



Finance and Administration Advisory Committee

Virtual Meeting BY ZOOM
<https://us06web.zoom.us/j/86081343556>
or by phone 1-587-328-1099
Meeting ID: 860 8134 3556

12:00pm

November 25, 2021

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Revised Draft 2022 Budget, Report 3179/21 (S. McIntyre & A. Millar)

Other Business

ADJOURNMENT

REPORT

3179/21

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

Recommendation:

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

1.0 BACKGROUND

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

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

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

- 3% to the operating levy for inflation,

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

2.0 RECENT OPERATING RESERVE USE

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

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

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

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

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

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

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

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

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

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

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

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

Figure 1 – Historical Operating Reserve and Annual Surplus

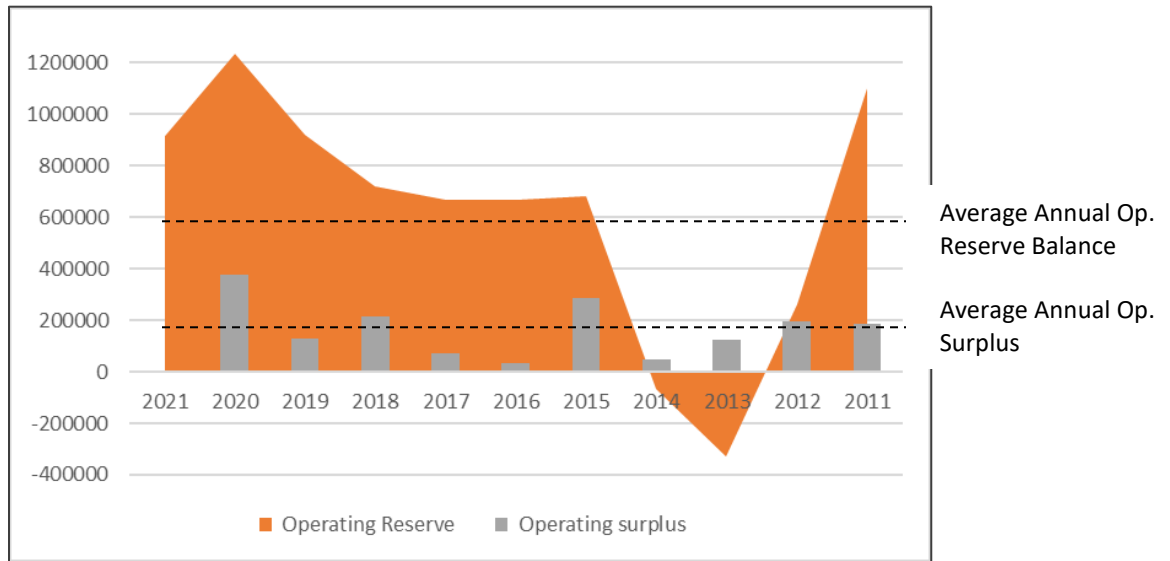
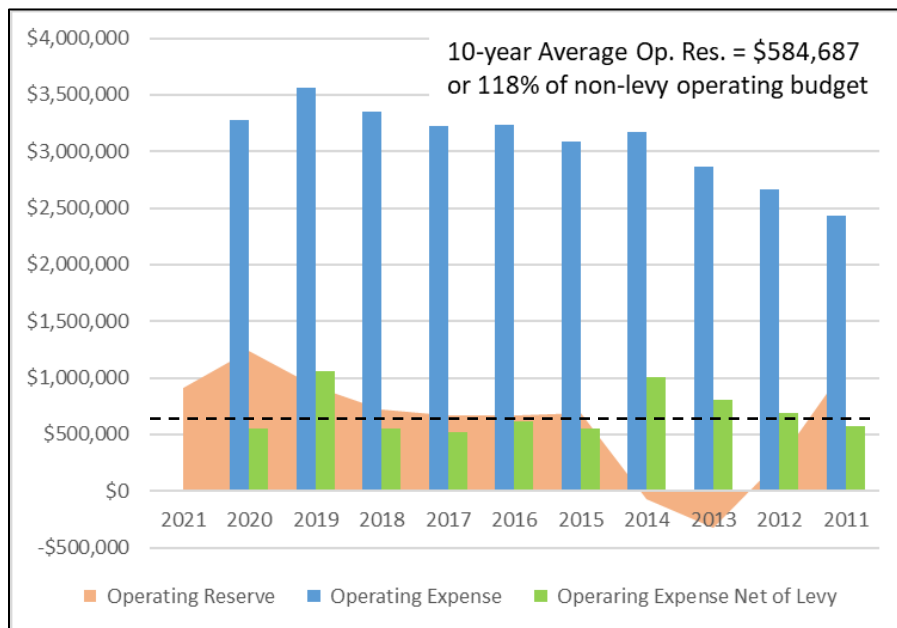


