

Our Local Environment, We're in it Together.



SOUTH NATION
CONSERVATION
DE LA NATION SUD

Appendix A
BUDGET 2022



www.nation.on.ca

November 18, 2021



- PAGE INTENTIONALLY BLANK -



Table of Contents

Organization..... 5

 Budget Summary..... 6

 Estimated Reserve..... 7

 Municipal Levy Comparison 2021/2022..... 8

 Other Sources..... 9

Resource Management 11

 Department Overview..... 13

 Water Response Programs..... 14

 Partner Programs 16

 Forests 16

 Water..... 18

Projects 21

 Partner Projects..... 22

 Habitat Restoration 24

 Federal & Provincial Grant Programs..... 26

Property 29

 Department Overview..... 31

 Conservation Lands 32

 Conservation Areas 32

 Lands..... 34

 SNC Forest 36

Vehicles & Equipment..... 38

Buildings & Infrastructure 40

 Buildings 40

 Erosion & Water Control 42

Approvals..... 45

 Department Overview..... 47

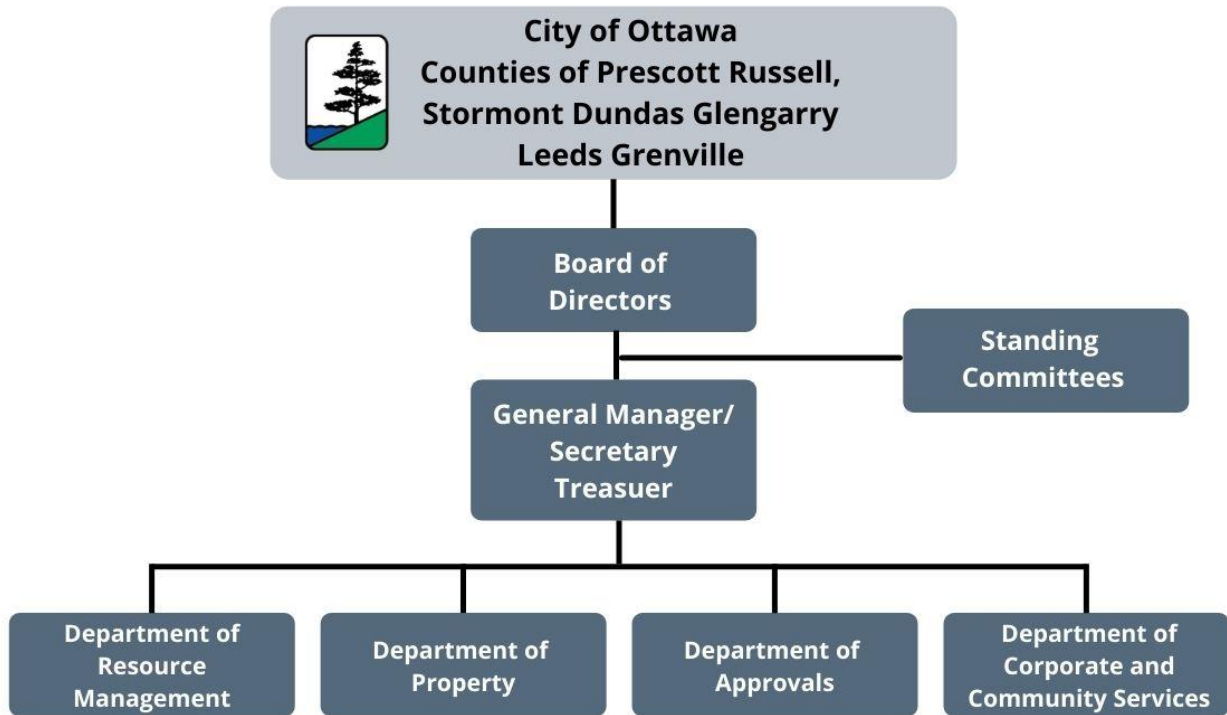
 Development Review 48

 Sewage Systems Review..... 50

 Source Water Protection..... 52



Projects	55
City of Ottawa - Floodplain Mapping	56
United Counties of Prescott–Russell - Floodplain Mapping	58
Flood Risk Assessment Partnership.....	60
Natural Hazards Mapping Updates.....	62
Imagery Acquisition (LiDAR)	64
Casselman to Lemieux	66
Planning Studies	78
Corporate and Community Services	71
Department Overview.....	72
Corporate Services	73
Governance	74
Administration.....	76
Financial Management & Reporting	78
Information Management.....	80
Communications & Outreach	83
Department Overview	83
Corporate Communications	84
Education & Events	86
Partnership Development	88
Media & Communications Products	90





Budget Summary

ESTIMATED STATEMENT OF OPERATION AS OF October 31, 2021	Current YTD Actuals 2021	Final Budget 2021	Forecast Dec 31 2021	Draft Budget 2022
EXPENDITURES				
OPERATING EXPENSE				
Resource Management				
Water Response Programs	147,575	469,143	255,927	329,519
Partner Programs	794,582	1,098,742	1,507,951	1,250,065
Total Resource Management	942,158	1,567,885	1,763,878	1,579,584
Property & Approvals				
Property	849,083	1,190,694	1,231,286	1,188,430
Approvals	1,034,612	1,326,280	1,312,201	1,507,675
Total Property & Approvals	1,883,695	2,516,974	2,543,487	2,696,105
Corporate & Community Services				
Corporate Services	866,389	1,231,269	1,123,828	1,275,904
Information Management and Technology	90,020	194,900	172,420	176,420
Communications and Outreach	258,085	346,921	345,899	345,585
Total Corporate & Community Services	1,214,494	1,773,090	1,642,147	1,797,909
TOTAL OPERATING EXPENSE	4,040,347	5,857,949	5,949,512	6,073,598
CAPITAL and PROJECT EXPENSE				
Resource Management				
Capital	-	-	39,602	-
Projects	164,779	390,594	316,501	760,741
Total Resource Management	164,779	390,594	356,103	760,741
Property & Approvals				
Capital	595,999	516,883	655,568	502,151
Projects	368,409	435,652	678,113	808,567
Total Property & Approvals	964,408	952,535	1,333,681	1,310,718
Corporate & Community Services				
Capital	17,655	25,000	25,000	25,000
Projects	-	-	-	-
Total Corporate & Community Services	17,655	25,000	25,000	25,000
TOTAL CAPITAL AND PROJECT EXPENSE	1,146,842	1,368,129	1,714,784	2,096,459
TOTAL OVERALL EXPENSE	5,187,188	7,226,078	7,664,296	8,170,057
REVENUE				
Other Sources	1,877,007	2,224,032	2,677,554	3,195,453
General Levy	3,161,492	3,629,611	3,629,611	3,768,377
Special Levy	788,542	507,133	771,542	509,500
Forest Land Acquisition	196,728	320,883	392,475	333,151
Source Protection	83,217	85,262	98,746	102,810
MNRF (Regular)	91,070	91,070	91,070	91,070
TOTAL REVENUE	6,198,056	6,857,991	7,660,998	8,000,361
NET OVERALL	(1,010,868)	368,087	3,298	169,696
Transfer To / (From) Reserve	(122,825)	(121,818)	242,443	(169,697)
Cash (Surplus) Beginning of Year	(245,741)	(246,269)	(245,741)	0
Cash Deficit / (Surplus) End of Year	(1,379,434)	0	0	(0)



Estimated Reserve

	2020	2021			2022		
	Audited Balance	Forecast Transfers (From)	Forecast Transfers To	Forecast Balance	Budget Transfers (From)	Budget Transfers To	Estimated Balance
	Dec 31/20	2021 Reserve	2021 Reserve	Dec 31/21	2022 Reserve	2022 Reserve	Dec 31/22
RESERVES							
Operating	917,546	(6,500)	117,505	1,028,551	(92,290)	15,663	951,924
Capital projects	940,371		174,214	1,114,585	(30,000)	11,556	1,096,141
Water control structure	133,350		6,485	139,835		6,450	146,285
Sewage systems inspections	68,666		77,521	146,187	(38,987)	1,516	108,716
Dr. Jackson - forestry programs	10,705		119	10,824		112	10,936
Findlay Creek	272,864	(2,700)	3,038	273,202	(2,700)	2,833	273,335
Environmental projects	33,458		373	33,831		351	34,182
MNR revenue sharing	156,142	(132,747)	1,739	25,134		261	25,395
School programs	2,324		26	2,350		24	2,374
Land – forestry	46,799		521	47,320	(47,320)	-	0
Memorial fund – Oak Valley Park	58,307		2,849	61,156		2,834	63,990
Grand Total	2,640,532	(141,947)	384,390	2,882,975	(211,297)	41,600	2,713,278

		2021		2022	
		Forecast Transfers (From)	Forecast Transfers To	Budget Transfers (From)	Budget Transfers To
		2021 Reserve	2021 Reserve	2022 Reserve	2022 Reserve
ABOVE INCLUDES:					
Interest (distributed above)			29,400		29,400
Municipal tree giveaway		(6,500)	2,290	(2,290)	
Tribunal			5,000		5,000
Tree planting				(47,320)	
Sewage systems inspections			76,756	(38,987)	
Findlay Creek		(2,700)		(2,700)	
Memorial fund - Oak Valley Park			2,200		2,200
Succession planning – Corporate				(90,000)	
Capital Projects:					
Conservation Areas				(10,000)	
Infrastructure access		(132,747)			
Water control structure			5,000		5,000
Asset management/Stabilization			263,744		
Vehicle purchase				(20,000)	
Total		(141,947)	384,390	(211,297)	41,600



Municipal Levy Comparison 2021/2022

Municipality	Total 2021 General and Forest Land Acquisition	2022 General	2022 Forest Land Acquisition	Total 2022 General and Forest Land Acquisition	Total Dollar Change	Apportioned %	Increase %
Ottawa	3,057,025	2,901,492	256,512	3,158,004	100,979	77.00%	3.30%
Clarence-Rockland	160,587	168,470	14,894	183,364	22,777	4.47%	14.18%*
Russell	148,914	144,661	12,789	157,451	8,537	3.84%	5.73%
The Nation	97,451	92,697	8,195	100,892	3,442	2.46%	3.53%
North Dundas	95,241	90,298	7,983	98,281	3,041	2.40%	3.19%
South Dundas	84,739	79,866	7,061	86,926	2,187	2.12%	2.58%
Alfred Plantagenet	63,355	59,865	5,293	65,158	1,802	1.59%	2.84%
Edwardsburgh/Cardinal	55,649	52,371	4,630	57,001	1,353	1.39%	2.43%
North Grenville	50,851	48,716	4,307	53,022	2,171	1.29%	4.27%
North Stormont	43,097	41,054	3,629	44,683	1,586	1.09%	3.68%
Augusta	38,420	36,401	3,218	39,619	1,199	0.97%	3.12%
Casselman	30,573	29,129	2,575	31,704	1,131	0.77%	3.70%
North Glengarry	15,158	14,434	1,276	15,710	552	0.38%	3.64%
South Stormont	8,160	7,720	682	8,402	243	0.20%	2.98%
Elizabethtown-Kitley	656	616	54	671	14	0.02%	2.17%
Champlain	619	587	52	639	20	0.02%	3.19%
Totals	3,950,494	3,768,377	333,151	4,101,527	151,033	100%	3.82%*

Special Levy

Ottawa Rural Clean Water Program	200,000
Ottawa Ash Tree Replacement Program	200,000
Eastern Ontario Water Resources Program	50,000
Ottawa Baseline Monitoring Program	42,500
Total Special Levy	492,500

