



Finance and Administration Committee

Virtual Meeting BY ZOOM

8:30am

November 18, 2021

<https://us06web.zoom.us/j/85732353840?pwd=YWczUU5RODBUUDBWexdXK1RlOXJlDz09>

Meeting ID: 857 3235 3840

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Approval of Minutes – Finance and Administration Committee - October 12, 2021, Page 2
2. Draft 2022 Budget, Report 3178/20 (Sally McIntyre and Angela Millar), Page 8

Other Business

ADJOURNMENT



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

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.

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:

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.

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 the 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”

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**3178/21**

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Angela Millar, Treasurer
RE:	Draft 2022 Budget
DATE:	November 18, 2021

Recommendation:

That the Finance & Administration Advisory Committee recommend the Draft 2022 Budget to the Board of Directors for consideration and circulation to member municipalities for comment.

1.0 TOTAL BUDGET

The proposed 2022 budget is \$5,732,753 as shown in Table 1. This is a decrease of 7.75% from 2021, which is largely attributable to capital expense for Shabomeka Lake Dam construction in 2021. Details of the Draft 2022 Budget are contained in Attachment 4.

Table 1: TOTAL BUDGET	2021	2022
Operating	3,791,662	4,513,892
Capital	2,327,105	1,177,142
Contribution to Reserves	95,745	41,719
Total	6,214,512	5,732,753

2.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on October 20, 2021, the municipal levy portion of the 2022 budget shows an increase of 3% for inflation on the operating budget, a 4.5% increase on the capital budget for implementing the 10-year Capital Plan, and a 1.4% increase on both to allow for assessment growth. The levy also includes a further \$114,887.19, which represents 33% of the 2022 budget pressure to implement MVCA's *Workforce Plan*, with the balance to be phased onto the levy in 2023 and 2024 as approved at the above noted meeting.

Combined, these increases raise the Total Levy by 8.2% as shown in Table 2. 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.

Table 2: MUNICIPAL LEVIES	2021	2022
General Levy	2,679,317	2,912,066
Capital Levy	565,350	598,706
Total Levy	3,244,667	3,510,772
Special Levy	62,000	63,870

In 2022, the municipal levy will constitute 61.2% of total revenues, up from 53.3% in 2021.

3.0 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. Key changes in the operating budget between 2021 and 2022 are the following:

1. Revenue: User Fees for Planning Reviews are projected to increase from \$148k to \$180k	Based on 2021 volume and approved changes in fees.
2. Revenue: User Fees for Regulations /Permits are projected to increase from \$92k to \$95k	Based on 2021 volume and approved changes in fees.
3. Revenue: Visitor Services – Conservation Area Passes and Parking Revenues are projected to increase by \$8k	Based on opening of economy and likely drop in visitorship.
4. Revenue: Technical Studies by \$174k	Based on loan from reserve(s) with plan to pay back with future fundraising
5. Revenue: Stewardship & Education – projected to increase by \$148.5k	Based upon grants approved from ALUS Canada and the federal ECCC-CO fund.
6. Expenditure: 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. Expenditure: Administration – professional costs projected to increase \$35k	To implement the <i>Workforce Plan</i> .
8. Expenditure: Alternate Service Delivery / changes to several line items \$72k.	To implement the <i>Workforce Plan</i> and reallocate funds to other Cost Centres and contracting out due to reorg.

9. Expenditure: Technical Studies by \$74.5k to carryout the Land Conservation Strategy and Carp River Wetland Restoration Project.	See offsetting revenues above: ECCC-CO and reserve(s).
10. Expenditure: Stewardship program to be enhanced for a resulting increase of \$148.5k	See offsetting revenues above: ALUS Canada and ECCC-CO grant.

4.0 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
- Widow Lake Dam \$350,000
- 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 \$12,500
- 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.

5.0 RESERVES

Table 3 illustrates how reserve balances are projected to change over the 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 in October, the Authority needs policies governing the establishment, building, and use of Reserves. This will be undertaken in 2022.

Table 3: Reserve Balance Projections	2021	2022	2031
Operating Reserve – YE Balance	911,365	303,887	n/a
Capital Reserves – YE Balance	947,562	1,100,964	1,225,161
Contribution to Reserves	95,745	41,719	119,375
Allocations from Reserves	308,488	741,678	0

6.0 LONG-TERM DEBT

Table 4 shows the debt schedule as proposed.

