



Finance and Administration Committee

Virtual Meeting BY ZOOM

3:30 pm

November 20, 2020

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Approval of Minutes – Finance and Administration Committee - September 9, 2020
2. Interim Financial Plan and 10-year Capital Plan, Report 3095/20 (Sally McIntyre and Angela Millar)
3. Draft 2021 Budget, Report 3096/20 (Sally McIntyre and Angela Millar)
4. Job Evaluation & Salary Review, Report 3097/20 (Sally McIntyre) – IN CAMERA

Other Business

ADJOURNMENT

MISSISSIPPI VALLEY CONSERVATION AUTHORITY
FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Mississippi Valley Conservation Centre
Carleton Place

MINUTES

September 9, 2020

MEMBERS PRESENT:

C. Lowry, Chair;
P. Kehoe;
W. King;
J. Mason;
P. Sweetnam.

MEMBERS ABSENT:

E. Burke;
E. El-Chantiry;
T. Fritz;
G. Gower;
G. McEvoy.

STAFF PRESENT:

S. McIntyre, General Manager;
A. Millar, Treasurer;
A. Broadbent, IT Supervisor;
R. Fergusson, Operations Supervisor;
E. Levi, Recording Secretary.

C. Lowry called the meeting to order at 10:05 a.m.

FAAC09/09/20-1

MOVED BY: P. Sweetnam

SECONDED BY: P. Kehoe

Resolved, That the agenda for the Finance & Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

BUSINESS:

1. Minutes – Finance & Administration Advisory Committee Meeting – February 7, 2020

FAAC09/09/20-2

MOVED BY: J. Mason

SECONDED BY: P. Sweetnam

Resolved, That the Minutes of the Finance & Administration Advisory Committee meeting held February 7, 2020 be received and approved as printed.

“CARRIED”

2. Budget Control Report

A. Millar presented Staff Report 3067/20, attached. She provided a comparison of year-to-date expenditures and revenues to the approved 2020 Budget.

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee Meeting
September 9, 2020

She advised that to date the projection is a deficit of approximately \$72,000 which is consistent with earlier projections. She noted funds from the operating reserve can be used to offset the loss.

3. Job Evaluation & Salary Review

A. Millar gave a presentation in regard to Staff Report 3072/20, attached. She advised that when the 2020 budget was developed it was anticipated the much of the information prepared in 2006 would be available. However, during preparation of the Requests for Quotation (RFQ) it became evident that a significant amount of work was not on file and the RFQ would need to address gaps in information, likely at a greater cost than budgeted. Three quotes were solicited and two firms responded, both well above the \$10,000 budget. Based upon a value for money evaluation of the submissions, the preferred firm is Cornerstones Management Solutions Limited. The Cornerstone quote came in at \$24,850 plus HST, which was below the other competitor's price.

J. Mason asked whether the deficit presented in the previous agenda item included the extra \$14,000 required for the salary review. A. Millar indicated it did not.

P. Kehoe expressed his concerns about the salary review process. He noted much of the information provided in the review will be information the authority knows already or that they could acquire in house. He noted that the money could be better spent on things like programming that are a priority.

W. King voiced his agreement with Mr. Kehoe's statements.

In response to a question, S. McIntyre advised that the authority does not have the skills, knowledge or bandwidth to perform the review in-house. She further explained when the salary review files from 2006 were reviewed, it was apparent that it was more than a salary review as several new and amended job evaluation descriptions were lacking. This new review will address those gaps and provide the ability to create a matrix/scoring protocol. There are real pressures being identified through this process.

FAAC09/09/20-3

MOVED BY: P. Sweetnam

SECONDED BY: J. Mason

Resolved, That the Finance and Administration Committee recommend that the Board of Directors increase the Operating Budget by \$14,850 plus HST, and approve use of the Operating Reserve to address the gap between budgeted and bid prices received for the Job Evaluation and Salary Review project.

“CARRIED”

3 In Favour, 2 Opposed

W. King and P. Kehoe opposed the motion.

4. 10-Year Capital Needs Assessment

S. McIntyre gave a presentation regarding Staff Report 3069/20, attached. She outlined the purpose of the Needs Assessment; to set out the full range of capital pressures facing MVCA to allow for priority setting, updating of the 10-year Capital Plan, and to inform development of the 2021-2023

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee Meeting
September 9, 2020

Interim Financial Plan.

J. Mason suggested that moving forward, the Board should be given all available options (both preferred and basic) for projects so that the board can determine the best solution within its budget limitations.

P. Sweetnam expressed that members and the authority need to keep pressing the province to increase the WECI funding.

FAAC09/09/20-4

MOVED BY: P. Kehoe

SECONDED BY: P. Sweetnam

Resolved, That the Finance and Administration Committee recommend that the Board of Directors direct staff to:

- a) apply criteria to support priority setting within and amongst the asset categories;**
- b) recommend updates to the 10-year Capital Plan for tabling with the 2021 Budget; and**
- c) integrate capital plan recommendations into the Draft 2021-2023 Interim Financial Plan.**

“CARRIED”

5. Interim Financial Plan

S. McIntyre reviewed operational and capital trends and needs and other matters that represent financial pressures to MVCA to initiate a discussion of priorities and options in a manner that supports development of the 2021 Budget and an Interim Financial Plan for the period 2021-2023 (see Staff Report 3070/20).

P. Sweetnam commented that our fee structure for planning and development should be on a complete cost recovery basis. He also noted the importance of Conservation Areas and that perhaps there could be an opportunity to raise the cost of fees to access those areas.

J. Mason commented that the crux of the issue is facing a mandate that the municipalities can't afford. Discussions need to address how the Authority can address legislated requirements that it currently can't afford. She noted that debt financing is an option, but with the City paying 90% of the municipal levy, it's really the City that is paying for that cost over an extended period of time.

P. Sweetnam advised he agrees with Ms. Mason's statement, but that over time, other municipalities may experience growth making the amount the City would have to pay less for financing.

There was a discussion regarding staffing of long-term projects. P. Sweetnam asked if MOUs could be entered into with other Conservation Authorities for those purposes. S. McIntyre advised that she is meeting with other General Managers to discuss that option.

FAAC09/09/20-5

MOVED BY: J. Mason

SECONDED BY: P. Kehoe

Resolved, That the Finance and Administration Committee recommend that the Board of Directors direct staff to:

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee Meeting
September 9, 2020

- a) **Prioritize and quantify 2021-2023 operating and capital pressures.**
- b) **Identify a revenue and financing approach to address priority needs; and**
- c) **Draft an Interim Financial Plan 2021-2023 that sets out the above for consideration by the Board.**

“CARRIED”

6. Carp River Conservation Area Licence of Occupancy

S. McIntyre advised that the Licence of Occupancy with the City of Ottawa has almost been finalized and should be brought to the Board in September or October to ratify.

7. Snowmobile Club Licence of Occupancy

S. McIntyre advised that the snowmobile club had notified owners that they want to change their use of the K&P trail. Some conservation authorities and other owners did not renegotiate due to the terms that were proposed. The new licence would increase liability and risk to the Authority with no compensation. She noted she is hopeful to get an agreement where there is a fair division of risk. The licence is being actively pursued and the Authority is trying to collaborate with other CAs and the local club to find a solution before the snow mobile season starts.

8. Bell Easement on K&P

R. Fergusson advised that the 5-year lease agreement with Bell Canada is up for renewal. He advised that we asked the yearly fee to be increased to include Cost of Living and are currently waiting for Bell to advise if they agree to the increase or not.

9. Dedicated Internet

A. Broadbent advised that when the new office was built in 2013, dedicated internet wasn't available. In 2017, service was improved with Bell Mobility by use of its towers. In the last few months, Bell installed fiber cable along Highway 7. Through negotiation, the fees to access the fiber have been waived and the authority is now able to acquire dedicated internet.

10. Boardroom A/V System

A. Broadbent noted challenges with the A/V system, many of which were brought to light with the COVID-19 pandemic. He advised that the Authority's needs will be reviewed as the system is now 7 or 8 years old and current demands are greater than what was allowed for in the original design.

11. Council Fall Presentations

S. McIntyre reminded members about her presentations to councils this fall regarding the Watershed Plan. She noted she was also using the opportunity to focus on the WECI funding initiative as well. To date, the City of Ottawa is the only municipality not on her schedule, but she had been speaking to Glen Gower about the three partner CAs to potentially meet with the City soon.

Mississippi Valley Conservation Authority
Finance & Administration Advisory Committee Meeting
September 9, 2020

12. Other Business

J. Mason commented that the Finance and Administration Committee does not typically discuss items 6-11 on agenda as it has today. She noted that these items likely don't need to be included when they will be presented to the Board of Directors at a later date. She questioned whether the agenda should be limited to financial matters so as not to hold up items that need to be addressed at the Board level.

S. McIntyre noted that the Administrative Bylaw doesn't speak to the more contractual items, however she brought these forward to make use of the administration role given the name of the committee. She advised she was open to whatever worked for everyone.

P. Sweetnam noted that non-financial items shouldn't be held up at Committee before proceeding to the board for approval.

W. King agreed with the Ms. Mason and commented that anything to reduce duplication would be appreciated since meetings are quite long as it is.

C. Lowry agreed with the members in limiting the number of non-financial agenda items.

ADJOURNMENT

The meeting was adjourned at 11:52 am.

FAAC09/09/20-6

MOVED BY: P. Kehoe

SECONDED BY: J. Mason

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

“CARRIED”

“E. Levi, Recording Secretary

C. Lowry, Chair”

REPORT

3095/20

TO:	Finance & Administration Committee, Mississippi Valley Conservation Authority
FROM:	Sally McIntyre, General Manager AND Angela Millar, Treasurer
RE:	2021-2023 Interim Financial Plan and Update to the 10-year Capital Plan
DATE:	November 13, 2020

Recommendations:

That the Committee recommend that the Board of Directors approve the draft Interim Financial Plan and Update to the 10-year Capital Plan

In September 2020, staff identified operating and capital financial trends and pressures and received direction to update the 10-year Capital Plan and to prepare an Interim Financial Plan to map out how pressures could be addressed.¹ In October 2020, an evaluation methodology was tabled to support prioritization of programs, services, projects and other initiatives; and staff received direction for development of the 2021 budget, including consideration of how financing could be used to help deliver projects for assets with lifecycles greater than 25 years.²

In preparing the attached plans, it was assumed that no major change in the operating levy was appropriate in the near-term given current fiscal challenges arising from COVID-19. Furthermore, significant consideration was given to changes in the balance of funding that may occur when the province releases regulations and enacts changes to the *Conservation Authorities Act* arising from Bill 108; specifically, that some programs and services funded by municipal levies may no longer be eligible for such. The current financial planning effort will support and ease development and implementation of the Transition Plan prescribed by the legislation.

Tables 1-4 presents a summary of the Draft Interim Financial Plan, and Table 5 a summary of the 10-year Capital Plan. Refer to Appendix A for details and supporting analysis.

Table 1 shows how the total budget changes over the next three years.

¹ Refer to Staff Reports 3069/20 and 3070/20.

² Refer to Staff Reports 3080/20 and 3086/20.

Table 1: TOTAL BUDGET	2020	2021	2022	2023
Operating	3,646,441	3,751,711	3,845,500	3,941,640
Capital	1,279,845	2,259,605	742,275	1,102,275
Contribution to Reserves	114,761	95,745	23,516	55,601
Total	5,041,047	6,107,061	4,611,291	5,099,516

Table 2 shows that in 2021 the municipal levy will constitute 53.3% of total revenues, down from 62.13% in 2020.

Table 2: MUNICIPAL LEVIES	2020	2021	2022	2023
General Levy - Operating	\$2,588,714	\$2,679,319	\$2,773,095	\$2,870,153
Capital Levy	\$543,606	\$565,350	\$590,791	\$617,376
Total	\$3,132,320	\$3,244,669	\$3,363,886	\$3,487,529
Special Levy	\$61,500	\$62,000	\$62,000	\$62,000

Table 3 illustrates how reserve balances are projected to change over the next year, and by the end of 2030 based upon the capital financing strategy proposed by the IFP.

Table 3: Reserve Balance Projections	2020	2021	2030
Operating Reserve – YE Balance	\$855,079	\$730,079	n/a
Capital Reserves – YE Balance	\$1,152,603	\$1,177,096	\$1,086,194
Contribution to Reserves	\$114,761	\$95,745	\$114,375
Allocations from Reserves	\$296,808	\$71,252	0

Table 4 shows the debt schedule as proposed by the Plan.

Table 4: Debt Schedule	Principal	Interest and Amortization	Annual Payments	Retirement
Shabomeka Lake Dam	\$750,000	2.09% for 25 years	\$38,670	2046
Kashwakamak Lake Dam	\$750,000	2.09% for 25 years	\$38,670	2050
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040



DRAFT
Interim Financial Plan
2021-2023
and
10-year Capital Plan
Update, 2021-2030

November 2020 (v4)

1.0 INTRODUCTION

Mississippi Valley Conservation Authority is moving from a period of steady state operations into a phase of capital renewal and evolving programming under amended legislation and regulations. These changes are placing pressures on both operating and capital budgets as identified in Staff Report 3074/20 the *Interim Financial Plan: Background Report* tabled in September 2020.

This document identifies proposed operating priorities for the period 2021-2023, and capital priorities for the period 2021-2030. It also identifies how these programs and services are currently funded, and recommends a funding approach for the capital program going forward.

Once finalized and approved, the Interim Financial Plan and updated 10-year Capital Plan will serve as the baseline financial plan against which changes can be applied arising from legislative and regulatory amendments expected later this year.

