



## Finance and Administration Committee Meeting

Hybrid meeting (via Zoom)

10:00 am

November 28, 2023

MVCA Boardroom

### AGENDA

#### **ROLL CALL**

**Declarations of Interest (written)**

**Adoption of Agenda**

#### **MAIN BUSINESS**

1. Approval of Minutes: Finance and Administration Committee Meeting Minutes October 2, 2023, Page 2
2. IT Asset Management Plan, Report 3367/23 (A. Broadbent), Page 7
3. Fleet Management Plan, Report 3368/23 (S. Lawryk), Page 21
4. 2024 Fee Schedule Update, Report 3369/23, (S. Millard), Page 51
5. Reserve Policy Update, Report 3370/23, (S. Millard), Page 60
6. 2024 Budget, Report 3371/23, (S. Millard), Page 64

#### **ADJOURNMENT**



**MINUTES**

Via Zoom and In Person

Finance and  
Administration Advisory  
Committee Meeting

October 2, 2023

**MEMBERS PRESENT**

J. Mason, Chair  
A. Kendrick  
C. Curry  
P. Kehoe  
R. Huetl  
A. Vereyken  
J. Atkinson  
M. Souter  
R. Kidd

**MEMBERS ABSENT**

C. Curry

**STAFF PRESENT**

S. McIntyre, General Manager  
S. Lawryk, Property Manager  
M. Craig, Manager, Planning and Regulations  
K. Hollington, Recording Secretary

**GUESTS PRESENT**

J. Glaser, Cornerstones Management Solutions Limited  
M. Bucci & G. Bucci, Landowners

J. Mason called the meeting to order at 9:05 am.

**Agenda Review**

The agenda was amended to allow for a delegation from G. Bucci/ M. Bucci in regards to Item 2:  
K&P Landowner Dispute: Update and Next Steps.

**FAAC23/10/02-1**

**MOVED BY:** A. Kendrick

**SECONDED BY:** R. Huetl

**Resolved, That the Finance and Administration Advisory Committee**

- 1. Allow Glen and Marte Bucci standing to present item 2; and**

2. That the agenda be amended to indicate a delegation from Glen Bucci.

**FAAC23/10/02-2**

**MOVED BY: J. Atkinson**

**SECONDED BY: A. Vereyken**

**Resolved, That the agenda for the October 2, 2023 Finance and Administration Advisory Committee Meeting be adopted as amended.**

**“CARRIED”**

**Declarations of Interest (written)**

Finance and Admin Committee members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session.

J. Atkinson declared a conflict of interest in regards to item #4 on the agenda. J. Atkinson is a councillor for the Town of Carleton Place, and while he has no personal or pecuniary interest in the matter, it pertains to an agreement between MVCA and the Town of Carleton.

**MAIN BUSINESS**

1. **Approval of Minutes: Finance and Administration Advisory Committee Meeting held on June 22, 2023.**

**FAAC23/10/02-3**

**MOVED BY: P. Kehoe**

**SECONDED BY: J. Atkinson**

**Resolved, That the minutes of the Finance and Administration Advisory Committee Meeting held on March 28, 2023 be received and approved as printed.**

**“CARRIED”**

2. **K&P Trail Landowner Dispute – Update and Next Steps, Report 3356/23, (S. Lawryk)**

M. Bucci presented a list of concerns regarding the dispute over the K&P trail property. She clarified that the property in question is west of Wilbur mines in Lanark Highlands and adjacent to the K&P trail in North Frontenac. She explained that, the land survey provided by MVAC is not acceptable and that they will be conducting their own survey to compare findings. She noted that in their opinion, MVCA has not presented an acceptable easement offer. She added that they believe MVCA has not complied with the Settlement Agreement of 2017. She commented that they are willing to purchase the section of property in question to resolve the conflict. She added that their lawyer had informed them that this issue was being brought back to court.

S. Lawryk commented that the land survey that the landowners are conducting has not been completed and that there is no scheduled date for completion. He outlined issues in regards to

the home-owners compliance with the 2017 Settlement agreement. He summarized that, in consultation with legal council, going back to court is the best course of action to resolve this dispute as quickly as possible.

J. Mason asked the committee if there were any legal concerns or questions. There were no questions with legal implications.

**FAAC23/10/02-4**

**MOVED BY: A. Vereyken**

**SECONDED BY: P. Kehoe**

**Resolved, That the Finance and Administration Advisory Committee recommend that the Board authorize staff to return to court regarding the K&P (Wilbur) property dispute.**

**“CARRIED”**

3. Update of MVCA’s Salary Scale, Report 3358/23, (S. McIntyre)

S. McIntyre re-introduced J. Glaser from Cornerstones Management Limited to the committee and explained that she has been working with MVCA for several years on various HR matters and most recently on update of the salary scale. She explained the importance of reviewing salary scales to ensure they accurately reflect MVCA’s organizational needs as well as market rates. S. McIntyre explained that over the past 10 years the Board of Directors has approved many exceptions to pay scales that made the existing salary scale out of date.

P. Kehoe noted that the issue with the report presented in June 2023 was the terminology *off-grid* having bad connotations. He explained that using *market adjusted rates* terminology is better understood and accepted across the member municipalities. J. Mason asked if the report can be adjusted to reflect this request, changing *off-grid* to *market adjusted rates*. S. McIntyre responded that this terminology can be used going forward.

**FAAC23/10/02-5**

**MOVED BY: P. Kehoe**

**SECONDED BY: R. Huetl**

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

- 1. Approve the updated Salary Scale as presented June 2023.**
- 2. Approve phased implementation as described in the June 2023 report.**

**“CARRIED”**

4. Sewer & Water Connection: Update and Next Steps, Report 3359/23, (S. Lawryk)

S. Lawryk explained that, the Town of Carleton Place has contested the methodology used to calculate MVCA’s share of the costs to have municipal services extended to the MVCA property

line. Rivington Commercial Appraisers updated their review to reflect the differences in appraised values depending on land use and land size. He explained that MVCA has received a proposed agreement drafted by Cavanagh construction in regards to their fees to bring municipal services to the property line.

A. Kendrick asked what the current zoning is for the MVCA property. S. Lawryk responded that it is zoned as *Institutional Office*.

A. Kendrick asked why the Town of Carleton Place believes that the agreement drafted by Cavanagh Construction Ltd. is a good idea. S. Lawryk responded that he cannot comment to the reasoning behind the Town's decisions. He added that MVCA has had no direct contact with Cavanagh Construction. He explained that the Town of Carleton Place has been working with Cavanagh Construction to build the subdivision behind the MVCA office and they did the work to bring the connections to the property line and are looking to be reimbursed for their costs. S. McIntyre commented that the 2012 Development Agreement remains valid and enforceable, therefore MVCA is under no obligation to sign the new contract.

P. Kehoe noted that the original appraisal had no firm land size and was based on 4.10 acres of land. S. Lawryk commented that the revised appraisal is 5.03 acres of actual land space.

S. McIntyre noted that MVCA has been advised that the most accurate way to determine "the current difference in appraised value between serviced and un-serviced land applied to the property" is looking at the property's current size and current land use. She added that the Town of Carleton Place wants to apply the current property size but using the same land use assumed by the 2010 appraisal, making for a discrepancy of over \$100,000.

A. Vereyken commented that the 2012 agreement is not completely defined if the agreement was signed at the time of servicing or at the time of the agreement being drafted, leaving room for negotiations.

M. Souter asked why the land use was negotiated as vacant commercial. R. Kidd explained that prior to the construction of the MVCA office the property in question was considered Beckwith Township and vacant commercial land. He added that when the Town of Carleton Place purchased the land, the land use was changed to institutional office.

M. Souter added that the current size of the property is roughly 25% greater than the original estimate and that it is reasonable for the Town of Carleton Place to be reimbursed on the actual size of the property.

J. Mason commented that the Town of Carleton Place is interpreting the agreement using the original assumed land use of vacant commercial and the current size of 5.03 acres because it is the highest appraised value.

**FAAC23/10/02-6**

**MOVED BY: A. Kendrick**

**SECONDED BY: R. Huetl**

**Resolved, That the Finance & Administration Committee recommend that the Board direct staff to:**

- 1. Seek agreement with the Town of Carleton Place on interpretation and application of the 2012 Development Agreement and return to the Board with a recommended course of action; and**
- 2. Inform Carleton Place that MVCA will not enter into any new or additional cost-sharing agreement related to the extension of municipal services to MVCA's property.**

**“CARRIED”**

**5. Cost of Service Study, Report 3360/23, (S. Millard)**

S. McIntyre summarized the preliminary steps in MVCA's cost of service study. She explained that MVCA's goal is to look at opportunities to achieve the best cost recovery on fees while maintaining consistency across other Conservation Authorities, specifically Rideau Valley and South Nation who also operate within the City of Ottawa. She noted that SNCA proposed increased planning and regulations fees of 3% in 2024 and that MVCA staff will be recommending the same when the budget is tabled.

J. Mason noted that the findings in Table 1 are preliminary numbers to work from and considered an introduction to the idea for Board members.

A. Kendrick asked what percentage of MVCA's budget that the fees cover. M. Craig responded that it is approximately 5-10% of the overall operating budget.

**ADJOURNMENT**

**FAAC23/10/02-7**

**MOVED BY: R. Huetl**

**SECONDED BY: A. Vereyken**

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

**“CARRIED”**

The meeting adjourned at 10:35 am.

**REPORT****3367/23**

TO:	MVCA Finance & Administration Committee
FROM:	Alex Broadbent, I&CT Manager
RE:	<b>IT Asset Management Plan</b>
DATE:	November 22, 2024

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the IT Asset Management Plan as set out in this report.**

**1. BACKGROUND**

Information technology is used extensively by every employee for almost every function at MVCA. It is essential that the IT system is reliable and robust, and resilient to both disasters and cyber attacks. Hardware and software expenditures are continual and can be significant, thus an asset management plan (AMP) is needed to guide these investments.

MVCA's 10-year Capital Plan identifies two major server replacements. Prior to reinvesting in an on-premise computing and storage solution, one of the key questions to be answered by the IT AMP was whether a comprehensive cloud solution was viable and desirable. To answer that question and to assess overall system needs, the firm Cloud Metric was retained to review MVCA's IT system and make recommendations for improvement.

The attached IT Asset Management Plan is based upon the results of that study, and documents current IT assets, challenges and opportunities, and sets out an approach for addressing them, particularly as it relates to major short-term investments. The AMP will help guide IT budgeting and investment decisions over the next three years, by which time the Plan will require review and update.

**2. HIGHLIGHTS**

The following is a summary of key findings and recommendations of the IT Asset Management Plan:

- A comprehensive cloud-based computing, data storage, back-up and disaster recovery solution is not affordable. MVCA should continue to invest in a hybrid of on-site and cloud-based hardware and software solutions.
- The current three servers should be replaced by a single unit, with off-site back-up.
- MVCA has made significant improvements in recent years that have greatly improved its resilience to external cyber attacks.
- A variety of measures are needed to maintain the currency and resilience of MVCA's software and hardware.
- No major expenditures are identified that have not already been captured in the existing approved 10-year Capital Plan. However, continued pressure on the Operating Budget is expected due to an industry-wide movement away from proprietary software licensing towards software as a service (SaaS.) A variety of software owned by MVCA will no longer be updated or supported in future, which will make transition to SaaS essential.

### **3. CORPORATE STRATEGIC PLAN**

Development and approval of this IT Asset Management Plan supports achievement of the following goals and objectives:

Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.

- a) Implement the five-year capital program.
- e) Plan for the next phase of asset development and management.

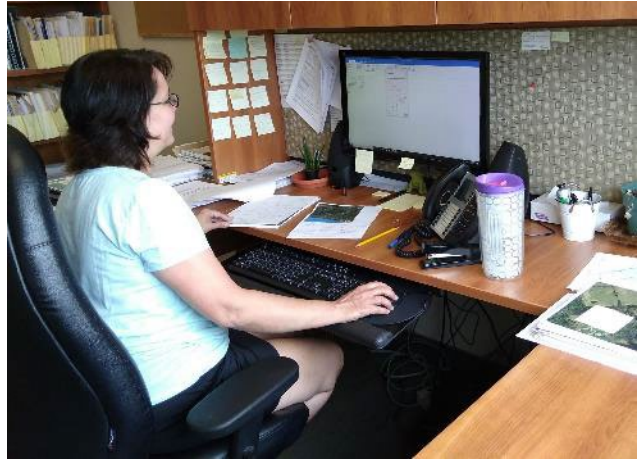
Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

#### **ATTACHMENT 1:**

MVCA IT Asset Management Plan





# Information Technology Asset Management Plan



DRAFT November 2023

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*“Information technology is at the core of how you do your business and how your business model itself evolves.”*

Satya Nadella, Chairman/CEO Microsoft

## **Abbreviations**

AM: Asset Management

BDR: Back-up and Disaster Recovery

CA: Conservation Authority

CPU: Central Processing Unit

GB: Gigabyte

IT: Information Technology

MB: Megabyte

NAS: Network Attached Storage

OS: Operating System

PoE: Power over Ethernet

RAID: Redundant Array of Independent Disks

RAM: Random-Access Memory

SaaS: Software as a Service

SBS: Small Business Server

SLA: Service Level Agreement

SQL: Structured query language

TB: Terabyte

UPS: Un-interrupted Power Supply

VPN: Virtual private network

2FA: Two Factor Authentication

## 1.0 PURPOSE

MVCA depends on a variety of information technology (IT) tools to carry-out all business activities, from field monitoring, data management, and the production and use of flood plain mapping through to human resources management, and communicating with the Board and the public at large. The purpose of this document is to summarize the current state of key IT assets, options for their short and long-term management, and to recommend a preferred course of action and implementation plan that meets the operational, budgetary, business continuity and security needs of the organization.

## 2.0 BACKGROUND

MVCA moved to its current location on Highway 7 in 2012. Many IT assets in the building are over 10 years old, and major investments are needed to ensure business continuity. In June 2023, the firm Cloud Metric was retained to review MVCA's system, identify issues and options for addressing them, and to make recommendations regarding next steps. Specifically, the Terms of Reference required the review to:

- a) Examine current state and meet with staff and management to observe current practice, interview employees, confirm corporate and user needs and priorities, and identify site constraints.
- b) Assess, document, and comment upon the strengths and weaknesses of the current IT asset approach and infrastructure including: network infrastructure and internet-accessible systems; cyber security, back-up and privacy; data management; redundancy/disaster recovery; software and cloud availability.
- c) Identify & assess opportunities for improvement.
- d) Document recommended approach and capital requirements

This plan has been reviewed with the Management Team and represents the preferred approach at this time. As with all asset management plans, this Plan will be updated over time as needs, issues, and technology evolve.

## 3.0 SCOPE

The IT Asset Management Plan (AMP) builds on the results of the 2023 review and presents a recommended course of action for the following IT asset categories:

- Hardware
  - Servers
  - Client end-points (laptops, desktops, peripherals, Network Printers)
  - Network Attached Storage (NAS)
- Software

- Operating Systems (Servers and Endpoints)
- MS Office
- Adobe
- GIS
- Engineering Modeling Suites
- Back-up & Disaster Recovery Systems
  - Cyber Security - Anti Virus Endpoint Detect and Response
  - Cloud Backup, Onsite Backup
- Network Infrastructure
  - Firewalls
  - VPN
  - Switches
  - WiFi
- Managed Services

## 4.0 CURRENT STATE

The following sections summarize the current state of these assets, options considered as part of the 2023 IT Audit, and a recommended course of action with associated cost estimates.

### 4.1 Hardware

MVCA's on-premise network infrastructure is 10 years old and requires considerable investment. The following sections describe key network components.

#### 4.1.1 Servers

MVCA has three on-site servers:

- **SBS** – Small Business Server acts as the corporate domain controller that processes requests for authentication and enterprise security policies from users within the MVCA network.
- **APP-SERVER** - a central server in MVCA's network that enables users to access storage capacities, in this case MVCA's enterprise file database. It also acts as a license manager for certain desktop and printing software.
- **VMWare** A virtual server is a software-based server that allows multiple virtual machines (VMs) to run simultaneously as computing resources are virtualized. Three virtual machines are configured for the Enterprise GIS:
  - ArcGIS - hosts the Enterprise GIS, making data and evaluation processes available to staff through an Internet connection.
  - SQL – (Structured Query Language) The GIS database is stored and accessed by defined syntax and expressions within the GIS processing technologies.