TOTAL LEVY **4,594,027**

* Includes 3rd and final phase-in of Clarence-Rockland jurisdiction expansion

**Other Sources****PARTNERS**

Township of Russell	4,092	
Ducks Unlimited Canada	265,000	
Public Safety Canada (Floodplain Mapping)	241,404	
Forests Ontario	227,000	
Lindsay Solar (Species at Risk Benefit Exchange)	15,616	
Ontario Power Generation	109,100	
Tree Canada - National Greening Program	60,000	
Eastern Ontario Water Resources Program (Special Projects)	25,000	
United Counties of Stormont Dundas and Glengarry (Forest)	59,315	
United Counties of Stormont Dundas and Glengarry (Woodlot Advisory Service)	32,800	
United Counties of Stormont Dundas and Glengarry (Roadside Tree)	23,000	
United Counties of Prescott-Russell (Floodplain Mapping)	57,000	
United Counties of Prescott-Russell (Woodlot Advisory Service)	20,000	
United Counties of Prescott-Russell (Low Impact Development)	31,456	
Township of South Stormont	16,960	
Municipality of Casselman (High Falls CA)	25,000	
Federal Funds - High Falls CA	100,000	
Municipal Partnership (Imagery Acquisition - LiDAR)	49,339	
Grasslands Ontario	8,797	
Conservation Authority Partners (Lidar Acquisition and Data Assessment)	99,569	
City of Ottawa (Urban Expansion Lands)	50,000	
City of Ottawa (Floodplain Mapping)	70,267	
	Sub-Total	1,590,715

USER FEES

Development Permits	565,000	
Septic Permits	410,000	
Forest Timber Revenue	25,000	
Tree Planting Program	106,500	
Parks Revenue	26,450	
Casselman Water Power Station	4,600	
	Sub-Total	1,137,550

OTHER GRANTS

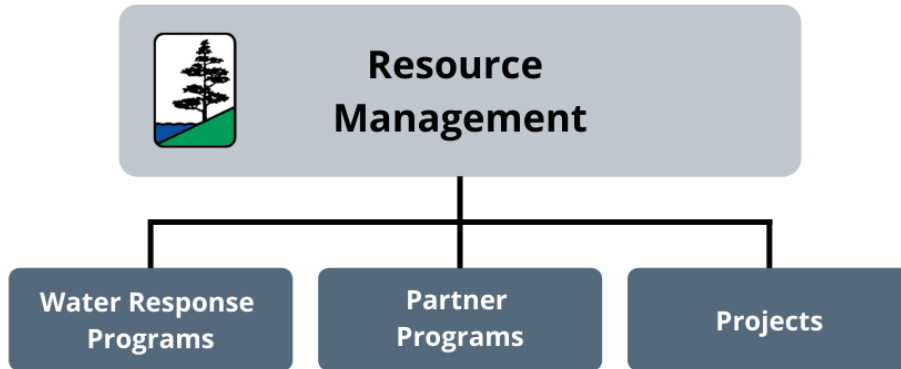
Ministry of Natural Resources and Forestry (Water and Erosion Control Infrastructure)	40,000	
Various Employment Grants	33,300	
Fisheries and Oceans Canada	8,800	
Federal & Provincial Grant Programs	200,000	
	Sub-Total	282,100

MISCELLANEOUS

Donations	23,460	
Interest	60,562	
Hunting Fees and Land Leasing	13,000	
Other (variety of smaller amounts less than \$5,000)	86,066	
	Sub-Total	185,088
	TOTAL REVENUES	3,195,453



- PAGE INTENTIONALLY BLANK -





- PAGE INTENTIONALLY BLANK -



Resource Management

Department Overview

Staff: A team of well-trained, experienced, and respected resource professionals: foresters, biologists, engineers, and data management specialists. SNC is the only agency with “on-the-ground” field staff within SNC’s jurisdiction.

Partners: Resource Management partners with over 200 agencies and organizations. SNC is recognized across North America for its unique relationship with First Nation communities.

Funding: To support SNC programs, Resource Management is dependent on external sources of funding and utilizes a portion of levy to leverage additional funds. Not recognized in the cash budget is the additional in-kind support of our partners.

Water Response Programs

- Develop a science-based approach to watershed and natural resource management.
- Plan for sustainable management of natural resources of the South Nation jurisdiction through the development and implementation of resource management plans.
- Provide environmental expertise to member municipalities and partners that reduces “environmental red-tape”.
- Provide observations and forecasts of environmental conditions throughout the watershed, including environmental occurrences that place people at risk.

Partner Programs

- Promote the natural environment by providing opportunities for public involvement in environmental programs.
- Administer grants and incentives to encourage active public participation to improve the environment.
- Work with municipalities to deliver their stewardship programs.
- Provide one-on-one resource management assistance to property owners.

Projects

- Facilitate relevant research that leads to improvement in the watershed environment and provide environmental consulting services to member municipalities.
- Projects are typically fixed-term and are cost-recoverable or cost-share subject to the Board of Directors' approval.



Resource Management

Water Response Programs

Purpose:

- Collect and analyze weather, water quantity, and stream health to establish trends in our jurisdiction.
- Provide watershed information and GIS products to support policy development, decision-making, public consultations, and external communications.
- Develop tools to enhance flood prediction and flood warning systems such as flood depth mapping, and models.
- Provide flood and drought forecasting to SNC member municipalities, residents, and partners.
- Assist the Ministry of Northern Development, Mines and Natural Resources and Forestry with programs implementation and provide input on strategic planning.
- Seek new opportunities to ensure continued innovation and organizational growth.
- Mapping and analysis of natural features, hazards, and regulatory lines.
- Maintenance of a public and internal Geoportal tool.

Expenses:

- Salaries and Benefits: 2.8 FTE, increase \$16,080: \$273,119
- Committee: (water response team) increase \$200: \$1,900
- Travel and Training: increase \$11,500: \$17,300
- Equipment and Maintenance: (annual software license, watershed hydrology model updates, equipment calibration and annual maintenance) increase \$500: \$9,500
- Professional Fees: increase \$1,500: \$2,000
- Professional Services: (flood vulnerability assessment) increase \$5,000: \$6,500
- Contracted Services: (flood forecasting and warning and low water response improvements; benthic invertebrate identification) increase \$15,500: \$18,000

- Supplies and Materials: (gauge mounting hardware, pressure transducers, sample preservative, nets, gloves, other supplies cost) increase \$8,380: \$10,500
- Program Support: (translations) increase \$448: \$3,000
- Capital Expense: decrease \$39,602

Revenue:

- Fees: \$7,000
- Provincial: (Ministry of Natural Resources and Forestry) \$7,000
- Federal: (Fisheries and Oceans Canada) \$8,800
- Grant: (Eastern Water Resources Program) decrease \$3,300: \$9,000
- Project Recovery: decrease \$11,144: \$3,300

2022 Deliverables:

- 20 data requests.
- Complete 20 stream assessments and report on watershed health through one subwatershed report card.
- 365 days watershed conditions and prepare flood and/or drought forecasting updates when required.
- 18 Emergency Management meetings.
- Organize and lead Water Response Team meetings
- Continue improving SNC's watershed model.
- Conduct climate change vulnerability and adaptation assessment.
- One flood emergency management workshop.
- Three meetings with Eastern Ontario Flood Forecasting and Warning Committee.
- Provide technical advice on drainage, erosion, unstable slopes, stream health, wastewater discharge, and floodplain mapping.
- Continued improvements to the Geoportal.
- Assist the City of Ottawa with their Climate Change and Stormwater programs.
- Complete flood vulnerability assessment in the South Nation River Watershed.

**Resource Management****Water Response Programs**

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	412,637	257,039	273,119	16,080	Anticipated payroll, staff charge, and recovery in 2022
Committee	1,900	1,700	1,900	200	
Travel and Training	17,300	5,800	17,300	11,500	Resume in person meetings and training
Equipment and Maintenance	10,605	9,000	9,500	500	
Professional Fees	2,000	500	2,000	1,500	
Professional Services	16,500	1,500	6,500	5,000	Change in project scope
Contracted Services	17,500	2,500	18,000	15,500	Change in project scope
Supplies and Materials	10,500	2,120	10,500	8,380	Change in project scope
Program Support	3,000	2,512	3,000	488	
Total Operating Expenses	491,942	282,671	341,819	59,148	
Revenue:					
Fees	4,500	7,000	7,000	-	
Provincial	7,000	7,000	7,000	-	
Federal	8,800	8,800	8,800	-	
Grant	19,500	12,300	9,000	(3,300)	Change in project scope
Project Recovery	3,300	14,444	3,300	(11,144)	2021 grant recovery
Total Revenue	43,100	49,544	35,100	(14,444)	
Net Operating Cost	448,842	233,127	306,719	73,592	
Capital					
Capital Expense	-	39,602	-	(39,602)	Weather station and monitoring equipment in 2021
Overall Net	448,842	272,729	306,719	33,990	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	448,842	272,729	306,719	33,990	
Total Depreciation	24,569	25,425	25,425	-	



Partner Programs

Forests

Purpose:

- Provide an incentive-based tree planting program for residents and municipalities in SNC's jurisdiction.
- Provide incentives for Ottawa property owners to replace trees infected with the Emerald Ash Borer.
- Provide a private land woodlot advisory service and incentive for woodlot management planning.
- Provide property administration and forest management planning for the United Counties of Stormont, Dundas, and Glengarry Forest in compliance with the Forest Management Plan and Forest Stewardship Certification standards.
- Enhance roadside tree cover within the United Counties of Stormont, Dundas and Glengarry, and Prescott and Russell.

Expenses:

- Salaries and Benefits: 2.0 FTE, decrease \$54,025: \$197,700
- Travel and Training: decrease \$1,334: \$1,300
- Professional Services: (Forest Stewardship Certification) \$4,515
- Contracted Services: (tree marking, tree planting, site preparation, tending, and cold storage) increase \$67,418: \$203,000
- Vehicles: (project mileage) \$800
- Supplies and Materials: (purchase of tree seedlings and shovels, flags, etc.) decrease \$10,208: \$203,500
- Program Support: (ads, postcards, and social media) increase \$9,978: \$13,500
- Grants: (Ottawa Ash Tree Replacement Program and forest management plans) decrease \$131,526: \$200,000

Revenue:

- Fees: (Forests Ontario and landowner tree sales) decrease \$1,438: \$302,000
- Federal: (Trees Canada) increase \$60,000: \$60,000
- Partners: (Green Acres Program) decrease \$7,643
- Municipal: decrease \$141,051: \$372,365
- Other: increase \$427: \$5,460

2022 Deliverables:

- Tree Planting
 - Purchase 230,000 seedlings.
 - Conduct 70 site visits.
 - Conduct 60 seedling survival assessments.
 - Supervise site preparation, tree planting and tree tending contracts.
 - Co-host, with municipalities, 18 municipal tree giveaways.
- Ottawa Ash Tree Replacement Program
 - Replace 700 infected ash with native trees.
- Woodlot Advisory Service
 - Conduct 20 site visits.
 - Prepare 20 woodlot management reports.
 - Provide 70 \$500-grants to eligible woodlot owners.
- Stormont, Dundas, and Glengarry Forest
 - 30 hectares harvesting.
 - 50 hectares tree marking.
 - 20 hectares site preparation.
 - 3 Harvesting Plans.
 - Property file review.
 - New Forest Use Policy.
 - Invasive Species Management.
 - Property Signage.
- Roadside Tree Program
 - Implement a new five-year plan for Stormont Dundas and Glengarry roadside tree planting, planting five sites (approx. 500 trees) on County roads.



Partner Programs

Forests

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	175,500	251,725	197,700	(54,025)	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	1,000	2,634	1,300	(1,334)	
Professional Services	5,500	4,515	4,515	-	
Contracted Services	99,559	135,582	203,000	67,418	Planting more trees
Vehicles	1,300	800	800	-	
Supplies and Materials	171,000	213,708	203,500	(10,208)	Change in project scope
Program Support	15,500	3,522	13,500	9,978	Supporting grants to property owners
Grants	191,500	331,526	200,000	(131,526)	Grants to property owners
Total Operating Expenses	660,859	944,012	824,315	(119,697)	
Revenue:					
Fees	285,557	303,438	302,000	(1,438)	Forest Ontario
Federal	-	-	60,000	60,000	Trees Canada grant
Partners	-	7,643	-	(7,643)	Green Acres funding
Municipal	328,050	513,416	372,365	(141,051)	Carry-over for approved projects
Other	10,000	5,033	5,460	427	
Total Revenue	623,607	829,530	739,825	(89,705)	
Net Operating Cost	37,252	114,482	84,490	(29,992)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	37,252	114,482	84,490	(29,992)	
Transfer To/(From) Reserve	(6,500)	(6,500)	(49,610)	(43,110)	Tree planting
Net Requirement	30,752	107,982	34,880	(73,102)	
Total Depreciation	-	-	-	-	



Partner Programs

Water

Purpose:

- Provide cost-share incentives to property owners to implement water quality protection projects.
- Provide incentives to adopt technology and activities that improve water quality and the environment. SNC provides management and delivery services to partners for two external partnerships programs.
- Support City of Ottawa water quality baseline monitoring.

