staff were involved in the Workforce Plan or if it had been shared with staff. He noted importance of staff involvement and how this could help shape more positive morale among the workplace. S. McIntyre confirmed that staff have seen the plan and are in discussion with their department managers. She also pointed out the number of staff members attending the meeting via Zoom that day. J. Karau went on to express the importance of the Community Liaison position along with his concerns as to whether or not this has been recognized.

J. Mason noticed that MVCA has been understaffed for a couple years now. She went on to express her support for the addition of new staff to alleviate workload pressures.

E. El-Chantiry drew attention to the third-party conducted Psychosocial Survey. He recommended a working group comprising of senior management and the General Manager, or, the Board and the General Manager. This group would work to address the Psychosocial Survey and clarify the needs of the MVCA staff.

P. Sweetnam shared his appreciation for staff while encouraging them to take appropriate time off based on their personal needs.

J. Inglis looked for advice on whether or not he should be giving his council notice on monetary pressures North Frontenac may face. A. Millar reassured him that this would not be a huge sum, and that she would email him, along with the other councilors, their percentages as she did not have the information available to her at that moment.

B10/20/21-3

MOVED BY: E. El-Chantiry

SECONDED BY: C. Lowry

Resolved, That the Finance and Administration Committee recommend that the Board:

- a) Receive the Workforce Plan attached to Staff Report 2168/21**
- b) Adjust the 2022 Operating Budget Assumptions to increase the municipal levy in the amount as prescribed by Table 2 to provide workforce adjustments.**

“CARRIED”

6. 2022 Budget Assumptions

S. McIntyre presented the 2022 Budget Assumptions in Report #3167/21.

J. Mason commented that the motion must be amended to include the percentages represented in the budget. S. McIntyre agreed and apologized for the error.

B10/20/21-4

MOVED BY: K. Thompson

SECONDED BY: P. Kehoe

Resolved, That the Board of Directors direct staff to develop the 2022 Budget and related documents in accordance with the following parameters:

- 1. An assumed growth in tac assessment of 1.4%**
- 2. A municipal levy increase of 3% to the operation budget as well as the amount prescribed in Table 2 of the Workforce Plan Staff Report 3168/21**
- 3. A municipal levy increase of 4.5% to the capital budget.**

“CARRIED”

7. 2022 Fee Schedule Update

M. Craig and A. Millar presented Report 3166/21 regarding the 2022 Fee Schedule.

Referring to Schedule B, the replacement of culverts determined by size, P. Sweetnam asked what responsibility MVCA has to determining culvert size and why there is a cost. M. Craig explained that MVCA must determine/recommend culvert size and provide reports – this fee represents cost recovery. P. Sweetnam sought clarification on the origin of these reports. M. Craig explained they are written by staff, and supported by shared information. P. Sweetnam encouraged digital reporting.

F. Campbell sought clarification on why there is a Site Fee noted on the schedule when these fees are paid directly to the municipalities. M. Craig explained that these fees are collected by the municipalities, however, they are then repaid to MVCA.

B10/20/21-5

MOVED BY: P. Sweetnam

SECONDED BY: P. Kehoe

Resolved, That the Board of Directors approve the 2022 Fee Schedules as presented in Staff Report 3166/21.

“CARRIED.”

8. Nature Smart Climate Solutions Fund Grant

S. McIntyre presented Report 3165/21 regarding the Nature Smart Climate Solutions Fund Grant.

J. Karau drew attention to the struggles that the MVCA Foundation has faced in the past due to the lack of priority placed upon it. He stressed the benefits of hiring a professional fundraiser, pointing out the cost being worth the reward. S. McIntyre agreed by reassuring the Board that staff would not be taking on this task alone. She highlighted the professional background of the Administrator of the Mississippi-Madawaska Land Trust is in fundraising. J. Karau added his encouragement in working together. P. Sweetnam took a moment to recognize the efforts the staff. He continued on to express agreeance with J. Karau regarding professional fundraising.

B10/20/21-6

MOVED BY: J. Mason

SECONDED BY: F. Campbell

Resolved, That the Board of Directors:

- a) **Endorse the three projects that have received draft approval under the Nature Smart Climate Solutions Fund, as presented in this report.**
- b) **Direct staff to work with the Mississippi Valley Conservation Foundation and the Mississippi-Madawaska Lan Trust to develop and implement a fundraising campaign to secure the \$133,000 cash contribution by MVCA.**
- c) **Approve borrowing of up to \$133,000 from the Glen Cairn Reserve, or Operating Reserve, which shall be replenished as monies are donated.**

“CARRIED”

POLICY AND PRIORITIES COMMITTEE

9. COVID-19 Vaccination Policy

B10/20/21-7

MOVED BY: E. El-Chantiry

SECONDED BY: F. Campbell

Resolved, That the Board of Diretors move to “in-camera” for discussion of advice that is subject to solicitor-client privilege; and further,

Resolved, That Sally McIntyre and Angela Millar remain in the room.

“CARRIED”

B10/20/21-8

MOVED BY: E. El-Chantiry

SECONDED BY: J. Mason

Resolved, That the Board of Directors move out of “in-camera” discussion.

“CARRIED”

The Board of Directors received legal advice and provided direction regarding the COVID-19 Vaccination Policy.

B10/20/21-9

MOVED BY: E. El-Chantiry

SECONDED BY: F. Campbell

Resolved, That the Board of Directors:

- 1) Approve the mandatory COVID-19 vaccination policy as contained in Staff Report 3169/21; and**
- 2) Add the following wording to the above noted policy:**
The MVCA will distribute rapid antigen tests to staff, Board/Committee members, volunteers and students who are required to participate in regular testing. Those who are unvaccinated for reasons other than clause 8(a) or clause 8(b) will be required to cover any costs associated with the tests. The MVCA will cover the cost of testing for all others.

"CARRIED"

10. Stewardship Plan

J. Falsetti presented Report 3170/21 regarding the MVCA Stewardship Plan.

J. Karau encouraged an update to include the Wetland Management Program. J. Mason agreed, adding that Friends of the Carp River should also be added.

ADJOURNMENT

The meeting was adjourned at 3:01 p.m.

B10/20/21-10

MOVED BY: K. Thompson

SECONDED BY: B. King

Resolved, That the Board of Directors meeting adjourned.

"CARRIED"



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

October 12, 2021

MEMBERS PRESENT:

C. Lowry, Chair
P. Sweetnam, Vice-Chair
J. Atkinson
E. El-Chantiry
J. Mason
A. Tennant

MEMBERS ABSENT:

B. King
P. Kehoe

STAFF PRESENT:

S. McIntyre, General Manager
A. Broadbent, IT Supervisor
M. Craig, Manager of Planning and Regulations
R. Fergusson, Operations Supervisor
A. Millar, Treasurer
E. Levi, Recording Secretary

OTHERS PRESENT:

C. Lowry called the meeting to order at 1:36 p.m.

It was noted the agenda incorrectly listed the minutes for approval as April 9, 2021 instead of June 8, 2021.

FAAC10/12/21-1

MOVED BY: P. Sweetnam

SECONDED BY: A. Tennant

Resolved, That the Agenda for the October 12, 2021 Finance & Administration Advisory Committee meeting be adopted as amended.

“CARRIED”

BUSINESS:

1. Minutes – Finance & Administration Advisory Committee Meeting – June 8, 2021

FAAC10/12/21-2

MOVED BY: J. Mason

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee
October 12, 2021

Page 2

SECONDED BY: J. Atkinson

Resolved, That the minutes of the Mississippi Valley Finance & Administration Advisory Committee meeting held on June 8, 2021 be received and approved as printed.

“CARRIED”

2. Election of Chair and Vice-Chair

FAAC10/12/21-3

MOVED BY: J. Atkinson

SECONDED BY: J. Mason

Resolved, That Sally McIntyre be appointed as Chair for the Election of Chair for 2021

“CARRIED”

S. McIntyre declared all offices vacant. P. Sweetnam nominated Christa Lowry for the position of Chair of the committee for the remainder of 2021. S. McIntyre asked three times for further nominations. No further nominations were received.

FAAC10/12/21-4

MOVED BY: P. Sweetnam

SECONDED BY: A. Tennant

Resolved, That nominations for the position of Chair be closed.

“CARRIED”

C. Lowry agreed to let her name stand for the position of Chair. She was duly elected by acclamation.

A. Tennant nominated Phil Sweetnam for the position of Vice-Chair of the committee for the remainder of 2021. C. Lowry asked three times for any further nominations. No further nominations were received.

FAAC10/12/21-5

MOVED BY: J. Atkinson

SECONDED BY: A. Tennant

Resolved, That nominations for the position of Vice-Chair be closed.

“CARRIED”

P. Sweetnam agreed to let his name stand for the position of Vice-Chair. He was duly elected by acclamation.

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee
October 12, 2021

Page 3

3. Nature Smart Climate Solutions Fund Grant

S. McIntyre reviewed Staff Report 3165/21. She outlined that Environment & Climate Change Canada (ECCC) approached Conservation Ontario (CO) to administer \$9 million over 3 years in the form of the Nature Smart Climate Solutions Fund. MVCA submitted draft proposals with very high-level descriptions and cost estimates, and identified a host of potential partners. In August, MVCA learned that three projects, with a combined value of ~\$3.8 million, had been accepted in-principle. The projects include a Land Conservation and Acquisition Plan, the Carp River Restoration Project and ALUS Agricultural Stewardship Project.

S. McIntyre further explained that projects delivered under the Nature Smart Climate Solutions Fund require proponent and partner organizations to contribute cash or in-kind services with a value of at least 50% of the total project cost. During August and September, MVCA worked with partner organizations to secure financial and in-kind commitments to meet the 50% requirement. MVCA's contribution would be \$133,000 and could be fundraising efforts could raise these funds. However, it will take time to develop and implement the fundraising campaign, so staff are seeking to borrow, as needed, up to \$133,000 from the Glen Cairn Reserve Fund. The Reserve would be replenished by funds raised through the campaign before any other distributions are made.

J. Mason asked whether funds in the Glen Cairn reserve were accessible as she believed there were specific stipulations which prevented the funds being used in certain fashions. S. McIntyre advised she would review and report to Board members at the upcoming Board of Directors meeting on October 20, 2021.

P. Sweetnam asked about the time frame for project completion in terms of funding. S. McIntyre stated it was a 3-year program commencing April 1, 2021.

E. El-Chantiry asked whether MVCA had a specific policy which defines what projects it can accept based on certain criteria. S. McIntyre responded that MVCA does not have a specific policy but follows those in line with the Board's direction under the approved interim financial plan. C. Lowry commented that it may be beneficial to direct staff to create such a policy.

In the event MVCA was not able to use the Glen Cairn Reserve funds, she asked whether there was another reserve that could be used. A. Millar suggested the operating reserve as it's use is completely discretionary to the Board. C. Lowry proposed amending the recommendation to include the alternative of operating reserve until clarification is received about the accessibility of Glen Cairn funds.

P. Sweetnam asked whether the Operating Reserve could handle another draw. A. Millar confirmed it could.

FAAC10/12/21-6

MOVED BY: E. El-Chantiry

SECONDED BY: A. Tennant

Resolved, That the Finance and Administration Committee recommend that the Board:

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee
October 12, 2021

Page 4

a) Endorse the three projects that have received draft approval under the Nature Smart Climate Solutions Fund, as presented in Staff Report 3165/21.

b) Direct staff to work with Mississippi Valley Conservation Foundation and the Mississippi-Madawaska Land Trust to develop and implement a fundraising campaign to secure the \$133,000 cash contribution by MVCA.

c) Approve borrowing of up to \$133,000 from the Glen Cairn Reserve, or Operating Reserve, which shall be replenished as monies are donated.

“CARRIED”

4. Proposed 2022 Fee Schedule

M. Craig outlined proposed fees in Staff Report 3166/21. He highlighted the addition of a Major Project Fee under the new Ministerial Zoning Order, an expedited property clearance letter fee, and a 2% increase across all fees to be consistent with partner conservation authorities.

J. Mason questioned why there was only a 2% increase when cost of living was closer to 3%. M. Craig explained that if the COL remained at 3% next year, the partner CAs could discuss a larger increase at that time.

A. Millar reviewed the administrative fees, noting a 2% increase as well. She pointed out new fees for Reports provided to consultants/developers and rates to rent the Education Centre at the Mill of Kintail. She also advised that there were some housekeeping items which were included in the fees schedule to ensure all fees were listed in the same document.

J. Mason questioned whether the committee could approve the fees given the uncertainty of what the Authority will even be allowed to charge. S. McIntyre commented that the legislation outlining those factors will still be a long time coming and that she saw no reason why the proposed fees would not be included.

FAAC10/12/21-7

MOVED BY: J. Atkinson

SECONDED BY: A. Tennant

Resolved, That the Finance & Administration Committee recommend that the Board approve the 2022 Fee Schedules as presented in Staff Report 3166/21.

“CARRIED”

5. 2022 Budget Assumptions

S. McIntyre reviewed Staff Report 3167/21 seeking direction to prepare the 2022 Budget with consideration of legislated programs, a new workforce plan to meet staffing demands and cost of living.

J. Mason suggested it was prudent to consider the following agenda item (Workforce Plan – Staff Report 3168/21) prior to passing the recommended motion in the event the proposed motion needs to be revised.

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee
October 12, 2021

Page 5

The Workforce plan was reviewed and the following motion was subsequently proposed and carried:

FAAC10/12/21-8

MOVED BY: J. Mason

SECONDED BY: P. Sweetnam

Resolved, That the Committee direct staff to develop the 2022 Budget and related documents in accordance with the following parameters:

- 1. An assumed growth in tax assessment of 1.4%.**
- 2. A municipal levy increase of 3% to the operating budget as well as the amount prescribed in Table 2 of the Workforce Plan Staff Report 3168/21.**
- 3. A municipal levy increase of 4.5% to the capital budget.**

“CARRIED”

6. Workforce Plan

S. McIntyre gave a presentation of Staff Report 3168/21 proposing a Workforce plan to address staff workload, succession planning needs and workplace stress and mental health issues identified in an independent psycho-social survey. A 3-year implementation plan outlining a variety of actions was reviewed along with a proposed new staff organization chart.

S. McIntyre reviewed financial implications of potential budgetary pressures and possible offsetting revenues. The financial impact of proposed actions on the 2022 Operating Budget is \$348,143, of which 25% or \$87,036 is proposed to be placed on the municipal levy in addition to what has already been approved. The balance would be paid from the Operating Reserve and was outlined in Table 2 of the staff report.

