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SOUTH NATION  
**CONSERVATION**  
DE LA NATION SUD

## **Appendix A BUDGET 2024**



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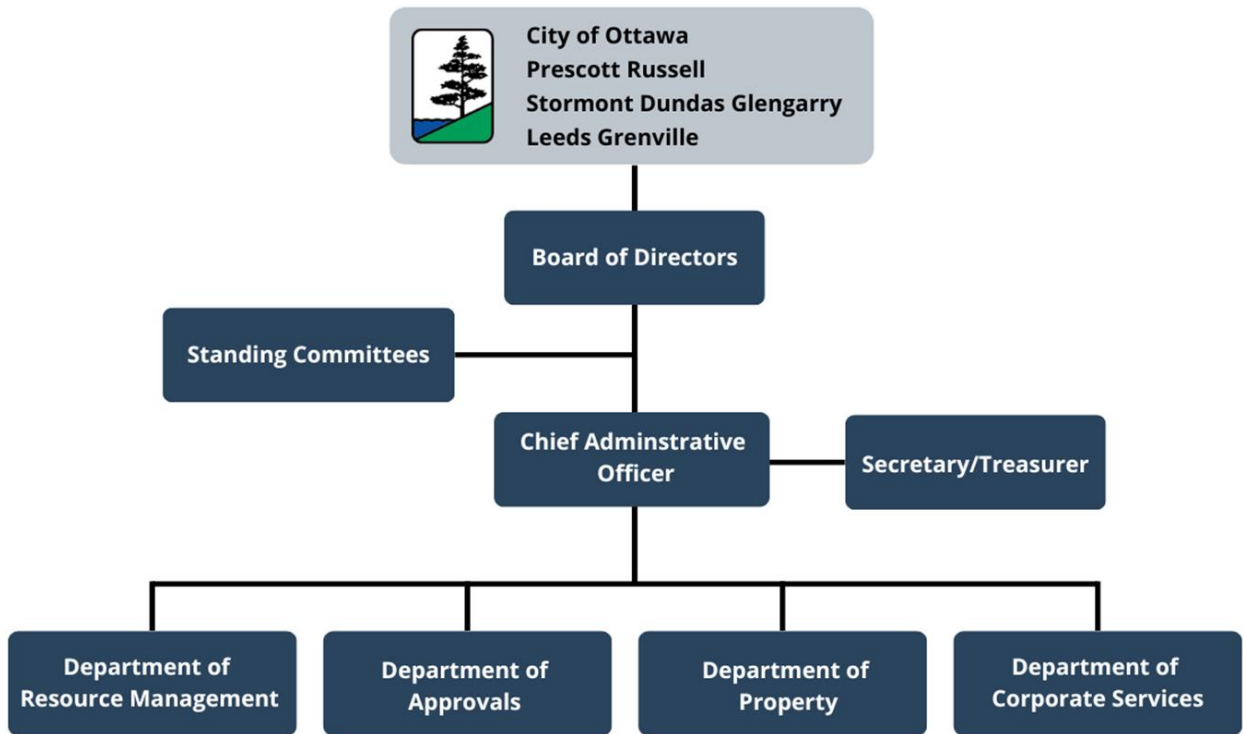
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**Budget Summary**

ESTIMATED STATEMENT OF OPERATION AS OF October 31, 2023	Current YTD Actuals 2023	Final Budget 2023	Forecast Dec 31 2023	Draft Budget 2024	Increase/ (Decrease) %
<b>EXPENDITURES</b>					
<b>OPERATING EXPENSE</b>					
<b>Resource Management</b>					
Water Response Programs	38,322	527,110	150,050	254,384	69.53%
Partner Programs	359,298	851,180	1,568,518	1,000,150	(36.24%)
Private Landowners Stewardship & Outreach	377,873	435,880	506,448	508,430	0.39%
<b>Total Resource Management</b>	<b>775,493</b>	<b>1,814,170</b>	<b>2,225,016</b>	<b>1,762,964</b>	<b>(20.77%)</b>
<b>Property &amp; Approvals</b>					
Property	1,156,523	1,129,968	1,464,435	1,578,239	7.77%
Approvals	1,346,833	1,621,249	1,677,656	1,798,648	7.21%
<b>Total Property &amp; Approvals</b>	<b>2,503,356</b>	<b>2,751,217</b>	<b>3,142,091</b>	<b>3,376,887</b>	<b>7.47%</b>
<b>Corporate Services</b>					
Corporate Services	994,949	1,193,327	1,176,684	1,350,734	14.79%
Information Management and Technology	78,574	179,420	159,369	182,869	14.75%
Communications	252,301	301,063	352,905	275,416	(21.96%)
<b>Total Corporate Services</b>	<b>1,325,824</b>	<b>1,673,810</b>	<b>1,688,958</b>	<b>1,809,019</b>	<b>7.11%</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>4,604,673</b>	<b>6,239,197</b>	<b>7,056,065</b>	<b>6,948,870</b>	<b>(1.52%)</b>
<b>CAPITAL and PROJECT EXPENSE</b>					
<b>Resource Management</b>					
Capital	-	5,000	5,000	5,000	-
Projects	147,991	765,543	437,999	533,495	21.80%
<b>Total Resource Management</b>	<b>147,991</b>	<b>770,543</b>	<b>442,999</b>	<b>538,495</b>	<b>21.56%</b>
<b>Property &amp; Approvals</b>					
Capital	2,836,450	1,833,300	3,210,349	769,096	(76.04%)
Projects	995,299	452,215	1,551,851	1,098,418	(29.22%)
<b>Total Property &amp; Approvals</b>	<b>3,831,749</b>	<b>2,285,515</b>	<b>4,762,200</b>	<b>1,867,514</b>	<b>(60.78%)</b>
<b>Corporate Services</b>					
Capital	1,918	25,000	18,500	38,000	105.41%
Projects	-	-	-	-	
<b>Total Corporate Services</b>	<b>1,918</b>	<b>25,000</b>	<b>18,500</b>	<b>38,000</b>	<b>105.41%</b>
<b>TOTAL CAPITAL AND PROJECT EXPENSE</b>	<b>3,981,658</b>	<b>3,081,058</b>	<b>5,223,699</b>	<b>2,444,009</b>	<b>(53.21%)</b>
<b>TOTAL OVERALL EXPENSE</b>	<b>8,586,332</b>	<b>9,320,255</b>	<b>12,279,764</b>	<b>9,392,879</b>	<b>(23.51%)</b>
<b>REVENUE</b>					
Other Sources	3,887,421	4,063,753	6,662,450	4,062,015	(39.03%)
General Levy	3,374,297	3,920,525	3,920,525	4,439,413	13.235%
Capital Levy	-	-	-	50,000	
Special Levy	1,244,381	522,500	994,171	518,150	(47.88%)
Forest Land Acquisition	87,744	383,500	383,500	-	(100.00%)
Source Protection	54,441	118,456	118,456	137,925	16.44%
MNRF (Regular)	91,070	91,070	91,070	91,070	-
<b>TOTAL REVENUE</b>	<b>8,739,354</b>	<b>9,099,804</b>	<b>12,170,172</b>	<b>9,298,573</b>	<b>(23.60%)</b>
<b>NET OVERALL</b>	<b>(153,022)</b>	<b>220,451</b>	<b>109,592</b>	<b>94,307</b>	
Transfer To / (From) Reserve	(650)	(223,650)	(133,375)	(94,307)	
Cash (Surplus) Beginning of Year					
Cash Deficit / (Surplus) End of Year	(153,672)	0	(23,783)	(0)	