Table 4: 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.

7.0 NEXT STEPS

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 Apprortion'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.		

CAPITAL PLAN SUMMARY											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Yr Total
Water Control Structures											
Shabomeka Lake Dam	50,000	-	-	-	-	-	-	-	-	-	1,550,000
Mazinaw Lake Dam	-	-	-	-	-	-	-	50,000	50,000	-	100,000
Kashwakamak Lake Dam	150,000	50,000	150,000	1,500,000	-	-	-	-	-	-	1,900,000
Big Gull Lake Dam	-	-	-	50,000	50,000	-	-	-	-	-	100,000
Mississagagon Lake Dam	-	-	-	-	-	-	75,000	50,000	250,000	-	375,000
Farm Lake Dam	-	-	100,000	-	50,000	350,000	-	-	-	-	500,000
Pine Lake Dam	-	-	-	-	75,000	25,000	50,000	-	-	-	150,000
Carleton Place Dam	-	150,000	150,000	-	-	-	-	-	-	-	300,000
Lanark Dam	-	75,000	150,000	-	-	-	-	-	-	-	225,000
Widow Lake Dam	350,000	-	-	-	-	-	-	-	75,000	-	425,000
Bennett Lake Dam	-	-	-	-	-	-	75,000	75,000	-	-	150,000
Glen Cairn Detention Basin	-	-	-	-	-	-	-	-	-	-	-
MacLarens Landing	-	-	-	-	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-	-	-	-	-
Preventative Maintenance	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Proposed Debt Repayment	40,630	40,630	40,630	40,630	40,630	40,630	77,340	77,340	77,340	77,340	475,800
Subtotal	605,630	330,630	605,630	1,605,630	230,630	430,630	292,340	267,340	467,340	92,340	6,400,800
Watershed Monitoring											
Gauge Network	22,500	22,500	16,500	22,500	22,500	21,000	22,500	22,500	31,500	-	216,500
Survey & Flow Equipment	60,000	-	-	-	-	-	-	-	-	-	60,000
Subtotal	82,500	22,500	16,500	22,500	22,500	21,000	22,500	22,500	31,500	-	276,500
Conservation Areas											
Mill of Kintail	10,000	-	38,000	35,000	115,000	60,000	87,000	99,000	60,000	-	513,000
Purdon	18,000	18,000	18,000	5,000	5,000	7,000	-	-	-	-	83,500
K&P Trail	-	-	2,000	2,000	2,000	7,000	32,000	2,000	2,000	-	99,000
Morris Island	5,000	-	10,000	6,000	5,000	5,000	-	-	-	-	31,000
Office Trail	-	-	-	5,000	-	-	-	-	-	-	5,000
Conservation Area Signs (directional)	5,000	5,000	5,000	-	-	-	-	-	-	-	-
Subtotal	38,000	23,000	73,000	53,000	127,000	79,000	119,000	101,000	62,000	-	731,500
Vehicles & Equipment											
Vehicles	68,600	56,600	60,600	58,600	43,600	68,600	68,600	47,600	48,600	-	590,000
Equipment	-	12,000	8,000	10,000	25,000	-	-	21,000	20,000	-	96,000
Subtotal	68,600	68,600	68,600	68,600	68,600	68,600	68,600	68,600	68,600	-	686,000
HQ Building											
Debenture payment	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	2,770,050
Sewer and water connection	-	348,000	-	-	-	-	-	-	-	-	348,000
Other	-	-	-	15,000	-	70,000	10,000	10,000	-	-	105,000
Subtotal	277,005	625,005	277,005	292,005	277,005	347,005	287,005	287,005	277,005	277,005	3,223,050
Information Technology											
Hardware	24,450	25,000	24,000	23,000	18,000	15,000	15,000	15,000	15,000	-	189,450
Data Acquisition	15,000	15,000	32,500	15,000	15,000	15,000	15,000	32,500	15,000	-	185,000
LIDAR	80,957	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	370,957
Subtotal	120,407	45,000	61,500	43,000	38,000	35,000	35,000	52,500	35,000	5,000	745,407
Total	1,192,142	1,114,735	1,102,235	2,084,735	763,735	981,235	824,445	798,945	941,445	374,345	12,063,257



