



## Board of Directors Meeting

By Zoom

3:00 pm

December 16, 2021

<https://us06web.zoom.us/j/81452893480>

By Phone 1-587-328-1099

Meeting ID: 814 5289 3480

### AGENDA

#### **ROLL CALL**

**Declarations of Interest (written)**

**Agenda Review**

**Main Business**

1. Receive Minutes:
  - a) Finance & Administration Committee, December 9, 2021, Page #2
2. Revised Draft 2022 Budget, Report 3189/21, S. McIntyre & A. Millar, Page #5

#### **ADJOURNMENT**



**FINANCE AND ADMINISTRATION ADVISORY COMMITTEE**

Via Zoom

**MINUTES**

December 9, 2021

**MEMBERS PRESENT:**

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

**STAFF PRESENT:**

S. McIntyre, General Manager  
A. Millar, Treasurer  
L. Williams, Recording Secretary  
J. Cunderlik  
M. Craig

C. Lowry called the meeting to order at 2:34PM.

**FAAC12/09/21-1**

**MOVED BY:** P. Sweetnam

**SECONDED BY:** P. Kehoe

**Resolved, That the Agenda for the December 9, 2021 Finance & Administration Advisory Committee meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS**

1. Revised Draft 2022 Budget, Report 3189/21

S. McIntyre presented Report 3189/21 regarding the Revised Draft 2022 Budget.

The Committee reviewed and discussed the proposed 2022 Budget, focusing on main concerns.

C. Lowry asked the Committee for the passing of the recommendation presented in Report 3189/21. P. Kehoe stated his disapproval of item #4 which read:

*“allocate \$10,000 from the year-end operating surplus to the development of policies and procedures governing the management of reserve funds”.*

He expressed his desire for further discussion on the matter. C. Lowry sought clarification on item #4. A. Millar and S. McIntyre explained seeking guidance from an alternative source results in fees of minimum \$5,000 – the proposed \$10,000 expenditure was felt to be a fair budget based on the required effort. A. Tennant raised the concern that the advice from a secondary source may not be used, which would be a waste of funds. P. Kehoe was unsupportive of the use of outside source, feeling the matter could be handled internally by consulting with member municipalities.

J. Atkinson sought clarification as to whether or not this expense is represented in the proposed budget. S. McIntyre clarified that there was nothing in the budget related to this expenditure. She further explained that by earmarking the funds this would allow staff to move forward with the procurement of advice from a secondary source for the development of policies and procedures governing the management of reserve funds without the need for another meeting to obtain direction from the Board of Directors regarding the use of the Operations Reserve. J. Atkinson shared his support for item #4.

After discussion, the Committee decided to omit item #4 from the recommendation, and gave direction that the item to be brought back for discussion at future date. The Committee thanked staff for their hard work on the Draft 2022 Budget.

The Finance & Administration Advisory Committee amended the motion as presented in Report 3189/21.

**FAAC12/09/21-2**

**MOVED BY:** P. Sweetnam  
**SECONDED BY:** P. Kehoe

**Resolved, That the Finance & Administration Advisory Committee recommend that the Board of Directors:**

- 1. approve the Revised Draft 2022 Budget v.3 as presented in this report for circulation to member municipalities for comment; and**
- 2. transfer any unspent levied capital dollars as of December 31, 2021 to their respective capital reserves to meet future capital needs;**
- 3. fund any operating deficit for the year ending December 31, 2021 from the Operating Reserve; and**

- 4. transfer any remaining year-end operating surplus to the Operating Reserve.**

**“CARRIED”**

E. El Chantiry requested the Treasurer to periodically report to the Finance & Administration Committee regarding the projected year-end operating surplus/deficit.

**FAAC12/09/21-3**

**MOVED BY: E. El Chantiry**

**SECONDED BY: P. Kehoe**

**Resolved, That Staff bring forward further information regarding development of policies and procedures governing the management of reserve funds.**

**“CARRIED”**

**ADJOURNMENT**

The meeting was adjourned at 3:10PM.

