

December 18, 2020

F-06

Town of Carleton Place  
175 Bridge Street  
Carleton Place, ON K7C 2V8

Attention: Diane Smithson

Dear Ms. Smithson:

**Re: Mississippi Valley Conservation Authority – 2021 Draft Budget**

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Attached for your information and comment is the 2021 Draft Budget for the Mississippi Valley Conservation Authority (MVCA), and the staff report provided to the MVCA Board of Directors on December 2, 2020.

The municipal levy portion of the 2021 budget shows an increase of 2.0% for inflation on the operating budget and 2.5% increase on the capital budget, and 1.5% for growth on both. This would raise the total municipal levy from \$3,132,320 in 2020 to \$3,244,667 in 2021.


The 2021 MVCA levy will be apportioned to member municipalities based upon the percentage that each has of the Current Value Assessment (CVA) of all land within the watershed, as shown on page 4 of the Draft Budget.

The MVCA Board of Directors is scheduled to give final review and approve the Budget at its meeting February 17, 2021. Please let me know of any concerns you have by January 29, 2021. To that end, I would be pleased to meet with yourself and Mayor Doug Black after the holidays to discuss this and any other matters of concern.

Also attached is an Interim Financial Plan (IFP) that includes an update to our 10-year Capital Plan that was recently approved by the Board of Directors. This document identifies program and service priorities for the period of 2021 – 2030 and capital priorities through to 2030. It also identifies how these programs and services are currently funded, and recommends a funding approach for the capital program going forward. These documents will serve as the baseline financial plan against which changes can be applied arising from legislative and regulatory amendments expected later this year.

Thank you for your consideration of this matter.

Yours truly,

  
Sally McIntyre  
General Manager

Enclosures: Staff Report #3100/20 – Draft 2021 Budget  
2021 Draft Budget  
Staff Report #3099/20 – 2021 Interim Financial Plan and Update to the 10-year Capital Plan

c.c. Jeff Atkinson & Theresa Fritz, Municipal Representatives

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## REPORT

3100/20

|       |   |
|-------|---|
| TO:   | The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors |
| FROM: | Sally McIntyre, General Manager<br>Angela Millar, Treasurer                               |
| RE:   | <b>Draft 2021 Budget - Revised</b>  |
| DATE: | November 27, 2020   |

### Recommendation: That the Board of Directors:

1. Receive the Draft 2021 Budget as attached and authorize it to be circulated to member municipalities for comment;
2. Endorse the submission of grant applications that support the 2021 Capital and Operating programs as set out in the Draft 2021 Budget; and
3. Direct staff to update the Interim Financial Plan and 10-year Capital Plan to reflect the 2021 Budget as presented.

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### 1.0 TOTAL BUDGET

The proposed 2021 budget is \$6,169,061 as shown in Table 1. This is an increase of 22.72% from 2020, which is largely attributable to reconstruction of the Shabomeka Lake Dam and the proposed LIDAR project. The \$1,500,000 Shabomeka Lake Dam capital project is proposed to be funded 50/50 from the provincial Water and Erosion Control Infrastructure (WECI) grant program and proposed debt financing. The proposed LIDAR project is suggested to be funded through National Disaster Mitigation Program funding and the Operating Reserve with a plan to pay back the Operating Reserve over a 25-year period.

| <b>Table 1: TOTAL BUDGET</b>    | <b>2020</b> | <b>2021</b>      |
|---------------------------------|-------------|------------------|
| <b>Operating</b>                | 3,646,441   | 3,746,211        |
| <b>Capital</b>                  | 1,279,845   | 2,327,105        |
| <b>Contribution to Reserves</b> | 114,761     | 95,745           |
| <b>Total</b>                    | 5,041,047   | <b>6,169,061</b> |



# 2021

# Draft Budget

December 2020

Mississippi Valley Conservation Authority  
2021 Draft Budget  
Operating Program

| Expenditures                            | 2020 Budget        | Year-To-Date as at:<br>November 26, 2020         | Projected Balance<br>Dec 31 2020         | Projected<br>Variance to<br>Budget          | 2021 Draft Budget        |
|---|--------------------|--|--|---|--------------------------|
| <b>Corporate Services</b>               |                    |  |  |   |                          |
| Administration                          | \$520,470          | \$446,732  | \$527,026                                | \$6,556                                     | \$587,617                |
| Communications                          | \$106,756          | \$84,010   | \$124,256                                | \$17,500                                    | \$109,767                |
| Vehicles & Equipment                    | (\$20,757)         | (\$16,472)                                       | (\$20,357)                               | \$400                                       | (\$19,800)               |
| <b>Sub-total</b>                        | <b>\$606,469</b>   | <b>\$514,270</b>                                 | <b>\$630,925</b>                         | <b>\$24,456</b>                             | <b>\$677,585</b>         |
| <b>Watershed Management</b>             |                    |  |  |   |                          |
| Information & Communications Tech.      | \$226,395          | \$171,212  | \$222,695                                | (\$3,700)                                   | \$108,825                |
| Technical Studies & Watershed Planning  | \$334,814          | \$278,895  | \$329,814                                | (\$5,000)                                   | \$952,056                |
| Watershed Monitoring                    | \$209,651          | \$162,679  | \$193,651                                | (\$16,000)                                  | \$0                      |
| Studies                                 | \$131,655          | \$112,095  | \$235,405                                | \$103,750                                   | \$0                      |
| Plan Review & Regulations               | \$205,862          | \$180,509  | \$199,862                                | (\$6,000)                                   | \$725,681                |
| Section 28 Regulations                  | \$376,754          | \$226,756  | \$373,904                                | (\$2,850)                                   | \$0                      |
| <b>Sub-total</b>                        | <b>\$1,485,131</b> | <b>\$1,132,146</b>                               | <b>\$1,555,331</b>                       | <b>\$70,200</b>                             | <b>\$1,786,562</b>       |
| <b>Flood and Erosion Control</b>        |                    |  |  |   |                          |
| Flood Forecasting & Warning             | \$252,304          | \$197,626  | \$238,304                                | (\$14,000)                                  | \$244,151                |
| O&M Flood Control Structures            | \$313,939          | \$277,429  | \$322,978                                | \$9,039                                     | \$321,494                |
| Prev. Maintenance of FCS                | \$139,336          | \$116,576  | \$136,436                                | (\$2,900)                                   | \$114,208                |
| <b>Sub-total</b>                        | <b>\$705,579</b>   | <b>\$591,631</b>                                 | <b>\$697,718</b>                         | <b>(\$7,861)</b>                            | <b>\$679,853</b>         |
| <b>Conservation Services</b>            |                    |  |  |   |                          |
| Stewardship & Education                 | \$258,935          | \$94,376   | \$257,685                                | (\$1,250)                                   | \$90,483                 |
| Property Management                     | \$335,083          | \$283,710  | \$345,852                                | \$10,769                                    | \$470,241                |
| Conservation Education                  | \$116,621          | \$91,549   | \$109,371                                | (\$7,250)                                   | \$0                      |
| Visitor Services                        | \$138,623          | \$115,463  | \$127,623                                | (\$11,000)                                  | \$86,939                 |
| <b>Sub-total</b>                        | <b>\$849,262</b>   | <b>\$585,098</b>                                 | <b>\$840,531</b>                         | <b>(\$8,731)</b>                            | <b>\$647,662</b>         |
| <b>Total Operating</b>                  | <b>\$3,646,441</b> | <b>\$2,823,146</b>                               | <b>\$3,724,505</b>                       | <b>\$78,064</b>                             | <b>\$3,791,662</b>       |
| <b>Revenues</b>                         | <b>2020 Budget</b> | <b>Year-To-Date as at:<br/>November 26, 2020</b> | <b>Projected Balance<br/>Dec 31 2020</b> | <b>Projected<br/>Variance to<br/>Budget</b> | <b>2021 Draft Budget</b> |
| <b>Municipal Levy</b>                   |                    |  |  |   |                          |
| - General benefiting                    | \$2,588,714        | \$2,117,456                                      | \$2,588,714                              | \$0   | \$2,679,317              |
| - Special benefiting                    | \$61,500           | \$0  | \$36,352                                 | (\$25,148)                                  | \$62,000                 |
| <b>Sub-total</b>                        | <b>\$2,650,214</b> | <b>\$2,117,456</b>                               | <b>\$2,625,066</b>                       | <b>(\$25,148)</b>                           | <b>\$2,741,317</b>       |
| <b>Provincial Transfer Payment</b>      | <b>\$128,438</b>   | <b>\$128,436</b>                                 | <b>\$128,438</b>                         | <b>\$0</b>                                  | <b>\$128,438</b>         |
| <b>Special Grants</b>                   | <b>\$25,161</b>    | <b>\$37,318</b>                                  | <b>\$37,318</b>                          | <b>\$12,157</b>                             | <b>\$25,419</b>          |
| <b>User Fees &amp; Contract Revenue</b> | <b>\$412,000</b>   | <b>\$373,646</b>                                 | <b>\$419,500</b>                         | <b>\$7,500</b>                              | <b>\$403,500</b>         |
| <b>Special Reserves</b>                 | <b>\$115,368</b>   | <b>\$58,288</b>                                  | <b>\$88,218</b>                          | <b>(\$27,150)</b>                           | <b>\$146,703</b>         |
| <b>Other</b>                            | <b>\$315,260</b>   | <b>\$108,001</b>                                 | <b>\$398,075</b>                         | <b>\$82,815</b>                             | <b>\$346,285</b>         |
| <b>Total Revenues</b>                   | <b>\$3,646,441</b> | <b>\$2,823,146</b>                               | <b>\$3,696,615</b>                       | <b>\$50,174</b>                             | <b>\$3,791,662</b>       |
| <b>Surplus/(Deficit)</b>                | <b>\$0</b>         | <b>\$0</b>                                       | <b>(\$27,890)</b>                        | <b>(\$27,890)</b>                           | <b>\$0</b>               |

Mississippi Valley Conservation Authority  
2021 Draft Budget  
Capital Program

| Water & Erosion Control Infrastructure         |                  |   |                                  |                                 |                    |
|--|------------------|---|----------------------------------|---------------------------------|--------------------|
| Expenditures                                   | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget        |
| Water & Erosion Control Infrast                | \$858,340        | \$74,475                                | \$144,990                        | (\$713,350)                     | \$1,565,000        |
|  |                  |   |                                  |                                 |                    |
| Revenues                                       | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget        |
| WECI Grant                                     | \$396,000        | \$0                                     | \$0                              | (\$396,000)                     | \$775,000          |
| General Benefiting levy                        | \$26,340         | \$64,142                                | \$19,657                         | (\$6,683)                       | \$25,000           |
| Special Benefiting levy                        | \$0              | \$0                                     | \$0                              | \$0                             | \$0                |
| Deferred Revenue - WEIC                        | \$0              | \$10,333                                | \$10,333                         | \$10,333                        | \$0                |
| Water Control Structure Reserve                | \$40,000         | \$0                                     | \$0                              | (\$40,000)                      | \$0                |
| Special Reserves - Glen Cairn Provincial Share | \$396,000        | \$0                                     | \$115,000                        | (\$281,000)                     | \$15,000           |
| Debt Financing                                 | \$0              | \$0                                     | \$0                              | \$0                             | \$750,000          |
| <b>Total Revenue</b>                           | <b>\$858,340</b> | <b>\$74,475</b>                         | <b>\$144,990</b>                 | <b>(\$713,350)</b>              | <b>\$1,565,000</b> |

| Administration Office       |                  |   |                                  |                                 |                  |
|-----------------------------|------------------|---|----------------------------------|---------------------------------|------------------|
| Expenditures                | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget      |
| HQ Building                 | \$277,005        | \$277,005                               | \$277,005                        | \$0                             | \$277,005        |
|                             |                  |   |                                  |                                 |                  |
| Revenues                    | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget      |
| Provincial Transfer Payment | \$0              | \$0                                     | \$0                              | \$0                             | \$0              |
| General Benefiting levy     | \$277,005        | \$277,005                               | \$277,005                        | \$0                             | \$277,005        |
| Special Benefiting levy     | \$0              | \$0                                     | \$0                              | \$0                             | \$0              |
| Special Reserves            | \$0              | \$0                                     | \$0                              | \$0                             | \$0              |
| Other                       | \$0              | \$0                                     | \$0                              | \$0                             | \$0              |
| <b>Total Revenue</b>        | <b>\$277,005</b> | <b>\$277,005</b>                        | <b>\$277,005</b>                 | <b>\$0</b>                      | <b>\$277,005</b> |

| Other Capital           |                  |   |                                  |                                 |                  |
|-------------------------|------------------|---|----------------------------------|---------------------------------|------------------|
| Expenditures            | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget      |
| Other Capital           | \$144,500        | \$7,086                                 | \$142,094                        | (\$2,406)                       | \$485,100        |
|                         |                  |   |                                  |                                 |                  |
| Revenues                | 2020 Budget      | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance to<br>Budget | 2021 Budget      |
| General Benefiting levy | \$125,500        | \$0                                     | \$121,975                        | (\$3,525)                       | \$167,600        |
| Special Reserves        | \$14,000         | \$5,967                                 | \$14,000                         | \$0                             | \$135,000        |
| Other                   | \$5,000          | \$1,119                                 | \$6,119                          | \$1,119                         | \$165,000        |
| <b>Total Revenues</b>   | <b>\$144,500</b> | <b>\$7,086</b>                          | <b>\$142,094</b>                 | <b>(\$2,406)</b>                | <b>\$467,600</b> |

