



## **Finance and Administration Advisory Committee**

Via Zoom and In Person

3:00 pm

November 21, 2022

<https://us06web.zoom.us/j/81268035285?pwd=SjRGR0htbHZaeE5UVDZ3NnpXd3BzZz09>

Dial: 1-778-907-2071 Passcode: 260408

Meeting ID: 812 6803 5285

### **AGENDA**

#### **ROLL CALL**

#### **Adoption of Agenda**

#### **Declarations of Interest (written)**

1. Approval of Minutes: Finance & Administration Advisory Committee, October 11, 2022, Page #2
2. Alternative Work Arrangements Policies, Report 3261/22 (S. McIntyre), Page #8
3. Cell Phone Policy, Report 3262/22 (A. Broadbent/S. McIntyre), Page #17
4. Proposed Fee Policy and Schedule Amendments, Report 3263/22 (M. Craig/S. McIntyre), Page #23
5. Draft 2023 Budget, Report 3264/22 (S. McIntyre/S. Millard), Page #31

#### **Other Business**

#### **ADJOURNMENT**



## FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

### MINUTES

October 11, 2022

#### **MEMBERS PRESENT:**

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

#### **MEMBERS ABSENT:**

E. El-Chantiry

#### **STAFF PRESENT:**

S. McIntyre, General Manager  
S. Millard, Treasurer  
M. Craig, Planning and Regulations Manager  
S. Lawryk, Property Manager  
A. Broadbent, Information and Communications Technology Manager  
P. Tapley, Recording Secretary

C. Lowry called the meeting to order at 1:00 pm.

#### **FAAC10/11/22-1**

**MOVED BY:** P. Kehoe

**SECONDED BY:** B. King

**Resolved, That the Agenda for the October 11, 2022 Finance & Administration Advisory Committee meeting be adopted as presented.**

**"CARRIED"**

#### **BUSINESS**

1. Approval of Minutes from Finance & Administration Advisory Committee meeting held April 29, 2022.

#### **FAAC10/11/22-2**

**MOVED BY:** J. Mason

**SECONDED BY:** P. Sweetnam

**Resolved, That the Minutes of the Finance & Administration Advisory Committee meeting held April 29, 2022 be received and approved as amended.**

**“CARRIED”**

2. Operating Reserve Balance, Report 3245/22

S. McIntyre provided an overview on the current and projected state of the Operating Reserve to help support Board decision-making on subsequent agenda items including direction regarding drafting of the 2023 budget. Assuming continued phase-in of the Workforce Plan onto the Municipal Levy using the Operating Reserve in accordance with Board policy, the incremental burden on the 2023, 2024 and 2025 operating levies would be 3.5%, 3.5% and 3.7% respectively. The increases exclude all other budgetary pressures including cost of living increases and growth, and that wages will increase by some measure.

P. Kehoe raised concerns about the upcoming election and timing of new appointees. As the roles and Board members will be changing due to the Election he would be uncomfortable supporting this at these increases at this time.

P. Kehoe asked for clarification on the levy increase and asked if we are looking at an 11% increase over 3 years? S. McIntyre confirmed that is what is needed to transfer operating costs off of the Operating Reserve and onto the Operations Levy.

3. Job Evaluation Results and Implementation, Report 3246/22- IN CAMERA

4. Market Assessment of MVCA Jobs, Report 3247/22- IN CAMERA

**FAAC10/11/22-3**

**MOVED BY: P. Kehoe**

**SECONDED BY: B. King**

**Resolved, That the committee move to in-camera session for discussion of the following matter:**

- **Personal matters about an identifiable individual, including employees of the Authority**

**“CARRIED”**

**FAAC10/11/22-4**

**MOVED BY: P. Kehoe**

**SECONDED BY: J. Atkinson**

**Resolved, That the committee move out of in-camera session for discussion.**

**“CARRIED”**

5. Mill of Kintail Museum Roof, Report 3248 /22

S. Lawryk provided an update on the condition of the Mill of Kintail Roof and the need to repair sooner than planned. MCVA is engaging with Mississippi Mills Township to look at options for roof repair that also meet the *Ontario Heritage Act* as the building is a designated Heritage building and must conform to specific requirements.

Quotes have been received from contractors and are higher than \$50,000 assumed in the 10-year Capital Plan.

Next steps include meeting with the Township of Mississippi Mills and the Heritage Committee to discuss roof options; firming up all quotations from suppliers and to arrange for work to be completed in 2023. The Conservation Area and Museum Building & Art restricted reserves have funds available to carry out the work.

A. Tennant asked if MVCA is eligible for a heritage restoration grant at the municipal level. P. Kehoe commented that this type of roof should last at least 25 years and suggested reaching out to more contractors for quotes. S. Lawryk said that further quotations have been requested and staff will look further into the heritage grant.

C. Lowry asked if there is any risk of damage to contents in the museum. S. Lawryk reported that interim repairs mitigate the risk of water and snow causing further damage at this time and that further action will be taken if needed.

6. IT Network Review, Report 3249/22

A. Broadbent outlined three main pressures for an independent review of the Authority's IT system:

1. The need for capital renewal of the key assets including servers and Wi-Fi system
2. The need to accommodate large data sets and complex models, and
3. The Need to mitigate security breaches/risks and provide IT system resilience

He further explained that the current capital plan identifies \$90,000 for replacement of all network servers by 2025 and 40 staff computers by 2030 and it would be beneficial to understand options before making these investments.

P. Kehoe inquired into the state of the security now and do we need to do anything on that end. A. Broadbent replied the system has been updated over the years and that significant improvements were implemented after a ransomware attack in 2019. Updates are ongoing.

P. Sweetnam asked if our systems are reliable. A. Broadbent confirmed that the dedicated internet (Bell) is reliable but we must look at other Business Continuity measures to be prepared for outside Cyber security breaches and network resilience in the event of disaster.

**FAAC10/11/22-5**

**MOVED BY: P. Kehoe**

**SECONDED BY: B. King**

**Resolved, That the Finance & Administration Advisory Committee recommend inclusion of an IT network review in the 2023 budget.**

**“CARRIED”**

**7. Corporate Needs Assessment Update, Report 3250/22**

Committee members were asked to review the needs assessment and offer comment on priorities to help inform 2023 work planning. J. Mason recommended that this request be more explicit when the report is elevated to the Board.

**8. Proposed 2023 Fee Schedule, Report 3251/22**

The draft 2023 fee schedule was presented to the Board. Several but not all fees were increased by 2% increase to allow for inflation. A selection of fees were increased by 5% where reviews are more complex. Other key changes are the addition of a new category under “Fill Replacement”, and a new management fee in line with other Conservation Authorities.

P. Kehoe outlined that fees can be different by area and has there been any thought about setting up a fee structure in City of Ottawa versus another fee structure for smaller rural areas. M. Craig reported that minor applications are more common outside the city and different fees within the watershed had been previously discussed. S. McIntyre added that a fee study is planned for 2023 during which MVCA will consult with other CA’s and municipalities.

P. Kehoe had concerns on the fees and would like clarification on the actual cost of processing fee applications. M. Craig provided cost recovery information and indicated that the Authority is not yet at full cost recovery.

B. King suggested that fees are likely too low and current inflation rates should fee increases should not be limited to 3 or 4%.

P. Sweetnam agreed that the 2% increase is modest and reported that City of Ottawa fees are in some cases increasing by over 8%.

C. Lowry asked for clarification on consistency of increases across the CAs. M. Craig indicated that MVCA collaborates with Rideau Valley and South Nation CAs on Schedule A Fees.

**FAAC10/11/22-6**

**MOVED BY: J. Atkinson**

**SECONDED BY: P. Sweetnam**

**Resolved, That the Finance & Administration Advisory Committee recommend that the Board approve the 2023 Fee Schedules as presented**

**“CARRIED”**

**9. 2023 Budget Assumptions, Report 3252/22**

S. McIntyre explained that due to the upcoming election the City of Ottawa was delayed in providing direction to its staff and Boards such as MVCA. In lieu of firm direction, staff looked at past practice and made the following recommendations.

- An assumed growth in tax assessment of 1.5%. (based upon provincial data received)
- A municipal levy increase of 3.5% to the operating budget (half the August inflation rate)
- A municipal levy increase of 4.5% to the capital budget (as previously discussed with the Board to enable delivery of the Authority’s capital program)

J. Mason expressed concern regarding how the organization will adjust if the stated assumptions prove excessive. S. McIntyre responded that staff will prioritize work and how it will pivot to achieve lower targets.

P. Sweetnam asked for confirmation whether the total increase to the Operating Levy would be 5%? S. McIntyre confirmed, and clarified that this does not include phase-in of the workforce plan.

J. Mason commented that MVCA would be saving money due to the federal Kashwakamak Lake Dam grant. S. McIntyre stated that project costs have risen and that staff will be reviewing the 10-year Capital Plan and adjusting projected capital needs.

**FAAC10/11/22-7**

**MOVED BY: P. Sweetnam**

**SECONDED BY: J. Mason**

**Resolved, That the Finance & Administration Advisory Committee recommend to the Board of Directors to direct staff to develop the 2023 Budget and related documents in accordance with the following parameters:**

- 1. An assumed growth in tax assessment of 1.5%.**
- 2. A municipal levy increase of 3.5% to the operating budget**
- 3. A municipal levy increase of 4.5% to the capital budget**

**“CARRIED”**

**ADJOURNMENT**

The meeting was adjourned at 3:00 pm.

**FAAC10/11/22-8**

**MOVED BY: P. Kehoe**

**SECONDED BY: J. Atkinson**

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

**“CARRIED”**

P. Tapley, Recording Secretary

C. Lowry, Chair

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## REPORT

3261/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, GM
RE:	<b>Alternative Work Arrangement Policies</b>
DATE:	November 15, 2022

### RECOMMENDATION

**That the Finance & Administration Committee recommend that the Board approve amendment of section 2.3.1 of the Employee Manual as set out in this report; and add Attachment 1 to the Employee Manual as Appendix 13.5 and Attachment 2 as Appendix 13.6.**

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#### 1.0 PURPOSE

The purpose of this report is to obtain approval of policies to govern alternative work arrangements that would help improve employee work-life balance as set out in the 2021 Workforce Plan and 2022 Action Plan to Mitigate Workplace Stress. The two proposed alternative work arrangements are the following:

- Work from home
- Compressed work week

#### 2.0 WORK FROM HOME POLICIES

Working from home provides many benefits including reduced commute times and costs, the ability to see children off to and home from school, and reduced before- and after-care costs. MVCA like most other organizations was forced to adopt a work from home approach in March 2020, and has maintained it on a trial basis since the provincial Order to work from home was lifted earlier this year.