**FAAC12/09/21-4**

**MOVED BY: A. Tennant**

**SECONDED BY: P. Sweetnam**

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

**“CARRIED”**

“L. Williams, Recording Secretary

C. Lowry, Chair”

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## REPORT

3189/21

TO:	Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Angela Millar, Treasurer
RE:	<b>Revised Draft 2022 Budget</b>
DATE:	December 9, 2021

### Recommendation:

That the Finance & Administration Advisory Committee recommend that the Board of Directors:

1. approve the Revised Draft 2022 Budget v.3 as presented in this report for circulation to member municipalities for comment; and
2. transfer any unspent levied capital dollars as of December 31, 2021 to their respective capital reserves to meet future capital needs;
3. fund any operating deficit for the year ending December 31, 2021 from the Operating Reserve;
4. ~~allocate \$10,000 from the year-end operating surplus to the development of policies and procedures governing the management of reserve funds; and~~ DEFERRED by F&AC
5. transfer any remaining year-end operating surplus to the Operating Reserve.

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### 1.0 BACKGROUND

On October 12, a *Workforce Plan* was tabled at the Finance & Administration Committee that identified significant financial pressures over the next three years. Table 2 of the report recommended phase-in of the costs onto the municipal levy over three-years to mitigate impacts on member municipalities. For 2022, staff recommended 25% or \$87,036 be added to the levy. This was to be in addition to the following budget direction taken from the City of Ottawa—the Authority's largest funder:

1. An assumed growth in tax assessment of 1.4%.
2. A municipal levy increase of 3% to the operating budget.
3. A municipal levy increase of 4.5% to the capital budget<sup>1</sup>.

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<sup>1</sup> 2022 Capital Levy based on MVCA 10 Year Capital Plan

During discussion of the report, Committee members expressed concern regarding the impact of the phase-in plan on the Operating Reserve. Consequently, the committee directed that *Table 2: Financial Impacts / Implementation Plan* of the report be amended to phase-in costs onto the levy as follows: 33% in 2022, 66% in 2023, and the balance in 2024. This equated to a \$114,887 pressure on the levy in 2022. The budget assumptions as amended by the Committee were approved by the Board on October 20, 2021.

On November 18, the Draft Budget was tabled at the Finance & Administration Committee. Committee members expressed concern regarding management of the Operating Reserve and budget pressures on member municipalities. Staff received direction to return to the Committee with a budget that addressed the following:

- A 2022 projected year-end Operating Reserve balance equal or greater than \$600,000;
- Reallocation of 2022 revenues from the Operating Reserve to the Glen Cairn Reserve where possible;
- Other corrections where noted; and
- Reduce pressures on the municipal levy by other means where possible.

Staff returned to the Committee on November 25 with a Revised Draft Budget that achieved the above, which was approved for elevation to the Board. Upon completion of the draft budget, staff undertook to estimate the year-end financial position and confirmed that a surplus in excess of \$200,000 was likely on the operating side. On that basis, a report to the Board was drafted that recommended how the year-end surplus could be managed should it materialize as projected. This was done in consultation with the Authority's auditor.

Both the draft budget and the report concerning year-end reserve balances were tabled at the Board on December 1, 2021. Proposed cost savings and reallocations allowed a significantly greater percentage of the *Workforce Plan* to be funded by the municipal levy without impacting the overall approved 2022 budget envelop, however, neither were approved for the following reasons:

- Ongoing concern regarding impacts of the *Workforce Plan* on the 2022 municipal levy;
- The likely availability of a year-end surplus that could allow a greater percentage of 2022 implementation costs to be funded by the Operating Reserve; and
- Concerns regarding the creation of a dedicated reserve for Planning & Regulations, and use of surplus funds to acquire field equipment.
- Concern that budget recommendations excluded consideration of the potential year-end operating surplus, though it was acknowledged that this is common practice in municipal government.