**Table 3a – 2021 Operating Levy (General Benefiting)**

| Municipality           | 2020<br>Apportionment<br>% | 2020<br>Levy       | Variance        | 2021<br>Apportionment<br>% | 2021<br>Levy       | Variance        |
|------------------------|----------------------------|--------------------|-----------------|----------------------------|--------------------|-----------------|
| North Frontenac Tp     | 0.9541                     | \$24,699           | \$571           | 0.9396                     | \$25,175           | \$476           |
| Central Frontenac Tp   | 0.4421                     | \$11,445           | \$324           | 0.4394                     | \$11,773           | \$328           |
| Tay Valley Tp          | 0.6555                     | \$16,969           | \$413           | 0.6446                     | \$17,271           | \$302           |
| Beckwith Tp            | 0.6490                     | \$16,801           | \$606           | 0.6545                     | \$17,536           | \$735           |
| Carleton Place         | 2.4197                     | \$62,639           | \$3,204         | 2.4254                     | \$64,984           | \$2,345         |
| Drummond/North Elm Tp  | 0.4961                     | \$12,843           | \$364           | 0.4919                     | \$13,180           | \$337           |
| Lanark Highlands Tp    | 1.1393                     | \$29,493           | \$1,173         | 1.137                      | \$30,464           | \$971           |
| Mississippi Mills      | 2.6369                     | \$68,262           | \$2,292         | 2.6859                     | \$71,964           | \$3,702         |
| Addington Highlands Tp | 0.1611                     | \$4,170            | \$141           | 0.1603                     | \$4,295            | \$125           |
| Ottawa                 | 90.4106                    | \$2,340,472        | \$78,758        | 90.3864                    | \$2,421,738        | \$81,266        |
| Greater Madawaska Tp   | 0.03560                    | \$922              | \$24            | 0.03510                    | \$940              | \$19            |
| <b>Total</b>           | <b>100</b>                 | <b>\$2,588,714</b> | <b>\$87,869</b> | <b>100</b>                 | <b>\$2,679,317</b> | <b>\$90,606</b> |

**Table 3b – 2020 Capital Project Levy (General Benefiting)**

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

**Table 3c – 2020 Total Municipal Levy (General Benefiting)**

| Municipality           | 2020<br>Apportionment<br>% | 2020<br>Levy       | Variance         | 2021<br>Apportionment<br>% | 2021<br>Levy       | Variance         |
|------------------------|----------------------------|--------------------|------------------|----------------------------|--------------------|------------------|
| North Frontenac Tp     | 0.9541                     | \$29,885           | \$672            | 0.9396                     | \$30,487           | \$601            |
| Central Frontenac Tp   | 0.4421                     | \$13,848           | \$383            | 0.4394                     | \$14,257           | \$409            |
| Tay Valley Tp          | 0.6555                     | \$20,532           | \$488            | 0.6446                     | \$20,915           | \$383            |
| Beckwith Tp            | 0.6490                     | \$20,329           | \$721            | 0.6545                     | \$21,236           | \$908            |
| Carleton Place         | 2.4197                     | \$75,793           | \$3,833          | 2.4254                     | \$78,696           | \$2,903          |
| Drummond/North Elm Tp  | 0.4961                     | \$15,539           | \$430            | 0.4919                     | \$15,961           | \$421            |
| Lanark Highlands Tp    | 1.1393                     | \$35,687           | \$1,400          | 1.137                      | \$36,892           | \$1,205          |
| Mississippi Mills      | 2.6369                     | \$82,596           | \$2,724          | 2.6859                     | \$87,149           | \$4,552          |
| Addington Highlands Tp | 0.1611                     | \$5,046            | \$168            | 0.1603                     | \$5,201            | \$155            |
| Ottawa                 | 90.4106                    | \$2,831,949        | \$93,622         | 90.3864                    | \$2,932,738        | \$100,788        |
| Greater Madawaska Tp   | 0.03560                    | \$1,115            | \$28             | 0.03510                    | \$1,139            | \$24             |
| <b>Total</b>           | <b>100</b>                 | <b>\$3,132,320</b> | <b>\$104,470</b> | <b>100</b>                 | <b>\$3,244,667</b> | <b>\$112,350</b> |

Mississippi Valley Conservation Authority  
2021 Draft Budget

**Administration**

**Programs and Services per CA Act**

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

| Expenditures   | 2020 Budget    | Year-To-Date as<br>at: November 26<br>2020 | Projected<br>Balance Dec 31<br>2020 | Projected<br>Variance to<br>Budget | 2021 Draft Budget |
|--|----------------|--|-------------------------------------|------------------------------------|-------------------|
| Wages/Benefits   | 348,670        | 319,614                                    | 361,905                             | 13,235                             | 408,117           |
| Staff Mileage/Expenses/Prof Development                | 8,500          | 2,943                                      | 6,000                               | (2,500)                            | 8,500             |
| Member Expenses & Allowances                           | 42,000         | 9,889                                      | 20,000                              | (22,000)                           | 42,000            |
| Mat/Sup/Equip/GenExp/BankChg/Postage/Courier           | 35,000         | 28,542                                     | 35,000                              | 0                                  | 35,000            |
| Insurance/Telephone                                    | 31,000         | 24,929                                     | 31,000                              | 0                                  | 31,700            |
| Professional Services (Legal/ Audit/ etc.)             | 12,000         | 15,712                                     | 20,000                              | 8,000                              | 47,000            |
| Conservation Ontario Levy                              | 27,000         | 26,821                                     | 26,821                              | (179)                              | 26,500            |
| OH&S-Wages/Ben/Exp/Other Costs (.1 FTE included above) | 4,500          | 6,420                                      | 6,500                               | 2,000                              | 7,000             |
| Consulting Fees/Human Resources                        | 10,000         | 11,861                                     | 18,000                              | 8,000                              | 0                 |
| Consulting Fees/Asset Management Plan/FCM AM           | 20,000         | 0  | 20,000                              | 0                                  | 0                 |
| Administrative Charges OMFCS                           | (18,200)       | 0  | (18,200)                            | 0                                  | (18,200)          |
| <b>Total</b>   | <b>520,470</b> | <b>446,732</b>                             | <b>527,026</b>                      | <b>6,556</b>                       | <b>587,617</b>    |
| Revenues   | 2020 Budget    | Year-To-Date as<br>at: November 26<br>2020 | Projected<br>Balance Dec 31<br>2020 | Projected<br>Variance to<br>Budget | 2021 Draft Budget |
| Provincial Grant                                       |                |  |                                     |                                    |                   |
| Municipal Levy   | 470,470        | 394,864                                    | 456,826                             | (13,644)                           | 506,068           |
| Special Levy   |                |  |                                     |                                    |                   |
| Other - Interest                                       | 28,000         | 24,180                                     | 25,000                              | (3,000)                            | 34,500            |
| Other - Rental Income                                  | 0              | 0  | 0                                   | 0                                  |                   |
| Other - FCM AM Project/Participants                    | 20,000         | 2,625                                      | 20,000                              | 0                                  | 0                 |
| Other - Miscellaneous                                  | 2,000          | 63   | 200                                 | (1,800)                            | 2,450             |
| Other - Donations (General)                            |                |  | 0                                   | 0                                  | 0                 |
| Other - Temporary Emergency Wage Subsidy               | 0              | 25,000                                     | 25,000                              | 25,000                             | 0                 |
| Other - Operating Reserve                              | 0              | 0  | 0                                   | 0                                  | 44,599            |
| <b>Total</b>   | <b>520,470</b> | <b>446,732</b>                             | <b>527,026</b>                      | <b>6,556</b>                       | <b>587,617</b>    |

## Communications

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

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

| Expenditures                              | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|---|----------------|---|----------------------------------|---------------------------------|----------------------|
| Wages/Benefits                            | 73,256         | 67,151                                  | 73,256                           | 0                               | 87,267               |
| Mileage/Expenses/Professional Development | 7,000          | 5,249                                   | 6,000                            | (1,000)                         | 3,000                |
| Printing                                  | 5,000          | 766                                     | 1,000                            | (4,000)                         | 2,500                |
| Materials/Supplies/Equipment/Gen Expenses | 6,500          | 1,814                                   | 4,000                            | (2,500)                         | 5,000                |
| Advertising/Publicity                     | 2,000          | 458                                     | 1,000                            | (1,000)                         | 2,000                |
| Eko-Trekr App Development                 | 0              | 168                                     | 23,500                           | 23,500                          | 0                    |
| Eko-Trekr App Annual Fee/Support          | 3,000          | 0                                       | 3,000                            | 0                               | 3,500                |
| Carp River CA Development                 | 0              | 1,457                                   | 1,500                            | 1,500                           |                      |
| Website Updates                           | 0              | 6,946                                   | 8,000                            | 8,000                           | 3,000                |
| Signs - Roy Brown Park                    | 10,000         |   | 3,000                            | (7,000)                         | 3,500                |
|   |                |   |                                  |                                 |                      |
| <b>Total</b>                              | <b>106,756</b> | <b>84,010</b>                           | <b>124,256</b>                   | <b>17,500</b>                   | <b>109,767</b>       |
|   |                |   |                                  |                                 |                      |
| Revenues                                  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant                          |                |   |                                  |                                 |                      |
| Municipal Levy                            | 98,756         | 84,010                                  | 99,256                           | 500                             | 104,767              |
| Special Levy                              |                |   |                                  |                                 |                      |
| MVCF                                      | 3,000          | 0                                       | 25,000                           | 22,000                          |                      |
| Special Grant - Enbridge                  | 5,000          | 0                                       | 0                                | (5,000)                         | 5,000                |
| <b>Total</b>                              | <b>106,756</b> | <b>84,010</b>                           | <b>124,256</b>                   | <b>17,500</b>                   | <b>109,767</b>       |



## Vehicles & Equipment

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

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

| Expenditures                                      | 2020 Budget     | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|---|-----------------|---|----------------------------------|---------------------------------|----------------------|
| Wages/Benefits                                    | 11,043          | 10,123                                  | 11,043                           | 0                               | 11,100               |
| Mileage/Expenses/Prof Development                 | 3,600           | 735                                     | 3,000                            | (600)                           | 3,600                |
| Vehicle/Equipment Purchase                        | 3,000           | 0                                       | 3,000                            | 0                               | 3,000                |
| Vehicles/Equipment Lease                          | 0               | 0                                       | 0                                | 0                               | 0                    |
| Materials/Supplies/Fuel/Maintenance               | 50,000          | 34,994                                  | 50,000                           | 0                               | 50,000               |
| Insurance/Licensing                               | 10,000          | 8,700                                   | 10,000                           | 0                               | 10,000               |
| General Expenses                                  | 1,600           | 2,550                                   | 2,500                            | 900                             | 2,500                |
| Vehicle/Equipment Charges                         | (100,000)       | (73,624)                                | (100,000)                        | 0                               | (100,000)            |
| COVID-19 Response                                 | 0               | 51                                      | 100                              | 100                             | 0                    |
| <b>Capital Assets:</b>                            |                 |   |                                  |                                 |                      |
| <b>Vehicles</b> (see Other Capital details page)  | 0               | 0                                       | 0                                | 0                               | 0                    |
| <b>Equipment</b> (see Other Capital details page) | 0               | 0                                       | 0                                | 0                               | 0                    |
| Transfer to Vehicle Equip. Reserve                |                 |   |                                  |                                 |                      |
|   |                 |   |                                  |                                 |                      |
|   |                 |   |                                  |                                 |                      |
|   |                 |   |                                  |                                 |                      |
| <b>Total</b>                                      | <b>(20,757)</b> | <b>(16,472)</b>                         | <b>(20,357)</b>                  | <b>400</b>                      | <b>(19,800)</b>      |
| Revenues  | 2020 Budget     | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant                                  |                 |   |                                  |                                 |                      |
| Municipal Levy                                    | (20,757)        | (16,472)                                | (20,357)                         | 400                             | (19,800)             |
| Special Levy                                      | 0               | 0                                       | 0                                | 0                               | 0                    |
| Other - Trail Counter                             | 0               | 0                                       | 0                                | 0                               | 0                    |
| Special Reserves - Vehicles & Equipment           | 0               | 0                                       | 0                                | 0                               | 0                    |
|   |                 |   |                                  |                                 |                      |
| <b>Total</b>                                      | <b>(20,757)</b> | <b>(16,472)</b>                         | <b>(20,357)</b>                  | <b>400</b>                      | <b>(19,800)</b>      |