Since returning to the workplace, management and employees have realized the benefits but also learned about the challenges of operating within a hybrid work environment. This fall a volunteer working group of employees discussed issues and drafted a policy framework. The policies contained in Attachment 1 were circulated to staff for comment and no comments were received.



In summary, the work from home policies allow employees and their supervisors to enter into written agreements that spell out the responsibilities of each and the agreed upon schedule. The policies allow for revisiting of the agreement over time, and are clear that working from home is neither a requirement nor a right, and is offered to facilitate work-life balance without compromising MVCA's ability to deliver programs and services.

A key concern regarding work from home arrangements is ensuring proper health and safety at the home work station. For this reason, employees will be required to complete a check-list and to warrant that their home work station meets the health and safety requirements of MVCA.

The policy is clear that it is the responsibility of the employee to provide home internet service and any furniture required to establish a home work station. During the pandemic, MVCA migrated to the use of laptops to allow for easy transport between work and home. Most expenses required to facilitate work from home solutions have already been incurred. Any outstanding costs can be accommodated within the existing I&CT operating and capital budgets.

### **3.0 COMPRESSED WORK WEEK POLICIES**

Compressed work weeks allow employees to work their 75-hour bi-weekly hours in fewer than 10 work days. When in effect, this will provide employees a 3-day weekend every other week. This arrangement has been trialled with the field crews since the spring because the Work from Home option was not available to them. We have two field crews, and they have been working alternate Fridays so that the Authority is never without a field crew. The participating employees very much appreciated this approach and asked that it continue.

Key elements of the compressed work week policies are the following:

- It is only available to the field crews, the Field Supervisor and the front desk Administrative Assistant—none of whom are eligible for the work from home option.
- For the Field Supervisor and crews, the program will only be in effect from June to November each year to make use of the longer work days and the need for all hands-on-deck during the spring freshet.
- When in effect, employees will work 8 hours and 20 minutes each day, 9 out of 10 work days. The 10<sup>th</sup> day will be a Friday.
- When an employee's day off coincides with a public holiday, they will be required to take an alternative day off within the same or subsequent pay period.

The policies contained in Attachment 2 were circulated to staff for comment and no comments were received. There are no costs associated with implementation of this policy.

## 4.0 CHANGES TO THE EMPLOYEE MANUAL

The following amendments to Section 2.3.1 of the Employee Manual are required to facilitate implementation of the above policies.

### 2.3.1 ~~Alternative~~ Flexible Work Arrangements

Since Mississippi Valley Conservation Authority is a small organization, the absence of staff from the workplace has a greater impact than that which would occur in a workplace with hundreds of employees. However, employees ~~are occasionally permitted to work at home with permission from their supervisor.~~ may participate in one of two alternative work arrangements as set out in Appendices 13.5 and 13.6:

- Work from Home policies
- Compressed Work Week policies

~~Flexible~~ Other arrangements such as job-sharing ~~or special work hours~~ must be arranged on an individual basis and must consider and address ~~take into account~~ the effect ~~this will have of the proposal~~ on the organization as well as other employees. ~~Flexible~~ All alternative work arrangements not addressed by Appendices 13.5 and 13.6 must be approved in advance by the Supervisor and the General Manager.

Note, the appendices referenced in the policy are implementation tools that may be amended from time to time and do not require Board approval. Appendices will be drafted upon approval of these policies.

## 5.0 CORPORATE STRATEGIC PLAN

Implementation of the Workforce Plan and transfer of those costs over time to the municipal levy supports achievement of the following goal and objectives:

Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

- a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.
- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.
- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.



## **DRAFT Work from Home Policy**

### **1. Purpose**

This policy has been drafted to facilitate and guide working from home as a means of supporting employee work-life balance. Its objective is to ensure that the needs of colleagues, clients, and the employer are considered and appropriately addressed. Nothing in this policy is intended to imply that working from home is either a requirement or a right. MVCA's work from home program is optional for both the employer and the employee.

### **2. Definitions**

Primary Work Station – the place where an employee spends greater than 50% of their desk-work time, which is located at either the Mill of Kintail C.A. or 10970 Highway No. 7, Carleton Place.

Home Work Station – the place where an employee has established a work space that meets the requirements of this policy.

Work from Home Agreement – a document signed by an employee and their Supervisor that sets out the terms and conditions of working from home.

Work from Home Check-list – a document signed by an employee that confirms that their Home Work Station meets the requirements of this policy.

### **3. Applicability**

This policy applies to all employees with the exception of the Administrative Assistant, Custodian, Field Supervisor and Maintenance Technicians, who instead may be eligible to work in accordance with the Compressed Work Week policy.

Contract employees may participate in this program at the discretion of their Supervisor where the necessary equipment is available and they are able to meet all requirements of this policy.

### **4. Employer Responsibilities**

The Supervisor shall:

- Provide for an ergonomic, safe, and secure Primary Work Station.
- During the first month of employment, discuss hours of work and work from home opportunities with the employee and complete a Work from Home Agreement where mutually desired and feasible. Refer to Appendix 1.
- Provide the completed form to the Treasurer for the employee's file.
- Monitor attendance and performance in accordance with the Agreement and the Employee Manual, and raise and document any issues with an employee in a timely manner.
- Revise the Work from Home Agreement and privileges where appropriate.
- Obtain all MVCA-issued equipment upon conclusion of the employee's work with MVCA.

Where an employee and their Supervisor have signed a Work from Home Agreement, the I&CT Manager shall:

- Provide the employee with a computer, monitor, keyboard, mouse, docking station, and standard issue cables for home use; and set up the computer for VPN use. Where needed, the employee may also be provided with a laptop stand or monitor stand.
- Provide the employee with a Work from Home Check-list and direction on how to set up an ergonomic, safe, and secure work station. Refer to Appendix 2.
- Obtain a completed Work from Home Check-list from the employee and provide to the employee's Supervisor and the Treasurer for the employee's file.
- Provide remote support as needed to the employee.
- Monitor home computer use in accordance with the Electronic Monitoring policies set out in the Employee Manual.

Where a Work from Home Agreement is in effect, an employee's supervisors will make reasonable effort to minimize when an employee is required to attend a meeting or event outside of their normally scheduled office times. Nothing in this policy negates an employee's obligation to attend their Primary Work Station or other location at the request of the employer where reasonable notice is provided.

## **5. Employee Responsibilities**

Where an employee and their Supervisor have signed a Work from Home Agreement, the Employee shall:

### Utilities, furniture, and peripherals

- Arrange and pay for home internet service and for a direct or Wifi connection to their Home Work Station. It is the Employee's responsibility to provide consistent quality internet service to their Home Work Station or otherwise demonstrate that they can effectively perform their work and interact with clients and colleagues on a consistent basis.
- Arrange and pay for the set-up of an ergonomic, safe, and secure Home Work Station. Upon completion of the set-up the employee shall complete and sign the Work from Home Check-list and be eligible to work from home. The Check-list is subject to periodic review and confirmation.
- Arrange and pay for a home printer, associated equipment and supplies such as cables, ink, and paper where desired by the employee.
- Pay all incremental utility costs associated with working from home. It is the Employee's responsibility to meet any and all federal requirements and to claim any tax deductions that may be available to people with dedicated home work spaces.

### Equipment Use

- Ensure that MVCA equipment is used exclusively by the employee and only for MVCA business.
- Immediately notify their Supervisor and the I&CT Manager of any security breaches to MVCA hardware and software including MVCA computer use by family members or others.
- Adhere to the Code of Conduct, Workplace Violence & Harassment policies, and Confidentiality Agreement set out in the Employee Manual, and to the Health & Safety Manual.

#### Equipment Care

- Take all reasonable precautions to prevent damage and loss of MVCA-issued equipment.
- Complete and submit an Incident/Accident form to their Supervisor and the I&CT Manager when MVCA equipment is lost, damaged, or stolen.
- Return for maintenance and update any and all MVCA-issued equipment at the request of the I&CT Manager, and to their Supervisor at the end of their employment with MVCA.

#### Other

- Forward their Primary Work Station desk phone to their cell phone during normal hours of work to maintain a consistent level of service to colleagues and clients regardless of work location. Refer to Appendix 3
- Check their voicemail at least daily. Refer to Appendix 4.
- Use Microsoft Teams each day and during the course of the day to indicate their location of work including off-site inspections/meetings and availability to work. Refer to Appendix 5.
- Attend their Primary Work Station or other location as requested by their Supervisor, Manager, Director or General Manager, regardless of their Work from Home Agreement where reasonable notice is provided. Employees should recognize that some discussions/meetings are best held in person and that a Zoom or Teams option is not always provided for that reason.
- Ensure their in-person attendance at regularly scheduled 1:1 and team meetings to allow for effective engagement and collaboration with their Supervisor and colleagues. Regular absence from these meetings is cause for revoking the Work from Home Agreement.
- Return to the workplace all confidential materials for filing or disposal on a regular basis. More specifically, confidential materials shall only remain at a person's home for the duration of their work on that file and shall not be left in the open or in common areas.

### **6. Treasurer Responsibilities**

Prepare and provide a T2200 form upon the request of an employee for taxation purposes.

### **7. Implementation**

#### Existing Employees

In order to maintain current work from home privileges, all employees currently working from home shall enter into the Agreement and complete the Check-list identified herein. All agreements and check-lists shall be completed no later than December 23, 2022. Where an agreement and check-list are not completed by the deadline, work from home privileges will be revoked effective January 3, 2023. Extensions may be granted at the discretion of the General Manager.

#### Equipment

The I&CT Manager shall update the inventory of equipment issued for work-from-home purposes, and may request employees to submit the computer model number and other information to ensure that the asset inventory is current and complete.