Figure 2: Historical Non-levy Funded Operating Budget



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

3.0 DRAFT BUDGET ADJUSTMENTS

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

Table 3: Options for Reducing Pressures on the Levy

1.	Administration – Reduce Member Expenses & Allowance to assume 75% of historic 3-year average mileage and meals	\$22,000
2.	Communications – Increase funding from MVCF for maintenance of Eco-Trekr	\$3,500
Technical Studies & Watershed Planning		
3.	<ul style="list-style-type: none"> Eliminate Carp River Study (Ottawa U.). This project was completed in 2021 and was included in error 	\$8,500
4.	<ul style="list-style-type: none"> Make Clyde River sub-watershed model 100% grant funded 	\$5,000
5.	Planning and Regulations – Increase revenues from planning and regulations. The Base Case assumed revenues ~28% below 2021 YE forecasted actuals.	\$20,000
Visitor Services		
6.	<ul style="list-style-type: none"> Eliminate Publicity 	\$1,000
7.	<ul style="list-style-type: none"> Eliminate Communications/signage 	\$1,000
8.	<ul style="list-style-type: none"> Reduce Admin./Gift shop/Special event budget to 3-year avg. 	\$2,000
TOTAL SAVINGS		\$63,000

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

Table 4: Options to Adjust Workforce Plan 2022 Budget

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

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

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

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

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

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

4.0 MUNICIPAL GENERAL LEVY

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

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

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

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

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

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

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

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

5.0 OPERATING BUDGET

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

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

6.0 CAPITAL BUDGET

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

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

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

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

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

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

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

7.0 RESERVES

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

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

8.0 LONG-TERM DEBT

Table 9 shows the debt schedule as proposed.

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

Annual debt payments are made from the annual operating budget.

9.0 RECOMMENDATIONS and NEXT STEPS

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

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

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

ATTACHMENT 1: Priority Assessment of Programs and Services

Note: Items added for 2022 Budget Report are shaded.

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

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

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

ATTACHMENT 2: Priority Assessment of Capital Projects

Note: Items added in 2022 are shaded.

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

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

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



2022 Draft Budget

November 25, 2021

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

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

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

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

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

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

Mississippi Valley Conservation Authority

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

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

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

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

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

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

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

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

Administration

Programs and Services per CA Act

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

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

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

Communications

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

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

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

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

Vehicles & Equipment

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

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

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

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

Information and Communications Technology

Programs and Services in support of CA Act

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

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

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

Technical Studies & Watershed Planning

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

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

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

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

Plan Review & Regulations

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

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

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

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

Contracted Services per MOUs for Septic Inspection/Reinspection

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

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

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

Flood Forecasting and Warning

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

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

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

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

Operation/Maintenance of Flood Control Structures

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

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

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

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

Preventative Maintenance of Flood Control Structures

Programs and Services per 4.2.3 of Sec. 39 Policies Manual

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

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

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

Stewardship Services & Education

Programs and Services (largely delivered through MOUs and grants)