## Information and Communications Technology

### Programs and Services in support of CA Act

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

| Expenditures                                       | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|--|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                                     | 130,395        | 119,529                                 | 130,395                          | 0                               | 20,375            |
| Mileage/Expenses/Professional Development          | 3,000          | 422                                     | 3,000                            | 0                               | 2,000             |
| Materials/Supplies/Gen Expenses                    | 3,600          | 2,761                                   | 3,600                            | 0                               | 3,150             |
| Equipment Purchase, Repair & Mtce                  | 4,000          | 254                                     | 4,000                            | 0                               | 4,000             |
| Software/Maintenance/IT Support                    | 36,500         | 30,247                                  | 36,500                           | 0                               | 36,500            |
| High Speed Internet Access                         | 3,200          | 3,982                                   | 4,500                            | 1,300                           | 7,800             |
| Data Acquisition - General /Transfer to Reserve    | 15,700         |   | 15,700                           | 0                               | 15,000            |
| Electronic Document Management (CADIMS)            | 10,000         | 10,000                                  | 10,000                           | 0                               | 10,000            |
| Cyber Security Support                             | 0              |   | 0                                | 0                               | 0                 |
| Data Management Automation                         | 20,000         |   | 10,000                           | (10,000)                        | 10,000            |
| COVID-19 Reponse                                   | 0              | 4,017                                   | 5,000                            | 5,000                           | 0                 |
| <b>Capital Assets:</b>                             |                |   |                                  |                                 |                   |
| <b>Computer Hardware</b>                           | 0              | 0                                       | 0                                | 0                               | 0                 |
| <b>Total</b>                                       | <b>226,395</b> | <b>171,212</b>                          | <b>222,695</b>                   | <b>(3,700)</b>                  | <b>108,825</b>    |
|  |                |   |                                  |                                 |                   |
| Revenues   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                                   |                |   |                                  |                                 |                   |
| Municipal Levy                                     | 210,695        | 171,212                                 | 222,695                          | (3,700)                         | 108,825           |
| Special Levy                                       | 0              | 0                                       | 0                                | 0                               | 0                 |
| Special Reserves - IT Reserve                      | 15,700         |   | 0                                | 0                               | 0                 |
| Insurance Claim - Cyber Support                    | 0              | 0                                       | 0                                | 0                               | 0                 |
| Other - CA Maps Program/Tech Fee for Info Products | 0              | 0                                       | 0                                | 0                               | 0                 |
| <b>Total</b>                                       | <b>226,395</b> | <b>171,212</b>                          | <b>222,695</b>                   | <b>(3,700)</b>                  | <b>108,825</b>    |

## Technical Studies & Watershed Planning

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

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

| Expenditures  | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
|---|----------------|--------------------------------------|-------------------------------|------------------------------|-------------------|
| Wages/Benefits  | 294,314        | 269,788                              | 294,314                       | 0                            | 601,556           |
| Mileage/Expenses/Professional Development                       | 9,000          | 1,607                                | 5,000                         | (4,000)                      | 25,000            |
| Materials/Supplies/Gen Expenses                                 | 3,000          | 1,269                                | 2,000                         | (1,000)                      | 7,000             |
| Lab Analysis (throughout watershed)                             | 0              | 0                                    | 0                             | 0                            | 6,000             |
| City of Ottawa Baseline Monitoring (incl. mileage and lab fees) | 0              | 0                                    | 0                             | 0                            | 62,000            |
| Poole Creek Subwatershed Study                                  | 0              | 0                                    | 0                             | 0                            | 12,000            |
| Mississippi River Watershed Plan & Implementation               | 20,000         | 6,232                                | 20,000                        | 0                            | 25,000            |
| Carp River Study (Ottawa University)                            | 8,500          | 0                                    | 8,500                         | 0                            | 8,500             |
| Ottawa Floodplain Mapping Update                                | 0              | 0                                    | 0                             | 0                            | 5,000             |
| Carp Erosion Control  | 0              | 0                                    | 0                             | 0                            | 200,000           |
| <b>Total</b>  | <b>334,814</b> | <b>278,895</b>                       | <b>329,814</b>                | <b>(5,000)</b>               | <b>952,056</b>    |
| Revenues  | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
| Provincial Grant  |                |                                      |                               |                              |                   |
| Municipal Levy  | 304,814        | 278,895                              | 273,462                       | (41,352)                     | 584,271           |
| Special Levy (Baseline Monitoring City of Ottawa)               | 0              | 0                                    | 36,352                        | 36,352                       | 62,000            |
| Special Reserves - Glen Cairn Provincial Share                  | 20,000         | 0                                    | 20,000                        | 0                            | 25,000            |
| Other - City of Ottawa Contribution FP Mapping                  | 0              | 0                                    | 0                             | 0                            | 48,785            |
| Other - City of Ottawa - Carp Erosion Control                   | 0              | 0                                    | 0                             | 0                            | 200,000           |
| Other - Carp River Donations (DR)                               | 0              | 0                                    | 0                             | 0                            | 0                 |
| Other - Mississippi Lake Association                            | 0              | 0                                    | 0                             | 0                            | 0                 |
| Other - Mitacs (C.R. Geom. Assessment & Ottawa Univ.)           | 0              | 0                                    | 0                             | 0                            | 0                 |
| Other - Deferred Revenue (Poole Creek)                          | 0              | 0                                    | 0                             | 0                            | 12,000            |
| Operating Reserve   | 10,000         | 0                                    | 0                             | 0                            | 20,000            |
| <b>Total</b>  | <b>334,814</b> | <b>278,895</b>                       | <b>329,814</b>                | <b>(5,000)</b>               | <b>952,056</b>    |

## Plan Review & Regulations

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

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

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

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

### Contracted Services per MOUs for Septic Inspection/Reinspection

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

| Expenditures   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|--|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits   | 194,362        | 178,165                                 | 194,362                          | 0                               | 584,181           |
| Mileage/Expenses/Professional Development              | 9,000          | 1,668                                   | 4,000                            | (5,000)                         | 19,000            |
| Materials/Supplies/Gen Expenses                        | 2,500          | 676                                     | 1,500                            | (1,000)                         | 4,500             |
| Legal Fees   |                |   |                                  |                                 | 17,000            |
| Mississippi/Rideau Septic Program                      |                |   |                                  |                                 | 75,000            |
| Advisory Services                                      |                |   |                                  |                                 | 26,000            |
| COVID Response   |                |   |                                  |                                 | 0                 |
|  |                |   |                                  |                                 |                   |
|  |                |   |                                  |                                 |                   |
| <b>Total</b>   | <b>205,862</b> | <b>180,509</b>                          | <b>199,862</b>                   | <b>(6,000)</b>                  | <b>725,681</b>    |
|  |                |   |                                  |                                 |                   |
| Revenues   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                                       |                |   |                                  |                                 |                   |
| Municipal Levy   | 70,862         | 20,502                                  | 36,862                           | (34,000)                        | 400,681           |
| Special Levy   | 0              | 0                                       |                                  |                                 | 0                 |
| User Fees - Plan Review                                | 135,000        | 160,008                                 | 163,000                          | 28,000                          | 148,000           |
| User Fees - Permit Processing Fees - Permits/PropClear |                |   |                                  |                                 | 92,000            |
| User Fees - Mississippi/Rideau Septic Program          |                |   |                                  |                                 | 75,000            |
| MVCF - Wetland Protection Fund                         |                |   |                                  |                                 | 10,000            |
|  |                |   |                                  |                                 |                   |
|  |                |   |                                  |                                 |                   |
|  |                |   |                                  |                                 |                   |
|  |                |   |                                  |                                 |                   |
| <b>Total</b>   | <b>205,862</b> | <b>180,509</b>                          | <b>199,862</b>                   | <b>(6,000)</b>                  | <b>725,681</b>    |

## Flood Forecasting and Warning

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

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

| Expenditures                                   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|--|----------------|---|----------------------------------|---------------------------------|----------------------|
| Wages/Benefits                                 | 183,404        | 168,120                                 | 183,404                          | 0                               | 174,876              |
| Standby/On Call Pay                            | 1,500          | 2,280                                   | 2,500                            | 1,000                           | 2,500                |
| Mileage/Expenses/Professional Development      | 22,000         | 8,256                                   | 11,000                           | (11,000)                        | 23,500               |
| Equip Rent Pur Repair & Mtce                   | 17,000         | 576                                     | 17,000                           | 0                               | 5,000                |
| Utilities - Telephone & Hydro                  | 13,000         | 6,300                                   | 9,000                            | (4,000)                         | 10,000               |
| Communications - Radios & Pagers               | 4,700          | 3,517                                   | 4,700                            | 0                               | 4,700                |
| Materials/Supplies/General Expenses            | 3,500          | 44                                      | 3,500                            | 0                               | 3,500                |
| Low Water Response                             | 0              | 0                                       |                                  | 0                               | 500                  |
| 2019 Flood Response                            | 0              | 0                                       | 0                                | 0                               | 0                    |
| WISKI-Soda License and Maintenance Fees        | 5,700          | 4,768                                   | 5,700                            | 0                               | 18,075               |
| Stream Gauges                                  | 1,500          | 3,765                                   | 1,500                            | 0                               | 1,500                |
| <b>Total</b>                                   | <b>252,304</b> | <b>197,626</b>                          | <b>238,304</b>                   | <b>(14,000)</b>                 | <b>244,151</b>       |
| Revenues                                       | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant (Prov. TP Grant - Section 39) | 60,368         | 60,366                                  | 60,368                           | 0                               | 60,368               |
| Municipal Levy                                 | 176,936        | 122,182                                 | 149,016                          | (27,920)                        | 173,783              |
| Special Levy                                   | 0              | 0                                       | 0                                | 0                               | 0                    |
| Other - Low Water Grant                        | 0              | 0                                       | 0                                | 0                               | 0                    |
| CSJ - Wage Subsidy                             | 0              | 0                                       | 3,920                            | 3,920                           | 0                    |
| Career Launcher Funding (WISKI)                | 15,000         | 15,000                                  | 15,000                           | 0                               |                      |
| Other - Shared Contribution (WISKI)            | 0              | 79                                      | 10,000                           | 10,000                          | 10,000               |
| <b>Total</b>                                   | <b>252,304</b> | <b>197,626</b>                          | <b>238,304</b>                   | <b>(14,000)</b>                 | <b>244,151</b>       |

## Operation/Maintenance of Flood Control Structures

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

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

| Expenditures                                   | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
|--|----------------|--------------------------------------|-------------------------------|------------------------------|-------------------|
| Wages/Benefits                                 | 234,239        | 214,719                              | 234,239                       | 0                            | 234,594           |
| Mileage/Expenses/Professional Development      | 15,000         | 15,977                               | 20,000                        | 5,000                        | 15,000            |
| Administrative Charges                         | 18,200         | 0                                    | 18,200                        | 0                            | 18,200            |
| Taxes/Insurance                                | 38,000         | 41,839                               | 41,839                        | 3,839                        | 42,200            |
| Materials/Supplies/Equipment/General Exp       | 4,500          | 906                                  | 3,500                         | (1,000)                      | 4,500             |
| Health & Safety Expenses                       | 4,000          | 3,134                                | 4,000                         | 0                            | 4,000             |
| Safety Inspections                             | 0              | 0                                    | 0                             | 0                            | 3,000             |
| COVID-19 Response                              | 0              | 853                                  | 1,200                         | 1,200                        | 0                 |
|  |                |                                      |                               |                              |                   |
|  |                |                                      |                               |                              |                   |
|  |                |                                      |                               |                              |                   |
| <b>Total</b>                                   | <b>313,939</b> | <b>277,429</b>                       | <b>322,978</b>                | <b>9,039</b>                 | <b>321,494</b>    |
|  |                |                                      |                               |                              |                   |
| Revenues                                       | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
| Provincial Grant (Prov. TP Grant - Section 39) | 68,070         | 68,070                               | 68,070                        | 0                            | 68,070            |
| Municipal Levy                                 | 197,744        | 172,543                              | 206,783                       | 9,039                        | 203,574           |
| Special Levy                                   | 0              |                                      | 0                             | 0                            | 0                 |
| User Fees - OPG Contract                       | 41,000         | 36,816                               | 41,000                        | 0                            | 42,500            |
| Other - MNR Bancroft & Kemptville              | 7,125          |                                      | 7,125                         | 0                            | 7,350             |
| WCS Reserve - Glen Cairn Prov Share            | 0              | 0                                    | 0                             | 0                            | 0                 |
|  |                |                                      |                               |                              |                   |
| <b>Total</b>                                   | <b>313,939</b> | <b>277,429</b>                       | <b>322,978</b>                | <b>9,039</b>                 | <b>321,494</b>    |

## Preventative Maintenance of Flood Control Structures

### Programs and Services per 4.2.3 of Sec. 39 Policies Manual

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

| Expenditures                              | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|---|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                            | 122,836        | 112,600                                 | 122,836                          | 0                               | 94,208            |
| Mileage/Expenses/Professional Development | 5,000          | 3,095                                   | 4,000                            | (1,000)                         | 5,000             |
| Materials/Supplies/Equipment              | 5,500          | 459                                     | 3,000                            | (2,500)                         | 9,000             |
| Stoplog Replacement                       | 6,000          | 0                                       | 6,000                            | 0                               | 6,000             |
| COVID Response                            | 0              | 422                                     | 600                              | 600                             | 0                 |
|   |                |   |                                  |                                 |                   |
|   |                |   |                                  |                                 |                   |
|   |                |   |                                  |                                 |                   |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                              | <b>139,336</b> | <b>116,576</b>                          | <b>136,436</b>                   | <b>(2,900)</b>                  | <b>114,208</b>    |
|   |                |   |                                  |                                 |                   |
| Revenues                                  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                          |                |   |                                  |                                 |                   |
| Municipal Levy                            | 69,668         | 58,288                                  | 68,218                           | (1,450)                         | 57,104            |
| Special Levy                              |                |   |                                  |                                 |                   |
| WCS Reserve - Glen Cairn Prov Share       | 69,668         | 58,288                                  | 68,218                           | (1,450)                         | 57,104            |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                              | <b>139,336</b> | <b>116,576</b>                          | <b>136,436</b>                   | <b>(2,900)</b>                  | <b>114,208</b>    |