There was a lengthy discussion as to whether the amount of municipal levy dollars was sufficient to funding the proposed changes. J. Atkinson suggested altering Table 2 to indicate the amount of municipal levy funding to be phased in thirds. J. Mason expressed concern as to whether more than a third should be sought for the first year. J. Atkinson and A. Tennant stated that with the upcoming elections in 2022, it may be more strategic to ask for smaller increments to ensure municipal councils will approve the proposal. S. McIntyre suggested to display the figures as percentages; 33% in 2022, 66% in 2023 and 100% in 2024.

FAAC10/12/21-9

MOVED BY: J. Atkinson

SECONDED BY: A. Tennant

Resolved, That the Finance and Administration Committee recommend that the Board:

- a) Receive the Workforce Plan attached to Staff Report 3168/21.**
- b) Adjust the 2022 Operating Budget Assumptions to increase the municipal levy in the amount as prescribed by Table 2 to provide for workforce adjustments.**

“CARRIED”

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee
October 12, 2021

Page 6

7. Other Business

C. Lowry sought confirmation from the committee as to whether staff should be directed to generate a policy based on discussions from agenda item number 3 regarding project partnering and funding requests.

FAAC10/12/21-10

MOVED BY: P. Sweetnam

SECONDED BY: J. Mason

Resolved, That the Finance and Administration Advisory Committee consider developing a policy in the future to guide funding requests from other organizations and /or initiatives.

“CARRIED”

ADJOURNMENT

The meeting was adjourned at 3:27 p.m.

FAAC10/12/21-11

MOVED BY: P. Sweetnam

SECONDED BY: A. Tennant

Resolved, That the Finance and Administration Advisory Committee meeting be adjourned.

“CARRIED”

“E. Levi, Recording Secretary

C. Lowry, Chair”

REPORT

3180/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Jennifer North, Water Resource Technologist
RE:	State of Mississippi Watershed
DATE:	December 1, 2021

For Information.

The removal of all stoplogs from the upper lakes necessary to complete the drawdowns are now close to being finished. Water levels on most of the lakes (Mazinaw, Kashwakamak, Big Gull, Mississagagon, Mississippi) are still above historical norms due to the significant amount of rainfall received this fall. These lakes will most likely achieve winter target levels later than normal. Kashwakamak and Mazinaw Lake levels will continue to drop through to late December and mid January, respectively, before they reach their normal winter holding levels.

Crotch Lake is now close to its historical average and nearing its winter maximum level (239.00m) as it builds through the release of water from the upper lakes. MVCA staff will operate it over the next month or so to ensure there is enough water to maintain flows downstream from mid-January to April while also ensuring there is adequate storage available to capture runoff from a typical January thaw.

Precipitation that the watershed has received over the last two months has maintained higher than normal flows in the main system so the strategy now is to get the system back to normal prior to freeze up if at all possible. The long-range forecasts for the next 3 months are predicting colder than normal temperatures and normal precipitation amounts.

Conditions are checked on a daily basis and adjustments will be made on how to proceed through the remainder of the winter as conditions change. The main goal will always be to provide sufficient storage for spring runoff, while providing enough water to fill the lakes for summer recreation.

REPORT

3179/21

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Angela Millar, Treasurer
RE:	Revised Draft 2022 Budget
DATE:	November 25, 2021

Recommendation:

That the Finance & Administration Advisory Committee recommend the Revised Draft 2022 Budget as presented in this report to the Board of Directors for consideration and approval to circulate to member municipalities for comment.

1.0 BACKGROUND

Details of the draft budget tabled November 18, 2021 (summarized in Table 1) raised concerns regarding the projected 2022 year-end balance of the Operating Reserve and overall affordability. This report identifies cost saving options, and other means for mitigating pressures on the 2022 General Levy and the Operating Reserve. For the purpose of this report, Table 1 represents the “Base Case”.

Table 1: ANNUAL BUDGET	2021	2022
Operating	3,791,662	4,513,892
Capital	2,327,105	1,177,142
Contribution to Reserves	95,745	41,719
	6,214,512	5,732,753
General Levy	2,679,317	2,912,066
Capital Levy	565,350	598,706
Total Levy	3,244,667	3,510,772

The Base Case assumes 33% funding of the *Workforce Plan* by the municipal levy in 2022, implementation of one-time infrastructure/stimulus projects through use of reserve funds, and continued implementation of strategic projects and new regulatory requirements within the budget envelop established by the Board October 20, 2021, as follows:

- 3% to the operating levy for inflation,

- 4.5% to the capital levy to implement the 10-year Capital Plan,
- 1.4% increase to both to provide for assessment growth.

2.0 RECENT OPERATING RESERVE USE

Table 2 shows funding commitments made against the Operating Reserve during 2020-2021 due to unprecedented partnership/funding opportunities, and an unplanned need to review the Lower Mississippi Flood Plain mapping. As well, it shows a previous commitment to the City of Ottawa for flood plain mapping.

Table 2: 2020-2021 Operating Reserve Commitments (excl. HST)

	Project	MVCA Cash Contribution	Other Partner Cash Contribution
1.	LiDAR topographic data acquisition	\$57,653	\$98,637 ¹
2.	NDMP Flood Risk Assessment	\$58,071	\$58,071 ²
3.	Loan for Land Conservation & Acq. Plan	\$116,500	\$2,343,711 ³
4.	Loan for Carp R. Wetland Restoration	\$16,500	\$818,040 ³
5.	L. Mississippi Flood Plain Mapping Review	\$110,400	\$0
6.	Completion of Carp R. floodplain mapping	\$177,447	\$177,447 ⁴
	TOTAL COMMITMENTS	\$536,571	\$3,495,906
	2021 Opening Balance	\$1,095,249	
	Base Case 2022 Closing Balance	\$303,887	

Figure 1 illustrates how annual surpluses and the Operating Reserve have changed over time. Between 2011-2020, annual surpluses averaged \$165,683, and the year end Operating Reserve balance averaged \$584,687. The large 2020 surplus was largely attributable to the pandemic.

MVCA's auditors Cross Street Professional Corporation have advised that the amount set aside in operating reserves should reflect the degree to which operating revenues are vulnerable/variable. For not-for-profit organizations, this could mean as much as a third to half of annual operating needs (4-6 months). For governmental organizations such as MVCA where a smaller portion of revenues is uncertain, Cross Street has recommended a minimum operating reserve equal to 120% of the "non-levy funded" portion of the Operating Budget.⁵ This is a different approach than used by the Province to assess municipal financial health.⁶ Further discussions with the auditor and partner municipalities are required to establish an appropriate policy for

¹ Co-funded by Lanark County, Frontenac County, and the townships of North and Central Frontenac.

² Dollar matching funds under the National Disaster Mitigation Program (NDMP) program.

³ Funding from ECCC; funding and in-kind support from the City of Ottawa, RVCA, Ducks Unlimited Canada, and the Mississippi Madawaska Land Trust; and in-kind support from Friends of the Carp River.

⁴ Dollar matching funds received from the City of Ottawa to complete floodplain mapping for the Carp River.

⁵ Equal to the Operating Budget less interest on long-term debt, amortization of tangible capital assets, and the levy.

⁶ Measures Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses (Municipal FIRs).

MVCA. Figure 2 illustrates historical Operating budgets, the non-levy portion of those budgets, and Operating Reserve balances. Over the past 10-years, the Operating Reserve has averaged 118% of non-levy funded operating expenses.

Figure 1 – Historical Operating Reserve and Annual Surplus

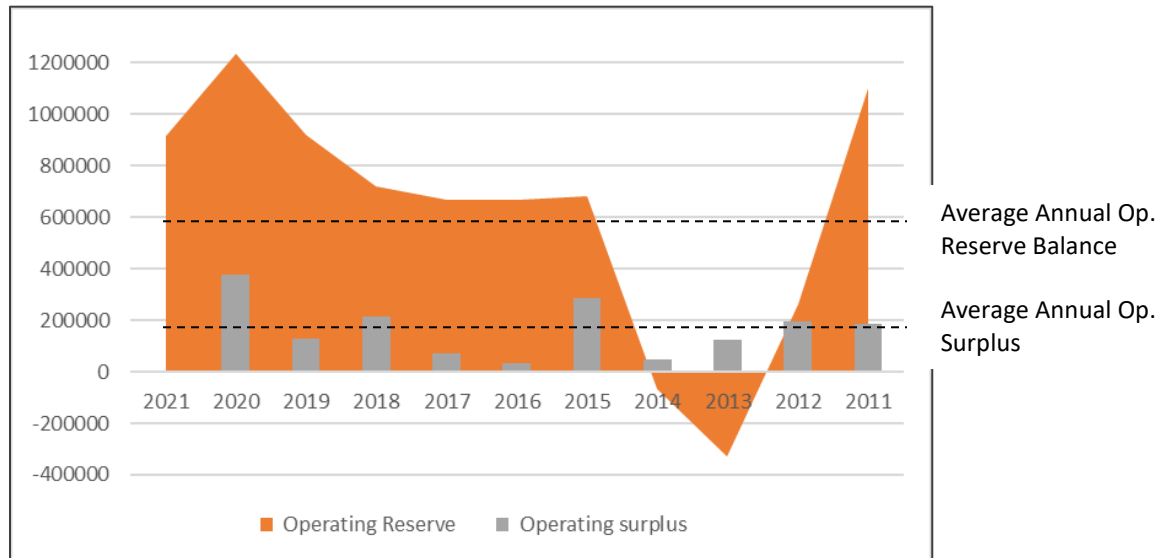
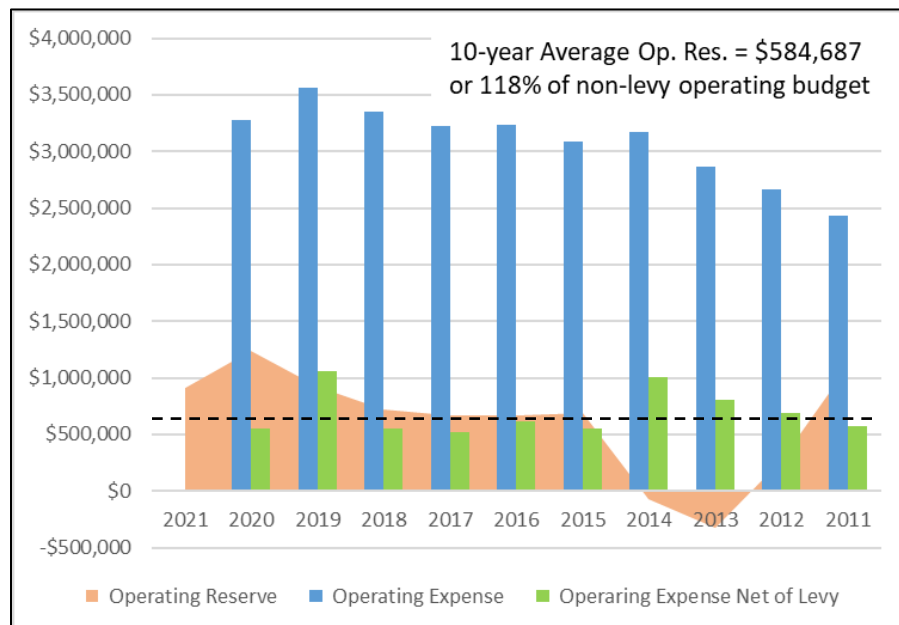


Figure 2: Historical Non-levy Funded Operating Budget



Based upon a commitment to replenish loans from the Operating Reserve and the above analysis, Cross Street was comfortable with a 2022 Operating Reserve year-end balance of \$600,000. Changes outlined in the following section allow for achievement of that target.

3.0 DRAFT BUDGET ADJUSTMENTS

Table 3 identifies potential measures for reducing pressures on the General Levy.

Table 3: Options for Reducing Pressures on the Levy

1.	Administration – Reduce Member Expenses & Allowance to assume 75% of historic 3-year average mileage and meals	\$22,000
2.	Communications – Increase funding from MVCF for maintenance of Eco-Trekr	\$3,500
Technical Studies & Watershed Planning		
3.	• Eliminate Carp River Study (Ottawa U.). This project was completed in 2021 and was included in error	\$8,500
4.	• Make Clyde River sub-watershed model 100% grant funded	\$5,000
5.	Planning and Regulations – Increase revenues from planning and regulations. The Base Case assumed revenues ~28% below 2021 YE forecasted actuals.	\$20,000
Visitor Services		
6.	• Eliminate Publicity	\$1,000
7.	• Eliminate Communications/signage	\$1,000
8.	• Reduce Admin./Gift shop/Special event budget to 3-year avg.	\$2,000
TOTAL SAVINGS		\$63,000

Table 4 shows additional budget options that would reduce the impact of the *Workforce Plan* on the Levy and Operating Reserve.

Table 4: Options to Adjust Workforce Plan 2022 Budget

9.	Make three 2022 summer student positions 50% grant funded. ⁷	\$24,400
10.	Increase funding from MVCF for the Education Review	\$7,500
11.	Delete the summer camp program	\$2,500
TOTAL SAVINGS		\$34,400

Table 5 shows proposed reallocations of 2022 Revenues from the Operating Reserve to the Glen Cairn Reserve. The following projects comply with provincial policies governing CA generated revenues.

Table 5: Options to Reallocate funds from the Operating to the Glen Cairn Reserve

12.	Remainder of Lower Mississippi River Flood Plain Mapping Review	\$70,000
13.	Remainder of Watershed Model development and calibration	\$30,000
14.	Loan for ECCC-CO Conservation Area Strategy (Reg. requirement)	\$66,500
15.	Loan for ECCC-CO Carp River Wetland Restoration	\$8,000
TOTAL REALLOCATION		\$174,500

⁷ For 2022 only. Per the *Workforce Plan*, these positions would not be grant dependent in future years.

Lastly, it is recommended that capital works on Widow Lake Dam be deferred until long-term options for the dam are evaluated upon completion of the Clyde River Subwatershed Model.

4.0 MUNICIPAL GENERAL LEVY

Table 6 indicates the impact of the various measures on the General Levy and projected 2022 year-end Operating Reserve. Also shown is how alternative phase-in approaches of the *Workforce Plan* onto the Levy would impact the General Levy and the Operating Reserve.