2.0 APPROACH AND METHODOLOGY

The following steps were taken to update the 10-year Capital Plan and prepare the 2021-2023 Interim Financial Plan (IFP):

Completed capital needs assessment –identified works in progress (WIP), activities and projects required to meet regulatory requirements, address growth, adapt to climate change, or achieve corporate objectives such as good asset management and maintaining service standards. Refer to staff report 3069/20 for results.

Reviewed existing programs and services –to assess which may be deemed mandatory¹ under 21.1(1) 1. and eligible for the municipal levy once legislative changes come into force:

21.1 (1)² The following are the programs and services that an authority is required or permitted to provide within its area of jurisdiction:

1. Mandatory programs and services required by the regulation.
 - mitigating risks from natural hazards.
 - conservation and management of authority owned/managed land.
 - serving as a source protection authority under the *Clean Water Act*.
 - other programs and services prescribed by the regulations.
2. Municipal programs and services that the authority agrees to provide on behalf of municipalities under Memoranda of Understanding or other agreement.
3. Other programs and services as the authority may determine are advisable to further its objectives.

Reviewed existing staffing – to assess the degree to which current workloads support one or more mandatory, municipal or other programs and services.

Assessed capital and operation priorities – using the methodology outlined below. Refer to Attachments 2 and 3 for results.

1. Identify the project driver:
 - External - Regulatory (including health and safety compliance)
 - External - Growth (addressing workload volumes and service standards)
 - External – Climate Change (adaptation and risk mitigation)
 - Internal - Strategic direction (corporate planning documents; continuous improvement)

¹ For the purpose of this exercise it was assumed that programs and services that currently qualify for the annual provincial grant under Section 39 of the *CA Act* or Water and Erosion Control Infrastructure program grants represent work that will be considered “mandatory” going forward.

² Summary descriptions only. Actual wording can be found at <https://www.ontario.ca/laws>. (accessed Nov. 1/20.)

2. Assess the risk of not addressing the pressure (likelihood versus consequence analysis.) High/Medium/Low risks are shown as Red/Orange/Green in Attachments 2 and 3.
3. Identify linkages to other projects (cost optimization and leveraging opportunities)
4. Estimate net pressure on municipal levy (identify funding offsets and financing options)

Conducted affordability review – to determine what can be afforded assuming the current funding model, reserve balances, and annual capital contributions; and with and without financing of major capital works. Refer to Attachment 4 for scenario results.

Prepared plans – the draft IFP and 10-year Capital Plan reflect adjustments to programs and services, staff allocations, and phasing of capital works to address the financial limitations of the organization. Refer to Attachment 1 for the recommended updated 10-year Capital Plan.

2.1 Assumptions re: Capital Planning

The following assumptions were made in updating the 10-year Capital Plan:

1. Continuation of current financial practices as approved in 2018:
 - Annual Capital Levy that does not fluctuate up and down year over year.
 - Annual Capital Levy reflects annualized 10-year capital costs, not annualized lifecycle replacement costs.
 - The Annual Capital Levy includes a fixed annual mortgage payment of \$277,005 for the Authority HQ, (to be retired in 2040) yielding an estimated balance of \$250,000 (2018\$) for pay-as-you-go (PAYGO) projects and contributions to reserves.³
2. The 10-year capital needs (excluding mortgage payments) are roughly:
 - 75% for Water Control Structures (WCS) and Flood Forecasting & Warning (FFW);
 - 15% for Conservation Areas and HQ needs; and
 - 10% for Vehicles & Equipment and Information Technology.
3. Approximately 40% of WCS and FFW costs will be offset by Water & Erosion Control Infrastructure (WECI) funding from the province.⁴
4. The 10-year capital program focuses on areas of high risk.
5. The capital reserve funds will have a combined 2020 YE balance of approx. \$1.15 million.
6. The Annual Capital Levy of \$527,005 (2018 dollars) will be adjusted annually to replenish the combined reserve balance over the ten-year period.⁵

³ Plus approved annual increases.

⁴ Not all WCS and FFW projects qualify for 50% funding.

⁵ The proposed capital levy increase in 2021 is 2.5%. In subsequent years the annual increase to the capital levy would vary between 3.5% and 6.5% to allow for a 2030 YE combined reserve balance roughly equal to YE 2020. This does not allow for the impact of inflation on the cost of capital projects over the 10-year period and full replenishment is not forecasted. It also assumes debt financing of two major projects.

7. Provincial laws limit municipal debt financing payments to 25% of own-source revenues.⁶ One or more member-municipalities could issue a debenture on behalf of the CA for a qualifying project. It is understood that the CA debt would count towards the municipality's 25%.
8. Existing mortgage payments represent 7.5% of the Authority's own source revenues. The Authority has room to borrow.

The federal government has the money, the provincial governments have the constitutional authority, and local governments have the responsibility for making the actual investments.⁷

Over 50% of Authority revenues for capital investments are from its eleven member-municipalities.

⁶ O. Reg. 403/02: Debt and Financial Obligation Limits, *Municipal Act*, 2001 (accessed November 1, 2020.)

⁷ Hugh Mackenzie, "Canada's Infrastructure Gap: Where it Came From and Why It Will Cost So Much to Close," Canadian Centre for Policy Alternatives (2013): 13.

3.0 KEY FINDINGS AND CONCLUSIONS

The following are key findings and conclusions based upon analysis carried out to update the 10-year Capital Plan and prepare the IFP.

3.1 Capital Program

Refer to Attachment 1 for the recommended updated 10-year Capital Plan.

1. The recommended 2021 Capital Levy is \$565,350, of which \$277,005 is dedicated to the mortgage payment. This leaves \$288,345 for Pay-As-You-Go (PAYGO) projects and contributions to reserves in 2021.
2. Actual annual capital needs over the next 10 years range from a low of \$301,000 to a high of \$1.04 million, net of WECl grants, and excluding mortgage payments.
3. One high year would deplete the capital reserves. Two high years are predicted over the planning period, driven by the Shabomeka and Kashwakamak dam projects.
4. Repair and replacement of dam structures and related studies represent the largest financial burden and potential risk. However, dedication of annual capital levies exclusively to that purpose would seriously undermine other areas of the organization.

Water Control Structures (WCS)

5. The Water Control Structure Reserve and the Glen Cairn Reserve⁸ have a projected 2020 year-end (YE) balance of \$674,200.
6. The Shabomeka Lake Dam replacement project scheduled for 2021 will cost between \$1.3-\$1.5 million. To deliver this project on a Pay-As-You-Go (PAYGO) basis, and assuming 50% WECl funding, MVCA requires up to \$750,000. This could be achieved by depleting those reserves and using the 2021 capital levy to cover the difference.
7. Alternatively, a portion of funds could be taken from the operating reserve to be repaid in future years.
8. Both approaches would effectively deplete the two capital reserves leaving little for emergencies; and no funds to support delivery of other WCS projects including planned studies of the Kashwakamak Lake Dam scheduled to commence in 2021. (The Board approved deferring work at Kashwakamak based upon a risk assessment that recommended those studies and that the structure be replaced within 5-years.)
9. Debt financing of the Shabomeka Lake Dam would allow continued use of the two reserve funds for other high priority WCS projects (including some that do not qualify for WECl grants), maintain an emergency balance, and mitigate future increases to the capital levy.
10. Assuming debt financing of the Shabomeka Lake Dam, the projected reserve balances in 2029 would roughly equal what they are today. The cost of the Kashwakamak Lake Dam work is currently estimated at \$1.5 million which, at 50% WECl funding, equals \$750,000.

⁸ Use of this reserve is limited by parameters set by the province. It can be used for major capital WCS works and a variety of other uses.

- As with Shabomeka, carrying out the Kashwakamak project on a PAYGO basis would deplete the WCS and Glen Cairn reserves, leave no buffer for emergencies, and prevent smaller projects from occurring (including regulated safety inspections.)
11. Alternatively, the Board could levy a premium on the annual capital levy in the two years that the projects proceed. This is not recommended due to current fiscal circumstance, and the Board’s previously stated preference for predictable levies over the planning period.
 12. Debt financing of the Shabomeka Lake Dam and the Kashwakamak Lake Dam projects allows them to proceed in a timely manner without depleting reserves or requiring significant increases in the Capital Levy, as follows:
 1. Shabomeka Lake Dam, \$750,000 over 25 years at 2.09 % = \$38,670/year; and
 2. Kashwakamak Lake Dam, \$750,000 over 25 years at 2.09% = 38,670/year
 13. The province recommends borrowing where appropriate: “Borrowing allows (municipalities) to spread out the cost of the project over its useful life and allows infrastructure costs to be paid not just by today’s taxpayer, but by future users as well.”⁹ This holds true for CA dams as shown by Figure 1.
 14. Carrying these two loans would raise the Authority’s total debt payments to 9.7% of own source revenues.

Figure 1: Paying for long-life assets

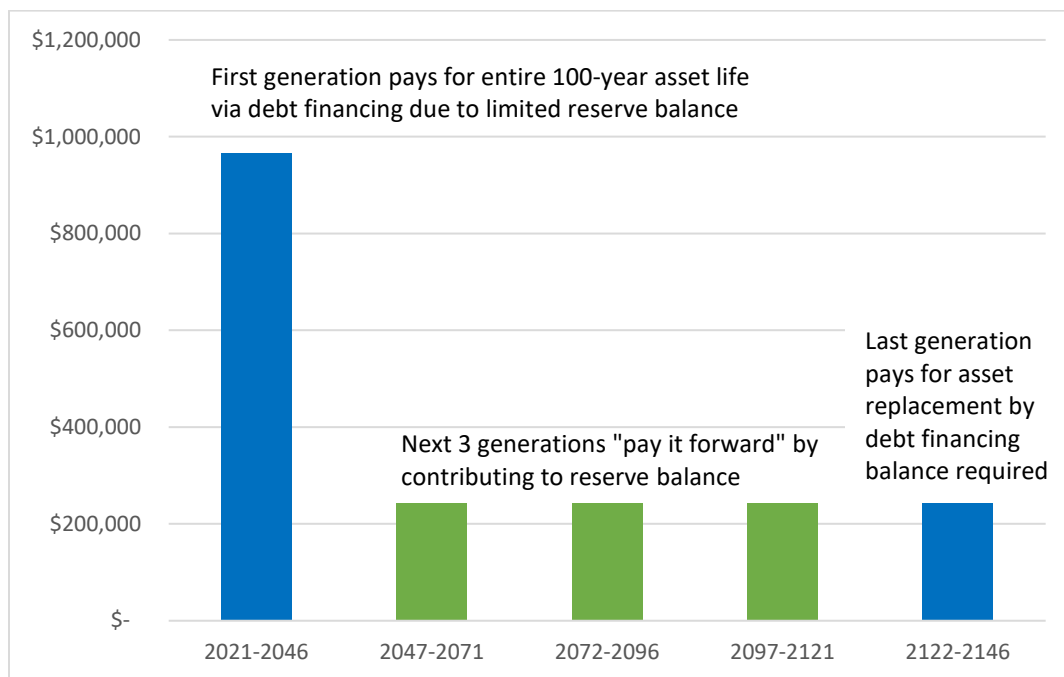


Figure 1 illustrates proposed financing of Shabomeka Lake Dam commencing 2021 compared to a sinking fund approach that is recommended for future replacement of the dam in 100 years.

⁹ Ontario. “[Understanding municipal debt](#)”, accessed Nov. 3, 2020.

Conservation Areas

15. The Conservation Area Reserve has a projected 2020 YE balance of \$42,000.
16. The combined value of all projects identified for the Conservation Areas over the next ten years is \$715,000 or an average of \$71,500 per year.
17. Four High Risk projects should be carried out over the next three years, with a combined value of \$74,000:
 1. MOK – Gatehouse accessibility and security improvements at ~\$10,000.
 2. MOK – Rebuild the Riverside Look-out for public safety at ~ \$9,000.
 3. Purdon – Replace boardwalk for public safety at ~\$50,000 total (over 4 years.)
 4. MICA – Bridge repairs for public safety at ~\$5,000.
18. A fifth compliance-driven project: accessibility improvements at the Education Centre valued at ~\$8,000 has been deferred pending decisions regarding future educational programming and use of the building.
19. A sixth compliance-driven project results from a recent structural and safety assessment of the Clyde River bridge on the K&P Trail. Cost estimates to replace the decking, railing, and related works range from \$123,550 to \$221,500 (design options vary in durability and longevity etc..) Refer to Staff Report 3093/20 for details. \$50,000 has been included in 2021 to address immediate safety concerns.
20. Several Medium Risk projects are designed to maintain current functionality and safety (e.g. replacement of wood chips at play structure.) Most can be delayed if needed, but not indefinitely.
21. Some Low Risk projects are suitable for fundraising (e.g. balcony repairs) and could be carried out if sufficient grants or donations are received.
22. Most museum improvements have been deferred to after 2023, but could proceed in the interim if desired or if fundraising facilitates their implementation.

HQ Facility¹⁰

23. Connection of HQ to municipal water and sewer lines at an estimated cost of \$348,000 (2018\$) is planned for 2023. The current HQ reserve balance of \$338,701 supplemented by PAYGO will allow for connection to the system. (Connection during construction of the adjacent subdivision is needed to mitigate significant cost increases. Negotiations are currently underway regarding the location of fire hydrants that could impact costs.)
24. An additional \$105,000 in capital needs has been identified for the HQ facility as it reaches 10-years in age, reflecting the need for modest capital renewal.
25. Greater annual contributions to the reserve fund are required to allow for major equipment/component replacement at the facility in future (i.e. sinking fund.¹¹)

¹⁰ Mill of Kintail (MOK), Purdon, Morris Island (MICA), Palmerston-Canonto, K&P Trail, Carp River (CRCA)

¹¹ Sinking Fund - established by setting aside revenue over a period of time to fund a future capital expense. For example, taking the replacement cost of a dam, dividing that by the number of years remaining life, and setting aside that amount annually to allow for future replacement.