**Estimated Reserve**

	2022	2023			2024		
	Audited Balance	Forecast Transfers (From)	Forecast Transfers To	Forecast Balance	Budget Transfers (From)	Budget Transfers To	Estimated Balance
	Dec 31/22	2023 Reserve	2023 Reserve	Dec 31/23	2024 Reserve	2024 Reserve	Dec 31/24
<b>RESERVES</b>							
Operating	1,691,190	(6,007)	89,267	1,774,450	(71,000)	96,806	1,800,256
Capital projects	1,127,263	(90,000)	56,169	1,093,432	(100,000)	56,572	1,050,004
Water control structure	147,633	(41,078)	12,356	118,911	(117,500)	11,152	12,563
Sewage systems inspections	227,435		34,657	262,092		29,053	291,145
Dr. Jackson - Forestry programs	11,037		550	11,587		599	12,186
Findlay Creek	254,950	(202,314)	12,704	65,340	(500)	3,381	68,221
Environmental Projects	30,180		1,504	31,684		1,639	33,323
MNR revenue sharing	13,260		661	13,921		720	14,641
School programs	2,397		119	2,516		130	2,646
MNR - Forestry	48,254		2,404	50,658		2,621	53,279
Memorial fund	58,860	(7,300)	2,933	54,493	(10,800)	2,819	46,512
<b>Grand Total</b>	<b>3,612,459</b>	<b>(346,699)</b>	<b>213,324</b>	<b>3,479,084</b>	<b>(299,800)</b>	<b>205,492</b>	<b>3,384,777</b>

	2023			2024		
	Forecast Transfers (From)	Forecast Transfers To		Budget Transfers (From)	Budget Transfers To	
	2023 Reserve	2023 Reserve		2024 Reserve	2024 Reserve	
<b>ABOVE INCLUDES:</b>						
Interest (distributed above)		180,000			180,000	
Municipal tree giveaway Tribunal	(6,007)	5,000		(3,000)	5,000	
IT Capital Requirements Stabilization				(38,000)		
Conservation Areas	(10,000)			(30,000)		
Two Creeks Restoration				(20,000)		
Oschmann Forest Capital Projects				(20,000)		
Vehicle Purchase	(80,000)			(60,000)		
Water Control Structure	(41,078)	5,000		(117,500)	5,000	
Sewage Systems Inspections		23,324			15,493	
Findlay Creek	(202,314)			(500)		
Memorial Fund - Oak Valley Park	(7,300)			(10,800)		
<b>Total</b>	<b>(346,699)</b>	<b>213,324</b>		<b>(299,800)</b>	<b>205,493</b>	



### Municipal Levy Comparison 2023/2024

Municipality	Total 2023 General Levy	2024 General	2024 Capital Levy	Total 2024 General and Capital Levy	Total Dollar Change	Apportionment %	Increase %
Ottawa	3,277,367	3,401,603	38,311	3,439,914	162,547	76.62%	4.96%
Clarence-Rockland	191,843	202,227	2,278	204,505	12,662	4.56%	6.60%
Russell	170,003	185,861	2,093	187,954	17,951	4.19%	10.56%
The Nation	105,375	109,160	1,229	110,389	5,014	2.46%	4.76%
North Dundas	102,501	108,197	1,219	109,416	6,915	2.44%	6.75%
South Dundas	89,754	91,454	1,030	92,484	2,730	2.06%	3.04%
Alfred and Plantagenet	67,495	69,758	786	70,544	3,049	1.57%	4.52%
Edwardsburgh/Cardinal	59,202	60,755	684	61,439	2,237	1.37%	3.78%
North Grenville	55,408	57,595	649	58,244	2,836	1.30%	5.12%
North Stormont	47,152	48,202	543	48,745	1,593	1.09%	3.38%
Augusta	40,731	41,596	468	42,064	1,333	0.94%	3.27%
Casselman	34,233	36,229	408	36,637	2,404	0.82%	7.02%
North Glengarry	16,042	16,410	185	16,595	553	0.37%	3.45%
South Stormont	8,669	8,981	101	9,082	413	0.20%	4.76%
Elizabethtown - Kitley	691	709	8	717	26	0.02%	3.76%
Champlain	660	676	8	684	24	0.02%	3.64%
<b>Total</b>	<b>4,267,126</b>	<b>4,439,413</b>	<b>50,000</b>	<b>4,489,413</b>	<b>222,287</b>	<b>100%</b>	<b>5.21%</b>

**Special Levy**

Ottawa Rural Clean Water Program	200,000
Ottawa Tree Replacement Program	200,000
Eastern Ontario Water Resources Program	72,150
Ottawa Baseline Monitoring Program	46,000
<b>Total Special Levy</b>	<b>518,150</b>

**TOTAL LEVY**

**5,007,563**

Category	Operations		Capital		Total	
	Total Budgeted Expenses	Budgeted Municipal Levy	Total Budgeted Expenses	Budgeted Municipal Levy	Total Budgeted Expenses	Budgeted Municipal Levy
Category 1	4,777,163	2,698,804	328,500	66,000	5,105,663	2,764,804
Category 2	2,005,244	51,750	-	-	2,005,244	51,750
Category 3	569,180	177,624	335,596	335,596	904,776	513,220
General Operations	1,229,196	1,071,639	148,000	88,000	1,377,196	1,159,639
<b>Total</b>	<b>8,580,783</b>	<b>3,999,817</b>	<b>812,096</b>	<b>489,596</b>	<b>9,392,879</b>	<b>4,489,413</b>

Category 1 - Mandatory Programs and Services delegated by the Province to conservation authorities.

Category 2 - Municipal Programs and Services provided through an agreement between the municipalities and the conservation authorities.

Category 3 - Other Programs and Services that the conservation authorities determine are advisable for the benefit of the watershed.

General Operations are expenses related to the operation of the Authority, and not specifically related to program delivery, such as, corporate governance, financial management, IT, insurance, and utilities.



**Other Sources****PARTNERS**

City of Ottawa (Bearbook Study and Hazard Mapping)	424,679	
City of Ottawa (Floodplain Mapping)	173,797	
United Counties of Prescott-Russell (Forestry Services)	321,000	
United Counties of Prescott-Russell (Low Impact Development)	31,365	
United Counties of Prescott-Russell (Hazard Mapping)	17,044	
Ducks Unlimited Canada	125,000	
Forest Ontario	115,926	
Municipal Unstable Slopes	80,000	
Township of Russell (East York Creek Project)	55,000	
United Counties of Stormont Dundas and Glengarry (Forestry Services)	35,000	
United Counties of Stormont Dundas and Glengarry (Hazard Mapping)	19,127	
Eastern Ontario Water Resource Program	25,000	
Lindsay Solar (Species at Risk Benefit Exchange)	15,750	
Municipal Wetland Mapping	15,000	
Municipal Stormwater Facilities	9,680	
Conservation Authorities (Partner Projects)	8,727	
Ontario Power Generation	1,500	
Grasslands Ontario	1,200	
	<b>Sub-Total</b>	<b>1,474,795</b>

**USER FEES**

Development Permits	660,000	
Septic Permits	550,000	
Tree Planting Program	160,450	
Forest Timber Revenue	50,000	
Parks Revenue	32,450	
Casselman Water Power Station	6,000	
Data Requests	20,000	
Participation Fees (Fish Camps)	17,000	
Other User Fees (variety of small amounts)	7,750	
	<b>Sub-Total</b>	<b>1,503,650</b>

**OTHER GRANTS**

Federal Funding Programs	158,800	
Ministry of Natural Resources and Forestry (Water and Erosion Control Infrastructure)	117,500	
Flood Hazard Identification and Mapping Program	50,683	
Various Employment Grants	40,000	
Potential Funding Partnerships	400,000	
	<b>Sub-Total</b>	<b>766,983</b>