### Tracking & Compensation

Time working at home is not a form of leave and shall be treated the same as any other hours worked. When an employee is required to attend the office or other work site on a day scheduled for Work from Home, there is no requirement to compensate the employee in any manner, e.g. with alternative or make-up Work from Home day(s).

### Periodic Review

All agreements and check-lists are subject to periodic review and update.

## **APPENDIX 1 – Work from Home Agreement**

## **APPENDIX 2 – Work from Home Check-list**

## **APPENDIX 3 – Forwarding Calls to Cell Phone**

## **APPENDIX 4 – Checking Voice-mail**



## **DRAFT Compressed Work Week Policy**

### **1. Purpose**

This policy has been drafted to facilitate and guide working a compressed work week as a means of supporting employee work-life balance. Its objective is to ensure that the needs of colleagues, clients, and the employer are considered and appropriately addressed. Nothing in this policy is intended to imply that working a compressed work week is either a requirement or a right. MVCA's compressed work week program is optional for both the employer and the employee.

### **2. Compressed Work Schedule**

An employee shall work 8 hours and 20 minutes daily for 9 days out of every 10 regular working days for a total of 75 hours bi-weekly. The 10<sup>th</sup> day shall be a Friday unless it is a paid-Holiday per the Employee Manual.

### **3. Applicability**

This policy applies to the Administrative Assistant, Field Supervisor and Maintenance Technicians.

For Maintenance Technicians and the Field Supervisor, the Compressed Work Week will only be available during the months of June through November, inclusive as established each year by the Treasurer to align with pay-periods.

Contract employees may participate in this program at the discretion of their supervisor where they are able to meet all requirements of this policy.

### **4. Employer Responsibilities**

The Supervisor shall:

- Ensure proper staffing on Fridays and during the applicable months to ensure timely completion of required tasks.
- During their first month of employment, discuss hours of work and compressed work week opportunities with new employees and complete a Compressed Work Week Agreement where mutually desired and feasible. Refer to Appendix 1.
- Provide the completed form to the Treasurer for the employee's file.
- Monitor attendance and performance in accordance with the Agreement and the Employee Manual, and raise and document any issues with an employee in a timely manner.
- Revise the Compressed Work Week Agreement and privileges where appropriate.

Where a Compressed Work Week Agreement is in effect, an employee's supervisors will make reasonable effort to minimize when an employee is required to attend a meeting or event outside of their normally scheduled work times. Nothing in this policy negates an employee's obligation to work where reasonable notice is given.

Where an employee's day off coincides with a paid-Holiday per the Employee Manual, the Supervisor will take reasonable steps to ensure that the employee is able to take-off an alternate day within the same or next pay-period.

The Treasurer shall:

- Notify supervisors and employees of the applicable pay periods no later than April 30 of each year.
- Undertake such changes and staff training as is needed to enable proper time reporting, tracking and compensation during that period.

## **5. Employee Responsibilities**

Where an employee and their Supervisor have signed a Compressed Work Week Agreement, the employee shall:

- Work 8 hours and 20 minutes daily during the applicable period.
- Be available for on-call or emergency work as required by their position.

Where a paid-Holiday per the Employee Manual coincides with an employee's scheduled day off, the employee shall take an alternate day off within the same or next pay-period as agreed to with their Supervisor.

## **6. Tracking & Compensation**

Timesheets are to be completed to show hours worked. Any work performed on a regularly scheduled day off will be granted Time Off in Lieu in accordance with the *Employment Standards Act*.

## **7. Periodic Review**

All agreements are subject to periodic review and update.

## **APPENDIX 1 – Compressed Work Week Agreement**



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## REPORT

3262/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, GM
RE:	<b>Cell Phone Policies</b>
DATE:	November 15, 2022

### RECOMMENDATION

**That the Finance & Administration Committee recommend that the Board approve amendment of Section 2.7 Technology – Internet, E-Mail, Cell Phones as set out in this report and addition of Attachment 1 to the Employee Manual as Appendix 13.7.**

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#### 1.0 PURPOSE

Like personal vehicles, employees have occasion to use their personal phones in conducting corporate business. At minimum they are used to communicate with the office, clients, and municipalities when operating in the field. As well, they are often used to take photographs, download information, and share information with others. The purpose of this report and associated policies is to provide clarity around the reimbursement of employees for use of personal cell phones and for the distribution of corporate cell phones.

#### 2.0 CELL PHONE POLICIES

In summary, the new cell phone policy contained in Attachment 1 assumes that all new staff own a cellular phone. Three levels of cellular support are identified in the new policy:

**Level 1** – Provide employee with a \$25.00 monthly subsidy to compensate for regular but modest use of a personal phone.

**Level 2** – Enroll employee in the Corporate Service Plan to allow for higher levels of voice and/or data use, in particular while conducting field work. Upon successful completion of an employee's probationary period, provide a \$200 subsidy to upgrade a personal phone. Thereafter, provide the employee with a \$200 acquisition subsidy once every three (3) years.

**Level 3** – Provide employee with a Corporate Cell Phone and Corporate Service Plan for regular voice and data use where there is an expectation of after-hours and on-call use.

The policy also addresses the responsibilities of the employer and employee and limitations of the program.

### **3.0 CHANGES TO THE EMPLOYEE MANUAL**

The following amendment to Section 2.7 of the Employee Manual is required to facilitate implementation of the new cell policies. Add:

#### 2.7.5 Cell Phone Program

All employees are eligible for compensation for the use of personal cell phones for carrying out Authority business. Details of the cell phone program can be found in Appendix 13.7.

Note, the appendices referenced in the policy are implementation tools that may be amended from time to time and do not require Board approval. The appendices will be drafted upon approval of this policy.

### **4.0 FINANCIAL IMPLICATIONS**

The financial impact of this policy is expected to be negligible. Use of personal cell phones grew considerably in recent years and became essential during the pandemic due to work from home requirements. Consequently, most people are already receiving the \$25.00 monthly subsidy or were enrolled in the corporate service plan. Over the years, several employees were also issued corporate cell phones. Therefore, the carrying cost of the program will be roughly equivalent going forward and can be handled without impacting the operating and capital budgets.

### **5.0 CORPORATE STRATEGIC PLAN**

Implementation of the Workforce Plan and transfer of those costs over time to the municipal levy supports achievement of the following goal and objectives:

Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

- a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.
- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.



## **DRAFT** **Cell Phone Policy**

### **1. Purpose**

Cellular phones are a standard form of communication and are owned by most employees joining the organization. Like personal vehicles, employees may have occasion to use their cellular phone to carry out the business of MVCA. The purpose of this policy is to guide compensation and the provision of cellular service and equipment to MVCA employees; and to set out employee and employer roles and responsibilities.

### **2. Definitions**

Corporate Service Plan – Currently Roger 6GB Voice and Data Plan that provides Canada-wide calling and picture messaging. This Plan is subject to change.

Corporate Cell Phone – Dependent upon availability and price under Corporate Service Plan. Phone will include protective covering.

Shared Device – a cellular phone assigned to a department or group instead of an individual.

### **3. Compensation**

MVCA provides three levels of compensation depending upon employee voice and data use.

**Level 1** – Provide employee with a \$25.00 monthly subsidy to compensate for regular but modest use of a personal phone.

**Level 2** – Enroll employee in the Corporate Service Plan to allow for higher levels of voice and/or data use, in particular while conducting field work. Upon successful completion of an employee's probationary period, provide a \$200 subsidy to upgrade a personal phone. Thereafter, provide the employee with a \$200 acquisition subsidy once every three (3) years.

**Level 3** – Provide employee with a Corporate Cell Phone and Corporate Service Plan for regular voice and data use where there is an expectation of after-hours and on-call use.

Refer to **Appendix 1** for the level of entitlement for current positions within the organization.

Where employees are entitled to Level 2 compensation but are locked into an existing Service Plan, they will be offered the \$25.00 monthly service subsidy, and the \$200 acquisition subsidy upon successful completion of their probationary period.

Where employees are entitled to Level 3 compensation but do not want a corporate phone or are locked into an existing Service Plan, they will be entitled to the same service and acquisition subsidies offered at Level 2, as appropriate.

Compensation will not be provided to contract employees where the duration of the contract is equal to or less than 6 months. Compensation for contract employees of longer duration shall be determined on

a case by case basis at the discretion of the Supervisor in consultation with the I&CT Manager. Where needed, Supervisors can request a shared device for a contract employee.

#### **4. Hot spotting**

Employees are responsible for providing internet service when working from home. As such, Hot spotting of cell phones for the purpose of working from home will not be included in the assessment of use.

#### **5. Enrollment**

The I&CT Manager will provide new employees with an enrollment form during on-boarding, and oversee set-up of personal and corporate phones under the Corporate Service Plan, as needed.

#### **6. Privacy**

Cell phone numbers will not be shared or posted without an employee's permission, which may be revoked at any time. While working from home, employees shall forward their office phone to their cellular phone to maintain a consistent level of service to colleagues and clients. Refer to Appendix 2.

All cell phone use is subject to the Electronic Monitoring policies set out in the Employee Manual.

#### **7. Cell Phone Operation and Maintenance**

- Employees are expected to take all reasonable precautions to prevent damage and loss of their phone.
- Where a Corporate Cell Phone is lost or damaged, employees shall complete and submit an Incident/Accident form to their supervisor.
- Employees shall upload business-related photos upon return to their primary or home work station to free up storage and mitigate potential data losses.
- Texting is a form of official communication. Work related texts shall be managed in accordance with MVCA's Record Management System.
- International calling and texting is not included in the Corporate Service Plan.
- Employees are responsible for all costs incurred where usage exceeds the limits of the Corporate Service Plan unless it can be demonstrated that exceedances were for business purposes.
- Employees are responsible for all costs for cloud storage and cell phones apps that are not pre-approved by their Supervisor and the I&CT Manager.
- MVCA will not provide reimbursement for any cost incurred beyond what is listed in Section 3.
- Cell phones will not be used while operating a motor vehicle. Refer to SOP 007.
- Cell phones are to be used in accordance with the corporate Code of Conduct, Workplace Violence & Harassment policies, and Confidentiality Agreement set out in the Employee Manual.