26. Replacement of some components of the HQ could be eligible for debt financing due to their long-life. This would mitigate the need to set aside significant funds in the intervening years which taxpayers are already paying for by way of mortgage payments.

Information & Communications Technology (ICT)

27. The Information Technology Reserve Fund has a projected 2020 YE balance of \$16,300.
28. It has been Authority practice to set aside \$12,000/year to replace an average of three computers and three monitors a year, and for periodic data acquisition (e.g. DRAPE aerial photography.)
29. This assumes an average life of most hardware in excess of 10 years; and DRAPE acquisition once every five years.
30. Lifecycle replacement of larger capital items such as the plotter (used to produce mapping), storage devices, servers, and the boardroom A/V system were not included in the 2018 capital plan. Nor did it allow for acquisition of LiDAR elevation data as recommended in report 3088/20.
31. Increasing the annual ICT budget to \$15,000/year will allow for scheduled lifecycle replacement of larger ICT assets over the planning period supplemented by PAYGO funds in the year of expenditures.
32. Borrowing up to \$125,000 from the Operating Reserve would allow the Authority to acquire LiDAR data. This could be repaid to the reserve at a rate of \$5,000/year over 25 years. Elevation data does not change significantly on a watershed basis and the life and usefulness of this data warrants the internal loan. (The Operating Reserve has a projected 2020 YE balance of \$855,079.)
33. The Authority recently received a cost estimate of \$65k to upgrade the boardroom A/V systems to improve audio quality and user experience while video-conferencing. The project cannot be afforded in the near-term without a similar internal loan. The upgrade was not included pending a decision from the Board on the value of this investment.

Vehicles and Equipment

34. The Vehicles and Equipment Reserve Fund has a projected 2020 YE balance of \$81,403.
35. The Authority has 10 vehicles, all of which require vehicle markings/decals, 2-way radios, amber globe safety lights etc. and, in the case of trucks, storage systems for equipment, trailer hitches etc..
36. Vehicles *should* be replaced on a five-year rotation to ensure that they are in good working condition and not subject to breakdown and significant repair costs.
37. Other major equipment needs over the 10-year planning period include an ATV and ATV tracks, a tractor, a boat and motor, tandem utility trailer, and riding lawn mower.
38. This equipment has a combined estimated cost of \$96,000. No major equipment is expected to be needed within the first three years, however, monies should be set aside to afford their replacement in later years of the capital plan as they are essential for operations.

39. In recent years, the annual budget has set aside \$60,000-65,000/year for vehicles and equipment, which equates to replacing vehicles on a ten-year rotation, or double the desired service standard and with no allowance for outfitting vehicles.
40. Increasing the annual allocation to \$68,600 will maintain the current standard of vehicle replacement and ensure that essential equipment can be replaced when it reaches the end of its lifecycle.

3.2 Programs and Services

Table 1 summarizes current programs and services provided by the Authority, and where they *may have been* classified under regulations expected per Bill 108. With tabling of Bill 229 on November 5, 2020, these allocations could change, particularly items 5 and 6 due to proposed changes in the planning and regulatory roles of conservation authorities.

Table 1 is based upon the assumption that costs currently eligible for the MNRF annual Section 39 grant¹² or WECl grants would be considered mandatory; as well as matters directly related to Conservation Area management and source water protection.

Table 1: Potential classification of costs per Bill 108
(based upon MVCA 2021 Draft Payroll Budget)

Programs and Services	Mandatory	Municipal¹³	Other
1. Water Control Structures (WCS) – O&M	9.1%		
2. WCS – Preventative Maintenance	3.7%		
3. Flood Forecasting and Warning	6.8%		
4. Conservation Areas and HQ	7.9%		
5. Technical Studies & Watershed Planning	19.4%	3.5%	0.8%
6. Planning and Regulations	16.6%	6.3%	
7. Communications	0.05%		3.5%
8. Stewardship and Education		0.4%	2.0%
9. Visitor Services			3.0%
10. Vehicles and Equipment	0.4%		
11. Information & Communication Tech.	0.2%		
12. Administration	16.35%		
Total	\$2,030,179	\$255,839	\$231,968

The following findings and conclusions focus on work plans for 2021-2023, and on areas shown as ‘Municipal’ or ‘Other’ in Table 1.

¹² Ontario. *Policies and Procedures for Determining Eligibility for Provincial Grant Funding to conservation Authorities*. June 13, 1997.

¹³ Memoranda of understanding, special levies, or other agreements exist with one or more municipalities for these services today.

Stewardship and Education

1. Stewardship and education programs and services are not expected to qualify as mandatory. Some elements prescribed by source protection plans¹⁴ may qualify.
2. Currently, the following stewardship programs are delivered under formal agreements:
 - Septic Reinspection Program (Tay Valley, North Frontenac, Drummond North Elmsley)
 - Ottawa Rural Clean Water Program (City of Ottawa)
 - Forest management (County of Lanark 5-year plan; annual timber assessment and marking)
3. The following stewardship programs are delivered through a combination of grants and the municipal levy, and can vary year to year:
 - Trees Canada Reforestation Program (rural tree planting in partnership with RVCA)
 - Watershed Watch Program (support to residents in lake monitoring program, in partnership with Watershed Canada)
 - Lake Stewards Program (support to residents in lake monitoring program, in partnership with the MECP and the Federation of Ontario Cottagers' Associations)
 - Ottawa City Stream Watch Program (monitoring of tributaries)
4. The following activities are carried out on an *ad hoc* basis with community groups and are funded by the municipal levy; and are often but not always offset by one-off grants:
 - Shoreline naturalization on public sites
 - Erosion control on public sites
 - Support to lake associations such as lake planning
 - Lake Links, annual stewardship event in partnership with Watersheds Canada
5. The average net cost to the municipal levy to deliver stewardship programming over the three years 2017-2019 was approximately \$34,600/year.
6. To date, stewardship programming has been delivered on a part-time basis. Members of the public and the Public Advisory Committee for the Watershed Plan have indicated significant interest in enhanced Stewardship programming by the Authority.
7. There is an opportunity to expand stewardship work, particularly where grants are available to offset costs.
8. A three-year pilot is recommended 2021-2023 to determine the degree of interest, uptake, and affordability given grants available and limits imposed by regulation.
9. The education program (currently suspended) is comprised of the following services:
 - Spring Water Awareness Program (delivered in February/March; the SWAP is funded by Ontario Power Generation)
 - Half-day programming for elementary students (Sept.-Jan.; April-June.)
 - Summer camp program (6 weeks per year)

¹⁴ Per the [Ontario Clean Water Act, 2006](#), accessed November 3, 2020.

10. Due to COVID-19, in lieu of the above, staff conducted 32 outreach events at public boat launches and beaches over July-August, funded by the municipal levy. Stewardship messaging as well as key facts about the watershed and related issues were shared.
11. Between 2017-2019, the education program was booked on average 60 days per year, delivered the SWAP to roughly 20 schools/year, and provided summer camp programming to an average of 120 children/year.
12. School and summer camp programming was delivered on a fee for service basis, and subsidized by the municipal levy an average of \$62,500/year between 2017-2019.
13. An assessment of the existing education program indicates a significant amount of “down time” and an opportunity to yield equal or greater public engagement and on-the-ground results through alternative methods.
14. The Authority recently developed a mobile application—Eco Trekr, that will allow primary school-aged students to learn about the Carp River Conservation Area as they walk the site with a teacher, friends or family. The app is game-based and links to educational facts and challenges; and can be expanded and used for other MVCA conservation areas and facilities. The app is scheduled for launch in spring 2021.
15. During 2021-2023, staff propose to pilot use of Eco Trekr at the Carp River Conservation Area, expand use of the tool to the MOK, and investigate alternative service delivery models for delivering CA-based curriculum with school boards in the watershed.
16. Continued suspension of the school and camp programs is recommended through to the end of 2022 given ongoing uncertainty regarding school programming due to COVID-19 and the potential of providing self-directed services for teachers and students at less cost.
17. This approach would also alleviate the need in the near-term to upgrade the Education Centre entry to become AODA-compliant.
18. Discussions are on-going with OPG regarding the potential for delivering SWAP remotely in spring 2021.

Watershed Planning and Technical Studies

19. Watershed Planning is eligible for the Section 39 grant and is a foundation piece to watershed management and the mandate of conservation authorities. On-going work on the Mississippi River Watershed Plan will inform drafting of MVCA’s Strategic Plan in 2021, and support refined priority setting and budgeting for the next 5 years.
20. Upon completion of the Plan in 2021, efforts will be directed towards implementing priority projects identified for MVCA.
21. Continued engagement of the Public Advisory Committee post delivery of the Watershed Plan is desirable to maintain and expand ties to the community and facilitate implementation.
22. Continued engagement of indigenous communities regarding the Watershed Plan and matters of shared interest was recommended in the *Mississippi River Management Plan – Implementation Report, 2020* recently approved by the Province. This will require

sustained investment in relationship-building and technical support per recommendations of the Truth and Reconciliation Commission of Canada *Calls to Action*, 2015.

23. Not all technical studies carried out to support development of the Watershed Plan are eligible for the Section 39 grant, specifically:
 - Hydrological, hydraulic, and morphological studies are eligible, as are mapping and associated data management.
 - Surface water quality monitoring, all ground water monitoring, and all aquatic and terrestrial studies are ineligible, as are mapping and associated data management.
24. A mix of eligible and ineligible studies are needed to fulfill the Authority's obligations under the *Mississippi River Water Management Plan*, 2006.¹⁵
25. None of the studies completed by the Authority are carried out by any other public agency in the area. The MNRF acknowledged that it curtailed its field studies in the aforementioned *Implementation Report*, 2020.¹⁶ If the Authority withdraws these services, staff, the Board and others will lose the data needed to identify trends and issues, and to support informed permitting, policy and investment decisions.
26. At present, the following "ineligible" field studies are carried out by MVCA:
 - Water quality monitoring is carried out at 14 Provincial Water Quality Monitoring Network (PWQMN) sites on behalf of the MECP every year. MVCA is not compensated for the work, but uses the results to help assess lake, river, and watershed health. Samples are analyzed at provincial laboratories at no cost to the Authority.
 - Water quantity and quality monitoring is carried out at 9 Provincial Groundwater Monitoring Network (PGMN) sites on behalf of MECP every year. MVCA is not compensated for that work, and has recommended significant modifications to the program to yield useful data to the Authority and others.¹⁷
 - Since 2018, the Authority has carried out a baseline monitoring program of 17 surface water sites under an MOU with the City of Ottawa. The City provides funding for 0.5 FTE for that purpose, and conducts analyses at its own laboratory and expense.
 - The Authority conducts annual water quality monitoring at key locations in the watershed, and targets a selection of smaller lakes each year for detailed study on a rotating basis.¹⁸ Results are published and provided to lake associations and area municipalities the following year; and used to prepare a Watershed Report Card every 5-6 years.

¹⁵ For example, Section 4 states that MVCA is to support MNRF in environmental monitoring to evaluate the effectiveness of the Plan in protecting aquatic species and habitats.

¹⁶ "In some cases, MNRF has not fulfilled commitments identified in the approved Water Management Plan (WMP)... Over time and since the approval of the WMP, ministry priorities, structure and approaches have shifted including those for Water Management Plans." The Implementation Report is on MVCA's [website](#).

¹⁷ Per Board direction, notice was given to the province that MVCA will be withdrawing from the PGMN pending a review of the ground water monitoring sites and program design.

¹⁸ Lake water is tested/analyzed for Total Phosphorus; stream sites are sampled for biota and habitat, not water chemistry.