Expenses:

- Salaries and Benefits: 0.6 FTE, increase \$1,847: \$58,800
- Committees: (per diem, mileage and meeting expenses for the Ottawa Rural Clean Water Committee and Eastern Ontario Water Resources Program) increase \$500: \$1,500
- Equipment and Maintenance: decrease \$16: \$500
- Contracted Services: (partner delivery of the Ottawa Rural Clean Water Program, and Ottawa Baseline Monitoring lab analysis) increase \$850: \$46,750
- Vehicle: (project mileage recovery for use of SNC vehicle) \$1,400
- Supplies and Materials: \$1,800
- Program Support: (ads, flyers, and brochures) increase \$600: \$6,000
- Grants: (Clean Water Program, Eastern Ontario Water Resources Program, and Ottawa Rural Clean Water Program) decrease \$141,970: \$309,000

Revenue:

- Municipal: decrease \$141,516: \$334,500

2022 Deliverables:

- Clean Water Program
 - 4 meetings.
 - 25 grants.
- Ottawa Rural Clean Water Program
 - Administrative support.
 - Liaise with City of Ottawa and Conservation Authority Partners.
 - 1 interim report and a final report.
 - 1 meeting of program steering committee.
 - 60 grants between the three Conservation Authority Partners.
- Eastern Ontario Water Resources Program
 - Administrative support and delivery through SNC Clean Water Committee.
 - Liaise with Eastern Ontario Water Resources Program funding partners.
 - Administer Eastern Ontario Water Resources Program grants.
- Ottawa Baseline Monitoring
 - Monthly water quality monitoring at 12 sites within the City of Ottawa during ice-free conditions.
 - Annual benthic sampling and analysis at the 12 monitoring sites.



Partner Programs

Water

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	56,334	56,953	58,800	1,847	Anticipated payroll, staff charge, and recovery in 2022
Committee	1,200	1,000	1,500	500	
Equipment and Maintenance	-	516	500	(16)	
Contracted Services	46,750	45,900	46,750	850	
Vehicles	1,400	1,400	1,400	-	
Supplies and Materials	1,800	1,800	1,800	-	
Program Support	5,800	5,400	6,000	600	
Grants	324,599	450,970	309,000	(141,970)	Grants to property owners
Total Operating Expenses	437,883	563,939	425,750	(138,189)	
Revenue:					
Municipal	332,133	476,016	334,500	(141,516)	Carry-over for approved projects
Total Revenue	332,133	476,016	334,500	(141,516)	
Net Operating Cost	105,750	87,923	91,250	3,327	
Capital					
Capital Expense	-	-	-	-	
Overall Net	105,750	87,923	91,250	3,327	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	105,750	87,923	91,250	3,327	
Total Depreciation	-	-	-	-	



- PAGE INTENTIONALLY BLANK -



Projects

Purpose:

- Facilitate research that improves the watershed environment and provide environmental consulting services to member municipalities.
- Projects are typically fixed-term and cost-recovery or cost-share subject to board approval.

Projects:

- Partner Projects
- Habitat Restoration
- Federal & Provincial Grant Programs



Projects

Partner Projects

Purpose:

- Provide technical expertise and project management to support partners initiatives.
- Assist the United Counties of Prescott and Russell in the creation of a demonstration site showcasing low impact development as an option for stormwater management.
- Provide technical expertise and training to the Township of Russell staff in the inspection and assessment of stormwater facilities. Project started in 2021 with the inspection and staff training.
- Provide natural hazards expertise in the preparation of flood risk assessment and training to the Mohawk Council of Akwesasne and their Flood Management and Mitigation Strategy Development Services. Project was completed in 2021.

Expenses:

- Salaries and Benefits: 0.1 FTE, decrease \$36,048, \$11,092
- Contracted Services: (phase 2 – Larose Forest low impact development project) decrease \$13,544: \$24,456

Revenue:

- Municipal: (United Counties of Prescott and Russell and Township of Russell) decrease \$17,592: \$35,548
- Other: (Mohawk Council of Akwesasne) decrease \$32,000

2022 Deliverables:

- Assist the United Counties of Prescott and Russell in the construction of the Larose Forest low impact development project.
- Assist United Counties of Prescott-Russell to obtain funding for construction.
- Prepare the Township of Russell stormwater facilities final inspections and assessment reports.



Projects

Partner Projects

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	10,320	47,140	11,092	(36,048)	Anticipated payroll, staff charge, and recovery in 2022
Contracted Services	45,938	38,000	24,456	(13,544)	Change in project scope
Total Operating Expenses	56,258	85,140	35,548	(49,592)	
Revenue:					
Municipal	56,258	53,140	35,548	(17,592)	Change in project scope
Other	-	32,000	-	(32,000)	Project ended 2021
Total Revenue	56,258	85,140	35,548	(49,592)	
Net Operating Cost	-	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



Projects

Habitat Restoration

Purpose:

- Plan and carry out targeted projects identified through past monitoring activities that restore and enhance important habitats and mitigate the effects of climate change.
- Partner with community associations, local developers, and other agencies to implement stewardship activities in the Leitrim Wetland.
- Projects are supported through Subwatershed, Management, or Stewardship Plans.

Expenses:

- Salaries and Benefits: 1.3 FTE, decrease \$29,138: \$130,377
- Travel and Training: (project mileage recovery for monitoring) decrease \$1,725
- Contracted Services: (erosion repair, invasive species removals, excavation) increase \$321,040: \$358,996
- Vehicle: (project mileage recovery for use of SNC vehicle) decrease \$1,440: \$530
- Leases and Rentals: (rental cost of land): increase \$39: \$2,010
- Supplies and Materials: (native trees and shrubs, aggregate, erosion control mats, herbicide) increase \$5,056: \$33,280

Revenue:

- Fees: decrease \$7,688: \$8,797
- Federal: decrease \$41,000
- Partners: (Species at Risk Benefits Exchange, Ontario Power Generation) increase \$60,680: \$124,716
- Municipal: \$0
- Other: (Ducks Unlimited Canada) increase \$238,000: \$265,000

2022 Deliverables:

- Leitrim Wetland
 - Host two Leitrim Wetland Advisory Committee meetings.
 - Support community stewardship projects and deliver annual shrub giveaways in the Findlay Creek Community.
- Ontario Power Generation Biodiversity Project
 - Remove invasive buckthorn and dead ash trees on Gamble and Garlandside Road properties.
 - Complete erosion repair at three locations within J. Henry Tweed Conservation Area.
 - Plant native trees and shrubs at all project sites.
- Ducks Unlimited Canada Partnership
 - Restore approximately 100 acres of wetlands within SNC's jurisdiction.
 - Provide project designs to Ducks Unlimited Canada for approval.
 - Projects to take place primarily on SNC-owned land.
- Species at Risk Benefits Exchange
 - Monitor vegetation growth and grassland quality on 86 acres.
 - Report to Lindsay Solar on any management actions.
- Grassland Stewardship Initiative
 - Restore and manage hayfields on SNC property for grassland birds and hay production.



Projects

Habitat Restoration

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	50,560	159,515	130,377	(29,138)	Anticipated payroll, staff charge, and recovery in 2022
Travel	225	1,725	-	(1,725)	
Contracted Services	67,630	37,956	358,996	321,040	New Ducks Unlimited Canada project
Vehicles	-	1,970	530	(1,440)	
Leases and Rentals	1,971	1,971	2,010	39	
Supplies and Materials	13,950	28,224	33,280	5,056	New Grassland Stewardship project
Total Operating Expenses	134,336	231,361	525,193	293,832	
Revenue:					
Fees	-	16,485	8,797	(7,688)	Project ended in 2021
Federal	-	41,000	-	(41,000)	Project ended in 2021
Partners	92,386	64,036	124,716	60,680	Change in project scope
Municipal	30,000	-	-	-	
Other	-	27,000	265,000	238,000	New Ducks Unlimited Canada project
Total Revenue	122,386	148,521	398,513	249,992	
Net Operating Cost	11,950	82,840	126,680	43,840	
Capital					
Capital Expense	-	-	-	-	
Overall Net	11,950	82,840	126,680	43,840	
Transfer To/(From) Reserve	(2,700)	(2,700)	(2,700)	-	
Net Requirement	9,250	80,140	123,980	43,840	
Total Depreciation	-	-	-	-	



Projects

Federal & Provincial Grant Programs

Purpose:

- Explore a variety of federal, provincial, and municipal grant programs for projects.
- Potential grant sources may include:
 - Disaster Mitigation Fund;
 - Intact Municipal Climate Resiliency Grant;
 - EcoAction;
 - Trees Canada;
 - Nature Smart Climate Solutions;
 - Challenge Fund; and
 - Others.

Expenses:

- Salaries and Benefits: 1.0 FTE, increase \$100,000: \$100,000
- Contracted Services: increase \$100,000: \$100,000

Revenue:

- Other: increase \$200,000: \$200,000



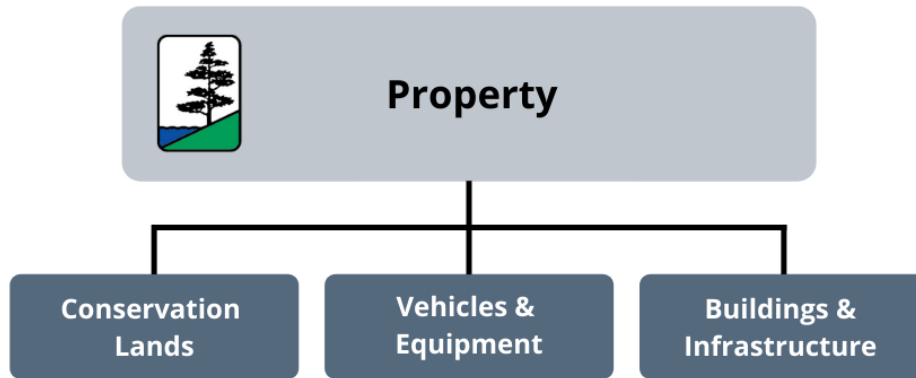
Projects

Federal & Provincial Grant Programs

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	100,000	-	100,000	100,000	Anticipated payroll, staff charge, and recovery in 2022
Contracted Services	100,000	-	100,000	100,000	Projects beginning in 2022
Total Operating Expenses	200,000	-	200,000	200,000	
Revenue:					
Other	200,000	-	200,000	200,000	Projects beginning in 2022
Total Revenue	200,000	-	200,000	200,000	
Net Operating Cost	-	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



- PAGE INTENTIONALLY BLANK -





- PAGE INTENTIONALLY BLANK -



Property

Department Overview

Purpose:

- Provide access to natural areas including Conservation Areas, lands and trails, the South Nation River, and its tributaries. These spaces are for public enjoyment, conservation and contribute to the local economy with activities on our land including: timber harvest; honey, maple syrup, and agricultural production; hosting of national and local events.
- Promote the natural environment through the properties we own and operate.
- Promote accessibility on the properties we operate.
- Support our member municipalities and residents using our facilities.
- Provide buildings and equipment required to operate the Authority.
- Maintain water control infrastructure to protect people and property.
- Provide support for Authority projects in other departments.



Conservation Lands

Conservation Areas

Purpose:

- Develop and maintain Conservation Areas as natural spaces for the public to promote appreciation of nature, South Nation, Ottawa and St. Lawrence Rivers, and conservation, while contributing to the local economy.