## **8. Employer Responsibility**

The Treasurer or designate will undertake review of monthly cell phone statements. Where overages are identified, employees will be contacted for explanation and, where appropriate, for payment. Where an employee fails to make payment for non-work-related costs, cell phone compensation may be revoked and other action taken in accordance with the Employee Manual.

## **9. Implementation**

Employees entitled to Level 2 compensation who currently use a Corporate Cell Phone may continue to use the device until it reaches the end of its useful life, is lost, or is damaged beyond repair.

Any employee opting out of all or a portion of this program may use a Shared Device as needed, and is not entitled to compensation beyond what is stipulated in Section 3.

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## **APPENDIX 1 – ENTITLEMENT**

## **APPENDIX 2 – FORWARDING CALLS TO CELL PHONES**

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## REPORT

3263/22

TO:	Finance & Administration Advisory Committee
FROM:	Matt Craig, Manager, Planning and Regulations, Sally McIntyre, General Manager
RE:	Proposed Fee Policy and Schedule Amendments
DATE:	November 16, 2022

### Recommendation:

**That the Finance & Administration Committee recommend that the Board:**

- a) approve in principle the Fee Policy and additions to the 2023 Fee Schedule as presented herein.**
- b) authorize enactment of the Fee Policy and 2023 Fee Schedule upon completion of the 30-day notification period if no major concerns are raised by stakeholders.**
- c) Direct staff to return to the Board upon completion of the 30-day review period if any major concerns are raised by stakeholders.**

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### 1.0 PURPOSE

The purpose of this report is to replace the current Fee Policy and to amend the 2023 Fee Schedule to in order be compliant with legislative changes that take effect January 1, 2023.

### 2.0 BACKGROUND

Changes to the *Conservation Authorities Act* regarding the charging of fees for programs and services will take effect January 1, 2023. Section 21.2 of the Act requires conservation authorities to prepare and adopt both a written fee policy and fee schedules for the programs and services it provides. The Fee Policy must include the following:

- The conservation authority's Fee Schedule;
- The frequency within which the fee policy will be reviewed by the Authority;
- The process for carrying out a review of the Policy, including rules for giving notice of the review and of any changes as a result of the review; and,

- The circumstances in which a person may request that the authority reconsider a fee that was charged to the person and the procedures applicable to the reconsideration.

### **3.0 FEE POLICY**

MVCA approved a fee policy in 2007 that is now dated and does not meet the requirements of the legislation. The fee policy contained in Attachment 1 replaces the old policy in its entirety. The proposed policy is founded on the following key principles:

- Recover full-costs where feasible.
- Balance user-pay principle with maintaining affordable access for all.
- Harmonize fees with neighbouring conservation authorities in shared municipalities where feasible.

All other aspects of the policy are written to reflect current state or to address matters now required by the legislation. Going forward, it is recommended that the Fee Policy be reviewed at least once per term to allow for changes in Board membership and ensure that it remains current.

### **4.0 2023 FEE SCHEDULE**

The following changes are required to the 2023 Fee Schedule:

- Inclusion of planting materials fees as required by the legislation (to be based upon actual costs to MVCA.)
- Addition of septic program fees (per new MOUs with area municipalities), see Attachment 2;
- Addition of a \$30.00 fee for providing written technical responses to a query in response to queries (letter with O. Reg. 153/06 map.) This is being adopted by many CAs to address the significant increase in queries experienced in the recent years.
- Reintroduction of the fee for “Shoreline alterations/protection, channelization permits > 500m” in the amount of \$2,050, which was accidentally deleted from the 2022 Fee Schedule approved by the Board in October 2023.

As is current practice, going forward the Fee Schedules will be reviewed annually to monitor its effectiveness and need for update. All recommended changed will be brought to the Board of Directors for consideration in accordance with the new fee policies.

### **5.0 NEXT STEPS**

In order to fulfil the requirements of the legislation, a notice was published regarding the proposed Fee Policy and 2023 Fee Schedule concurrent to issuance of the Finance & Administration Committee agenda. All comments received will be reviewed and a summary



provided to Board members. If no major concerns are raised, the policy and schedule will take effect January 1, 2023. If major concerns are raised, staff will arrange a special meeting of the Board in December to consider the comments and potential adjustments to the policy and schedule. A notice will be published following enactment of the Fee Policy and Fee Schedule.

## **6.0 STRATEGIC PLAN**

Proposed amendments to the Fee Policy and Schedule support the following strategic objectives by providing for cost recovery for these services:

Goal 1: Asset Management b) Strengthen our risk analysis and management capacity to include climate change and development impacts.

Goal 2: Community Building a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.

Goal 3: People and Performance a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements; and b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness



# DRAFT Fee Policy

## 1. Purpose

The purpose of this document is to describe the process for determining and implementing fees, and to set out the fees approved by MVCA's Board of Directors. These policies were developed in accordance with Section 21 of *The Conservation Authorities Act* (CAA) and *Ontario Regulation 686/21*, which allow for the charging of fees.

## 2. Definitions

Category 1 Program and Service – Provincially mandated programs and services prescribed by Ontario Regulation 686/21.

Category 2 Program and Service – Municipal programs and services subject to Memoranda of Understanding (MOU) per Section 21.1.1 of the CAA.

Category 3 Program and Services – Community programs and services that may be subject to Cost Apportionment Agreements (CAA) per Section 21.1.2 of the CAA.

## 3. Scope

Table 1 sets out the types of programs and services subject to fees at MVCA.

**Table 1: Programs & Services Subject to Fees by Category Type**

Program and Service	Cat. 1	Cat. 2	Cat. 3
a) Administration of Section 28 and 28.1 of the <i>Conservation Authorities Act</i> (CAA) including technical advice and studies.	✓		
b) Response to legal, real estate and public inquiries regarding a CAA Section 28 and 28.1 and natural hazard inquiries under the Planning Act.	✓		
c) Activities requiring a permit made pursuant to section 29 of the CAA.	✓		
d) Review and commenting on applications under other legislation noted under O. Reg. 686/21 and associated inquiries.	✓		
e) Access to Authority owned or controlled land for activities not requiring direct authority or another staff involvement.	✓		
f) Municipal programs and services may include but are not limited to administering septic approvals and providing comment on <i>Planning Act</i>		✓	

Program and Service	Cat. 1	Cat. 2	Cat. 3
applications for technical and policy matters other than for consistency with natural hazard policies, such as related to natural heritage, storm water management, or other matters requested by a municipality, county, corporation or individual.			
g) Extension Services (e.g. technical advice/implementation of erosion control measures, forest management/tree planting, wildlife/fisheries habitat management, management of forests/recreational land owned by others, technical studies.)			✓
h) Property rentals and recreational activities that are provided on land that is owned or controlled by the authority with the direct support or supervision of staff employed by the authority or by another person or body, or with facilities or other amenities maintained by the authority, including equipment rentals and renting facilities for special events.			✓
i) Community relations to help establish, maintain, or improve relationships between the authority and community members.			✓
j) Public education services to improve awareness of issues relating to the conservation, restoration, development, and management of natural resources in watersheds in Ontario.			✓
k) The provision of information to the public.			✓
l) The sale of products by the authority.			✓
m) Staff time and expenses for specific services not listed.	✓	✓	✓

#### 4. Principles

MVCA fees are set with consideration given to the following guiding principles:

- Recover full-costs where feasible.
- Balance user-pay principle with maintaining affordable access for all.
- Harmonize fees with neighbouring conservation authorities in shared municipalities where feasible.

## **5. Public Consultation**

MVCA will consult with the public a minimum of thirty (30) days prior to approving or amending the Fee Policy or Fee Schedule. Notification shall consist of:

- E-mail or direct mail to member municipalities and key stakeholder groups;
- Posting proposed changes for comment on the MVCA website; and
- Promotion of the web posting using social media.

Comments received will be provided to the Board of Directors prior to consideration of any changes.

## **6. Public Notification and Availability**

Following approval of new fees or fee policies, MVCA shall notify the public, member municipalities, and neighbouring conservation authorities of proposed changes no less than thirty (30) days before the changes take effect. Notice shall consist of:

- E-mail or direct mail to member municipalities and key stakeholder groups;
- Posting proposed changes for comment on the MVCA website; and
- Promotion of the web posting using social media.

The MVCA website shall be updated as needed to ensure that posted fee policies and fee schedules are current and consistent with the Board's direction.

## **7. Review of Fees**

The fee policy will be reviewed a minimum of once every four years, and the fee schedule will be reviewed annually by MVCA staff to monitor their effectiveness. Any proposed changes will be brought to the Board of Directors for consideration, normally in the fall during development of the annual budget. This does not preclude the review and update of individual schedules as needed to fulfill the operational needs of the Authority.

## **8. Collection of Fees**

Payment of fees for programs and services can be made:

- a) in person at the MVCA administrative office during posted business hours;
- b) over the telephone during posted business hours;
- c) using direct mail;
- d) using e-transfer; and
- e) through an MVCA-approved organization and process.

Fees to be collected shall be based upon the fee schedule in effect on the date of the financial transaction. MVCA will not commence processing of applications, program registrations, or other service requests until all applicable fees have been received in full.

## **9. Refund of Fees**

MVCA may issue refunds when:

- MVCA cancels a program or service or is otherwise unable to fulfill its service obligation;
- A payee is overcharged or overpays; and
- A payee cancels registration within pre-set timelines.

MVCA does not issue refunds for permit and planning services unless the application or service request is withdrawn before action is taken by the Authority. Where a refund is approved by the General Manager or designate, a 10% handling charge may apply.

## **10. Fee Appeals**

Appeals shall be submitted in writing to the General Manager and state the reason for the request. The General Manager may contact the appellant or others to enable proper consideration of the appeal. The General Manager may waive, uphold, or alter the fee. The decision of the GM is final, and is not appealable to the Board of Directors. Applicants will be notified of the GM's decision and shall pay any and all stipulated fees.

## **11. Implementation**

The Fee Policy and Schedules becomes effective as of the date set by the MVCA Board of Directors and shall be made available to the public on the MVCA website.

The establishment of this Fee Policy and Schedules supersedes and replaces all previous fee policies and/or schedules. The Policy also applies to proposals not previously invoiced (e.g. planning applications that predate the new fee schedule.)