- The Authority also has a limited number of temperature gauges in streams serving as cold water fish habitat that are checked periodically; and carries out spring-time surveys at different headwater locations each year to document flow inundation and seasonal habitats.
 - Sampling and modeling of algae growth in Mississippi Lake.
 - Pre and post-development fish and benthic sampling is carried out in areas identified as undergoing development pressures to assess baseline conditions, determine mitigation requirements, and identify opportunities to improve habitat conditions.
27. The average net cost to the municipal levy to deliver the above field monitoring and studies between 2017-2019 was \$57,685.
28. There are opportunities to improve aquatic and terrestrial field studies that are being investigated for implementation in 2021-2023.
- Reduce frequency in monitoring sites with consistently good to excellent water quality.
 - Increase frequency in monitoring higher risk sites to allow for better trend analysis.
 - Focus habitat/fisheries assessments on unevaluated wetlands near urban areas to identify connectivity amongst them and to Provincially Significant Wetlands (PSWs).
 - Pursue discussions with MECP regarding modifications to the groundwater monitoring program.
 - Increase and improve citizen-science field monitoring.
 - Improve sharing and promotion of the monitoring data and reports.
29. Technical studies to be carried out 2021-2023 that are eligible for Section 39 funding are the following:
- Dam Safety Reviews (DSR) for the following structures:
 - Kashwakamak Lake Dam
 - Carleton Place Dam
 - Lanark Dam
 - Kashwakamak Class Environmental Assessment
 - Safety boom design studies for Shabomeka Lake and Carleton Place Dams
30. Depending upon the level of funding for LiDAR data acquisition, flood plain mapping of the Clyde River in the area of Lanark Village would be updated.
31. The capital and operating budgets assume that all of the above studies will receive 50% WECl funding; except the LiDAR project, for which 50% funding will be sought under the National Disaster Mitigation Program.
32. In addition, the following technical studies are to be completed on a cost recovery basis under an MOU with the City of Ottawa:
- Carp River Flood Plain Mapping
 - Casey Creek Flood Plain Mapping
 - Watts Creek and Shirley's Brook Flood Plain Mapping

Planning and Regulations

33. Section 28 regulation programs are eligible for the Section 39 grant, but not all planning services are eligible, specifically:
 - Planning input and advice to municipalities on behalf of the province on Natural Hazards per section 3.1 of the Provincial Policy Statement (PPS) are eligible.
 - Planning input and advice on all other matters are ineligible (for example, advice regarding hydrogeology, natural heritage protection, and stormwater management.)
34. Depending upon the scope and nature of changes made by the new regulations, significant effort may be required over 2021-2022 to understand the changes and to modify as needed, permitting practices and guidance documents for staff, area municipalities and the public.
35. As well, a compliance promotion and inspection program will be developed as set out in Staff Report 3030/19 that addresses any changes in regulation.
36. Ineligible planning and regulation services are mostly delivered on a fee for service basis, primarily via MOUs with the County of Lanark, City of Ottawa, and the townships of Tay Valley, North Frontenac, Drummond North Elmsley, the Town of Carleton Place and the Municipality of Mississippi Mills.¹⁹

Visitor Services

37. Visitor services includes facility rentals for weddings and community groups, museum operations, and the hosting of special events such as Kintail Country Christmas.
38. Museum operations are supported by the following grants²⁰:
 - Annual grant from the Municipality of Mississippi Mills; and
 - Annual provincial Community Museum Operating Grant (CMOG).
39. Facility rentals are directly tied to operation of the site as a conservation area, and allow for enhanced use of the property on a fee for service basis.
40. The average annual net cost to the municipal levy between 2017-2019 was \$80,084.
41. An *ad hoc* committee established by the Board is currently examining options for funding and operation of the Mill of Kintail Museum.
42. Until the regulations are issued and take effect or an alternative service delivery model has been found to fund and operate the museum, continued operation is planned at a reduced level of service per COVID-19 and the financial constraints of the organization.²¹

¹⁹ MOUs for planning advisory services with Lanark and Ottawa; for septic reinspection with Drummond North Elmsley, Tay Valley, and North Frontenac; and for source water protection with Carleton Place and Mississippi Mills.

²⁰ Under COVID-19, an additional grant was secured from the federal government.

²¹ During the 2020 season, the museum was open Fridays through Mondays 10am-3pm.

Facilities Management / Conservation Areas

43. Current operations represent the minimum required to maintain the safety, quality, and aesthetic experience of the Authority's conservation areas.
44. Typical activities include hazard tree identification and removal, inspection and maintenance of play structures, replacement of deteriorating boardwalks, repair of retaining walls, repair and rehabilitation of buildings, lawn mowing and trash removal, outhouse operations and maintenance, snow clearing, and parking meter operations.
45. Challenges in 2020 arising from COVID-19 that are expected to continue into 2021:
 - Increased washroom cleaning needs per health unit recommendations; and
 - Historic high attendance with consequent overflow of parking onto nearby roads.
46. Higher attendance levels warrant more frequent washroom cleaning should these be sustained post COVID-19 operations.
47. Authority staff accumulated significant overtime (OT) in 2020 to address washroom cleaning requirements. This cannot be continued into 2021 without impacting staff availability as the Authority provides time-off-in-lieu (TOIL) instead of OT pay.
48. Contracting out washroom cleaning for the Mill of Kintail and Morris Island sites is estimated to cost approximately \$42,000/year.
49. In launching the new Carp River Conservation Area, additional tasks will be required—primarily related to sign installation and the construction of bird and bat boxes and platforms and a lookout. Day to day operations and maintenance will remain with the City.

Flood Forecasting and Warning (FFW)

50. All current and planned FFW activities are eligible for the Section 39 annual grant.
51. Project management and delivery of the following priority projects are planned for the period 2021-2023:
 - Watershed LiDAR acquisition – terrain data creation upon receipt of data files
 - Bathymetric data collection – field work
 - Development of a numerical watershed model – in-house
 - Expansion of monitoring network as set out in the 10-year Capital Plan
 - Development of digital forms for data collection and dam operation, inspection and maintenance – in-house
 - Development of automated data QA/QC procedure – in-house
 - Development of raster tools for flood forecasting and low flow response – per long-term WISKI operating contract in partnership with 9 other conservation authorities.

Water Control Structure (WCS) Operation & Maintenance (O&M)

52. Some but not all dam O&M are eligible for the Section 39 grant, specifically “structures where no flood control function is performed (i.e. recreation, low flow augmentation

- dams”) are ineligible.²² This rule applies to WECl funding as well, which is why not all dam capital works are eligible for the 50% grant.
53. Removal of the municipal grant or other funding to operate, maintain and carry-out lifecycle repairs and replacement could have serious consequences for landowners benefiting from those structures.
 54. Existing timesheet and maintenance systems do not allow for easy estimation of the average annual cost to operate, maintain and perform lifecycle works on affected assets.
 55. Depending upon wording in the regulations, options to decommissions those dams or transfer ownership may need to be considered. Any change would be a lengthy process and require provincial approvals and public engagement.
 56. Accordingly, no change in O&M requirements for those facilities is expected within the period 2021-2023.
 57. Due to the larger liability associated with the Authority’s flood control structures, efforts will focus on those dams as outlined in the updated 10-year Capital Plan. The exception to this is Widow Lake Dam, which is in a very poor state of repair.²³
 58. MVCA monitors and operates five MNRF dams/weirs²⁴ under a 3-year contract that expires March 31, 2021. For this, the Authority receives \$7,125 per year. This amount is considered insufficient for the risk and responsibilities associated with the contract.
 59. Maintaining a continued role in the management of those facilities is desirable from a systems operation’s and management perspective, but is not essential.
 60. Negotiations with the Ministry are required and will be pursued imminently.

Governance and Administration

61. Administrative services are eligible for Section 39 funding, however, there is some question whether the new regulation will require this to be allocated to the municipal levy on a proportionate basis where CAs also deliver non-mandatory services.
62. There are several corporate governance and administrative gaps to be address that will be discussed in greater depth during the Strategic Planning process in 2021. Key issues that will require attention in the period 2021-2023 include the following:
 - Credibility gap with the public concerning financial management, the focus and direction of the organization, management of water levels, and its approach to Section 28 of the CA Act.
 - Transitioning the organization to the new regulatory framework.
 - Workload management and mental health in the workplace.
 - Resolution of outstanding legal matters such as clarification of land ownership at dams and conflicts with adjacent landowners on ROW use.

²² Ontario. *Policies and Procedures for Determining Eligibility for Provincial Grant Funding to Conservation Authorities*, June 13, 1997.

²³ The deck scheduled for replacement in 2019 did not occur due to the flood and limited staff availability.

²⁴ Palmerston, Canonto, Malcom and Summit dams, and Mosque weir.

- Structure and effectiveness of the Mississippi Valley Conservation Foundation.

Communications

63. Flood warning communications are eligible for the Section 39 grant, but no other communication activities are eligible.
64. However, section 21.1. (1) of the CA Act identifies programs and services related to the management of natural hazards, conservation areas, and source water protection as mandatory, therefore communications related to these activities should remain eligible for the municipal levy, which represents most other communications.
65. Based upon the foregoing discussions, communications in the period 2021-2023 are proposed to focus on the following matters:
 - Watershed Plan – public engagement, roll out, and related initiatives
 - Public engagement for floodplain mapping and dam projects
 - Public awareness regarding any changes that may arise from the regulation
 - Launch and promotion of the Carp River Conservation Area
 - Continued promotion of all other conservation areas
 - Promotion of the stewardship pilot and related initiatives
 - Pilot and expanded use of the Eco Trekr mobile app for primary education
 - Support to the Board and communications with member municipalities
 - Enhanced use of multi-media for all of the above to engage with the public during and post COVID-19.

4.0 2021-2023 BUDGET

The proposed 2021-2023 budget is shown in Table 1, in 2021 dollars. It reflects the 10-year Capital Plan contained in Attachment 1.

Table 1: TOTAL BUDGET	2020	2021	2022	2023
Operating	3,646,441	3,751,711	3,845,500	3,941,640
Capital	1,279,845	2,259,605	742,275	1,102,275
Contribution to Reserves	114,761	95,745	23,516	55,601
Total	5,041,047	6,107,061	4,611,291	5,099,516

5.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on October 21, 2020, the operating portion of the 2021 levy shows an increase of 2.0% for inflation and 1.5% for growth; and the Capital Levy a 2.5% increase for inflation and 1.5% for growth. This raises the total levy in 2021 by just over 3.6% as

shown in Table 2. In 2022 and 2023, the Capital Levy is recommended to increase by 4.5% in order to maintain appropriate reserve levels over the 10-year plan. The Special Levy is only paid by the City of Ottawa and is for delivery of its Baseline Water Quality Monitoring Program. In 2021, the municipal levy will constitute 53.3% of total revenues, down from 62.13% in 2020.

Table 2: MUNICIPAL LEVIES	2020	2021	2022	2023
General Levy - Operating	\$2,588,714	\$2,679,319	\$2,773,095	\$2,870,153
Capital Levy	\$543,606	\$565,350	\$590,791	\$617,376
Total	\$3,132,320	\$3,244,669	\$3,363,886	\$3,487,529
Special Levy	\$61,500	\$62,000	\$62,000	\$62,000

6.0 RESERVES

A fundamental objective of the IFP and updated capital plan was to maintain adequate reserve balances over the planning period to allow for emergencies. Table 3 illustrates how reserve balances are projected to change over the next year, and by the end of 2030. This does not take into consideration inflation applied to the capital projects shown in the Capital Plan.

Table 3: Reserve Balance Projections	2020	2021	2030
Operating Reserve – YE Balance	\$855,079	\$730,079	n/a
Capital Reserves – YE Balance	\$1,152,603	\$1,177,096	\$1,086,194
Contribution to Reserves	\$114,761	\$95,745	\$114,375
Allocations from Reserves	\$296,808	\$71,252	0

7.0 LONG-TERM DEBT

Table 4 shows the debt schedule as proposed.

Table 4: Debt Schedule	Principal	Interest and Amortization	Annual Payments	Retirement
Shabomeka Lake Dam	\$750,000	2.09% for 25 years	\$38,670	2046
Kashwakamak Lake Dam	\$750,000	2.09% for 25 years	\$38,670	2050
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040

Annual debt payments are to be made from the annual operating budget.

ATTACHMENT 1: DRAFT Capital Plan 2021-2030

CAPITAL PLAN SUMMARY											
Water Control Structures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Shabomeka Lake Dam	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000
Mazinaw Lake Dam	-	-	-	-	-	-	-	-	50,000	50,000	100,000
Kashwakamak Lake Dam	50,000	75,000	20,000	75,000	1,500,000	-	-	-	-	-	1,720,000
Big Gull Lake Dam	-	-	-	-	50,000	50,000	-	-	-	-	100,000
Mississagagon Lake Dam	-	-	-	-	-	-	-	75,000	50,000	250,000	375,000
Farm Lake Dam	-	-	-	75,000	-	50,000	350,000	-	-	-	475,000
Pine Lake Dam	-	-	-	-	-	75,000	25,000	50,000	-	-	150,000
Carleton Place Dam	-	-	150,000	75,000	-	-	-	-	-	-	225,000
Lanark Dam	-	-	75,000	50,000	-	-	-	-	-	-	125,000
Widow Lake Dam	-	175,000	-	-	-	-	-	-	-	75,000	250,000
Bennett Lake Dam	-	-	-	-	-	-	-	75,000	75,000	-	150,000
Glen Cairn Detention Basin	-	-	-	-	-	-	-	-	-	-	-
MaLarens Landing	-	-	-	-	-	-	-	-	-	-	-
Project Management											
Preventative Maintenance	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Proposed Debt Repayment		38,670	38,670	38,670	38,670	77,340	77,340	77,340	77,340	77,340	541,380
Subtotal	1,565,000	303,670	298,670	328,670	1,603,670	267,340	467,340	292,340	267,340	467,340	5,861,380
Watershed Monitoring	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Gauge Network	12,500	22,500	22,500	16,500	22,500	22,500	21,000	22,500	22,500	31,500	216,500
Survey & Flow Equipment	-	30,000	-	-	-	-	-	-	-	-	30,000
Subtotal	12,500	52,500	22,500	16,500	22,500	22,500	21,000	22,500	22,500	31,500	246,500
Conservation Areas	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Mill of Kintail	9,000	10,000	-	38,000	35,000	115,000	60,000	87,000	99,000	60,000	513,000
Purdon	12,500	12,500	12,500	12,500	5,000	5,000	7,000	-	-	-	67,000
K&P Trail	50,000	-	-	2,000	2,000	2,000	7,000	32,000	2,000	2,000	99,000
Morris Island	-	5,000	-	10,000	6,000	5,000	5,000	-	-	-	31,000
Office Trail	-	-	-	-	5,000	-	-	-	-	-	5,000
Subtotal	71,500	27,500	12,500	62,500	53,000	127,000	79,000	119,000	101,000	62,000	715,000
Vehicles & Equipment	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Vehicles	68,600	68,600	56,600	60,600	58,600	43,600	68,600	68,600	47,600	48,600	590,000
Equipment	-	-	12,000	8,000	10,000	25,000	-	-	21,000	20,000	96,000
Subtotal	68,600	68,600	68,600	68,600	68,600	68,600	68,600	68,600	68,600	68,600	686,000
HQ Building	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Debenture payment	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	277,005	2,770,050
Sewer and water connection	-	-	348,000	-	-	-	-	-	-	-	348,000
Other	-	-	-	-	15,000	-	70,000	10,000	10,000	-	105,000
Subtotal	277,005	277,005	625,005	277,005	292,005	277,005	347,005	287,005	287,005	277,005	3,223,050
Information Technology	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Yr Total
Hardware	15,000	15,000	25,000	24,000	23,000	18,000	15,000	15,000	15,000	15,000	180,000
Data Acquisition	15,000	15,000	15,000	32,500	15,000	15,000	15,000	15,000	32,500	15,000	185,000
LIDAR	250,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	295,000
Subtotal	280,000	35,000	45,000	61,500	43,000	38,000	35,000	35,000	52,500	35,000	660,000
Total	2,274,605	764,275	1,072,275	814,775	2,082,775	800,445	1,017,945	824,445	798,945	941,445	11,391,930

ATTACHMENT 2: Priority Assessment of Capital Projects

Project	Driver	Risk	2021-2023
Water Control Structures (WCS)			
Shabomeka Dam replacement	MNRF, CDA		√
Kashwakamak Dam Safety Review (DSR)	MNRF, CDA		√
Widow major dam repair	MNRF, CDA		√
Shabomeka Dam safety boom (design & installation)	MNRF, CDA		√
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.		√
Watershed model tool	Climate change adapt.		√
Bathymetric data collection	Climate change adapt.		√
Expansion of monitoring network	Climate change adapt.		√
Flow meter acquisition	Climate change adapt.		