- Veeam – Data back-up if the ArcGIS SQL Database

The SBS domain server was scheduled for replacement this year but was deferred to 2024 pending the outcome of the IT Review. The VMWare server is nearing the end of its lifecycle and is scheduled for replacement in 2025 in the 10-year Capital Plan.

#### 4.1.2 Desktops/Laptops (Endpoints)

MVCA has 62 client endpoints of which 41 are staff computers with the remainder used to support labs, meeting rooms, field use, and a few spare backup units and home work stations. Since 2020, a large investment was made in laptops driven by the COVID-19 disruption and the need to shift to remote-work. Some older desktops remain in use because they host legacy OS that supports unique software and associated data. These will only be replaced once the 3rd party software is updated/upgraded.

#### 4.1.3 Network Attached Storage (NAS)

MVCA has two NAS devices that use RAID (redundant array of independent disks) to store the same data in different places on multiple hard disks or solid-state drives (SSDs) to protect data in the case of a drive failure.

- **StoneFly** (30 TB) partitioned into 4 volumes that store MVCA's:
  - Photograph Library
  - Imagery Library
  - LiDAR Library
  - Local Backup
- **Buffalo** (4 TB) that is primarily used for archived/historic data related to GIS files, map images, former staff and other back-ups.

## 4.2 Network Infrastructure

Network infrastructure allows for safe and reliable internet use, off-site VPN access, movement and use of laptops within the building, and on-site WiFi access. The network system comprises four key elements:

- **Firewall** – firewall systems provide protection against outside cyber attackers by shielding the network from malicious or unnecessary network traffic. All network traffic passes through a Fortigate firewall device. Fortigate devices typically have a lifecycle of 60 months (5 years) and this unit will no longer be eligible for hardware or software support effective June 2026.
- **Internet** – Bell Dedicated Internet service provides reliable connectivity and ultra-fast speeds, and meet current needs and projected future requirements.
- **Wifi** – MVCA's five CISCO wifi access end points are old, do not meet newer standards, and are no longer eligible for hardware or software support.

- **Network switches** – Existing HP and TP switches remain feasible but are slow based on their current use. Reliability and technical support are an issue as support contracts are no longer eligible for hardware or software support.

### 4.3 Software

MVCA's on-site servers use Microsoft operating system products that are no longer eligible for mainstream technical support. Moving to a new operating system (Microsoft Server 2016+) is required.

Traditionally, MVCA has purchased lifetime licenses for desktop/office tools (e.g. Microsoft Office Suite and Adobe Pro.) Specialized software (e.g. for GIS, modeling, data management, accounting) is licensed on re-occurring terms, and other software are provided for supporting equipment and processes

### 4.4 Cyber Security

The following is a summary of existing cyber security measures:

- Server and client endpoints have Antivirus and Endpoint Detect and Response.
- The Firewall employs Antivirus and web threat protection and provides secure VPN access.
- Two-factor authentications is used on all Office 365 accounts, for VPN access, and a variety of other functions.
- An email Spam and Phishing program is in place

### 4.5 Backup/Disaster Recovery

Automated backup and disaster recovery solutions safeguard domain configurations and data against unexpected events. MVCA's headquarters has a diesel-powered generator available for short and prolonged power failures. All Servers have their own UPS backup. A dedicated on-site workstation replicates all settings and configurations of the SBS and APP-SERVER in accordance with documented procedures that provide for daily and weekly back-ups. All local back-ups are performed "manually" and USB drives are powered-off following the back-up to create a physical break.

Personal user shares and the data drive are backed up to the cloud on a scheduled basis. Online backups currently reside in American datacenters. A move to Canadian data Center would satisfy certain legislative requirement of storage of sensitive data.

## 5.0 ANALYSIS & RECOMMENDATIONS

### 5.1 Hardware - Servers

Two options were considered for addressing server needs:

- replacement of critical hardware to the on-premise network; and

- move to a cloud networking solution.

### **Option 1: On-Premise Server with Off-site Cloud Backups**

This solution would replace the existing 3 servers: SBS, APP-SERVER and VMWARE with a single server environment hosting software that would allow multiple virtual machines (VMs) to run simultaneously as computing resources are virtualized. This would require the purchase of a server comprised of: 2 processors with 16 Cores for a total of 32, 256 GB RAM, 12 TB SSD disk space to host VMs for the following production systems and applications:

- Domain Controller
- File Serve
- Programs/Applications
- ArcGIS
- SQL Database
- Backup

The key benefits to MVCA for an On-Premise solution are data security, control, and cost. MVCA has full control and total ownership over the security of the data and all resources in use; IT staff can address all potential vulnerabilities. On-premises systems provide performance advantages such as low latency, and there is less concern for operational continuity arising from internet service outages. Overall, there are lower operating costs over the life cycle of the asset. The cost of this solution is approximately \$36,000, with an estimated asset life of 5-8 years.

### **Option 2: Fully Hosted Cloud Solution**

A comprehensive cloud solution would involve entering into a contract with a third-party that would provide computing capacity as well as backup and disaster recovery to all MVCA essential services such as the Domain Controller, File Server, etc. and provide for a high SLA uptime. The only on-site requirement would be a VPN tunnel between sites and on-demand access for remote users. On-premise infrastructure like heating, cooling, power, and backups would no longer be required.

Cloud computing eliminates the need for upfront investments in hardware and infrastructure, and allows for the easy scaling of server resources to meet changing business demands. Cloud hosting offers high levels of uptime and redundancy with multiple data centers. This would help ensure that MVCA data and applications remain accessible even in the event of hardware failures. Cloud service providers invest in security measures, manage server maintenance, security updates, and software patches, and would reduce the burden on IT staff.

All of this comes at a significant price. Comprehensive cloud service to replace current on-premise server capacity would be appropriately \$28,200 per year, which would increase as data storage needs of the MVCA increase over time.



## Recommendation

- A fully hosted cloud solution is cost prohibited, therefore it is recommended that MVCA proceed with Option 1.

## 5.2 Hardware - Client End-points

All client endpoints have specific configuration, software and maintenance needs, and a key objective going forward is to optimize the number of units in daily use and available as back-ups and for field use etc..

## Recommendation

Maintain the current asset management approach that provides for computer replacement based on age, failure (outside warranty), or increases in staff complement at an average rate of four laptops per year. Laptops specifications are based on user needs, which are generally:

- Technical staff: i7, 16GB RAM, 500 GB SSD drive
- Non-technical staff: i5, 8GB RAM, 256 GM SSD drive

## 5.3 Hardware - Network Attached Storage (NAS)

Existing NAS devices are current and have sufficient storage capacity.

## Recommendation

- Continue with StoneFly Extended Warranty - Standard Plan

## 5.4 Hardware - Network Infrastructure

While MVCA's internet and firewall systems are in good shape, network switches and WiFi require upgrade.

## Recommendations

- Update the Firewall in 2025 with a 3-year Advanced Threat Protection service package.
- Update the 8 Wifi Endpoints and provide separate Guest and Office networks.

Network switches are aged but still capable of supporting the proposed network server and hardware updates. If MVCA moves to a mix of VOIP phones and desktop computers then newer (1000 Mbps) switches would be required that would significantly increase speeds across the network that would be noticeable by users.

## Recommendation

Update network switches in 2025.

## 5.5 Software

Assuming implementation of Hardware Option 1, new server operating systems will be required. Client endpoint software is current and operational, though more consistent software patching and a review of staff needs for Adobe Acrobat Pro are required.

### Recommendations

- Continue to purchase Microsoft Server Operating Software from Tech Soup for non-profits.
- Review the total staff need for Adobe Pro and consider monthly subscriptions; or update with perpetual licenses via Tech Soup with associated patching and lifecycle issues.

## 5.6 Cyber Security

While MVCA's Cyber Security systems are well established, the addition of (SaaS)- enhance Managed Detect and Response (MDR), Patch Management service and Microsoft Defender for Office 365 would improve overall security and continuance of cyber security insurance.

An MDR will provide comprehensive security view of the entire network, including the endpoint, by collecting data from multiple sources such as logs, events, and activities. It uses analytics and machine learning to detect and respond to threats in real time.

Patch management software will detect missing software updates and apply patches to correct vulnerabilities, ensuring operating systems, endpoints, servers, software products, and applications remain unsusceptible to exploitation.

Microsoft Defender for Office 365 is a cloud-based email filtering service that helps protect against advanced threats like phishing, business email compromise, and malware attacks. Microsoft Defender is designed to better secure hybrid work environments.

### Recommendations

- Enhance Malwarebytes contract to include MDR and patch management services
- Purchase Microsoft O365 Defender.
- Further employ and enforce two-factor authentication.
- Regular scheduled security penetration tests.
- Continued Cybersecurity awareness training for employees.

## 5.7 Backup/Disaster Recovery

MVCA's on-premise Replicator workstation is vulnerable to fire and other physical disasters and should be relocated off-site to allow for business continuity.

MVCA's cloud back-up approach requires improvement. Microsoft provides a consolidated software and backup solution within its non-profit pricing matrix. Microsoft One Drive would allow for data synchronization accessible to all staff through collaborative Office document editing.

### **Recommendations**

- Up-date Replicator Operating System and locate off-premise with a partner organization.
- Move online back-up to Microsoft One Drive within a Canadian data center.

### **6.0 Draft Implementation Plan**

Table 1 identifies IT asset management priorities, recommended timing, and draft cost estimates. Not all items represent a budget pressure. For example, purchase of a new server is already in the 10-year capital plan at a value of \$35,635. However, the costs associated with data migration and associated software purchase were not captured in previous budget documents.

This is plan will help to inform budgeting and future investments in IT infrastructure over the next three years. Review and update of this plan will be required within five years.

**Table 1: Implementation Needs and Plan**

Item	System Component	Need/ Risk	Scheduled Start Date	Budget*
1. Purchase Server Hardware	Servers		2023	\$25,000
2. Server Configuration and Setup	Servers		2023	\$1,500
3. Domain and Data Migration and Deployment	Servers		2023	\$6,000
4. Purchase Microsoft Server Operating Software	Software		2023	\$3,500*
5. Update Replicator Operating System and locate off-premise	Backup / DR		2024	\$500
6. Update the Firewall	Network		2025	\$2,850*
7. Further employ and enforce two factor authentications	Cyber Security		Ongoing	
8. Annual client endpoint purchase / as per asset plan	Client Endpoints		Annual	\$5,000/year
9. Update the Wifi Endpoints	Network		2024	\$3,000
10. Enhance Cyber Security with a Managed Detect and Response and Patch Management	Cyber Security		2024	\$5,000/year
11. Purchase Microsoft O365 Defender	Cyber Security		2024	\$800/year*
12. Review staff needs for Adobe Pro	Software		2023	
13. Purchase Adobe Pro licenses	Software		2024	TBD
14. Move Online backup to Microsoft One Drive	Backup / DR		2024	\$2,000/year
15. Replace Network Switches	Network		2025	\$5,000*
16. Regular scheduled security penetration tests	Cyber Security		Ongoing	
17. Continued Cybersecurity awareness training for employees	Cyber Security		Ongoing	

\*Items with an asterisk represent NEW Operating or 10-Year Capital budget pressures.

**REPORT****3368/23**

TO:	MVCA Finance & Administration Committee
FROM:	Scott Lawyrk, Property Manager
RE:	<b>Fleet Management Plan</b>
DATE:	November 22, 2024

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the Fleet Management Plan as set out in this report.**

**1. PURPOSE**

MVCA uses a variety of vehicles to carry staff and equipment and transport boats and other vehicles between sites. The current fleet comprises 10 vehicles with an average age of 8.5 years. Fleet replacement was suspended during the pandemic and significant investment will be required in the near term to replace aged assets. As well, consideration needs to begin regarding future evolution of MVCA's fleet to hybrid or electric vehicles as the auto manufacturing sector works to meet federal targets.

The purpose of the attached Fleet Management Plan is to document current operational needs, the condition and challenges posed by the existing fleet, and to set out an approach for addressing those needs in the near to mid-term. This document will help to guide fleet investment decisions over the next five years, by which time the Plan will require review and update.

**2. HIGHLIGHTS**

The following is a summary of key findings and recommendations of the Fleet Management Plan:

- Vehicle use declined during the pandemic and analysis will be carried out in 2024 to determine the net impact, if any, on post pandemic vehicle use as insufficient data is available to make that determination now.
- Procurement of new vehicles was put on-hold during the pandemic. Because of this, the aging fleet is experiencing greater repair and maintenance costs.

- MVCA has one Commercial Vehicle Operator’s Registration (CVOR) vehicle legally able to tow the flatbed trailer, in order to transport machinery and equipment from site to site. This vehicle is nearing the end of its asset life and will likely need to be replaced within the next 2-4 years.
- Where feasible, future vehicle purchases need to provide for use across departments to optimize their use.
- An exploration of hybrid and electric vehicle options indicates that, in the near term, the selective purchase of hybrid vehicles is preferred over electric vehicles. A transition to electric vehicles may become feasible as of 2027/8. In the meantime, MVCA should explore options to optimize use of the existing charger, and partnering opportunities to site public charger stations at the MVCA’s office on Highway 7.
- No major expenditures are identified that have not already been captured in the existing approved 10-year Capital Plan.

### **3. CORPORATE STRATEGIC PLAN**

Development and approval of this Fleet Management Plan supports achievement of the following goals and objectives:

Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.

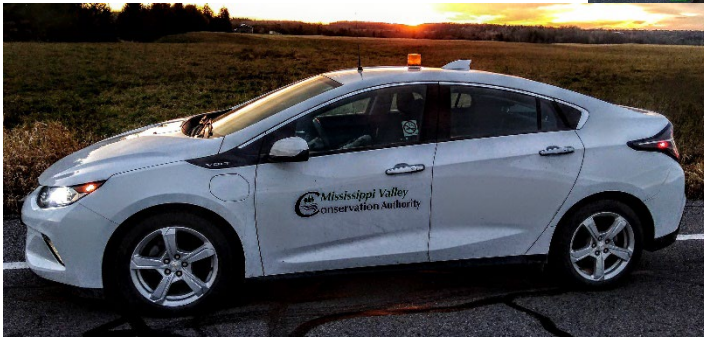
- a) Implement the five-year capital program.
- e) Plan for the next phase of asset development and management.

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

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

#### **ATTACHMENT 1:**

MVCA Fleet Management Plan



# FLEET MANAGEMENT PLAN

DRAFT November 2023

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## 1.0 Introduction

The purpose of this document is to ensure that MVCA vehicles are reliable, kept in good working condition, meet the needs of each department and reflect well on the brand of the Mississippi Valley Conservation Authority.

MVCA staff use vehicles for a variety of purposes that varies across departments and seasonally. This report presents a review of each department, current issues, procurement options, and to provides a recommended acquisition and disposal plan that meets the operational and financial needs of the organization.

## 2.0 Current Fleet

Table 1 provides a summary of MVCA's fleet. The average age of the vehicles is ~8.5 years. Six vehicles are in only fair condition including three whose mileage exceeds 200,000 km, therefore, short-term reinvestment in the fleet is required.

**Table 1: MVCA Fleet (as of November 2023)**

Vehicle #	Make	Model	Model Year	KMS	Vehicle Type	Dept	Condition
25	DODGE	RAM 2500	2015	186,400	CVOR Truck	OPS	Fair
26	DODGE	RAM 1500	2013	212,198	Full Size Truck	MON	Fair
28	CHEVROLET	COLORADO	2022	10,720	Small Truck	ENG	New/Excellent
30	CHEVROLET	COLORADO	2012	237,651	Small Truck	MOK SITE	Fair
31	CHEVROLET	COLORADO	2018	57,838	Small Truck	PLAN	Good
32	GMC	CANYON	2012	155,250	Small Truck	FLOAT	Fair
33	DODGE	RAM 1500	2016	207,270	Full Size Truck	OPS	Fair
34	CHEVROLET	VOLT	2018	37,626	Sedan	FLOAT	Good
35	CHEVROLET	EQUINOX	2017	106,014	SUV	PLAN	Good
37	CHYSLER	200 SEDAN	2013	153,333	Sedan	FLOAT	Fair

## 3.0 Needs Assessment by Department

Table 2 summarizes recent average vehicle use by department<sup>1</sup>. Detailed use for 2023 is shown in Appendix 1.