Expenses:

- Salaries and Benefits: 1.8 FTE, increase \$13,420: \$180,300
- Equipment and Maintenance: increase \$1,000: \$2,000
- Contracted Services: (grass cutting, privies, contracted equipment services, accessibility and trail improvements and tree management) decrease \$123,345: \$77,500
- Utilities: \$500
- Leases and Rentals: decrease \$3,325
- Supplies and Materials: (signage, waste bins, tree replacement, dock and ramp improvements, seating, gravel, and materials) increase \$21,971: \$52,700
- Capital Expense: (High Falls and Warwick Forest Conservation Areas): increase \$95,500: \$120,000

Revenue:

- Fees: decrease \$600
- Federal: increase \$93,800: \$100,000
- Municipal: increase \$25,227: \$41,450
- Other: (grant from the Canadian Wildlife Federation) increase \$22,339: \$35,500

2022 Deliverables:

- Maintain:
 - 14 parks with 35 kilometers of trails.
 - 11 docks.
- Implement recommendation of Tree Risk Assessments and support tree management activities in Conservation Areas.
- Monitor park use and visitation to guide future improvements.
- Welcome 200,000 visitors to Conservation Areas annually.
- Update Parks Master Plans to guide future management activities in Conservation Areas.
- Support updates to signs within Conservation Areas.
- Construct a new accessible washroom facility at the High Falls Conservation Area.
- Replace bridge in the Warwick Forest Conservation Area.



Conservation Lands

Conservation Areas

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	149,176	166,880	180,300	13,420	Anticipated payroll, staff charge, and recovery in 2022
Equipment and Maintenance	2,000	1,000	2,000	1,000	Parking lot and trail counters
Contracted Services	68,500	200,845	77,500	(123,345)	Tree management
Utilities	500	500	500	-	
Leases and Rentals	500	3,325	-	(3,325)	Tree management
Supplies and Materials	38,450	30,729	52,700	21,971	Trail resurfacing and asset replacement
Total Operating Expenses	259,126	403,279	313,000	(90,279)	
Revenue:					
Fees	-	600	-	(600)	
Federal	-	6,200	100,000	93,800	Federal grant for washroom accessibility improvements
Municipal	32,450	16,223	41,450	25,227	
Other	10,700	13,161	35,500	22,339	Canadian Wildlife Federation pollinator garden at Mill Run CA
Total Revenue	43,150	36,184	176,950	140,766	
Net Operating Cost	215,976	367,095	136,050	(231,045)	
Capital					
Capital Expense	10,000	24,500	120,000	95,500	New washroom facility at High Falls and bridge at Warwick Forest Conservation Areas
Overall Net	225,976	391,595	256,050	(135,545)	
Transfer To/(From) Reserve	2,200	2,200	(7,800)	(10,000)	
Net Requirement	228,176	393,795	248,250	(145,545)	
Total Depreciation	13,032	17,876	16,775	(1,101)	

**Conservation Lands****Lands****Purpose:**

- Manage property for current and future residents. SNC owns approximately 13,000 acres including: forests; wetlands; grasslands, and hazard properties. These properties provide environmental, social, and economic benefits.
- Facilitate scheduled land operations and public access following an asset management plan.

Expenses:

- Salaries and Benefits: 1.6 FTE, increase \$17,035: \$161,409
- Travel and Training: decrease \$300: \$4,800
- Equipment and Maintenance: (fencing, equipment, and repairs) decrease \$1,500: \$3,000
- Professional Services: (appraisals and legal services) increase \$3,822: \$7,500
- Contracted Services: (property surveys, equipment contractors, invasive species control, drainage) \$10,000
- Supplies and Materials: (signs, gravel, lumber, hardware) \$10,000
- Property Taxes, Drainage Assessment: increase \$4,000: \$69,000
- Capital Expense: (land acquisition) decrease \$60,324: \$332,151

Revenue:

- Fees: \$11,000
- Municipal: decrease \$59,324: \$333,151
- Other: \$3,802

2022 Deliverables:

- Promote land donation through the Land Trust Program.
- Celebrate through official opening events, three land donations and acquisitions.
- Continue to actively sign Conservation Lands and mark property boundaries.
- Update lease and partner agreements.
- Undertake invasive species and noxious weed control.
- Manage graffiti and vandalism.
- Maintain agricultural and recreational lease opportunities.
- Land acquisition.
- Facilitate operations and property access.



Conservation Lands

Lands

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	164,133	144,374	161,409	17,035	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	6,000	5,100	4,800	(300)	
Equipment and Maintenance	1,500	4,500	3,000	(1,500)	
Professional Services	6,000	3,678	7,500	3,822	Legal and survey costs
Contracted Services	10,000	10,000	10,000	-	
Supplies and Materials	10,400	10,000	10,000	-	Gravel and culvert replacements
Property taxes, Drainage Assessment	70,000	65,000	69,000	4,000	Drainage and access improvements
Grants	2,700	-	-	-	
Total Operating Expenses	270,733	242,652	265,709	23,057	
Revenue:					
Fees	11,000	11,000	11,000	-	
Municipal	320,883	392,475	333,151	(59,324)	Deferral of acquisition levy
Other	2,000	3,802	3,802	-	
Total Revenue	333,883	407,277	347,953	(59,324)	
Net Operating Cost	(63,150)	(164,625)	(82,244)	82,381	
Capital					
Capital Expense	320,883	392,475	332,151	(60,324)	Deferral of acquisition levy
Overall Net	257,733	227,850	249,907	22,057	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	257,733	227,850	249,907	22,057	
Total Depreciation	11,259	11,259	11,259	-	



Conservation Lands

SNC Forest

Purpose:

- Implement operations under the SNC 20-Year Forest Management Plan (2018-2037); SNC 5-Year Forest Operations Plan (2018-2023); and 2021 Annual Forest Operating Plan.
- These plans measure and assess the health of the SNC Forest, prescribe harvests that improve growth, improve forest health, regenerate forests, and identify recreational and economic opportunities for these community lands.
- Comply with SNC Forest Policy and Forest Stewardship Certification standards. Forest Stewardship Certification is a third-party audit to ensure SNC manages their forest according to established standards.
- Engage volunteers through the SNC Forest Stewards program to help SNC monitor its land holdings.

Expenses:

- Salaries and Benefits: 1.3 FTE, increase \$44,750: \$130,222
- Travel and Training: increase \$1,381: \$5,300
- Equipment and Maintenance: (forestry equipment) \$1,850
- Professional Fees: \$1,000
- Professional Services: (Forest Stewardship Certification) \$4,594
- Contracted Services: (tree marking, tree planting) increase \$1,500: \$6,500
- Supplies and Materials: (purchase of trees, tree marking paint) increase \$500: \$3,000
- Program Support: decrease \$720

Revenue:

- Fees: (forest timber revenue) increase \$3,660: \$25,000
- Other: \$0
- Grant: \$650

2022 Deliverables:

- Tree marking: 137.6 ha.
- Harvest: 54.6 ha.
- Inventory: 125.0 ha.



Conservation Lands

SNC Forest

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	140,998	85,472	130,222	44,750	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	5,300	3,919	5,300	1,381	
Equipment and Maintenance	1,850	1,850	1,850	-	
Professional Fees	1,000	1,000	1,000	-	
Professional Services	5,500	4,594	4,594	-	
Contracted Services	6,500	5,000	6,500	1,500	
Supplies and Materials	3,000	2,500	3,000	500	
Program Support	-	720	-	(720)	
Total Operating Expenses	164,148	105,055	152,466	47,411	
Revenue:					
Fees	90,000	21,340	25,000	3,660	Planned harvest revenue
Other	2,500	-	-	-	
Grant	650	650	650	-	
Total Revenue	93,150	21,990	25,650	3,660	
Net Operating Cost	70,998	83,065	126,816	43,751	
Capital					
Capital Expense	-	-	-	-	
Overall Net	70,998	83,065	126,816	43,751	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	70,998	83,065	126,816	43,751	
Total Depreciation	-	-	-	-	



Vehicles & Equipment

Purpose:

- Provide a safe, economical, and practical fleet.
- Vehicles & Equipment: maintain, service, and acquire replacement vehicles.
- Specialty equipment: maintain and service, ATVs, weed trimmers, canoes, boats, and motors, etc.

Expenses:

- Salaries and Benefits: 0.1 FTE increase
\$2,177: \$9,000
- Insurance: increase \$353: \$7,000
- Maintenance and Fuel: increase \$9,479:
\$70,400
- Capital Expense: decrease \$19,846: \$50,000

Revenue:

- Other: decrease \$350: \$2,000
- Project Recovery: (recovery of vehicle costs through septic program) increase \$20,360:
\$29,530

2022 Deliverables:

- Total vehicles in fleet: 12.



Vehicles & Equipment

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	9,000	6,823	9,000	2,177	Anticipated payroll, staff charge, and recovery in 2022
Insurance	5,500	6,647	7,000	353	
Maintenance and Fuel	66,250	60,921	70,400	9,479	Anticipated fuel costs
Total Operating Expenses	80,750	74,391	86,400	12,009	
Revenue:					
Other	1,000	2,350	2,000	(350)	
Project Recovery	7,700	9,170	29,530	20,360	Anticipated project recovery
Total Revenue	8,700	11,520	31,530	20,010	
Net Operating Cost	72,050	62,871	54,870	(8,001)	
Capital					
Capital Expense	30,000	69,846	50,000	(19,846)	Vehicle purchase
Overall Net	102,050	132,717	104,870	(27,847)	
Transfer To/(From) Reserve	-	-	(20,000)	(20,000)	Vehicle purchase
Net Requirement	102,050	132,717	84,870	(47,847)	
Total Depreciation	28,868	36,865	36,865	-	

**Buildings & Infrastructure****Buildings****Purpose:**

- Provide a productive environment for visitors, board members and staff of the Authority.
- Total Buildings Owned: 1
 - Administrative building, Finch
- Total Facilities Leased: 2
 - Shop, Berwick
 - Storage, Finch

Revenue:

- Partners: (office rental) increase \$38: \$1,100

2022 Deliverables:

- Comfortable, safe, and clean office.
- Building repairs and upgrades.
- No planned capital expenses in 2022.

Expenses:

- Salaries and Benefits: 0.7 FTE, decrease \$4,258: \$70,585
- Equipment and Maintenance: (office and shop repairs and maintenance, accessibility upgrades, equipment) \$3,000
- Contracted Services: (grass cutting, cleaning services, snow removal, minor repairs and improvements) \$65,000
- Utilities: (electricity, propane, natural gas) increase \$3,300: \$35,000
- Leases and Rentals: increase \$23: \$6,800
- Supplies and Materials: (cleaning supplies, paint, grounds maintenance supplies, building maintenance supplies, paper products) \$30,000
- Water and Sewer: increase \$33: \$800



Buildings & Infrastructure

Buildings

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	55,212	74,843	70,585	(4,258)	Anticipated payroll, staff charge, and recovery in 2022
Equipment and Maintenance	3,000	3,000	3,000	-	
Contracted Services	55,000	65,000	65,000	-	
Utilities	35,000	31,700	35,000	3,300	Anticipated utility charges
Leases and Rentals	6,000	6,777	6,800	23	
Supplies and Materials	30,000	30,000	30,000	-	
Water and Sewer	725	767	800	33	
Total Operating Expenses	184,937	212,087	211,185	(902)	
Revenue:					
Partners	1,200	1,062	1,100	38	
Total Revenue	1,200	1,062	1,100	38	
Net Operating Cost	183,737	211,025	210,085	(940)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	183,737	211,025	210,085	(940)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	183,737	211,025	210,085	(940)	
Total Depreciation	47,782	48,635	48,635	-	

**Buildings & Infrastructure****Erosion & Water Control****Purpose:**

- Reduce and prevent flood damages and loss of life by operating water control structures throughout the SNC jurisdiction.
- Enhance water levels for recreational use of the South Nation River by maintaining and operating water control structures.