Project	Driver	Risk	2021-2023
Conservation Areas / HQ Facility			
Bridge deck & handrail upgrades	Lifecycle replacement		TBC
Replace riverside look-out	Building Code Structural concerns		√
Gate house - accessibility doors and ramps	AODA compliance		√
Purdon - Replace sections on Boardwalk	Safety - Lifecycle replacement		√
MICA Trail Bridge repairs	Safety - structural		√
HQ Sewer and water connection	Agreement with C.P.		√
Education Centre - security and accessibility 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.		√
Purdon - Replace site signage	Lifecycle replacement		√
HQ - Condition Assessment	Asset management BMP		
MOK Building Condition Assessment	Asset management BMP		
MOK Signage	Lifecycle replacement		
Gatehouse - Re paint all exterior window and door trim			
MOK Road maintenance	Preventative maint.		√
Develop MOK site work shop	Secure Storage of Equipment		√
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		
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.		
Vehicles and Equipment			
Vehicle purchase			
ATV	Dam Ops		

Tracks for ATV	Dam Ops		
Tandem utility trailer	Dam Ops		
Riding Lawn mower			
Information and Communications Technology			
Servers	Lifecycle replacement		√
Data acquisition	Technical studies		
Computers lifecycle replacement	lifecycle repl.		
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.		
Other			
Carp Creek Restoration	MOU with City		√

ATTACHMENT 3: Priority Assessment of Programs and Services

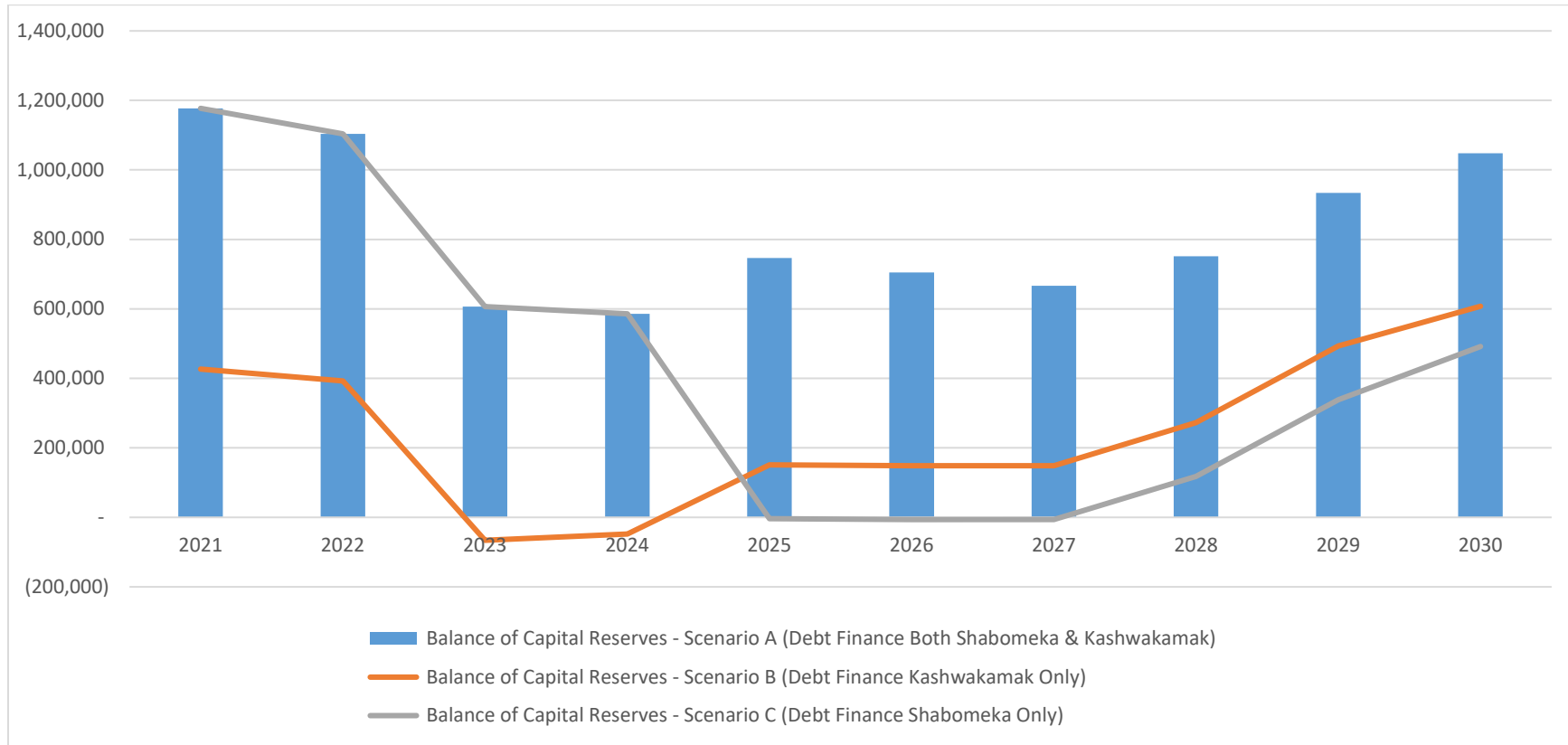
Project	Driver	Risk	2021-2023
Governance and Administration			
MOU drafting/renewals	Regulatory		√
Land Ownership Resolution	Legal		√
Transition Plan (incl. Museum)	Regulatory		√
Update Corporate Strategic Plan	Board Dir./BMP		√
Land Disposals	Financial/Board Dir.		√
Job Evaluation and Reconciliation	Employment mkt. and workplace health		√
Mental health in workplace	Workplace health		√
Asset Management Plan – Phase 2	Asset Mgt. - BMP		√
Business Automation - timesheets	BMP / Def. from 2020		
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	H&S		√
Development of a numerical watershed model	Climate Change Adapt.		√
Model data collection and calibration	Climate Change Adapt.		√
Operator safety inspections	H&S		√
Dam inspection updates	MNRF/CDA		√
Public Safety Plans	MNRF/CDA		√
OMS manual updates	MNRF/CDA		√
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 Adapt.		√
Development of raster tools for flood forecasting and low flow response	Climate Change Adapt.		√
Conservation Areas / HQ Facility			
Asset Management Plan – Phase 2	Asset Mgt. - BMP		
Update MOK Master Plan	Regulatory changes		
Update MICA Master Plan	Regulatory changes		
Prepare CRCA Master Plan	New asset needs Plan		
Update Purdon Master Plan	Last updated 2013		
Update Palmerston-Canonto M. Plan	Last updated 2006		
Development of raster tools for flood forecasting and low flow response	Climate Change Adapt.		√

Project	Driver	Risk	2021-2023
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		√
Prepare Compliance Program	Regulation changes		√
Enhance application tracking/reporting	Admin. - BMP		
Review of hazard mapping criteria	Regulation changes		
Implement CO service standards	Admin. - BMP		
Technical Studies and Watershed Planning			
Project management of capital projects	Regulatory		√
Carp Flood Plain Mapping (FPM)	Climate Change Adapt.		√
Casey Creek Flood Plain Mapping	Climate Change Adapt.		√
Watts Creek FPM	Climate Change Adapt		√
Shirley's Brook FPM	Climate Change Adapt		√
Carp Creek Restoration Class EA	City of Ottawa MOU		√
Clyde or Fall River FPM	Climate Change Adapt.		
Implement Watershed Plan	Board dir.; public cred.		
Cont. community/First Nations liaison	Relationship building		√
Research / knowledge development re: watershed dynamics/response to change	Climate Change Adapt.		√
Review of wetlands in growth areas	Regulatory		√
Review and update of field monitoring program	Continuous Improvement		√
Enhance watershed reporting	Public request		√
Review groundwater monitoring prgm.	Partnership opportunity		
Technical support to Bonnechere River	Partnership opportunity		
Information and Communications Technology			
SOP - Computer/Internet Use	Improve data mgt.		√
Document Naming and Filing Standards	Improve data mgt.		√
File and Process - DRAPE 2019 data	Growth		√
ICT Plan and policies	BMP		√
Cyber Security Review/SaaS investment	Data asset Mgt. - BMP		√
MS Office 365 (cloud computing)	Staff collaboration / enhanced email security		√
Data Storage Strategy	Asset planning		√
Develop Network Plan	BMP		√

Project	Driver	Risk	2021-2023
Open data strategy	Data Mgt and public cred.		
Phone service strategy/VOIP	Admin. BMP		
Education and Stewardship			
Develop and pilot stewardship program			√
Conduct alternative service delivery review for education program			√
Pilot use of Eco Trekr			√
Expand use of Eco Trekr to other sites			√
Communications			
Prepare and implement Corporate Communications plan – focused on relationship building and awareness of regulatory changes etc.	Regulatory changes		√
Prepare and implement Communications Plans for priority projects	Priority projects		√
Prepare and implement social media plan	Regulatory and non-reg		√
Coordinate public events associated with priority projects	Regulatory and non-reg		√
Manage corporate identity and use	BMP		√
Manage corporate website	Regulatory and non-reg		√

ATTACHMENT 4

Impact on Capital Reserve Balances, Scenarios A, B, and C



REPORT

3096/20

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Angela Millar, Treasurer
RE:	Draft 2021 Budget
DATE:	November 9, 2020

Recommendation:

That the Finance & Administration Advisory Committee recommend the Draft 2021 Budget to the Board of Directors for consideration and circulation to member municipalities for comment.

1.0 TOTAL BUDGET

The proposed 2021 budget is \$6,107,061 as shown in Table 1. This is an increase of 21.48% from 2020, which is largely attributable to reconstruction of the Shabomeka Lake Dam and the proposed LIDAR project. The \$1,500,000 Shabomeka Lake Dam capital project is proposed to be funded 50/50 from the provincial Water and Erosion Control Infrastructure (WECI) grant program and proposed debt financing. The proposed LIDAR project is suggested to be funded through National Disaster Mitigation Program funding and the Operating Reserve with a plan to pay back the Operating Reserve over a 25-year period.

Table 1: TOTAL BUDGET	2020	2021
Operating	3,654,441	3,751,711
Capital	1,265,845	2,259,605
Contribution to Reserves	114,761	95,745
Total	5,027,047	6,107,061

2.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on October 21, 2020, the municipal levy portion of the 2021 budget shows an inflation increase of 2.0% for inflation on the operating budget and 2.5%

increase on the capital budget, and 1.5% for growth on both. This raises the total levy by 3.5% as shown in Table 2. The Special Levy is only paid by the City of Ottawa and is for delivery of its Baseline Water Quality Monitoring Program. The program was previously delivered as a contracted service and this change was made at the request of the City.

Table 2: MUNICIPAL LEVIES	2020	2021
General Levy	2,588,714	2,679,319
Capital Levy	543,606	565,350
Total	3,132,320	3,244,669
Special Levy	61,500	62,000

In 2021, the municipal levy will constitute 53.3% of total revenues, down from 62.13% in 2020.

3.0 OPERATING BUDGET

Key changes/highlights between the 2020 and 2021 operating budgets are the following:

1. Revenues: Plan Review User Fees are projected to increase from \$135k to \$150k	Based on 2020 volume
2. Revenues: Regulations /Permits User Fees are projected to increase from \$80k to \$95k	Based on 2020 volume and permit fee cost reduction has now ended
3. Revenues: Visitor Services – Conservation Area Passes and Parking Revenues are projected to increase \$8k	Based on 2020 volume and increased popularity of the sites during COVID-19
4. Expenditure: several departments wage allocations adjusted to be aligned with Section 39 funding model	Wage realignments to match Section 39 definitions results in staff costs going down in some departments and increasing in other departments.
5. Expenditure: Administration – legal and professional costs projected to increase \$10k	Based on 2020 actual expenditures
6. Expenditure: Property Management – COVID expenses to increase \$42k	Additional cleaning required to continue at MICA, MOK and Purdon due to COVID-19 health unit recommendations
7. Expenditure: Visitor Services decreased expenses for student positions \$25,500	Student positions at MOK is proposed to be dependent on grant funding
8. Expenditure: Stewardship program to be enhanced for a resulting increase of \$55k	Proposed 3-year pilot project for stewardship initiatives

9. Expenditure: Education Program – currently suspended, results in reduced expenses of \$72k	Education Program currently suspended due to COVID-19
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4.0 CAPITAL BUDGET

The capital projects planned for water control structures (WCS) in 2021 are:

- Reconstruction of Shabomeka Lake Dam \$1,500,000
- Kashwakamak Lake Dam – Dam Safety Review \$50,000
- Annual Dam Preventative Maintenance \$15,000

The Shabomeka Lake Dam project costs are proposed to be funded 50% by the WECl program, and the balance through long-term debt financing.