**Table 2: Average Annual Use (2021-2023)**

Department	Annual kms
Operations	51,293
Planning & Regulations	24,749
Monitoring & Stewardship	21,374
Engineering	13,056
<b>TOTAL</b>	<b>110,471</b>

<sup>1</sup> Excludes floater vehicles that are not attributed to a department (would average an additional 40,338/year over that same time period).

It should be recognized that this data reflects less than normal vehicle use due to COVID pandemic conditions. Fleet use for 2023-2024 will be examined late next year to better evaluate post-pandemic vehicle needs and usage.

### 2.0.1 Operations

The Operations Department is not only charged with maintaining the fleet and equipment, but it is also the chief user group. Uses include travel and equipment use for the purposes of: conservation area maintenance, water control structure maintenance and operation; snow course measurements, ice monitoring, and various site meetings.

The Operations Department uses and requires pick-up trucks that can carry personnel as well as tools and equipment. At least one vehicle needs to have a towing capacity of at least 10,000 lbs., and both vehicles need to have four-wheel drive to navigate remote roads, access water control structures, and ensure safer winter operation. Similarly, these vehicles need to have the ability to be outfitted with a snowplow to aide in snow clearing, during the winter months.

Vehicles 25 and 33 are designated for use by the Operations Department. Vehicle 25 is especially important as it is the only licensed CVOR<sup>2</sup> vehicle, meaning it can tow the flatbed trailer that is used to transport equipment between sites. Both vehicle 25 and 33 are amongst the more highly used vehicles, logging between 22,000 km and 30,000 km per year, respectively.

### 2.0.2 Planning and Regulations (P&R)

The Planning and Regulations Department uses vehicles for site visits, compliance inspections, enforcement activities, and meetings. Due to the nature of enforcement, the department requires at least one vehicle available at all times. Similar to the Operations Department, P&R requires four-wheel drive due to a need to access remote areas and drive during inclement weather. Vehicles 31 and 35 are designated to P&R and range between 10,000 km and 17,500 km per year.

### 2.0.3 Monitoring/Stewardship

The monitoring group requires a vehicle that can tow a boat/trailer, carry equipment and supplies and transport a number of people. Some of the locations are remote and the vehicle requires four-wheel drive. The group is currently assigned Vehicle 26, which is heavily used (particularly between March and November) and is used 18,000-24,000 kms

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<sup>2</sup> Commercial Vehicle Operator's Registration under the Highway Traffic Act, R.S.O. 1990, c. H.8 (Specifically O. Reg. 424/97: COMMERCIAL MOTOR VEHICLE OPERATORS' INFORMATION)

per year. This vehicle is also used for the Stewardship program and is used to transport plants and trees to various locations.

#### 2.0.4 Engineering

The Engineering Department requires a vehicle that can store and carry equipment, transport staff and small watercraft, and access remote areas. Currently the Department is assigned Vehicle 28, which is most heavily used April to November and increased in use from 9,000 km in 2021 to 12,000 kms in 2022. This vehicle has a bed-cap that allows for the transportation and storage of equipment and is designed to tow up to 7,000 lbs. to tow a boat if necessary.

#### 2.0.5 Shared Vehicles & Administration

Vehicles 32, 34, 37 are available to all departments as demands require, and are used by administration staff who do not have an assigned vehicle. Typically, administrative use revolves around meetings, training/seminars, bank visits and purchasing supplies. Their needs are infrequent and travel is primarily on major routes/roadways and does not require four-wheel drive. Administration staff most commonly use Vehicles 34 and 37.

### 4.0 Current Condition, Needs & Opportunities

Overall, MVCA's fleet is aging and needs investment. While the current fleet meets the needs of all user groups, fleet optimization is desirable, and necessary from a financial management perspective. For example, vehicle use analysis indicates that MVCA could reduce the size of the fleet by one vehicle, but would need to upgrade another vehicle to be more versatile.

Previous to this year's purchase of a new small truck for the Engineering Department (Vehicle #28), the last vehicle was purchased in 2018. Travel decreased significantly during the peak of the pandemic and the decision was made to suspend new vehicle purchases at that time. Consequently, 90% of the fleet is at least 5 years old, and 60% of the fleet is at least 7 years old, with a resulting growth in repair needs and costs in recent years. Additionally, some vehicles require enhanced preventative maintenance to mitigate potential future issues. Appendix 2 shows how repair costs have increased since 2020.

Two of the three floater vehicles are two-wheel-drive cars. While these vehicles are typically acceptable for administration staff use, their lack of four-wheel drive capabilities and room for tools and equipment limits their usefulness to other departments. Updating at least one of these cars to a more versatile model with proper drivetrain capabilities would allow for broader use across the organization.

#### 3.0.1 Short-Term Needs (0-2 years)

In order to mitigate rising repair costs, MVCA should acquire at least 3 new vehicles over the next two years. This would reduce the maximum vehicle age to 8 years and provide for more reliable vehicles with lower maintenance costs. In procuring these vehicles,

specifications would be developed to ensure that the vehicles could be used by all departments.

To help mitigate increasing repair and maintenance costs, MVCA implemented rust control measures on all vehicles. Continued effort to adhere to preventative maintenance schedules should help reduce the amount of major expenses currently being experienced.

### 3.0.2 Mid-Term Needs (3-5 years)

In the period 2026-2028, MVCA will need to:

- acquire a new truck capable of pulling the flatbed trailer (vehicle #25); and
- begin to transition the fleet to hybrid vehicles<sup>3</sup>

Vehicle 25 is the only Commercial Vehicle Operator's Registration (CVOR) vehicle legally permitted to pull the trailer. It is a critical asset as it is used to transport various pieces of equipment including the utility vehicle that is used to access some of our more remote water control structures. While this vehicle is still in operational condition it is a priority for replacement.

MVCA has begun to investigate the opportunities and costs of moving to hybrid and fully electric vehicles, including the infrastructure required to support such a fleet. At present, MVCA has one hybrid vehicle (#34) that is largely used for administrative tasks and meetings including out of town travel. Operating costs for the hybrid vehicle are substantially less than other vehicles in the fleet. In 2022, the cost of operating vehicle #34 was \$0.08/km (a combination of electricity and gasoline). The most comparable vehicle in the fleet is #37, which is also a 2-wheel drive sedan, which was almost double the cost to operate in 2022 at \$0.14/km. Using vehicle #34 provided a \$1,310 operational savings in 2022. As some manufacturers expand the variety of hybrid vehicles and they become more cost competitive with gasoline fueled vehicles, the purchase of hybrid vehicles makes financial as well as environmental sense. However, it is still imperative that these vehicles meet the operation needs of the organization, first-and-foremost.

By 2027-28, there may be an opportunity to begin transition of the fleet to fully electric vehicles. Currently, range limitations are an issue and infrastructure does not exist to service electric vehicles in the more rural areas of the watershed. Our highest use vehicles could travel as much as 450 km on any given trip, including in the depths of winter. This could be extended even greater in a flood emergency situation. Vehicles would need the ability to cover at least 500-600km on a single charge to ensure the safe and reliable operation for staff. With more focus and improvement in both categories (range and service support) MVCA should be able to begin to decarbonize its fleet in the next 5-8 years.

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<sup>3</sup> Based on the assumption that a hybrid is available in a model that fits the needs of the organization and a proper cost-benefit analysis is completed to determine the feasibility of the investment

Current estimates show that EVs save as much as \$2,000 over the course of 20,000 km travelled. In 2022, the fleet travelled a total of 158,000 km, which would equate to a possible \$15,800 in operational savings.

Staff have begun the process of sourcing costs for the installation of infrastructure to help support a fully electric fleet of vehicles. Within the compound, level-2 chargers should be sufficient, as they enable the vehicles to be charged overnight.

## 5.0 Procurement Options

Due to high vehicle usage, particularly between April and October, different procurement options were investigated:

- full-purchase
- lease/lease to own
- rental (peak season)

Purchase of a Chevrolet Equinox was chosen for comparative purposes as it has been identified as a possible option for replacing older vehicles in the fleet. It is a four-wheel/all-wheel drive vehicle that can handle some of the tougher road conditions, as well as transporting staff and equipment to a variety of sites.

### 4.0.1 Purchase

Currently, the average purchase price of a new Chevrolet Equinox is approximately \$47,000 after tax. Based on the Factory Preventative Maintenance (PM) Schedule<sup>4</sup> recommended by General Motors, the 8-year maintenance cost for this vehicle would be approximately \$21,000<sup>5</sup>. This estimate is likely on the high side and costs are unlikely to reach this total over the 8-year period, but it is useful for comparative purposes. Over eight years, this equates to \$708 per month, with a residual trade-in value of \$5,000 to \$7,000, based on projected use and condition.

#### Pros:

- Complete ownership of the asset to be used as we see fit
  - No mileage restrictions
- Covered under a 3-year/60,000 bumper to bumper warranty
  - Includes a 5-year powertrain warranty
  - Additional warranty coverage is available
    - Recent quote was \$1,500 for an additional year and an additional 20,000 km

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<sup>4</sup> Refer to Appendix 3.

<sup>5</sup> Includes \$1,000/year for rust control and incidentals.

- Residual value at the end of the 8-year period would offset some of the cost of a replacement vehicle

**Cons:**

- High upfront cost
- Significant cost to implement PM schedule, if followed completely
- Rapid depreciating value of the asset
  - Between an 85%-90% decrease in value if traded-in at the end of the 8-year period
- Responsible for major repairs that happen outside of the warranty period
  - Additional cost for extending the warranty

#### 4.0.2 Lease

Currently, the lease option for a new Chevrolet Equinox is approximately \$750 per month for a 48-month period. The preventative maintenance cost over that period would be approximately \$8,100<sup>6</sup>, for a total of \$918 per month over the 48 months. There is the ability to purchase the vehicle at the end of the term, however, it would be based on the depreciated value of the vehicle at that time.

**Pros:**

- Little-to-no upfront cost
- Covered under a 3-year/60,000 bumper to bumper warranty
  - Includes a 5-year powertrain warranty
  - Additional warranty coverage is available
    - Recent price quote was \$1,500 for an additional year and an additional 20,000 km
    - Alternatively, MVCA could incur major repair costs during the final year of the lease
- Ability to purchase the vehicle after the lease period is complete
- A new vehicle every four years

**Cons:**

- Mileage restrictions
  - Could be penalized financially for overages, depending on the terms of the lease and the number of kilometers travelled. A typical lease would be for 20,000km per year (80,000km over the term of the lease). Typical overage charges would be \$0.20 per km. Based on the average monthly usage half of

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<sup>6</sup> Slightly lower than the average monthly maintenance cost of the purchasing option, due to the reduced timeline of 4 years (more maintenance would be incurred in years 5-8 of vehicle ownership). Includes \$500/year in rust control and incidentals

our fleet could see overages of upwards of \$4,500 per year and a total of \$18,000 over the four-year term.

- MVCA would still be responsible for the maintenance costs associated with the vehicle over the lease terms.
- At the end of the lease term, the vehicle must be returned in “showroom condition, minus normal wear and tear.” This would likely mean repairs to heavier used vehicles at the end of the term before returning the vehicle to the dealership.
- The depreciated buy-back value in four years would not be known until the end of the lease term and more challenging to include in future budgets.
  - If the vehicle is simply returned to the dealership, MVCA does not derive further benefit from its investment (i.e. no trade-in value).

#### 4.0.3 Rental

The rental cost for a new Chevrolet Equinox would cost approximately \$1,700 per month and is based off of a minimum rental period of April through November (8 month period)

##### **Pros:**

- No upfront cost
- Able to customize a schedule of when the vehicle would be rented/used. This would allow the organization to reduce the size of the fleet during off-peak periods, making more efficient use of the vehicles that are under MVCA ownership
  - Similarly, the vehicle could be returned for a new vehicle at any time, keeping the fleet updated
- Almost no repair or maintenance costs

##### **Cons:**

- Extremely high monthly cost
- It is unclear whether safety equipment could be installed (e.g. work light indicator and two-way radio.)
- MVCA would be responsible for repairing any damage done to the vehicle (dents, paint etc.)
- MVCA does not derive further benefit (residual value) from its investment.

Table 3 provides a summary of cost across the three procurement options.

**Table 3: Procurement Option for 2024 Chevrolet Equinox (over 8 years)**

Option <sup>7</sup>	Procure	Maintain	Sum of Monthly Fee	Restore/ By-out Cost	TOTAL OVER 8 YEARS	Residual Value
1. Purchase	\$47,000	\$21,000	\$708	\$0	\$68,000	\$5,000
2. Lease	\$0	\$8,100	\$918	\$3,000	\$94,128 <sup>8</sup>	\$0
3. Lease to own	\$0	\$8,100	\$918	\$24,000	\$136,128 <sup>9</sup>	\$17,000
4. Rent	\$0	\$0	\$1,700	\$1,500	\$120,800 <sup>10</sup>	\$0

Based on current pricing for the three procurement options, the purchasing option is considered the most cost-effective approach. The rental option, while being very flexible is also very expensive. The lease options provide some flexibility, but does not provide any residual value at the end of the lease term and no savings in maintenance costs. Both leasing and rental could incur potentially high costs to return the vehicle in an acceptable condition.

## 5.0 Recommendations / Implementation Plan

### 5.0.1 Short-term

Two new vehicles should be acquired in 2024 to improve the integrity of the fleet and reduce the amount of major-repair expenses being incurred. The new vehicles should be models that meet the needs of all of the departments such as small pick-up trucks or SUVs.

Two full size trucks will be needed 2025-2026 to replace the high-mileage Operating Department and Monitoring Unit vehicles. Both trucks should be 'crew-cab' or 'full-size' cab models to allow for the routine transportation of more than 2-person crews.

Enhanced PM will be carried out on all vehicles including yearly rust control treatment in accordance with manufacturer's recommendations. This will help to reduce some of the major repair expenses and ensure that the fleet is in proper working order at all times.

Staff will continue to be encouraged to use vehicle #34 (the hybrid EV) whenever 4-wheel drive use and the transport of equipment are not required as it is, by far, the most cost-effective option in the fleet.

<sup>7</sup> Lease options pro-rated to two 4-year lease agreements. Rental options confined to the peak season April to October (8 months).

<sup>8</sup> Assumes two restorative costs for the 8-year period

<sup>9</sup> Assumes two buy-out costs over the 8-year period

<sup>10</sup> Assumes annual restorative cost for the 8-year period



At this point, the current range on electric vehicles would not fit the need of the organization. The lack of infrastructure in place within the watershed to allow vehicles to charge would open certain risks, should any vehicle run out of charge on a longer trip. While some vehicles promote a range that would meet the needs of the organization, most of these promotions are done under ideal conditions. Many of the tasks of the organization are done during less than ideal conditions and during timeframes that would be detrimental to the range of an electric vehicle. Similarly, towing causes a significant decrease in the range on current electric vehicles.

### 5.0.2 Mid-Term

It is recommended that MVCA implement a procurement plan that would have one vehicle replaced per year. This would help ensure that vehicles in the main fleet are no older than 8 years old, mitigate repair costs, and improve overall fleet reliability.

Based on the cost of operating vehicle #34 (the hybrid EV), new purchase processes should include the investigation of including more hybrid vehicles. While many manufacturers have moved away from hybrid options in favour of full electric vehicles, there are still some hybrid options available that could meet the needs of the organization.

With the auto industry's focus shifting to fully electric vehicles, MVCA should look to how it will modernize both its fleet and supporting infrastructure. As noted previously, MVCA has only one Level 2 charger on site. With improvements being made on an annual basis, it could be conceivable that the MVCA fleet could start to employ the use of electric vehicles in 2026-2027. By that time, it would be desirable to have in place charging infrastructure to handle at least eight fully electric vehicles. Over time, it would be advantageous to have at least an additional two chargers available for the possible expansion of the fleet or to supplement any chargers that may be undergoing maintenance or repair.