Expenses:

- Salaries and Benefits: 1.1 FTE, increase \$13,220: \$106,550
- Equipment and Maintenance: decrease \$500
- Professional Services: (risk assessments) increase \$2,000: 2,000
- Phone and Internet: \$2,000
- Contracted Services: (general maintenance, complete the 2020-2021 dyke and Chesterville dam projects) decrease \$29,414: \$52,100
- Utilities: (electricity, oil) increase \$1,000: \$7,200
- Vehicles: increase \$1,100: \$1,200
- Supplies and Materials: (filters, hydraulic oil, sign materials, hardware, stop logs) decrease \$2,876: \$18,800

Revenue:

- Provincial: decrease \$18,062: \$60,000
- Other: (Casselman water power station) increase \$7: \$4,600
- Project Recovery: decrease \$1,679

2022 Deliverables:

- Seguinbourg berm and Chrysler dyke annual inspection.
- Dyke and berm vegetation control.
- Annual dam and weir inspections.
- Chrysler and Chesterville dams maintenance and repairs.
- Russell, Casselman and Plantagenet weirs maintenance and repairs.
- Chesterville dam spring and fall operation.
- Review and update dam operations manual.
- Water and Erosion Control Structures Asset Management Plan.
- 2022 Project: Chesterville Dam Winter Operations Assessment.



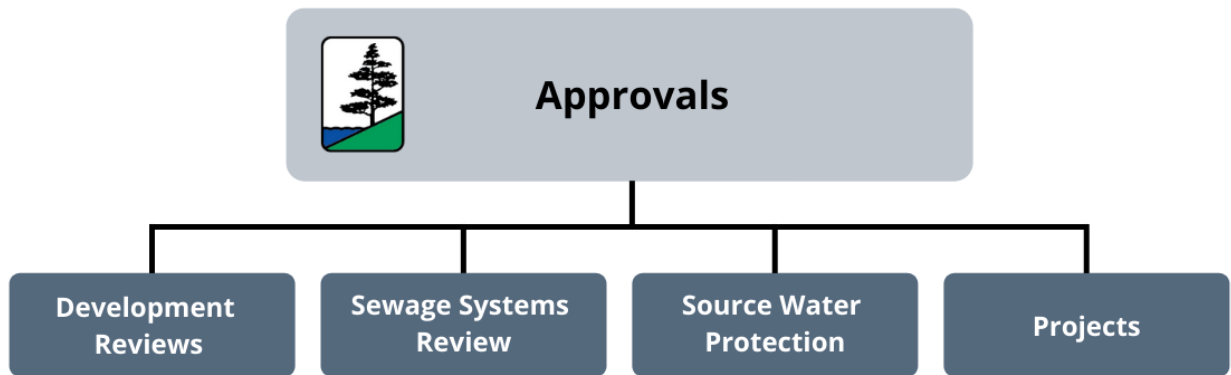
Buildings & Infrastructure

Erosion & Water Control

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	95,550	93,330	106,550	13,220	Anticipated payroll, staff charge, and recovery in 2022
Equipment and Maintenance	-	500	-	(500)	
Professional Services	10,000	-	2,000	2,000	
Phone and Internet	2,000	2,000	2,000	-	
Contracted Services	115,100	81,514	52,100	(29,414)	Change in project scope
Utilities	7,200	6,200	7,200	1,000	
Vehicles	1,200	100	1,200	1,100	
Supplies and Materials	13,800	21,676	18,800	(2,876)	Change in project scope
Total Operating Expenses	244,850	205,320	189,850	(15,470)	
Revenue:					
Provincial	86,750	78,062	60,000	(18,062)	Change in project scope
Other	4,900	4,593	4,600	7	
Project Recovery	-	1,679	-	(1,679)	
Total Revenue	91,650	84,334	64,600	(19,734)	
Net Operating Cost	153,200	120,986	125,250	4,264	
Capital					
Capital Expense	-	-	-	-	
Overall Net	153,200	120,986	125,250	4,264	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	158,200	125,986	130,250	4,264	
Total Depreciation	94,578	96,765	96,765	-	



- PAGE INTENTIONALLY BLANK -





- PAGE INTENTIONALLY BLANK -



Approvals

Department Overview

Purpose:

- Protect people and property by shaping resilient development that respects legislative requirements.
- The Approvals team collectively implements several important pieces of legislation including the *Conservation Authorities Act*, *Clean Water Act*, *Ontario Building Code*, *Provincial Policy Statement*, Official Plans, and local zoning bylaws.
- We provide expert peer-review services and offer a diverse range of specialized services that meet municipal needs.
- We review and comment on all municipal planning applications including rezoning, land division, and site plan control.
- We have a professional team that specializes in environmental planning opinions, technical advice, permits, and inspection services for land development and construction.
- We approve *Ontario Building Code* and *Conservation Authorities Act* permits.
- We assist applicants to plan development through free pre-consultation meetings and site visits.
- We work with local municipalities to identify and protect the Natural Heritage System of the South Nation jurisdiction.
- We use land-use planning as an effective process to minimize local development risks related to flooding, landslides, and other natural hazards including increased risks due to climate change.
- Encourage management and protection of environmentally sensitive areas (shorelines, significant forests, wetlands).
- Coordinate agencies involved in land and water issues on complex files.
- Provide natural hazard information to the public and to municipalities.
- Assist municipalities with Source Water Protection and on-site servicing concerns to protect drinking water for all residents.

Subprograms:

- Development Review
- Sewage System Review
- Source Water Protection
- Projects



Approvals

Development Review

2022 Deliverables:

Regulations:

- Protect people and property from natural hazards in our jurisdiction through our Regulation under Section 28 of the *Conservation Authorities Act*.
 - Property Inquiries: 80
 - Permits: 200
 - Drain Reviews: 60

Planning:

- Comment on matters of provincial interest related to the natural hazard sections of the Provincial Policy Statement.
- Work with municipalities to protect natural heritage features like significant woodlands, fish habitat, and areas of special interest.
- Work on special municipal projects through service agreements including wetland protection, Environmental Impact Studies, and other studies to support new development.
 - Severance: 300
 - Subdivision: 24
 - Site Plan: 60
 - Zoning and Minor Variances: 110

Technical Reviews:

- Advise municipalities on water management and natural hazard challenges.
- Areas of expertise: engineering, hydrology, hydrogeology, floodplain, geotechnical review, planning input and review, regulations, data collection, computer modeling, and project design and management.
- Facilitate collaboration between stakeholders.
 - Stormwater: 100
 - Hydrogeological: 45
 - Environment Impact: 56
 - Geotechnical: 20

Expenses:

- Salaries and Benefits: 8.7 FTE, increase \$129,514: \$857,943
- Travel and Training: (professional development training for eight staff members) increase \$1,750: \$9,750
- Professional Fees: \$1,200
- Professional Services: \$5,000
- Vehicles: (charge for vehicle) \$5,000
- Supplies and Materials: \$1,000

Revenue:

- Fees: decrease \$40,000: \$530,000
- Provincial: \$60,670
- Municipal: decrease \$5,000: \$35,000



Approvals

Development Review

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	757,204	728,429	857,943	129,514	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	9,750	8,000	9,750	1,750	
Professional Fees	1,200	1,200	1,200	-	
Professional Services	5,000	5,000	5,000	-	
Vehicles	5,000	5,000	5,000	-	
Supplies and Materials	1,600	1,000	1,000	-	
Total Operating Expenses	779,754	748,629	879,893	131,264	
Revenue:					
Fees	360,000	570,000	530,000	(40,000)	Development applications
Provincial	60,670	60,670	60,670	-	
Municipal	-	40,000	35,000	(5,000)	Municipal permits
Total Revenue	420,670	670,670	625,670	(45,000)	
Net Operating Cost	359,084	77,959	254,223	176,264	
Capital					
Capital Expense	-	-	-	-	
Overall Net	359,084	77,959	254,223	176,264	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	364,084	82,959	259,223	176,264	
Total Depreciation	547	547	273	(274)	



Approvals

Sewage Systems Review

Purpose:

- Issue permits on behalf of 13 local municipalities under Part 8 of the *Ontario Building Code* for sewage system construction.
- Inspect new construction, alteration, and maintenance and comply with provincial regulations and municipal by-laws.
- Provide training and expertise for local contractors and partners including municipalities and the Eastern Ontario Health Unit.

Expenses:

- Salaries and Benefits: 3.9 FTE, increase \$7,924: \$385,437
- Travel and Training: increase \$1,000: \$2,000
- Equipment and Maintenance: \$1,000
- Professional Fees: \$3,500
- Professional Services: decrease \$2,000: \$1,000
- Phone and Internet: \$2,000
- Insurance: increase \$11,600: \$12,900
- Vehicles: increase \$22,200: \$42,200
- Supplies and Materials: decrease \$1: \$2,100
- Program Support: increase \$19: \$450

Revenue:

- Fees: decrease \$75,000: \$410,000
- Other: \$3,600

2022 Deliverables:

- Act as the Principal Authority on behalf of 13 municipalities.
- Support the Safe Septic maintenance program of the *Ontario Building Code* to protect local drinking water.
 - 120 maintenance inspections.
 - 460 septic permits.
 - 225 severance applications.
 - 70 renovation reviews.
 - 120 file searches.
 - 20 complaints.



Approvals

Sewage Systems Review

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	354,918	377,513	385,437	7,924	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	2,000	1,000	2,000	1,000	
Equipment and Maintenance	1,000	1,000	1,000	-	
Professional Fees	1,000	3,500	3,500	-	
Professional Services	3,000	3,000	1,000	(2,000)	
Phone and Internet	2,000	2,000	2,000	-	
Insurance	1,200	1,300	12,900	11,600	Insurance requirement
Vehicles	16,000	20,000	42,200	22,200	Fleet vehicle to Septic
Supplies and Materials	7,000	2,101	2,100	(1)	
Program Support	100	431	450	19	
Total Operating Expenses	388,218	411,845	452,587	40,742	
Revenue:					
Fees	360,000	485,000	410,000	(75,000)	Application volume
Other	9,000	3,600	3,600	-	
Total Revenue	369,000	488,600	413,600	(75,000)	
Net Operating Cost	19,218	(76,755)	38,987	115,742	
Capital					
Capital Expense	-	-	-	-	
Overall Net	19,218	(76,755)	38,987	115,742	
Transfer To/(From) Reserve	(19,218)	76,756	(38,987)	(115,743)	Fleet vehicle to Septic
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



Approvals

Source Water Protection

Purpose:

- The *Clean Water Act* protects the sources of municipal drinking water. This work helps municipalities in our Source Protection Region address drinking water issues and implement source protection plans.
- South Nation Conservation and Raisin Region Conservation Authority are partners in the Raisin-South Nation Source Protection Region, one of 19 regions across the province.
- We administer the risk management office on behalf of 13 municipalities through contract.
- We collect and analyze water quantity and quality data to establish source protection area trends and update water budgets.
- Maintain South Nation Water Integration System to provide access to timely data.

Expenses:

- Salaries and Benefits: 1.7 FTE, increase \$13,731: \$164,014
- Travel and Training: (program travel and workshops) increase \$1,000: \$1,000
- Equipment and Maintenance: (water integration system license and weather data improvements) increase \$9,437: \$14,500
- Professional Services: (daily forecasting tool update and water integration system portal) increase \$10,000: \$10,000
- Phone and Internet: (weather and gauges connection) decrease \$169: \$2,000
- Contracted Services: \$2,480
- Leases and Rentals: (office space) \$14,052
- Supplies and Materials decrease \$214
- Program Support: \$150
- Capital Expense: decrease \$36,000

Revenue:

- Fees: \$250
- Provincial: decrease \$521: \$106,210
- Federal: decrease \$1,870
- Grant: (monitoring station) increase \$21,000: \$33,000
- Project Recovery: decrease \$10,683

2022 Deliverables:

- Manage risk management agreements with 13 municipalities.
- Assist in policy review and implementation of the Source Protection Plan.
- Work with neighboring Conservation Authorities to ensure consistent service delivery of program.
- Prepare risk management plans and issue Section 59 notices.
- Monitor water levels and weather daily, sample water quality monthly.
- Maintain and enhance the monitoring equipment and network.
- Maintain and enhance the Water Integration System.
- Develop rating curves for the stream gauges within the City of Ottawa.