2022 Draft Budget

November 2021

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Oct. 31 - UNAUDITED
Operating Program

Expenditures	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
Corporate Services			
Administration	\$587,617	\$428,363	\$639,126
Communications	\$109,767	\$71,966	\$54,500
Vehicles & Equipment	(\$19,800)	(\$12,810)	(\$7,886)
Sub-total	\$677,584	\$487,519	\$685,740
Watershed Management			
Information & Communications Tech.	\$108,825	\$79,676	\$133,839
Technical Studies & Watershed Planning	\$952,056	\$728,676	\$1,126,186
Plan Review & Regulations	\$725,681	\$525,984	\$918,505
Sub-total	\$1,786,562	\$1,334,335	\$2,178,530
Flood and Erosion Control			
Flood Forecasting & Warning	\$244,151	\$169,329	\$311,505
O&M Flood Control Structures	\$321,494	\$274,918	\$359,246
Prev. Maintenance of FCS	\$114,208	\$88,466	\$141,697
Sub-total	\$679,853	\$532,712	\$812,448
Conservation Services			
Stewardship & Education	\$90,483	\$41,149	\$239,011
Property Management	\$470,241	\$352,103	\$499,375
Visitor Services	\$86,939	\$64,134	\$98,789
Sub-total	\$647,663	\$457,386	\$837,174
Total Operating	\$3,791,662	\$2,811,953	\$4,513,892
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
Municipal Levy			
- General benefiting	\$2,679,317	\$1,818,783	\$2,912,066
- Special benefiting	\$62,000	\$62,000	\$63,870
Sub-total	\$2,741,317	\$1,880,783	\$2,975,936
Provincial Transfer Payment	\$128,438	\$128,436	\$128,436
Special Grants	\$25,419	\$28,665	\$149,144
User Fees & Contract Revenue	\$668,635	\$552,286	\$510,590
Special Reserves	\$146,703	\$169,176	\$666,052
Other	\$81,150	\$52,607	\$83,734
Total Revenues	\$3,791,662	\$2,811,953	\$4,513,892
Surplus/(Deficit)	\$0	(\$0)	(\$0)

Mississippi Valley Conservation Authority
 2022 Draft Budget and 2021 YTD up to Oct. 31 - UNAUDITED
 Capital Program

Water & Erosion Control Infrastructure			
Expenditures	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
Water & Erosion Control Infrac	\$1,565,000	\$113,096	\$601,719
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
WECI Grant	\$775,000	\$607,875	\$275,000
General Benefiting levy	\$25,000	(\$494,779)	\$231,719
DMAF Grant	\$0	\$0	\$75,000
Water Control Structure Reserve	\$0	\$0	\$20,000
Special Reserves - Glen Cairn Provincial Share	\$15,000	\$0	\$0
Debt Financing	\$750,000	\$0	\$0
Total Revenue	\$1,565,000	\$113,096	\$601,719

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

Other Capital			
Expenditures	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
Other Capital	\$485,100	\$101,586	\$294,507
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 DRAFT Budget
General Benefiting levy	\$167,600	\$14,244	\$44,352
Special Reserves	\$135,000	\$13,941	\$151,475
Other	\$165,000	\$0	\$98,680
Total Revenues	\$467,600	\$28,184	\$294,507

Mississippi Valley Conservation Authority

2022 DRAFT Budget INCLUDES 1.4% Growth, 3% Operating Levy, 4.5% Capital and \$114,887 Workforce Plan

Table 3a – 2021 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	\$27,265.67	\$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	\$71,529	\$6,545
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	\$2,553
Mississippi Mills	2.6859	\$71,964	\$3,702	2.7152	\$79,068	\$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	\$2,630,463	\$208,725
Greater Madawaska Tp	0.03510	\$940	\$19	0.03510	\$1,022	\$82
Total	100	\$2,679,317	\$90,606	100	\$2,912,066	\$232,749