Similarly, personal/public vehicles will be starting to move towards being fully electric. Consideration should be given to installing level-3/rapid chargers in the public areas of the Head Office, potentially in partnership with Carleton Place or other organization.

## Appendix 1

### Total Number of Kilometres Traveled on a Yearly Basis

TOTAL NUMBER OF KILOMETRES TRAVELED															
2023															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	1,791	1,337	1,053	2,868	2,281	1,071	1,235	1,164	1,597	1,170			15,567	1,557	Ops
26	329	436	1,085	2,056	2,643	3,001	1,676	2,891	3,014	1,994			19,125	1,913	Monitoring
28	317	47	524	638	2,549	2,359	2,742	2,020	1,720	2,091			15,007	1,501	Eng
31	0	71	0	139	687	1,267	708	697	1,247	933			5,749	575	Plan
32	1,222	857	1,597	471	904	488	525	594	737	1,063			8,458	846	Float
33	1,873	1,158	3,016	2,682	3,192	3,139	4,509	2,169	2,544	2,753			27,035	2,704	Ops
34	303	379	258	241	654	1,714	1,059	781	1,096	1,674			8,159	816	Float
35	632	0	730	1,796	1,379	1,422	1,375	1,498	1,766	1,387			11,985	1,199	Plan
37	1,118	863	845	1,084	1,035	1,236	1,403	967	1,002	1,650			11,203	1,245	Float
														<b>1,235</b>	
2022															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	1,277	1,118	3,136	2,884	1,203	3,912	1,054	2,374	783	1,237	953	1,738	21,669	1,806	Ops
26	675	933	1,127	3,313	3,094	2,811	2,418	2,714	2,674	2,455	1,225	64	23,503	1,959	Monitoring
28	2,000	397	465	1,176	511	1,561	1,476	812	731	928	993	657	11,707	976	Eng
31	371	392	0	726	1,041	1,003	622	1,540	1,222	1,220	1,977	573	10,687	891	Plan
32	977	993	1,166	2,312	1,670	1,761	1,879	1,594	2,232	1,315	1,804	1,398	19,101	1,592	Float
33	3,623	1,981	2,643	2,225	4,067	3,092	1,744	2,816	2,458	1,833	2,019	876	29,377	2,448	Ops
34	192	0	0	380	243	429	305	799	537	816	1,501	673	5,875	490	Float
35	347	372	560	802	1,864	1,416	1,611	2,013	1,456	1,071	1,941	505	13,958	1,163	Plan
37	2,149	913	2,648	2,387	1,575	1,879	1,770	1,215	1,731	2,173	2,282	1,081	21,803	1,817	Float
														<b>1,095</b>	
2021															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	2,078	1,078	2,709	2,648	1,768	1,487	2,503	1,251	2,043	1,921	2,122	1,527	23,135	1,928	Ops
26	476	766	1,828	1,043	2,185	1,452	1,699	2,133	2,079	1,946	1,406	655	17,668	1,472	Monitoring
28	315	243	265	837	82	1,367	845	567	1,472	1,250	1,241	968	9,452	788	Eng
31	0	681	290	513	1,419	522	1,588	888	1,743	1,744	663	1,085	11,136	928	Plan
32	1,200	1,042	2,845	2,882	1,274	1,869	2,575	1,093	1,840	1,975	789	237	19,621	1,635	Float
33	1,748	1,122	2,649	3,118	1,940	2,663	2,595	1,210	3,318	3,135	3,381	1,697	28,576	2,381	Ops
34	0	0	159	235	925	916	677	318	412	948	766	1,141	6,497	541	Float
35	436	444	928	1,813	1,855	1,530	2,100	1,921	1,857	1,525	2,336	439	17,184	1,432	Plan
37	331	0	103	825	268	1,119	783	1,759	1,155	1,888	2,749	2,259	13,239	1,103	Float
														<b>1,017</b>	

\*\*Red denotes any month where travel did not exceed 700km (35km per working day)

## Appendix 2

### Total Cost of Repair and Maintenance on a Yearly Basis

<b>2023 *</b>			<b>2022</b>	
<b>Vehicle</b>	<b>\$</b>		<b>Vehicle</b>	<b>\$</b>
25	\$4,499.17		25	\$7,580.93
26	\$944.05		26	\$1,733.57
28	\$260.95		28	\$0.00
31	\$443.65		31	\$366.86
32	\$1,110.52		32	\$5,238.60
33	\$2,413.91		33	\$7,239.53
34	\$0.00		34	\$89.54
35	\$1,757.31		35	\$252.25
37	\$2,779.46		37	\$1,184.38
<b>TOTAL</b>	<b>\$14,209.02</b>		<b>TOTAL</b>	<b>\$23,685.66</b>
<b>2021</b>			<b>2020</b>	
<b>Vehicle</b>	<b>\$</b>		<b>Vehicle</b>	<b>\$</b>
25	\$3,446.05		25	\$1,577.00
26	\$2,529.65		26	\$81.35
28	\$0.00		28	\$0.00
31	\$951.21		31	\$81.35
32	\$2,148.75		32	\$1,706.94
33	\$521.38		33	\$968.06
34	\$0.00		34	\$1,098.85
35	\$158.68		35	\$0.00
37	\$1,028.98		37	\$750.35
<b>TOTAL</b>	<b>\$10,784.70</b>		<b>TOTAL</b>	<b>\$6,263.90</b>
* January to August ONLY				

### Appendix 3

#### Current General Motors Recommended Maintenance Schedule

Months	Kilometers	GM Routine Service			GM Kilometer Driven Services					Automatic Transmission/ Transaxle Service	Tire Rotation (included in Multi-point Inspection)
		Multi-point Vehicle Inspection	Cooling System Flush 5 years or 240,000 kms	Alignment	Inspect Cabin Air Filter	Inspect Evaporative Control System	Replace Spark Plugs	Transfer Case Service	Brake Maintenance		
6	10,000	●		●							●
12	20,000	●		●	●				●		●
15	25,000										
18	30,000	●			●						●
24	40,000	●		●	●				●		●
30	50,000	●			●						●
36	60,000	●		●	●				●		●
42	70,000	●			●					●	●
45	75,000										
48	80,000	●		●	●	●		●	●		●
54	90,000	●			●						●
60	100,000	●	●	●	●				●		●
66	110,000	●			●						●
69	115,000										
72	120,000	●		●	●				●		●
75	125,000										
78	130,000	●			●						●
84	140,000	●		●	●				●	●	●
90	150,000	●			●	●					●
96	160,000	●		●	●		●	●	●		●

**REPORT****3369/23**

<b>TO:</b>	MVCA Finance & Administration Committee
<b>FROM:</b>	Matt Craig, Manager, Planning and Regulations, & Stacy Millard, Treasurer
<b>RE:</b>	<b>2024 Fee Schedule Update</b>
<b>DATE:</b>	November 21, 2023

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the 2024 Fee Schedule as set out in this report.**

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The Board of Directors approves MVCA's Fee Schedules on an annual basis for implementation January 1 of the following year. Attachment 1 provides the recommended 2024 Fee Schedules.

On December 28, 2022, the Minister of Natural Resources and Forestry issued a direction prohibiting conservation authorities from changing the fee amounts it charges for programs and services related to planning, development, and permitting. The provincial freeze expires December 31, 2023 and there is no indication that it will be extended.

MVCA collaborates with Rideau Valley and South Nation conservation authorities to ensure consistency in planning and permit fees across the City of Ottawa. In the fall, South Nation Conservation approved an increase of 3% to its planning and permit fees to address inflationary pressures. It is proposed that MVCA make the same 3% cost of living adjustment to allow for continued consistency across the City.

Table 1 provides a summary of recommended changes and includes the introduction of new categories as well as fee increases. In some cases, increases are greater than 3%, particularly associated with our conservation areas, due to our mandate to cost recover as best possible for Category 3 programs and services; and market conditions that allow us to recover those costs while having comparable fees to like organizations and service providers.

**Table 1: Recommend Changes to the 2024 Fee Schedules**

Schedule	Proposed Changes
A. Planning	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> </ul>
B. Conservation Permits	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> <li>• Add new subcategories for Directional Drilling</li> <li>• Update text highlighted in yellow on schedule to improve clarity</li> </ul>
C. Technical Report Review	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> </ul>
D. Conservation Areas, Rentals, Programs and Administration	<ul style="list-style-type: none"> <li>• Conservation Areas and Rentals – changed to align with market comparable including implementation of new 4 hours minimum and hourly rate.</li> <li>• Reports and models align with SNC</li> </ul>
E. Stewardship Service	<ul style="list-style-type: none"> <li>• No changes.</li> <li>• Due to low dollar amount that encourages donations, recommend only increasing every 2-3 years or if cost increases substantially.</li> </ul>

**ATTACHMENT 1:**

Proposed 2024 Fee Schedule

Pending Board Approval

## Schedule "A" Fees – Planning Advisory Program

Planning Application Type	Fee for "natural hazards", "natural heritage" & water quality and quantity matters & on-site services review (when required)
<b>Official Plan Amendments (OPA)</b>	
Minor	\$845
Major (private applications associated with urban expansion and/or major development application)	\$4,120
<b>Zoning By-law, Amendments, Minor Variance Applications Site Plan – Single Residential</b>	\$425
<b>Site Plan</b>	
Minor (Small commercial less than 0.8 ha, additions up to 200 sq. m.)	\$1,120
Major (Multiple Res., Commercial, Industrial, Institutional)	\$2,875
<b>Consent to Sever</b> (per application)	\$515
Clearance of Conditions (Severance or Variance)	\$245

<b>Plan of Subdivision/Condominium</b> (To provision of Conditions of Draft Approval)	\$4,245
<b>Clearance of Conditions for Subdivision Registration</b> (per phase)	\$2,135
<b>Draft Plan Approval Revisions</b> (alterations to site/plan layout)	\$2,135
<b>Draft Plan Extensions</b> (original conditions about to lapse)	\$4,245

- Reactivation (all application types) – 50% reactivation fee based on the current schedule after two years of dormancy
- A screening fee of \$135.00 will be charged for written responses to address minor issues.
- Fees are associated with Municipal Memorandums of Understanding and the Provincial One Window review service for natural hazards, natural heritage, water quality and quantity issues.
- All fees are exclusive of the Technical Review Fees (see Schedule C) which are charged on a per issue basis in addition to the fees outlined in Schedule A.
- All fees must be received PRIOR to the release of written comments to an approval authority.
- The CA reserves the right to charge additional fees in the event that the review requires a substantially greater level of effort than normal, additional site visits etc. OR where additional processing past the initial submission period is required.

## Schedule "B" – Development, Interference with Wetlands and Alterations to Shorelines and Watercourses

Application Type	Description	Fee
<b>Culvert/Bridge</b> (Water Crossing)	Replacement (same dimension) $\leq 30$ m and $\leq 1$ m diameter	\$290
	Replacement (different dimension) or new $\leq 1$ m diameter	\$685
	1 m diameter - 3 m diameter	\$1,075
	> 3 m diameter	\$2,115
	Infrastructure Modification (bridges with span $< 25$ m)	\$1,075
	Infrastructure Modification (bridges with span $> 25$ m, storm water management pond)	\$2,770
	Resurfacing	\$290
	Superstructure or abutment works	\$685
	New bridge	\$2,770
<b>Directional Drilling</b>	Channel width $\leq 3$ m	\$290
	Channel width $> 3$ m	\$685
<b>Fill Placement &amp; Grading</b> Fill Placement ( $m^3$ ) Grading (ha) (including septic beds)	Fill placement $< 100 m^3$ / Grading $\leq 0.25$ ha	\$290
	Fill placement $> 100 m^3 - 500 m^3$ / Grading $> 0.25$ ha – $0.5$ ha	\$705
	Fill placement $> 500 m^3 - 1000 m^3$ / Grading $> 0.5$ ha – $1.0$ ha	\$1,100
	Fill placement $> 1000 m^3 - 2000 m^3$ / Grading $> 1.0$ ha – $2.0$ ha	\$2,180
<b>Buildings</b>	Auxiliary building/structures and additions with a total gross floor area $< 20 m^2$	\$290
	Auxiliary buildings/structures and additions with a total gross floor area between $20 m^2$ and $100 m^2$	\$705
	Auxiliary buildings/structures and additions with a total gross floor area $> 100 m^2$	\$1,100
	New residential dwellings	
	New single unit commercial/institutional building	\$2,850
Multiple Residential units, Institutional, Industrial or Commercial Building		
<b>Shoreline Work &amp; Watercourse Alteration</b>	Shoreline alterations, erosion protection, channelization $\leq 30$ m	\$290
	Shoreline alterations/protection $> 30$ m and $< 100$ m	\$685
	Private residential and/or non-municipal agricultural drain cleanout	
	Shoreline alterations/protection, channelization $100$ m - $500$ m	\$1,075
	Shoreline alterations/protection, channelization $> 500$ m	\$2,115
<b>Docks</b>	Shoreline disturbance $> 2$ m and/or total surface $> 20 m^2$	\$280



<b>Wetland Development</b> /Interference within 30m and 120m of a Provincially Significant Wetland or non-evaluated wetland	Minor Review	\$290
	Area affected $\leq$ 0.5 ha	\$685
	Area affected $>$ 0.5 ha and $\leq$ 1.0 ha	\$1,075
	Area affected $>$ 1.0 ha and $\leq$ 2.0 ha	\$2,115
Municipal Drain Maintenance (DART Protocol)		\$100
Screening Fee & Written Advice & Letter of Authorization (Example: minor development in regulated area in approved subdivisions)		\$135
Permit Amendment with minor changes to proposal or site conditions		\$135
S. 28 Application Review Hearing		\$415
Major Projects (ex. Minister's Zoning Order, applications that include several technical studies, $>$ 500 m shoreline work or watercourse realignment, development or interference with $>$ 2 ha wetland, subdivisions over 10 lots, fill placement over $>$ 2000 m <sup>3</sup> / $>$ 2.0 ha). Note: Additional charges for legal or technical peer-review may be applicable.		\$5,695
Issuance of new permit with no changes to proposal or site conditions will be reduced by 50%		

<b>Security Deposit</b>	Minor	\$1,000
	Major	\$2,000
<b>Property Inquiry</b> For written responses to legal, real estate and related financial (including CMHC) inquiries by landowners or others on their behalf for property inquiry letter; includes flood plain map (where applicable) and photocopy costs.	File Search Only (10 business days)	\$300
	Expedited Search (3 business days)	\$400
	With Site Inspection	\$515

Note:

- Permit Application fees where the only change in the original application is the time frame will be reduced by 50%
- Project descriptions are only typical examples. MVCA reserves the right to determine the fee based on each individual project proposal, on a case-by-case basis, at the discretion of the Manager of Planning and Regulations.

**Schedule "C" – Technical Report Review**

Technical reports are routinely prepared by qualified professionals in the fields of water resources engineering, hydro-geological investigation, site servicing, geotechnical engineering, environmental assessments, ecology and planning. Such experts are familiar with profession standards and provincial and local requirements in such matters

<b>Report Review (1<sup>st</sup> Submission)</b>	<b>Development Type</b>	<b>Fee</b>
<b>Normal Review (20 business days)</b> - <b>Floodplain hydrology analysis</b> - <b>Geotechnical Reports (unstable soils and slopes)</b> - <b>Wetland hydrology impact analysis</b> - <b>Environment impact studies</b> - <b>Stormwater management</b> - <b>Grading and drainage plan</b> - <b>Hydrological assessment</b> - <b>Groundwater and terrain analysis</b> - <b>Headwater Drainage Feature Assessment</b>	Development area <0.5 hectares	\$475
	Development area 0.5 hectares - < 2 hectares	\$930
	Development area > 2 hectares - < 5 hectares	\$1,950
	Development area > than 5 hectares	\$3,035
<b>Major Projects</b>		Hourly
<b>Additional Reviews</b>		Hourly

<b>Aggregate Resources Act Application Reviews</b> (Plus Schedule C fees as applicable)	\$4,120
<b>Written Technical Response to Inquiry</b> (1 Letter with O. Reg 153/06 Map)	\$35

**Note:**

- Reviews are prepared by 'qualified professionals' in the fields of water resources engineering, groundwater science, site servicing, geotechnical engineering, environmental assessments, floodproofing, ecology and planning to support appropriate development. Our reviews involve evaluation of whether the applicable guidelines and legislation have been appropriately addressed.
- Technical report review services are tracked per file on an hourly basis. Where reviews exceed the standard allocation review time, or require multiple submission and re-reviews, MVCA reserves the right to charge an hourly professional rate in addition to the initial fee.
- Major projects are those with a high level of concern about the local environment, complex ecological, ground water and surface water interactions and which may require MVCA staff attendance at multiple meetings with proponents, consultants or public meetings to satisfy regulatory requirements.