**Schedule "F" – Permits for Class 2-5 Onsite Sewage Disposal Systems**

<b>Application Type</b>	<b>Description</b>	<b>Fee</b>
<b>Sewage System New Construction Replacement</b>	Class 4 (Leaching Bed System) & Class 5 (Holding Tank)	
	Residential	\$910
	Commercial or Other Occupancies	\$1,175
	Class 2 & 3 Systems	\$445
	Class 4 Septic Tank Only	\$380
	Inspections (Subgrade, Partial Install, Squirt Height)	\$200
<b>Revisions to Existing Permit</b>	Major (e.g. Different Type of System, Different Location > 10 Meters)	50% of Fee
	Minor (e.g. Change Design Flow, Type of Treatment Unit)	\$200
	Administration (e.g. Change of Documentation only)	\$135
<b>Alteration to Existing System</b>	Major (e.g. Addition of Treatment Unit, Mantle)	\$380
	Minor (e.g. Level Header, Filter & Riser)	\$200
<b>Renovation Change of Use Permits</b>	Renovation/Change of Use (OBC Part 10 & 11)	\$320
	Renovation/Change of Use (OBC Part 10 & 11) with Part 8 Application	\$165
	Property Clearance	\$165
	File Search for Septic Records	\$165
	Lawyer's Letters	\$165
<b>Renewals &amp; Cancellations*</b>	Renewal & Review Fee	\$165
	Cancellation Within 12 Months of Issuance (refund)	50% of Fee
<b>Permit to Demolish</b>	Permit to Demolish / Decommission a Septic System	\$165
<b>Clerical Surcharges*</b>	Operation & Maintenance Document Management Fee (Sec. 8.9 OBC)	\$11
<b>Planning</b>	Planning Comment (per lot for Subdivision Plan Review)	\$220
	Consent Application	\$330
	Additional Consent applications (same retained parcel)	\$150

**NOTES:**

- \* If construction begins before a permit is issued a 50 percent (%) surcharge applies to all permits.
- \* A permit is valid for 12 months from the original date of issuance noted in permit. If lapsed, it may be renewed only once for a period of 12 months from the original date of expiry.
- \* Clerical surcharges are subject to HST

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## REPORT

3264/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Stacy Millard, Treasurer
RE:	<b>Draft 2023 Budget</b>
DATE:	November 16, 2022

### Recommendation:

That the Finance & Administration Advisory Committee recommend the Draft 2023 Budget to the Board of Directors for consideration and circulation to member municipalities for comment.

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### 1.0 TOTAL BUDGET

The proposed 2023 budget is \$5,963,486 as shown in Table 1. Details of the Draft 2023 Budget are contained in Attachment 2.

<b>Table 1: TOTAL BUDGET</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b>Operating</b>	3,534,115	4,571,874	4,562,158
<b>Capital</b>	915,067	827,142	1,381,167
<b>Contribution to Reserves</b>	478,875	196,719	20,161
<b>Total</b>	<b>4,928,057</b>	<b>5,595,735</b>	<b>5,963,486</b>

### 2.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on October 19, 2022, the municipal levy portion of the 2023 budget shows increases of:

- 3% for inflation on the operating budget,
- 4.5% on the capital budget for implementing the 10-year Capital Plan,
- 1.5% on both operating and capital to allow for assessment growth.

The levy also includes a further \$97,582.00, which represents 33% of the 2023 budget pressure to implement MVCA's *Workforce Plan*, with the balance to be phased onto the levy in 2024 and 2025. As presented in October, staff operating costs need to migrate from the Operating Reserve onto the Municipal Levy or other sources of revenue. The Fee Study to be carried out in 2023 may identify ways to mitigate future pressures on the municipal levy.

Combined, these increases raise the Total Municipal Levy by 7.6% as shown in Table 2. Impacts on individual municipal levies are provided in Attachment 1. The Special Levy is only paid by the City of Ottawa and is for delivery of its Baseline Water Quality Monitoring Program.

<b>Table 2: MUNICIPAL LEVIES</b>	<b>2022</b>	<b>2023</b>
<b>General Operating Levy</b>	2,777,096	2,999,647
<b>Capital Levy</b>	598,706	634,628
<b>Total Levy</b>	3,375,802	<b>3,634,276</b>
<b>Special Levy</b>	63,780	71,500

### 3.0 OPERATING BUDGET

Compensation lines have changed on several budget sheets as we continue to realign staff costs to facilitate future tracking by Category 1, 2, and 3 programs and services in 2024. Key changes in the actual operating budget between 2022 and 2023 are the following:

1. Revenue: User Fees for Regulatory Permits are projected to decrease from \$115k to \$90k.	Based on the market slowing due to inflation and increased interest rates.
2. Revenue: Visitor Services – Conservation Area Passes, Parking Revenues and Rentals are projected to increase by \$15k.	Based on continued strong use of our CAs despite lifting of pandemic restrictions.
3. Expenditure: Increase in Compensation across several Cost Centres by \$179k.	To implement the wage adjustments approved in 2020, 2021, and 2022.
4. Expenditure: Increase in Insurance across several Cost Centres by \$50K.	Industry trend.
5. Expenditure: Technical Studies overall decrease by \$189k.	Various studies underway will be wrapping up in 2023.

As drafted, the operating budget is to be funded 66% by the Operating Levy, 3% from the provincial Section 39 grant, 6% from other grants, 18% from user fees and donations and 7% from Operating Reserve.



#### 4.0 CAPITAL BUDGET

Capital projects planned at water control structures (WCS) in 2023 are the following:

- Shabomeka Lake Dam – final inspections \$50,000
- Kashwakamak Lake Dam \$100,000
- Carleton Place \$120,000

Capital improvements proposed at Conservation Areas in 2023 are the following:

- MOK – roof, washrooms, workshop \$208,000
- Purdon – replace sections of boardwalk \$18,000
- Morris Island – trail bridge repairs \$5,000

Capital improvements proposed at HQ Building in 2023 are the following:

- Sewer & Water Connection \$357,500

These works and other capital (vehicles, IT, HQ mortgage) are to be funded 46% by the Capital Levy, 6% from the provincial WECI grant, 2% from other grants, 45% from capital reserves, and 1% from user fees and donations.

#### 5.0 RESERVES

Table 3 illustrates how reserve balances are projected to change over the next year.

<b>Table 3: Reserve Balance</b>	<b>2021 - Year End Actual</b>	<b>2022 - Projected</b>	<b>2023 - Projected</b>
Operating Reserve – YE Balance	1,496,074	1,245,266	1,047,145
Capital Reserves – YE Balance	1,633,354	1,486,915	1,515,721
Contribution to Reserves		373,000	20,000
Allocations from Reserves		277,441	682,121

#### 6.0 LONG-TERM DEBT

Table 4 shows MVCA's current debt schedule.

<b>Table 4: Debt Schedule</b>	<b>Principal</b>	<b>Interest and Amortization</b>	<b>Annual Payments</b>	<b>Retirement</b>
Shabomeka Lake Dam	\$700,000	3.0% for 30 years	\$35,412	2052
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040

Annual debt payments are made from the annual capital 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: Impact on Municipal Levies

The following table highlights three municipalities where the annual apportionment has increased; and shows the impact of the 2023 budget on projected municipal levies.

Municipality	2022 Apportionment %	2023 Apportionment %	2022 Levy	2023 Levy	Variance	% Increase
North Frontenac Tp	0.9363	0.9283	\$ 31,607.63	\$ 33,736.05	\$ 2,128.41	6.73%
Central Frontenac Tp	0.4390	0.4357	\$ 14,819.77	\$ 15,834.11	\$ 1,014.34	6.84%
Tay Valley Tp	0.6395	0.6295	\$ 21,588.25	\$ 22,878.23	\$ 1,289.97	5.98%
Beckwith Tp	0.6653	0.6784	\$ 22,459.21	\$ 24,655.05	\$ 2,195.84	9.78%
Carleton Place	2.4563	2.5368	\$ 82,919.82	\$ 92,195.70	\$ 9,275.87	11.19%
Drummond/North Elm Tp	0.4906	0.4880	\$ 16,561.68	\$ 17,735.20	\$ 1,173.52	7.09%
Lanark Highlands Tp	1.1338	1.1218	\$ 38,274.84	\$ 40,770.35	\$ 2,495.50	6.52%
Mississippi Mills	2.7152	2.7352	\$ 91,659.78	\$ 99,404.11	\$ 7,744.33	8.45%
Addington Highlands Tp	0.1592	0.1578	\$ 5,374.28	\$ 5,736.35	\$ 362.07	6.74%
Ottawa	90.3298	90.2534	\$ 3,049,355.19	\$ 3,280,058.39	\$ 230,703.19	7.57%
Greater Madawaska Tp	0.03510	0.0350	\$ 1,184.91	\$ 1,272.16	\$ 87.25	7.36%
<b>Total</b>	100.00	100	\$ 3,375,802.00	\$ 3,634,275.68	\$ 258,470.30	7.66%



# 2023 Draft Budget

November 21, 2022

Mississippi Valley Conservation Authority  
2023 Draft Budget  
Operating Program

Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
<b>Corporate Services</b>				
Administration	\$617,108	\$519,693	84.21%	\$808,267
Communications	\$54,500	\$24,060	44.15%	\$36,000
Vehicles & Equipment	(\$7,886)	\$9,679	-122.74%	(\$17,400)
<b>Sub-total</b>	<b>\$663,722</b>	<b>\$553,432</b>	<b>83.38%</b>	<b>\$826,867</b>
<b>Watershed Management</b>				
Information & Communications Tech.	\$133,839	\$65,072	48.62%	\$80,445
Technical Studies & Watershed Planning	\$1,212,686	\$597,520	49.27%	\$1,023,539
Plan Review & Regulations	\$918,505	\$657,716	71.61%	\$1,124,230
<b>Sub-total</b>	<b>\$2,265,030</b>	<b>\$1,320,308</b>	<b>58.29%</b>	<b>\$2,228,214</b>
<b>Flood and Erosion Control</b>				
Flood Forecasting & Warning	\$311,505	\$185,863	59.67%	\$247,357
O&M Flood Control Structures	\$359,246	\$281,703	78.42%	\$162,996
Prev. Maintenance of FCS	\$141,697	\$91,189	64.35%	\$97,813
<b>Sub-total</b>	<b>\$812,448</b>	<b>\$558,755</b>	<b>68.77%</b>	<b>\$508,167</b>
<b>Conservation Services</b>				
Stewardship & Education	\$236,511	\$76,156	32.20%	\$228,078
Property Management	\$499,375	\$376,852	75.46%	\$649,711
Visitor Services	\$94,789	\$73,658	77.71%	\$121,121
<b>Sub-total</b>	<b>\$830,674</b>	<b>\$526,666</b>	<b>63.40%</b>	<b>\$998,911</b>
<b>Total Operating</b>	<b>\$4,571,874</b>	<b>\$2,959,162</b>	<b>64.73%</b>	<b>\$4,562,158</b>
<b>Revenues</b>	<b>2022 Budget</b>	<b>YTD Actuals as of September 30 2022</b>	<b>YTD Actual % of Budget - September (75%)</b>	<b>Total 2023</b>
<b>Municipal Levy</b>				
- General benefiting	\$2,777,096	\$1,899,575	68.40%	\$2,999,647
- Special benefiting	\$63,870	\$63,780	99.86%	\$71,500
<b>Sub-total</b>	<b>\$2,840,966</b>	<b>\$1,963,355</b>	<b>69.11%</b>	<b>\$3,071,147</b>
Provincial Transfer Payment	\$128,436	\$0	0.00%	\$128,436
Special Grants	\$273,544	\$145,852	53.32%	\$275,225
User Fees & Contract Revenue	\$530,590	\$503,790	94.95%	\$605,890
Operating Reserves	\$703,604	\$250,808	35.65%	\$198,121
Special Reserves		\$26,633		\$138,070
Other	\$94,734	\$68,724	72.54%	\$145,269
<b>Total Revenues</b>	<b>\$4,571,874</b>	<b>\$2,959,162</b>	<b>64.73%</b>	<b>\$4,562,158</b>
<b>Surplus/(Deficit)</b>	<b>(\$0)</b>	<b>\$0</b>		<b>(\$0)</b>

Mississippi Valley Conservation Authority  
2023 Draft Budget  
Capital Program

Water & Erosion Control Infrastructure				
Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Water & Erosion Control Infrast	\$351,719	\$1,071,667	304.69%	\$270,000
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
WECI Grant	\$100,000	\$372,259	372.26%	\$78,750
Capital Levy	\$176,719	(\$592)	-0.33%	\$11,250
DMAF Grant	\$75,000	\$0	0.00%	\$30,000
Water Control Structure Reserve	\$0	\$0		\$150,000
Special Reserves - Priority Projects (formerly Glen C	\$0	\$0		\$0
Debt Financing	\$0	\$700,000		\$0
<b>Total Revenue</b>	<b>\$351,719</b>	<b>\$1,071,667</b>	<b>304.69%</b>	<b>\$270,000</b>
Administration Office				
Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
HQ Building	\$277,005	\$138,502	50.00%	\$277,005
WCS Annual Financing Charge	\$40,630	\$14,755	36.32%	\$35,412
LIDAR Repayment	\$5,000	\$0	0.00%	\$0
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Transfer Payment	\$0	\$0		\$0
Capital Levy	\$322,635	\$153,257	47.50%	\$277,005
Special Benefiting levy	\$0	\$0		\$0
Special Reserves	\$0	\$0		\$35,412
Other	\$0	\$0		\$0
<b>Total Revenue</b>	<b>\$322,635</b>	<b>\$153,257</b>	<b>47.50%</b>	<b>\$312,417</b>
Other Capital				
Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Other Capital	\$349,507	\$214,544	61.38%	\$798,750
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Capital Levy	\$89,352	\$197,133	220.63%	\$326,213
Special Reserves	\$151,475	\$0	0.00%	\$425,750
Other	\$108,680	\$17,410	16.02%	\$46,787
<b>Total Revenues</b>	<b>\$349,507</b>	<b>\$214,544</b>	<b>61.38%</b>	<b>\$798,750</b>



Mississippi Valley Conservation Authority

2023 DRAFT Budget INCLUDES 1.5% Growth, 3% Operating Levy, 4.5% Capital and \$97,582 of Workforce Plan Impact

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

Municipality	2022 Apportionment %	2022 Levy	2023 Apportionment %	2023 Levy	Variance	
North Frontenac Tp	0.9363	\$26,001.95	0.9283	\$27,844.96	\$1,843	7.09%
Central Frontenac Tp	0.4390	\$12,191	0.4357	\$13,069.11	\$878	7.20%
Tay Valley Tp	0.6395	\$17,760	0.6295	\$18,883.16	\$1,124	6.33%
Beckwith Tp	0.6653	\$18,476	0.6784	\$20,349.71	\$1,874	10.14%
Carleton Place	2.4563	\$68,214	2.5368	\$76,096.20	\$7,882	11.56%
Drummond/North Elm Tp	0.4906	\$13,624	0.4880	\$14,638.23	\$1,014	7.44%
Lanark Highlands Tp	1.1338	\$31,487	1.1218	\$33,650.90	\$2,164	6.87%
Mississippi Mills	2.7152	\$75,404	2.7352	\$82,045.86	\$6,642	8.81%
Addington Highlands Tp	0.1592	\$4,421	0.1578	\$4,734.65	\$314	7.09%
Ottawa	90.3298	\$2,508,545	90.2534	\$2,707,284.54	\$198,739	7.92%
Greater Madawaska Tp	0.03510	\$975	0.0350	\$1,050.01	\$75	7.72%
<b>Total</b>	<b>100</b>	<b>\$2,777,096</b>	<b>100</b>	<b>\$2,999,647</b>	<b>\$222,549</b>	

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

Municipality	2022 Apportionment %	2022 Levy	2023 Apportionment %	2023 Levy	Variance	
North Frontenac Tp	0.9363	\$5,606	0.9283	\$5,891	\$285	5.09%
Central Frontenac Tp	0.4390	\$2,628	0.4357	\$2,765	\$137	5.20%
Tay Valley Tp	0.6395	\$3,829	0.6295	\$3,995	\$166	4.34%
Beckwith Tp	0.6653	\$3,983	0.6784	\$4,305	\$322	8.09%
Carleton Place	2.4563	\$14,706	2.5368	\$16,099	\$1,393	9.48%
Drummond/North Elm Tp	0.4906	\$2,937	0.4880	\$3,097	\$160	5.44%
Priority Projects (Former)	1.1338	\$6,788	1.1218	\$7,119	\$331	4.88%
Mississippi Mills	2.7152	\$16,256	2.7352	\$17,358	\$1,102	6.78%
Addington Highlands Tp	0.1592	\$953	0.1578	\$1,002	\$49	5.09%
Ottawa	90.3298	\$540,810	90.2534	\$572,774	\$31,964	5.91%
Greater Madawaska Tp	0.03510	\$210	0.0350	\$222	\$12	5.71%
<b>Total</b>	<b>100</b>	<b>\$598,706</b>	<b>100</b>	<b>\$634,628</b>	<b>\$35,922</b>	

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

Municipality	2022 Apportionment %	2022 Levy	2023 Apportionment %	2023 Levy	Variance	
North Frontenac Tp	0.9363	\$31,608	0.9283	\$33,736	\$2,128	6.73%
Central Frontenac Tp	0.4390	\$14,820	0.4357	\$15,834	\$1,014	6.84%
Tay Valley Tp	0.6395	\$21,588	0.6295	\$22,878	\$1,290	5.98%
Beckwith Tp	0.6653	\$22,459	0.6784	\$24,655	\$2,196	9.78%
Carleton Place	2.4563	\$82,920	2.5368	\$92,196	\$9,276	11.19%
Drummond/North Elm Tp	0.4906	\$16,562	0.4880	\$17,735	\$1,174	7.09%
Lanark Highlands Tp	1.1338	\$38,275	1.1218	\$40,770	\$2,496	6.52%
Mississippi Mills	2.7152	\$91,660	2.7352	\$99,404	\$7,744	8.45%
Addington Highlands Tp	0.1592	\$5,374	0.1578	\$5,736	\$362	6.74%
Ottawa	90.3298	\$3,049,355	90.2534	\$3,280,058	\$230,703	7.57%
Greater Madawaska Tp	0.03510	\$1,185	0.0350	\$1,272	\$87	7.36%
<b>Total</b>	<b>100</b>	<b>\$3,375,802</b>	<b>100</b>	<b>\$3,634,276</b>	<b>\$258,470</b>	7.66%

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**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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	436,808	375,792	86.03%	627,926
Staff Mileage/Expenses/Prof Development	8,500	1,931	22.72%	5,000
Member Expenses & Allowances	20,000	9,137	45.69%	18,000
Mat/Sup/Equip/GenExp/BankChg/Postage/Courier	36,000	36,972	102.70%	40,000
Insurance/Telephone	35,000	37,841	108.12%	42,700
Professional Services (Legal, Audit etc.)	30,000	25,115	83.72%	20,000
Conservation Ontario Levy	27,000	26,830	99.37%	28,000
OH&S-Other Costs	2,000	951	47.56%	4,000
OH&S Shared Services (SNC)	15,000	0	0.00%	7,500
Human Resources Services	25,000	5,123	20.49%	15,000
Administrative Charges OMFCS	(18,200)	0	0.00%	
Contribution to Operating Reserve				141
<b>Total</b>	<b>617,108</b>	<b>519,693</b>	<b>84.21%</b>	<b>808,267</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	339,300	221,444	65.27%	525,146
Other - Interest	25,000	36,808	147.23%	73,000
Other - Rental Income	0	0		4,500
Other - Miscellaneous	2,000	4,087	204.36%	5,000
Other - Donations (General)	0	6,546		2,500
Other - Operating Reserve (WFP Implementation)	250,808	250,808	100.00%	198,121
Other - Operating Reserve (General)				
<b>Total</b>	<b>617,108</b>	<b>519,693</b>	<b>84.21%</b>	<b>808,267</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	0	0		0
Mileage/Expenses/Professional Development	1,000	0	0.00%	0
Printing	1,000	0	0.00%	500
Materials/Supplies/Equipment/Gen Expenses	1,000	679	67.91%	500
Advertising/Promotion (core program & services)	5,500	0	0.00%	1,000
Eko-Trekr App Annual Fee/Support	3,500	3,053	87.22%	3,500
Comms Shared Services (RVCA)	41,000	20,168	49.19%	30,000
Website Expenses	1,500	161	10.73%	500
				0
<b>Total</b>	<b>54,500</b>	<b>24,060</b>	<b>44.15%</b>	<b>36,000</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	51,000	24,060	0	32,500
MVCF - Contribution (Eco-Trekr)	3,500	0	0.00%	3,500
				0
<b>Total</b>	<b>51,000</b>	<b>24,060</b>	<b>47.18%</b>	<b>36,000</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 consumables