Approvals

Source Water Protection

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	130,397	150,283	164,014	13,731	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	1,000	-	1,000	1,000	
Equipment and Maintenance	14,500	5,063	14,500	9,437	Change to project scope
Professional Services	6,000	-	10,000	10,000	Change to project scope
Phone and Internet	2,000	2,169	2,000	(169)	
Contracted Services	1,839	2,480	2,480	-	
Leases and Rentals	10,422	14,052	14,052	-	
Supplies and Materials	-	214	-	(214)	
Program Support	150	150	150	-	
Total Operating Expenses	166,308	174,411	208,196	33,785	
Revenue:					
Fees	250	250	250	-	
Provincial	93,247	106,731	106,210	(521)	Change to project scope
Federal	-	1,870	-	(1,870)	
Grant	8,000	12,000	33,000	21,000	Change to project scope
Project Recovery	-	10,683	-	(10,683)	Project completed
Total Revenue	101,497	131,534	139,460	7,926	
Net Operating Cost	64,811	42,877	68,736	25,859	
Capital					
Capital Expense	21,000	36,000	-	(36,000)	Project completed – 2021 weather and monitoring stations
Overall Net	85,811	78,877	68,736	(10,141)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	85,811	78,877	68,736	(10,141)	
Total Depreciation	-	1,300	1,300	-	



- PAGE INTENTIONALLY BLANK -



Approvals

Projects

Purpose:

- Complete projects that assist the Authority and member municipalities with sustainable development, natural hazard protection and mitigation, or improvement of watershed health.

Projects:

- City of Ottawa - Floodplain Mapping
- United Counties of Prescott-Russell - Floodplain Mapping
- Flood Risk Assessment Partnership
- Natural Hazard Mapping Updates
- Imagery Acquisition (LiDAR)
- Casselman to Lemieux
- Planning Studies

**Projects****City of Ottawa - Floodplain Mapping****Purpose:**

- Provide professional services to complete floodplain mapping in priority areas within the City of Ottawa.
- Completed under a cost-sharing agreement with the City and funding from the National Disaster Mitigation Program.

Expenses:

- Salaries and Benefits: 1.8 FTE, decrease \$77,217: \$176,806
- Supplies and Materials: (open house expenses) decrease \$10,000: \$15,000

Revenue:

- Federal: (National Disaster Mitigation Program) decrease \$82,739: \$51,273
- Municipal: (City of Ottawa) decrease \$2,239: \$70,267

2022 Deliverables:

- City of Ottawa quarterly project progress meetings.
- Financial and non-financial reporting as per signed agreements.
- Agreement 2 (2017 – 2022):
 - Maintenance and update of floodplain mapping under agreement 1 and 2 including; data collection, survey of private and public infrastructure, analysis of present and future land use, hydrological and hydraulic modeling, draft floodplain mapping, technical review, addressing technical comments, and updating reports.
 - Assist the City of Ottawa in the delineation of floodplains and policy updates.
 - Project presentations to municipal staff and other agencies.
- Agreement – Bear Brook Hazard Mapping
 - Complete the flood and erosion hazard analysis, technical review, addressing technical comments, and updating reports as required. Open house.
 - Assist the City of Ottawa in the delineation of floodplains and policy updates.
 - Project presentations to municipal staff and other agencies.



Projects

City of Ottawa - Floodplain Mapping

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	77,724	254,023	176,806	(77,217)	Anticipated payroll, staff charge, and recovery in 2022
Supplies and Materials	-	25,000	15,000	(10,000)	Change to project scope
Total Operating Expenses	77,724	279,023	191,806	(87,217)	
Revenue:					
Federal	-	134,012	51,273	(82,739)	Change to project scope
Municipal	38,862	72,506	70,267	(2,239)	
Total Revenue	38,862	206,518	121,540	(84,978)	
Net Operating Cost	38,862	72,505	70,266	(2,239)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	38,862	72,505	70,266	(2,239)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	38,862	72,505	70,266	(2,239)	
Total Depreciation	-	-	-	-	



Projects

United Counties of Prescott–Russell - Floodplain Mapping

Purpose:

- Provide professional services to complete floodplain mapping in priority areas in the United Counties of Prescott-Russell under a one-year cost sharing agreement with the United Counties and funding from the National Disaster Mitigation Program.
- Complete the Ottawa River hazard mapping within its jurisdiction.

Expenses:

- Salaries and Benefits: 1.5 FTE, increase \$44,141: \$146,650
- Contracted Services: increase \$61,098: \$61,098
- Supplies and Materials: (open house expenses) increase \$4,000: \$10,000

Revenue:

- Federal: (National Disaster Mitigation Program) increase \$54,619: \$96,374
- Municipal: (United Counties of Prescott-Russell) increase \$27,000: \$57,000
- Grant: (Eastern Ontario Water Resources Program) \$25,000

2021 Deliverables:

- Agreement – Ottawa River Hazard Mapping
 - Complete the flood and erosion hazard analysis, technical review, addressing technical comments, and updating reports as required. Open house.
 - Assist the Counties in the delineation and update of floodplain policies.
 - Project presentations to municipal staff and other agencies.



Projects

United Counties of Prescott–Russell - Floodplain Mapping

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	-	102,509	146,650	44,141	Anticipated payroll, staff charge, and recovery in 2022
Contracted Services	25,000	-	61,098	61,098	
Supplies and Materials	-	6,000	10,000	4,000	Change to project scope
Total Operating Expenses	25,000	108,509	217,748	109,239	
Revenue:					
Federal	-	41,755	96,374	54,619	Change to project scope
Municipal	-	30,000	57,000	27,000	Change to project scope
Grant	25,000	25,000	25,000	-	
Total Revenue	25,000	96,755	178,374	81,619	
Net Operating Cost	-	11,754	39,374	27,620	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	11,754	39,374	27,620	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	11,754	39,374	27,620	
Total Depreciation	-	-	-	-	



Projects

Flood Risk Assessment Partnership

Purpose:

- Complete a risk assessment for hazard lands and flood prone areas within the South Nation, Mississippi Valley, and Rideau Valley Conservation Authorities' (CAs) jurisdictions and prepare Flood Risk Assessment and Floodplain Mapping Strategies for each.
- Public Safety Canada awarded 50% of the cost of this project under the National Disaster Mitigation Program.
- Matching funds provided by: Mississippi Valley Conservation Authority; Rideau Valley Conservation Authority; and South Nation Conservation.

Expenses:

- Salaries and Benefits: 0.5 FTE, increase \$10,420: \$48,138
- Professional Service: increase \$26,878: \$139,377

Revenue:

- Federal: (National Disaster Mitigation Program) increase \$18,649: \$93,758
- Other: (partner conservation authorities) increase \$14,383: \$63,478

2022 Deliverables:

- Complete flood assessment for the three jurisdictions based on current federal and provincial legislation.
- Participation in the CAs Technical Working Group.
- Review of the consultant proposed workplan.
- Prepare final SNC 10-year hazard mapping workplan.
- Provide municipalities the opportunity to review and comment.
- Presentation to the Board for adoption.
- Report to Public Safety Canada.
- Project must be completed by March 31st, 2022.



Projects

Flood Risk Assessment Partnership

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	-	37,718	48,138	10,420	Anticipated payroll, staff charge, and recovery in 2022
Professional Services	-	112,499	139,377	26,878	Projects beginning in 2021
Total Operating Expenses	-	150,217	187,515	37,298	
Revenue:					
Federal	-	75,109	93,758	18,649	Projects beginning in 2021
Other	-	49,095	63,478	14,383	Projects beginning in 2021
Total Revenue	-	124,204	157,236	33,032	
Net Operating Cost	-	26,013	30,279	4,266	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	26,013	30,279	4,266	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	26,013	30,279	4,266	
Total Depreciation	-	-	-	-	



Projects

Natural Hazards Mapping Updates

Purpose:

- Majority of floodplain maps within SNC jurisdiction were delineated over 30 years ago using limited spatial coverage and data availability.
- SNC recognizes the need to maintain accurate flood hazard mapping across the jurisdiction.

2022 Deliverables:

- Develop partnerships while seeking funding opportunities to continue updating floodplain mapping within SNC jurisdiction.
- Continue updating floodplain mapping in consultation with our Counties and Municipalities.

Expenses:

- Salaries and Benefits: 0.4 FTE, increase \$35,000: \$35,000

Revenue:

- No revenue budgeted in 2022.



Projects

Natural Hazards Mapping Updates

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	35,000	-	35,000	35,000	Anticipated payroll, staff charge, and recovery in 2022
Total Operating Expenses	35,000	-	35,000	35,000	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	35,000	-	35,000	35,000	
Capital					
Capital Expense	-	-	-	-	
Overall Net	35,000	-	35,000	35,000	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	35,000	-	35,000	35,000	
Total Depreciation	-	-	-	-	



Projects

Imagery Acquisition (LiDAR)

Purpose:

- To coordinate a partnership with 5 neighboring conservation authorities, 7 upper tier and 42 lower tier municipalities, and 1 industry partner to acquire 14,500 km² of topography imagery (LiDAR) in Eastern Ontario.
- Acquisition will begin in fall 2021 and continue in 2022.

Expenses:

- Salaries and Benefits: 0.4 FTE, increase \$21,464: \$42,079
- Contracted Services: \$65,459

Revenue:

- Partners: (partner conservation authorities) increase \$19,187: 36,091
- Municipal: decrease \$1,155: \$49,339

2022 Deliverables:

- Coordinate partnership with SNC municipalities (upper and lower tier), neighboring Conservation Authorities, and industry partners.
- Imagery (LiDAR) coverage for the entire SNC jurisdiction.



Projects

Imagery Acquisition (LiDAR)

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	50,000	20,615	42,079	21,464	Anticipated payroll, staff charge, and recovery in 2022
Contracted Services	200,000	65,459	65,459	-	Change to project scope
Total Operating Expenses	250,000	86,074	107,538	21,464	
Revenue:					
Partners	-	16,904	36,091	19,187	Change to project scope
Municipal	175,000	50,494	49,339	(1,155)	
Total Revenue	175,000	67,398	85,430	18,032	
Net Operating Cost	75,000	18,676	22,108	3,432	
Capital					
Capital Expense	-	-	-	-	
Overall Net	75,000	18,676	22,108	3,432	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	75,000	18,676	22,108	3,432	
Total Depreciation	-	-	-	-	



Projects

Casselman to Lemieux

Purpose:

- Work with municipalities to manage potential retrogressive landslide risk.
- Engage residents in the Casselman to Lemieux potential retrogressive landslide zone.

Expenses:

- Salaries and Benefits: 0.1 FTE, \$5,000
- Capital Expense: decrease \$132,747

Revenue:

- No revenue budgeted for 2022

2022 Deliverables:

- Staff continue to work on emergency plans and complete communications with residents.
- Work with municipality to assess risk and identify structures and residences within project area.
- Work with landowners to negotiate property transfer on a willing buyer – willing seller basis.
- Review municipal planning documents for consistency with SNC regulations.
- Work with residents to communicate project and associated risks.



Projects

Casselman to Lemieux

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	5,000	5,000	5,000	-	Anticipated payroll, staff charge, and recovery in 2022
Total Operating Expenses	5,000	5,000	5,000	-	
Revenue:					
Federal	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	5,000	5,000	5,000	-	
Capital					
Capital Expense	135,000	132,747	-	(132,747)	Infrastructure access
Overall Net	140,000	137,747	5,000	(132,747)	
Transfer To/(From) Reserve	(135,000)	(132,747)	-	132,747	Infrastructure access
Net Requirement	5,000	5,000	5,000	-	
Total Depreciation	-	-	-	-	



Projects

Planning Studies

Purpose:

- Provide professional services to complete science-based, technical studies. These studies allow the Authority and municipalities to provide more information to developers up-front, streamline development review, and enhance stewardship of the watershed.
- Provide technical expertise to complete an Environmental Impact Study (EIS) for South Stormont's Long Sault East Industrial Park. The EIS for Phase 1 started in 2021.
- Partner with local municipalities to update natural heritage mapping, including wetlands.
- Work with the City of Ottawa to plan for new urban expansion lands including potential watershed studies in the Bear Brook area.