**MVCA Fee Schedule:  
2024**

Schedule "D" – Conservation Areas, Rentals, Programs and Administration (HST is in addition to all fees unless otherwise specified)

Conservation Area Use Type	Fee
<b>Conservation Area Use</b>	
*Day Pass Purdon	Donation only
*Day Pass Morris Island <sup>1</sup>	\$7
*Day Pass Mill of Kintail <sup>1</sup>	\$7
Seasonal Pass General	\$52
Additional Car Pass <sup>2</sup>	\$26
Lost General Pass	\$15
<b>Mill of Kintail Rentals</b>	
Cloister Area Weddings (4 Hour Minimum)	\$800
Additional Hourly	\$200
Last Minute Hourly (Less than 30 days)	\$100
Picnic Shelter	
Minimum 4 Hours	\$150
Hourly	\$25
Education Centre	
Minimum 4 Hours	\$150
Hourly	\$25
Gatehouse	
Minimum 4 Hours	\$250
Hourly	\$50
Community Groups	50% of rental fees
Museum Tour Groups (per person) <sup>3</sup>	\$3
Night Sky Observatory (annual fee)	\$200 (2024) \$210 (2025)
<b>Office Rentals</b>	
Boardroom and Meeting Rooms	
Per Day	\$250
Affiliated Groups <sup>4</sup>	FREE
<b>Staffing Fee for Rentals</b>	
Hourly	\$45

<sup>1</sup> HST Included

<sup>2</sup> Seasonal Pass – only one vehicle pass be provided per annual pass

<sup>3</sup> HST Exempt

<sup>4</sup> Affiliated Groups = meetings held at MVCA where MVCA staff participation/involvement is required and the Group objectives are in-line with MVCA goals and visions

Administrative Task Type	Fee
<b>Photocopies</b>	
Per page 8.5" x 11" (Black and White)	\$0.35
Per page 8.5" x 11" (Colour)	\$1.25
Per page Faxes or Scans	\$0.33

Education Type	Fee
<b>**Program Currently Suspended**</b>	<b>**Program Currently Suspended**</b>
On-site Education Programs (MOK)(2 hours)	
In-School Education Programs (2 hours)	
Cancellation Fee	
Wildlife Watches Day Camp	
Per Week <sup>3</sup>	
Cancellation Fee <sup>3</sup>	

Information and Professional Services	Fee	
<b>Reports</b>	Small: 1-30 pages	\$140
Base Cost (Digital and Paper)	Medium: 31-100 pages	\$275
	Large: 100 + pages	\$430
	Minimum Processing Fee <sup>3</sup>	\$60
	Administrative Rate <sup>3</sup>	\$80/hr
	Technical Rate <sup>3</sup>	\$90/hr
	Professional Rate <sup>3</sup>	\$110/hr
	Management Rate <sup>3</sup>	\$140/hr
<b>Models – digital copies</b>		\$2,200 <b>per model</b>
Hydrological Model (HEC-HMS, SWMHYMO, PCSWMM) <sup>3</sup>		- plus staff time
Hydraulic Model (HEC2, HEC-RAS) <sup>3</sup>		

Schedule "E" – Stewardship Service

Stewardship Services	Fee	Rationale
<b>Trees and Shrubs</b>		
Seedlings (trees and shrubs)	\$3	Average cost for bare-root stock from supplier
Potted shrubs	\$11	Average cost for potted stock from supplier (1 gal or 2 gal)
Potted Trees	\$17	Average cost for potted stock from supplier (1 gal or 2 gal)
Coco Disks	\$1	Cost from supplier

**REPORT****3370/23**

TO:	Finance & Administration Committee
FROM:	Stacy Millard, Treasurer
RE:	<b>Reserve Policy Update</b>
DATE:	November 22, 2023

**RECOMMENDATIONS**

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

- 1. Approve amendment of the Reserve Policy to provide for Category 2 and 3 reserves, as outlined in this report.**
- 2. Approve transfer of reserve balances as set out in this report.**

**1.0 PURPOSE**

When the Board approved the reserve policy in July 2022 it was noted that additional updates would be required to address the complexity created by the new funding model, specifically as it relates to planning for potential Category 2 and 3 revenue shortfalls and the need to build reserves to support Category 3 capital infrastructure. This report recommends the creation of two new operating reserves, a renaming and broadening of the existing capital reserve, and the transfer of funds amongst reserves.

**2.0 CURRENT STATE**

Table 1 lists projected 2023 year-end reserve balances based upon the August 31, 2023 YTD Budget report presented to the Board on October 16, 2023.

**Table 1: Projected 2023 Year-end Reserve & Reserve Fund Balances**

<b>Operating Reserve</b>	<b>Unaudited</b>
General/Operating Reserve	\$1,485,357
<b>Restricted Reserve Funds</b>	
Building	\$648,069
Conservation Areas	\$185,700
Information Technology	\$80,158
Museum Building & Art (Category 2 &3)	\$6,760

<b>Restricted Reserve Funds</b>	
Sick pay	\$73,843
Vehicles	\$220,863
Water Control Structures	\$386,139
Priority Projects	\$356,336

### **3.0 RESERVE POLICY UPDATE**

The following changes are proposed:

1. Rename the “General/Operating Reserve” to “Category 1 Operating Reserve”.
2. Open two new operating reserves as follows:
  - Category 2 Operating Reserve – to address temporary funding shortfalls;
  - Category 3 Operating Reserve – to address temporary funding shortfalls;
3. Set a target balance for the Category 2 operating reserve equal to 1-year of pro-rated payroll costs for staff working on Category 2 programs.
4. Set a target balance for the Category 3 operating reserve equal to 1-year of pro-rated payroll costs for staff working on Category 3 programs.

Pro-rated in this instance means that if an employee is budgeted to work 30% of the year on Category 3 programming that only 30% of their salary would be applied to calculating the target reserve balance. This approach supports overall corporate business continuity as it ensures that employees performing category 1 services can continue to do so in the event of category 2 and 3 funding shortfalls.

5. Close the “Museum Building & Art (Category 2 & 3)” reserve.
6. Open a new “Category 3 Capital Reserve” – to support delivery of Category 3 capital projects.
7. Set the target balance for the Category 3 Capital Reserve equal to 100% of the Category 3 five-year Capital Plan.<sup>1</sup>

### **4.0 ALLOCATIONS TO RESERVES**

It is recommended that initial contributions to the new reserves be made from the existing Museum Building & Art Reserve, the Building (HQ) Reserve, and from the General/Operating Reserve.

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<sup>1</sup> This is consistent with the targets set for other MVCA capital reserves.

Table 2 shows the recommended targeted balances based upon staff allocations in the draft 2024 Budget and the current 10-year Capital Plan. It also shows recommended transfers between accounts.

**Table 2: Proposed Reserve Targets and Transfers**

<b>Reserve Fund</b>	<b>Target Balance</b>	<b>Change</b>	<b>Projected 2023 YE Balance</b>
Cat. 1 Operating Reserve	\$747,000	-\$208,000	\$1,270,597
Cat. 2 Operating Reserve	\$144,500	\$89,000	\$89,000
Cat. 3 Operating Reserve	\$270,000	\$125,760	\$125,760
Cat. 3 Capital Reserve	\$114,732	\$39,000	\$39,000
Museum Building & Art Reserve	\$0	-\$6,760	\$0
Building (HQ) Reserve	\$1,527,620	-\$39,000	\$609,069

Proposed transfers reflect the percentage allocations set-out in the Category 2 and 3 municipal agreements, specifically:

- 6% of the current General/Operating Reserve has been reassigned to the Category 2 Operating Reserve;
- 8% of the current General/Operating Reserve has been reassigned to the Category 3 Operating Reserve; and
- 2% of MVCA's capital reserves has been reassigned to the Category 3 Capital Reserve.<sup>2</sup>

It is recommended that the current balance of \$6,760 in the Museum Building & Art Reserve be transferred to the Category 3 Operating Reserve as there is a greater need for operating than capital funds at this time due to the uncertainty of annual student grants.

## **5.0 CORPORATE STRATEGIC PLAN**

Update of the Authority's Reserve and Reserve fund Policy aligns with Goals 1 and 3 of the *2021-2025 Corporate Strategic Plan*, as follows:

**Goal 1: Asset Management** – revitalize watershed management activities and invest in our legislated mandate.

- a) Implement the five-year capital program
- b) Strengthen our risk analysis and management capacity to include climate change and development impacts.

<sup>2</sup> Amongst MVCA's 8 restricted reserve funds (shown in Table 1), the Building (HQ) Reserve has the greatest capacity for redistribution of funds and was used for this purpose.



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

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

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# REPORT

3371/23

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Stacy Millard, Treasurer
RE:	<b>Draft 2024 Budget</b>
DATE:	November 22, 2023

## Recommendation:

**That the Finance & Administration Advisory Committee recommend the Draft 2024 Budget be tabled with the Board of Directors for consideration and circulated to member municipalities for comment.**

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## 1.0 TOTAL BUDGET

The proposed 2024 budget is \$6,346,737 as shown in Table 1. Details of the Draft 2024 Budget are contained in Attachment 2.

<b>Table 1: TOTAL BUDGET</b>	<b>2022 Actuals</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Operating</b>	3,955,961	4,524,962	<b>4,542,341</b>
<b>Capital</b>	1,466,638	1,438,327	1,804,397
<b>Total</b>	<b>5,422,599</b>	<b>5,963,289</b>	<b>6,346,737</b>

## 2.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on September 11, 2023, the municipal levy portion of the Draft 2024 Budget shows increases of:

- 2.5% on the operating budget for inflation;
- 2.0% on the operating budget to allow for continued implementation of the Workforce Plan;
- 7.5% on the capital budget to implement the 10-year Capital Plan; and
- 1.5% on both the operating and capital budgets to allow for assessment growth.

Combined, these increases raise the Total Municipal Levy by 6.5% as shown in Table 2. Impacts on individual municipal levies are provided in Attachment 1. The Special Levy is for delivery of a program unique to paid by the City of Ottawa.<sup>1</sup>

<b>Table 2: MUNICIPAL LEVIES</b>	<b>2023</b>	<b>2024</b>
<b>General Operating Levy</b>	2,962,450	3,140,197
<b>Capital Levy</b>	634,628	691,745
<b>Total Levy</b>	<b>3,597,079</b>	<b>3,831,942</b>
<b>Special Levy</b>	71,500	68,000

### 3.0 IMPLEMENTATION OF O.REG. 402/22

This year’s budget was developed and is presented in a manner to comply with O.Reg. 402/22 that prescribes how CA budgets are to be apportioned between category 1, 2, and 3 programs and services.<sup>2</sup> The budget also reflects the agreements approved<sup>3</sup> by member municipalities to allow for the following:

- Up to 14% of the Municipal Operating Levy to be allocated to Category 2 and 3 programs and services; and
- Up to 2% of the Municipal Capital Levy to be allocated to Category 3 infrastructure.

Accordingly, the 2024 Draft Budget is organized as follows:

- 2024 Operating Budget Summary
  - Category 1 Programs & Services (mandatory)
  - Category 2 Programs & Services (support municipalities)
  - Category 3 Programs & Services (optional, public-facing programs)
- 2024 Capital Budget Summary
  - Category 1 infrastructure sheets
  - Category 3 infrastructure (structures at the Mill of Kintail)

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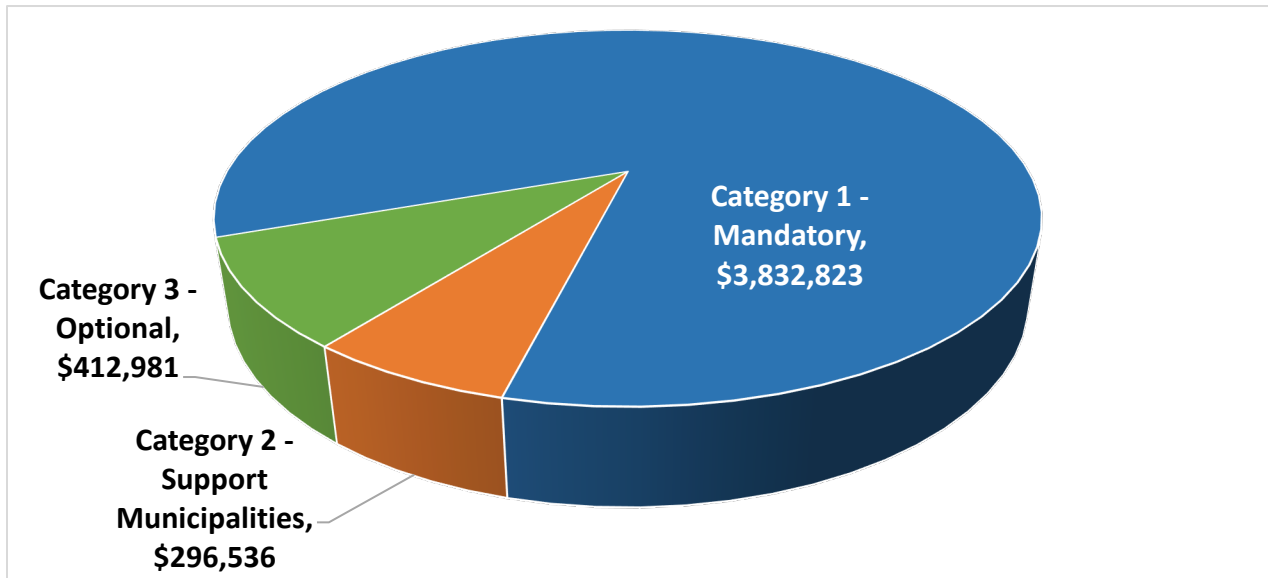
<sup>1</sup> Several years ago, the City contracted-out its city-wide water quality monitoring program to the three local CAs. The City requested that this remain as a special levy as opposed to being considered a Category 2 program.

<sup>2</sup> As set out in O.Reg. 686/21 and 687/21.

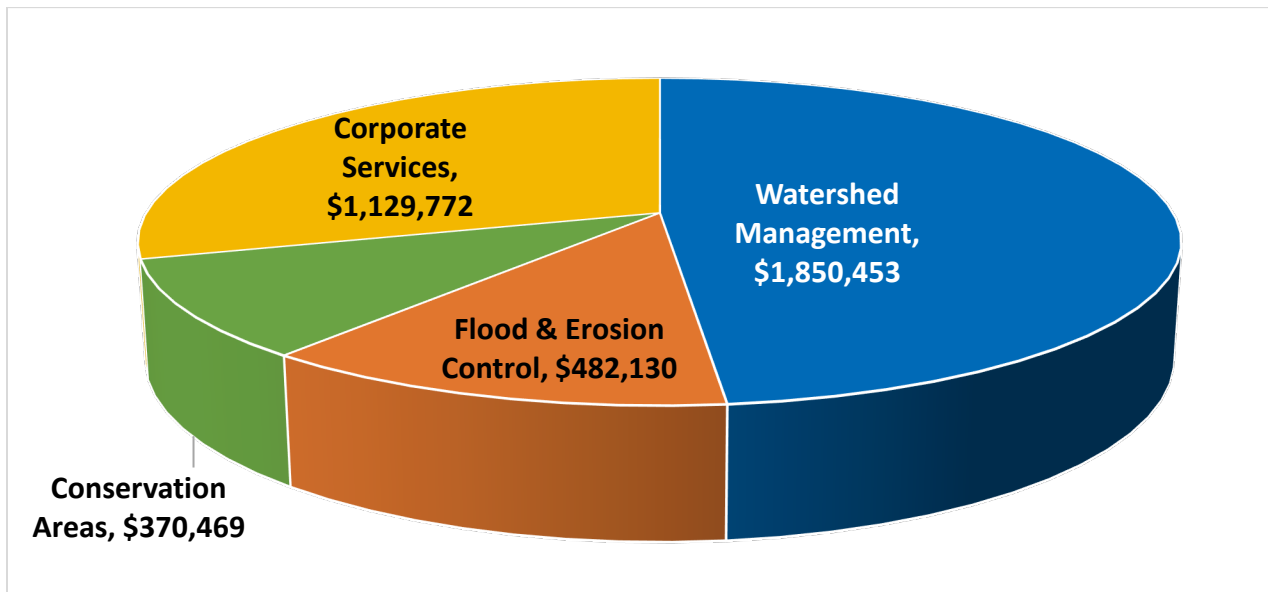
<sup>3</sup> All municipalities have approved but not all have executed the agreements. All are expected to be in place by the regulatory deadline.