Table 3b – 2020 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 – 2020 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	\$32,871	\$2,384
Central Frontenac Tp	0.4394	\$14,257	\$409	0.4390	\$15,412	\$1,155
Tay Valley Tp	0.6446	\$20,915	\$383	0.6395	\$22,451	\$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	\$86,235	\$7,539
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	\$2,913
Mississippi Mills	2.6859	\$87,149	\$4,552	2.7152	\$95,324	\$8,176
Addington Highlands Tp	0.1603	\$5,201	\$155	0.1592	\$5,589	\$388
Ottawa	90.3864	\$2,932,738	\$100,788	90.3298	\$3,171,273	\$238,536
Greater Madawaska Tp	0.03510	\$1,139	\$24	0.03510	\$1,232	\$93
Total	100	\$3,244,667	\$112,350	100	\$3,510,772	\$266,105

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Oct. 31 - 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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	408,117	333,220	436,826
Staff Mileage/Expenses/Prof Development	8,500	773	8,500
Member Expenses & Allowances	42,000	9,536	42,000
Mat/Sup/Equip/GenExp/BankChg/Postage/Courier	35,000	27,453	36,000
Insurance/Telephone	31,700	25,496	35,000
Professional Services (Legal/ Audit/ etc.)	47,000	19,707	30,000
Conservation Ontario Levy	26,500	26,393	27,000
OH&S-Other Costs	7,000	3,985	2,000
OH&S Contracted / Shared Services	0	0	15,000
Consulting Fees/Human Resources/WFP Implementation	0		25,000
Administrative Charges OMFCS	(18,200)	(18,200)	(18,200)
Total	587,617	428,363	639,126
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	506,068	336,342	378,870
Other - Interest	34,500	22,709	25,000
Other - Rental Income		1,000	0
Other - Miscellaneous	2,450	623	2,000
Other - Donations (General)	0	664	0
Other - Operating Reserve (WFP Implementation)			233,256
Other - Operating Reserve	44,599	67,025	
Total	587,617	428,363	639,126

**Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Oct. 31 - 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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	87,267	52,890	0
Mileage/Expenses/Professional Development	3,000	0	1,000
Printing	2,500	557	1,000
Materials/Supplies/Equipment/Gen Expenses	5,000	278	1,000
Advertising/Promotion (core program & services)	2,000	4,286	5,500
Eko-Trekr App Annual Fee/Support	3,500	34	3,500
Carp River CA Development (see Prop. Man. 2022)		221	0
Contracted Services	0	9,158	41,000
Website Expenses	3,000	727	1,500
Signs - Roy Brown Park	3,500	3,816	0
Total	109,767	71,966	54,500
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	104,767	71,966	54,500
Special Grant - Enbridge (Roy Brown Park)	5,000	0	0
Total	109,767	71,966	54,500

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Oct. 31 - 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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	11,100	9,250	11,514
Mileage/Expenses/Prof Development	3,600	268	3,600
Vehicle/Equipment Purchase	3,000	0	3,000
Vehicles/Equipment Lease	0	0	0
Materials/Supplies/Fuel/Maintenance	50,000	32,063	58,000
Insurance/Licensing	10,000	9,022	13,000
General Expenses	2,500	2,507	3,000
Vehicle/Equipment Charges	(100,000)	(65,919)	(100,000)
COVID-19 Response	0	0	0
Total	(19,800)	(12,810)	(7,886)
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	(19,800)	(12,810)	(7,886)
Total	(19,800)	(12,810)	(7,886)

Mississippi Valley Conservation Authority
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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
 - Consummables (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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	20,375	20,375	21,539
Mileage/Expenses/Professional Development	2,000	810	2,000
Materials/Supplies/Gen Expenses	3,150	963	3,150
Equipment Purchase, Repair & Mtce	4,000	1,903	4,000
Software/Maintenance/IT Support	36,500	40,548	48,150
High Speed Internet Access	7,800	7,217	15,000
Data Acquisition - General /Transfer to Reserve	15,000	7,860	15,000
Electronic Document Management (CADIMS)	10,000	0	12,000
Data Management Automation	10,000	0	13,000
Total	108,825	79,676	133,839
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	108,825	79,446	133,839
Other - CA Maps Program/Tech Fee for Info Products	0	230	0
Total	108,825	79,676	133,839