Expenses:

- Salaries and Benefits: 0.2 FTE, decrease \$27,697: \$46,960
- Equipment and Maintenance: decrease \$1,463
- Professional Services: (consultant services for watershed study) increase \$40,676: \$50,000
- Program Support: decrease \$5,914

Revenue:

- Municipal: increase \$23,107: \$66,960
- Other: decrease \$7,000
- Grant: (Eastern Ontario Water Resources Program) decrease \$9,068: \$8,000

2022 Deliverables:

- Complete the South Bear Brook Catchment Study.
- Watershed Studies for the Bear Brook development area.
- Environmental Impact Study for the Long Sault East Industrial Park.



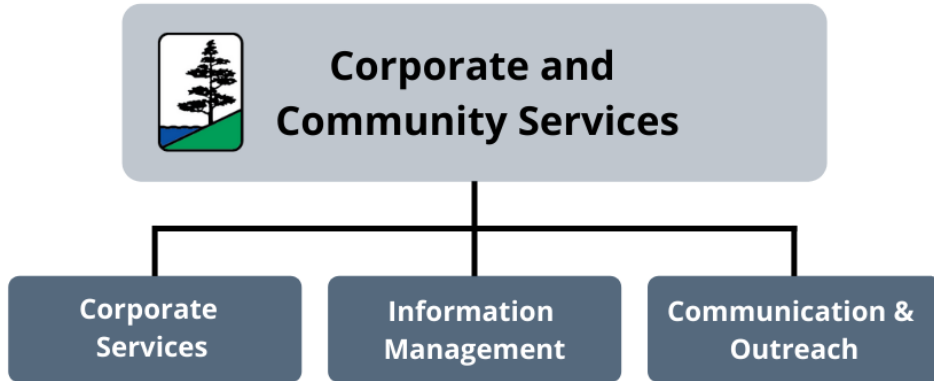
Projects

Planning Studies

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	82,209	74,657	46,960	(27,697)	Anticipated payroll, staff charge, and recovery in 2022
Equipment and Maintenance	-	1,463	-	(1,463)	
Professional Services	10,787	9,324	50,000	40,676	Change in project scope
Program Support	-	5,914	-	(5,914)	Change in project scope
Total Operating Expenses	92,996	91,358	96,960	5,602	
Revenue:					
Municipal	26,053	43,853	66,960	23,107	Change in project scope
Other	37,000	7,000	-	(7,000)	Project completed
Grant	25,068	17,068	8,000	(9,068)	Change in project scope
Total Revenue	88,121	67,921	74,960	7,039	
Net Operating Cost	4,875	23,437	22,000	(1,437)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	4,875	23,437	22,000	(1,437)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	4,875	23,437	22,000	(1,437)	
Total Depreciation	-	-	-	-	



- PAGE INTENTIONALLY BLANK -





Corporate and Community Services

Department Overview

Corporate Services:

- Provide financial planning for the Authority including the administration of the corporate budgeting process and accounting of revenues and expenditures.
- Ensure best practices and value for the Authority through contract review.
- Administer payroll and benefits.
- Manage purchasing and inventory.
- Support the work of the Authority with administrative services.
- Ensure good governance by facilitating board meetings and the work of the board.
- Deploy and maintain telephone and cell phone equipment, and associated services.

Information Management:

- Analyze, develop, deploy, and maintain computer operations, telecommunications, applications, and user support.
- Support Authority work with geographic information systems support.
- Research and implement appropriate software and provide software support.

Communications & Outreach:

- Promote a positive image of SNC.
- Enhance communication and collaboration among municipalities, partners, public and media to foster partnerships, and to engage people and organizations.
- Increase communications, including information on events, SNC activities and available services.
- Produce high-quality communication materials.



Corporate Services

Purpose:

- Support the work of the Authority through the development of consistent management practices, cohesive policies, procedures, guidance, and processes for board of directors and staff.
- Provide administrative support to the board and programs including human resources, meeting facilitation and maintaining corporate records.
- Ensure sound financial management and planning by maintaining the corporate accounts, processing transactions and providing tools, guidance and reporting for the budgeting process.
- Corporate Services includes the general manager's office and a portion of the leadership team. The leadership team provides strategic vision and leadership to the Authority.

Subprograms:

- Governance
- Administration
- Financial Management & Reporting
- Information Management



Corporate Services

Governance

Purpose:

- Provide administrative support for the Board of Directors of SNC. This includes: coordination of information for monthly board meetings such as agenda packages, ensuring accuracy of the official minutes, and other supporting documentation.
- The Governance program includes funds for board meeting allowance, mileage and other expenses related to their function as a representative of SNC. This includes networking events, training and development programs and activities.

Expenses:

- Salaries and Benefits: 1.4 FTE, decrease \$17,916: \$133,950
- Board and Committee: (meeting and mileage allowance) increase \$3,500: \$23,500
- Travel and Training: (board travel) increase \$3,750: \$6,250
- Phone and Internet: \$500
- Insurance: (directors' and officers' liability) decrease \$116: \$3,302

Revenue:

- No revenue budgeted in 2022.

2022 Deliverables:

- Support the chairman and 12 board members representing 16 member municipalities.
- Facilitate 11 board meetings, including coordination of agenda, minutes, and PowerPoint presentations.
- Make travel arrangements and registrations for board members to represent SNC at networking events and conferences, and at county and municipal meetings.



Corporate Services

Governance

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	171,773	151,866	133,950	(17,916)	Anticipated payroll, staff charge, and recovery in 2022
Board	29,000	20,000	23,500	3,500	Resume in person meetings
Travel and Training	6,250	2,500	6,250	3,750	Resume in person meetings
Phone and Internet	500	500	500	-	
Insurance	4,500	3,418	3,302	(116)	
Total Operating Expenses	212,023	178,284	167,502	(10,782)	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	212,023	178,284	167,502	(10,782)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	212,023	178,284	167,502	(10,782)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	212,023	178,284	167,502	(10,782)	
Total Depreciation	-	-	-	-	



Corporate Services

Administration

Purpose:

- Our leadership team provides guidance, organization, and direction to the Authority to achieve consistent management, cohesive policies, guidance, and processes.
- Our administrative team provides corporate support for Authority programs, services, and staff.

Expenses:

- Salaries and Benefits: 5.4 FTE, increase \$50,831: \$536,954
- Committee: (Joint Occupational Health and Safety) \$300
- Travel and Training: (six staff including the general manager) increase \$3,250: \$26,750
- Equipment and Maintenance: (printer and office equipment) \$1,500
- Professional Services: (legal and human resources) \$45,000
- Phone and Internet: \$28,200
- Contracted Services: decrease \$20: \$15,000
- Insurance: (general liability and property) increase \$16,561: \$115,000
- Leases and Rentals: \$700
- Supplies and Materials: (office supplies and stationery) \$46,500
- Program Support: (postage, and bank fees): decrease \$1,467: \$6,400
- Grants: (Conservation Ontario Levy) decrease \$400: \$34,782

Revenue:

- Federal: (employment subsidy programs) increase \$3,000: \$33,300
- Other: \$2,184
- Project Recovery: \$5,786

2022 Deliverables:

- Customer service:
 - 15,000 inbound phone calls.
 - 7,000 general emails.
- Provide information and support regarding Administrative, Personnel, Purchasing, Health and Safety, and Technical Policies.
- Support for over 46 staff, 6 students and co-op/interns.
- Materials and supplies management.
- Apply for funding to offset student salary.
- Manage office materials and supplies.



**Corporate Services
Administration**

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	533,346	486,123	536,954	50,831	Anticipated payroll, staff charge, and recovery in 2022
Committee	900	300	300	-	
Travel and Training	24,850	23,500	26,750	3,250	Resume travel
Equipment and Maintenance	1,500	1,500	1,500	-	
Professional Services	45,000	45,000	45,000	-	
Phone and Internet	28,000	28,200	28,200	-	
Contracted Services	9,600	15,020	15,000	(20)	
Insurance	91,500	98,439	115,000	16,561	Anticipated insurance adjustments
Leases and Rentals	700	700	700	-	
Supplies and Materials	46,500	46,500	46,500	-	
Program Support	6,400	7,867	6,400	(1,467)	
Grants	35,182	35,182	34,782	(400)	
Total Operating Expenses	823,478	788,331	857,086	68,755	
Revenue:					
Federal	44,525	30,300	33,300	3,000	Increase student program in 2022
Other	2,000	2,184	2,184	-	
Project Recovery	4,291	5,786	5,786	-	
Total Revenue	50,816	38,270	41,270	3,000	
Net Operating Cost	772,662	750,061	815,816	65,755	
Capital					
Capital Expense	-	-	-	-	
Overall Net	772,662	750,061	815,816	65,755	
Transfer To/(From) Reserve	-	263,744	(90,000)	(353,744)	Asset management/ Stabilization
Net Requirement	772,662	1,013,805	725,816	(287,989)	
Total Depreciation	65	65	65	-	

**Corporate Services****Financial Management & Reporting****Purpose:**

- Provide the board of directors and staff with timely financial information needed for operational decisions.

Expenses:

- Salaries and Benefits: 2.1 FTE, increase \$94,603: \$209,868
- Travel and Training: \$1,000
- Professional Services: (audit and accounting services) \$40,000
- Program Support: decrease \$500: \$14,500

Revenue:

- Fees: \$49,315
- Municipal: \$13,247
- Project Recovery: \$8,266

2022 Deliverables:

- Financial Advisors.
- Financial reports (50).
- Statements, grant applications (40).
- Contract review (55).
- Complete year-end, annual budget, and audit.
- Preparing and Maintaining:
 - Corporate wide contracts, personnel files and payroll, and benefits.
 - 2,250 supplier invoices processed.
 - 1,600 supplier payments.
 - 1,450 payroll payments (board, staff, and committees).
 - 315 SNC invoices prepared.
 - 1,700 cash, cheque and credit card payments received and processed.



Corporate Services

Financial Management & Reporting

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	168,390	115,265	209,868	94,603	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	3,000	1,000	1,000	-	
Professional Services	25,000	40,000	40,000	-	
Program Support	9,800	15,000	14,500	(500)	
Total Operating Expenses	206,190	171,265	265,368	94,103	
Revenue:					
Fees	44,615	49,315	49,315	-	
Municipal	13,247	13,247	13,247	-	
Project Recovery	6,131	8,266	8,266	-	
Total Revenue	63,993	70,828	70,828	-	
Net Operating Cost	142,197	100,437	194,540	94,103	
Capital					
Capital Expense	-	-	-	-	
Overall Net	142,197	100,437	194,540	94,103	
Transfer To/(From) Reserve	29,400	29,400	29,400	-	
Net Requirement	171,597	129,837	223,940	94,103	
Total Depreciation	-	-	-	-	



Corporate Services

Information Management

Purpose:

- Implement and maintain SNC's technology infrastructure and manage corporate records and data.
- Infrastructure includes:
 - 12 servers for data storage.
 - 11 network switches.
 - 8 Wireless access points.
 - 70 workstations, laptops, and printers.
 - Boardroom and meeting room audio-visual equipment.