Figure 1 shows the division of Total Operating Costs amongst the three categories of programs and services. Note, not all Category 2 and 3 costs are covered by the Municipal Levy. Figure 2 illustrates the allocation of costs within the Category 1 operating budget.

**Figure 1: Draft 2024 Operating Budget by Category of Program & Services**



**Figure 2: Draft 2024 Category 1 Expenditures**



## **4.0 OPERATING BUDGET**

### **4.1 Assumptions**

Employee compensation is the largest cost category, constituting 75% of the Draft 2024 Operating and 9% of the Capital Budget.<sup>4</sup> MVCA’s practice is to use the CPI rate that is available for the September Board meeting to determine annual inflationary wage increases. This year the rate was 3.3%, and the draft budget assumes a 3.3% increase. Other key operating budget assumptions are the following:

- No changes to the provincial Section 39 grant of \$128,436
- MVCA will obtain approximately \$179,235 (4%) through other grants and contributions
- MVCA will earn approximately \$511,295 (11%) of revenues through fees for service
- A \$138,869 draw down of the Operating Reserve to allow for continued implementation of MVCA’s Workforce Plan.
- Distribution of insurance, utility and other costs at the Mill of Kintail between Category 1 and 3 programs.

The proposed drawdown of the Operating Reserve leaves an account balance that complies with the Authority’s Reserve Policy.

### **4.2 Projects**

Year-over-year changes to the operating budget are largely associated with inflationary increases and special projects. The following is a list of key projects proposed to be carried out in 2024. Those marked with an asterisk are mandatory and must be completed by December 31, 2024. Several projects are contingent upon grants and will only proceed if the necessary funds are obtained. A few projects listed were scheduled for 2023 that were postponed or are ongoing.

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 1. Hazard Identification and Mapping | 9. Land Inventory*                    |
| 2. WCS Asset Management Plan*        | 10. Conservation Area Strategy*       |
| 3. WCS Operations Plan*              | 11. Mill of Kintail Masterplan Update |
| 4. Carp R. Floodplain Mapping Update | 12. Clyde Storage Study               |
| 5. Kinburn Drain                     | 13. Poole Creek Wetland Study         |
| 6. Upper Feedmill Creek              | 14. ECC Climate Action Project        |
| 7. City AG3 Maintenance              | 15. Review of Education Program       |
| 8. Carp Erosion Control              |                                       |

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<sup>4</sup> MVCA is permitted to charge staff time to capitalized assets on which they perform capital works, for example the recently completed work at Carleton Place Dam.

## 5.0 CAPITAL BUDGET

Capital projects planned at water control structures (WCS) in 2024 are listed below, with required funding sources indicated in brackets:

- Lanark Dam \$80,000
- Farm Lake Dam - Safety Assessment \$25,000
- Widow Lake Dam (WECI) \$80,000
- Kashwakamak Lake Dam EA (DMAF/WECI) \$60,000
- Kashwakamak Lake Dam Design \$40,000

Capital improvements proposed at conservation areas in 2024 are the following:

- Purdon Boardwalk \$18,000
- Purdon Stairs \$5,250
- MOK - Workshop Building \$15,000
- MOK – Washrooms \$30,000
- Morris Island \$10,000

Capital improvements proposed at the HQ building in 2024 consists of installing the new municipal sewer and water connection and decommissioning the existing well, septic, and water storage systems at an estimated cost of \$715,000. This work was scheduled for 2023 but postponed to 2024.

In addition, fleet and IT purchases will be made as needed as outlined in the Fleet Management Plan and IT Asset Management Plan.<sup>5</sup>

## 6.0 RESERVES

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

<b>Table 3: Reserve Balance</b>	<b>2022 - Year End Actual</b>	<b>2023 - Projected</b>	<b>2024 - Projected</b>
Operating Reserve – YE Balance	\$1,502,834	1,485,357	1,288,571
Capital Reserves – YE Balance	\$2,130,166	\$1,951,108	1,723,456
Contribution to Reserves		131,528	0
Allocations from Reserves		328,063	424,438

<sup>5</sup> Refer to reports 3367/23 and 3368/23.

## 7.0 LONG-TERM DEBT

Table 4 shows MVCA's current debt schedule.

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

Annual debt payments are made from the annual capital budget.

## 8.0 NEXT STEPS

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

## Attachment 1: Impact on Municipal Levies

The following table shows the impact of the draft 2024 Budget on projected municipal levies and highlights three municipalities where the annual apportionment has increased.

Municipality	2023 Apportionment %	2024 Apportionment %	2023 Levy	2024 Levy	Variance	% Increase
Addington Highlands	0.1578	0.1551	5,678	5,945	267	4.71
<b>Beckwith</b>	<b>0.6784</b>	<b>0.6922</b>	24,403	26,524	2,121	8.69
<b>Carleton Place</b>	<b>2.5368</b>	<b>2.6709</b>	91,252	102,347	11,095	12.16
Central Frontenac	0.4357	0.4303	15,672	16,490	818	5.22
Drummond/North Elm	0.4880	0.4870	17,554	18,662	1,108	6.31
Greater Madawaska	0.0350	0.0351	1,259	1,344	85	6.76
Lanark Highlands	1.1218	1.1084	40,353	42,473	2,120	5.25
<b>Mississippi Mills</b>	<b>2.7352</b>	<b>2.7838</b>	98,387	106,674	8,287	8.42
North Frontenac	0.9283	0.9116	33,391	34,931	1,540	4.61
Ottawa	90.2534	90.1030	3,246,487	3,452,696	206,209	5.35
Tay Valley	0.6295	0.6226	22,644	23,857	1,213	5.36
<b>Total</b>	<b>100</b>	<b>100</b>	<b>3,597,079</b>	<b>3,831,942</b>	<b>234,864</b>	<b>6.53</b>





# Draft 2024 BUDGET

November 2023

# Mississippi Valley Conservation Authority



## Our Board of Directors:

Rear: Roy Huetl, Janet Mason, Paul Kehoe, John Karau (now retired)

Middle: Helen Yanch, Cindy Kelsey, Mary Lou Souter, Dena Comley

Front: Richard Kidd, Cathy Curry, Bev Holmes, Clarke Kelly, Taylor Popkie, Jeff Atkinson

Absent: Allan Hubley, Allison Vereyken, Andrew Kendrick, Glen Gower, and Steve Lewis

MVCA was established in 1968 to deliver programs for the **conservation, restoration, development and management of natural resources** in the Mississippi River and Carp River watersheds and in areas draining to the Ottawa River from the outlet of the Mississippi River downstream to Shirley's Bay.

We are a not-for-profit organization governed by a Board of Directors comprised of 17 representatives from the eleven municipalities we serve, and a provincially appointed agricultural representative.

Our annual budget was developed in accordance with Ontario Regulation 402/22 under the *Conservation Authorities Act*.

# What we do

MVCA delivers a variety of programs and services ranging from the planning, design, and operation of water control structures through to the delivery of shoreline planting programs, and the operation of conservation areas. Our primary mandate is to deliver the following **Category 1** programs and services:

- Identify and delineate natural hazards (flooding, erosion, and unstable soils)
- Administer a permitting system that limits development in hazardous areas
- Undertake regulatory compliance promotion, monitoring and enforcement
- Review and comment on planning applications on behalf of the province
- Forecast and issue flood warnings, and coordinate drought response
- Monitor and manage ice
- Manage water and erosion control structures we own or operate for others
- Manage conservation lands we own or operate for others

These activities constitute the majority of our work and ~84% of the Draft 2024 Operating Budget.

## Category 1

- CA programs and services mandated by regulation.

## Category 2

- Services that MVCA provides to help municipalities meet their legislated responsibilities.

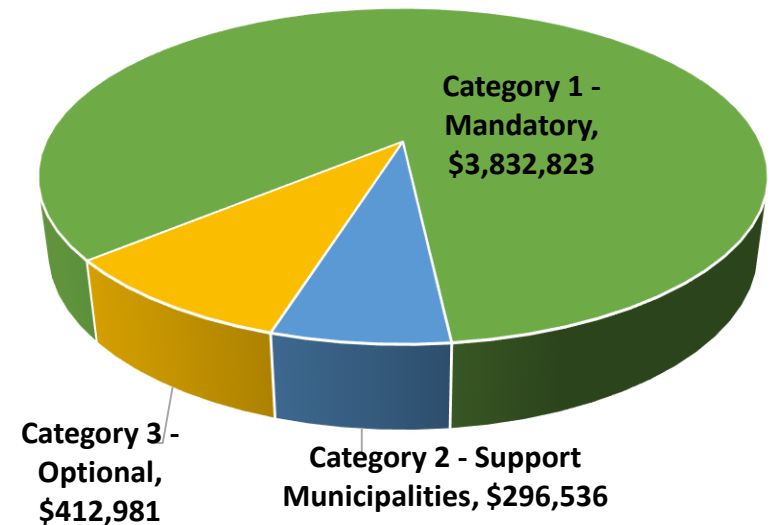
## Category 3

- Optional, largely community-based programs that MVCA delivers as funding allows.

Our eleven municipalities pay an annual levy that covers ~69% of our annual operating costs. Earlier this year they authorized spending up to 14% of their annual levy on Category 2 and 3 programs.

# Budget Summary

<b>DRAFT 2024 BUDGET</b>	<b>2022 Actuals</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Operating</b>	\$3,955,961	\$4,524,962	\$4,542,321
<b>Capital</b>	\$1,466,638	\$1,438,327	\$1,804,397
<b>Total</b>	\$5,422,599	\$5,963,289	\$6,346,737



MVCA is currently in a period of significant capital renewal, with over \$1 million in capital expenditures occurring per year, largely to address the needs of water and erosion control structures. In 2024, several capital works and their precursor studies are planned, in particular at Kashwakamak Lake Dam and at various structures on the Clyde River. MVCA is continuing to expand its water gauge system, enhance its predictive modeling capabilities, and implement its hazard identification and mapping program.

Increases to the operating budget are largely associated with cost of living increases to employee wages, increases in goods and service costs like insurance and construction materials, and increased regulatory requirements such as the new ice monitoring program.

The budget is divided by regulatory category and by program area. Appendix 1 shows the impact of this budget on our operating and capital reserves. Appendix 2 provides a summary of municipal level apportionments. Appendix 3 contains details budget sheets.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Watershed Management</b>								
<b>Technical Studies</b>								
Compensation	\$715,093	<b>\$734,378</b>						
Operating Expenses	\$71,100	<b>\$33,700</b>						
Special Projects	\$224,270	<b>\$79,000</b>						
Subtotal	\$1,010,463	<b>\$847,078</b>	\$529,907	\$25,000	\$147,671	\$140,500	\$4,000	\$847,078
<b>Planning &amp; Regulations</b>								
Compensation	\$940,609	<b>\$905,875</b>						
Operating Expenses	\$134,500	<b>\$82,500</b>						
Special Projects	\$15,000	<b>\$15,000</b>						
Subtotal	\$1,090,109	<b>\$1,003,375</b>	\$708,375	\$0	\$0	\$280,000	\$15,000	\$1,003,375
<b>TOTAL</b>	<b>\$2,100,573</b>	<b>\$1,850,453</b>	<b>\$1,238,282</b>	<b>\$25,000</b>	<b>\$147,671</b>	<b>\$420,500</b>	<b>\$19,000</b>	<b>\$1,850,453</b>

## Scope

Watershed management activities focus on the identification and management of natural hazards by:

- Monitoring water flows and levels, ice, surface and ground water quality, and changes in hydrologic and hydraulic conditions.
- Carrying out field investigations and developing predictive tools to identify, map, and managing natural hazards.
- Administering the regulatory permitting system to direct development away from hazards.
- Reviewing and commenting on planning applications on behalf of the province for compliance with provincial policy and regulations.

## 2024 Special Projects

- Ottawa Floodplain Mapping Update (Carp)
- Kinburn Drain
- Upper FeedMill Creek
- Carp Erosion Control
- Hazard identification and mapping
- WCS Asset Management Plan
- WCS Operating Plans

## Details

Refer to sheets 1, 2 and 3 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Flood &amp; Erosion Control</b>								
<b>Flood Forecasting &amp; Warning</b>								
Compensation	\$209,765	\$173,679						
Operating Expenses	\$37,592	\$51,092						
Special Projects								
Subtotal	\$247,357	\$224,771	\$224,771	\$0	\$0	\$0	\$0	\$224,771
<b>Dam Operations &amp; Maintenance</b>								
Compensation	\$137,159	\$167,859						
Operating Expenses	\$123,650	\$89,500						
Special Projects								
Subtotal	\$260,809	\$257,359	\$201,564	\$0	\$0	\$55,795	\$0	\$257,359
<b>TOTAL</b>	<b>\$508,166</b>	<b>\$482,130</b>	<b>\$426,335</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,795</b>	<b>\$0</b>	<b>\$482,130</b>

## Scope

Flood & Erosion control activities focus on the following:

- monitoring and analysis of current water levels and flows and weather conditions
- using predictive tools to identify short and medium-term risks of flooding and the potential need to operate control structures
- operating water control structures to mitigate potential flooding
- notifying the public and key stakeholders of potential flood risks and coordinating drought response.
- collaborating with partner organizations such as OPG and MNRF for overall river management.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheets 4 and 5 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Conservation Areas</b>								
<b>Conservation Areas</b>								
Compensation	\$314,061	\$233,813						
Operating Expenses	\$102,450	\$64,800						
Special Projects								
Subtotal	\$416,511	\$298,613	\$235,696	\$32,917	\$0	\$25,000	\$5,000	\$298,613
<b>Technical Studies</b>								
Compensation	\$0	\$60,856						
Operating Expenses	\$0	\$0						
Special Projects	\$0	\$11,000						
Subtotal	\$0	\$71,856	\$71,856	\$0	\$0	\$0	\$0	\$71,856
<b>TOTAL</b>	<b>\$416,511</b>	<b>\$370,468</b>	<b>\$307,551</b>	<b>\$32,917</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$5,000</b>	<b>\$370,468</b>

## Scope

MVCA has six conservation areas: four that it owns, and two at City of Ottawa properties. Operational activities at these sites include the following:

- Year-round site maintenance (parking areas, trails and bridges, washrooms, signage, grass)
- Hazard tree, drinking water and other health and safety inspections and measures.
- Public notifications and other communications.

## 2024 Special Projects

- Land Inventory
- Conservation Area Strategy
- Mill of Kintail Masterplan Update

## Details

Refer to sheets 6 and 7 in Appendix 3.