Table 6: Summary Impact of Options on the General Levy and Operating Reserve

	2022 General Levy	2022 YE Op. Reserve Balance	% of Rev. 2022 Operating Budget
Table 3 – Op. Savings	\$63,000	0	
Table 4 – WFP Savings	\$34,400	0	
Table 5 – Reserve Fund reallocation	0	\$174,500	
If implemented with:			
33% of WFP on the 2022 Levy	\$2,817,714	\$559,353	12.23%
50% of WFP on the 2022 Levy	\$2,871,050	\$612,689	13.40%
63% of WFP on the 2022 Levy	\$2,912,096	\$653,753	14.30%
75% of WFP on the 2022 Levy	\$2,949,486	\$691,125	15.12%
100% of WFP on the 2022 Levy	\$3,027,922	\$769,561	16.83%

As highlighted in Table 6, the budget changes identified herein allow for a greater percentage of costs associated with the *Workforce Plan* to be paid by the Municipal Levy in 2022; and for the \$600,000⁸ minimum Operating Reserve balance to be achieved. They also allow the 2022 budget envelop for the General Levy of \$2.91 million to be maintained, as approved by the Board in October 2021. Note, the projected Operating Reserve balance of \$653,753 assumes no operating surplus or deficit in 2021. The actual balance will likely be higher because a 2021 YE surplus is anticipated.

Table 7 shows the year over year impact of the proposed changes to the budget. Note, the Special Levy is only paid by the City of Ottawa and is for delivery of its Baseline Water Quality Monitoring Program. The program was previously delivered as a contracted service and this change was made at the request of the City.

⁸ As directed by the F&A Committee October 18, 2021.

Table 7: MUNICIPAL LEVIES	2021	2022
General Levy	2,679,317	2,912,096
Capital Levy	565,350	598,706
Total Levy	3,244,667	3,510,802
Special Levy	62,000	63,870

In 2022, the municipal levy will constitute 61.6% of total revenues, up from 53.3% in 2021.

5.0 OPERATING BUDGET

Attachment 1 contains an update to the list of operating pressures and risk analysis provided in the *2021-2023 Interim Financial Plan*, which informed development of the 2022 operating budget. The draft 2022 operating budget reflects the following key changes over 2021, inclusive of the changes noted in Section 3:

REVENUES	
1. User Fees for Planning Reviews are projected to increase from \$148k to \$190k	Based on 2021 volume and approved changes in fees.
2. User Fees for Regulations /Permits are projected to increase from \$92k to \$115k	Based on 2021 volume and approved changes in fees.
3. Visitor Services – CA Passes and Parking Revenues are projected to increase by \$8k	Based on opening of economy and likely drop in visitorship.
4. Technical Studies by \$174k	Based on loan from reserve(s) with plan to pay back with future fundraising
5. Stewardship & Education – projected to increase by \$146k	Based upon grants approved from ALUS Canada and the federal ECCC-CO fund.
EXPENDITURES	
6. Increase in Compensation across several Cost Centres by \$309k	To implement the <i>Workforce Plan</i> and year two of wage adjustments approved in 2020/2021.
7. Administration – professional costs projected to increase \$35k	To implement the <i>Workforce Plan</i> .
8. Alternate Service Delivery / changes to several line items \$69k.	To implement the <i>Workforce Plan</i> and reallocate funds to other Cost Centres and contracting out due to reorg.
9. Technical Studies by \$174.5k to carryout the Land Conservation Strategy and Carp River Wetland Restoration Project.	See offsetting revenues above: ECCC-CO and reserve(s).
10. Stewardship program to be enhanced for a resulting increase of \$146k	See offsetting revenues above: ALUS Canada and ECCC-CO grant.

6.0 CAPITAL BUDGET

Capital pressures and risk analysis provided in the *2021-2023 Interim Financial Plan* (IFP) have been updated (see Attachment 2) and used to update the 10-year Capital Plan (see Attachment 3) and the 2022 Capital Budget (included within Attachment 4).

Note: the 10-year Capital Plan contains revised estimates based upon the significant increase in construction costs witnessed the past year, but only for years 2022-2024. Beyond that period, staff are awaiting results of the Dam Safety Review for Kashwakamak Lake Dam and a structural review of those portions of the Shabomeka Lake Dam that will NOT be replaced this year. Both engineering studies will be completed this year and the 10-year Capital Plan updated before it is tabled for final approval at the AGM.

Capital projects planned at water control structures (WCS) in 2022 are:

- Shabomeka Lake Dam – public safety access \$50,000
- Kashwakamak Lake Dam \$150,000
- Annual Dam Preventative Maintenance \$15,000

Capital improvements proposed at Conservation Areas in 2022 are the following:

- MOK – security and accessibility upgrades \$10,000
- Purdon – replace sections of boardwalk \$18,000
- Morris Island – trail bridge repairs \$5,000

These works and other capital (vehicles, IT, HQ mortgage) are to be funded through the Municipal Capital Levy.

7.0 RESERVES

Table 8 illustrates how the budget changes identified herein impact projected reserve balances next year and by the end of 2031. This does not take into consideration inflation applied to the capital projects shown in the Capital Plan. As discussed by the Board and the F&A Committee, policies are needed regarding the building and use of Reserves. This will be undertaken in 2022.

Table 8: Reserve Balance Projections	2021	2022	2031
Operating Reserve – YE Balance	911,365	653,753	n/a
Capital Reserves – YE Balance	947,562	1,096,464	1,166,436
Contribution to Reserves	95,745	196,719	119,375
Allocations from Reserves	308,488	725,079	0

8.0 LONG-TERM DEBT

Table 9 shows the debt schedule as proposed.

Table 9: Debt Schedule	Principal	Interest and Amortization	Annual Payments	Retirement
Shabomeka Lake Dam	\$800,000	3.0% for 30 years	\$40,630	2052
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040

Annual debt payments are made from the annual operating budget.

9.0 RECOMMENDATIONS and NEXT STEPS

The revised budget provided herein is recommended for approval as it achieves the following objectives:

- Adheres to the General Levy funding envelop approved by the Board in October.
- Achieves the minimum \$600,000 YE Operating Reserve balance target approved by the Finance & Administration Committee in November.
- Allows for a greater percentage of the Workforce Plan to be levy funded in 2022 and thereby lessens future-year budget pressures.

Subject to Committee and Board deliberations, the Draft budget will be accepted or revised and circulated to member municipalities for consideration and comment before being approved by the Board at the AGM in February. In the interim, the GM may recommend another meeting of the Finance & Administration Committee to consider and address comments received and potential changes to the 10-year Capital Plan.

ATTACHMENT 1: Priority Assessment of Programs and Services

Note: Items added for 2022 Budget Report are shaded.

Project	Driver	Risk	2021-2023
Governance and Administration			
Update Corporate Strategic Plan	Board Dir./BMP		Completed
Prepare and submit Transition Plan	CA Reg 686/21		WIP
List & Cost Ex. & Fut. Programs & Services	CA Reg 686/21		WIP
Negot. Munic. Cost Apportion't Agree'ts	CA Reg 686/21		√
Prepare Conservation Land Inventory	CA Reg 686/21		√
Resolve Land Ownership Conflicts/Uncert.	CA Reg 686/21 and BMP		WIP
Prepare Conservation Area Strategy	CA Reg 686/21		√
Prepare Watershed-based Resource Management Strategy	CA Reg 686/21		√
Interim Reporting to the Province	CA Reg 686/21		√
Address Mental health / stress in workplace	Workplace health/resiliency; Strat. Plan Goal 3		WIP
Carryout Strategic Land Disposals	Financial/Board Dir.		WIP
Job Evaluation and Market Assessments	Employee attract./ret'n.; Strat. Plan; Strat. Plan Goal 3		WIP
Business Automation - timesheets	Facil. CA Reg 686/21 & BMP		√
Integrate payroll and timesheet systems	Admin. BMP		√
Business process mapping	Admin. BMP		√
Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)			
Operator safety inspections	Corporate H&S		WIP
MVCA Watershed Model	Strat. Plan Goal 1 – climate ch.		WIP
Model data collection and calibration	Strat. Plan Goal 1 – climate ch.		WIP
Ice Management Plan	CA Reg. 686/21; Climate Change Adapt.		√
Prepare Natural Hazard Infrastructure Asset Management Plan	CA Reg 686/21 and BMP		√
Update Natural Hazard Infrastructure Operational Management Plans	CA Reg 686/21 and BMP		√
Dam inspection updates	MNRF/CDA		WIP
Ice Monitoring Program	Strat. Plan Goal 1 – climate ch.		√
Public Safety Plans	MNRF/CDA		WIP
OMS manual updates	MNRF/CDA		WIP
Development of digital forms for data collection and dam operation, inspection and maintenance	Operational efficiency and data accessibility		√
Development of automated data QA/QC procedure	Climate Change Adaptation		√

Project	Driver	Risk	2021-2023
Development of raster tools for flood forecasting and low flow response	Strat. Plan Goal 1 – climate change		WIP
Conservation Areas / HQ Facility			
Transition Museum to new Fin. Model	Bill 108/229; CA reg 687/21		WIP
Asset Management Plan – Phase 2	CA Reg 686/21; Strat. Plan Goal 1 – Asset Mgt.		WIP
Update MOK Master Plan	Bill 108/229; CA reg 687/21		√
Prepare CRCA Master Plan	New asset needs a Plan		WIP
Update MICA Master Plan	Prepared in 1987		√
Update Purdon Master Plan	Last updated 2013		√
Update Palmerston-Canonto M. Plan	Last updated 2006		√
Planning Review and Regulations			
Update planning policies	Regulation changes		√
Update regulation policies and procedures	Regulation changes		√
Update permitting documents	Regulation changes		√
Review guidelines and submission checklists for planning/permit applications	Regulation changes		WIP
Prepare Compliance Program	Regulation changes		√
Track and report CO service standards	Strat. Plan – Goal 2 Public Cred.		Completed
Implement CO service standards	Strat. Plan – Goal 2 Public Cred.		Completed
Review of hazard mapping criteria	Regulation changes		
Technical Studies and Watershed Planning			
Project management of capital projects	Regulatory		Ongoing
NDMP Flood Risk Assessment	Strat. Plan Goal 1 – climate ch.		WIP
Carp Flood Plain Mapping (FPM)	Strat. Plan Goal 1 – climate ch.		WIP
Casey Creek Flood Plain Mapping	Strat. Plan Goal 1 – climate ch.		Completed
Lower Mississippi FPM Update	Strat. Plan Goal 1 – climate ch.		WIP
Watts Creek FPM	Strat. Plan Goal 1 – climate ch.		√
Shirley's Brook FPM	Strat. Plan Goal 1 – climate ch.		√
Carp Creek Erosion Control project	City of Ottawa - MOU		WIP
Clyde River FPM	Strat. Plan Goal 1 – climate ch.		√
Implement Watershed Plans	Strat. Plan Goal 1 - MRWP		√
Land Conservation & Acquisition Strategy	Strat. Plan Goal 1 - MRWP		Initiated
Carp River Wetland Restoration Project	Carp River Action Plan		Initiated
Cont. community/First Nations liaison	Strat. Plan – Goal 2 Rel. Bldg.		WIP
Research / knowledge development re: watershed dynamics/response to change	Strat. Plan Goal 1 – climate ch.		Ongoing
Review of wetlands in growth areas	Regulatory / Foundation		WIP
Review and update of field monitoring program	Strat. Plan – Goal 1 core mandate and Goal 2 Public Eng.		WIP

Project	Driver	Risk	2021-2023
Enhance watershed reporting	Strat. Plan – Goal 2 Public Cred.		√
Review groundwater monitoring prgm.	Partnership opportunity		√
Technical support to Bonnechere River	Partnership opportunity		√
Information and Communications Technology			
SOP - Computer/Internet Use	Strat. Plan – Goal 1 Asset Mgt.		WIP
Document Naming and Filing Standards	Strat. Plan – Goal 1 Asset Mgt.		WIP
File and Process - DRAPE 2019 data	Growth		Completed
ICT Plan and policies	Strat. Plan – Goal 1 Asset Mgt.		WIP
Cyber Security Review/SaaS investment	Strat. Plan – Goal 1 Asset Mgt.		WIP
MS Office 365 (cloud computing)	Staff collaboration / enhanced email security		√
Data Storage Strategy	Strat. Plan – Goal 1 Asset Mgt.		√
Develop Network Plan	Strat. Plan – Goal 1 Asset Mgt.		WIP
Open data strategy	Strat. Plan – Goal 2 Public Eng't		√
Phone service strategy/VOIP	Admin. BMP		√
Education and Stewardship			
Develop and implement pilot stewardship program	Strategic Plan – Goal 2; MRWP		WIP
Conduct alternative service delivery review for education program	Bill 108/229; CA reg 687/21		WIP
Pilot use of Eco Trekr	Strat. Plan – Goal 2 Public Eng't		WIP
Expand use of Eco Trekr to other sites	Strat. Plan – Goal 2 Public Eng't		√
Communications			
Prepare and implement Corporate Communications plan – focused on relationship building and awareness of regulatory changes etc.	Strat. Plan – Goal 2 Public Eng't		WIP
Prepare and implement Communications Plans for priority projects	Strat. Plan – Goal 2 Public Eng't		Ongoing
Prepare and implement social media plan	Strat. Plan – Goal 2 Public Eng't		WIP
Coordinate public events associated with priority projects	Strat. Plan – Goal 2 Public Eng't		Ongoing
Manage corporate identity and use	Strat. Plan – Goal 2 Public Eng't		√
Manage corporate website	Strat. Plan – Goal 2 Public Eng't		Ongoing

ATTACHMENT 2: Priority Assessment of Capital Projects

Note: Items added in 2022 are shaded.