Consequently, staff were directed to return to the Finance & Administration Committee with a revised 2022 budget that allowed for an additional \$135,000 of 2022 *Workforce Plan* implementation costs to be drawn from the Operating Reserve, on the assumption that the Authority will see a year-end surplus of approximately \$200,000.

## 2.0 REVISED BUDGET

Table 1 illustrates how budget assumptions changed in recent weeks, and the assumptions underlying the Revised Draft Budget v.3 now before the Board. (See Attachment 1) Table 2 summarizes the changes between the 2021 and 2022 budgets based upon the revised assumptions. This equates to an overall increase in the levy of 4%.

**Table 1: 2022 Budget Assumptions**

<b>Municipal Levy</b>	<b>Nov. 18</b>	<b>Dec. 1</b>	<b>Dec. 9</b>
Operating	2,912,066	2,912,096	2,777,096
Capital	598,706	598,706	598,706
Total	3,510,772	3,510,802	3,375,802
<b>Operating Reserve</b>			
2022 Recommended Use	607,478	335,530	392,612
2022 Projected YE Balance	303,887	653,753	518,753

Under the new budget direction, the year-end balance in the Operating Reserve is projected to be \$518,753. This *does not* include allocation to the reserve of any 2021 year-end surplus.

**Table 2: 2021-2022 Budgets**

<b>ANNUAL BUDGET</b>	<b>2021</b>	<b>2022</b>
Operating	3,791,662	4,571,874
Capital	2,327,105	827,142
Contribution to Reserves	95,745	196,719
	<b>6,214,512</b>	<b>5,595,735</b>
General Levy	2,679,317	2,777,096
Capital Levy	565,350	598,706
<b>Total Levy</b>	<b>3,244,667</b>	<b>3,375,802</b>

In 2022, the municipal levy will constitute 60.3% of total revenues, up from 53.3% in 2021.

### **3.0 2021 YEAR-END CONTRIBUTIONS TO/FROM RESERVES**

#### **3.1 Operating Reserve**

Based upon concerns expressed regarding allocations to and from the Operating Reserve and the lack of policies governing such, it is recommended that \$10,000 of any 2021 year-end surplus be assigned in 2022 to retaining expert advise and support in the drafting of MVCA-specific policies and procedures.

In the interim, it is recommended that any year-end operating surplus be placed in the Operating Reserve and that consideration of establishing a dedicated reserve for Planning and Regulation, and for funding specialized field equipment be deferred under such policies and procedures are approved by the Board early in 2022.

#### **3.2 Capital Reserve**

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

### **4.0 MARGIN OF ERROR**

As of December 1st, 2021, the projected year-end operating surplus is estimated at \$200,000. This time last year, the year-end position was estimated to be in an operational deficit of \$27,890 and was ultimately calculated at \$254,813 operating surplus following the year-end audit. The surplus was comprised of final transfers for projects (such as wage re-allocations) and additional, higher than anticipated contract revenue received before the end of the year. It is not unusual for year-end balances to differ significantly based on the final transactions of the year.