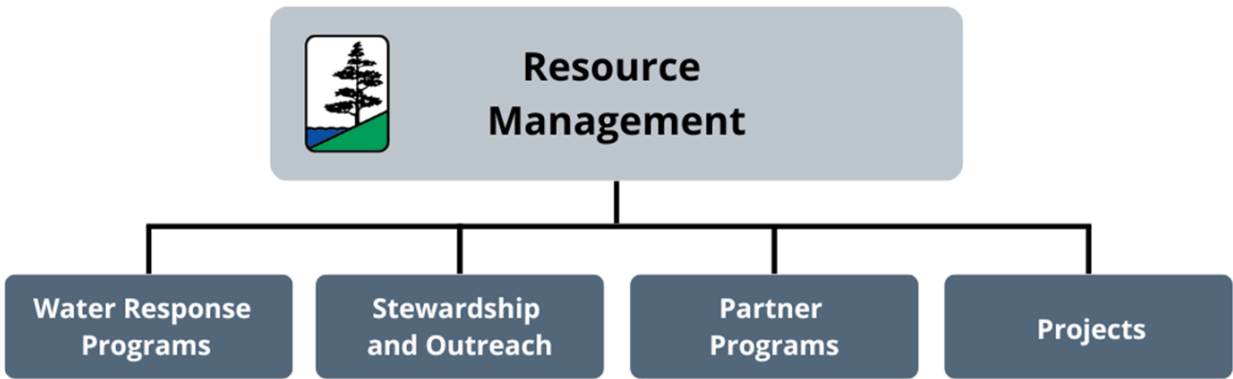
**MISCELLANEOUS**

Interest	267,857	
Donations	13,500	
Golf Tournament	9,000	
Hunting Fees and Land Leasing	2,000	
Other (variety of smaller amounts less than \$5,000)	24,230	
	<b>Sub-Total</b>	<b>316,587</b>

<b>TOTAL REVENUES</b>	<b>4,062,015</b>
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## 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 – Category 1****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 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 Natural Resources and Forestry with program 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: 1.9 FTE. Note, total department staff salaries recovery: \$1,227,777.
- Committee: Water Response Team.
- Travel and Training: professional development training for 14 staff and mileage.
- Equipment and Maintenance: annual software license, watershed hydrology model updates, equipment calibration, and annual maintenance.
- Professional Fees: Professional Engineers of Ontario Certifications and SNC Certificate of Authorization.
- Professional Services: Flood Forecasting and Warning tools – Daily Planning Cycle.
- Contracted Services: Flood Forecasting and Warning and Low Water Response programs upgrades, and benthic invertebrate identification.
- Supplies and Materials: gauge mounting hardware, pressure transducers, sample preservative, nets, gloves, and other supplies.

- Program Support: translations.
- Capital Expense: materials and parts to repair existing stream gauges, weather stations, wells, etc.

**Revenue:**

- Fees: data requests.
- Provincial: Ministry of Natural Resources and Forestry.
- Federal: Fisheries and Oceans Canada.
- Grant: Eastern Water Resources Program.
- Project Recovery: recovery for SNC equipment use.

**2024 Deliverables:**

- 20 data requests.
- Complete 20 stream assessments and report on watershed health through one Subwatershed report card.
- 365 days watershed conditions - manage the Flood Forecasting and Warning and Low Water Response Programs for the watershed, and St Lawrence and Ottawa Rivers.
- 16 Emergency Management meetings.
- Organize and lead Water Response Team meetings.
- Represent East Ontario in Provincial committees.
- Assess potential climate change adaptation.
- Host a flood emergency management workshop.
- 3 meetings with Eastern Ontario Flood Forecasting and Warning Committee.
- Provide technical advice on drainage, erosion, unstable slopes, stream health, wastewater discharge, and floodplain mapping.
- Improvements to the Geoportal and watershed model.
- Assist the City of Ottawa with their climate change and stormwater strategies.
- Explore potential funding resources and partnerships.



**Resource Management**

**Water Response Programs - Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	465,710	91,050	192,934	101,884	112%	Anticipated payroll, staff charge, and recovery in 2024
Committee	2,000	-	2,000	2,000		
Travel and Training	17,200	14,250	18,700	4,450	31%	
Equipment and Maintenance	10,500	11,500	12,000	500	4%	
Professional Fees	2,000	2,000	2,000	-	-	
Professional Services	6,500	14,000	10,000	(4,000)	(29%)	Change in project scope
Contracted Services	15,000	15,000	15,000	-	-	
Supplies and Materials	10,500	10,500	11,000	500	5%	
Program Support	1,000	550	550	-	-	
<b>Total Operating Expenses</b>	<b>530,410</b>	<b>158,850</b>	<b>264,184</b>	<b>105,334</b>	<b>66%</b>	
<b>Revenue:</b>						
Fees	15,000	15,000	20,000	5,000	33%	Anticipated annual data requests
Provincial	7,000	7,000	7,000	-	-	
Federal	8,800	8,800	8,800	-	-	
Municipal	-	2,905	-	(2,905)	(100%)	
Grant	-	7,000	8,000	1,000	14%	
Project Recovery	3,300	1,800	1,800	-	-	
<b>Total Revenue</b>	<b>34,100</b>	<b>42,505</b>	<b>45,600</b>	<b>3,095</b>	<b>7%</b>	
<b>Net Operating Cost</b>	<b>496,310</b>	<b>116,345</b>	<b>218,584</b>	<b>102,239</b>	<b>88%</b>	
<b>Capital</b>						
Capital Expense	5,000	5,000	5,000	-	-	
<b>Overall Net</b>	<b>501,310</b>	<b>121,345</b>	<b>223,584</b>	<b>102,239</b>	<b>84%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>501,310</b>	<b>121,345</b>	<b>223,584</b>	<b>102,239</b>	<b>84%</b>	
<b>Total Depreciation</b>	<b>25,425</b>	<b>25,425</b>	<b>-</b>	<b>(25,425)</b>		

**Resource Management****Landowner Stewardship and Outreach – Category 3****Purpose:**

- Provide an incentive-based tree planting program for residents and municipalities in SNC's jurisdiction.
- Partner with member municipalities to provide residents with free tree seedlings.
- Provide cost-share incentives to property owners to implement water quality protection projects.
- Through supporting public events and delivering educational programming SNC promotes the protection and proper management of natural resources.
- 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:**

- Salaries and Benefits: 1.8 FTE.
- Travel and Training: mileage for attending events and site visits.
- Equipment and Maintenance: maintaining tree planting site prep equipment.
- Contracted Services: tree planting, site preparation, tending, and cold storage.
- Supplies and Materials: purchase of tree seedlings, education program supplies, etc.
- Program Support: online advertisements, postcards, and direct mail campaigns, etc.
- Grants: Clean Water Program and Community Environmental Grants Program.

**Revenue:**

- Fees: landowner fees for tree planting, Forests Ontario subsidies, and programming fees for youth education and camps.
- Federal: 2 Billion Tree funding for woodlot storm recovery program.
- Partners: Ottawa Green Acres Program.
- Municipal: municipal support for free tree days.
- Other: donations to support tree planting and youth education programs.
- Grant: hunt camp.
- Project Recovery: recovery for SNC vehicles from woodlot storm recovery program.

**2024 Deliverables:**

- Tree Planting
  - Purchase 100,000 seedlings.
  - Conduct 50 site visits.
  - Conduct 50 seedling survival assessments.
  - Supervise site preparation, tree planting and tree tending contracts.
  - Co-host, with municipalities, 18 municipal tree giveaways.
- Clean Water Program
  - 25 grants.
- Education and Outreach
  - Deliver maple syrup education program and loan out education kits.
  - Deliver 6 Youth Fish Camps (180 youth).
  - Support SNC and Delta Youth Hunt.
  - Coordinate high school stewardship certification training events.
  - Deliver the Stream of Dreams Education.
  - Deliver the Community Environmental Grants Program awarding 30 grants for community events that promote environmental stewardship.
  - Support funding applications and fundraising initiatives.