Mississippi Valley Conservation Authority
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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	601,556	464,333	825,978
Mileage/Expenses/Professional Development	25,000	11,300	25,000
Materials/Supplies/Gen Expenses	7,000	971	7,000
Lab Analysis (throughout watershed)	6,000	1,599	6,000
City of Ottawa Baseline Monitoring (mileage & lab fees only)	62,000	8,910	35,208
Poole Creek Subwatershed Study	12,000	0	12,000
Mississippi River Watershed Plan & Implementation	25,000	0	30,000
Ice Monitoring Program	0	0	3,500
Topo-bathymetric Data Collection Program	0	0	5,000
Carp River Study (Ottawa University)	8,500	0	8,500
NDMP - Flood Risk Assessment	0	7,073	8,500
Lower Mississippi River Floodplain Mapping (2022 staff only s	0	8,351	0
Ottawa Floodplain Mapping Update	5,000	938	10,000
Carp Erosion Control	200,000	210,199	25,000
MVCA Watershed Model	0	15,003	30,000
MVCA FPM Projects (Clyde)			5,000
Complete 3 Studies per NEW Regulation (21-686)			0
Wetland Restoration Project	0	0	8,000
Conservation Area Strategy (aka Land Cons/Acquisition)			66,500
Fundraising Campaign			15,000
Payback Reserve Fund(s)			0
Total	952,056	728,676	1,126,186
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	584,271	341,715	621,970
Special Levy (Baseline Monitoring City of Ottawa)	62,000	62,000	63,870
Special Reserves - Glen Cairn Provincial Share	25,000	0	30,000
NDMP - Grant	0	41,672	16,399
MVCF - for fundraising campaign			15,000
MVCF - funds raised			
Other - City of Ottawa Contribution FP Mapping	48,785	0	0
Other - City of Ottawa - Carp Erosion Control	200,000	214,763	25,000
Other -Professional Services / Staff Time	0	10,608	10,000
Other - Deferred Revenue (Poole Creek/ Ottawa FP Mapping)	12,000	0	12,000
Operating Reserve	20,000	57,918	331,947
Total	952,056	728,676	1,126,186

Mississippi Valley Conservation Authority
2022 Draft Budget and 2021 YTD up to Oct. 31 - 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:	
		October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	584,181	486,818	779,005
Mileage/Expenses/Professional Development	19,000	7,530	19,000
Materials/Supplies/Gen Expenses	4,500	1,539	2,500
Legal Fees	17,000	4,621	17,000
Mississippi/Rideau Septic Program	75,000	25,126	75,000
Advisory Services	26,000	349	26,000
Consulting (Joint Fee Study RVCA, SNC)	0	0	0
Total	725,681	525,984	918,505
Revenues	2021 Budget	Year-To-Date as at:	
		October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	400,681	149,313	553,505
User Fees - Plan Review	148,000	208,545	185,000
User Fees - Permit Processing Fees - Permits/PropClear	92,000	121,471	100,000
User Fees - Mississippi/Rideau Septic Program	75,000	26,655	75,000
MVCF - Wetland Protection Fund	10,000	0	0
Career Launcher Funding (remaining claim from 2021)	0	20,000	5,000
Total	725,681	525,984	918,505

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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	174,876	145,730	237,605
Standby/On Call Pay	2,500	2,470	2,500
Mileage/Expenses/Professional Development	23,500	2,922	23,500
Equip Rent Pur Repair & Mtce	5,000	547	5,000
Utilities - Telephone & Hydro	10,000	8,248	10,500
Communications - Radios & Pagers	4,700	4,298	4,700
Materials/Supplies/General Expenses	3,500	154	3,500
Low Water Response	500	0	500
WISKI-Soda License and Maintenance Fees	18,075	4,954	22,200
Stream Gauges	1,500	6	1,500
Total	244,151	169,329	311,505
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	60,368	60,366	60,366
Municipal Levy	173,783	108,963	241,139
CSJ - Wage Subsidy	0	0	0
Other - Shared Contribution (WISKI)	10,000	0	10,000
Total	244,151	169,329	311,505

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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	234,594	195,495	270,546
Mileage/Expenses/Professional Development	15,000	16,457	15,000
Administrative Charges	18,200	18,200	18,200
Taxes/Insurance	42,200	43,120	44,000
Materials/Supplies/Equipment/General Exp	4,500	1,494	4,500
Health & Safety Expenses	4,000	153	4,000
Safety Inspections	3,000	0	3,000
COVID-19 Response	0	0	0
Total	321,494	274,918	359,246
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	68,070	68,070	68,070
Municipal Levy	203,574	178,890	239,586
User Fees - OPG Contract	42,500	24,288	44,000
Other - MNR Bancroft & Kemptville	7,350	3,670	7,590
Total	321,494	274,918	359,246