	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Corporate Services</b>								
<b>Corporate Services</b>								
Compensation	\$712,926	\$721,172						
Operating Expenses	\$395,586	\$407,100						
Special Projects	\$0	\$1,500						
<b>TOTAL</b>	<b>\$1,108,512</b>	<b>\$1,129,772</b>	<b>\$844,903</b>	<b>\$138,869</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$136,000</b>	<b>\$1,129,772</b>

## Scope

Corporate services refers to the variety of services used to support delivery of our mandate and includes the following activities :

- Board administration and corporate governance
- Financial management
- Fleet management
- Information and communication technology support
- Communications
- Utility and other operating expenses at our office on Highway 7

## 2024 Special Projects

- Land Inventory
- Conservation Area Strategy
- Mill of Kintail Masterplan Update

## Details

Refer to sheets 8 thru 12 in Appendix 3.



CATEGORY 2: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Watershed Management</b>								
<b>Technical Studies</b>								
Compensation	\$0	\$144,536						
Operating Expenses	\$0	\$82,000						
Special Projects	\$0	\$70,000						
<b>TOTAL</b>	<b>\$0</b>	<b>\$296,536</b>	<b>\$178,536</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$68,000</b>	<b>\$0</b>	<b>\$296,536</b>

## Scope

Approximately 6% of the Annual Operating Levy goes towards the following technical supports to our eleven member municipalities:

- Field monitoring of surface water bodies that are not captured in the provincial monitoring program and for parameters not captured under that program.
- Watershed planning and implementation of watershed plans.
- Public engagement including administrative support to the Mississippi River Watershed Plan Implementation Public Advisory Committee.

## 2024 Special Projects

- Clyde Water Storage Study
- Poole Creek Wetland Study
- ECC Climate Action Project

## Details

Refer to sheets 13 and 14 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Stewardship</b>								
<b>Stewardship</b>								
Compensation	\$70,983	\$82,571						
Operating Expenses	\$7,500	\$7,500						
Special Projects	\$134,595	\$69,450						
<b>TOTAL</b>	<b>\$213,078</b>	<b>\$159,521</b>	<b>\$51,996</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$97,525</b>	<b>\$0</b>	<b>\$159,521</b>

## Scope

MVCA administers a variety of programs to help property owners, community groups and the public at large take action to prevent soil erosion, maintain and restore ecological features and functions, including:

- County of Lanark Program - Community Forest
- Ottawa Clean Water Program
- Shoreline Naturalization
- ALUS Project Delivery
- City Stream Watch
- Rural Stream Watch
- Trees Canada Program (RVCA Partnership)

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 15 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Education</b>								
<b>Education</b>								
Compensation	\$0	\$41,470						
Operating Expenses	\$0	\$4,700						
Special Projects	\$15,000	\$15,000						
<b>TOTAL</b>	<b>\$15,000</b>	<b>\$61,170</b>	<b>\$19,970</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$25,200</b>	<b>\$10,000</b>	<b>\$61,170</b>

## Scope

MVCA's education program was suspended during the pandemic. We plan to reintroduce an education program over the coming years, and are beginning by reintroducing our popular summer camp program.

This budget will allow MVCA to offer a nature-focused camp experience for up to 120 children over the months of July and August.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 16 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					Total Revenue
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
<b>Visitor Services</b>								
<b>Visitor Services</b>								
Compensation	\$111,871	\$146,130						
Operating Expenses	\$51,250	\$46,159						
Special Projects								
<b>TOTAL</b>	<b>\$163,121</b>	<b>\$192,289</b>	<b>\$72,623</b>	<b>\$0</b>	<b>\$23,445</b>	<b>\$74,000</b>	<b>\$22,221</b>	<b>\$192,289</b>

## Scope

Our Mill of Kintail site has been developed over the years to provide a variety of community-based services including the following:

- The Mill of Kintail Museum – displays artifacts from the lives of James Naismith and R. Tait McKenzie, renowned Canadians.
- Gate House – rented by community groups and individuals; houses our museum archives.
- Cloister and Picnic Shelter – rented by community groups and individuals for special events.

This budget provides for museum and site management. MVCA is working towards full cost-recovery of these programs.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 17 in Appendix 3.

Capital Budget	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Capital Budget</b>								
<b>Category 1</b>								
WECI Capital Projects	\$327,160	<b>\$285,000</b>	\$98,925	\$36,075	\$150,000	\$0	\$0	\$285,000
Conservation Areas	\$231,000	<b>\$78,250</b>	\$58,250	\$0	\$0	\$0	\$20,000	\$78,250
Corporate Projects	\$470,000	<b>\$891,850</b>	\$86,850	\$90,000	\$0	\$0	\$715,000	\$891,850
Tech Studies - Capital	\$97,750	<b>\$174,375</b>	\$124,375	\$50,000	\$0	\$0	\$0	\$174,375
Debt Repayment	\$312,417	<b>\$344,922</b>	\$309,510	\$35,412	\$0	\$0	\$0	\$344,922
<b>Category 3</b>								
Mill of Kintail	\$0	<b>\$30,000</b>	\$13,835	\$16,165	\$0	\$0	\$0	\$30,000
<b>TOTAL</b>	<b>\$1,438,327</b>	<b>\$1,804,397</b>	<b>\$691,745</b>	<b>\$227,652</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$735,000</b>	<b>\$1,804,397</b>

### Water & Erosion Control Infrastructure (WECI) projects:

- Lanark Dam
- Farm Lake Dam - Safety Assessment
- Widow Lake Dam (WECI)
- Kash Lake Dam EA (DMAF/WECI)
- Kash Lake Dam Design

### Conservation Area projects:

- Purdon Boardwalk
- Purdon Stairs
- MOK - Workshop Building
- MOK Washrooms
- Morris Island improvements
- Category 3:
  - MOK Museum & Gatehouse stone work
  - Gatehouse - veranda joists & flooring

### Other projects:

- Gauge Network
- Trimble System
- MVCA FFW System Model
- DRAPE data purchase
- AV equipment purchase

## Details

Refer to sheets 18-23 in Appendix 3.

## Appendix 1: Impact on Reserves

	Dec 31 2022 Balance	2023 Projected Allocations FROM Reserves	2023 Projected Allocations TO Reserves	Projected 31 2023 Balance	Dec 2024 Budget Allocations FROM Reserves	2024 Budget Allocations TO Reserves	Projected 31 2024 Balance	Dec
<b>Capital Reserves</b>								
Building (HQ) Reserve	\$573,701	\$39,000	\$74,368	\$609,069	\$0		\$609,069	
Conservation Areas Reserve	\$185,700			\$185,700			\$185,700	
Information & Communication Technology Reserve	\$80,158			\$80,158	\$45,000		\$35,158	
Priority Projects (Formerly Glen Cairn)	\$438,836	\$82,500		\$356,336	\$50,000		\$306,336	
Sick Pay (STD) Reserve	\$73,843			\$73,843			\$73,843	
Vehicles & Equipment Reserve	\$263,537	\$42,674		\$220,863	\$45,000		\$175,863	
Water Control Structure Reserve - MVCA	\$514,391	\$185,412	\$57,160	\$386,139	\$71,487		\$314,652	
Category 3 Capital Reserve			\$39,000	\$39,000	\$16,165		\$22,835	
<b>Total</b>	<b>\$2,130,166</b>	<b>\$349,586</b>	<b>\$170,528</b>	<b>\$1,951,108</b>	<b>\$227,652</b>	<b>\$0</b>	<b>\$1,723,456</b>	
<b>Operating Reserves</b>								
Museum Building & Art Reserve	\$6,760	\$6,760		\$0			\$0	
Operating Reserve	\$1,496,074	\$225,477		\$1,270,597	\$196,786	\$0	\$1,073,811	
Category 2 Operating Reserve			\$89,000	\$89,000			\$89,000	
Category 3 Operating Reserve			\$125,760	\$125,760			\$125,760	
<b>Total</b>	<b>\$1,502,834</b>	<b>\$232,237</b>	<b>\$214,760</b>	<b>\$1,485,357</b>	<b>\$196,786</b>	<b>\$0</b>	<b>\$1,288,571</b>	
<b>TOTAL</b>	<b>\$3,633,000</b>	<b>\$581,823</b>	<b>\$385,288</b>	<b>\$3,436,465</b>	<b>\$424,438</b>	<b>\$0</b>	<b>\$3,012,027</b>	

## Appendix 2: 2024 Total Municipal Levy (General Benefiting)

Municipality	2023 Apportionment %	2023 Levy	2024 Apportionment %	2024 Levy	Variance	% Ch.
Addington Highlands	0.1578	\$5,678	0.1551	\$5,945	\$267	4.71%
Beckwith	0.6784	\$24,403	0.6922	\$26,524	\$2,121	8.69%
Carleton Place	2.5368	\$91,252	2.6709	\$102,347	\$11,095	12.16%
Central Frontenac	0.4357	\$15,672	0.4303	\$16,490	\$818	5.22%
Drummond/North Elmsley	0.4880	\$17,554	0.4870	\$18,662	\$1,108	6.31%
Greater Madawaska	0.0350	\$1,259	0.0351	\$1,344	\$85	6.76%
Lanark Highlands	1.1218	\$40,353	1.1084	\$42,473	\$2,120	5.25%
Mississippi Mills	2.7352	\$98,387	2.7838	\$106,674	\$8,287	8.42%
North Frontenac	0.9283	\$33,391	0.9116	\$34,931	\$1,540	4.61%
Ottawa	90.2534	\$3,246,487	90.1030	\$3,452,696	\$206,209	6.35%
Tay Valley	0.6295	\$22,644	0.6226	\$23,857	\$1,213	5.36%
<b>Total</b>	<b>100</b>	<b>\$3,597,079</b>	<b>100</b>	<b>\$3,831,942</b>	<b>\$234,864</b>	<b>6.53%</b>

# Appendix 3: Budget Details



**Category 1: Watershed Management - Technical Studies**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>	\$715,093	\$698,784
<b>Mileage &amp; General Expenses</b>	\$8,250	\$3,200
<b>Staff Development</b>	\$8,250	\$7,000
<b>Materials/Supplies/Gen Expenses</b>	\$3,600	\$5,000
<b>Ice Monitoring Program Setup</b>	\$8,500	\$5,000
<b>Topo-bathymetric Data Collection Program</b>	\$0	
<b>Technical Studies</b>		
Ottawa Floodplain Mapping Update (Carp)	\$5,000	\$5,000
Kinburn Drain		\$11,000
Upper FeedMill Creek		\$6,000
City AG3 Maintenance		
Carp Erosion Control	\$0	\$5,000
MVCA FPM Projects (Clyde)	\$123,000	\$1,000
Poole Creek SubWatershed Study	\$3,000	
Mississippi River Watershed Plan & Implementation	\$30,000	
CA Strategy (ECCC-CO)	\$30,000	
FHIMP - Land Cover Update	\$33,270	
Hazard Identification and Mapping		\$50,000
WCS Asset Management Plan		\$500
WCS Operations Plan		\$500
<b>Total</b>	<b>\$967,963</b>	<b>\$797,984</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Operating</b>	<b>\$247,357</b>	<b>\$480,813</b>
<b>Reserve Funds</b>	<b>\$138,070</b>	<b>\$25,000</b>
Special Reserves - Priority Projects (formerly Glen Cairn)	\$138,070	\$25,000
<b>Provincial and Federal Grants</b>	<b>\$217,471</b>	<b>\$147,671</b>
Provincial Grant - Section 39	\$128,436	\$128,436
Student Grants	\$14,235	\$14,235
FHIMP - Clyde River FPM	\$74,800	\$5,000
<b>Fees for Service</b>	<b>\$5,000</b>	<b>\$140,500</b>
Ottawa Floodplain Mapping Update (Carp)	\$5,000	\$20,000
Kinburn Drain		\$53,000
Upper FeedMill Creek		\$30,000
City AG3 Maintenance		\$2,500
Carp Erosion Control	\$0	\$5,000
Hazard Identification and Mapping		\$30,000
<b>Other Revenue</b>	<b>\$3,000</b>	<b>\$4,000</b>
Other -Professional Services / Staff Time	\$0	\$1,000
Other - Deferred Revenue (Poole Creek/ Ottawa FP Ma	\$3,000	\$3,000
<b>Total</b>	<b>\$610,899</b>	<b>\$797,984</b>

**Category 1: Watershed Management - Technical Studies - Monitoring**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Wages/Benefits</b>		\$35,594
<b>Mileage &amp; General Expenses</b>	\$36,500	\$5,000
<b>Staff Development</b>		\$1,000
<b>Materials/Supplies/Gen Expenses</b>		\$1,500
<b>Lab Analysis (throughout watershed)</b>	\$6,000	\$6,000
<b>Total</b>	<b>\$42,500</b>	<b>\$49,094</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Municipal Levy - Operating</b>	\$42,500	\$49,094
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>		
<b>Other Revenue</b>		
<b>Total</b>	<b>\$42,500</b>	<b>\$49,094</b>

**Category 1: Watershed Management - Planning & Regulations**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Wages/Benefits</b>	\$940,609	\$905,875
<b>Mileage &amp; General Expenses</b>	\$7,500	\$8,000
<b>Staff Development</b>	\$7,500	\$8,500
<b>Materials/Supplies/Gen Expenses</b>	\$2,500	\$1,000
<b>Insurance</b>		\$20,000
<b>Legal Fees</b>	\$17,000	\$30,000
<b>Advisory Services (RVCA)</b>	\$25,000	\$15,000
<b>Septic Prgogram</b>	\$75,000	
<b>Consulting - Fee Study</b>	\$15,000	\$15,000
<b>Total</b>	<b>\$1,090,109</b>	<b>\$1,003,375</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Municipal Levy - Operating</b>	<b>\$725,109</b>	<b>\$708,375</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>	<b>\$355,000</b>	<b>\$280,000</b>
User Fees - Plan Review	\$190,000	\$190,000
User Fees - Permit Processing Fees - Permits/PropClear	\$90,000	\$90,000
User Fees - Septic Program	\$75,000	
<b>Other Revenue</b>	<b>\$10,000</b>	<b>\$15,000</b>
<b>MVCF - Wetland Protection Fund</b>	<b>\$10,000</b>	<b>\$15,000</b>
<b>Total</b>	<b>\$1,090,109</b>	<b>\$1,003,375</b>

**Category 1: Flood Erosion & Control - Flood Forecasting and Warning**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Wages/Benefits	\$209,765	\$173,679
Mileage & General Expenses	\$6,000	\$14,400
Staff Development	\$6,000	\$11,000
Equip Rent Pur Repair & Mtce	\$5,000	\$3,500
Utilities - Telephone & Hydro	\$9,000	\$8,500
Communications - Radios & Pagers	\$4,692	\$4,692
Materials/Supplies/General Expenses	\$900	\$1,000
Low Water Response	\$500	\$0
WISKI-Soda License and Maintenance Fees	\$4,000	\$6,000
Stream Gauges - minor repairs	\$1,500	\$2,000
<b>Total</b>	<b>\$247,357</b>	<b>\$224,771</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Operating	\$247,357	\$224,771
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$247,357</b>	<b>\$224,771</b>

**Category 1: Flood Erosion & Control - Dam Operations & Maintenance**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Wages/Benefits</b>	\$137,159	\$167,859
<b>Mileage &amp; General Expenses</b>	\$18,075	\$20,000
<b>Staff Development</b>	\$18,075	\$3,000
<b>Taxes/Insurance</b>	\$69,000	\$42,000
<b>Materials/Supplies/Equipment/General Exp</b>	\$11,700	\$8,000
<b>Health &amp; Safety Clothing &amp; Equipment</b>	\$1,800	\$1,500
<b>Stop Log Replacement</b>	\$5,000	\$15,000
<b>Total</b>	<b>\$260,809</b>	<b>\$257,359</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Municipal Levy - Operating</b>	<b>\$209,219</b>	<b>\$201,564</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>	<b>\$51,590</b>	<b>\$55,795</b>
User Fees - OPG Contract	\$44,000	\$44,000
Other - MNR Bancroft & Kemptville	\$7,590	\$11,795
<b>Other Revenue</b>		
<b>Total</b>	<b>\$260,809</b>	<b>\$257,359</b>