Project	Driver	Risk	2021-2023
Water Control Structures (WCS)			
Shabomeka Dam replacement	MNRF, CDA		WIP
Kashwakamak Dam Safety Review (DSR)	MNRF, CDA		WIP
Widow major dam repair	MNRF, CDA		√
Shabomeka Public Safety Measures	MNRF, CDA		WIP
Kashwakamak Dam Class EA	MNRF, CDA		√
Carleton Place DSR	MNRF, CDA		√
Carleton Place safety boom (design and installation)	MNRF, CDA		√
Lanark DSR	MNRF, CDA		√
Kashwakamak Dam Design	MNRF, CDA		√
Farm Dam Class EA	MNRF, CDA		√
Carleton Place minor dam repair	MNRF, CDA		
Lanark minor dam repair	MNRF, CDA		
Big Gull DSR	MNRF, CDA		
Kashwakamak Dam replacement	MNRF, CDA		
Farm Dam design	MNRF, CDA		
Pine Dam Class EA	MNRF, CDA		
Big Gull minor dam repair	MNRF, CDA		
Pine Dam design	MNRF, CDA		
Farm Dam replacement/decommissioning	MNRF, CDA		
Mississagagon Dam Class EA	MNRF, CDA		
Bennett DSR	MNRF, CDA		
Pine Dam replacement/decommissioning	MNRF, CDA		
Mazinaw DSR	MNRF, CDA		
Mississagagon Dam design	MNRF, CDA		
Bennett minor dam repair	MNRF, CDA		
Widow DSR	MNRF, CDA		
Mississagagon Dam replacement/decommissioning	MNRF, CDA		
Mazinaw minor dam repair	MNRF, CDA		
Flood Forecasting and Warning (FFW)			
Watershed LiDAR acquisition	Climate change adapt.		WIP
Topo-bathymetric data collection	Climate change adapt.		WIP
Expansion of monitoring network	Climate change adapt.		WIP
Depth & Flow meter acquisition (ADCP)	Climate change adapt.		√

Project	Driver	Risk	2021-2023
Conservation Areas / HQ Facility			
K&P Bridge handrail upgrades	Lifecycle replacement		Completed
K&P Bridge deck upgrades	Lifecycle replacement		Def. by Board
Replace riverside look-out	Building Code Structural concerns		WIP
CA entrance signage- review and update for regulatory consistency	Recommendation from 3 rd party risk assessment		√
Gate house - accessibility doors and ramps	AODA compliance		√
Review CA Trails for AODA compliance and sign appropriately	Recommendation from 3 rd party risk assessment		√
Purdon - Replace sections on Boardwalk	Safety - Lifecycle repl't		WIP
MICA Trail Bridge repairs	Safety - structural		√
HQ Sewer and water connection	Agreement with C.P.		WIP
Ed. Centre - security and access. upgrades	AODA compliance		
MOK Replace play structure wood chips	CSA Compliance		√
MOK Resurface roadway and parking lot	Preventative Maint. BMP		√
Gatehouse - Replace veranda joists and flooring	Heritage Act. Prev. Maint.		Completed
Purdon - Replace site signage	Lifecycle replacement		√
HQ - Condition Assessment	Asset management BMP		
MOK Building Condition Assessment	Asset management BMP		
MOK Signage	Lifecycle replacement		
Gatehouse – Paint ext window/door trim			Completed
MOK Road maintenance	Preventative maint.		√
Develop MOK site work shop	Secure Storage of Equip't		WIP
Education Centre - Replace siding	Prev. Maint.		√
Gatehouse - Repoint stone work	Heritage Act, prev. maint.		
Museum - Balcony repairs	Heritage Act		
Museum - Repaint windows & trim	Heritage Act		
MOK Construct dog park	Public Request		Board removed
MOK Construct flush washrooms	MOK Master Plan		
Purdon - Replace main look-out	Lifecycle replacement		
K&P Trail Condition Assessment	Asset Mgt BMP		
MICA Trail brushing/improvements	Preventative maint.		
MICA Signage renewal	Lifecycle replacement		
Roy Brown Park - construct lookout	Park Plan / Agrt w C.P.		

Project	Driver	Risk	2021-2023
Vehicles and Equipment			
Vehicle purchase	Lifecycle Replct – Pick-up		√
ATV	Dam Ops		
Tracks for ATV	Dam Ops		
Tandem utility trailer	Dam Ops		
Riding Lawn mower	Site maintenance		
Information and Communications Technology			
Servers	Lifecycle replacement		WIP
Computers – for new staff	Growth		WIP
Computers lifecycle replacement	lifecycle repl.		Ongoing
Data acquisition	Technical studies		Ongoing
Integrated GIS/Reports for FP mapping	Transparency		
Printers	Lifecycle replacement		
Monitors	Lifecycle replacement		
Storage	Allow data growth		
Audio Visual Improvements	For remote meetings		
Purchase SAAS MS Exchange 365 backup	Improve data mgt.		



2022 Draft Budget

November 25, 2021

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED
Operating Program

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
Corporate Services					
Administration	\$587,617	\$472,709	\$535,632	(\$51,985)	\$617,108
Communications	\$109,767	\$75,385	\$93,886	(\$15,881)	\$54,500
Vehicles & Equipment	(\$19,800)	(\$20,430)	(\$20,395)	(\$595)	(\$7,886)
Sub-total	\$677,584	\$527,664	\$609,123	(\$68,461)	\$663,722
Watershed Management					
Information & Communications Tech.	\$108,825	\$88,066	\$104,679	(\$4,146)	\$133,839
Technical Studies & Watershed Planning	\$952,056	\$792,690	\$895,747	(\$56,309)	\$1,212,686
Plan Review & Regulations	\$725,681	\$575,674	\$724,045	(\$1,636)	\$918,505
Sub-total	\$1,786,562	\$1,456,430	\$1,724,471	(\$62,091)	\$2,265,030
Flood and Erosion Control					
Flood Forecasting & Warning	\$244,151	\$184,788	\$214,078	(\$30,073)	\$311,505
O&M Flood Control Structures	\$321,494	\$296,866	\$322,414	\$920	\$359,246
Prev. Maintenance of FCS	\$114,208	\$97,643	\$113,208	(\$1,000)	\$141,697
Sub-total	\$679,853	\$579,297	\$649,700	(\$30,153)	\$812,448
Conservation Services					
Stewardship & Education	\$90,483	\$46,930	\$65,433	(\$25,050)	\$236,511
Property Management	\$470,241	\$374,008	\$426,544	(\$43,697)	\$499,375
Visitor Services	\$86,939	\$70,622	\$78,289	(\$8,650)	\$94,789
Sub-total	\$647,663	\$491,561	\$570,266	(\$77,397)	\$830,674
Total Operating	\$3,791,662	\$3,054,952	\$3,553,560	(\$238,102)	\$4,571,874
Revenues					
Municipal Levy					
- General benefiting	\$2,679,317	\$1,847,059	\$2,371,550	(\$536,391)	\$2,912,096
- Special benefiting	\$62,000	\$62,000	\$62,000	\$0	\$63,870
Sub-total	\$2,741,317	\$1,909,059	\$2,433,550	(\$536,391)	\$2,975,966
Provincial Transfer Payment	\$128,438	\$128,436	\$128,436	(\$2)	\$128,436
Special Grants	\$25,419	\$40,839	\$82,511	\$57,092	\$273,544
User Fees & Contract Revenue	\$668,635	\$582,202	\$691,635	\$190,000	\$530,590
Special Reserves	\$146,703	\$115,846	\$151,684	\$4,983	\$568,604
Other	\$81,150	\$53,996	\$65,744	(\$13,704)	\$94,734
Total Revenues	\$3,791,662	\$2,830,378	\$3,553,560	(\$298,022)	\$4,571,874
Surplus/(Deficit)	\$0	(\$224,574)	\$0	(\$59,920)	(\$0)

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED
Capital Program

Water & Erosion Control Infrastructure					
Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
Water & Erosion Control Infrast	\$1,565,000	\$136,293	\$1,445,925	(\$119,075)	\$351,719
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
WECI Grant	\$775,000	\$607,875	\$715,465	(\$59,535)	\$100,000
General Benefiting levy	\$25,000	(\$471,582)	(\$84,540)	(\$109,540)	\$176,719
DMAF Grant	\$0	\$0	\$0	\$0	\$75,000
Water Control Structure Reserve	\$0	\$0	\$0	\$0	\$0
Special Reserves - Glen Cairn Provincial Share	\$15,000	\$0	\$15,000	\$0	\$0
Debt Financing	\$750,000	\$0	\$800,000	\$50,000	\$0
Total Revenue	\$1,565,000	\$136,293	\$1,445,925	(\$119,075)	\$351,719

Administration Office					
Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
HQ Building	\$277,005	\$138,502	\$277,005	\$0	\$277,005
WCS Annual Financing Charge	\$0	\$0	\$0	\$0	\$40,630
LIDAR Repayment	\$0	\$0	\$0	\$0	\$5,000
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
Provincial Transfer Payment	\$0	\$0	\$0	\$0	\$0
General Benefiting levy	\$277,005	\$138,502	\$277,005	\$0	\$322,635
Special Benefiting levy	\$0	\$0	\$0	\$0	\$0
Special Reserves	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$277,005	\$138,502	\$277,005	\$0	\$322,635

Other Capital					
Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
Other Capital	\$485,100	\$109,986	\$126,362	(\$358,738)	\$349,507
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 DRAFT Budget
General Benefiting levy	\$167,600	\$22,644	\$39,020	(\$128,580)	\$99,352
Special Reserves	\$152,500	\$13,941	\$13,941	(\$138,559)	\$151,475
Other	\$165,000	\$73,401	\$73,401	(\$91,599)	\$98,680
Total Revenues	\$485,100	\$109,986	\$126,362	(\$358,738)	\$349,507

Mississippi Valley Conservation Authority

2022 DRAFT Budget INCLUDES 1.4% Growth, 3% Operating Levy, 4.5% Capital and 63% Workforce Plan

Table 3a – 2022 Draft Operating Levy (General Benefiting)

Municipality	2021 Apportionment %	2021 Levy	Variance	2022 Apportionment %	2022 Levy	Variance
North Frontenac Tp	0.9396	\$25,175	\$476	0.9363	\$27,265.95	\$2,091
Central Frontenac Tp	0.4394	\$11,773	\$328	0.4390	\$12,784	\$1,011
Tay Valley Tp	0.6446	\$17,271	\$302	0.6395	\$18,623	\$1,352
Beckwith Tp	0.6545	\$17,536	\$735	0.6653	\$19,374	\$1,838
Carleton Place	2.4254	\$64,984	\$2,345	2.4563	\$71,530	\$6,546
Drummond/North Elm Tp	0.4919	\$13,180	\$337	0.4906	\$14,287	\$1,107
Lanark Highlands Tp	1.137	\$30,464	\$971	1.1338	\$33,017	\$2,554
Mississippi Mills	2.6859	\$71,964	\$3,702	2.7152	\$79,069	\$7,105
Addington Highlands Tp	0.1603	\$4,295	\$125	0.1592	\$4,636	\$341
Ottawa	90.3864	\$2,421,738	\$81,266	90.3298	\$2,630,490	\$208,752
Greater Madawaska Tp	0.03510	\$940	\$19	0.03510	\$1,022	\$82
Total	100	\$2,679,317	\$90,606	100	\$2,912,096	\$232,779

Table 3b – 2022 Draft Capital Project Levy (General Benefiting)

Municipality	2021 Apportionment %	2021 Levy	Variance	2022 Apportionment %	2022 Levy	Variance
North Frontenac Tp	0.9396	\$5,312	\$125	0.9363	\$5,606	\$294
Central Frontenac Tp	0.4394	\$2,484	\$81	0.4390	\$2,628	\$144
Tay Valley Tp	0.6446	\$3,644	\$81	0.6395	\$3,829	\$184
Beckwith Tp	0.6545	\$3,700	\$172	0.6653	\$3,983	\$283
Carleton Place	2.4254	\$13,712	\$558	2.4563	\$14,706	\$994
Drummond/North Elm Tp	0.4919	\$2,781	\$84	0.4906	\$2,937	\$156
Lanark Highlands Tp	1.137	\$6,428	\$235	1.1338	\$6,788	\$360
Mississippi Mills	2.6859	\$15,185	\$850	2.7152	\$16,256	\$1,071
Addington Highlands Tp	0.1603	\$906	\$31	0.1592	\$953	\$47
Ottawa	90.3864	\$511,000	\$19,522	90.3298	\$540,810	\$29,810
Greater Madawaska Tp	0.03510	\$198	\$5	0.03510	\$210	\$12
Total	100	\$565,350	\$21,745	100	\$598,706	\$33,356

Table 3c – 2022 Draft Total Municipal Levy (General Benefiting)

Municipality	2021 Apportionment %	2021 Levy	Variance	2022 Apportionment %	2022 Levy	Variance
North Frontenac Tp	0.9396	\$30,487	\$601	0.9363	\$32,872	\$2,385
Central Frontenac Tp	0.4394	\$14,257	\$409	0.4390	\$15,412	\$1,155
Tay Valley Tp	0.6446	\$20,915	\$383	0.6395	\$22,452	\$1,536
Beckwith Tp	0.6545	\$21,236	\$908	0.6653	\$23,357	\$2,121
Carleton Place	2.4254	\$78,696	\$2,903	2.4563	\$86,236	\$7,540
Drummond/North Elm Tp	0.4919	\$15,961	\$421	0.4906	\$17,224	\$1,263
Lanark Highlands Tp	1.137	\$36,892	\$1,205	1.1338	\$39,805	\$2,914
Mississippi Mills	2.6859	\$87,149	\$4,552	2.7152	\$95,325	\$8,177
Addington Highlands Tp	0.1603	\$5,201	\$155	0.1592	\$5,589	\$388
Ottawa	90.3864	\$2,932,738	\$100,788	90.3298	\$3,171,300	\$238,563
Greater Madawaska Tp	0.03510	\$1,139	\$24	0.03510	\$1,232	\$93
Total	100	\$3,244,667	\$112,350	100	\$3,510,802	\$266,135

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Administration

Programs and Services per CA Act

Secretariate services to Board and Committees
Financial management and accounting
Human Resources (HR) management
Workforce Plan Adjustments / Implementation
Records management
Inter-government and agency relations
Corporate compliance management (e.g.MFIPPA)
Corporate planning, policies, procedures
Corporate Health and Safety
Clerical support
Professional development
Professional/Membership dues
Liability insurance

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	408,117	367,229	401,239	(6,878)	436,808
Staff Mileage/Expenses/Prof Development	8,500	773	1,000	(7,500)	8,500
Member Expenses & Allowances	42,000	9,536	15,000	(27,000)	20,000
Mat/Sup/Equip/GenExp/BankChg/Postage/Courier	35,000	32,773	35,000	0	36,000
Insurance/Telephone	31,700	26,234	31,000	(700)	35,000
Professional Services (Legal/ Audit/ etc.)	47,000	23,985	40,000	(7,000)	30,000
Conservation Ontario Levy	26,500	26,393	26,393	(107)	27,000
OH&S-Other Costs	7,000	3,985	4,200	(2,800)	2,000
OH&S Contracted / Shared Services	0	0	0	0	15,000
Consulting Fees/Human Resources/WFP Implementation	0	0	0	0	25,000
Administrative Charges OMFCS	(18,200)	(18,200)	(18,200)	0	(18,200)
Total	587,617	472,709	535,632	(51,985)	617,108
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	506,068	377,298	438,476	(67,592)	474,300
Other - Interest	34,500	23,567	25,267	(9,233)	25,000
Other - Rental Income	0	3,000	3,000	3,000	0
Other - Miscellaneous	2,450	1,155	1,200	(1,250)	2,000
Other - Donations (General)	0	664	664	664	0
Other - Operating Reserve (WFP Implementation)	0	0	0	0	115,808
Other - Operating Reserve	44,599	67,025	67,025	22,426	
Total	587,617	472,709	535,632	(51,985)	617,108

**Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED**

Communications

Programs and Services per Sec. 21.1 1. i), ii) of the CA Act

Planning and use of multi-media
FFW and mandatory notifications
Posting of Corporate records
Promotion of programs and services
Public hearings/events coordination
Media and community relations
Indigenous engagement / land claims / TRC
Wayfinding signage
Design and translation services
Corporate branded clothing and supplies
Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	87,267	52,890	52,890	(34,377)	0
Mileage/Expenses/Professional Development	3,000	0	0	(3,000)	1,000
Printing	2,500	557	1,000	(1,500)	1,000
Materials/Supplies/Equipment/Gen Expenses	5,000	278	2,000	(3,000)	1,000
Advertising/Promotion (core program & services)	2,000	4,286	5,000	3,000	5,500
Eko-Trekr App Annual Fee/Support	3,500	34	3,500	0	3,500
Carp River CA Development (see Prop. Man. 2022)	0	236	500	500	0
Contracted Services	0	12,516	19,296	19,296	41,000
Website Expenses	3,000	774	1,200	(1,800)	1,500
Signs - Roy Brown Park	3,500	3,816	8,500	5,000	0
Total	109,767	75,385	93,886	(15,881)	54,500
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	104,767	75,385	93,886	(10,881)	51,000
Special Grant - Enbridge (Roy Brown Park)	5,000	0	0	(5,000)	0
MVCF - Contribution (Eco-Trekr)	0	0	0	0	3,500
Total	109,767	75,385	93,886	(15,881)	51,000

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Vehicles & Equipment

Programs and Services per Sec. 21.1 1. i) and ii) of the CA Act

Vehicles and large equipment asset management (AM)
 Planning, procurement, disposal
 Prev. maintenance and repair
 Licencing and insurance
 Fuel
 Small equipment and consummables
 Inventory management
 Workshop and Works Yard O&M
 Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	11,100	10,175	11,100	0	11,514
Mileage/Expenses/Prof Development	3,600	496	500	(3,100)	3,600
Vehicle/Equipment Purchase	3,000	0	0	(3,000)	3,000
Vehicles/Equipment Lease	0	0	0	0	0
Materials/Supplies/Fuel/Maintenance	50,000	33,339	35,800	(14,200)	58,000
Insurance/Licensing	10,000	9,022	12,025	2,025	13,000
General Expenses	2,500	2,680	3,180	680	3,000
Vehicle/Equipment Charges	(100,000)	(76,141)	(83,000)	17,000	(100,000)
COVID-19 Response	0	0	0	0	0
Total	(19,800)	(20,430)	(20,395)	(595)	(7,886)
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	(19,800)	(20,430)	(20,395)	(595)	(7,886)
Total	(19,800)	(20,430)	(20,395)	(595)	(7,886)

**Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED**

Information and Communications Technology

Programs and Services in support of CA Act

ICT asset management (AM)
 Planning, procurement, disposal
 Network maintenance and repairs
 Device maintenance and repairs
 Peripheral maintenance and repairs
 Consumables (e.g. inks/paper)
 Storage management
 Cyber security and risk management
 Develop standards, policies, procedures
 User training and support
 Software licencing and updates
 Contracted services (e.g. internet)
 Data acquisition and management
 Manage data requests/publication
 Professional development
 GIS Services

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	20,375	18,677	20,375	0	21,539
Mileage/Expenses/Professional Development	2,000	869	1,050	(950)	2,000
Materials/Supplies/Gen Expenses	3,150	963	3,000	(150)	3,150
Equipment Purchase, Repair & Mtce	4,000	3,098	4,000	0	4,000
Software/Maintenance/IT Support	36,500	38,726	42,726	6,226	48,150
High Speed Internet Access	7,800	7,873	8,528	728	15,000
Data Acquisition - General /Transfer to Reserve	15,000	7,860	15,000	0	15,000
Electronic Document Management (CADIMS)	10,000	10,000	10,000	0	12,000
Data Management Automation	10,000	0	0	(10,000)	13,000
Total	108,825	88,066	104,679	(4,146)	133,839
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	108,825	87,836	104,449	(4,376)	133,839
Other - CA Maps Program/Tech Fee for Info Products	0	230	230	230	0
Total	108,825	88,066	104,679	(4,146)	133,839

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Technical Studies & Watershed Planning

Programs and Services per 4.7.1 and 4.7.2 of Sec. 39 Policies Manual; and Clean Water Act; and MOUs

Watershed planning
Data collection and review
Trends/issues identification
Priority and policy setting/reviews
Programs development and review
System monitoring and analysis
Headwaters and coldwater streams
Surface water quality (incl. algae)
Aquatic and riparian habitats
Aquatic and riparian species
Watershed reporting
Lake Reports
Watershed Report Card
Implementation Progress Reports
Municipal policy and by-law reviews
Community engagement (incl. PAC)
Professional development
City of Ottawa - Baseline Monitoring
MECP - PWQMP
MECP - PGWMP (cancelled by Board effective 2021)

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	601,556	504,275	577,904	(23,652)	825,978
Mileage/Expenses/Professional Development	25,000	13,081	15,000	(10,000)	25,000
Materials/Supplies/Gen Expenses	7,000	1,010	2,200	(4,800)	7,000
Lab Analysis (throughout watershed)	6,000	9,354	5,700	(300)	6,000
City of Ottawa Baseline Monitoring (mileage & lab fees only)	62,000	8,910	20,000	(42,000)	35,208
Poole Creek Subwatershed Study	12,000	0	0	(12,000)	12,000
Mississippi River Watershed Plan & Implementation	25,000	3,053	0	(25,000)	30,000
Ice Monitoring Program	0	0	0	0	3,500
Topo-bathymetric Data Collection Program	0	0	0	0	5,000
Carp River Study (Ottawa University)	8,500	0	0	(8,500)	0
NDMP - Flood Risk Assessment	0	7,073	14,200	14,200	8,500
Lower Mississippi River Floodplain Mapping (2022 staff only)	0	14,743	14,743	14,743	0
Ottawa Floodplain Mapping Update	5,000	938	1,000	(4,000)	10,000
Carp Erosion Control	200,000	210,199	220,000	20,000	25,000
MVCA Watershed Model	0	20,055	25,000	25,000	30,000
MVCA FPM Projects (Clyde)	0	0	0	0	100,000
Complete 3 Studies per NEW Regulation (21-686)	0	0	0	0	0
Wetland Restoration Project	0	0	0	0	8,000
Conservation Area Strategy (aka Land Cons/Acquisition)	0	0	0	0	66,500
Fundraising Campaign	0	0	0	0	15,000
Payback Reserve Fund(s)	0	0	0	0	0
Total	952,056	792,690	895,747	(56,309)	1,212,686
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	584,271	500,201	467,650	(116,621)	568,070
Special Levy (Baseline Monitoring City of Ottawa)	62,000	62,000	62,000	0	63,870
Special Reserves - Glen Cairn Provincial Share	25,000	0	3,053	(21,947)	204,500
Wage Subsidy (CSJ)	0	6,087	6,087	6,087	20,400
NDMP - Grant	0	0	41,672	41,672	16,399
Other Grants	0	0	0	0	100,000
MVCF - for fundraising campaign	0	0	0	0	15,000
MVCF - funds raised	0	0	0	0	0
Other - City of Ottawa Contribution FP Mapping	48,785	0	48,785	0	0
Other - City of Ottawa - Carp Erosion Control	200,000	214,763	230,000	30,000	25,000
Other -Professional Services / Staff Time	0	9,639	11,500	11,500	10,000
Other - Deferred Revenue (Poole Creek/ Ottawa FP Mapping)	12,000	0	0	(12,000)	12,000
Operating Reserve	20,000	0	25,000	5,000	177,447
Total	952,056	792,690	895,747	(56,309)	1,212,686

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Plan Review & Regulations

Programs and Services per CA Act, and MOUs with MNRF and County

- Comment on *Planning Act* applications and documents per legislated responsibilities and MNRF MOU
- Natural hazards, shorelines, and wetlands per *Conservation Authorities Act*
- Section 3.1 of PPS per MNRF delegated authority
- Comprehensive planning documents per MNRF delegated authority
- Advisory Services on *Planning Act* applications per municipal MOUs (fee for service)
 - stormwater
 - hydrology
 - environmental impacts
- Professional development
- Expert testimony
- Public meetings

Programs and Services per Section 28 of CA Act, and per Sec. 4.7.1 of Sec. 39 Policies Manual

- Document areas of flood inundation
- Flood Plain mapping
 - Field work
 - Model development
- Determine regulated limits
- Public/municipal engagement
- Approvals
- Permit administration
 - Develop/review Sec. 28 policies and procedures
 - Respond to municipal, public, stakeholders queries
 - Preconsultation meetings
 - Review and process permit applications
 - Issue permits
- Compliance management
 - Compliance monitoring/inspections
 - Respond to complaints
 - Investigate non-compliance
 - Enforcement / legal action
- Professional development

Contracted Services per MOUs for Septic Inspection/Reinspection

- Tay Valley - Septic Inspection/Reinspecton program
- North Frontenac - Re-inspection program
- Central Frontenac - Re-inspection program

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	584,181	535,499	600,617	16,436	779,005
Mileage/Expenses/Professional Development	19,000	8,539	10,000	(9,000)	19,000
Materials/Supplies/Gen Expenses	4,500	1,539	2,000	(2,500)	2,500
Legal Fees	17,000	4,621	7,500	(9,500)	17,000
Mississippi/Rideau Septic Program	75,000	25,126	81,928	6,928	75,000
Advisory Services	26,000	349	22,000	(4,000)	26,000
Consulting (Joint Fee Study RVCA, SNC)	0	0	0	0	0
Total	725,681	575,674	724,045	(1,636)	918,505
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	400,681	103,505	237,117	(163,564)	533,505
User Fees - Plan Review	148,000	227,595	240,000	92,000	190,000
User Fees - Permit Processing Fees - Permits/PropClea	92,000	142,646	145,000	53,000	115,000
User Fees - Mississippi/Rideau Septic Program	75,000	81,928	81,928	6,928	75,000
MVCF - Wetland Protection Fund	10,000	0	0	(10,000)	0
Career Launcher Funding (remaining claim from 2021)	0	20,000	20,000	20,000	5,000
Total	725,681	575,674	724,045	(1,636)	918,505

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Flood Forecasting and Warning

Programs and Services per 4.4.1 of Sec. 39 Policies Manual; and MOUs

Monitoring system design and implementation
 water gauge network
 meterological sites
 snow course sites (incl. OPG sites)
 Water Control System Design/Operations
 Model development
 Scenario analysis
 Evaluation and priority setting
 WISKI system design and implementation
 WISKI contracted support services
 Third-party data collection
 Field equipment O&M and repair
 365d/y systems monitoring and analyses
 Predictive modeling and flood risk assessment
 Water budget analysis
 Liaison with other dam owners/operators
 State of watershed advisories/alerts/warnings
 Operate Emergency Communications Centre during Class 3 floods
 Direct and support Low Water Response Team
 Assist municipalities with emergency preparedness planning
 Support Ottawa River Regulatory Committee/Secretariate
 Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	174,876	160,303	171,628	(3,248)	237,605
Standby/On Call Pay	2,500	2,893	3,675	1,175	2,500
Mileage/Expenses/Professional Development	23,500	2,967	4,000	(19,500)	23,500
Equip Rent Pur Repair & Mtce	5,000	562	1,000	(4,000)	5,000
Utilities - Telephone & Hydro	10,000	8,248	9,000	(1,000)	10,500
Communications - Radios & Pagers	4,700	4,689	5,200	500	4,700
Materials/Supplies/General Expenses	3,500	166	500	(3,000)	3,500
Low Water Response	500	0	0	(500)	500
WISKI-Soda License and Maintenance Fees	18,075	4,954	18,075	0	22,200
Stream Gauges	1,500	6	1,000	(500)	1,500
Total	244,151	184,788	214,078	(30,073)	311,505
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	60,368	60,366	60,366	(2)	60,366
Municipal Levy	173,783	118,335	137,625	(36,158)	241,139
CSJ - Wage Subsidy	0	6,087	6,087	6,087	0
Other - Shared Contribution (WISKI)	10,000	0	10,000	0	10,000
Total	244,151	184,788	214,078	(30,073)	311,505

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Operation/Maintenance of Flood Control Structures

Programs and Services per 4.2.1 and 4.2.2 of Sec. 39 Policies Manual; and MOUs

Set seasonal, weekly, and daily operating objectives for flow regulation and reservoirs
Operate and maintain FCS and abutting channels, embankments, roadways
Routine and seasonal inspection and minor repairs of FCS and safety equipment
Contracted services for OPG (current contract expires December 31, 2021)
Contracted services for MNRF (current contract expires March 31, 2021)
On-call / After-hour services
Professional development
Insurance and taxes
Utilities

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	234,594	215,045	234,594	0	270,546
Mileage/Expenses/Professional Development	15,000	18,855	21,000	6,000	15,000
Administrative Charges	18,200	18,200	18,200	0	18,200
Taxes/Insurance	42,200	43,120	43,120	920	44,000
Materials/Supplies/Equipment/General Exp	4,500	1,494	2,000	(2,500)	4,500
Health & Safety Expenses	4,000	153	500	(3,500)	4,000
Safety Inspections	3,000	0	3,000	0	3,000
COVID-19 Response	0	0	0	0	0
Total	321,494	296,866	322,414	920	359,246
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	68,070	68,070	68,070	0	68,070
Municipal Levy	203,574	200,838	205,994	2,420	239,586
User Fees - OPG Contract	42,500	24,288	41,000	(1,500)	44,000
Other - MNR Bancroft & Kemptville	7,350	3,670	7,350	0	7,590
Total	321,494	296,866	322,414	920	359,246

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Preventative Maintenance of Flood Control Structures