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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	94,208	78,507	121,697
Mileage/Expenses/Professional Development	5,000	4,607	5,000
Materials/Supplies/Equipment	9,000	5,103	9,000
Stoplog Replacement	6,000	0	6,000
COVID Response	0	249	0
Total	114,208	88,466	141,697
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	57,104	44,233	70,849
WCS Reserve - Glen Cairn Prov Share	57,104	44,233	70,849
Total	114,208	88,466	141,697

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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 O

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:	
		October 31, 2021	2022 Draft Budget
		UNAUDITED	
Wages/Benefits	58,483	26,486	87,611
Mileage/Expenses/Prof Development	4,000	3,264	4,000
Mat&Sup/Equip/GExp/Promotion/Bat Boxes	3,000	1,246	3,000
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	51	3,500
County of Lanark Program	6,000	3,279	6,000
Shoreline Naturalization & Other Watershed Stewardship	9,000	6,822	9,000
ALUS Project Delivery	0	0	101,900
Trees Canada Program (RVCA Partnership)	5,500	0	5,500
Publicity	1,000	0	1,000
Summer Camp Program RVCA - administration only	0	0	2,500
Review of Education Program	0	0	15,000
Total	90,483	41,149	239,011
Revenues	2021 Budget	Year-To-Date as at:	
		October 31, 2021	2022 Draft Budget
		UNAUDITED	
Provincial Grant			
Municipal Levy	75,983	36,330	115,111
ALUS Canada Grant	0	0	60,000
ECCC-CO Grant			41,900
User Fees - City of Ottawa RCWP	3,000	1,350	3,000
User Fees - Lanark County	6,000	3,469	6,000
Other - Trees/TD Planting Program Grant	5,500	0	5,500
Other - Grant for Review of Education Program	0	0	5,000
MVCF - Grant for Review of Education Program	0	0	2,500
Total	90,483	41,149	239,011

Mississippi Valley Conservation Authority
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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	199,241	163,165	211,375
Mileage/Expenses/Professional Development	3,500	0	3,500
Insurance/General Expenses	30,500	24,176	30,500
HQ Building	100,000	81,953	110,000
Mill of Kintail Conservation Area	63,000	36,763	63,000
Palmerston/Canonto Conservation Area	3,000	905	3,000
Morris Island Conservation Area	16,000	16,311	16,000
Purdon Conservation Area	4,000	2,879	4,000
K & P Trail Conservation Area	8,000	10,934	10,000
Cedardale Properties	1,000	970	1,000
Carp River Conservation Area - Site Enhancements	0	0	5,000
COVID Response	42,000	14,046	42,000
Inventory Project - under NEW Regulation 21-686	0	0	0
Total	470,241	352,103	499,375
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy	468,541	350,459	492,641
MVCF - CRCA Fund	0	0	5,000
Other - K&P - Bucci Order \$30,000	0	0	0
Other - Bell Canada - Annual Easement - K&P	1,700	1,644	1,734
Total	470,241	352,103	499,375

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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 O

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:	
		October 31, 2021	2022 Draft Budget
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Wages/Benefits	58,483	26,486	87,611
Mileage/Expenses/Prof Development	4,000	3,264	4,000
Mat&Sup/Equip/GExp/Promotion/Bat Boxes	3,000	1,246	3,000
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	51	3,500
County of Lanark Program	6,000	3,279	6,000
Shoreline Naturalization & Other Watershed Stewardship	9,000	6,822	9,000
ALUS Project Delivery	0	0	101,900
Trees Canada Program (RVCA Partnership)	5,500	0	5,500
Publicity	1,000	0	1,000
Summer Camp Program RVCA - administration only	0	0	2,500
Review of Education Program	0	0	15,000
Total	90,483	41,149	239,011
Revenues	2021 Budget	Year-To-Date as at:	
		October 31, 2021	2022 Draft Budget
		UNAUDITED	
Provincial Grant			
Municipal Levy	75,983	36,330	115,111
ALUS Canada Grant	0	0	60,000
ECCC-CO Grant			41,900
User Fees - City of Ottawa RCWP	3,000	1,350	3,000
User Fees - Lanark County	6,000	3,469	6,000
Other - Trees/TD Planting Program Grant	5,500	0	5,500
Other - Grant for Review of Education Program	0	0	5,000
MVCF - Grant for Review of Education Program	0	0	2,500
Total	90,483	41,149	239,011