Safety assessments are carried out at the dams on a 5-year rotating basis.

Capital improvements proposed for Conservation Areas in 2021 are the following:

- MOK – replace riverside lookout \$9,000
- Purdon – replace sections of boardwalk \$12,500
- K&P Trail – install safety barriers on trail \$50,000

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

5.0 RESERVES

A fundamental objective of the IFP and updated capital plan was to maintain adequate reserve balances over the planning period to allow for emergencies. Table 3 illustrates how reserve balances are projected to change over the next year, and by the end of 2030. This does not take into consideration inflation applied to the capital projects shown in the Capital Plan.

Table 3: Reserve Balance Projections	2020	2021	2030
Operating Reserve – YE Balance	\$855,079	\$730,079	n/a
Capital Reserves – YE Balance	\$1,152,603	\$1,177,096	\$1,086,194
Contribution to Reserves	\$114,761	\$95,745	\$114,375
Allocations from Reserves	\$296,808	\$71,252	0

6.0 LONG-TERM DEBT

Table 4 shows the debt schedule as proposed.

Table 4: Debt Schedule	Principal	Interest and Amortization	Annual Payments	Retirement
Shabomeka Lake Dam	\$750,000	2.09% for 25 years	\$38,670	2046
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040

Annual debt payments are to be made from the annual operating budget.

7.0 NEXT STEPS

Subject to the Committee's deliberations, the Draft budget will be adopted 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 Committee to consider and address comments received.



2021

Draft Budget

November 2020

**Mississippi Valley Conservation Authority
2021 Draft Budget
Operating Program**

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to	2021 Draft Budget
Corporate Services					
Administration	\$520,470	\$415,272	\$527,026	\$6,556	\$562,751
Communications	\$106,756	\$76,369	\$122,756	\$16,000	\$109,767
Vehicles & Equipment	(\$20,757)	(\$9,612)	(\$20,357)	\$400	(\$19,800)
Sub-total	\$606,469	\$482,028	\$629,425	\$22,956	\$652,719
Watershed Management					
Information & Communications Tech.	\$226,395	\$149,023	\$222,695	(\$3,700)	\$108,825
Technical Studies & Watershed Planning	\$334,814	\$254,214	\$329,814	(\$5,000)	\$947,691
Watershed Monitoring	\$209,651	\$160,782	\$193,651	(\$16,000)	\$0
Studies	\$131,655	\$108,885	\$235,405	\$103,750	\$0
Plan Review & Regulations	\$205,862	\$164,213	\$199,862	(\$6,000)	\$718,517
Section 28 Regulations	\$376,754	\$224,199	\$373,904	(\$2,850)	\$0
Sub-total	\$1,485,131	\$1,061,317	\$1,555,331	\$70,200	\$1,775,033
Flood and Erosion Control					
Flood Forecasting & Warning	\$252,304	\$181,267	\$238,304	(\$14,000)	\$241,521
O&M Flood Control Structures	\$313,939	\$255,775	\$322,978	\$9,039	\$316,597
Prev. Maintenance of FCS	\$139,336	\$105,931	\$136,436	(\$2,900)	\$112,503
Sub-total	\$705,579	\$542,973	\$697,718	(\$7,861)	\$670,621
Conservation Services					
Stewardship & Education	\$258,935	\$87,494	\$257,685	(\$1,250)	\$92,627
Property Management	\$335,083	\$267,525	\$345,852	\$10,769	\$468,273
Conservation Education	\$116,621	\$91,549	\$109,371	(\$7,250)	\$0
Visitor Services	\$138,623	\$105,154	\$127,623	(\$11,000)	\$86,939
Sub-total	\$849,262	\$551,722	\$840,531	(\$8,731)	\$647,838
Total Operating	\$3,646,441	\$2,638,040	\$3,723,005	\$76,564	\$3,746,211
Revenues					
Municipal Levy					
- General benefiting	\$2,588,714	\$2,012,874	\$2,588,714	\$0	\$2,679,318
- Special benefiting	\$61,500	\$0	\$36,352	(\$25,148)	\$62,000
Sub-total	\$2,650,214	\$2,012,874	\$2,625,066	(\$25,148)	\$2,741,318
Provincial Transfer Payment	\$128,438	\$128,436	\$128,438	\$0	\$128,438
Special Grants	\$25,161	\$37,318	\$37,318	\$12,157	\$25,419
User Fees & Contract Revenue	\$412,000	\$316,763	\$410,500	(\$1,500)	\$403,500
Special Reserves	\$115,368	\$52,965	\$88,218	(\$27,150)	\$101,252
Other	\$315,260	\$89,684	\$379,575	\$64,315	\$346,285
Total Revenues	\$3,646,441	\$2,638,040	\$3,669,115	\$22,674	\$3,746,211
Surplus/(Deficit)	\$0	(\$0)	(\$53,890)	(\$53,890)	(\$0)

Mississippi Valley Conservation Authority
2021 Draft Budget
Capital Program

Water & Erosion Control Infrastructure					
Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
Water & Erosion Control Infrast	\$858,340	\$72,280	\$144,990	(\$713,350)	\$1,565,000
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
WECI Grant	\$396,000	\$0	\$0	(\$396,000)	\$775,000
General Benefiting levy	\$26,340	\$61,947	\$19,657	(\$6,683)	\$25,000
Special Benefiting levy	\$0	\$0	\$0	\$0	\$0
Deferred Revenue - WECI	\$0	\$10,333	\$10,333	\$10,333	\$0
Water Control Structure Reserve	\$40,000	\$0	\$0	(\$40,000)	\$0
Special Reserves - Glen Cairn Provincial Sha	\$396,000	\$0	\$115,000	(\$281,000)	\$15,000
Debt Financing	\$0	\$0	\$0	\$0	\$750,000
Total Revenue	\$858,340	\$72,280	\$144,990	(\$713,350)	\$1,565,000

Administration Office					
Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
HQ Building	\$277,005	\$138,502	\$277,005	\$0	\$277,005
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
Provincial Transfer Payment	\$0	\$0	\$0	\$0	\$0
General Benefiting levy	\$277,005	\$138,502	\$277,005	\$0	\$277,005
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	\$277,005

Other Capital					
Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
Other Capital	\$144,500	\$7,086	\$142,094	(\$2,406)	\$417,600
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
General Benefiting levy	\$125,500	\$0	\$121,975	(\$3,525)	\$167,600
Special Reserves	\$14,000	\$5,967	\$14,000	\$0	\$125,000
Other	\$5,000	\$1,119	\$6,119	\$1,119	\$125,000
Total Revenues	\$144,500	\$7,086	\$142,094	(\$2,406)	\$417,600

Mississippi Valley Conservation Authority
2021 Draft Budget

Table 3a - 2021 Operating Levy (General Benefiting)

Municipality	2020 Apportionment %	2020 Levy	Variance	2021 Apportionment %	2021 Levy	Variance
North Frontenac Tp	0.9541	\$24,699	\$571	0.9396	\$25,175	\$476
Central Frontenac Tp	0.4421	\$11,445	\$324	0.4394	\$11,773	\$328
Tay Valley Tp	0.6555	\$16,969	\$413	0.6446	\$17,271	\$302
Beckwith Tp	0.6490	\$16,801	\$606	0.6545	\$17,536	\$735
Carleton Place	2.4197	\$62,639	\$3,204	2.4254	\$64,984	\$2,345
Drummond/North Elm Tp	0.4961	\$12,843	\$364	0.4919	\$13,180	\$337
Lanark Highlands Tp	1.1393	\$29,493	\$1,173	1.137	\$30,464	\$971
Mississippi Mills	2.6369	\$68,262	\$2,292	2.6859	\$71,964	\$3,702
Addington Highlands Tp	0.1611	\$4,170	\$141	0.1603	\$4,295	\$125
Ottawa	90.4106	\$2,340,472	\$78,758	90.3864	\$2,421,740	\$81,268
Greater Madawaska Tp	0.03560	\$922	\$24	0.03510	\$940	\$19
Total	100	\$2,588,714	\$87,869	100	\$2,679,319	\$90,608

Table 3b - 2020 Capital Project Levy (General Benefiting)

Municipality	2020 Apportionment %	2020 Levy	Variance	2021 Apportionment %	2021 Levy	Variance
North Frontenac Tp	0.9541	\$5,187	\$102	0.9396	\$5,312	\$125
Central Frontenac Tp	0.4421	\$2,403	\$59	0.4394	\$2,484	\$81
Tay Valley Tp	0.6555	\$3,563	\$74	0.6446	\$3,644	\$81
Beckwith Tp	0.6490	\$3,528	\$115	0.6545	\$3,700	\$172
Carleton Place	2.4197	\$13,154	\$629	2.4254	\$13,712	\$558
Drummond/North Elm Tp	0.4961	\$2,697	\$67	0.4919	\$2,781	\$84
Lanark Highlands Tp	1.1393	\$6,193	\$225	1.137	\$6,428	\$235
Mississippi Mills	2.6369	\$14,334	\$432	2.6859	\$15,185	\$850
Addington Highlands Tp	0.1611	\$876	\$27	0.1603	\$906	\$31
Ottawa	90.4106	\$491,477	\$14,864	90.3864	\$511,000	\$19,522
Greater Madawaska Tp	0.03560	\$194	\$5	0.03510	\$198	\$5
Total	100	\$543,606	\$16,599	100	\$565,350	\$21,745

Table 3c - 2020 Total Municipal Levy (General Benefiting)

Municipality	2020 Apportionment %	2020 Levy	Variance	2021 Apportionment %	2021 Levy	Variance
North Frontenac Tp	0.9541	\$29,885	\$672	0.9396	\$30,487	\$601
Central Frontenac Tp	0.4421	\$13,848	\$383	0.4394	\$14,257	\$409
Tay Valley Tp	0.6555	\$20,532	\$488	0.6446	\$20,915	\$383
Beckwith Tp	0.6490	\$20,329	\$721	0.6545	\$21,236	\$908
Carleton Place	2.4197	\$75,793	\$3,833	2.4254	\$78,696	\$2,903
Drummond/North Elm Tp	0.4961	\$15,539	\$430	0.4919	\$15,961	\$421
Lanark Highlands Tp	1.1393	\$35,687	\$1,400	1.137	\$36,892	\$1,205
Mississippi Mills	2.6369	\$82,596	\$2,724	2.6859	\$87,149	\$4,552
Addington Highlands Tp	0.1611	\$5,046	\$168	0.1603	\$5,201	\$155
Ottawa	90.4106	\$2,831,949	\$93,622	90.3864	\$2,932,740	\$100,790
Greater Madawaska Tp	0.03560	\$1,115	\$28	0.03510	\$1,139	\$24
Total	100	\$3,132,320	\$104,470	100	\$3,244,669	\$112,352

Mississippi Valley Conservation Authority
2021 Draft Budget

Administration

Programs and Services per CA Act

- Secretariate services to Board and Committees
- Financial management and accounting
- Human Resources (HR) management
- 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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	348,670	290,558	361,905	13,235	398,251
Staff Mileage/Expenses/Prof Development	8,500	2,274	6,000	(2,500)	8,500
Member Expenses & Allowances	42,000	9,889	20,000	(22,000)	42,000
Mat/Sup/Equip/GenExp/BankChg/Postage/Courier	35,000	27,734	35,000	0	35,000
Insurance/Telephone	31,000	24,285	31,000	0	31,700
Professional Services (Legal/ Audit/ etc.)	12,000	15,712	20,000	8,000	32,000
Conservation Ontario Levy	27,000	26,821	26,821	(179)	26,500
OH&S-Wages/Ben/Exp/Other Costs (.1 FTE included above)	4,500	6,136	6,500	2,000	7,000
Consulting Fees/Human Resources	10,000	11,861	18,000	8,000	0
Consulting Fees/Asset Management Plan/FCM AM	20,000	0	20,000	0	0
Administrative Charges OMFCS	(18,200)	0	(18,200)	0	(18,200)
Total	520,470	415,272	527,026	6,556	562,751
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	470,470	363,444	456,826	(13,644)	525,801
Special Levy	0	0	0	0	0
Other - Interest	28,000	24,180	25,000	(3,000)	34,500
Other - Rental Income	0	0	0	0	0
Other - FCM AM Project/Participants	20,000	2,625	20,000	0	0
Other - Miscellaneous	2,000	23	200	(1,800)	2,450
Other - Donations (General)	0	0	0	0	0
Other - Temporary Emergency Wage Subsidy	0	25,000	25,000	25,000	0
Total	520,470	415,272	527,026	6,556	562,751

Mississippi Valley Conservation Authority
2021 Draft Budget

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 and interpretive signage/information
- Translation, design, fabrication, publication services
- Corporate branded clothing and supplies
- Professional development