**Resource Management**

**Landowner Stewardship and Outreach – Category 3**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	145,930	178,129	182,430	4,301	2%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	5,500	4,317	2,500	(1,817)	(42%)	
Equipment and Maintenance	1,000	769	500	(269)	(35%)	
Professional Services	-	250	-	(250)	(100%)	
Contracted Services	110,250	102,732	102,000	(732)	(1%)	
Supplies and Materials	102,700	146,751	146,500	(251)	(0%)	
Program Support	2,500	4,500	4,000	(500)	(11%)	
Grants	70,000	68,500	70,000	1,500	2%	
<b>Total Operating Expenses</b>	<b>437,880</b>	<b>505,948</b>	<b>507,930</b>	<b>1,982</b>	<b>0%</b>	
<b>Revenue:</b>						
Fees	246,316	278,166	202,856	(75,310)	(27%)	Change in project scope
Federal	-	75,000	125,000	50,000	67%	Change in project scope
Partners	4,725	5,620	1,450	(4,170)	(74%)	
Municipal	7,100	5,843	2,500	(3,343)	(57%)	
Other	20,050	23,039	26,000	2,961	13%	
Grant	2,000	2,000	2,000	-	-	
Project Recovery	-	(2,500)	(2,500)	-	-	
<b>Total Revenue</b>	<b>280,191</b>	<b>387,168</b>	<b>357,306</b>	<b>(29,862)</b>	<b>(8%)</b>	
<b>Net Operating Cost</b>	<b>157,689</b>	<b>118,780</b>	<b>150,624</b>	<b>31,844</b>	<b>27%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>157,689</b>	<b>118,780</b>	<b>150,624</b>	<b>31,844</b>	<b>27%</b>	
<b>Transfer To/(From) Reserve</b>	<b>(37,290)</b>	<b>(6,007)</b>	<b>(3,000)</b>	<b>3,007</b>	<b>(50%)</b>	
<b>Net Requirement</b>	<b>120,399</b>	<b>112,773</b>	<b>147,624</b>	<b>34,851</b>	<b>31%</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



## PowerPoint Slide: #13

**Partner Programs****Forests – Category 2****Purpose:**

- Provide incentives for Ottawa property owners to replace trees infected with the Emerald Ash Borer and/or damaged by severe weather.
- Provide a private woodlot advisory service and support for woodlot management plans.
- Provide forestry services to the United Counties of Stormont, Dundas, and Glengarry Forest and United Counties of Prescott and Russell.
- Provide support towards woodlot recovery efforts in response to the May 2022 derecho storm.

**Expenses:**

- Salaries and Benefits: 0.8 FTE.
- Contracted Services: tree planting, site preparation, tending, and cold storage.
- Vehicles: project mileage.
- Supplies and Materials: purchase of trees, gravel, culverts, etc.
- Program Support: online advertisements, postcards, direct mail campaigns, etc.
- Grants: Ottawa Tree Replacement Program and forest management plans.

**Revenue:**

- Municipal: forestry service contracts with municipalities.

**2024 Deliverables:**

- Ottawa Tree Replacement Program
  - Replace 500 infected ash and/or storm damaged trees with native trees.
- Woodlot Advisory Service
  - Conduct 15 site visits.
  - Prepare 15 woodlot management reports.
  - Provide 65 \$500-grants to eligible woodlot owners.
- Stormont, Dundas, and Glengarry Forest
  - Provide professional forestry as requested in annual workplans.
  - Coordinate management of the Warwick Forest Conservation Area.
- Woodlot Storm Recovery Program
  - Provide forest recovery assistance to over 60 landowners within the United Counties of Prescott and Russell.
  - Plant 50,000 trees annually.



**Partner Programs**  
**Forests – Category 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	81,630	103,048	87,500	(15,548)	(15%)	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	900	1,041	-	(1,041)	(100%)	
Professional Services	4,850	-	-	-		
Contracted Services	112,000	303,919	270,500	(33,419)	(11%)	change in project scope
Vehicles	800	6,220	6,000	(220)	(4%)	
Supplies and Materials	90,500	96,825	80,500	(16,325)	(17%)	change in project scope
Program Support	13,000	22,475	15,000	(7,475)	(33%)	change in project scope
Grants	200,000	417,799	197,500	(220,299)	(53%)	change in project scope
<b>Total Operating Expenses</b>	<b>503,680</b>	<b>951,327</b>	<b>657,000</b>	<b>(294,327)</b>	<b>(31%)</b>	
<b>Revenue:</b>						
Municipal	503,680	951,327	657,000	(294,327)	(31%)	change in project scope
<b>Total Revenue</b>	<b>503,680</b>	<b>951,327</b>	<b>657,000</b>	<b>(294,327)</b>	<b>(31%)</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Partner Programs****Water – Category 2 & 3****Purpose:**

- Provide cost-share incentives to Ottawa 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 programs.
- Support City of Ottawa baseline water quality monitoring.

**Expenses:**

- Salaries and Benefits: 0.3 FTE.
- Contracted Services: partner delivery of the Ottawa Rural Clean Water Program, and Ottawa Baseline Monitoring laboratory analysis (\$25,000).
- Vehicles: project mileage.
- Supplies and Materials: recovery for use of SNC equipment for Ottawa Baseline Monitoring Program.
- Program Support: online advertisements, postcards, and direct mail campaigns, etc.
- Grants: Eastern Ontario Water Resources Program and Ottawa Rural Clean Water Program.

**Revenue:**

- Municipal: City of Ottawa and United Counties of Prescott and Russell.

**2024 Deliverables:**

- Ottawa Rural Clean Water Program
  - Administrative support.
  - Liaise with City of Ottawa and partner Conservation Authorities.
  - An interim report and a final report.
  - 1 meeting of program steering committee.
  - 60 grants between the three Conservation Authorities.
- Eastern Ontario Water Resources Program
  - Administrative support and delivery through SNC Watershed Advisory 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 – Category 2 & 3**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	37,800	62,937	29,300	(33,637)	(53%)	Anticipated payroll, staff charge, and recovery in 2024
Committee	1,750	1,750	-	(1,750)	(100%)	
Equipment and Maintenance	500	500	-	(500)	(100%)	
Contracted Services	47,000	49,000	50,000	1,000	2%	
Vehicles	1,400	1,400	1,400	-	-	
Supplies and Materials	1,800	2,663	1,800	(863)	(32%)	
Program Support	5,250	6,750	5,500	(1,250)	(19%)	
Grants	252,000	492,191	255,150	(237,041)	(48%)	Change in project scope
<b>Total Operating Expenses</b>	<b>347,500</b>	<b>617,191</b>	<b>343,150</b>	<b>(274,041)</b>	<b>(44%)</b>	
<b>Revenue:</b>						
Provincial	-	24,000	-	(24,000)	(100%)	Project ended in 2023
Municipal	347,500	593,191	343,150	(250,041)	(42%)	Change in project scope
<b>Total Revenue</b>	<b>347,500</b>	<b>617,191</b>	<b>343,150</b>	<b>(274,041)</b>	<b>(44%)</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



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**PowerPoint Slide: #15**

***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.
- Potential Funding Partnerships.

**Projects****Partner Projects – Category 2****Purpose:**

- Provide technical expertise and project management to support partner 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.
- Assist Russell Township with the East York Creek erosion repairs.
- Provide technical expertise in the inspection and assessment of stormwater facilities to municipalities within the jurisdiction.
- Provide natural hazards expertise in the preparation of flood risk assessment to member municipalities.
- 100% cost recovery.