## Stewardship Services & Education

### Programs and Services (largely delivered through MOUs and grants)

- Stewardship planning and implementation
  - Ottawa City Stream Watch
  - Ottawa Rural Clean Water Program
  - Ottawa Green Acres Program
  - Lake Monitoring (formerly Watershed Watch): Lake nutrient level monitoring and outreach to lake stewards on the health of their lake
  - Water Rangers: Engaging lake stewards with Water Rangers kits to conduct their own basic lake condition monitoring
  - Trees Ontario Reforestation Program
- Support to Lake Associations / Lake Planning
- Lanark County Forest Management
  - 5-year Plans
  - Annual assessment and marking
- Community Partner Projects
  - Shoreline naturalization
  - Erosion control
  - Reforestation
- Education Programs
  - OPG - Spring Water Awareness Program
  - School Programming (suspended)
  - Summer camp (suspended)
  - Enviro-Thon (cancelled in 2019)

| Expenditures   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|--|----------------|---|----------------------------------|---------------------------------|----------------------|
| Wages/Benefits   | 73,735         | 67,590                                  | 73,735                           | 0                               | 58,483               |
| Mileage/Expenses/Prof Development                      | 2,000          | 911                                     | 500                              | (1,500)                         | 4,000                |
| Mat&Sup/Equip/GExp/Promotion/Bat Boxes                 | 1,000          | 12                                      | 1,000                            | 0                               | 3,000                |
| Ottawa Clean Water Prog - Mil/Exp/Grants/Comm Exp      | 3,500          | 0                                       | 3,500                            | 0                               | 3,500                |
| County of Lanark Program                               | 6,000          | 0                                       | 6,000                            | 0                               | 6,000                |
| Shoreline Naturalization & Other Watershed Stewardship | 3,000          | 2,109                                   | 3,000                            | 0                               | 9,000                |
| Carp Erosion Control                                   | 164,200        | 23,696                                  | 164,200                          | 0                               | 0                    |
| Trees Canada Program (RVCA Partnership)                | 5,500          | 18                                      | 5,500                            | 0                               | 5,500                |
| Publicity  | 0              | 0                                       | 0                                | 0                               | 1,000                |
| COVID Response   | 0              | 38                                      | 250                              | 250                             | 0                    |
| <b>Total</b>   | <b>258,935</b> | <b>94,376</b>                           | <b>257,685</b>                   | <b>(1,250)</b>                  | <b>90,483</b>        |
|  |                |   |                                  |                                 |                      |
| Revenues   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant                                       |                |   |                                  |                                 |                      |
| Municipal Levy   | 85,735         | 85,698                                  | 80,007                           | (5,728)                         | 75,983               |
| Special Levy   | 0              | 0                                       | 0                                | 0                               | 0                    |
| User Fees - City of Ottawa RCWP                        | 3,000          | 750                                     | 1,500                            | (1,500)                         | 3,000                |
| User Fees - Lanark County                              | 6,000          | 0                                       | 6,000                            | 0                               | 6,000                |
| Other - City of Ottawa - Carp Erosion Control          | 164,200        | 1,950                                   | 164,200                          | 0                               | 0                    |
| Other - OWF Grant - Fish Habitat Wolf Grove Creek      | 0              | 0                                       | 0                                | 0                               | 0                    |
| Other - Trees/TD Planting Program Grant                | 0              | 5,500                                   | 5,500                            | 5,500                           | 5,500                |
| Other - Tree Planting Initiative                       | 0              | 478                                     | 478                              | 478                             | 0                    |
| <b>Total</b>   | <b>258,935</b> | <b>94,376</b>                           | <b>257,685</b>                   | <b>(1,250)</b>                  | <b>90,483</b>        |



## Property Management

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

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

| Expenditures                                | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|---|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                              | 105,883        | 97,059                                  | 105,883                          | 0                               | 199,241           |
| Mileage/Expenses/Professional Development   | 3,500          | 106                                     | 3,000                            | (500)                           | 3,500             |
| Insurance/General Expenses                  | 30,500         | 25,217                                  | 27,000                           | (3,500)                         | 30,500            |
| HQ Building                                 | 100,000        | 78,253                                  | 100,000                          | 0                               | 100,000           |
| Mill of Kintail Conservation Area           | 63,000         | 47,357                                  | 63,000                           | 0                               | 63,000            |
| Palmerston/Canonto Conservation Area        | 3,000          | 2,390                                   | 3,000                            | 0                               | 3,000             |
| Morris Island Conservation Area             | 16,000         | 10,443                                  | 16,000                           | 0                               | 16,000            |
| Purdon Conservation Area                    | 4,000          | 4,002                                   | 4,000                            | 0                               | 4,000             |
| K & P Trail Conservation Area               | 8,000          | 3,579                                   | 8,000                            | 0                               | 8,000             |
| Cedardale Properties                        | 1,200          | 969                                     | 969                              | (231)                           | 1,000             |
| COVID Response                              | 0              | 14,335                                  | 15,000                           | 15,000                          | 42,000            |
| <b>Total</b>                                | <b>335,083</b> | <b>283,710</b>                          | <b>345,852</b>                   | <b>10,769</b>                   | <b>470,241</b>    |
| Revenues                                    | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                            |                |   |                                  |                                 |                   |
| Municipal Levy                              | 333,433        | 282,099                                 | 344,202                          | 10,769                          | 468,541           |
| Special Levy                                | 0              | 0                                       | 0                                | 0                               | 0                 |
| PLT & CPRA Wage Subsidy                     | 0              | 0                                       | 0                                | 0                               | 0                 |
| Other - K&P - Bucci Order \$30,000          | 0              | 0                                       | 0                                | 0                               | 0                 |
| Other - Bell Canada - Annual Easement - K&P | 1,650          | 1,612                                   | 1,650                            | 0                               | 1,700             |
| Other - Canadian Wildlife Services          | 0              | 0                                       | 0                                | 0                               | 0                 |
| <b>Total</b>                                | <b>335,083</b> | <b>283,710</b>                          | <b>345,852</b>                   | <b>10,769</b>                   | <b>470,241</b>    |

Mississippi Valley Conservation Authority  
2021 Draft Budget

**Visitor Services**

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

Rentals Coordination  
Cloister  
Picnic Shelter  
Gate House  
Grounds  
Other  
Museum Operations  
Maintain and catalogue collections  
Organize and display collection  
Plan and execute special exhibits  
Acquire temporary exhibits  
Plan, stock, and manage gift shop  
Special Events  
Plan, design, implement events  
Volunteer management  
Professional development

| Expenditures                                      | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|---|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                                    | 122,623        | 112,404                                 | 116,623                          | (6,000)                         | 74,439            |
| Mileage/Expenses/Professional Development         | 1,000          | 100                                     | 500                              | (500)                           | 500               |
| Utilities - Telephone                             | 5,000          | 1,518                                   | 5,000                            | 0                               | 5,000             |
| Publicity   | 1,000          | 0                                       | 500                              | (500)                           | 1,000             |
| Signage   | 1,000          | 0                                       | 0                                | (1,000)                         | 1,000             |
| Admin/BankChrgs/Equip/GShop/M&S/SpEvExp/Sculpture | 6,000          | 1,133                                   | 4,000                            | (2,000)                         | 4,000             |
| Interior Maintenance                              | 2,000          | 309                                     | 1,000                            | (1,000)                         | 1,000             |
| Mississippi Mills Annual Grant Expense            | 0              | 0                                       | 0                                | 0                               | 0                 |
| Night Sky Program (discontinued program)          | 0              | 0                                       | 0                                | 0                               | 0                 |
|   |                |   |                                  |                                 |                   |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                                      | <b>138,623</b> | <b>115,463</b>                          | <b>127,623</b>                   | <b>(11,000)</b>                 | <b>86,939</b>     |
|   |                |   |                                  |                                 |                   |
| Revenues  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Special Grant - Provincial Grant                  | 13,445         | 13,445                                  | 13,445                           | 0                               | 13,445            |
| Municipal Levy                                    | 75,462         | 31,444                                  | 43,008                           | (32,454)                        | 15,520            |
| Special Levy                                      | 0              | 0                                       | 0                                | 0                               | 0                 |
| User Fees - Conservation Areas                    | 32,000         | 31,852                                  | 32,000                           | 0                               | 37,000            |
| Donations Received                                | 0              | 5,297                                   | 5,297                            | 5,297                           | 0                 |
| Special Grant - Miss Mills Grant - MOK & Naismith | 11,716         | 11,974                                  | 11,974                           | 258                             | 11,974            |
| Special Grant - Canadian Heritage Emergency Fund  | 0              | 11,899                                  | 11,899                           | 11,899                          | 0                 |
| Other - Parking Meter - Morris Island CA          | 6,000          | 9,553                                   | 10,000                           | 4,000                           | 9,000             |
| Other -Tait McKenzie Sculpture Donations          | 0              | 0                                       | 0                                | 0                               | 0                 |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                                      | <b>138,623</b> | <b>115,463</b>                          | <b>127,623</b>                   | <b>(11,000)</b>                 | <b>86,939</b>     |

Mississippi Valley Conservation Authority  
2021 Draft Budget

**Water & Erosion Control Infrastructure**

**Programs and Services related to WECl eligible capital projects**

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

| Expenditures                                   | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
|--|----------------|--------------------------------------|-------------------------------|------------------------------|-------------------|
| Wages/Benefits                                 | 26,340         | 24,145                               | 26,340                        | 0                            | 0                 |
| Dam Operation Guidelines and OMS Manuals       | 0              | 0                                    | 0                             | 0                            | 0                 |
| Mazinaw Lake Dam Gate                          | 0              | 3,650                                | 3,650                         | 3,650                        | 0                 |
| Widow Lake Dam Retrofit Design                 | 0              | 0                                    | 0                             | 0                            | 0                 |
| Farm Lake Dam - Safety Assessment              | 40,000         | 0                                    | 0                             | (40,000)                     | 0                 |
| <b>Capital Assets:</b>                         | 0              | 0                                    | 0                             | 0                            | 0                 |
| <b>Shab Lake Dam Design Study</b>              | 0              | 0                                    | 0                             | 0                            | 0                 |
| Mazinaw Lake Dam Gantry                        | 0              | 0                                    | 0                             | 0                            | 0                 |
| Lanark Dam                                     | 0              | 0                                    | 0                             | 0                            | 0                 |
| Carleton Place Dam                             | 0              | 0                                    | 0                             | 0                            | 0                 |
| <b>Shab Lake Dam Final Design</b>              | 0              | 0                                    | 60,000                        | 60,000                       | 0                 |
| <b>Shab Lake Dam Construction</b>              | 692,000        | 7,022                                | 0                             | (692,000)                    | 1,500,000         |
| <b>Widow Lake Dam</b>                          | 0              | 0                                    | 0                             | 0                            | 0                 |
| <b>Kash Lake Dam</b>                           | 100,000        | 39,657                               | 55,000                        | (45,000)                     | 50,000            |
| <b>Dam Preventative Maintenance</b>            | 0              | 0                                    | 0                             | 0                            | 15,000            |
| <b>Contributions to WCS Reserve</b>            | 0              | 0                                    | 0                             | 0                            | 0                 |
| Debt Repayment                                 | 0              | 0                                    | 0                             | 0                            | 0                 |
| <b>Total</b>                                   | <b>858,340</b> | <b>74,475</b>                        | <b>144,990</b>                | <b>(713,350)</b>             | <b>1,565,000</b>  |
|  |                |                                      |                               |                              |                   |
| Revenues                                       | 2020 Budget    | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Draft Budget |
| WECl Grant                                     | 396,000        | 0                                    | 0                             | (396,000)                    | 775,000           |
| Municipal Levy - General                       | 26,340         | 64,142                               | 19,657                        | (6,683)                      | 25,000            |
| Deferred Revenue (WECl)                        | 0              | 10,333                               | 10,333                        | 10,333                       | 0                 |
| WCS Reserve                                    | 40,000         | 0                                    | 0                             | (40,000)                     | 0                 |
| Special Reserves - Glen Cairn Provincial Share | 396,000        | 0                                    | 115,000                       | (281,000)                    | 15,000            |
| Debt Financing                                 | 0              | 0                                    | 0                             | 0                            | 750,000           |
| <b>Total</b>                                   | <b>858,340</b> | <b>74,475</b>                        | <b>144,990</b>                | <b>(713,350)</b>             | <b>1,565,000</b>  |