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	73,256	61,047	73,256	0	87,267
Mileage/Expenses/Professional Development	7,000	5,249	6,000	(1,000)	3,000
Printing	5,000	766	1,000	(4,000)	2,500
Materials/Supplies/Equipment/Gen Expenses	6,500	1,735	4,000	(2,500)	5,000
Advertising/Publicity	2,000	458	1,000	(1,000)	2,000
Eko-Trekr App Development	0	168	23,500	23,500	0
Eko-Trekr App Annual Fee/Support	3,000	0	3,000	0	3,500
Website Updates	0	6,946	8,000	8,000	3,000
Signs - Roy Brown Park	10,000		3,000	(7,000)	3,500
Total	106,756	76,369	122,756	16,000	109,767
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	98,756	76,369	99,256	500	104,767
Special Levy	0	0	0	0	0
MVCF	3,000	0	23,500	20,500	0
Special Grant - Enbridge	5,000	0	0	(5,000)	5,000
Total	106,756	76,369	122,756	16,000	109,767

Mississippi Valley Conservation Authority
2021 Draft Budget

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	11,043	9,203	11,043	0	11,100
Mileage/Expenses/Prof Development	3,600	671	3,000	(600)	3,600
Vehicle/Equipment Purchase	3,000	0	3,000	0	3,000
Vehicles/Equipment Lease	0	0	0	0	0
Materials/Supplies/Fuel/Maintenance	50,000	33,465	50,000	0	50,000
Insurance/Licensing	10,000	8,700	10,000	0	10,000
General Expenses	1,600	2,550	2,500	900	2,500
Vehicle/Equipment Charges	(100,000)	(64,251)	(100,000)	0	(100,000)
COVID-19 Response	0	51	100	100	0
Capital Assets:					
Vehicles (see Other Capital details page)	0	0	0	0	0
Equipment (see Other Capital details page)	0	0	0	0	0
Transfer to Vehicle Equip. Reserve					
Total	(20,757)	(9,612)	(20,357)	400	(19,800)
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	(20,757)	(9,612)	(20,357)	400	(19,800)
Special Levy	0	0	0	0	0
Other - Trail Counter	0	0	0	0	0
Special Reserves - Vehicles & Equipment	0	0	0	0	0
Total	(20,757)	(9,612)	(20,357)	400	(19,800)

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	130,395	108,663	130,395	0	20,375
Mileage/Expenses/Professional Development	3,000	422	3,000	0	2,000
Materials/Supplies/Gen Expenses	3,600	2,770	3,600	0	3,600
Equipment Purchase, Repair & Mtce	4,000	254	4,000	0	4,000
Software/Maintenance/IT Support	36,500	30,163	36,500	0	36,500
High Speed Internet Access	3,200	2,734	4,500	1,300	7,350
Data Acquisition - General /Transfer to Reserve	15,700		15,700	0	15,000
Electronic Document Management (CADIMS)	10,000		10,000	0	10,000
Cyber Security Support	0		0	0	0
Data Management Automation	20,000		10,000	(10,000)	10,000
COVID-19 Reponse	0	4,017	5,000	5,000	0
Capital Assets:					
Computer Hardware	0	0	0	0	0
Total	226,395	149,023	222,695	(3,700)	108,825
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	210,695	149,023	222,695	(3,700)	108,825
Special Levy	0	0	0	0	0
Special Reserves - IT Reserve	15,700		0	0	0
Insurance Claim - Cyber Support	0	0	0	0	0
Other - CA Maps Program/Tech Fee for Info Products	0	0	0	0	0
Total	226,395	149,023	222,695	(3,700)	108,825

Mississippi Valley Conservation Authority
2021 Draft Budget

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	294,314	245,262	294,314	0	597,191
Mileage/Expenses/Professional Development	9,000	1,452	5,000	(4,000)	25,000
Materials/Supplies/Gen Expenses	3,000	1,269	2,000	(1,000)	7,000
Lab Analysis (throughout watershed)	0	0	0	0	6,000
City of Ottawa Baseline Monitoring (incl. mileage and lab fees)	0	0	0	0	62,000
Poole Creek Subwatershed Study	0	0	0	0	12,000
Mississippi River Watershed Plan & Implementation	20,000	6,232	20,000	0	25,000
Carp River Study (Ottawa University)	8,500	0	8,500	0	8,500
Ottawa Floodplain Mapping Update	0	0	0	0	5,000
Carp Erosion Control	0	0	0	0	200,000
Total	334,814	254,214	329,814	(5,000)	947,691
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	304,814	254,214	273,462	(41,352)	579,906
Special Levy (Baseline Monitoring City of Ottawa)	0	0	36,352	36,352	62,000
Special Reserves - Glen Cairn Provincial Share	20,000	0	20,000	0	25,000
Other - City of Ottawa Contribution FP Mapping	0	0	0	0	48,785
Other - City of Ottawa - Carp Erosion Control	0	0	0	0	200,000
Other - Carp River Donations (DR)	0	0	0	0	0
Other - Mississippi Lake Association	0	0	0	0	0
Other - Mitacs (C.R. Geom. Assessment & Ottawa Univ.)	0	0	0	0	0
Other - Deferred Revenue (Poole Creek)	0	0	0	0	12,000
Operating Reserve	10,000	0	0	0	20,000
Total	334,814	254,214	329,814	(5,000)	947,691

Mississippi Valley Conservation Authority
2021 Draft Budget

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	194,362	161,968	194,362	0	577,017
Mileage/Expenses/Professional Development	9,000	1,569	4,000	(5,000)	19,000
Materials/Supplies/Gen Expenses	2,500	676	1,500	(1,000)	4,500
Legal Fees					17,000
Mississippi/Rideau Septic Program					75,000
Advisory Services					26,000
COVID Response					0
Total	205,862	164,213	199,862	(6,000)	718,517
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	70,862	9,808	39,862	(31,000)	393,517
Special Levy	0	0			0
User Fees - Plan Review	135,000	154,405	160,000	25,000	148,000
User Fees - Permit Processing Fees - Permits/PropClear					92,000
User Fees - Mississippi/Rideau Septic Program					75,000
MVCF - Wetland Protection Fund					10,000
Total	205,862	164,213	199,862	(6,000)	718,517

Mississippi Valley Conservation Authority
2021 Draft Budget

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
 - meteorological 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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	183,404	152,837	183,404	0	172,246
Standby/On Call Pay	1,500	2,158	2,500	1,000	2,500
Mileage/Expenses/Professional Development	22,000	7,303	11,000	(11,000)	23,500
Equip Rent Pur Repair & Mtce	17,000	576	17,000	0	5,000
Utilities - Telephone & Hydro	13,000	6,300	9,000	(4,000)	10,000
Communications - Radios & Pagers	4,700	3,517	4,700	0	4,700
Materials/Supplies/General Expenses	3,500	44	3,500	0	3,500
Low Water Response	0	0		0	500
2019 Flood Response	0	0	0	0	0
WISKI-Soda License and Maintenance Fees	5,700	4,768	5,700	0	18,075
Stream Gauges	1,500	3,765	1,500	0	1,500
Total	252,304	181,267	238,304	(14,000)	241,521
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	60,368	60,366	60,368	0	60,368
Municipal Levy	176,936	105,823	149,016	(27,920)	171,153
Special Levy	0	0	0	0	0
Other - Low Water Grant	0	0	0	0	0
CSJ - Wage Subsidy	0	0	3,920	3,920	0
Career Launcher Funding (WISKI)	15,000	15,000	15,000	0	0
Other - Shared Contribution (WISKI)	0	79	10,000	10,000	10,000
Total	252,304	181,267	238,304	(14,000)	241,521

Mississippi Valley Conservation Authority
2021 Draft Budget

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...)
- Contracted services for MNRF (current contract expires...)
- On-call / After-hour services
- Professional development
- Insurance and taxes
- Utilities

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	234,239	195,199	234,239	0	229,697
Mileage/Expenses/Professional Development	15,000	13,843	20,000	5,000	15,000
Administrative Charges	18,200	0	18,200	0	18,200
Taxes/Insurance	38,000	41,839	41,839	3,839	42,200
Materials/Supplies/Equipment/General Exp	4,500	906	3,500	(1,000)	4,500
Health & Safety Expenses	4,000	3,134	4,000	0	4,000
Safety Inspections	0	0	0	0	3,000
COVID-19 Response	0	853	1,200	1,200	0
Total	313,939	255,775	322,978	9,039	316,597
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant (Prov. TP Grant - Section 39)	68,070	68,070	68,070	0	68,070
Municipal Levy	197,744	150,889	206,783	9,039	198,677
Special Levy	0		0	0	0
User Fees - OPG Contract	41,000	36,816	41,000	0	42,500
Other - MNR Bancroft & Kemptville	7,125		7,125	0	7,350
WCS Reserve - Glen Cairn Prov Share	0	0	0	0	0
Total	313,939	255,775	322,978	9,039	316,597

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	122,836	102,363	122,836	0	92,503
Mileage/Expenses/Professional Development	5,000	2,686	4,000	(1,000)	5,000
Materials/Supplies/Equipment	5,500	459	3,000	(2,500)	9,000
Stoplog Replacement	6,000	0	6,000	0	6,000
COVID Response	0	422	600	600	0
Total	139,336	105,931	136,436	(2,900)	112,503
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	69,668	52,965	68,218	(1,450)	56,252
Special Levy					
WCS Reserve - Glen Cairn Prov Share	69,668	52,965	68,218	(1,450)	56,252
Total	139,336	105,931	136,436	(2,900)	112,503

Mississippi Valley Conservation Authority
2021 Draft Budget

Stewardship Services & Education

Programs and Services (largely delivered through MOUs and grants)

- Stewardship planning and implementation
 - Ottawa City Stream Watch
 - Ottawa Rural Clean Water Program
 - Ottawa Green Acres Program
 - Watershed Watch Program
 - Lake Stewards Program
 - Trees Ontario Reforestation Program
- Support to Lake Associations / Lake Planning
- Lanark County Forest Management
 - 5-year Plans
 - Annual assessment and marking
- Community Partner Projects
 - Shoreline naturalization
 - Erosion control
 - Reforestation
- Education Programs
 - OPG - Spring Water Awareness Program
 - School Programming (suspended)
 - Summer camp (suspended)
 - Enviro-Thon (cancelled in 2019)

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	73,735	61,446	73,735	0	60,627
Mileage/Expenses/Prof Development	2,000	174	500	(1,500)	4,000
Mat&Sup/Equip/GExp/Promotion/Bat Boxes	1,000	12	1,000	0	3,000
Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp	3,500	0	3,500	0	3,500
County of Lanark Program	6,000	0	6,000	0	6,000
Shoreline Naturalization & Other Watershed Stewardship	3,000	2,109	3,000	0	9,000
Carp Erosion Control	164,200	23,696	164,200	0	0
Trees Canada Program (RVCA Partnership)	5,500	18	5,500	0	5,500
Publicity	0	0	0	0	1,000
COVID Response	0	38	250	250	0
Total	258,935	87,494	257,685	(1,250)	92,627

Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	85,735	78,816	80,007	(5,728)	78,127
Special Levy	0	0	0	0	0
User Fees - City of Ottawa RCWP	3,000	750	1,500	(1,500)	3,000
User Fees - Lanark County	6,000	0	6,000	0	6,000
Other - City of Ottawa - Carp Erosion Control	164,200	1,950	164,200	0	0
Other - OWF Grant - Fish Habitat Wolf Grove Creek	0	0	0	0	0
Other - Trees/TD Planting Program Grant	0	5,500	5,500	5,500	5,500
Other - Tree Planting Initiative	0	478	478	478	0
Total	258,935	87,494	257,685	(1,250)	92,627

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
 - Roads, parking lots/machines
 - Directional and information signs
 - 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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	105,883	88,236	105,883	0	197,273
Mileage/Expenses/Professional Development	3,500	106	3,000	(500)	3,500
Insurance/General Expenses	30,500	25,217	27,000	(3,500)	30,500
HQ Building	100,000	75,932	100,000	0	100,000
Mill of Kintail Conservation Area	63,000	44,643	63,000	0	63,000
Palmerston/Canonto Conservation Area	3,000	899	3,000	0	3,000
Morris Island Conservation Area	16,000	10,354	16,000	0	16,000
Purdon Conservation Area	4,000	4,002	4,000	0	4,000
K & P Trail Conservation Area	8,000	3,579	8,000	0	8,000
Cedardale Properties	1,200	969	969	(231)	1,000
COVID Response	0	13,588	15,000	15,000	42,000
Total	335,083	267,525	345,852	10,769	468,273
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	333,433	267,525	344,202	10,769	466,573
Special Levy	0	0	0	0	0
PLT & CPRA Wage Subsidy	0	0	0	0	0
Other - K&P - Bucci Order \$30,000	0	0	0	0	0
Other - Bell Canada - Annual Easement - K&P	1,650	0	1,650	0	1,700
Other - Canadian Wildlife Services	0	0	0	0	0
Total	335,083	267,525	345,852	10,769	468,273

Mississippi Valley Conservation Authority
2021 Draft Budget

Visitor Services

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

- Rentals Coordination
 - Cloister
 - Picnic Shelter
 - Gate House
 - Grounds
 - 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
- Special Events
 - Plan, design, implement events
- Volunteer management
- Professional development