**Expenses:**

- Salaries and Benefits: 0.2 FTE.
- Contracted Services: Larose Forest low impact development project (phase 2) and East York Creek erosion repairs.
- Supplies and Materials: herbicide and other required supplies.

**Revenue:**

- Municipal: United Counties of Prescott and Russell, Township of Russell, Nation Municipality, and municipalities within SNC's jurisdiction.

**2024 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 and Russell to obtain funding for construction.
- Retain a consultant and a contractor to complete the East York Creek project.
- Stormwater management facilities inspection, assessment, and vegetation control for two municipalities: Nation and Russell.
- Discussions with municipalities on partnership opportunities to deliver the stormwater management facilities program.





**Projects**

**Partner Projects – Category 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	36,000	12,722	18,680	5,958	47%	Anticipated payroll, staff charge, and recovery in 2024
Equipment and Maintenance	2,000	-	-	-		
Contracted Services	26,359	52,593	75,365	22,772	43%	Project deferred to 2024
Supplies and Materials	-	701	2,000	1,299	185%	Anticipated materials required
<b>Total Operating Expenses</b>	<b>64,359</b>	<b>66,016</b>	<b>96,045</b>	<b>30,029</b>	<b>45%</b>	
<b>Revenue:</b>						
Municipal	64,359	66,016	96,045	30,029	45%	New partner
<b>Total Revenue</b>	<b>64,359</b>	<b>66,016</b>	<b>96,045</b>	<b>30,029</b>	<b>45%</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Projects****Habitat Restoration – Category 1 & 3****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: 0.1 FTE.
- Contracted Services: excavation, mowing, and tree planting.
- Vehicles: project mileage recovery for use of SNC vehicle.
- Leases and Rentals: rental cost of land.
- Supplies and Materials: native trees and shrubs, aggregate, erosion control mats, and herbicide.

**Revenue:**

- Fees: Grasslands Ontario.
- Partners: Lindsay Solar.
- Other: Ducks Unlimited Canada.

**2024 Deliverables:**

- Leitrim Wetland
  - Host 2 Leitrim Wetland Advisory Committee meetings.
  - Support community stewardship projects and deliver annual tree and shrub giveaways in the Findlay Creek Community.
- Ducks Unlimited Canada Partnership
  - Complete the restoration of approximately 15 acres of wetlands within SNC's jurisdiction.
  - Provide project updates to Ducks Unlimited Canada for approval.
  - Final report on partnership projects to Ducks Unlimited Canada.
- Species at Risk Benefits Exchange
  - Monitor vegetation growth and grassland quality on 86 acres.
  - Complete mowing of the sites to limit woody vegetation growth.
  - Report to Lindsay Solar on management actions.
- Grassland Stewardship Initiative
  - Monitor vegetation growth and hayfield quality on SNC property for grassland birds and hay production.
  - Administer projects on private land on a cost-recovery basis.



**Projects**

**Habitat Restoration – Category 1 & 3**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	43,110	59,760	9,200	(50,560)	(85%)	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	-	342	-	(342)	(100%)	
Equipment and Maintenance	-	2,500	-	(2,500)	(100%)	
Contracted Services	454,684	279,437	25,500	(253,937)	(91%)	Projects ended in 2023
Vehicles	380	240	240	-	-	
Leases and Rentals	2,010	2,010	2,010	-	-	
Supplies and Materials	1,000	27,694	500	(27,194)	(98%)	Projects ended in 2023
<b>Total Operating Expenses</b>	<b>501,184</b>	<b>371,983</b>	<b>37,450</b>	<b>(334,533)</b>	<b>(90%)</b>	
<b>Revenue:</b>						
Fees	1,760	19,582	1,200	(18,382)	(94%)	Projects ended in 2023
Partners	3,740	68,740	15,750	(52,990)	(77%)	Projects beginning in 2024
Other	379,684	163,291	15,000	(148,291)	(91%)	Projects ended in 2023
<b>Total Revenue</b>	<b>385,184</b>	<b>251,613</b>	<b>31,950</b>	<b>(219,663)</b>	<b>(87%)</b>	
<b>Net Operating Cost</b>	<b>116,000</b>	<b>120,370</b>	<b>5,500</b>	<b>(114,870)</b>	<b>(95%)</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>116,000</b>	<b>120,370</b>	<b>5,500</b>	<b>(114,870)</b>	<b>(95%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>(1,000)</b>	<b>(370)</b>	<b>(500)</b>	<b>(130)</b>	<b>35%</b>	
<b>Net Requirement</b>	<b>115,000</b>	<b>120,000</b>	<b>5,000</b>	<b>(115,000)</b>	<b>(96%)</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Potential Funding Partnerships – Category 1**

**Purpose:**

- Explore a variety of federal, provincial, and municipal, and other grant programs for projects.
- Potential grant sources may include:
  - Flood Hazard Identification and Mapping Program;
  - Habitat Conservation Stamp Initiative;
  - Nature Smart Climate Solutions;
  - Wetlands Conservation Partnership Program; and
  - Ontario Power Generation.

**Expenses:**

- Salaries and Benefits: 1.9 FTE.
- Contracted Services: contractor and consulting services to support project deliverables.

**Revenue:**

- Other: external funding for projects beginning in 2024.



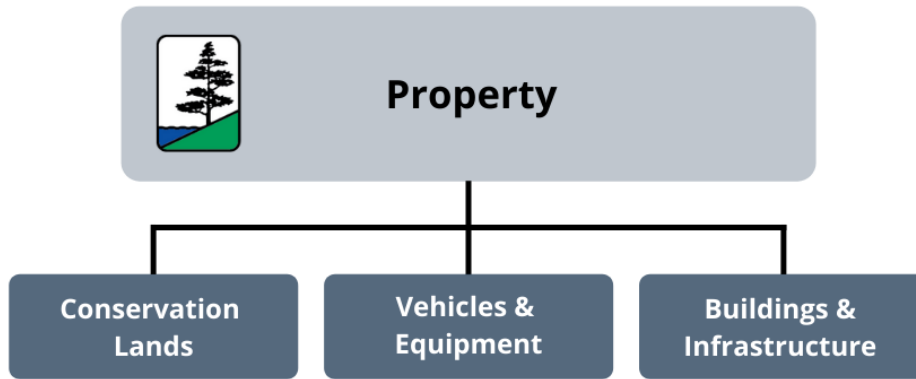
**Projects**

**Potential Funding Partnerships – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	100,000	-	200,000	200,000		Anticipated payroll, staff charge, and recovery in 2024
Contracted Services	100,000	-	200,000	200,000		Projects beginning in 2024
<b>Total Operating Expenses</b>	<b>200,000</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>		
<b>Revenue:</b>						
Other	200,000	-	400,000	400,000		Projects beginning in 2024
<b>Total Revenue</b>	<b>200,000</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>		
<b>Net Operating Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



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## ***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; and hosting of national and local events.
- Promote the natural environment through the properties we own and operate.
- Promote accessibility on the properties SNC operates.
- Support member municipalities and residents using SNC 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.

**PowerPoint Slide: #20****Conservation Lands****Conservation Areas – Category 1****Purpose:**

- Develop and maintain Conservation Areas as natural spaces for the public to safely step outdoors and into nature.
- Park visitors access passive recreational opportunities, nature trails, and docks which provide river access to the South Nation, Ottawa, and St. Lawrence Rivers. These experiences promote conservation efforts, support local economic development, and help foster a lifelong appreciation for the environment.