# 2022 Draft Budget

v.3

December 9 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
<b>Corporate Services</b>					
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)
<b>Sub-total</b>	<b>\$677,584</b>	<b>\$527,664</b>	<b>\$609,123</b>	<b>(\$68,461)</b>	<b>\$663,722</b>
<b>Watershed Management</b>					
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
<b>Sub-total</b>	<b>\$1,786,562</b>	<b>\$1,456,430</b>	<b>\$1,724,471</b>	<b>(\$62,091)</b>	<b>\$2,265,030</b>
<b>Flood and Erosion Control</b>					
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
<b>Sub-total</b>	<b>\$679,853</b>	<b>\$579,297</b>	<b>\$649,700</b>	<b>(\$30,153)</b>	<b>\$812,448</b>
<b>Conservation Services</b>					
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
<b>Sub-total</b>	<b>\$647,663</b>	<b>\$491,561</b>	<b>\$570,266</b>	<b>(\$77,397)</b>	<b>\$830,674</b>
<b>Total Operating</b>	<b>\$3,791,662</b>	<b>\$3,054,952</b>	<b>\$3,553,560</b>	<b>(\$238,102)</b>	<b>\$4,571,874</b>
<b>Revenues</b>					
<b>Municipal Levy</b>					
- General benefiting	\$2,679,317	\$1,847,059	\$2,371,550	(\$536,391)	\$2,777,096
- Special benefiting	\$62,000	\$62,000	\$62,000	\$0	\$63,870
<b>Sub-total</b>	<b>\$2,741,317</b>	<b>\$1,909,059</b>	<b>\$2,433,550</b>	<b>(\$536,391)</b>	<b>\$2,840,966</b>
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	\$703,604
Other	\$81,150	\$53,996	\$65,744	(\$13,704)	\$94,734
<b>Total Revenues</b>	<b>\$3,791,662</b>	<b>\$2,830,378</b>	<b>\$3,553,560</b>	<b>(\$298,022)</b>	<b>\$4,571,874</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$224,574)</b>	<b>\$0</b>	<b>(\$59,920)</b>	<b>(\$0)</b>

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
<b>Total Revenue</b>	<b>\$1,565,000</b>	<b>\$136,293</b>	<b>\$1,445,925</b>	<b>(\$119,075)</b>	<b>\$351,719</b>

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
<b>Total Revenue</b>	<b>\$277,005</b>	<b>\$138,502</b>	<b>\$277,005</b>	<b>\$0</b>	<b>\$322,635</b>

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
<b>Total Revenues</b>	<b>\$485,100</b>	<b>\$109,986</b>	<b>\$126,362</b>	<b>(\$358,738)</b>	<b>\$349,507</b>

Mississippi Valley Conservation Authority

2022 DRAFT Budget INCLUDES 1.4% Growth, 3% Operating Levy, 4.5% Capital and 63% Workforce Plan and draw \$135k from Operating Reserve

**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	\$26,001.95	\$827	3.3%
Central Frontenac Tp	0.4394	\$11,773	\$328	0.4390	\$12,191	\$419	3.6%
Tay Valley Tp	0.6446	\$17,271	\$302	0.6395	\$17,760	\$489	2.8%
Beckwith Tp	0.6545	\$17,536	\$735	0.6653	\$18,476	\$940	5.4%
Carleton Place	2.4254	\$64,984	\$2,345	2.4563	\$68,214	\$3,230	5.0%
Drummond/North Elm T	0.4919	\$13,180	\$337	0.4906	\$13,624	\$445	3.4%
Lanark Highlands Tp	1.137	\$30,464	\$971	1.1338	\$31,487	\$1,023	3.4%
Mississippi Mills	2.6859	\$71,964	\$3,702	2.7152	\$75,404	\$3,440	4.8%
Addington Highlands Tp	0.1603	\$4,295	\$125	0.1592	\$4,421	\$126	2.9%
Ottawa	90.3864	\$2,421,738	\$81,266	90.3298	\$2,508,545	\$86,807	3.6%
Greater Madawaska Tp	0.03510	\$940	\$19	0.03510	\$975	\$34	3.6%
<b>Total</b>	<b>100</b>	<b>\$2,679,317</b>	<b>\$90,606</b>	<b>100</b>	<b>\$2,777,096</b>	<b>\$97,779</b>	<b>3.6%</b>