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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: October 31, 2021 UNAUDITED	2022 Draft Budget
Wages/Benefits	74,439	62,033	86,289
Mileage/Expenses/Professional Development	500	100	500
Utilities - Telephone	5,000	886	5,000
Publicity	1,000	0	1,000
Communications / Signage	1,000	0	1,000
Admin/BankChrgs/Equip/GShop/M&S/SpEvExp/Sculpture	4,000	1,018	4,000
Interior Maintenance	1,000	97	1,000
Total	86,939	64,134	98,789
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Special Grant - Provincial Grant	13,445	13,445	13,445
Municipal Levy	15,520	(55,861)	17,944
User Fees - Conservation Areas	37,000	52,618	40,000
Donations Received	0	6,737	0
Special Grant - Miss Mills Grant - MOK & Naismith	11,974	12,220	12,400
Special Grant - Canadian Heritage Emergency Fund	0	3,000	0
Other - Parking Meter - Morris Island CA	9,000	31,976	15,000
Total	86,939	64,134	98,789

Mississippi Valley Conservation Authority
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Water & Erosion Control Infrastructure

Programs and Services related to WECEI 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: October 31, 2021 UNAUDITED	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	
Shab Lake Dam Construction	1,500,000	40,241	
Shab Lake Dam Public Safety Access (WECEI/T)	0	0	50,000
Widow Lake Dam (WECEI)	0		350,000
Kash Lake Dam (DMAF/WECEI)	50,000	2,198	150,000
Dam Preventative Maintenance	15,000	926	15,000
Contributions to WCS Reserve	0		36,719
Total	1,565,000	113,096	601,719
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
WECEI Grant	775,000	607,875	275,000
Municipal Levy - General	25,000	(494,779)	231,719
DMAF Grant			75,000
WCS Reserve	0		20,000
Special Reserves - Glen Cairn Provincial Share	15,000		
Debt Financing	750,000		
Total	1,565,000	113,096	601,719

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Debt Repayment

Objectives:

- facilitate construction of new Administration Office

Budget Highlights:

- continue with annual financing plan

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

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Other Capital

Facilities Management

Conservation Areas
Vehicles
Equipment
LIDAR - major data acquisition

Expenditures	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	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	5,401	18,000
Vehicles	68,600	0	68,600
Equipment	0	0	
Computer Hardware	15,000	8,843	24,450
MOK - Workshop Building	0		0
MOK Washrooms	0		0
MOK	9,000	0	10,000
K&P Trail	50,000	0	0
Morris Island	0		5,000
CP Trail	20,000	0	0
Gauge & Communication Network	60,000	0	22,500
HQ - Sewer & Water Connection	0		0
LIDAR	250,000	87,342	80,957
ADCP (Topo-bathymetric Data Collection)			60,000
Total	485,100	101,586	294,507
Revenues	2021 Budget	Year-To-Date as at: October 31, 2021 UNAUDITED	2022 Draft Budget
Provincial Grant			
Municipal Levy - General	167,600	14,244	44,352
Other - Town of CP - Roy Brown Contr.	10,000	0	0
Reserves - Vehicles & Equipment		0	68,600
Reserves - Conservation Area	10,000	0	5,500
Reserves -Information Technology			7,600
Reserves - HQ Building			
Reserves - WCS	17,500	0	22,500
Reserves - Operating	125,000	13,941	47,275
Other - Def. Revenue - MOK Washroom		0	
Other - Partner Contributions LIDAR		73,401	33,680
Other - Grants	155,000	0	60,000
MVCF - Purdon Donation	0	0	5,000
Total	485,100	101,586	294,507

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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			368,701
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	36,719	341,110
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	100,849		240,883
Operating Reserve	1,095,249	183,884		911,365	612,478	5,000	303,887
Total	2,493,996	308,488	95,745	2,281,253	842,527	41,719	1,480,445