## Debt Repayment

### Objectives:

- facilitate construction of new Administration Office

### Budget Highlights:

- continue with annual financing plan

| Expenditures                             | 2020 Budget | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Budget |
|--|-------------|--------------------------------------|-------------------------------|------------------------------|-------------|
| Capital Assets:                          |             |                                      |                               |                              |             |
| Member Costs                             |             |                                      |                               |                              |             |
| Advertising                              |             |                                      |                               |                              |             |
| Borrowing Costs                          |             |                                      |                               |                              |             |
| Official Opening Charges                 |             |                                      |                               |                              |             |
| Professional Consulting Fees & Disb      |             |                                      |                               |                              |             |
| Project Management                       |             |                                      |                               |                              |             |
| Permits/Approvals/Other                  |             |                                      |                               |                              |             |
| Furniture & Equipment Allowance          |             |                                      |                               |                              |             |
| Moving Expenses                          |             |                                      |                               |                              |             |
| Land Costs                               |             |                                      |                               |                              |             |
| HQ Construction Cost                     |             |                                      |                               |                              |             |
| Sub-Total                                | 0           | 0                                    | 0                             | 0                            | 0           |
| HQ Annual Financing Charge               | 277,005     | 277,005                              | 277,005                       | 0                            | 277,005     |
| WCS Annual Financing Charge              |             |                                      |                               |                              | 0           |
| LIDAR Repayment                          |             |                                      |                               |                              | 0           |
| Grand Total                              | 277,005     | 277,005                              | 277,005                       | 0                            | 277,005     |
|  |             |                                      |                               |                              |             |
|  |             |                                      |                               |                              |             |
|  |             |                                      |                               |                              |             |
| Revenues                                 | 2020 Budget | Year-To-Date as at: November 26 2020 | Projected Balance Dec 31 2020 | Projected Variance to Budget | 2021 Budget |
| Provincial Grant                         | 0           | 0                                    | 0                             | 0                            | 0           |
| Municipal Levy - General benefit         | 277,005     | 277,005                              | 277,005                       | 0                            | 277,005     |
| Municipal Contributions 2009-2013        | 0           | 0                                    | 0                             | 0                            | 0           |
| Loan                                     | 0           | 0                                    | 0                             | 0                            | 0           |
| Other                                    | 0           | 0                                    | 0                             | 0                            | 0           |
| Other - Deposit Returned                 | 0           | 0                                    | 0                             | 0                            | 0           |
| Other - Turn Lane Cont C.Place/Southwell | 0           | 0                                    | 0                             | 0                            | 0           |
| Grand Total                              | 277,005     | 277,005                              | 277,005                       | 0                            | 277,005     |

Mississippi Valley Conservation Authority  
2021 Draft Budget

## Other Capital

### Facilities Management

Conservation Areas  
Vehicles  
Equipment  
LIDAR - major data aquisition

| Expenditures                          | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|---------------------------------------|----------------|---|----------------------------------|---------------------------------|----------------------|
| Conservation Area Signs (directional) |                |   |                                  |                                 |                      |
| Morris Island Bridge Decking          |                |   |                                  |                                 |                      |
| CP Trail - Phase 1                    |                |   |                                  |                                 |                      |
| CP Trail - Phase 3                    | 10,000         |   | 10,000                           | 0                               |                      |
| K&P (railing replacement)             | 40,000         |   | 40,000                           | 0                               |                      |
| Purdon Boardwalk                      | 2,000          |   | 2,000                            | 0                               | 12,500               |
| Vehicles                              | 35,500         |   | 35,500                           | 0                               | 68,600               |
| Equipment                             | 34,000         | 5,967                                   | 34,000                           | 0                               |                      |
| Computer Hardware                     | 15,000         |   | 11,475                           | (3,525)                         | 15,000               |
| MOK - Workshop Building               | 8,000          |   | 8,000                            | 0                               | 0                    |
| MOK Washrooms                         | 0              | 1,119                                   | 1,119                            | 1,119                           | 0                    |
| MOK                                   |                |   |                                  |                                 | 9,000                |
| K&P Trail                             |                |   |                                  |                                 | 50,000               |
| Morris Island                         |                |   |                                  |                                 | 0                    |
| CP Trail                              |                |   |                                  |                                 | 20,000               |
| Gauge & Communication Network         |                |   |                                  |                                 | 60,000               |
| HQ - Sewer & Water Connection         | 0              | 0                                       | 0                                | 0                               | 0                    |
| LIDAR                                 |                |   |                                  |                                 | 250,000              |
|                                       |                |   |                                  |                                 |                      |
| <b>Total</b>                          | <b>144,500</b> | <b>7,086</b>                            | <b>142,094</b>                   | <b>(2,406)</b>                  | <b>485,100</b>       |
|                                       |                |   |                                  |                                 |                      |
| Revenues                              | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant                      |                |   |                                  |                                 |                      |
| Municipal Levy - General              | 125,500        | 0                                       | 121,975                          | (3,525)                         | 167,600              |
| Other - Town of CP - Roy Brown Contr. | 5,000          | 0                                       | 5,000                            | 0                               | 10,000               |
| Reserves - Vehicles & Equipment       | 14,000         | 5,967                                   | 14,000                           | 0                               |                      |
| Reserves - Conservation Area          |                |   |                                  |                                 | 10,000               |
| Reserves - WCS                        |                |   |                                  |                                 | 17,500               |
| Reserves - Operating                  |                |   |                                  |                                 | 125,000              |
| Other - Def. Revenue - MOK Washroom   |                | 1,119                                   | 1,119                            | 1,119                           |                      |
| Other - Grants                        |                |   |                                  |                                 | 155,000              |
|                                       |                |   |                                  |                                 |                      |
| <b>Total</b>                          | <b>144,500</b> | <b>7,086</b>                            | <b>142,094</b>                   | <b>(2,406)</b>                  | <b>485,100</b>       |

## Reserve Investments

|   | Dec 31 2019<br>Balance | 2020 Budget<br>Allocations<br>FROM<br>Reserves | 2020 Budget<br>Allocations<br>TO Reserves | Projected<br>Dec 31 2020<br>Balance | 2021 Budget<br>Allocations<br>FROM<br>Reserves | 2021 Budget<br>Allocations<br>TO Reserves | Projected<br>Dec 31 2021<br>Balance |
|---|------------------------|--|---|-------------------------------------|--|---|-------------------------------------|
| <b>Capital Reserves</b>                             |                        |  |   |                                     |  |   |                                     |
| HQ Building Reserve                                 | 338,701                | 0  |   | 338,701                             |  | 30,000                                    | 368,701                             |
| Information Technology Reserve                      | 32,000                 | 15,700   |   | 16,300                              |  |   | 16,300                              |
| Vehicles & Equipment Reserve                        | 95,403                 | 14,000   |   | 81,403                              |  |   | 81,403                              |
| Water Control Structure Reserve - MVCA              | 208,885                | 0  | 89,761                                    | 298,646                             | 17,500   | 65,745                                    | 346,891                             |
| Conservation Areas Reserve                          | 17,000                 | 0  | 25,000                                    | 42,000                              | 10,000   |   | 32,000                              |
| <b>Other Reserves</b>                               |                        |  |   |                                     |  |   |                                     |
| Museum Building & Art Reserve                       | 4,398                  | 0  |   | 4,398                               |  |   | 4,398                               |
| Sick Leave Reserve                                  | 73,843                 | 0  |   | 73,843                              |  |   | 73,843                              |
| Water Control Structure Reserve - Glen Cairn - Prov | 578,771                | 203,218  |   | 375,553                             | 97,104   |   | 278,449                             |
| Operating Reserve                                   | 918,969                | 63,890   |   | 855,079                             | 169,599  |   | 685,480                             |
| <b>Total</b>  | <b>2,267,970</b>       | <b>296,808</b>                                 | <b>114,761</b>                            | <b>2,085,923</b>                    | <b>294,203</b>                                 | <b>95,745</b>                             | <b>1,887,465</b>                    |

**Mississippi Valley Conservation Authority  
2021 Draft Budget**

**Watershed Monitoring - 2021 See Technical Studies & Watershed Planning**

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

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

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

| Expenditures  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|---|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits  | 153,931        | 128,276                                 | 131,931                          | (22,000)                        | 0                 |
| Mileage/Expenses/Professional Development                       | 18,000         | 10,203                                  | 9,000                            | (9,000)                         | 0                 |
| Materials/Supplies/Equip/Gen Expenses                           | 4,000          | 4,780                                   | 5,000                            | 1,000                           | 0                 |
| Lab Analysis (throughout watershed)                             | 6,000          | 19,420                                  | 20,000                           | 14,000                          | 0                 |
| City of Ottawa Baseline Monitoring (incl. mileage and lab fees) | 27,720         | 0                                       | 27,720                           | 0                               | 0                 |
| Poole Creek Subwatershed Study                                  |                | 0                                       | 0                                | 0                               | 0                 |
|   |                |   |                                  |                                 |                   |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>  | <b>209,651</b> | <b>162,679</b>                          | <b>193,651</b>                   | <b>(16,000)</b>                 | <b>0</b>          |
| Revenues  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant  |                |   |                                  |                                 |                   |
| Municipal Levy  | 148,151        | 146,013                                 | 136,379                          | 5,228                           | 0                 |
| Special Levy (Baseline Monitoring City of Ottawa)               | 61,500         | 0                                       | 36,352                           | (25,148)                        | 0                 |
| CSJ - Wage Subsidy  | 0              | 0                                       | 3,920                            | 3,920                           | 0                 |
| Other - City of Ottawa - Baseline Monitoring                    | 0              | 0                                       | 0                                | 0                               | 0                 |
| Other - RVCA Work Share Agreement 2020                          | 0              | 16,666                                  | 17,000                           | 0                               | 0                 |
| <b>Total</b>  | <b>209,651</b> | <b>162,679</b>                          | <b>193,651</b>                   | <b>(16,000)</b>                 | <b>0</b>          |

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

**Studies - 2021 See Technical Studies & Watershed Planning**

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

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

| Expenditures                                 | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|--|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                               | 122,655        | 102,213                                 | 122,655                          | 0                               | 0                 |
| Mileage/Expenses/Professional Development    | 0              | 0                                       | 0                                | 0                               | 0                 |
| Ottawa Floodplain Mapping Update             | 1,000          | 9,163                                   | 0                                | (1,000)                         | 0                 |
| Carp River - Floodplain Mapping Study        | 8,000          | 720                                     | 35,000                           | 27,000                          | 0                 |
|  |                |   |                                  | 0                               | 0                 |
| Casey Creek                                  | 0              | 0                                       | 45,000                           | 45,000                          | 0                 |
| Huntley Creek                                | 0              | 0                                       | 16,250                           | 16,250                          | 0                 |
| Constance Creek                              | 0              | 0                                       | 16,500                           | 16,500                          | 0                 |
|  |                |   |                                  |                                 |                   |
|  |                |   |                                  |                                 |                   |
| <b>Total</b>                                 | <b>131,655</b> | <b>112,095</b>                          | <b>235,405</b>                   | <b>103,750</b>                  | <b>0</b>          |
| Revenues                                     | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                             |                |   |                                  |                                 |                   |
| Municipal Levy                               | 82,870         | 112,095                                 | 186,620                          | 103,750                         | 0                 |
| Special Levy                                 | 0              | 0                                       | 0                                | 0                               | 0                 |
| Other - City of Ottawa Contribution          | 48,785         | 0                                       | 48,785                           | 0                               | 0                 |
| Other - National Disaster Mitigation Program | 0              | 0                                       | 0                                | 0                               | 0                 |
| Operating Reserve                            | 0              | 0                                       | 0                                | 0                               | 0                 |
| <b>Total</b>                                 | <b>131,655</b> | <b>112,095</b>                          | <b>235,405</b>                   | <b>103,750</b>                  | <b>0</b>          |



Mississippi Valley Conservation Authority  
2021 Draft Budget

**Regulations - 2021 See Plan Review & Regulations**

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

- Permit administration
  - Develop/review Sec. 28 policies and procedures
  - Respond to municipal, public, stakeholders queries
  - Preconsultation meetings
  - Review and process permit applications
  - Issue permits
- Compliance management
  - Compliance monitoring/inspections
  - Respond to complaints
  - Investigate non-compliance
  - Enforcement / legal action
- Professional development

**Contracted Services per MOUs for Septic Inspection/Reinspection**

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

| Expenditures   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
|--|----------------|---|----------------------------------|---------------------------------|----------------------|
| Wages/Benefits   | 246,754        | 205,628                                 | 246,754                          | 0                               | 0                    |
| Mileage/Expenses/Professional Development              | 10,000         | 8,221                                   | 8,000                            | (2,000)                         | 0                    |
| Materials/Supplies/Gen Expenses                        | 2,000          | 1,443                                   | 2,000                            | 0                               | 0                    |
| Legal Fees   | 17,000         | 7,970                                   | 12,000                           | (5,000)                         | 0                    |
| Mississippi/Rideau Septic Program                      | 75,000         | 411                                     | 75,000                           | 0                               | 0                    |
| Advisory Services                                      | 26,000         | 3,024                                   | 30,000                           | 4,000                           | 0                    |
| COVID Response   | 0              | 58                                      | 150                              | 150                             | 0                    |
|  |                |   |                                  |                                 |                      |
|  |                |   |                                  |                                 |                      |
| <b>Total</b>   | <b>376,754</b> | <b>226,756</b>                          | <b>373,904</b>                   | <b>(2,850)</b>                  | <b>0</b>             |
| Revenues   | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft<br>Budget |
| Provincial Grant                                       |                |   |                                  |                                 |                      |
| Municipal Levy   | 211,754        | 84,470                                  | 187,904                          | (23,850)                        | 0                    |
| Special Levy   |                |   |                                  |                                 |                      |
| User Fees - Permit Processing Fees - Permits/PropClear | 80,000         | 99,485                                  | 101,000                          | 21,000                          | 0                    |
| User Fees - Mississippi/Rideau Septic Program          | 75,000         | 42,800                                  | 75,000                           | 0                               | 0                    |
| MVCF - Wetland Protection Fund                         | 10,000         | 0                                       | 10,000                           | 0                               | 0                    |
| PLT Wage Subsidy                                       | 0              | 0                                       | 0                                | 0                               | 0                    |
| Operating Reserve -                                    |                |   |                                  |                                 |                      |
| <b>Total</b>   | <b>376,754</b> | <b>226,756</b>                          | <b>373,904</b>                   | <b>(2,850)</b>                  | <b>0</b>             |