**Category 1: Conservation Areas**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>	\$314,061	\$233,813
<b>Supplies &amp; Materials</b>	\$18,950	\$10,000
<b>Mileage &amp; General Expenses</b>	\$30,000	\$22,000
<b>Staff Development</b>	\$5,000	\$3,500
<b>Contractor Services</b>	\$20,000	\$10,000
<b>Service &amp; Maintenance Contracts</b>	\$10,000	\$5,000
<b>Taxes</b>	\$5,000	\$11,000
<b>Insurance</b>	\$10,000	\$1,300
<b>Utilities</b>	\$3,500	\$2,000
<b>Total</b>	<b>\$416,511</b>	<b>\$298,613</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Operating</b>	<b>\$385,742</b>	<b>\$235,696</b>
<b>Reserve Funds</b>		<b>\$32,917</b>
Operating Reserve		\$32,917
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>	<b>\$21,769</b>	<b>\$25,000</b>
Parking Revenue - CAs	\$20,000	\$20,000
Bell Canada - Annual Easement - K&P	\$1,769	\$0
CA Passes		\$5,000
<b>Other Revenue</b>	<b>\$9,000</b>	<b>\$5,000</b>
Donation Boxes - CAs	\$4,000	\$4,000
Charitable Donations		\$1,000
MVCF Contribution	\$5,000	
<b>Total</b>	<b>\$416,511</b>	<b>\$298,613</b>

**Category 1: Conservation Areas - Technical Studies**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>		\$60,856
<b>Mileage &amp; General Expenses</b>		
<b>Materials/Supplies/Gen Expenses</b>		
<b>Technical Studies</b>		
Land Inventory		\$8,000
Conservation Area Strategy		\$1,500
Mill of Kintail Masterplan Update		\$1,500
<b>Total</b>	<b>\$0</b>	<b>\$71,856</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Operating</b>	<b>\$0</b>	<b>\$71,856</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>		
<b>Other Revenue</b>		
<b>Total</b>	<b>\$0</b>	<b>\$71,856</b>

**Category 1: Corporate Services - Admin**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$627,926	\$504,048
Mileage& General Expenses	\$2,500	\$9,000
Staff Development	\$2,500	\$12,000
Member Expenses & Allowances	\$18,000	\$16,000
Materials & Supplies	\$40,000	\$11,000
Banking and Payroll Fees		\$14,000
Equipment and Telephone		\$16,000
Insurance	\$42,700	\$35,000
Professional Services (Legal, Audit etc.)	\$20,000	\$40,000
Conservation Ontario Membership	\$28,000	\$31,500
OH&S-Other Costs	\$4,000	\$4,000
OH&S Shared Services (SNC)	\$7,500	\$0
Human Resources Services	\$15,000	\$10,000
Contribution to Operating Reserve	\$141	
Fundraising Campaign	\$10,000	\$0
Watershed-based Resource Mgmt Strategy		\$1,500
<b>Total</b>	<b>\$818,267</b>	<b>\$704,048</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$535,146	\$422,679
Reserve Funds	\$198,121	\$138,869
Operating Reserve (WFP Implementation)	\$198,121	\$138,869
Operating Reserve (General)		
Provincial and Federal Grants		
Fees for Service	\$9,500	\$10,000
Rental Income	\$4,500	\$5,000
Miscellaneous	\$5,000	\$5,000
Other Revenue	\$75,500	\$132,500
Interest	\$73,000	\$130,000
Donations (General)	\$2,500	\$2,500
<b>Total</b>	<b>\$818,267</b>	<b>\$704,048</b>



**Category 1: Corporate Services - Communications**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Wages/Benefits	\$0	\$28,279
Mileage& General Expenses	\$0	\$0
Printing	\$500	\$500
Materials/Supplies/Equipment/Gen Expenses	\$500	\$500
Advertising/Promotion (core program & services)	\$1,000	\$1,000
Eko-Trekr App Annual Fee/Support	\$3,500	\$3,500
Comms Shared Services (RVCA)	\$30,000	\$25,000
Website Expenses	\$500	\$5,000
<b>Total</b>	<b>\$36,000</b>	<b>\$63,779</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Operating	\$32,500	\$60,279
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$3,500	\$3,500
MVCF - Contribution (Eco-Trekr)	\$3,500	\$3,500
<b>Total</b>	<b>\$36,000</b>	<b>\$63,779</b>

**Category 1: Corporate Services - Vehicles & Equipment**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Wages/Benefits	\$0	\$18,474
Mileage & General Expenses	\$3,600	\$1,800
Equipment Purchase - non-capital	\$3,000	\$3,000
Fuel	\$31,000	\$30,000
Maintenance & Repairs	\$30,000	\$29,000
Insurance/Licensing	\$15,500	\$10,000
Materials & Supplies	\$3,500	\$3,500
Vehicle/Equipment Charges	-\$104,000	-\$104,000
<b>Total</b>	<b>-\$17,400</b>	<b>-\$8,226</b>
<b>Revenues</b>	<b>2024 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Operating	-\$17,400	-\$8,226
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>-\$17,400</b>	<b>-\$8,226</b>

**Category 1: Corporate Services - Head Office**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Wages/Benefits</b>	\$85,000	\$87,142
<b>Supplies &amp; Materials</b>	\$6,500	\$7,000
<b>Mileage&amp; General Expenses</b>	\$800	\$1,000
<b>Contractor Services</b>	\$38,000	\$17,000
<b>Service &amp; Maintenance Contracts</b>	\$4,900	\$5,000
<b>Taxes</b>	\$1,000	\$1,200
<b>Insurance</b>	\$30,000	\$28,000
<b>Utilities</b>	\$25,000	\$30,000
<b>Total</b>	<b>\$191,200</b>	<b>\$176,342</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Municipal Levy - Operating</b>	<b>\$191,200</b>	<b>\$176,342</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>		
<b>Other Revenue</b>		
<b>Total</b>	<b>\$191,200</b>	<b>\$176,342</b>

**Category 1: Corporate Services - Information Technology**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Wages/Benefits	\$0	\$83,229
Mileage & General Expenses	\$2,000	\$500
Materials/Supplies/Gen Expenses	\$3,150	\$1,500
Equipment Purchase, Repair & Mtce	\$4,500	\$10,000
Maintenance/IT Support	\$39,995	\$45,500
Software Licenses		\$35,000
High Speed Internet Access	\$7,800	\$8,100
Data Acquisition - General /Transfer to Reserve	\$8,000	\$0
CADIMS - Contracted Services (CLOCA)	\$10,000	\$10,000
Asset Management Study	\$5,000	
<b>Total</b>	<b>\$80,445</b>	<b>\$193,829</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Operating	\$80,445	\$193,829
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$80,445</b>	<b>\$193,829</b>

**Category 2: Watershed Management - Technical Studies - Watershed Plan**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$48,223
Mileage & General Expenses		\$0
Staff Development		\$0
Materials/Supplies/Gen Expenses		\$10,000
Clyde Storage Study		\$10,000
Poole Creek Wetland Study		\$10,000
ECC Climate Action Project		\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$128,223</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 2	\$0	\$78,223
Reserve Funds		
Provincial and Federal Grants	\$0	\$50,000
ECC Climate Action Project	\$0	\$50,000
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$0</b>	<b>\$128,223</b>

**Category 2: Watershed Management - Technical Studies - Monitoring**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$96,313
Mileage & General Expenses		\$5,800
Materials/Supplies/Gen Expenses		\$4,200
Lab Analysis		\$62,000
<b>Total</b>	<b>\$0</b>	<b>\$168,313</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 2	\$0	\$100,313
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$0	\$68,000
Special Levy		\$68,000
Other Revenue		
<b>Total</b>	<b>\$0</b>	<b>\$168,313</b>

**Category 3: Stewardship Programs**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>	\$70,983	\$82,571
<b>Mileage &amp; General Expenses</b>	\$2,000	\$2,000
<b>Publicity /Outreach events</b>	\$1,000	\$1,000
<b>Staff Development</b>	\$2,000	\$2,000
<b>Mat&amp;Sup/Equip/GExp/Promotion</b>	\$2,500	\$2,500
<b>Programs</b>		
County of Lanark Program - Community Forest	\$3,000	\$5,000
Ottawa Clean Water Prog	\$3,500	\$10,750
Shoreline Naturalization	\$0	\$14,000
ALUS Project Delivery	\$122,595	\$32,000
City Stream Watch		\$1,200
Rural Stream Watch		\$1,000
Trees Canada Program (RVCA Partnership)	\$5,500	\$5,500
CA Strategy (aka Land Cons/Acquisition) (ECCC-CO)		
<b>Total</b>	<b>\$213,078</b>	<b>\$159,521</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Category 3</b>	<b>\$105,553</b>	<b>\$51,996</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>	<b>\$10,000</b>	<b>\$10,000</b>
ECCC-CO Grant - ALUS	\$10,000	\$10,000
ECCC-CO Grant - Land Conservation Plan		
<b>Fees for Service</b>	<b>\$97,525</b>	<b>\$97,525</b>
Lanark County - Community Forest	\$7,000	\$7,000
Ottawa Rural Clean Water Program <sup>1</sup>	\$13,025	\$13,025
Shoreline Naturalization	\$5,500	\$5,500
ALUS - Lanark	\$72,000	\$72,000
<b>Other Revenue</b>		
<b>Total</b>	<b>\$213,078</b>	<b>\$159,521</b>

**Category 3: Education Services**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$0	\$41,470
Mileage & General Expenses	\$0	\$200
Staff Development	\$0	\$0
Mat&Sup/Equip/GExp/Promotion	\$0	\$3,000
Publicity	\$0	\$1,500
Review of Education Program	\$15,000	\$15,000
<b>Total</b>	<b>\$15,000</b>	<b>\$61,170</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 3	\$15,000	\$19,970
Reserve Funds		
Provincial and Federal Grants	\$0	\$6,000
Summer Student Job Grants		\$6,000
Fees for Service	\$0	\$25,200
Camp Fees		\$25,200
Other Revenue	\$0	\$10,000
Grant for Review of Education Program		\$5,000
MVCF - Grant /In-Kind for Review of Education Program		\$5,000
<b>Total</b>	<b>\$15,000</b>	<b>\$61,170</b>



**Category 3: Visitor Services**

Expenditures	2023 Budget	2023 Budget
Wages/Benefits	\$111,871	\$146,130
Materials & Supplies	\$3,000	\$1,000
Mileage & General Expenses	\$300	\$1,000
Staff Development	\$300	\$300
Utilities	\$24,400	\$12,709
Insurance & Taxes	\$22,000	\$21,150
Building & Site Maintenance	\$1,250	\$2,500
Special Events		\$7,500
<b>Total</b>	<b>\$137,471</b>	<b>\$192,289</b>
Revenues	2023 Budget	2023 Budget
Municipal Levy - Category 3	\$17,805	\$72,623
Reserve Funds		
Provincial and Federal Grants	\$23,445	\$23,445
Student Grants	\$10,000	\$10,000
Special Grant - Provincial Grant	\$13,445	\$13,445
Fees for Service	\$74,000	\$74,000
Special Events	\$12,000	\$12,000
Rentals	\$2,000	\$2,000
Weddings	\$10,000	\$10,000
User Fees - MOK	\$50,000	\$50,000
Other Revenue	\$22,221	\$22,221
Special Grant - Miss Mills Grant - MOK & Naismith	\$12,221	\$12,221
Donations Received	\$10,000	\$10,000
<b>Total</b>	<b>\$137,471</b>	<b>\$192,289</b>

**Category 1 Capital: Water Control Structures**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Lanark Dam	\$0	\$80,000
Farm Lake Dam - Safety Assessment	\$0	\$25,000
Carleton Place Dam	\$120,000	\$0
Shab Lake Dam Commissioning & Inspections	\$50,000	\$0
Widow Lake Dam (WECI)	\$0	\$80,000
Kash Lake Dam EA (DMAF/WECI)	\$100,000	\$60,000
Kash Lake Dam Design		\$40,000
Staff time in budgets		-\$165,551
Staff Allocation	\$0	\$165,551
Contributions to WCS Reserve	\$57,160	
<b>Total</b>	<b>\$327,160</b>	<b>\$285,000</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Capital	\$204,920	\$98,925
Reserve Funds	\$52,240	\$36,075
WCS Reserve	\$52,240	\$36,075
Provincial and Federal Grants	\$70,000	\$150,000
WECI Grant	\$30,000	\$110,000
DMAF Grant	\$40,000	\$40,000
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$327,160</b>	<b>\$285,000</b>

**Category 1 Capital: Conservation Areas**

Expenditures	2023 Budget	2024 Budget
Conservation Area Signs (directional)	\$0	\$0
Purdon Boardwalk	\$18,000	\$18,000
Purdon Stairs		\$5,250
MOK - Workshop Building	\$5,000	\$15,000
MOK Washrooms	\$120,000	\$30,000
MOK Roof/Eaves	\$83,000	
Morris Island	\$5,000	\$10,000
<b>Total</b>	<b>\$231,000</b>	<b>\$78,250</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$124,213	\$58,250
Reserve Funds	\$0	\$0
Reserves - Conservation Area	\$0	\$0
Provincial and Federal Grants		
Fees for Service		
<b>Other Revenue</b>	<b>\$106,787</b>	<b>\$20,000</b>
Other - Def. Revenue - Miss Mill & Naismith (roof)	\$5,693	
Other - Def. Revenue -RBC	\$15,000	\$15,000
Other - Def. Revenue -Enbridge - Purdon	\$5,000	
Other - Def. Revenue - MOK Washroom	\$16,094	
Other- Grants	\$60,000	
MVCF - Purdon Donation	\$5,000	\$5,000
<b>Total</b>	<b>\$231,000</b>	<b>\$78,250</b>

**Category 1 Capital: Corporate**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
HQ - Sewer & Water Connection	\$357,500	\$715,000
Vehicles	\$70,000	\$93,450
Equipment	\$12,500	\$8,400
Computer Hardware	\$30,000	\$50,000
AV Equipment		\$25,000
<b>Total</b>	<b>\$470,000</b>	<b>\$891,850</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Capital	\$159,000	\$86,850
Reserve Funds	\$311,000	\$90,000
Reserves - Vehicles & Equipment	\$76,000	\$45,000
Reserves -Information Technology	\$0	\$45,000
Reserves - HQ Building	\$235,000	
Provincial and Federal Grants		
Fees for Service		
Other Revenue		\$715,000
Financing - HQ Sewer		\$715,000
<b>Total</b>	<b>\$470,000</b>	<b>\$891,850</b>

**Category 1 Capital: Tech Studies**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Guage Network</b>	\$24,750	\$36,000
<b>Trimble System</b>		\$20,000
<b>Ice Monitoring Equipment (Drone)</b>	\$6,000	\$0
<b>MVCA FFW System Model</b>	\$67,000	\$100,000
<b>DRAPE</b>		\$18,375
<b>Total</b>	<b>\$97,750</b>	<b>\$174,375</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Municipal Levy - Capital</b>	<b>\$6,000</b>	<b>\$124,375</b>
<b>Reserve Funds</b>	<b>\$91,750</b>	<b>\$50,000</b>
Reserves- Priority Projects	\$91,750	\$50,000
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>		
<b>Other Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Total</b>	<b>\$97,750</b>	<b>\$174,375</b>

**Category 1 Capital: Debt Repayment**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
HQ Annual Financing Charge	\$277,005	\$277,005
WCS Annual Financing Charge	\$35,412	\$35,412
Water/Sewer Annual Finance Charge		\$32,505
<b>Total</b>	<b>\$312,417</b>	<b>\$344,922</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Capital	\$277,005	\$309,510
Reserve Funds	\$35,412	\$35,412
Special Reserve - WCS	\$35,412	\$35,412
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$312,417</b>	<b>\$344,922</b>

**Category 3 Capital**

<b>Expenditures</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
MOK Museum & Gatehouse Stone work	\$83,000	\$25,000
Gatehouse - veranda joists & flooring	\$0	\$5,000
Contributions to Category 3 Capital Reserve	\$0	\$0
<b>Total</b>	<b>\$83,000</b>	<b>\$30,000</b>
<b>Revenues</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Municipal Levy - Capital Category 3	\$83,000	\$13,835
Reserve Funds		\$16,165
Reserves- Category 3		\$16,165
Provincial and Federal Grants		
Self Generated Revenue		
Other Revenue		
<b>Total</b>	<b>\$83,000</b>	<b>\$30,000</b>