Expenses:

- Salaries and Benefits: 0.4 FTE, \$35,000
- Equipment and Maintenance: (computer and network repairs and maintenance, software licenses) \$39,000
- Phone and Internet: \$12,000
- Contracted Services: (network and helpdesk support, file management and digitization, service fees for cloud, ESRI (Geographical Information System software); Human Resources Management System (payroll and time solution), extras on Information Technology contract) increase \$4,000: \$90,700
- Supplies and Materials: (printing, IT accessories) \$3,500
- Capital Expense: (replace aged computers) \$25,000

Revenue:

- Project Recovery: \$3,780

2022 Deliverables:

- Backup and store approximately 2 million files.
- Process and store approximately 500,000 emails annually
- Develop file and data management software.
- Replace 12 to 15 aged computers.
- Digitize corporate files.
- Support collaboration through Microsoft Teams:
 - 250 online meetings per month
 - 2,500 phone calls per month
 - 200 hours of screen share time per month
 - 950 hours of video calls per month



Corporate Services

Information Management

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	35,000	35,000	35,000	-	Anticipated payroll, staff charge, and recovery in 2022
Equipment and Maintenance	39,000	39,000	39,000	-	
Phone and Internet	12,000	12,000	12,000	-	
Contracted Services	106,700	86,700	90,700	4,000	Change in project scope
Supplies and Materials	3,500	3,500	3,500	-	
Total Operating Expenses	196,200	176,200	180,200	4,000	
Revenue:					
Project Recovery	1,300	3,780	3,780	-	
Total Revenue	1,300	3,780	3,780	-	
Net Operating Cost	194,900	172,420	176,420	4,000	
Capital					
Capital Expense	25,000	25,000	25,000	-	
Overall Net	219,900	197,420	201,420	4,000	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	219,900	197,420	201,420	4,000	
Total Depreciation	64,412	71,955	71,955	-	



- PAGE INTENTIONALLY BLANK -



Communications & Outreach

Department Overview

Purpose:

- Promote SNC programs, services and projects to member municipalities, residents, partner organizations, and other stakeholders.
- Ensure consistent use of corporate branding and identity in SNC communication products.
- The team develops and distributes SNC media and communications products, maintains SNC's website and social media outlets, delivers educational programs, promotes SNC at local events and supports funding applications.
- The Communications and Outreach team provides support to all SNC teams.

Subprograms:

- Corporate Communications
- Education & Events
- Partnership Development
- Media & Communications Products



Communications & Outreach

Corporate Communications

Purpose:

- Support SNC standing committees per approved terms of reference. Staff maintain SNC's corporate identity and provides business cards, uniforms, and clothing. The team coordinates SNC corporate memberships and subscriptions for staff and programs. Staff maintain SNC historical archives and the Pat Coyne Library.

Expenses:

- Salaries and Benefits: 1.9 FTE, decrease \$22,797: \$187,755
- Committee: (four standing committee meetings and expenses) increase \$3,112: \$14,000
- Travel and Training: (travel and professional development for three staff) increase \$3,750: \$5,500
- Contracted Services: (corporate product services and contractors: \$3,000
- Supplies and Materials: (business cards, name tags, name plates and promotional items) \$6,000
- Program Support: (SNC memberships to professional organizations and subscriptions for magazines, journals and newspapers, gifts and in memoriam donations on behalf of SNC) decrease \$1,842: \$28,500

Revenues:

- Other: (sale of SNC clothing) increase \$100: \$3,700

2022 Deliverables:

- Hold 16 SNC Standing Committee meetings to provide stakeholder input on SNC programs and services to the Board of Directors.
 - Clean Water Committee.
 - Communications Committee.
 - Fish and Wildlife Committee.
 - Forestry Committee
- SNC staff recognition.
- Purchase and distribute SNC uniforms and clothing for board, committees, and staff.
- Produce staff business cards, name tags, and nameplates.
- Renew SNC subscriptions and memberships.
- Maintain historical archives.

**Communications & Outreach****Corporate Communications**

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	187,091	210,552	187,755	(22,797)	Anticipated payroll, staff charge, and recovery in 2022
Committee	18,500	10,888	14,000	3,112	Resume in person meetings
Travel and Training	6,000	1,750	5,500	3,750	Resume in person meetings
Contracted Services	3,000	3,000	3,000	-	
Supplies and Materials	6,000	6,000	6,000	-	
Program Support	26,500	30,342	28,500	(1,842)	
Total Operating Expenses	247,091	262,532	244,755	(17,777)	
Revenue:					
Other	2,750	3,600	3,700	100	
Total Revenue	2,750	3,600	3,700	100	
Net Operating Cost	244,341	258,932	241,055	(17,877)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	244,341	258,932	241,055	(17,877)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	244,341	258,932	241,055	(17,877)	
Total Depreciation	-	-	-	-	



Communication & Outreach

Education & Events

Purpose:

- Through supporting public events and delivering educational programming SNC promotes the protection and proper management of natural resources.
- SNC brings students to various project sites throughout the year while also delivering curriculum-based Watershed Adventures, a Geocaching Program, a Maple Syrup Education Program, and a school-wide Stream of Dreams Education Program to foster a lifelong appreciation of the environment. SNC also partners with different groups to deliver programs including the First Hunt Program and Youth Fish Camps.

Expenses:

- Salaries and Benefits: 0.2 FTE, decrease \$9,546: \$17,930
- Travel and Training: (parking and mileage to/from events, registration, outreach program support) increase \$3,391: \$4,500
- Contracted Services: (SNC Youth Hunt, Maple Syrup Education Program, support for geocaching program) increase \$7,268: \$8,500
- Supplies and Materials: (geocaching, Fish Camp, SNC displays, Stream of Dreams Program, and Maple Syrup Education) increase \$5,456: \$11,200
- Program Support: increase \$1,113: \$2,000

Revenues:

- Fees: (SNC Annual Tour, Maple Syrup and Stream of Dreams Education Programs) increase \$23,602: \$30,080
- Provincial: (Provincial Partnership for Virtual Field Trips) decrease \$15,000
- Federal: decrease \$5,000
- Other: (revenue carried forward from donation: Fish Camp, geocaching events, Youth Hunt Camp, SNC golf tournament) increase \$9,850: \$12,050
- Grant: increase \$2,000: \$2,000

2022 Deliverables:

- Deliver maple syrup education program and loan out education kits.
- Support watershed adventure programming and online resources.
- Deliver six Youth Fish Camps (100 youth).
- Support Healthy Hikes in Conservation Areas.
- Support canoe and kayak events on the South Nation, St. Lawrence and Ottawa Rivers.
- Support SNC and Delta Youth Hunt.
- Coordinate open houses for floodplain mapping and partnerships projects.
- Coordinate community tree planting events.
- Coordinate high school stewardship certification training events.
- Host and coordinate photo opportunities and media events.
- Deliver the Stream of Dreams Education Program.
- Deliver 75th anniversary event programming.



Communication & Outreach

Education & Events

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Salaries and Benefits	24,930	27,476	17,930	(9,546)	Anticipated payroll, staff charge, and recovery in 2022
Travel and Training	2,500	1,109	4,500	3,391	Resume in person meetings
Contracted Services	4,000	1,232	8,500	7,268	Resuming programming postponed by pandemic and 75th Anniversary
Supplies and Materials	9,750	5,744	11,200	5,456	Resuming programming postponed by pandemic and 75th Anniversary
Program Support	2,000	887	2,000	1,113	
Total Operating Expenses	43,180	36,448	44,130	7,682	
Revenue:					
Fees	17,180	6,478	30,080	23,602	Resuming programming postponed by pandemic
Provincial	5,000	15,000	-	(15,000)	Virtual Field Trip project completed
Federal	-	5,000	-	(5,000)	Project completed in 2021
Other	11,864	2,200	12,050	9,850	Anticipated donations
Grant	2,050	-	2,000	2,000	
Total Revenue	36,094	28,678	44,130	15,452	
Net Operating Cost	7,086	7,770	-	(7,770)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	7,086	7,770	-	(7,770)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	7,086	7,770	-	(7,770)	
Total Depreciation	-	-	-	-	



Communications & Outreach

Partnership Development

Purpose:

- SNC awards grants to community groups to support environmental initiatives throughout the SNC jurisdiction. These grants provide high profile for SNC at a low cost and encourage the use of our watercourses for recreation.
- Staff actively seek funding partnerships, liaises with existing partner organizations, and provides support to SNC teams in developing and submitting funding applications and securing donations.

Expenses:

- Travel and Training: (travel and meeting expenses with partners and potential funders) increase \$1,295: \$2,500
- Contracted Services: (Friends of SNC Golf Tournament) increase \$8,000: \$8,000
- Supplies and Materials: (signage and supplies for delivery of community grants) increase \$1,000: \$1,200
- Grants: (Board of Director Grants, and Community Environmental Grants): increase \$2,000: \$10,000

Revenues:

- Fees: decrease \$2,290
- Other: (donation to support Community Environmental Grants, revenue from the SNC golf tournament) increase \$9,000: \$9,000

2022 Deliverables:

- Deliver the Community Environmental Grants Program (River, Agri-Environmental, Heritage, and Community Environmental Outreach), awarding 30 grants for community events that promote protection and stewardship of the environment.
- Facilitate 12 Board of Director Grants.
- Support to all funding applications and fundraising initiatives.
- Host a “Friends of SNC” golf tournament for 100 participants to raise program support funds.
- Engage with municipal partners, stakeholders, staff, and board members.



Communications & Outreach

Partnership Development

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Travel and Training	2,500	1,205	2,500	1,295	
Contracted Services	8,000	-	8,000	8,000	Golf tournament cancelled in 2021
Supplies and Materials	1,200	200	1,200	1,000	
Grants	10,000	8,000	10,000	2,000	
Total Operating Expenses	21,700	9,405	21,700	12,295	
Revenue:					
Fees	-	2,290	-	(2,290)	SNC online art auction
Other	9,000	-	9,000	9,000	Golf tournament cancelled in 2021
Total Revenue	9,000	2,290	9,000	6,710	
Net Operating Cost	12,700	7,115	12,700	5,585	
Capital					
Capital Expense	-	-	-	-	
Overall Net	12,700	7,115	12,700	5,585	
Transfer To/(From) Reserve	-	2,290	-	(2,290)	
Net Requirement	12,700	9,405	12,700	3,295	
Total Depreciation	-	-	-	-	



Communications & Outreach

Media & Communications Products

Purpose:

- Staff promote SNC programs and services through the distribution of various media products, including press releases, watershed updates, and advertising. Staff maintain SNC's website and social media outlets (e.g., Facebook, Twitter, YouTube, and Instagram). SNC's programs and services are marketed by developing, producing, and distributing various communication products including displays, postcards and interpretive signs.

Expenses:

- Contracted Services: (graphic design for communication products, promotional videos, maintenance, and upgrades to SNC website, and press releases) \$15,000
- Supplies and Materials: (communication materials and non-capital signage) decrease \$328: \$2,000
- Program Support: decrease \$186: \$20,000

Revenues:

- Other: (sale of SNC books and Healthy Home Guidebooks) \$50

2022 Deliverables:

- Issue 50 press releases.
- Email 12 SNC monthly updates (The SNC Current)
- Purchase paid advertisements to promote SNC programs and services.
- Provide graphic design and printing:
 - communication materials.
 - products for media events.
 - updates to program resources: fact sheets and postcards.
 - 1 subwatershed report card.
 - 1 annual report.
 - Various SNC reports.
- Maintain and improve SNC's English and French websites; transition to a new website platform.
- Maintain and increase followers on SNC's five social media outlets.
- Develop SNC Sign Strategy and coordinate sign replacements in Conservation Areas.
- Facilitate translation of approximately 300 documents.

**Communications & Outreach****Media & Communications Products**

Description	Budget 2021	Forecast 2021	Draft Budget 2022	Increase/ (Decrease) 2022	Reason For Change
Operating Expenses:					
Contracted Services	15,000	15,000	15,000	-	
Supplies and Materials	2,000	2,328	2,000	(328)	
Program Support	20,000	20,186	20,000	(186)	
Total Operating Expenses	37,000	37,514	37,000	(514)	
Revenue:					
Other	50	50	50	-	
Total Revenue	50	50	50	-	
Net Operating Cost	36,950	37,464	36,950	(514)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	36,950	37,464	36,950	(514)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	36,950	37,464	36,950	(514)	
Total Depreciation	-	-	-	-	



SOUTH NATION
CONSERVATION
DE LA NATION SUD