## Education - Currently Suspended

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

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

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

| Expenditures                              | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
|---|----------------|---|----------------------------------|---------------------------------|-------------------|
| Wages/Benefits                            | 105,621        | 88,018                                  | 105,621                          | 0                               | 0                 |
| Mileage/Expenses/Professional Development | 3,000          | 659                                     | 750                              | (2,250)                         | 0                 |
| Materials/Supplies/Equipment/General Exp  | 2,000          | 0                                       | 0                                | (2,000)                         | 0                 |
| Publicity                                 | 1,000          | 0                                       | 0                                | (1,000)                         | 0                 |
| Busing Program (winter)                   | 2,000          | 0                                       | 0                                | (2,000)                         | 0                 |
| Enviro-Thon                               | 1,500          | 0                                       | 0                                | (1,500)                         | 0                 |
| Childrens Water Festival                  | 1,500          | 0                                       | 0                                | (1,500)                         | 0                 |
| Watershed Road Show Initiative            | 0              | 2,873                                   | 3,000                            | 3,000                           | 0                 |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                              | <b>116,621</b> | <b>91,549</b>                           | <b>109,371</b>                   | <b>(7,250)</b>                  | <b>0</b>          |
|   |                |   |                                  |                                 |                   |
| Revenues                                  | 2020 Budget    | Year-To-Date as at:<br>November 26 2020 | Projected Balance<br>Dec 31 2020 | Projected Variance<br>to Budget | 2021 Draft Budget |
| Provincial Grant                          |                |   |                                  |                                 |                   |
| Municipal Levy                            | 72,121         | 89,614                                  | 109,371                          | 37,250                          | 0                 |
| Special Levy                              | 0              | 0                                       |                                  |                                 | 0                 |
| User Fees - Education Program             | 40,000         | 1,935                                   | 0                                | (40,000)                        | 0                 |
| Other - MVCF - Busing                     | 2,000          | 0                                       | 0                                | (2,000)                         | 0                 |
| Other - OPG SWAP Grant                    | 2,500          | 0                                       | 0                                | (2,500)                         | 0                 |
| Other - Envirothon                        | 0              | 0                                       | 0                                | 0                               | 0                 |
|   |                |   |                                  |                                 |                   |
| <b>Total</b>                              | <b>116,621</b> | <b>91,549</b>                           | <b>109,371</b>                   | <b>(7,250)</b>                  | <b>0</b>          |

The 2021 Draft Budget that was presented to the Finance and Administration Advisory Committee on November 20<sup>th</sup>, 2020 reflected a total budget of \$6,101,561. The following amendments were made to the draft in preparation for this meeting:

- a) Information Management: reallocation of \$450 from General Expenses to Highspeed Internet expenses. This change reallocates previously budgeted funds and has no impact on the levy.
- b) Other Capital – CP Trail (Roy Brown Park) Development: Construction of the look-out platform did not commence in 2020 due to the impact of COVID-19 which resulted in the reallocation of staff; and because the high cost of building materials made it impractical. MVCA proposes to place the unspent 2020 capital levied dollars (\$5,000) into the Conservation Area Reserve and use the 2021 budget to start this project.
- c) The Town of Carleton Place provides 50% funding towards development of Roy Brown Park, up to a maximum of \$5,000 per year. MVCA has requested that the Town place its 2020 allocation on hold, and to use that amount to double its 2021 annual contribution to \$10,000. Staff will explore grant opportunities to offset costs for this project, with the understanding that it will be postponed until 2025 as set out in the 10-year Capital Plan if grants and contributions are not obtained.
- d) Other Capital – Gauge and Communication Network: The majority of MVCA gauges us dataloggers that are over 40 years old. MVCA has been informed that they can no longer be serviced by the supplier and will need to be replaced. Upgrade of this equipment was planned for 2023 at a cost of \$30,000. Given this situation and that the National Disaster Mitigation program (NDMP) funds this type of hardware, this cost has been moved forward from 2023 to 2021, with a 50% funding offset coming from NDMP for this and the \$12,500 previously identified under Gauges will require to be increased to \$30,000. In order to fulfill MVCA's portion of costs, a \$17,500 debit of the Water Control Structure Reserve identified in 2023 would also be moved forward to 2021. None of these amendments impact the previously communicated municipal levy.

The Finance and Administration Advisory Committee recommended the following motion for the Board's consideration on November 20<sup>th</sup>, 2020:

*"Resolved that, the Finance & Administration Advisory Committee endorse the submission of grant applications to support implementation of the 2021 Capital and Operating programs as set out in the Draft 2021 Budget".*

As the minutes from the Committee will not be approved and provided to the Board prior to grant submission deadlines, it has been included in this report and recommended for the Board's consideration.

## 2.0 MUNICIPAL LEVIES

As authorized by the Board of Directors on October 21, 2020, the municipal levy portion of the 2021 budget shows an inflation increase of 2.0% for inflation on the operating budget and 2.5% increase on the capital budget, and 1.5% for growth on both. This raises the total levy by 3.5% as shown in Table 2. The Special Levy is only paid by the City of Ottawa and is for delivery of its Baseline Water Quality Monitoring Program. The program was previously delivered as a contracted service and this change was made at the request of the City.

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

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

## 3.0 OPERATING BUDGET

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

|  |  |
|--|--|
| 1. Revenues: Plan Review User Fees are projected to increase from \$135k to \$148k                           | Based on 2020 volume   |
| 2. Revenues: Regulations /Permits User Fees are projected to increase from \$80k to \$92k                    | Based on 2020 volume and permit fee cost reduction has now ended   |
| 3. Revenues: Visitor Services – Conservation Area Passes and Parking Revenues are projected to increase \$8k | Based on 2020 volume and increased popularity of the sites during COVID-19   |
| 4. Expenditure: several departments wage allocations adjusted to be aligned with Section 39 funding model    | Wage realignments to match Section 39 definitions results in staff costs going down in some departments and increasing in other departments. |
| 5. Expenditure: Administration – legal and professional costs projected to increase \$10k                    | Based on 2020 actual expenditures  |
| 6. Expenditure: Property Management – COVID expenses to increase \$42k                                       | Additional cleaning required to continue at MICA, MOK and Purdon due to COVID-19 health unit recommendations                                 |

|   |   |
|---|---|
| 7. Expenditure: Visitor Services decreased expenses for student positions \$25,500            | Student positions at MOK is proposed to be dependent on grant funding |
| 8. Expenditure: Stewardship program to be enhanced for a resulting increase of \$55k          | Proposed 3-year pilot project for stewardship initiatives             |
| 9. Expenditure: Education Program – currently suspended, results in reduced expenses of \$72k | Education Program currently suspended due to COVID-19                 |

#### **4.0 CAPITAL BUDGET**

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

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

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

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

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

- MOK – replace riverside lookout \$9,000
- Purdon – replace sections of boardwalk \$12,500
- K&P Trail – install safety barriers on trail \$50,000
- Roy Brown Park – lookout development \$20,000  
(Funding Dependent)

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

#### **5.0 RESERVES**

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

| <b>Table 3: Reserve Balance Projections</b> | <b>2020</b> | <b>2021</b> | <b>2030</b> |
|---|-------------|-------------|-------------|
| Operating Reserve – YE Balance              | \$855,079   | \$730,079   | n/a         |
| Capital Reserves – YE Balance               | \$1,152,603 | \$1,154,596 | \$1,063,694 |
| Contribution to Reserves                    | \$114,761   | \$95,745    | \$114,375   |
| Allocations from Reserves                   | \$296,808   | \$71,252    | 0           |

## 6.0 LONG-TERM DEBT

Table 4 shows the debt schedule as proposed.

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

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

## 7.0 NEXT STEPS

Subject to the Board of Director's deliberations, the Draft budget will be adopted or revised and circulated to member municipalities for consideration and comment before being approved by the Board at the AGM in February. If required, the GM may recommend a meeting of the Finance Committee to consider and address comments received.

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## REPORT

3099/20

|       |  |
|-------|--|
| TO:   | Board of Directors, Mississippi Valley Conservation Authority                  |
| FROM: | Sally McIntyre, General Manager AND Angela Millar, Treasurer                   |
| RE:   | <b>2021-2023 Interim Financial Plan and Update to the 10-year Capital Plan</b> |
| DATE: | November 27, 2020  |

### Recommendation:

**That the Board of Directors approve the draft Interim Financial Plan and Update to the 10-year Capital Plan as recommended by the Policy & Priority Committee and Finance & Administration Committee.**

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In September 2020, staff identified operating and capital financial trends and pressures and received direction to update the 10-year Capital Plan and to prepare an Interim Financial Plan to map out how pressures could be addressed.<sup>1</sup>

In October 2020, an evaluation methodology was tabled to support prioritization of programs, services, projects and other initiatives; and staff received direction for development of the 2021 budget, including consideration of how financing could be used to help deliver projects for assets with lifecycles greater than 25 years.<sup>2</sup>

In November 2020, draft plans were tabled at the Policy & Priorities Committee for review and comment on the recommended suite of programs and initiatives, and to the Finance & Administration Committee to review the affordability and financial strategy proposed to enable implementation of the plans.<sup>3</sup> Both Committees recommended approval of the plans, as presented.

If approved, these plans will form the basis of annual work planning and budgeting for the next three years 2021-20023. The plans will be refined and updated as more detailed cost information becomes available and in response to any legislative and regulatory changes that may arise.

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<sup>1</sup> Refer to Staff Reports 3069/20 and 3070/20.

<sup>2</sup> Refer to Staff Reports 3080/20 and 3086/20.

<sup>3</sup> Refer to Staff Reports 3092/20 and 3095/20.



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

**December 2020**



## **1.0 INTRODUCTION**

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

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

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

## 2.0 APPROACH AND METHODOLOGY

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

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

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

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

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

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

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

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

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

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

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

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

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

## 2.1 Assumptions re: Capital Planning

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

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

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<sup>3</sup> Plus approved annual increases.

<sup>4</sup> Not all WCS and FFW projects qualify for 50% funding.

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

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

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

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

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

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

### **3.0 KEY FINDINGS AND CONCLUSIONS**

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

#### **3.1 Capital Program**

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

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

#### Water Control Structures (WCS)

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

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

As with Shabomeka, carrying out the Kashwakamak project on a PAYGO basis would deplete the WCS and Glen Cairn reserves, leave no buffer for emergencies, and prevent smaller projects from occurring (including regulated safety inspections.)

11. Alternatively, the Board could levy a premium on the annual capital levy in the two years that the projects proceed. This is not recommended due to current fiscal circumstance, and the Board's previously stated preference for predictable levies over the planning period.
12. Debt financing of the Shabomeka Lake Dam and the Kashwakamak Lake Dam projects allows them to proceed in a timely manner without depleting reserves or requiring significant increases in the Capital Levy, as follows:
  1. Shabomeka Lake Dam, \$750,000 over 25 years at 2.09 % = \$38,670/year; and
  2. Kashwakamak Lake Dam, \$750,000 over 25 years at 2.09% = 38,670/year
13. The province recommends borrowing where appropriate: "Borrowing allows (municipalities) to spread out the cost of the project over its useful life and allows infrastructure costs to be paid not just by today's taxpayer, but by future users as well."<sup>9</sup> This holds true for CA dams as shown by Figure 1.
14. Carrying these two loans would raise the Authority's total debt payments to 9.7% of own source revenues.