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	122,623	102,186	116,623	(6,000)	74,439
Mileage/Expenses/Professional Development	1,000	100	500	(500)	500
Utilities - Telephone	5,000	1,427	5,000	0	5,000
Publicity	1,000	0	500	(500)	1,000
Signage	1,000	0	0	(1,000)	1,000
Admin/BankChrgs/Equip/GShop/M&S/SpEvExp/Sculpture	6,000	1,133	4,000	(2,000)	4,000
Interior Maintenance	2,000	309	1,000	(1,000)	1,000
Total	138,623	105,154	127,623	(11,000)	86,939
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Special Grant - Provincial Grant	13,445	13,445	13,445	0	13,445
Municipal Levy	75,462	21,805	43,008	(32,454)	15,520
Special Levy	0	0	0	0	0
User Fees - Conservation Areas	32,000	31,182	32,000	0	37,000
Donations Received	0	5,297	5,297	5,297	0
Special Grant - Miss Mills Grant - MOK & Naismith	11,716	11,974	11,974	258	11,974
Special Grant - Canadian Heritage Emergency Fund	0	11,899	11,899	11,899	0
Other - Parking Meter - Morris Island CA	6,000	9,553	10,000	4,000	9,000
	0	0	0	0	0
Total	138,623	105,154	127,623	(11,000)	86,939

Mississippi Valley Conservation Authority
2021 Draft Budget

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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	26,340	21,950	26,340	0	0
Dam Operation Guidelines and OMS Manuals	0	0	0	0	0
Mazinaw Lake Dam Gate	0	3,650	3,650	3,650	0
Widow Lake Dam Retrofit Design	0	0	0	0	0
Farm Lake Dam - Safety Assessment	40,000	0	0	(40,000)	0
Capital Assets:	0	0	0	0	0
Shab Lake Dam Design Study	0	0	0	0	0
Mazinaw Lake Dam Gantry	0	0	0	0	0
Lanark Dam	0	0	0	0	0
Carleton Place Dam	0	0	0	0	0
Shab Lake Dam Final Design	0	0	60,000	60,000	0
Shab Lake Dam Construction	692,000	7,022	0	(692,000)	1,500,000
Widow Lake Dam	0	0	0	0	0
Kash Lake Dam	100,000	39,657	55,000	(45,000)	50,000
Dam Preventative Maintenance	0	0	0	0	15,000
Contributions to WCS Reserve	0	0	0	0	0
Debt Repayment	0	0	0	0	0
Total	858,340	72,280	144,990	(713,350)	1,565,000
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
WECl Grant	396,000	0	0	(396,000)	775,000
Municipal Levy - General	26,340	61,947	19,657	(6,683)	25,000
Deferred Revenue (WECl)	0	10,333	10,333	10,333	0
WCS Reserve	40,000	0	0	(40,000)	0
Special Reserves - Glen Cairn Provincial Share	396,000	0	115,000	(281,000)	15,000
Debt Financing	0	0	0	0	750,000
Total	858,340	72,280	144,990	(713,350)	1,565,000

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Debt Repayment

Objectives:

- facilitate construction of new Administration Office

Budget Highlights:

- continue with annual financing plan

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
Capital Assets:					
Member Costs					
Advertising					
Borrowing Costs					
Official Opening Charges					
Professional Consulting Fees & Disb					
Project Management					
Permits/Approvals/Other					
Furniture & Equipment Allowance					
Moving Expenses					
Land Costs					
HQ Construction Cost					
Sub-Total	0	0	0	0	0
HQ Annual Financing Charge	277,005	138,502	277,005	0	277,005
WCS Annual Financing Charge					0
LIDAR Repayment					0
Grand Total	277,005	138,502	277,005	0	277,005
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Budget
Provincial Grant	0	0	0	0	0
Municipal Levy - General benefit	277,005	138,502	277,005	0	277,005
Municipal Contributions 2009-2013	0	0	0	0	0
Loan	0	0	0	0	0
Other	0	0	0	0	0
Other - Deposit Returned	0	0	0	0	0
Other - Turn Lane Cont C.Place/Southwell	0	0	0	0	0
Grand Total	277,005	138,502	277,005	0	277,005

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Other Capital

Facilities Management

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

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Conservation Area Signs (directional)					
Morris Island Bridge Decking					
CP Trail - Phase 1					
CP Trail - Phase 3	10,000		10,000	0	
K&P (railing replacement)	40,000		40,000	0	
Purdon Boardwalk	2,000		2,000	0	12,500
Vehicles	35,500		35,500	0	68,600
Equipment	34,000	5,967	34,000	0	
Computer Hardware	15,000		11,475	(3,525)	15,000
MOK - Workshop Building	8,000		8,000	0	0
MOK Washrooms	0	1,119	1,119	1,119	0
MOK					9,000
K&P Trail					50,000
Morris Island					0
CP Trail					0
Gauge Network					12,500
HQ - Sewer & Water Connection	0	0	0	0	0
LIDAR					250,000
Total	144,500	7,086	142,094	(2,406)	417,600
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy - General	125,500	0	121,975	(3,525)	167,600
Other - Town of CP - Roy Brown Contr.	5,000	0	5,000	0	0
Reserves - Vehicles & Equipment	14,000	5,967	14,000	0	
Reserves - Operating					125,000
Other - Def. Revenue - MOK Washroom		1,119	1,119	1,119	
Other - Grants					125,000
Total	144,500	7,086	142,094	(2,406)	417,600

Mississippi Valley Conservation Authority
 2021 Draft Budget

Reserve Investments							
Expenditures	Dec 31 2019 Balance	2020 Budget Allocations FROM Reserves	2020 Budget Allocations TO Reserves	Projected Dec 31 2020 Balance	2021 Budget Allocations FROM Reserves	2021 Budget Allocations TO Reserves	Projected Dec 31 2021 Balance
Building Reserve	338,701	0		338,701		30,000	368,701
Information Technology Reserve	32,000	15,700		16,300			16,300
Museum Building & Art Reserve	4,398	0		4,398			4,398
Sick Leave Reserve	73,843	0		73,843			73,843
Vehicles & Equipment Reserve	95,403	14,000		81,403			81,403
Water Control Structure Reserve - MVCA	208,885	0	89,761	298,646		65,745	364,391
Water Control Structure Reserve - Glen Cairn - Prov	578,771	203,218		375,553	71,252		304,301
Conservation Areas Reserve	17,000	0	25,000	42,000			42,000
Operating Reserve	918,969	63,890		855,079	125,000		730,079
Total	2,267,970	296,808	114,761	2,085,923	196,252	95,745	1,985,417

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Education - Currently Suspended

Objectives:
- to provide an environmental stewardship ethic through conservation based education programs and community outreach initiatives

Strategic Priorities:
- deliver Ontario curriculum based outdoor education program
- provide conservation based summer day camps
- carry out MVCA flood safety mandate with Spring Water Awareness Program (SWAP)
- promote Ontario curriculum based in-school environmental education opportunities
- create additional outdoor education opportunities for significant sites within the watershed
- increase communications with educators and public through social media presence

Budget Highlights:
- increased participation in environmental education professional development
- creation of new outdoor education opportunities and community initiatives
- provision of busing grants (MVCF) to bolster outdoor education bookings in winter
- maintain delivery of SWAP
- support Enviro-Thon (*event cancelled by School Board for 2019*)

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	105,621	88,018	105,621	0	0
Mileage/Expenses/Professional Development	3,000	659	750	(2,250)	0
Materials/Supplies/Equipment/General Exp	2,000	0	0	(2,000)	0
Publicity	1,000	0	0	(1,000)	0
Busing Program (winter)	2,000	0	0	(2,000)	0
Enviro-Thon	1,500	0	0	(1,500)	0
Childrens Water Festival	1,500	0	0	(1,500)	0
Watershed Road Show Initiative	0	2,873	3,000	3,000	0
Total	116,621	91,549	109,371	(7,250)	0
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	72,121	89,614	109,371	37,250	0
Special Levy	0	0			0
User Fees - Education Program	40,000	1,935	0	(40,000)	0
Other - MVCF - Busing	2,000	0	0	(2,000)	0
Other - OPG SWAP Grant	2,500	0	0	(2,500)	0
Other - Envirothon	0	0	0	0	0
Total	116,621	91,549	109,371	(7,250)	0

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Watershed Monitoring - 2021 See Technical Studies & Watershed Planning

Objectives:
 - to implement a comprehensive, integrated and coordinated monitoring program that fulfills the watershed monitoring and reporting needs of MVCA while furthering the interests of municipal, provincial and federal partners
 - raise awareness of lake/watercourse sensitivity to nutrient enrichment and encourage stewardship efforts
 - implement objectives of monitoring strategy
 - support enhanced monitoring on Mississippi Lake

Strategic Priorities:
 - assess monitoring data to provide information to support the Plan Advisory and Regulations Programs, to track changes in the watershed due to the cumulative impact of development, climatic changes etc. and to enable reporting on watershed conditions
 - continued conversion of sampling data to digital format for use in GIS and web access and work in coordination with eastern conservation authorities.

Budget Highlights:
 - Continue water quality monitoring on lakes through the Watershed Watch program
 - Continue partnership with Lake Stewards
 - Conduct benthic and fish community sampling in subwatersheds
 - Continue utilizing WISKI for storage of water chemistry data
 - Use WISKI for storage of biological monitoring data
 - Continue collecting stream temperature data on cold water streams
 - Continue monitoring surface water and ground water quality monitoring stations under the Provincial Monitoring Network
 - Produce Integrated Monitoring Report for 2019 season
 - Sample 13 City of Ottawa Baseline sites

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	153,931	128,276	131,931	(22,000)	0
Mileage/Expenses/Professional Development	18,000	8,395	9,000	(9,000)	0
Materials/Supplies/Equip/Gen Expenses	4,000	4,719	5,000	1,000	0
Lab Analysis (throughout watershed)	6,000	19,393	20,000	14,000	0
City of Ottawa Baseline Monitoring (incl. mileage and lab fees)	27,720	0	27,720	0	0
Poole Creek Subwatershed Study		0	0	0	0
Total	209,651	160,782	193,651	(16,000)	0
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	148,151	160,782	153,379	5,228	0
Special Levy (Baseline Monitoring City of Ottawa)	61,500	0	36,352	(25,148)	0
CSJ - Wage Subsidy	0	0	3,920	3,920	0
Other - City of Ottawa - Baseline Monitoring	0	0	0	0	0
Other - Poole Creek Subwatershed Study	0	0	0	0	0
Total	209,651	160,782	193,651	(16,000)	0

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Regulations - 2021 See Plan Review & Regulations

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

- 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	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	246,754	205,628	246,754	0	0
Mileage/Expenses/Professional Development	10,000	7,303	8,000	(2,000)	0
Materials/Supplies/Gen Expenses	2,000	1,443	2,000	0	0
Legal Fees	17,000	6,332	12,000	(5,000)	0
Mississippi/Rideau Septic Program	75,000	411	75,000	0	0
Advisory Services	26,000	3,024	30,000	4,000	0
COVID Response	0	58	150	150	0
Total	376,754	224,199	373,904	(2,850)	0
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	211,754	132,524	193,904	(17,850)	0
Special Levy					
User Fees - Permit Processing Fees - Permits/PropClear	80,000	91,675	95,000	15,000	0
User Fees - Mississippi/Rideau Septic Program	75,000	0	75,000	0	0
MVCF - Wetland Protection Fund	10,000	0	10,000	0	0
PLT Wage Subsidy	0	0	0	0	0
Operating Reserve -					
Total	376,754	224,199	373,904	(2,850)	0

**Mississippi Valley Conservation Authority
2021 Draft Budget**

Studies - 2021 See Technical Studies & Watershed Planning

Objectives:
- complete surveys and studies required to fulfil MVC watershed management objectives

Budget Highlights:
- continue the program to update Floodplain Mapping in the City of Ottawa
- complete update to floodplain maps for the lower Mississippi River watershed
- complete flood depth maps and lower return period floodline maps
- conduct Carp River Floodplain mapping study

Expenditures	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Wages/Benefits	122,655	102,213	122,655	0	0
Mileage/Expenses/Professional Development	0	0	0	0	0
Ottawa Floodplain Mapping Update	1,000	5,953	0	(1,000)	0
Carp River - Floodplain Mapping Study	8,000	720	35,000	27,000	0
				0	0
Casey Creek	0	0	45,000	45,000	0
Huntley Creek	0	0	16,250	16,250	0
Constance Creek	0	0	16,500	16,500	0
Total	131,655	108,885	235,405	103,750	0
Revenues	2020 Budget	Year-To-Date as at: October 31 2020	Projected Balance Dec 31 2020	Projected Variance to Budget	2021 Draft Budget
Provincial Grant					
Municipal Levy	82,870	108,885	186,620	103,750	0
Special Levy	0	0	0	0	0
Other - City of Ottawa Contribution	48,785	0	48,785	0	0
Other - National Disaster Mitigation Program	0	0	0	0	0
Operating Reserve	0	0	0	0	0
Total	131,655	108,885	235,405	103,750	0

REPORT

3097/20

TO:	Finance & Administration Committee
FROM:	Sally McIntyre, General Manager
RE:	Job Evaluation and Wage Market Research
DATE:	November 13, 2020

Recommendations:

That the Committee recommend that the Board approve:

1. **Changes in job classifications as recommended by the Cornerstone Report.**
2. **Management of wage gaps as recommended by the Cornerstone Report.**

Earlier this fall, MVCA retained Cornerstones Management Solutions Ltd. (CMS) to:

- Review the current job evaluation (JE) documents and update them as needed to address current regulatory requirements;
- Train the management team in job evaluation methodology;
- Facilitate and guide the management team in evaluating jobs that had seen potentially material changes in responsibilities, and new job descriptions;
- Conduct research regarding rates of pay for jobs where retention may be an issue due to competition in the market place.
- Make independent recommendations to the Board regarding job ratings, wage ranges, and related matters.

The resultant findings and recommendations are confidential and will be provided In-Camera at the meeting.