**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	5.5%
Central Frontenac Tp	0.4394	\$2,484	\$81	0.4390	\$2,628	\$144	5.8%
Tay Valley Tp	0.6446	\$3,644	\$81	0.6395	\$3,829	\$184	5.1%
Beckwith Tp	0.6545	\$3,700	\$172	0.6653	\$3,983	\$283	7.6%
Carleton Place	2.4254	\$13,712	\$558	2.4563	\$14,706	\$994	7.2%
Drummond/North Elm T	0.4919	\$2,781	\$84	0.4906	\$2,937	\$156	5.6%
Lanark Highlands Tp	1.137	\$6,428	\$235	1.1338	\$6,788	\$360	5.6%
Mississippi Mills	2.6859	\$15,185	\$850	2.7152	\$16,256	\$1,071	7.1%
Addington Highlands Tp	0.1603	\$906	\$31	0.1592	\$953	\$47	5.2%
Ottawa	90.3864	\$511,000	\$19,522	90.3298	\$540,810	\$29,810	5.8%
Greater Madawaska Tp	0.03510	\$198	\$5	0.03510	\$210	\$12	5.9%
<b>Total</b>	<b>100</b>	<b>\$565,350</b>	<b>\$21,745</b>	<b>100</b>	<b>\$598,706</b>	<b>\$33,356</b>	<b>5.9%</b>

**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	\$31,608	\$1,121	3.7%
Central Frontenac Tp	0.4394	\$14,257	\$409	0.4390	\$14,820	\$563	3.9%
Tay Valley Tp	0.6446	\$20,915	\$383	0.6395	\$21,588	\$673	3.2%
Beckwith Tp	0.6545	\$21,236	\$908	0.6653	\$22,459	\$1,223	5.8%
Carleton Place	2.4254	\$78,696	\$2,903	2.4563	\$82,920	\$4,224	5.4%
Drummond/North Elm T	0.4919	\$15,961	\$421	0.4906	\$16,562	\$601	3.8%
Lanark Highlands Tp	1.137	\$36,892	\$1,205	1.1338	\$38,275	\$1,383	3.7%
Mississippi Mills	2.6859	\$87,149	\$4,552	2.7152	\$91,660	\$4,511	5.2%
Addington Highlands Tp	0.1603	\$5,201	\$155	0.1592	\$5,374	\$173	3.3%
Ottawa	90.3864	\$2,932,738	\$100,788	90.3298	\$3,049,355	\$116,618	4.0%
Greater Madawaska Tp	0.03510	\$1,139	\$24	0.03510	\$1,185	\$46	4.0%
<b>Total</b>	<b>100</b>	<b>\$3,244,667</b>	<b>\$112,350</b>	<b>100</b>	<b>\$3,375,802</b>	<b>\$131,135</b>	<b>4.0%</b>

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)
<b>Total</b>	<b>587,617</b>	<b>472,709</b>	<b>535,632</b>	<b>(51,985)</b>	<b>617,108</b>
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)	339,300
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	250,808
Other - Operating Reserve	44,599	67,025	67,025	22,426	
<b>Total</b>	<b>587,617</b>	<b>472,709</b>	<b>535,632</b>	<b>(51,985)</b>	<b>617,108</b>

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**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
<b>Total</b>	<b>109,767</b>	<b>75,385</b>	<b>93,886</b>	<b>(15,881)</b>	<b>54,500</b>
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
<b>Total</b>	<b>109,767</b>	<b>75,385</b>	<b>93,886</b>	<b>(15,881)</b>	<b>51,000</b>

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**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
<b>Total</b>	(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)
<b>Total</b>	(19,800)	(20,430)	(20,395)	(595)	(7,886)

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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: 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
<b>Total</b>	<b>108,825</b>	<b>88,066</b>	<b>104,679</b>	<b>(4,146)</b>	<b>133,839</b>
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
<b>Total</b>	<b>108,825</b>	<b>88,066</b>	<b>104,679</b>	<b>(4,146)</b>	<b>133,839</b>



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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: 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
<b>Total</b>	<b>952,056</b>	<b>792,690</b>	<b>895,747</b>	<b>(56,309)</b>	<b>1,212,686</b>
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
<b>Total</b>	<b>952,056</b>	<b>792,690</b>	<b>895,747</b>	<b>(56,309)</b>	<b>1,212,686</b>

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**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
<b>Total</b>	<b>725,681</b>	<b>575,674</b>	<b>724,045</b>	<b>(1,636)</b>	<b>918,505</b>
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
<b>Total</b>	<b>725,681</b>	<b>575,674</b>	<b>724,045</b>	<b>(1,636)</b>	<b>918,505</b>