**Figure 1: Paying for long-life assets**

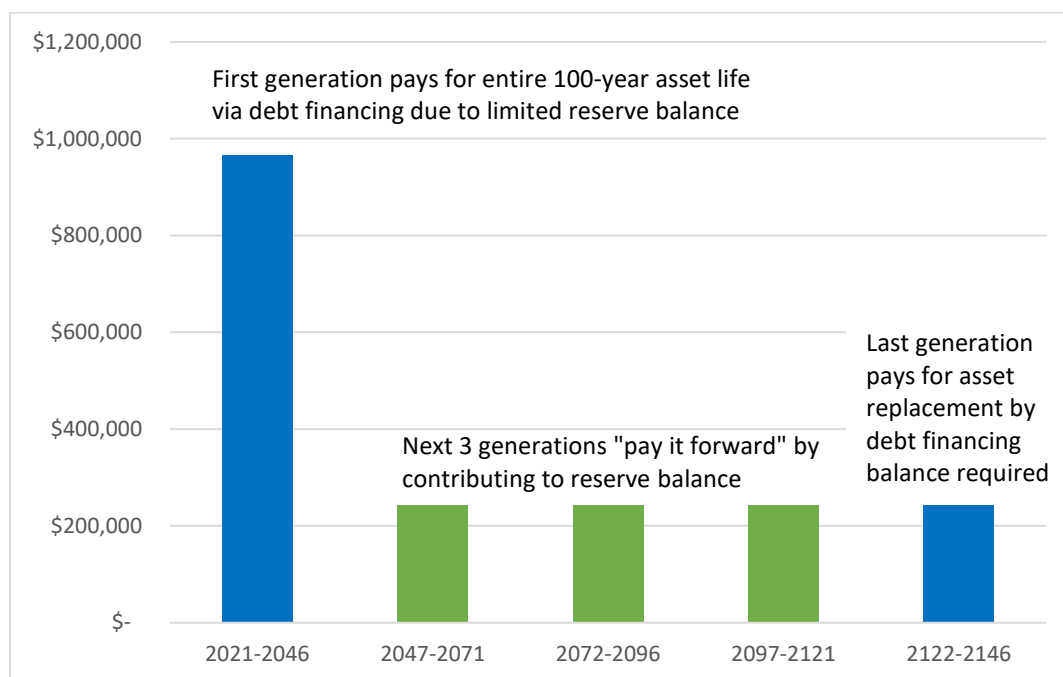


Figure 1 illustrates proposed financing of Shabomeka Lake Dam commencing 2021 compared to a sinking fund approach that is recommended for future replacement of the dam in 100 years.

<sup>9</sup> Ontario. "[Understanding municipal debt](#)", accessed Nov. 3, 2020.

## Conservation Areas

15. The Conservation Area Reserve has a projected 2020 YE balance of \$42,000.
16. The combined value of all projects identified for the Conservation Areas over the next ten years is \$730,000 or an average of \$73,000 per year.
17. Four High Risk projects should be carried out over the next three years, with a combined value of \$74,000:
  1. MOK – Gatehouse accessibility and security improvements at ~\$10,000.
  2. MOK – Rebuild the Riverside Look-out for public safety at ~ \$9,000.
  3. Purdon – Replace boardwalk for public safety at ~\$50,000 total (over 4 years.)
  4. MICA – Bridge repairs for public safety at ~\$5,000.
18. A fifth compliance-driven project: accessibility improvements at the Education Centre valued at ~\$8,000 has been deferred pending decisions regarding future educational programming and use of the building.
19. A sixth compliance-driven project results from a recent structural and safety assessment of the Clyde River bridge on the K&P Trail. Cost estimates to replace the decking, railing, and related works range from \$123,550 to \$221,500 (design options vary in durability and longevity etc..) Refer to Staff Report 3093/20 for details. \$50,000 has been included in 2021 to address immediate safety concerns.
20. Several Medium Risk projects are designed to maintain current functionality and safety (e.g. replacement of wood chips at play structure.) Most can be delayed if needed, but not indefinitely.
21. Some Low Risk projects are suitable for fundraising (e.g. balcony repairs) and could be carried out if sufficient grants or donations are received.
22. Most museum improvements have been deferred to after 2023, but could proceed in the interim if desired or if fundraising facilitates their implementation.

## HQ Facility<sup>10</sup>

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

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

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

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

#### Information & Communications Technology (ICT)

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

#### Vehicles and Equipment

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



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

### 3.2 Programs and Services

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

Table 1 is based upon the assumption that costs currently eligible for the MNRF annual Section 39 grant<sup>12</sup> or WECl grants would be considered mandatory; as well as matters directly related to Conservation Area management and source water protection.

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

| Programs and Services                     | Mandatory          | Municipal <sup>13</sup> | Other            |
|---|--------------------|-------------------------|------------------|
| 1. Water Control Structures (WCS) – O&M   | 9.1%               |                         |                  |
| 2. WCS – Preventative Maintenance         | 3.7%               |                         |                  |
| 3. Flood Forecasting and Warning          | 6.8%               |                         |                  |
| 4. Conservation Areas and HQ              | 7.9%               |                         |                  |
| 5. Technical Studies & Watershed Planning | 19.4%              | 3.5%                    | 0.8%             |
| 6. Planning and Regulations               | 16.6%              | 6.3%                    |                  |
| 7. Communications                         | 0.05%              |                         | 3.5%             |
| 8. Stewardship and Education              |                    | 0.4%                    | 2.0%             |
| 9. Visitor Services                       |                    |                         | 3.0%             |
| 10. Vehicles and Equipment                | 0.4%               |                         |                  |
| 11. Information & Communication Tech.     | 0.2%               |                         |                  |
| 12. Administration                        | 16.35%             |                         |                  |
| <b>Total</b>                              | <b>\$2,058,237</b> | <b>\$257,744</b>        | <b>\$230,039</b> |

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

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

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

## Stewardship and Education

1. Stewardship and education programs and services are not expected to qualify as mandatory. Some elements prescribed by source protection plans<sup>14</sup> may qualify.
2. Currently, the following stewardship programs are delivered under formal agreements:
  - Septic Reinspection Program (Tay Valley, North Frontenac, Drummond North Elmsley)
  - Ottawa Rural Clean Water Program (City of Ottawa)
  - Forest management (County of Lanark 5-year plan; annual timber assessment and marking)
3. The following stewardship programs are delivered through a combination of grants and the municipal levy, and can vary year to year:
  - Trees Canada Reforestation Program (rural tree planting in partnership with RVCA)
  - Watershed Watch Program (support to residents in lake monitoring program, in partnership with Watershed Canada)
  - Lake Stewards Program (support to residents in lake monitoring program, in partnership with the MECP and the Federation of Ontario Cottagers' Associations)
  - Ottawa City Stream Watch Program (monitoring of tributaries)
4. The following activities are carried out on an *ad hoc* basis with community groups and are funded by the municipal levy; and are often but not always offset by one-off grants:
  - Shoreline naturalization on public sites
  - Erosion control on public sites
  - Support to lake associations such as lake planning
  - Lake Links, annual stewardship event in partnership with Watersheds Canada
5. The average net cost to the municipal levy to deliver stewardship programming over the three years 2017-2019 was approximately \$34,600/year.
6. To date, stewardship programming has been delivered on a part-time basis. Members of the public and the Public Advisory Committee for the Watershed Plan have indicated significant interest in enhanced Stewardship programming by the Authority.
7. There is an opportunity to expand stewardship work, particularly where grants are available to offset costs.
8. A three-year pilot is recommended 2021-2023 to determine the degree of interest, uptake, and affordability given grants available and limits imposed by regulation.
9. The education program (currently suspended) is comprised of the following services:
  - Spring Water Awareness Program (delivered in February/March; the SWAP is funded by Ontario Power Generation)
  - Half-day programming for elementary students (Sept.-Jan.; April-June.)
  - Summer camp program (6 weeks per year)

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

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

#### Watershed Planning and Technical Studies

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

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

23. Not all technical studies carried out to support development of the Watershed Plan are eligible for the Section 39 grant, specifically:
- Hydrological, hydraulic, and morphological studies are eligible, as are mapping and associated data management.
  - Surface water quality monitoring, all ground water monitoring, and all aquatic and terrestrial studies are ineligible, as are mapping and associated data management.
24. A mix of eligible and ineligible studies are needed to fulfill the Authority's obligations under the *Mississippi River Water Management Plan*, 2006.<sup>15</sup>
25. None of the studies completed by the Authority are carried out by any other public agency in the area. The MNRF acknowledged that it curtailed its field studies in the aforementioned *Implementation Report*, 2020.<sup>16</sup> If the Authority withdraws these services, staff, the Board and others will lose the data needed to identify trends and issues, and to support informed permitting, policy and investment decisions.
26. At present, the following "ineligible" field studies are carried out by MVCA:
- Water quality monitoring is carried out at 14 Provincial Water Quality Monitoring Network (PWQMN) sites on behalf of the MECP every year. MVCA is not compensated for the work, but uses the results to help assess lake, river, and watershed health. Samples are analyzed at provincial laboratories at no cost to the Authority.
  - Water quantity and quality monitoring is carried out at 9 Provincial Groundwater Monitoring Network (PGMN) sites on behalf of MECP every year. MVCA is not compensated for that work, and has recommended significant modifications to the program to yield useful data to the Authority and others.<sup>17</sup>
  - Since 2018, the Authority has carried out a baseline monitoring program of 17 surface water sites under an MOU with the City of Ottawa. The City provides funding for 0.5 FTE for that purpose, and conducts analyses at its own laboratory and expense.
  - The Authority conducts annual water quality monitoring at key locations in the watershed, and targets a selection of smaller lakes each year for detailed study on a rotating basis.<sup>18</sup> Results are published and provided to lake associations and area municipalities the following year; and used to prepare a Watershed Report Card every 5-6 years.

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

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

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

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

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

### Planning and Regulations

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

### Visitor Services

37. Visitor services includes facility rentals for weddings and community groups, museum operations, and the hosting of special events such as Kintail Country Christmas.
38. Museum operations are supported by the following grants<sup>20</sup>:
  - Annual grant from the Municipality of Mississippi Mills; and
  - Annual provincial Community Museum Operating Grant (CMOG).
39. Facility rentals are directly tied to operation of the site as a conservation area, and allow for enhanced use of the property on a fee for service basis.
40. The average annual net cost to the municipal levy between 2017-2019 was \$80,084.
41. An *ad hoc* committee established by the Board is currently examining options for funding and operation of the Mill of Kintail Museum.
42. Until the regulations are issued and take effect or an alternative service delivery model has been found to fund and operate the museum, continued operation is planned at a reduced level of service per COVID-19 and the financial constraints of the organization.<sup>21</sup>

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

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

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

### Facilities Management / Conservation Areas

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

### Flood Forecasting and Warning (FFW)

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

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

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

dams”) are ineligible.<sup>22</sup> This rule applies to WECl funding as well, which is why not all dam capital works are eligible for the 50% grant.

53. Removal of the municipal grant or other funding to operate, maintain and carry-out lifecycle repairs and replacement could have serious consequences for landowners benefiting from those structures.
54. Existing timesheet and maintenance systems do not allow for easy estimation of the average annual cost to operate, maintain and perform lifecycle works on affected assets.
55. Depending upon wording in the regulations, options to decommissions those dams or transfer ownership may need to be considered. Any change would be a lengthy process and require provincial approvals and public engagement.
56. Accordingly, no change in O&M requirements for those facilities is expected within the period 2021-2023.
57. Due to the larger liability associated with the Authority’s flood control structures, efforts will focus on those dams as outlined in the updated 10-year Capital Plan. The exception to this is Widow Lake Dam, which is in a very poor state of repair.<sup>23</sup>
58. MVCA monitors and operates five MNRF dams/weirs<sup>24</sup> under a 3-year contract that expires March 31, 2021. For this, the Authority receives \$7,125 per year. This amount is considered insufficient for the risk and responsibilities associated with the contract.
59. Maintaining a continued role in the management of those facilities is desirable from a systems operation’s and management perspective, but is not essential.
60. Negotiations with the Ministry are required and will be pursued imminently.

#### Governance and Administration

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

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

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

<sup>24</sup> Palmerston, Canonto, Malcom and Summit dams, and Mosque weir.



- Structure and effectiveness of the Mississippi Valley Conservation Foundation.

#### Communications

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

#### **4.0 2021-2023 BUDGET**

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

| <b>Table 1: TOTAL BUDGET</b> | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      |
|------------------------------|------------------|------------------|------------------|------------------|
| Operating                    | 3,646,441        | 3,791,662        | 3,886,500        | 3,983,700        |
| Capital                      | 1,279,845        | 2,327,105        | 734,275          | 1,072,275        |
| Contribution to Reserves     | 114,761          | 95,745           | 31,516           | 65,601           |
| <b>Total</b>                 | <b>5,041,047</b> | <b>6,214,512</b> | <b>4,652,291</b> | <b>5,121,576</b> |

#### **5.0 MUNICIPAL LEVIES**

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

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

| <b>Table 2: MUNICIPAL LEVIES</b> | <b>2020</b>        | <b>2021</b>        | <b>2022</b>        | <b>2023</b>        |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| General Levy - Operating         | \$2,588,714        | \$2,679,317        | \$2,773,093        | \$2,870,153        |
| Capital Levy                     | \$543,606          | \$565,350          | \$590,791          | \$617,376          |
| <b>Total</b>                     | <b>\$3,132,320</b> | <b>\$3,244,667</b> | <b>\$3,363,884</b> | <b>\$3,487,529</b> |
| Special Levy                     | \$61,500           | \$62,000           | \$62,000           | \$62,000           |

## 6.0 RESERVES

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

| <b>Table 3: Reserve Balance Projections</b> | <b>2020</b> | <b>2021</b> | <b>2030</b> |
|---|-------------|-------------|-------------|
| Operating Reserve – YE Balance              | \$855,079   | \$685,480   | n/a         |
| Capital Reserves – YE Balance               | \$1,152,603 | \$1,123,744 | \$1,062,842 |
| Contribution to Reserves                    | \$114,761   | \$95,745    | \$114,375   |
| Allocations from Reserves                   | \$296,808   | \$294,203   | 0           |

## 7.0 LONG-TERM DEBT

Table 4 shows the debt schedule as proposed.