Programs and Services per 4.2.3 of Sec. 39 Policies Manual

- Support preparation/update of Water Management Plan
- Prepare/update O&M manuals
- Annual update of Emergency Preparedness and Response Plans
- Develop/update Dam Safety Program
- Conduct and maintain FCS asset inventory
- Conduct annual safety and condition inspections
- Prepare Dam Safety Reviews
- Identify capital needs and priorities
- Conduct structural assessments
- Lifecycle repairs to extend life of assets
- Lifecycle replacement of signs, logs, and other asset components
- Professional development
- On-call / After-hour services

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	94,208	86,357	94,208	0	121,697
Mileage/Expenses/Professional Development	5,000	5,763	6,000	1,000	5,000
Materials/Supplies/Equipment	9,000	5,274	6,500	(2,500)	9,000
Stoplog Replacement	6,000	0	6,000	0	6,000
COVID Response	0	249	500	500	0
Total	114,208	97,643	113,208	(1,000)	141,697
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	57,104	48,821	56,604	(500)	70,849
WCS Reserve - Glen Cairn Prov Share	57,104	48,821	56,604	(500)	70,849
Total	114,208	97,643	113,208	(1,000)	141,697

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Stewardship Services & Education

Programs and Services (largely delivered through MOUs and grants)

Program Communications (planning and use of multi-media)

Stewardship Programs

Ottawa City Stream Watch (basic water and shoreline conditions by area residents)

Ottawa Rural Clean Water Program (subsidies to implement site enhancements and restorations)

ALUS program (subsidies focused on agricultural community for enhancements and restorations)

Water Rangers: basic water parameter testing by lake associations/stewards (e.g. temp, clarity, pH)

Lake Monitoring (formerly Watershed Watch): nutrient monitoring by lake associations/stewards

Ottawa Green Acres Program (tree planting program on marginal land within City of Ottawa)

Trees Ontario Reforestation Program (Forest Ontario planting program; delivered outside City of Ottawa)

Lanark County Forest Management

5-year Plans

Annual assessment and marking

Community Projects

Shoreline naturalization

Erosion control

Reforestation

Support to Lake Associations e.g. Lake Planning

Education & Outreach

Interpretive signage

EcoTreker maintenance and enhancements

Educational materials and liaison with schools

Event and program coordination

OPG - Spring Water Awareness Program

School Programming (suspended)

Summer camp (suspended)

Enviro-thon (suspended)

Children's Water Festival (to resume in 2022)

Fundraising / grant writing

Volunteer management

Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	58,483	31,359	36,233	(22,250)	87,611
Mileage/Expenses/Prof Development	4,000	3,764	4,000	0	4,000
Mat&Sup/Equip/GExp/Promotion	3,000	1,246	1,700	(1,300)	3,000
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	51	3,500	0	3,500
County of Lanark Program	6,000	3,279	6,000	0	6,000
Shoreline Naturalization & Other Watershed Stewardship	9,000	7,231	7,500	(1,500)	9,000
ALUS Project Delivery	0	0	0	0	101,900
Trees Canada Program (RVCA Partnership)	5,500	0	5,500	0	5,500
Publicity	1,000	0	1,000	0	1,000
Summer Camp Program RVCA - administration only	0	0	0	0	0
Review of Education Program	0	0	0	0	15,000
Total	90,483	46,930	65,433	(25,050)	236,511
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	75,983	42,111	56,433	(19,550)	105,111
ALUS Canada Grant	0	0	0	0	60,000
ECCC-CO Grant	0	0	0	0	41,900
User Fees - City of Ottawa RCWP	3,000	1,350	3,000	0	3,000
User Fees - Lanark County	6,000	3,469	6,000	0	6,000
Other - Trees/TD Planting Program Grant	5,500	0	0	(5,500)	5,500
Other - Grant for Review of Education Program	0	0	0	0	5,000
MVCF - Grant /In-Kind for Review of Education Program	0	0	0	0	10,000
Total	90,483	46,930	65,433	(25,050)	236,511

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Property Management

Programs and Services per Sec. 21.1 1. ii) of CA Act

Property inventories, surveys, legal records
Acquisitions and disposals
Property taxes
Property easements/agreements
Asset planning
Site Master Plans
Asset condition assessments
Evaluation and priority setting
Capital planning
Major Asset renewal/replacement
Project planning and approvals
Design and construction
Commissioning and warranties
Operations and maintenance (passive recreational)
Roads, parking lots/machines
Regulatory signage (wayfinding, by-law related, notices)
Trails, boardwalks, bridges, railings
Toilets/outhouses/septic systems
Drinking water systems / UV
Playgrounds / equipment /seating
Fire suppression systems
HVAC, electrical, and plumbing
Structure, roofing, sheathing, glazing
Interior finishes and furniture
Regulatory tests/inspections
AODA
Hazard trees
Play structures
Drinking water systems
Fire suppression systems
Professional development
Insurance and taxes
Utilities

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	199,241	173,425	192,897	(6,344)	211,375
Mileage/Expenses/Professional Development	3,500	0	0	(3,500)	3,500
Insurance/General Expenses	30,500	24,176	25,000	(5,500)	30,500
HQ Building	100,000	93,382	100,000	0	110,000
Mill of Kintail Conservation Area	63,000	38,769	47,400	(15,600)	63,000
Palmerston/Canonto Conservation Area	3,000	905	905	(2,095)	3,000
Morris Island Conservation Area	16,000	13,087	14,000	(2,000)	16,000
Purdon Conservation Area	4,000	2,957	3,200	(800)	4,000
K & P Trail Conservation Area	8,000	10,934	12,000	4,000	10,000
Cedardale Properties	1,000	970	970	(30)	1,000
Carp River Conservation Area - Site Enhancements	0	0	0	0	5,000
COVID Response	42,000	15,405	30,172	(11,828)	42,000
Inventory Project - under NEW Regulation 21-686	0	0	0	0	0
Total	470,241	374,008	426,544	(43,697)	499,375
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	468,541	372,364	424,900	(45,341)	492,641
MVCF - CRCA Fund	0	0	0	0	5,000
Other - K&P - Bucci Order \$30,000	0	0	0	0	0
Other - Bell Canada - Annual Easement - K&P	1,700	1,644	1,644	1,644	1,734
Total	470,241	374,008	426,544	(43,697)	499,375

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Visitor Services

Programs and Services in support of Sec. 21.1 1. ii) of CA Act

Program Communications (planning and use of multi-media)
Rentals management
Cloister
Picnic Shelter
Gate House
Grounds
Education Centre
Other
Museum Operations
Maintain and catalogue collections
Organize and display collection
Plan and execute special exhibits
Acquire temporary exhibits
Plan, stock, and manage gift shop
Fundraising / grant writing
Volunteer management
Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	74,439	68,236	74,439	0	86,289
Mileage/Expenses/Professional Development	500	100	150	(350)	500
Utilities - Telephone	5,000	886	2,000	(3,000)	5,000
Publicity	1,000	0	0	(1,000)	0
Communications / Signage	1,000	0	0	(1,000)	0
Admin/BankChrgs/Equip/GShop/M&S/SpEvExp/Sculpture	4,000	1,303	1,500	(2,500)	2,000
Interior Maintenance	1,000	97	200	(800)	1,000
Total	86,939	70,622	78,289	(8,650)	94,789
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Special Grant - Provincial Grant	13,445	13,445	13,445	0	13,445
Municipal Levy	15,520	(59,207)	(58,113)	(73,633)	9,944
User Fees - Conservation Areas	37,000	57,460	61,000	24,000	40,000
Donations Received	0	6,737	6,737	6,737	0
Wage Subsidy (CSJ)	0	0	0	0	4,000
Special Grant - Miss Mills Grant - MOK & Naismith	11,974	12,220	12,220	246	12,400
Special Grant - Canadian Heritage Emergency Fund	0	3,000	3,000	3,000	0
Other - Parking Meter - Morris Island CA	9,000	36,968	40,000	31,000	15,000
Total	86,939	70,622	78,289	(8,650)	94,789

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Water & Erosion Control Infrastructure

Programs and Services related to WECl eligible capital projects

- Major Asset renewal/replacement
- Capital planning
- Project planning and approvals
- Design and construction
- Commissioning and training
- Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Farm Lake Dam - Safety Assessment	0				
Capital Assets:	0				
Lanark Dam	0				
Carleton Place Dam	0				
Shab Lake Dam Final Design	0	69,731	0	0	0
Shab Lake Dam Construction	1,500,000	63,439	1,365,925	(134,075)	0
Shab Lake Dam Public Safety Access (WECl/T	0	0	0	0	50,000
Widow Lake Dam (WECl)	0	0	0	0	0
Kash Lake Dam (DMAF/WECl)	50,000	2,198	65,000	15,000	150,000
Dam Preventative Maintenance	15,000	926	15,000	0	15,000
Contributions to WCS Reserve	0	0	0	0	136,719
Total	1,565,000	136,293	1,445,925	(119,075)	351,719
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
WECl Grant	775,000	607,875	715,465	(59,535)	100,000
Municipal Levy - General	25,000	(471,582)	(84,540)	(109,540)	176,719
DMAF Grant	0	0	0	0	75,000
WCS Reserve	0	0	0	0	0
Special Reserves - Glen Cairn Provincial Share	15,000		15,000	0	
Debt Financing	750,000	0	800,000	50,000	
Total	1,565,000	136,293	1,445,925	(119,075)	351,719

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Debt Repayment

Objectives:

- facilitate construction of new Administration Office

Budget Highlights:

- continue with annual financing plan

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Budget
Capital Assets:					
HQ Annual Financing Charge	277,005	138,502	277,005	0	277,005
WCS Annual Financing Charge	0	0	0	0	40,630
LIDAR Repayment	0	0	0	0	5,000
Grand Total	277,005	138,502	277,005	0	322,635
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Budget
Provincial Grant	0				0
Municipal Levy - General benefit	277,005	138,502	277,005	0	322,635
Grand Total	277,005	138,502	277,005	0	322,635

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Other Capital

Facilities Management

Conservation Areas
Vehicles
Equipment
LIDAR - major data aquisition

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Conservation Area Signs (directional)					5,000
Morris Island Bridge Decking					
CP Trail - Phase 1					
CP Trail - Phase 3	0				
K&P (railing replacement)	0				
Purdon Boardwalk	12,500	13,801	14,000	1,500	18,000
Vehicles	68,600	0	0	(68,600)	68,600
Equipment	0	0	0	0	
Computer Hardware	15,000	8,843	15,000	0	24,450
MOK - Workshop Building	0		0	0	0
MOK Washrooms	0		0	0	0
MOK	9,000	0	6,000	(3,000)	10,000
K&P Trail	50,000	0	0	(50,000)	0
Morris Island	0		4,020	4,020	5,000
CP Trail	20,000	0	0	(20,000)	0
Gauge & Communication Network	60,000	0	0	(60,000)	22,500
HQ - Sewer & Water Connection	0			0	0
LIDAR	250,000	87,342	87,342	(162,658)	80,957
ADCP (Topo-bathymetric Data Collection)				0	60,000
Contributions to HQ Building Reserve					55,000
Total	485,100	109,986	126,362	(358,738)	349,507
Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy - General	167,600	22,644	39,020	(128,580)	99,352
Other - Town of CP - Roy Brown Contr.	10,000	0	0	(10,000)	0
Reserves - Vehicles & Equipment		0	0	0	68,600
Reserves - Conservation Area	10,000	0	0	(10,000)	5,500
Reserves -Information Technology				0	7,600
Reserves - HQ Building				0	0
Reserves - WCS	17,500	0	0	(17,500)	22,500
Reserves - Operating	125,000	13,941	13,941	(111,059)	47,275
Other - Def. Revenue - MOK Washroom		0		0	0
Other - Partner Contributions LIDAR		73,401	73,401	73,401	33,680
Other - Grants	155,000	0		(155,000)	60,000
MVCF - Purdon Donation	0	0		0	5,000
Total	485,100	109,986	126,362	(358,738)	349,507

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Nov 22 2021 - UNAUDITED

Reserve Investments							
	Dec 31 2020 Balance	2021 Allocations FROM Reserves	2021 Budget Allocations TO Reserves	Projected Dec 31 2021 Balance	2022 DRAFT Budget Allocations FROM Reserves	2022 DRAFT Budget Allocations TO Reserves	DRAFT Projected Dec 31 2022 Balance
Capital Reserves							
HQ Building Reserve	338,701		30,000	368,701		55,000	423,701
Information Technology Reserve	47,000			47,000	12,600		34,400
Vehicles & Equipment Reserve	152,970			152,970	68,600		84,370
Water Control Structure Reserve - MVCA	298,646	17,500	65,745	346,891	42,500	136,719	441,110
Conservation Areas Reserve	42,000	10,000		32,000	5,500		26,500
Other Reserves							
Museum Building & Art Reserve	6,751			6,751			6,751
Sick Leave Reserve	73,843			73,843			73,843
Water Control Structure Reserve - Glen Cairn - Prov	438,836	97,104		341,732	255,349		86,383
Operating Reserve	1,095,249	105,966		989,283	340,530	5,000	653,753
Total	2,493,996	230,570	95,745	2,359,171	725,079	196,719	1,830,811

REPORT

3181/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager Angela Millar, Treasurer
RE:	2021 Year-End Contributions to/from Reserves
DATE:	December 1, 2021

Recommendation:

That the Board of Directors direct staff to:

1. Transfer any unspent levied capital dollars as of December 31, 2021 to their respective capital reserves to meet future capital needs;
2. Fund any operating deficit for the year ending December 31, 2021 from the Operating Reserve;
3. Create a new restricted reserve called “Planning & Regulations” as described herein.
4. Transfer any available year-end operating surplus, as follows:
 - a) The first \$100,000 into the Operating Reserve;
 - b) The next \$60,000 into the new Planning & Regulation Reserve;
 - c) The next \$60,000 into the Water Resources Reserve to provide for acquisition of an ADCP device in 2022; and
 - d) Any remaining operating surplus into the Operating Reserve.