**Expenses:**

- Salaries and Benefits: 2.4 FTE.
- Equipment and Maintenance: equipment rentals and repairs, including tractors, excavators, chippers, etc.
- Contracted Services: grass cutting, snow removal, portable washroom rentals, contracted equipment services, accessibility and trail improvements, and tree management.
- Utilities: hydro.
- Supplies and Materials: signage, waste and recycling bins, tree replacement, dock and ramp improvements, seating, gravel, and materials.
- Capital Expense: Findlay Creek boardwalk extension, High Falls washroom construction, Oak Valley shoreline improvements, and Two Creeks Forest bridge replacement.

**Revenue:**

- Federal: Innovation, Science, and Economic Development Canada, and Environment and Climate Change Canada.
- Municipal: cost-share maintenance, dock, and river access improvements for municipalities.
- Other: Canadian Wildlife Federation, Ontario Power Generation.

**2024 Deliverables:**

- Maintain:
  - 14 parks with 35 kilometers of trails.
  - 10 docks.
- Implement recommendation of Tree Risk Assessments and support tree management activities.
- Monitor park use and visitation to guide future improvements.
- Welcome 200,000 visitors to Conservation Areas annually.
- Complete Conservation Areas Strategy.
- Support updates to signs within Conservation Areas.
- Construct a seasonal privy at the Oschmann Forest Conservation Area.
- Replace bridge at the Two Creeks Forest Conservation Area.
- Complete shoreline stabilization along the South Nation River at the Oak Valley Pioneer Park Conservation Area.



**Conservation Lands**

**Conservation Areas – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	164,550	309,400	245,500	(63,900)	(21%)	Anticipated payroll, staff charge, and recovery in 2024
Equipment and Maintenance	3,000	3,000	3,000	-	-	
Contracted Services	116,000	97,582	147,000	49,418	51%	Two Creeks forest tree management
Utilities	500	500	500	-	-	
Supplies and Materials	58,450	83,382	51,500	(31,882)	(38%)	Mill Run Conservation Area
<b>Total Operating Expenses</b>	<b>342,500</b>	<b>493,864</b>	<b>447,500</b>	<b>(46,364)</b>	<b>(9%)</b>	
<b>Revenue:</b>						
Federal	663,000	878,491	25,000	(853,491)	(97%)	High Falls Washroom, Findlay Creek Boardwalk
Partners	50,000	56,254	-	(56,254)	(100%)	Oak Valley Shoreline Restoration
Municipal	19,000	117,592	31,250	(86,342)	(73%)	Municipal park upgrades
Other	4,950	36,132	1,700	(34,432)	(95%)	Mill Run Conservation Area
Grant Recovery	10,000	-	-	-		
<b>Total Revenue</b>	<b>746,950</b>	<b>1,088,469</b>	<b>57,950</b>	<b>(1,030,519)</b>	<b>(95%)</b>	
<b>Net Operating Cost</b>	<b>(404,450)</b>	<b>(594,605)</b>	<b>389,550</b>	<b>984,155</b>	<b>(166%)</b>	
<b>Capital</b>						
Capital Expense	893,300	1,250,004	68,500	(1,181,504)	(95%)	High Falls Washroom, Findlay Creek Boardwalk
<b>Overall Net</b>	<b>488,850</b>	<b>655,399</b>	<b>458,050</b>	<b>(197,349)</b>	<b>(30%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>(278,300)</b>	<b>(219,244)</b>	<b>(50,800)</b>	<b>168,444</b>	<b>(77%)</b>	Findlay Creek Boardwalk
<b>Net Requirement</b>	<b>210,550</b>	<b>436,155</b>	<b>407,250</b>	<b>(28,905)</b>	<b>(7%)</b>	
<b>Total Depreciation</b>	<b>16,775</b>	<b>16,775</b>	<b>9,720</b>	<b>(7,055)</b>	<b>(42%)</b>	



## Conservation Lands

### Lands – Category 1

#### Purpose:

- Manage properties for current and future residents and land uses.
- SNC owns approximately 13,000 acres including: forests; wetlands; grasslands, and hazard properties. These properties provide environmental, social, cultural, and economic benefits.
- Facilitate land operations and public access following an asset management plan.
- Implement operations under the SNC 20-Year Forest Management Plan (2018-2037); SNC 5-Year Forest Operations Plan (2024-2029); and 2024 Annual Forest Operating Plan.
- 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.
- 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: 4.0 FTE.
- Travel and Training: travel and professional development for eight staff.
- Equipment and Maintenance: fencing, equipment rentals, and repairs.
- Professional Fees: Ontario Professional Forestry Association annual fees.
- Professional Services: legal and Forest Stewardship Certification.

- Contracted Services: contractor support, invasive species control, and drainage.
- Supplies and Materials: signs, gravel, lumber, hardware, tree marking, and tree planting.
- Property Taxes, Drainage Assessment: annual municipal property taxes and drainage assessments.
- Grants: Forest Stewards Program.

#### Revenue:

- Fees: scheduled forest harvest sales.
- Partners: Ducks Unlimited Canada.
- Other: agricultural partnerships (honey, maple syrup, and hay production).
- Grant Recovery: support for Forest Stewards Program.

#### 2024 Deliverables:

- 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.
- Update of lands inventory.
- Facilitate operations and property access.
- Harvest: 53.8 ha.
- Completion of 1 wetland restoration project in partnership with Ducks Unlimited Canada.



**Conservation Lands  
Lands – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	298,497	296,233	409,929	113,696	38%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	10,400	12,769	13,050	281	2%	
Equipment and Maintenance	4,850	3,850	3,850	-	-	
Professional Fees	1,000	1,000	1,000	-	-	
Professional Services	10,000	30,000	13,000	(17,000)	(57%)	Transfer to land acquisition
Contracted Services	21,500	39,261	122,500	83,239	212%	Wetland construction (Ducks Unlimited)
Supplies and Materials	11,500	8,000	22,000	14,000	175%	Wetland construction (Ducks Unlimited)
Property taxes, Drainage Assessment	70,500	86,213	85,000	(1,213)	(1%)	
Grants	2,500	2,000	2,000	-	-	
<b>Total Operating Expenses</b>	<b>430,747</b>	<b>479,326</b>	<b>672,329</b>	<b>193,003</b>	<b>40%</b>	
<b>Revenue:</b>						
Fees	28,385	71,714	50,000	(21,714)	(30%)	2023 forest salvage Revenue
Partners	423,500	9,503	110,000	100,497	1,058%	Ducks Unlimited partnership
Municipal	383,500	-	-	-	-	
Other	3,802	4,462	6,500	2,038	46%	
Grant Recovery	650	650	650	-	-	
<b>Total Revenue</b>	<b>839,837</b>	<b>86,329</b>	<b>167,150</b>	<b>80,821</b>	<b>94%</b>	
<b>Net Operating Cost</b>	<b>(409,090)</b>	<b>392,997</b>	<b>505,179</b>	<b>112,182</b>	<b>29%</b>	
<b>Capital</b>						
Capital Expense	767,000	-	-	-	-	
<b>Overall Net</b>	<b>357,910</b>	<b>392,997</b>	<b>505,179</b>	<b>112,182</b>	<b>29%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>357,910</b>	<b>392,997</b>	<b>505,179</b>	<b>112,182</b>	<b>29%</b>	
<b>Total Depreciation</b>	<b>11,259</b>	<b>11,259</b>	<b>-</b>	<b>(11,259)</b>	<b>(100%)</b>	



**Conservation Lands**

**Land Acquisition – Category 3**

**Purpose:**

Implement the SNC Land Securement Strategy to:

- Support conservation of the South Nation River Watershed.
- Provide protection for significant natural heritage features and natural hazards.
- Ensure a living natural legacy for property donors.
- Provide public access to the natural environment.