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

Annual debt payments are included in the annual capital budget.

# ATTACHMENT 1: Capital Plan 2021-2030

| CAPITAL PLAN SUMMARY       |           |         |           |         |           |         |           |         |         |         |             |
|----------------------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|---------|---------|-------------|
| Water Control Structures   | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Shabomeka Lake Dam         | 1,500,000 | -       | -         | -       | -         | -       | -         | -       | -       | -       | 1,500,000   |
| Mazinaw Lake Dam           | -         | -       | -         | -       | -         | -       | -         | -       | 50,000  | 50,000  | 100,000     |
| Kashwakamak Lake Dam       | 50,000    | 75,000  | 20,000    | 75,000  | 1,500,000 | -       | -         | -       | -       | -       | 1,720,000   |
| Big Gull Lake Dam          | -         | -       | -         | -       | 50,000    | 50,000  | -         | -       | -       | -       | 100,000     |
| Mississagagon Lake Dam     | -         | -       | -         | -       | -         | -       | -         | 75,000  | 50,000  | 250,000 | 375,000     |
| Farm Lake Dam              | -         | -       | -         | 75,000  | -         | 50,000  | 350,000   | -       | -       | -       | 475,000     |
| Pine Lake Dam              | -         | -       | -         | -       | -         | 75,000  | 25,000    | 50,000  | -       | -       | 150,000     |
| Carleton Place Dam         | -         | -       | 150,000   | 75,000  | -         | -       | -         | -       | -       | -       | 225,000     |
| Lanark Dam                 | -         | -       | 75,000    | 50,000  | -         | -       | -         | -       | -       | -       | 125,000     |
| Widow Lake Dam             | -         | 175,000 | -         | -       | -         | -       | -         | -       | -       | 75,000  | 250,000     |
| Bennett Lake Dam           | -         | -       | -         | -       | -         | -       | -         | 75,000  | 75,000  | -       | 150,000     |
| Glen Cairn Detention Basin | -         | -       | -         | -       | -         | -       | -         | -       | -       | -       | -           |
| MacLarens Landing          | -         | -       | -         | -       | -         | -       | -         | -       | -       | -       | -           |
| Project Management         | -         | -       | -         | -       | -         | -       | -         | -       | -       | -       | -           |
| Preventative Maintenance   | 15,000    | 15,000  | 15,000    | 15,000  | 15,000    | 15,000  | 15,000    | 15,000  | 15,000  | 15,000  | 150,000     |
| Proposed Debt Repayment    | -         | 38,670  | 38,670    | 38,670  | 38,670    | 77,340  | 77,340    | 77,340  | 77,340  | 77,340  | 541,380     |
| Subtotal                   | 1,565,000 | 303,670 | 298,670   | 328,670 | 1,603,670 | 267,340 | 467,340   | 292,340 | 267,340 | 467,340 | 5,861,380   |
| Watershed Monitoring       | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Gauge Network              | 30,000    | 22,500  | 22,500    | 16,500  | 22,500    | 22,500  | 21,000    | 22,500  | 22,500  | 31,500  | 234,000     |
| Survey & Flow Equipment    | 30,000    | -       | -         | -       | -         | -       | -         | -       | -       | -       | 30,000      |
| Subtotal                   | 60,000    | 22,500  | 22,500    | 16,500  | 22,500    | 22,500  | 21,000    | 22,500  | 22,500  | 31,500  | 264,000     |
| Conservation Areas         | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Mill of Kintail            | 9,000     | 10,000  | -         | 38,000  | 35,000    | 115,000 | 60,000    | 87,000  | 99,000  | 60,000  | 513,000     |
| Purdon                     | 12,500    | 12,500  | 12,500    | 12,500  | 5,000     | 5,000   | 7,000     | -       | -       | -       | 67,000      |
| K&P Trail                  | 50,000    | -       | -         | 2,000   | 2,000     | 2,000   | 7,000     | 32,000  | 2,000   | 2,000   | 99,000      |
| Morris Island              | -         | 5,000   | -         | 10,000  | 6,000     | 5,000   | 5,000     | -       | -       | -       | 31,000      |
| Roy Brown Trail            | 20,000    | -       | -         | -       | -         | -       | -         | -       | -       | -       | 20,000      |
| Subtotal                   | 91,500    | 27,500  | 12,500    | 62,500  | 48,000    | 127,000 | 79,000    | 119,000 | 101,000 | 62,000  | 730,000     |
| Vehicles & Equipment       | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Vehicles                   | 68,600    | 68,600  | 56,600    | 60,600  | 58,600    | 43,600  | 68,600    | 68,600  | 47,600  | 48,600  | 590,000     |
| Equipment                  | -         | -       | 12,000    | 8,000   | 10,000    | 25,000  | -         | -       | 21,000  | 20,000  | 96,000      |
| Subtotal                   | 68,600    | 68,600  | 68,600    | 68,600  | 68,600    | 68,600  | 68,600    | 68,600  | 68,600  | 68,600  | 686,000     |
| HQ Building                | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Debtenture payment         | 277,005   | 277,005 | 277,005   | 277,005 | 277,005   | 277,005 | 277,005   | 277,005 | 277,005 | 277,005 | 2,770,050   |
| Sewer and water connection | -         | -       | 348,000   | -       | -         | -       | -         | -       | -       | -       | 348,000     |
| Other                      | -         | -       | -         | -       | 15,000    | -       | 70,000    | 10,000  | 10,000  | -       | 105,000     |
| Subtotal                   | 277,005   | 277,005 | 625,005   | 277,005 | 292,005   | 277,005 | 347,005   | 287,005 | 287,005 | 277,005 | 3,223,050   |
| Information Technology     | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Hardware                   | 15,000    | 15,000  | 25,000    | 24,000  | 23,000    | 18,000  | 15,000    | 15,000  | 15,000  | 15,000  | 180,000     |
| Data Acquisition           | 15,000    | 15,000  | 15,000    | 32,500  | 15,000    | 15,000  | 15,000    | 15,000  | 32,500  | 15,000  | 185,000     |
| LIDAR                      | 250,000   | 5,000   | 5,000     | 5,000   | 5,000     | 5,000   | 5,000     | 5,000   | 5,000   | 5,000   | 295,000     |
| Subtotal                   | 280,000   | 35,000  | 45,000    | 61,500  | 43,000    | 38,000  | 35,000    | 35,000  | 52,500  | 35,000  | 660,000     |
|                            |           |         |           |         |           |         |           |         |         |         |             |
|                            | 2021      | 2022    | 2023      | 2024    | 2025      | 2026    | 2027      | 2028    | 2029    | 2030    | 10 Yr Total |
| Total                      | 2,342,105 | 734,275 | 1,072,275 | 814,775 | 2,077,775 | 800,445 | 1,017,945 | 824,445 | 798,945 | 941,445 | 11,424,430  |

## ATTACHMENT 2: Priority Assessment of Capital Projects

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

| Project  | Driver                            | Risk | 2021-2023 |
|--|-----------------------------------|------|-----------|
| <b>Conservation Areas / HQ Facility</b>                |                                   |      |           |
| Bridge deck & handrail upgrades                        | Lifecycle replacement             |      | TBC       |
| Replace riverside look-out                             | Building Code Structural concerns |      | √         |
| Gate house - accessibility doors and ramps             | AODA compliance                   |      | √         |
| Purdon - Replace sections on Boardwalk                 | Safety - Lifecycle replacement    |      | √         |
| MICA Trail Bridge repairs                              | Safety - structural               |      | √         |
| HQ Sewer and water connection                          | Agreement with C.P.               |      | √         |
| Education Centre - security and accessibility upgrades | AODA compliance                   |      |           |
| MOK Replace play structure wood chips                  | CSA Compliance                    |      | √         |
| MOK Resurface roadway and parking lot                  | Preventative Maint. BMP           |      | √         |
| Gatehouse - Replace veranda joists and flooring        | Heritage Act. Prev. Maint.        |      | √         |
| Purdon - Replace site signage                          | Lifecycle replacement             |      | √         |
| HQ - Condition Assessment                              | Asset management BMP              |      |           |
| MOK Building Condition Assessment                      | Asset management BMP              |      |           |
| MOK Signage  | Lifecycle replacement             |      |           |
| Gatehouse - Re paint all exterior window and door trim |                                   |      |           |
| MOK Road maintenance                                   | Preventative maint.               |      | √         |
| Develop MOK site work shop                             | Secure Storage of Equipment       |      | √         |
| Education Centre - Replace siding                      | Prev. Maint.                      |      | √         |
| Gatehouse - Repoint stone work                         | Heritage Act, prev. maint.        |      |           |
| Museum - Balcony repairs                               | Heritage Act                      |      |           |
| Museum - Repaint windows & trim                        | Heritage Act                      |      |           |
| MOK Construct dog park                                 | Public Request                    |      |           |
| MOK Construct flush washrooms                          | MOK Master Plan                   |      |           |
| Purdon - Replace main look-out                         | Lifecycle replacement             |      |           |
| K&P Trail Condition Assessment                         | Asset Mgt BMP                     |      |           |
| MICA Trail brushing/improvements                       | Preventative maint.               |      |           |
| MICA Signage renewal                                   | Lifecycle replacement             |      |           |
| Roy Brown Park - construct lookout                     | Park Plan / Agrt w C.P.           |      |           |
| <b>Vehicles and Equipment</b>                          |                                   |      |           |
| Vehicle purchase                                       |                                   |      |           |
| ATV  | Dam Ops                           |      |           |

|  |                       |  |   |
|--|-----------------------|--|---|
| Tracks for ATV                                   | Dam Ops               |  |   |
| Tandem utility trailer                           | Dam Ops               |  |   |
| Riding Lawn mower                                |                       |  |   |
| <b>Information and Communications Technology</b> |                       |  |   |
| Servers  | Lifecycle replacement |  | √ |
| Data acquisition                                 | Technical studies     |  |   |
| Computers lifecycle replacement                  | lifecycle repl.       |  |   |
| Integrated GIS/Reports for FP mapping            | Transparency          |  |   |
| Printers   | Lifecycle replacement |  |   |
| Monitors   | Lifecycle replacement |  |   |
| Storage  | Allow data growth     |  |   |
| Audio Visual Improvements                        | For remote meetings   |  |   |
| Purchase SAAS MS Exchange 365 backup             | Improve data mgt.     |  |   |
| <b>Other</b>                                     |                       |  |   |
| Carp Creek Restoration                           | MOU with City         |  | √ |

### ATTACHMENT 3: Priority Assessment of Programs and Services

| Project  | Driver  | Risk | 2021-2023 |
|--|---|------|-----------|
| <b>Governance and Administration</b>   |   |      |           |
| MOU drafting/renewals  | Regulatory                                    |      | √         |
| Land Ownership Resolution  | Legal   |      | √         |
| Transition Plan (incl. Museum)   | Regulatory                                    |      | √         |
| Update Corporate Strategic Plan  | Board Dir./BMP                                |      | √         |
| Land Disposals   | Financial/Board Dir.                          |      | √         |
| Job Evaluation and Reconciliation  | Employment mkt. and workplace health          |      | √         |
| Mental health in workplace   | Workplace health                              |      | √         |
| Asset Management Plan – Phase 2  | Asset Mgt. - BMP                              |      | √         |
| Business Automation - timesheets   | BMP / Def. from 2020                          |      |           |
| Integrate payroll and timesheet systems  | Admin. BMP                                    |      |           |
| Business process mapping   | Admin. BMP                                    |      |           |
| <b>Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)</b>                  |   |      |           |
| Operator safety inspections  | H&S   |      | √         |
| Development of a numerical watershed model   | Climate Change Adapt.                         |      | √         |
| Model data collection and calibration  | Climate Change Adapt.                         |      | √         |
| Operator safety inspections  | H&S   |      | √         |
| Dam inspection updates   | MNRF/CDA                                      |      | √         |
| Public Safety Plans  | MNRF/CDA                                      |      | √         |
| OMS manual updates   | MNRF/CDA                                      |      | √         |
| Development of digital forms for data collection and dam operation, inspection and maintenance | Operational efficiency and data accessibility |      | √         |
| Development of automated data QA/QC procedure  | Climate Change Adapt.                         |      | √         |
| Development of raster tools for flood forecasting and low flow response                        | Climate Change Adapt.                         |      | √         |
| <b>Conservation Areas / HQ Facility</b>  |   |      |           |
| Asset Management Plan – Phase 2  | Asset Mgt. - BMP                              |      |           |
| Update MOK Master Plan   | Regulatory changes                            |      |           |
| Update MICA Master Plan  | Regulatory changes                            |      |           |
| Prepare CRCA Master Plan   | New asset needs Plan                          |      |           |
| Update Purdon Master Plan  | Last updated 2013                             |      |           |
| Update Palmerston-Canonto M. Plan  | Last updated 2006                             |      |           |
| Development of raster tools for flood forecasting and low flow response                        | Climate Change Adapt.                         |      | √         |



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



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

## ATTACHMENT 4

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