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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: 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
<b>Total</b>	<b>244,151</b>	<b>184,788</b>	<b>214,078</b>	<b>(30,073)</b>	<b>311,505</b>
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
<b>Total</b>	<b>244,151</b>	<b>184,788</b>	<b>214,078</b>	<b>(30,073)</b>	<b>311,505</b>

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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: 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
<b>Total</b>	<b>321,494</b>	<b>296,866</b>	<b>322,414</b>	<b>920</b>	<b>359,246</b>
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
<b>Total</b>	<b>321,494</b>	<b>296,866</b>	<b>322,414</b>	<b>920</b>	<b>359,246</b>

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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: 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
<b>Total</b>	<b>114,208</b>	<b>97,643</b>	<b>113,208</b>	<b>(1,000)</b>	<b>141,697</b>
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
<b>Total</b>	<b>114,208</b>	<b>97,643</b>	<b>113,208</b>	<b>(1,000)</b>	<b>141,697</b>

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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 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
<b>Total</b>	<b>90,483</b>	<b>46,930</b>	<b>65,433</b>	<b>(25,050)</b>	<b>236,511</b>

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
<b>Total</b>	<b>90,483</b>	<b>46,930</b>	<b>65,433</b>	<b>(25,050)</b>	<b>236,511</b>

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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: 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
<b>Total</b>	<b>470,241</b>	<b>374,008</b>	<b>426,544</b>	<b>(43,697)</b>	<b>499,375</b>
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
<b>Total</b>	<b>470,241</b>	<b>374,008</b>	<b>426,544</b>	<b>(43,697)</b>	<b>499,375</b>

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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: 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
<b>Total</b>	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
<b>Total</b>	86,939	70,622	78,289	(8,650)	94,789



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**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				
<b>Capital Assets:</b>	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
<b>Total</b>	<b>1,565,000</b>	<b>136,293</b>	<b>1,445,925</b>	<b>(119,075)</b>	<b>351,719</b>
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	
<b>Total</b>	<b>1,565,000</b>	<b>136,293</b>	<b>1,445,925</b>	<b>(119,075)</b>	<b>351,719</b>

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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: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Budget
<b>Capital Assets:</b>					
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
<b>Grand Total</b>	<b>277,005</b>	<b>138,502</b>	<b>277,005</b>	<b>0</b>	<b>322,635</b>
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
<b>Grand Total</b>	<b>277,005</b>	<b>138,502</b>	<b>277,005</b>	<b>0</b>	<b>322,635</b>

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**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
<b>Total</b>	<b>485,100</b>	<b>109,986</b>	<b>126,362</b>	<b>(358,738)</b>	<b>349,507</b>
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
<b>Total</b>	<b>485,100</b>	<b>109,986</b>	<b>126,362</b>	<b>(358,738)</b>	<b>349,507</b>

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<b>Reserve Investments</b>								
	Dec 31 2020 Balance	2021 Allocations FROM Reserves	2021 Budget Allocations TO Reserves	PROPOSED YE Transfers 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
<b>Capital Reserves</b>								
HQ Building Reserve	338,701		30,000		368,701		55,000	423,701
Information Technology Reserve	47,000			5,000	52,000	12,600		39,400
Vehicles & Equipment Reserve	152,970			68,600	221,570	68,600		152,970
Water Control Structure Reserve - MVCA	298,646	17,500	65,745	15,000	361,891	42,500	136,719	456,110
Conservation Areas Reserve	42,000	10,000		60,000	92,000	5,500		86,500
<b>Other Reserves</b>								
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		200,000	1,189,283	475,530	5,000	718,753
<b>Total</b>	<b>2,493,996</b>	<b>230,570</b>	<b>95,745</b>	<b>348,600</b>	<b>2,707,771</b>	<b>860,079</b>	<b>196,719</b>	<b>2,044,411</b>