Inventory management

Workshop and Works Yard O&M

Professional development

Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	11,514	10,064	87.41%	0
Mileage/Expenses/Prof Development	3,600	272	7.55%	3,600
Equipment Purchase - non-capital	3,000	1,192	39.75%	3,000
Materials/Supplies/Fuel/Maintenance	58,000	51,297	88.44%	61,000
Insurance/Licensing	13,000	14,382	110.63%	15,500
General Expenses	3,000	1,790	59.66%	3,500
Vehicle/Equipment Charges	(100,000)	(69,318)	69.32%	(104,000)
<b>Total</b>	<b>(7,886)</b>	<b>9,679</b>	<b>-122.74%</b>	<b>(17,400)</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	(7,886)	9,679	-122.74%	(17,400)
<b>Total</b>	<b>(7,886)</b>	<b>9,679</b>	<b>-122.74%</b>	<b>(17,400)</b>

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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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	21,539	16,215	75.28%	0
Mileage/Expenses/Professional Development	2,000	159	7.94%	2,000
Materials/Supplies/Gen Expenses	3,150	3,478	110.41%	3,150
Equipment Purchase, Repair & Mtce	4,000	4,102	102.56%	4,500
Software/Maintenance/IT Support	48,150	34,742	72.15%	39,995
High Speed Internet Access	15,000	6,376	42.51%	7,800
Data Acquisition - General /Transfer to Reserve	15,000	0	0.00%	8,000
Electronic Document Management (CADIMS)	12,000	0	0.00%	10,000
Data Management Automation	13,000	0	0.00%	0
Asset Management Study				5,000
<b>Total</b>	<b>133,839</b>	<b>65,072</b>	<b>48.62%</b>	<b>80,445</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	133,839	65,072	48.62%	80,445
Other - CA Maps Program/Tech Fee for Info Products	0	0		0
<b>Total</b>	<b>133,839</b>	<b>65,072</b>	<b>48.62%</b>	<b>80,445</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	825,978	482,643	58.43%	718,169.31
Mileage/Expenses/Professional Development	25,000	7,090	28.36%	16,500.00
Materials/Supplies/Gen Expenses	7,000	2,267	32.38%	3,600.00
Lab Analysis (throughout watershed)	6,000	0	0.00%	6,000.00
City of Ottawa Baseline Monitoring (mileage & lab fees only)	35,208	11,738	33.34%	36,500.00
Poole Creek Subwatershed Study	12,000	30	0.25%	3,000.00
Mississippi River Watershed Plan & Implementation	30,000	0	0.00%	30,000.00
Ice Monitoring Program Setup	3,500	1,575	44.99%	8,500.00
Topo-bathymetric Data Collection Program	5,000	0	0.00%	-
NDMP - Flood Risk Assessment	8,500	16,623	195.56%	-
Lower Mississippi River Floodplain Mapping (2022 staff only shown above)	0	57	-	-
Ottawa Floodplain Mapping Update (Carp)	10,000	1,917	19.17%	5,000.00
Carp Erosion Control	25,000	32,915	131.66%	-
MVCA Watershed Model/FFW	30,000	12,600	42.00%	-
MVCA FPM Projects (Clyde)	100,000	0	0.00%	123,000.00
Wetland Restoration Project (ECCC-CO)	8,000	5,619	70.24%	-
CA Strategy (aka Land Cons/Acquisition) (ECCC-CO)	66,500	22,446	33.75%	30,000.00
Fundraising Campaign	15,000	0	0.00%	10,000.00
FHIMP - Land Cover Update				33,270.00
<b>Total</b>	<b>1,212,686</b>	<b>597,520</b>	<b>49.27%</b>	<b>1,023,539.31</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant - Section 39				128,436.00
Municipal Levy	568,070	412,516	72.62%	462,248.03
Special Levy (Baseline Monitoring City of Ottawa)	63,870	63,780	99.86%	71,500.00
Special Reserves - Priority Projects (formerly Glen Cairn)	204,500	26,633	13.02%	138,070.00
Student Grants	20,400	12,002	58.83%	14,235.28
NDMP - Grant	16,399	39,373	240.09%	-
DMAF Grant - 25%				10,000.00
WECI Grant - 25%				26,250.00
Other Grants	100,000	0	0.00%	-
ECCC-CO Grant - Land Conservation Plan		20,105		30,000.00
ECCC-CO Grant - Wetland Project		6,067		-
MVCF - for fundraising campaign	15,000	0	0.00%	10,000.00
MVCF - funds raised	0	0		20,000.00
Other - City of Ottawa Contribution Carp FP Mapping	0	0		35,000.00
Other - City of Ottawa - Carp Erosion Control	25,000	9,452	37.81%	-
FHIMP - Clyde River FPM				74,800.00
Other - Professional Services / Staff Time	10,000	2,594	25.94%	-
Other - Deferred Revenue (Poole Creek/ Ottawa FP Mapping)	12,000	5,000	41.67%	3,000.00
Operating Reserve	177,447	0	0.00%	-
<b>Total</b>	<b>1,212,686</b>	<b>597,520</b>	<b>49.27%</b>	<b>1,023,539.31</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/Reinspection program

North Frontenac - Re-inspection program

Central Frontenac - Re-inspection program

Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	779,005	568,650	73.00%	974,730
Mileage/Expenses/Professional Development	19,000	8,954	47.13%	15,000
Materials/Supplies/Gen Expenses	2,500	2,781	111.23%	2,500
Legal Fees	17,000	4,630	27.23%	17,000
Mississippi/Rideau Septic Program	75,000	69,993	93.32%	75,000
Advisory Services (RVCA)	26,000	2,709	10.42%	25,000
Consulting (Joint Fee Study RVCA, SNC)	0	0		15,000
<b>Total</b>	<b>918,505</b>	<b>657,716</b>	<b>71.61%</b>	<b>1,124,230</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	533,505	259,853	48.71%	759,230
User Fees - Plan Review	190,000	253,327	133.33%	190,000
User Fees - Permit Processing Fees - Permits/PropClear	115,000	90,395	78.60%	90,000
User Fees - Mississippi/Rideau Septic Program	75,000	54,068	72.09%	75,000
MVCF - Wetland Protection Fund	0	0		10,000
Career Launcher Funding (remaining claim from 2021)	5,000	74	1.48%	0
	<b>918,505</b>	<b>657,716</b>	<b>71.61%</b>	<b>1,124,230</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	237,605	157,445	66.26%	206,765
Standby/On Call Pay	2,500	2,484	99.35%	3,000
Mileage/Expenses/Professional Development	23,500	7,018	29.86%	12,000
Equip Rent Pur Repair & Mtce	5,000	2,371	47.42%	5,000
Utilities - Telephone & Hydro	10,500	6,160	58.67%	9,000
Communications - Radios & Pagers	4,700	3,517	74.82%	4,692
Materials/Supplies/General Expenses	3,500	2,999	85.69%	900
Low Water Response	500	0	0.00%	500
WISKI-Soda License and Maintenance Fees	22,200	3,870	17.43%	4,000
Stream Gauges	1,500	0	0.00%	1,500
<b>Total</b>	<b>311,505</b>	<b>185,863</b>	<b>59.67%</b>	<b>247,357</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant (Prov. TP Grant - Section 39)	60,366	0	0.00%	
Municipal Levy	241,139	175,863	72.93%	247,357
CSJ - Wage Subsidy	0	0		-
Other - Shared Contribution (WISKI)	10,000	10,000	100.00%	-
<b>Total</b>	<b>311,505</b>	<b>185,863</b>	<b>59.67%</b>	<b>247,357</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	270,546	201,950	74.65%	63,496.11
Mileage/Expenses/Professional Development	15,000	10,764	71.76%	26,600.00
Administrative Charges	18,200	0	0.00%	-
Taxes/Insurance	44,000	66,140	150.32%	69,000.00
Materials/Supplies/Equipment/General Exp	4,500	1,089	24.20%	2,100.00
Health & Safety Clothing & Equipment	4,000	1,760	44.01%	1,800.00
Safety Inspections	3,000	0	0.00%	-
<b>Total</b>	<b>359,246</b>	<b>281,703</b>	<b>78.42%</b>	<b>162,996.11</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant (Prov. TP Grant - Section 39)	68,070	0	0.00%	
Municipal Levy	239,586	254,653	106.29%	111,406.11
User Fees - OPG Contract	44,000	19,320	43.91%	44,000.00
Other - MNR Bancroft & Kemptville	7,590	7,730	101.84%	7,590.00
<b>Total</b>	<b>359,246</b>	<b>281,703</b>	<b>78.42%</b>	<b>162,996.11</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	121,697	85,274	70.07%	73,663.30
Mileage/Expenses/Professional Development	5,000	4,110	82.20%	9,550.00
Materials/Supplies/Equipment	9,000	1,786	19.84%	9,600.00
Stoplog Replacement	6,000	19	0.32%	5,000.00
				-
<b>Total</b>	<b>141,697</b>	<b>91,189</b>	<b>64.35%</b>	<b>97,813.30</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				-
Municipal Levy	70,849	91,189	128.71%	97,813.30
Priority Projects (Formerly Glen Cairn)	70,849	0	0.00%	-
				-
<b>Total</b>	<b>141,697</b>	<b>91,189</b>	<b>64.35%</b>	<b>97,813.30</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	87,611	43,900	50.11%	70,983.41
Mileage/Expenses/Prof Development	4,000	2,814	70.35%	4,000.00
Mat&Sup/Equip/GExp/Promotion	3,000	646	21.54%	2,500.00
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	18,233	520.93%	3,500.00
County of Lanark Program	6,000	5,838	97.29%	3,000.00
Shoreline Naturalization & Other Watershed Stewardship	9,000	4,286	47.62%	-
ALUS Project Delivery -ECCC-CO	101,900	0	0.00%	122,595.00
Trees Canada Program (RVCA Partnership)	5,500	440	8.00%	5,500.00
Publicity	1,000	0	0.00%	1,000.00
Review of Education Program	15,000	0	0.00%	15,000.00
<b>Total</b>	<b>236,511</b>	<b>76,156</b>	<b>32.20%</b>	<b>228,078.41</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				-
Municipal Levy	105,111	1,678	1.60%	69,003.41
ALUS Canada Grant (RVCA)	60,000	24,354	40.59%	-
ECCC-CO Grant - ALUS	41,900	31,492	75.16%	144,075.00
User Fees - City of Ottawa RCWP	3,000	11,446	381.53%	3,000.00
User Fees - Lanark County	6,000	6,967	116.12%	7,000.00
User Fees - Trees		218		
Other - Trees/TD Planting Program Grant	5,500	0	0.00%	-
Other - Grant for Review of Education Program	5,000	0	0.00%	5,000.00
MVCF - Grant /In-Kind for Review of Education Program	10,000	0	0.00%	-
<b>Total</b>	<b>236,511</b>	<b>76,156</b>	<b>32.20%</b>	<b>228,078.41</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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	211,375	166,608	78.82%	399,061
Mileage/Expenses/Professional Development	3,500	1,998	57.10%	4,500
Insurance/General Expenses	30,500	36,615	120.05%	45,750
HQ Building	110,000	93,905	85.37%	84,700
Mill of Kintail Conservation Area	63,000	43,745	69.44%	65,500
Palmerston/Canonto Conservation Area	3,000	3,385	112.84%	1,950
Morris Island Conservation Area	16,000	10,643	66.52%	23,900
Purdon Conservation Area	4,000	3,136	78.39%	5,800
K & P Trail Conservation Area	10,000	8,097	80.97%	12,500
CP - Roy Brown Park				
Cedardale Properties	1,000	995	99.50%	1,050
Carp River Conservation Area - Site Enhancements	5,000	0	0.00%	5,000
COVID Response	42,000	7,724	18.39%	0
<b>Total</b>	<b>499,375</b>	<b>376,852</b>	<b>75.46%</b>	<b>649,711</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				0
Municipal Levy	492,641	356,186	72.30%	618,943
MVCF - CRCA Fund	5,000	0	0.00%	5,000
Other - CP Roy Brown Park				0
Other - K&P - Bucci Order \$30,000	0	0		0
Parking Revenue - CAs		16,651		20,000
Donation Boxes - CAs		2,121		4,000
Other - Bell Canada - Annual Easement - K&P	1,734	1,895	109.26%	1,769
<b>Total</b>	<b>499,375</b>	<b>376,852</b>	<b>75.46%</b>	<b>649,711</b>