- Program Communications (planning and use of multi-media)
- Stewardship Programs
 - Ottawa City Stream Watch (basic water and shoreline conditions by area residents)
 - Ottawa Rural Clean Water Program (subsidies to implement site enhancements and restorations)
 - ALUS program (subsidies focused on agricultural community for enhancements and restorations)
 - Water Rangers: basic water parameter testing by lake associations/stewards (e.g. temp, clarity, pH)
 - Lake Monitoring (formerly Watershed Watch): nutrient monitoring by lake associations/stewards
 - Ottawa Green Acres Program (tree planting program on marginal land within City of Ottawa)
 - Trees Ontario Reforestation Program (Forest Ontario planting program; delivered outside City of Ottawa)
 - Lanark County Forest Management
 - 5-year Plans
 - Annual assessment and marking
 - Community Projects
 - Shoreline naturalization
 - Erosion control
 - Reforestation
 - Support to Lake Associations e.g. Lake Planning
- Education & Outreach
 - Interpretive signage
 - EcoTreker maintenance and enhancements
 - Educational materials and liaison with schools
 - Event and program coordination
 - OPG - Spring Water Awareness Program
 - School Programming (suspended)
 - Summer camp (suspended)
 - Enviro-thon (suspended)
 - Children's Water Festival (to resume in 2022)
 - Fundraising / grant writing
 - Volunteer management
 - Professional development

Expenditures	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Wages/Benefits	58,483	31,359	36,233	(22,250)	87,611
Mileage/Expenses/Prof Development	4,000	3,764	4,000	0	4,000
Mat&Sup/Equip/GExp/Promotion	3,000	1,246	1,700	(1,300)	3,000
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	51	3,500	0	3,500
County of Lanark Program	6,000	3,279	6,000	0	6,000
Shoreline Naturalization & Other Watershed Stewardship	9,000	7,231	7,500	(1,500)	9,000
ALUS Project Delivery	0	0	0	0	101,900
Trees Canada Program (RVCA Partnership)	5,500	0	5,500	0	5,500
Publicity	1,000	0	1,000	0	1,000
Summer Camp Program RVCA - administration only	0	0	0	0	0
Review of Education Program	0	0	0	0	15,000
Total	90,483	46,930	65,433	(25,050)	236,511

Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	75,983	42,111	56,433	(19,550)	105,111
ALUS Canada Grant	0	0	0	0	60,000
ECCC-CO Grant	0	0	0	0	41,900
User Fees - City of Ottawa RCWP	3,000	1,350	3,000	0	3,000
User Fees - Lanark County	6,000	3,469	6,000	0	6,000
Other - Trees/TD Planting Program Grant	5,500	0	0	(5,500)	5,500
Other - Grant for Review of Education Program	0	0	0	0	5,000
MVCF - Grant /In-Kind for Review of Education Program	0	0	0	0	10,000
Total	90,483	46,930	65,433	(25,050)	236,511

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

Property Management

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

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

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

Revenues	2021 Budget	Year-To-Date as at: November 22, 2021 UNAUDITED	Projected Balance December 31, 2021	Projected Variance to Budget	2022 Draft Budget
Provincial Grant					
Municipal Levy	468,541	372,364	424,900	(45,341)	492,641
MVCF - CRCA Fund	0	0	0	0	5,000
Other - K&P - Bucci Order \$30,000	0	0	0	0	0
Other - Bell Canada - Annual Easement - K&P	1,700	1,644	1,644	1,644	1,734
Total	470,241	374,008	426,544	(43,697)	499,375

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

Visitor Services

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

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

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

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

Water & Erosion Control Infrastructure

Programs and Services related to WECl eligible capital projects

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

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

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

Debt Repayment

Objectives:

- facilitate construction of new Administration Office

Budget Highlights:

- continue with annual financing plan

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

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

Other Capital

Facilities Management

- Conservation Areas
- Vehicles
- Equipment
- LIDAR - major data acquisition

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

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

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