1.0 CAPITAL RESERVES

As previously communicated with the Board, several capital projects did not proceed in 2021 or were not completed as originally planned due to factors such as the impact of COVID-19, staff time constraints, and/or funding restrictions. Therefore, it is recommended that any dollars raised through the municipal levy for capital purposes be placed into their respective capital reserves to be utilized for future capital needs. It is estimated that the following amounts will be transferred (these values are approximate and may be less if any further expenses are incurred by December 31, 2021):

- Vehicle & Equipment Reserve \$68,600

- Information Management Reserve \$ 5,000
- Conservation Area Reserve \$60,000
- Water Control Structure Reserve \$15,000

2.0 OPERATING RESERVES

Current practice at MVCA is to transfer any operational surplus existing on December 31st to the Operating Reserve to support future needs. Likewise, if the year-end operational position of the Authority results in a deficit, the deficit is funded from the same Operating Reserve. As of November 24, 2021, the Authority is projecting an operational surplus of approximately \$200,000. This surplus is projected due to higher than projected revenues arising from strong and sustained demand for permit approvals and planning reviews, above average attendance at conservation areas, staff turn-over, as well as from shared service agreements.

2.1 Creation of new Reserve

Demand for permit approvals and plan reviews fluctuate year over year. The past few years has seen a significant rise in applications. As noted in the *Workforce Plan*, one approach to addressing this issue is to designate one or more positions associated with this work as Full Cost Recovery. In practical terms, fees are not easily changed and these positions cannot be created and filled with ease if they generate a budget pressure. The purpose of the proposed Planning & Regulation Reserve is to ease the ability of MVCA to address and mitigate the impacts of annual fluctuations in demand for planning reviews, permit approvals, and compliance management. Should there be sufficient surplus operating funds as of December 31, 2021, it is recommended that up to \$60,000 be transferred to this new reserve.

2.2 ADCP Equipment

An acoustic doppler current profiler (ADCP) is a water flow and depth meter used to support creation and update of flood plain mapping and other water management activities.

The draft 2022 budget, as tabled, makes acquisition of the ADCP contingent upon receipt of a grant. In reality, very few grants provide for the acquisition of equipment. As a significant amount of flood plain mapping work is ongoing and projected in both the Mississippi and Carp watersheds, acquisition of this equipment is recommended regardless of whether a grant is secured. Therefore, should there be sufficient surplus operating funds as of December 31, 2021, it is recommended that up to \$60,000 be transferred to the Water Resources Reserve for acquisition of an ADCP device in 2022. Staff will apply for grants where available in either case.

REPORT

3182/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	O. Reg. 687/21 Transition Plan
DATE:	December 1, 2021

Recommendation:

That the Board of Directors approve the Transition Plan and its distribution to member municipalities and the province.

On October 1, 2021 the Ministry of Environment, Conservation & Parks (MECP) filed three new regulations under the *Conservation Authorities Act*. Of these, O. Reg. 687/21 *Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act* requires MVCA to develop and implement a Transition Plan to ensure that any required “Cost Apportioning Agreements” with member municipalities are in place by January 1, 2024. Transition Plans are to address four main items:

1. Development and sharing of the “Transition Plan”;
2. Development and sharing of a “Program & Service Inventory” with member municipalities and the province;
3. Development and approval of “Cost Apportionment Agreements” in cooperation with member municipalities; and
4. Interim “reporting” to demonstrate progress and ability to meet regulatory deadlines.

The attached draft Transition Plan meets the above requirements as set out in O. Reg. 687/21. Our goal is to execute all cost apportioning agreements with existing Councils by June 30, 2022 or, if required, with new Councils by June 30, 2023. Either way, the goal will be to enable timely Board direction concerning and development of the subsequent year’s budget.

MVCA Strategic Plan

The Transition Plan support achievement of Goal 3, which addresses legislative changes.

Mississippi Valley Conservation Authority O. Reg. 687/21 TRANSITION PLAN

DRAFT November 24, 2021

Item	Deliverable	Timing ¹
1. Transition Plan		
a) Inform municipalities of new regulations, available training from AMO-CO, and forthcoming documents.	Email to member municipalities	Completed.
b) Draft Transition Plan in consultation with neighbouring CAs	Draft Plan	Completed.
c) Obtain Board approval of the Transition Plan	Staff report	Dec. 1, 2021
d) Distribute to member municipalities	With neighbouring CAs	Dec. 17, 2021
e) Submit Transition Plan to the Minister and post on website (per subsection 3 of the regulation)	Approved Transition Plan	Dec. 31, 2021
2. Program and Service Inventory		
a) Obtain initial Policy & Priority Committee direction on scope of non-mandatory programs & services and funding sources	Staff report with options	Jan. 12, 2021
b) Share draft program & service inventory with neighboring conservation authorities	Draft program & service inventory	Jan. 31, 2022
c) Obtain Board approval of the Program & Service Inventory	Staff report with proposed Program & Service Inventory	Feb. 2022 AGM
d) Submit Inventory to the Minister, circulate to participating municipalities and post in website (per subsection 5 (1) of the regulation)	Approved Program & Service Inventory	Feb. 28, 2022
3. Cost Apportionment Agreements (CAAs)		
a) Municipal engagement to present the inventory, address questions, and establish municipality-specific negotiating timelines and approaches	In partnership with RVCA. Tentatively proposing joint 0.5-day session in Perth.	Apr. 30, 2022

¹ Bolded dates are mandatory deadlines.

Item	Deliverable	Timing ¹
b) Engage municipalities	Minutes and draft CAAs	Throughout
c) Engage neighbouring CAs		Throughout
d) Maintain a record of municipal feedback (per subsection 5 (1) (c) of the regulation)	Input/feedback documentation	Throughout
e) Adjust Program & Service Inventory as required – advise participating municipalities and the Minister of any changes	Maintain a log of changes and include in mandatory reporting (per subsection 5 (3) (a) of the regulation)	See mandatory reporting dates
f) Targeted completion of cost apportioning agreements (per subsection 2 (1) of the regulation)	Executed cost apportioning agreements	June 30, 2022 (or 2023 if required) ²
g) All cost apportionment agreements in place		Jan. 1, 2024
4. Mandatory Reporting		
Progress Report #1		July 1, 2022
Progress Report #2		Oct. 1, 2022
Progress Report #3		Jan. 1, 2023
Progress Report #4		Apr. 1, 2023
Progress Report #5		Jul. 1, 2023
Progress Report #6		Oct. 1, 2023
Final Report		Jan. 31, 2024

The following stakeholders will be engaged during this process:

- Township of Addington Highlands
- Township of Lanark Highlands
- Township of Greater Madawaska
- Township of North Frontenac
- Township of Central Frontenac
- Tay Valley Township
- Twp. of Drummond / North Elmsley
- Beckwith Township
- Town of Carleton Place
- Municipality of Mississippi Mills
- City of Ottawa
- County of Lanark
- County of Frontenac
- Ministry of Environment, Conservation & Parks
- Rideau Valley CA
- South Nation CA
- Quinte Conservation
- Cataraqui River CA

² With current councils by June 2022; with new councils by June 2023.

REPORT

3183/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Juraj Cunderlik, Director, Water Resources Engineering
RE:	Casey Creek Flood Plain Mapping Study
DATE:	December 1, 2021

Recommendation:

That the Board of Directors:

- a) adopt the report *Casey Creek Flood Plain Mapping Study* dated May 2021 and the associated GIS-based flood hazard limit lines and flood plain maps as the delineation of areas along the Casey Creek that are susceptible to flooding during the Regional flood standard as defined in Schedule 1 of Ontario Regulation 153/06, and
- b) direct that the report, maps and Regulation Limit be used in the implementation of Ontario Regulation 153/06.

1.0 BACKGROUND AND PURPOSE

In co-operation with and funding support from the City of Ottawa, the three conservation authorities: Mississippi Valley Conservation Authority (MVCA), Rideau Valley Conservation Authority, and South Nation Conservation (SNC) undertook a five-year program of updating various flood hazard maps across the City of Ottawa.

Casey Creek was identified as a priority watercourse for a flood plain mapping study and the development of flood plain maps as there was no existing flood plain mapping and due to its proximity to village boundaries and the potential for rural estate development within the watershed.

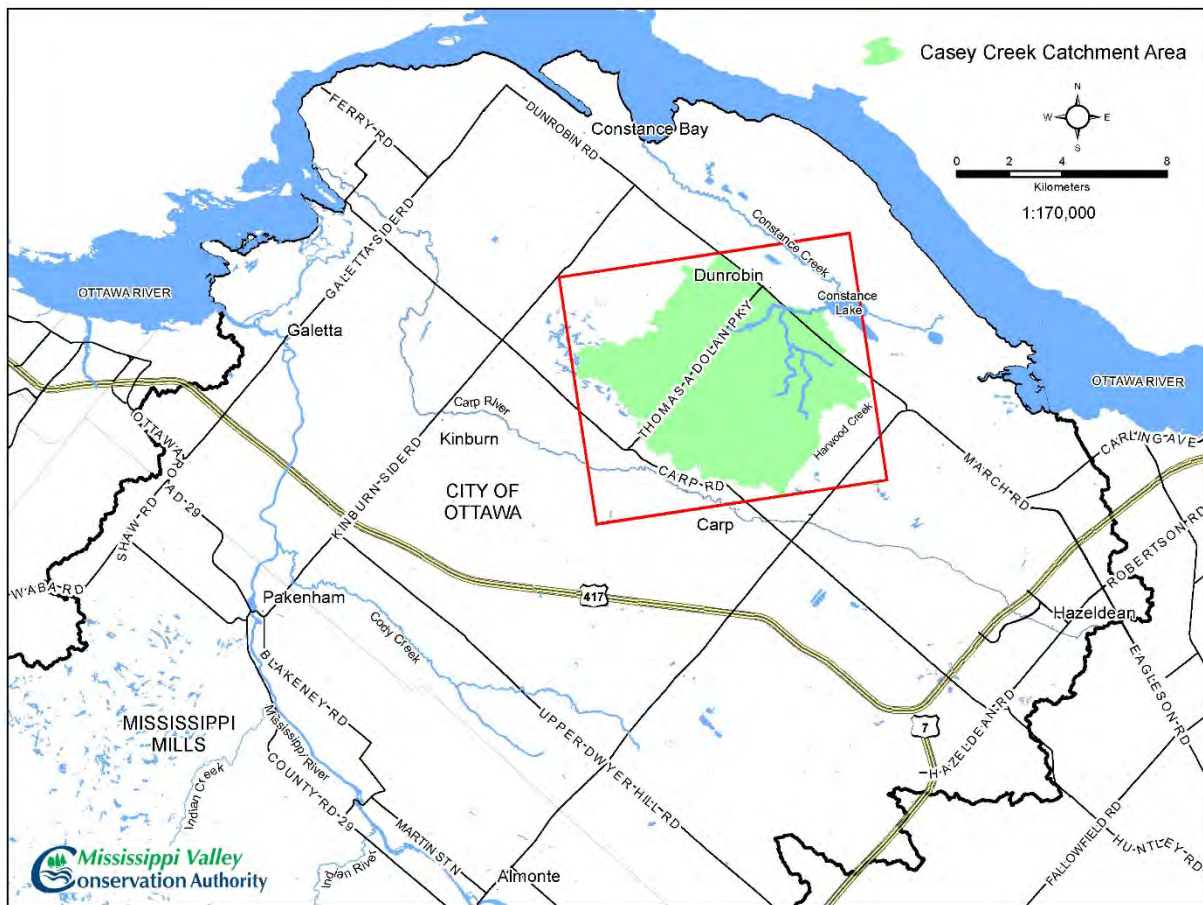
The purpose of this report is to summarize the analysis completed and findings documented in the *Casey Creek Flood Plain Mapping Study* report.

2.0 STUDY AREA

Located in the northeast end of the City of Ottawa, Casey Creek is tributary to the Constance Lake (refer to Figure 1). With a total drainage area of approximately 55 km² the main channel of Casey Creek extends a distance of approximately 6.5 km from Marchurst Road, at the upstream end, to its outlet at Constance Lake. The outlet of Casey Creek discharges to Constance Lake through the Provincially Significant Constance Creek Wetland.

There are three main tributary branches of Casey Creek that join the watercourse immediately upstream of Dunrobin Road and between Dunrobin Road and 2nd Line Road. The watershed is dominated by agriculture land uses, wooded areas, some rural residential development and wetlands in the extreme upstream watershed.

Figure 1: Casey Creek Watershed



3.0 ANALYSIS AND FINDINGS

The hydrologic and hydraulic analysis and the flood plain maps were completed in accordance with the Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNR) standards found in *Technical Guide River & Stream Systems: Flooding Hazard Limit* (MNDMNR, 2002). The accompanying engineering report documents the work completed for this project. Major components of the project included:

- Preparation of topographic mapping based on LiDAR (Light Detection and Ranging laser technology), City of Ottawa Mapping Program No. 01912-90510-T01.
- Hydrologic analysis to estimate flood discharge/flows for various return periods at key points along the river system. This was completed using the HEC-HMS hydrologic model.
- Hydraulic calculations using the HEC-RAS backwater program to estimate flood levels associated with the flood flows.
- The delineation and plotting of flood lines on the topographic maps to delineate areas that are susceptible to flooding during the Regulatory (1:100 year) flood event and definition of the Regulation Limit based on provincial standards.

A Virtual Open House was held on June 9, 2021 to present the draft flood plain maps to the public and answer questions. The Open House was advertised in West Carleton Online, Your Community Voice and on the MVCA website and letters were mailed to affected landowners. Draft flood plain maps were also available on the MVCA website prior to the Open House. Eleven people attended the Open House.

A technical review of the analyses and the report was completed by J. F. Sabourin and Associates Inc., under a separate contract administered by the City of Ottawa, with their comments addressed and incorporated in the final report.