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**Visitor Services**

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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Wages/Benefits	86,289	71,521	82.89%	111,871
Mileage/Expenses/Professional Development	500	100	20.00%	600
Utilities - Telephone	5,000	1,753	35.05%	4,400
Admin/BankChrgs/Equip/GShop/M&S/SpEvExp	2,000	284	14.22%	3,000
Interior Maintenance	1,000	0	0.00%	1,250
<b>Total</b>	<b>94,789</b>	<b>73,658</b>	<b>77.71%</b>	<b>121,121</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Special Grant - Provincial Grant	13,445	0	0.00%	13,445
Municipal Levy	9,944	27,381	275.37%	12,956
User Fees - MOK	40,000	31,623	79.06%	55,000
Donations Received	0	2,194		7,500
Student Grants	4,000	0	0.00%	10,000
Special Grant - Miss Mills Grant - MOK & Naismith	12,400	12,460	100.48%	12,220
Other Grants	0	0		10,000
Other - Parking Meter - Morris Island CA	15,000	0	0.00%	0
<b>Total</b>	<b>94,789</b>	<b>73,658</b>	<b>77.71%</b>	<b>121,121</b>

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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	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Farm Lake Dam - Safety Assessment				-
<b>Capital Assets:</b>				
Lanark Dam				-
Carleton Place Dam				120,000.00
Shab Lake Dam Final Design	0	0		-
Shab Lake Dam Construction	0	786,645		-
Shab Lake Dam Public Safety Access (WECl/TWP)	50,000	0	0.00%	-
Shab Lake Dam Commissioning & Inspections				50,000.00
Widow Lake Dam (WECl)	0	0		-
Kash Lake Dam (DMAF/WECl)	150,000	37,022	24.68%	100,000.00
Dam Preventative Maintenance	15,000	0	0.00%	-
Contributions to WCS Reserve	136,719	248,000	181.39%	-
<b>Total</b>	<b>351,719</b>	<b>1,071,667</b>	<b>304.69%</b>	<b>270,000.00</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
WECl Grant	100,000	92,640	92.64%	78,750.00
Municipal Levy - Capital	176,719	(592)	-0.33%	11,250.00
DMAF Grant	75,000	0	0.00%	30,000.00
WCS Reserve	0	0		150,000.00
Special Reserves - Glen Cairn Provincial Share		0		-
Deferred Revenue (WECl)		279,619		-
Debt Financing		700,000		-
<b>Total</b>	<b>351,719</b>	<b>1,071,667</b>	<b>304.69%</b>	<b>270,000.00</b>

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**Debt Repayment**

Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	2023 Budget
<b>Capital Assets:</b>				
HQ Annual Financing Charge	277,005	138,502	50.00%	277,005
WCS Annual Financing Charge	40,630	14,755	36.32%	35,412
LIDAR Repayment	5,000	0	0.00%	
<b>Grand Total</b>	<b>322,635</b>	<b>153,257</b>	<b>47.50%</b>	<b>312,417</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	2023 Budget
Provincial Grant	0	0		0
Municipal Levy - Capital	322,635	153,257	47.50%	277,005
Special Reserves - Operating				
Special Reserve - WCS		14,755		35,412
<b>Grand Total</b>	<b>322,635</b>	<b>168,012</b>	<b>52.08%</b>	<b>312,417</b>

**Mississippi Valley Conservation Authority  
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**Other Capital**

**Facilities Management**

Conservation Areas

Vehicles

Equipment

LIDAR - major data acquisition

Expenditures	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Conservation Area Signs (directional)	5,000	0	0.00%	0
Purdon Boardwalk	18,000	4,930	27.39%	18,000
Vehicles	68,600	0	0.00%	70,000
Equipment		0		12,500
Computer Hardware	24,450	16,634	68.03%	30,000
MOK - Workshop Building	0	0		5,000
MOK Washrooms	0	0		120,000
MOK Roof/Eaves	10,000	2,669	26.69%	83,000
K&P Trail	0	0		0
Morris Island	5,000	4,797	95.94%	5,000
Gauge Network	22,500	0	0.00%	24,750
Ice Monitoring Equipment (Drone)				6,000
MVCA FFW System Model		60,000		67,000
HQ - Sewer & Water Connection	0	0		357,500
LIDAR	80,957	70,514	87.10%	0
ADCP (Topo-bathymetric Data Collection)	60,000	0	0.00%	0
Contributions to HQ Building Reserve	55,000	55,000	100.00%	0
	<b>349,507</b>	<b>214,544</b>	<b>61.38%</b>	<b>798,750</b>
Revenues	2022 Budget	YTD Actuals as of September 30 2022	YTD Actual % of Budget - September (75%)	Total 2023
Provincial Grant				-
Municipal Levy - Capital	89,352	197,133	220.63%	326,212.52
Other - Town of CP - Roy Brown Contr.	10,000	0		-
Reserves - Vehicles & Equipment	68,600	0	0.00%	76,000.00
Reserves - Conservation Area	5,500	0	0.00%	23,000.00
Reserves -Information Technology	7,600	0	0.00%	-
Reserves - HQ Building	0	0		235,000.00
Reserves - WCS	22,500	0	0.00%	-
Reserves- Priority Projects				91,750.00
Other - Def. Revenue - Miss Mill & Naismith (roof)	0	0		5,693.00
Other - Def. Revenue -RBC - Signs				15,000.00
Other - Def. Revenue -Enbridge - Purdon	0	0		5,000.00
Reserves - Operating	47,275	0	0.00%	-
Other - Def. Revenue - MOK Washroom	0	0		16,094.48
Other - Partner Contributions LIDAR	33,680	17,410	51.69%	-
Other - Grants	60,000	0	0.00%	-
MVCF - Purdon Donation	5,000	0	0.00%	5,000.00
<b>Total</b>	<b>349,507</b>	<b>214,544</b>	<b>61.38%</b>	<b>798,750.00</b>

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**Reserve Investments**

	Dec 31 2021 Balance	2022 Projected Allocations FROM Reserves	2022 Projected Allocations TO Reserves	Revised Projected Dec 31 2022 Balance	2023 Budget Allocations FROM Reserves	2023 Budget Allocations TO Reserves	Projected Dec 31 2023 Balance
<b>Category 1</b>							
Building (HQ) Reserve	368,701		95,000	463,701	235,000		228,701
Conservation Areas Reserve	127,128	0		127,128	23,000		104,128
Information and Communication Technology Reserve	40,158	0	15,000	55,158			55,158
Priority Projects (Formerly Glen Cairn)	438,836	26,633		412,203			412,203
Sick Pay (STD) Reserve	73,843			73,843			73,843
Vehicles & Equipment Reserve	213,537		15,000	228,537	76,000		152,537
Water Control Structure Reserve - MVCA	364,391	0	248,000	612,391	150,000	20,000	482,391
<b>Other Reserves</b>							
Museum Building & Art Reserve	6,760			6,760			6,760
Operating Reserve	1,496,074	250,808		1,245,266	198,121		1,047,145
<b>Total</b>	<b>3,129,428</b>	<b>277,441</b>	<b>373,000</b>	<b>3,224,987</b>	<b>682,121</b>	<b>20,000</b>	<b>2,562,866</b>