**Expenses:**

- Salaries and Benefits: 0.1 FTE.
- Professional Fees: appraisals, surveying, legal services, etc.
- Capital Expense: land acquisitions.

**Revenue:**

- Municipal levy.

**2024 Deliverables:**

- Acquire land to support objects of the Authority.
- Promote land donation through the Land Trust Program and Canada's Ecological Gifts Program.
- Celebrate through official opening events, land donations and acquisitions.



**Conservation Lands**

**Land Acquisition – Category 3**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	-	-	5,000	5,000		Anticipated payroll, staff charge, and recovery in 2024
Professional Services	-	-	20,000	20,000		New Budget Category
Contracted Services	-	4,697	-	(4,697)	(100%)	
<b>Total Operating Expenses</b>	<b>-</b>	<b>4,697</b>	<b>25,000</b>	<b>20,303</b>	<b>432%</b>	
<b>Revenue:</b>						
Partners	-	616,405	-	(616,405)	(100%)	New Budget Category
Municipal	-	383,500	-	(383,500)	(100%)	New Budget Category
Other	-	715,000	-	(715,000)	(100%)	New Budget Category
<b>Total Revenue</b>	<b>-</b>	<b>1,714,905</b>	<b>-</b>	<b>(1,714,905)</b>	<b>(100%)</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>(1,710,208)</b>	<b>25,000</b>	<b>1,735,208</b>	<b>(101%)</b>	
<b>Capital</b>						
Capital Expense	-	1,714,905	335,596	(1,379,309)	(80%)	New Budget Category
<b>Overall Net</b>	<b>-</b>	<b>4,697</b>	<b>360,596</b>	<b>355,899</b>	<b>7,577%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>4,697</b>	<b>360,596</b>	<b>355,899</b>	<b>7,577%</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



***Vehicles & Equipment***

**Vehicles & Equipment – General Operations**

**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, motors, etc.

**Expenses:**

- Salaries and Benefits: 0.1 FTE.
- Insurance: annual vehicle insurance.
- Maintenance and Fuel: anticipated maintenance, regular service, and fuel costs.
- Capital Expense: vehicle replacement.

**Revenue:**

- Project Recovery: recovery of vehicle costs through septic program.

**2024 Deliverables:**

- Total vehicles in fleet: 13.





**Vehicles & Equipment**

**Vehicles & Equipment – General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	7,500	7,500	7,500	-	-	Anticipated payroll, staff charge, and recovery in 2024
Insurance	7,500	7,500	7,500	-	-	
Maintenance and Fuel	67,400	82,220	68,500	(13,720)	(17%)	Additional repairs in 2023 due to vandalism and theft
<b>Total Operating Expenses</b>	<b>82,400</b>	<b>97,220</b>	<b>83,500</b>	<b>(13,720)</b>	<b>(14%)</b>	
<b>Revenue:</b>						
Other	-	12,143	-	(12,143)	(100%)	Insurance payout (trailer)
Project Recovery	29,530	29,530	35,140	5,610	19%	Anticipated project recovery
<b>Total Revenue</b>	<b>29,530</b>	<b>41,673</b>	<b>35,140</b>	<b>(6,533)</b>	<b>(16%)</b>	
<b>Net Operating Cost</b>	<b>52,870</b>	<b>55,547</b>	<b>48,360</b>	<b>(7,187)</b>	<b>(13%)</b>	
<b>Capital</b>						
Capital Expense	50,000	154,211	60,000	(94,211)	(61%)	Vehicle replacement
<b>Overall Net</b>	<b>102,870</b>	<b>209,758</b>	<b>108,360</b>	<b>(101,398)</b>	<b>(48%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>(50,000)</b>	<b>(80,000)</b>	<b>(60,000)</b>	<b>20,000</b>	<b>(25%)</b>	
<b>Net Requirement</b>	<b>52,870</b>	<b>129,758</b>	<b>48,360</b>	<b>(81,398)</b>	<b>(63%)</b>	
<b>Total Depreciation</b>	<b>36,865</b>	<b>36,865</b>	<b>-</b>	<b>(36,865)</b>	<b>(100%)</b>	

**Buildings & Infrastructure****Buildings – General Operations****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

**Expenses:**

- Salaries and Benefits: 0.7 FTE.
- Equipment and Maintenance: office and shop repairs and maintenance, accessibility upgrades, and equipment.
- Contracted Services: grass cutting, cleaning services, snow removal, minor repairs, and improvements.
- Utilities: electricity, propane, natural gas.
- Leases and Rentals: storage facility lease.
- Supplies and Materials: cleaning supplies, paint, grounds maintenance supplies, building maintenance supplies, and paper products.
- Capital: studies and design for new shop building.

**Revenue:**

- Partners: office rental.

**2024 Deliverables:**

- Comfortable, safe, and clean office.
- Ongoing facility maintenance.
- Building repairs and upgrades.
- Investigate and design options for new shop building.



**Buildings & Infrastructure**  
**Buildings – General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	26,651	79,799	75,000	(4,799)	(6%)	Anticipated payroll, staff charge, and recovery in 2024
Equipment and Maintenance	2,000	1,500	2,000	500	33%	
Contracted Services	65,000	60,000	60,000	-	-	
Utilities	32,000	42,800	36,900	(5,900)	(14%)	Anticipated utility costs
Leases and Rentals	6,800	6,800	6,800	-	-	
Supplies and Materials	30,000	20,000	25,000	5,000	25%	Anticipated supplies needed
<b>Total Operating Expenses</b>	<b>162,451</b>	<b>210,899</b>	<b>205,700</b>	<b>(5,199)</b>	<b>(2%)</b>	
<b>Revenue:</b>						
Partners	1,100	1,200	1,200	-	-	
Other	-	300	-	(300)	(100%)	
<b>Total Revenue</b>	<b>1,100</b>	<b>1,500</b>	<b>1,200</b>	<b>(300)</b>	<b>(20%)</b>	
<b>Net Operating Cost</b>	<b>161,351</b>	<b>209,399</b>	<b>204,500</b>	<b>(4,899)</b>	<b>(2%)</b>	
<b>Capital</b>						
Capital Expense	-	-	50,000	50,000		New shop - studies/design
<b>Overall Net</b>	<b>161,351</b>	<b>209,399</b>	<b>254,500</b>	<b>45,101</b>	<b>22%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		New shop - studies/design
<b>Net Requirement</b>	<b>161,351</b>	<b>209,399</b>	<b>254,500</b>	<b>45,101</b>	<b>22%</b>	
<b>Total Depreciation</b>	<b>48,635</b>	<b>48,635</b>	<b>-</b>	<b>(48,635)</b>	<b>(100%)</b>	

**Buildings & Infrastructure****Erosion & Water Control – Category 1****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: 1.2 FTE.
- Professional Services: annual safety inspections and risk assessments.
- Phone and Internet: internet for surveillance cameras.
- Contracted Services: general maintenance, annual inspections, Chesterville dam and Crysler dam fall arrest, Chesterville dam gate structure and breaks, loglifter, and generator.
- Utilities: electricity, oil.
- Supplies and Materials: filters, hydraulic oil, sign materials, hardware, and stop logs.
- Capital Expense: Chesterville dam safety buoys and Casselman dam log bay repairs.

**Revenue:**

- Provincial: Section 39 funding and Water and Erosion Control Infrastructure Program funding for the 2024 capital projects.
- Other: Casselman Generating Station.

**2024 Deliverables:**

- Seguinbourg berm and Crysler dyke annual inspections.
- Dyke and berm vegetation control.
- Annual water control structure inspections.
- Crysler and Chesterville dams and Russell, Casselman and Plantagenet weirs maintenance and repairs.
- Chesterville dam spring and fall operation.
- Completion of operations manuals and Asset Management Plan.
- 2024 Capital Projects: acquire safety buoys for the Chesterville dam and complete Casselman dam log bay repairs. SNC will apply to the Water Erosion Control Infrastructure program requesting 50% of the projects cost.