The final report provides the technical basis for the associated maps defining areas subject to flood hazards along Casey Creek and its tributaries, during a Regulatory (1:100 year) flood event. The final products of this project include the following:

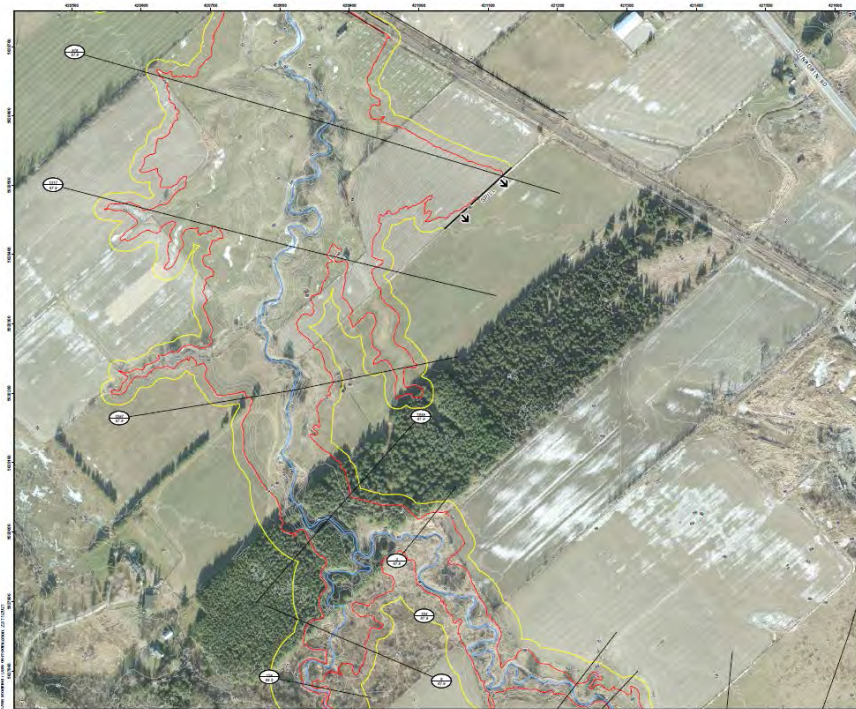
1. The *Casey Creek Flood Plain Mapping Study* dated May 2021
2. Flood hazard limit lines in GIS format (shape files)
3. The HEC-HMS and HEC-RAS model files
4. The mapping schedules (10 flood plain maps) prepared at a scale of 1:2000.

The flood plain maps show a wide flood plain, in many locations along the Casey Creek study reach with some spill locations (refer to Figure 2 for an example.) There is one house partially

within the Regulatory (1:100 year) flood plain and one road over topped during the Regulatory (1:100 year) flood event.

Upon approval, PDF copies of the maps will be made available for download from the MVCA website. The report and the model files will be available to the public upon request subject to the MVCA fee schedule and the acceptance of the standard “terms of use” that apply to the release of MVCA data and information.

Figure 2: Casey Creek Regulatory Limit



4.0 CONCLUSION

The analysis documented in *Casey Creek Flood Plain Mapping Study* report meets the standards found in the *Technical Guide River & Stream Systems: Flooding Hazard Limit* (MNDMNR, 2002) and therefore, the resulting Regulatory (1:100 year) flood plain and Regulation Limit delineation is suitable for use in MVCA’s Regulation mapping as well as for municipal land use planning purposes.

After the adoption by the MVCA Board of Directors the report, maps and Regulation Limit will be used in the implementation of Ontario Regulation 153/06 and forwarded to the City of Ottawa for inclusion in their Zoning By-law document.

REPORT

3184/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	COVID-19 Vaccination Policy – Proposed Amendments
DATE:	December 1, 2021

Recommendation:

That the Board of Directors approve the recommended amendments to the Authority’s COVID-19 vaccination policy as set out in this report.

Two amendments are recommended to clarify the scope and intent of the policy. Proposed changes are highlighted.

COVID-19 VACCINATION POLICY

Mississippi Valley Conservation Authority (MVCA) has an obligation to take all necessary precautions to protect the health and safety of its workforce, and recognizes the importance of immunization to reducing the risk of serious infection and transmission of the COVID-19 virus among employees and those it supports.

APPLICATION

1. This policy applies to all MVCA employees, Board and Committee members, contractors, volunteers and students (herein referred to as “employees”), and others entering MVCA buildings or vehicles.
2. All new hires will be required to be fully vaccinated as a condition of employment, subject to the duty to accommodate under the *Ontario Human Rights Code*.

EFFECTIVE DATE

3. This Policy is to take effect immediately upon approval by the Board of Directors.

VACCINATION REQUIREMENTS

4. On or before October 29, 2021 current employees must:
 - a. Confirm they are fully vaccinated against COVID-19; or

- b. Provide a documented medical reason for not being fully vaccinated against COVID-19; or
 - c. Provide a documented personal sincerely held religious or creed-based reason as provided for under the *Ontario Human Rights Code* for not being fully vaccinated against COVID-19.
- 5. Proof of vaccination will consist of the documentation issued by the Ontario Ministry of Health, other province or territory or international equivalent indicating individual immunization status against the COVID-19 virus with vaccines approved by Health Canada or the World Health Organization.
- 6. Employees that do not provide proof of full vaccination and that have not advised MVCA of a medical or human rights exception for not being vaccinated by October 29, 2021 will be required to provide proof of their first dose no later than November 12, 2021.
- 7. As of December 13, 2021, it will be mandatory for all employees to have received their first and second doses of an approved COVID-19 vaccine.

ACCOMMODATION

- 8. MVCA acknowledges its obligations under the *Ontario Human Rights Code* and will comply with its duty to accommodate in appropriate cases.
 - a. Current employees and candidates for employment who are not vaccinated due to a medical reason are to provide written proof from a physician or registered nurse in the extended class supporting the medical exemption.
 - b. Current employees and candidates for employment who are not vaccinated due to another protected ground as set out in the *Ontario Human Rights Code* should advise the General Manager, and the employee and MVCA will follow the requirements of the *Ontario Human Rights Code* with respect to the accommodation process.
 - c. Employees are expected to cooperate in this process and provide necessary documentation.

TESTING

- 9. Effective, December 13, 2021, employees who are unvaccinated for any reason will be required to participate in regular rapid antigen testing for COVID-19, and provide a digital image of a negative test result to the General Manager via email every Monday and Thursday morning before 8:30 a.m. regardless of the days of the week that the employee is on site that week.

10. Those who receive a “positive” rapid antigen screening result must not report to work and must immediately inform the General Manager of the result. The employee is required to immediately self-isolate, book a nasopharyngeal swab (PCR) test at one of the local community testing sites and call the General Manager to report the results upon receipt and to allow the General Manager to begin the contact tracing process as needed. Employees will thereafter follow the direction of the General Manager in terms of next steps depending on the results of the PCR test.
11. Employee test results will be kept confidential to the CAO/Secretary-Treasurer (and in limited need to know circumstances to key managers) and will not be disclosed except as required for the purposes of implementing and enforcing this Policy, staffing, meeting Public Health requirements, and complying with partner directives.

Failure by employees to adhere to the requirements of this Policy may result in discipline up to and including termination.

This Policy and these measures will remain in place until further notice and are subject to change in accordance with Public Health guidelines and directives.

1.0 CORPORATE STRATEGIC PLAN

Implementation of the vaccine policy will support health and safety in the workplace and achievement of **Goal 3: People and Performance** c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.

REPORT

3185/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	2022 Board Meeting Schedule
DATE:	December 1, 2021

Recommendation:

That the Board of Directors approve the proposed 2022 meeting schedule.

1.0 MEETING SCHEDULE

Meetings of the Board of Directors are held the third Wednesday of the month at 1:00 pm (with the exception of the December meeting), as follows:

February 16, 2022 – 54th Annual General Meeting
March 16, 2022
April 20, 2022
May 18, 2022
June 15, 2022
July 20, 2022
September 21, 2022
October 19, 2022
December 7, 2022 – Meeting followed by Christmas luncheon

No Board meetings are scheduled for January, August or November.

REPORT

3186/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	Holiday Season Office Closure
DATE:	December 1, 2021

Recommendation:

That Mississippi Valley Conservation Authority offices be closed for the holiday season from noon December 24 to end of business day December 31, 2021, inclusive.

The Administration and Mill of Kintail offices have traditionally closed during the holiday season, from Christmas to New Years. During this period, staff take vacation, use accumulated unpaid leave, or book leave of absence.

Water levels and weather conditions are monitored remotely by designated staff, and others are identified to provide emergency service, if required.

REPORT

3187/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	Palmerston Beach - Option to Purchase Renewal
DATE:	December 1, 2021

Recommendation:

That the Board authorize extension of the existing Option to Purchase Agreement with the Township of North Frontenac for Palmerston Beach to December 31, 2022.

1.0 BACKGROUND

Palmerston Beach is part of the Palmerston-Canonto Conservation Area. Since 2002, MVCA has leased the beach portion of the conservation area to the Township of North Frontenac, with local volunteers playing a significant role in its upkeep. At the request of the Township, in 2017 the Authority approved entering into an Option to Purchase Agreement with North Frontenac subject to approval from the MNRF and the resolution of land ownership conflicts on and abutting the beach. The option agreement was renewed by the Board last year due to protracted land search and negotiations, and is set to expire on December 31, 2021.

2.0 CURRENT STATUS

Resolution of land ownership matters is nearing completion. All points of negotiation have been agreed upon by the parties and documents to execute prepared and signed by the CA. However, COVID-19 has impeded execution by the other parties and document registration, and despite the economy opening up neither our lawyer or the landowner's lawyer have been successful in obtaining signatures from the current owners.

Per the agreement, *"The Purchaser shall have the right to extend the time to exercise this Option for an additional period of one year to any time prior to 11 a.m. on December 31st, 2021. The Purchaser shall exercise this right to extend by notice to the Vendor on or before November 30, 2021."* The Township recently submitted notice per the agreement, and the above recommendation is made on that basis.

REPORT

3188/21

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	GM Update
DATE:	December 1, 2021

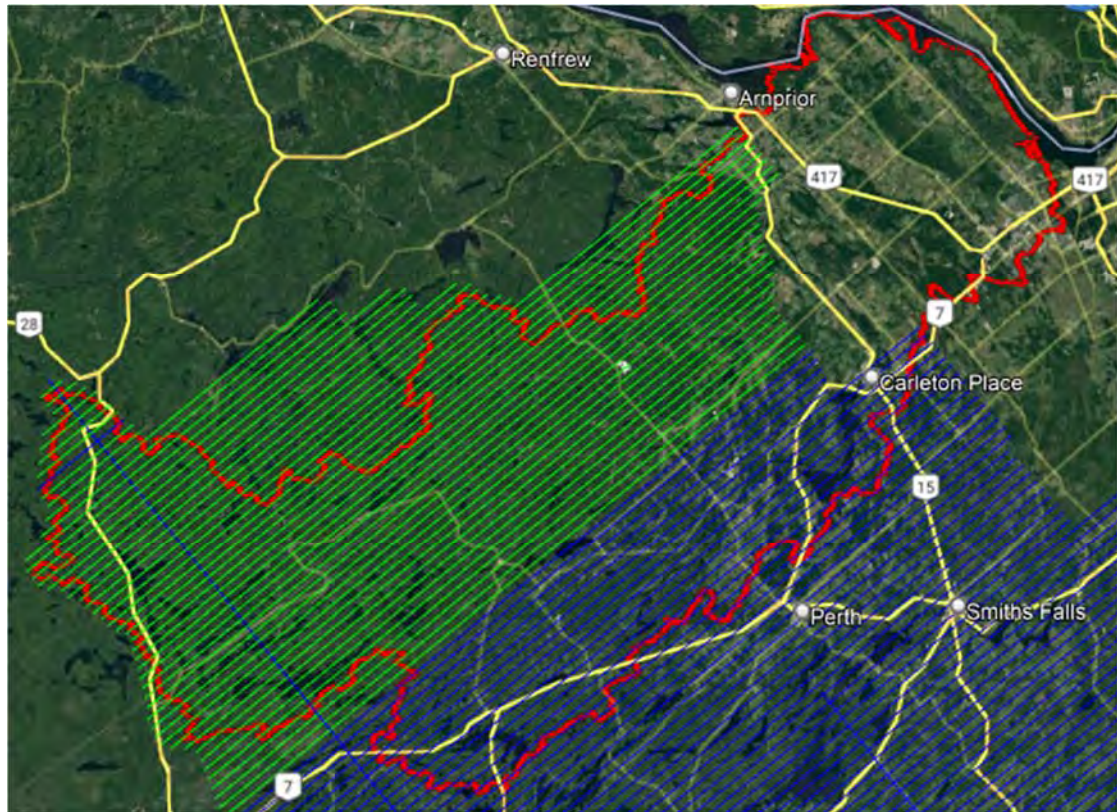
For Information.

EXTERNAL

1. **Blasting** – contractors have begun blasting land behind MVCA's Works Yard and Administration building to allow for the construction of a stormwater facility. A third-party consultant has been monitoring the intensity of shockwaves at our property since construction of the adjacent subdivision began earlier this year. We have increased monitoring of our groundwater supply for potential contamination, and are in communications with the consultant monitoring the blasting work.
2. **Children's Water Festival** – Mississippi Valley Field Naturalists has reached out to MVCA to host a water festival at the Mill in spring 2022.

INTERNAL

3. **Carp River Conservation Area Master Plan** – Staff recently completed a draft Backgrounder for the site and have been engaging with City of Ottawa staff to review the document and determine roles and responsibilities for community engagement as the site is owned by the City. The Backgrounder has also been shared with the Carp River Living Classroom (CRCL) Committee. A final version will be tabled at the Policy & Priorities Committee in January before being issued to the public for broader consultation.
4. **LiDAR Project** – a significant portion of the watershed has now been flown (green hatch on following map.) The contractor will continue to fly as conditions permit, and will resume in the spring after snowmelt. Note, the City of Ottawa and portions of the Lower Mississippi already have recent LiDAR information and are not being flown as part of this project.



LiDAR flight lines: Planned (blue) and Completed (green)

5. **Psycho-social Survey** – A Request for Quotation was issued to four firms to support MVCA in engaging employees in follow-up discussions. A contract is to be awarded by the end of November for implementation December through February. Survey results and a draft action plan will be tabled at the March Board meeting.
6. **Kintail Christmas** – Due to the ongoing pandemic, a modest event is planned again this year that will take place December 18th from 1-3 pm. Hot chocolate, cider and individually wrapped treats will be served in partnership with The Women's Institute and other volunteers from the porch of the Gatehouse. The Men's Shed is also hoping to participate. Site decorating is well under way.
7. **Regulations Hearing** – a meeting of the Regulations Committee is scheduled for December 16 at 10 am to hear an appeal regarding a permit application that was denied for a property in the City of Ottawa.
8. **Regulatory Infractions** – MVCA has received several complaints in recent weeks regarding potentially major regulatory infractions. Conservation Authorities across Ontario have observed an increase in violations this past year. MVCA has needed to reduce other compliance monitoring activities to respond to and investigate complaints.

9. **Babies!** – Bryan Flood, Engineer-in-Training became a first-time dad on November 3 to baby Kiera; and Daniel Post, Full Stack Developer became a first-time dad on November 15 to baby Gideon. Congratulations to both.
10. **Staff Appreciation Event** – Boxed lunches, hot chocolate, fireside chats, walks through the woods, a museum tour, and a local off-road bike adventure were all part of an afternoon event held at the Mill of Kintail on October 22. Below are photos of MVCA's hard working and much appreciated team!