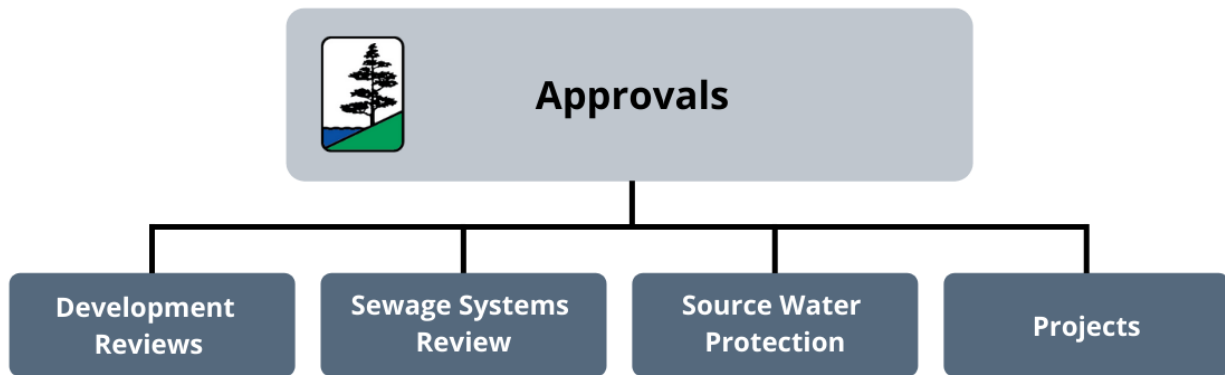
**Buildings & Infrastructure**

**Erosion & Water Control – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	106,550	97,131	119,400	22,269	23%	Anticipated payroll, staff charge, and recovery in 2024
Professional Services	2,000	2,000	7,000	5,000	250%	Seguinbourg Berm inspection
Phone and Internet	2,000	2,000	2,000	-	-	
Contracted Services	15,100	88,978	23,100	(65,878)	(74%)	Anticipated services required
Utilities	8,500	9,600	9,600	-	-	
Supplies and Materials	18,800	8,900	18,900	10,000	112%	Anticipated supplies needed
<b>Total Operating Expenses</b>	<b>152,950</b>	<b>208,609</b>	<b>180,000</b>	<b>(28,609)</b>	<b>(14%)</b>	
<b>Revenue:</b>						
Provincial	62,500	107,231	137,500	30,269	28%	Change in project scope
Other	5,000	5,222	6,000	778	15%	
<b>Total Revenue</b>	<b>67,500</b>	<b>112,453</b>	<b>143,500</b>	<b>31,047</b>	<b>28%</b>	
<b>Net Operating Cost</b>	<b>85,450</b>	<b>96,156</b>	<b>36,500</b>	<b>(59,656)</b>	<b>(62%)</b>	
<b>Capital</b>						
Capital Expense	78,000	91,229	235,000	143,771	158%	Chesterville and Casselman Dams
<b>Overall Net</b>	<b>163,450</b>	<b>187,385</b>	<b>271,500</b>	<b>84,115</b>	<b>45%</b>	
<b>Transfer To/(From) Reserve</b>	<b>5,000</b>	<b>(36,078)</b>	<b>(112,500)</b>	<b>(76,422)</b>	<b>212%</b>	Chesterville and Casselman Dams
<b>Net Requirement</b>	<b>168,450</b>	<b>151,307</b>	<b>159,000</b>	<b>7,693</b>	<b>5%</b>	
<b>Total Depreciation</b>	<b>96,765</b>	<b>96,765</b>	<b>-</b>	<b>(96,765)</b>	<b>(100%)</b>	



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## ***Approvals***

### **Department Overview**

#### **Purpose:**

- Protect people and property by supporting resilient development within legislative requirements.
- The Approvals team implements 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 municipal planning applications including rezoning, land division, and site plan control.
- We have a professional team that specializes in 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 through free pre-consultation meetings and site visits.
- 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 hazard sensitive areas (shorelines, significant forests, wetlands).
- Coordinate agencies involved in land and water issues on complex files.
- Provide natural hazards information to the public and to municipalities.
- Assist municipalities with Source Water Protection and on-site servicing concerns to protect drinking water for residents.

#### **Subprograms:**

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

**PowerPoint Slide: #27****Approvals****Development Review – Category 1****Purpose**

- Keep people and property safe and support resilient development.

**Expenses:**

- Salaries and Benefits: 9.7 FTE.
- Travel and Training: professional development training for staff members.
- Professional Fees: professional certifications.
- Professional Services: technical review services for development review.
- Vehicles: charge back for vehicle.
- Supplies and Materials: office equipment.

**Revenue:**

- Fees: development review fees.
- Provincial: transfer payment.
- Municipal: invoicing for regulation permits.

**2024 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: 67.
  - Permits: 240.
  - Drain Reviews: 84.

**Planning:**

- Comment on matters of provincial interest related to the natural hazard sections of the Provincial Policy Statement.
- Work with municipalities to protect natural areas that provide hazard protection.
- Work on special municipal projects through service agreements including mapping updates, policy review, and other studies to support new development.
  - Severance: 280.
  - Subdivision: 13.
  - Site Plan: 30.
  - Zoning and Minor Variances: 40.

**Technical Reviews:**

- Advise municipalities on water management and natural hazards areas.
- Areas of expertise: engineering, hydrology, hydrogeology, floodplain, geotechnical review, planning input and review, regulations, data collection, computer modeling, and project design and management.
- Complete technical reviews:
  - Stormwater: 17.
  - Hydrogeological: 6.
  - Geotechnical: 11.
  - Environmental Impact: 10.
  - Floodplain: 2.
- Facilitate collaboration between stakeholders.



**Approvals**

**Development Review – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	916,443	867,041	1,005,571	138,530	16%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	9,750	15,343	14,900	(443)	(3%)	
Professional Fees	1,200	2,500	2,500	-	-	
Professional Services	5,000	44,350	5,000	(39,350)	(89%)	Technical review services
Vehicles	5,000	5,000	5,000	-	-	
Supplies and Materials	1,000	500	500	-	-	
<b>Total Operating Expenses</b>	<b>938,393</b>	<b>934,734</b>	<b>1,033,471</b>	<b>98,737</b>	<b>11%</b>	
<b>Revenue:</b>						
Fees	555,000	533,000	620,000	87,000	16%	Anticipated applications
Provincial	60,670	60,670	60,670	-	-	
Municipal	40,000	45,000	40,000	(5,000)	(11%)	Municipal permits
<b>Total Revenue</b>	<b>655,670</b>	<b>638,670</b>	<b>720,670</b>	<b>82,000</b>	<b>13%</b>	
<b>Net Operating Cost</b>	<b>282,723</b>	<b>296,064</b>	<b>312,801</b>	<b>16,737</b>	<b>6%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>282,723</b>	<b>296,064</b>	<b>312,801</b>	<b>16,737</b>	<b>6%</b>	
<b>Transfer To/(From) Reserve</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	
<b>Net Requirement</b>	<b>287,723</b>	<b>301,064</b>	<b>317,801</b>	<b>16,737</b>	<b>6%</b>	
<b>Total Depreciation</b>	<b>273</b>	<b>273</b>	<b>-</b>	<b>(273)</b>	<b>(100%)</b>	

**Approvals****Sewage Systems Review – Category 2****Purpose:**

- Issue permits on behalf of 17 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: 4.6 FTE.
- Travel and Training: *Ontario Building Code* related training.
- Equipment and Maintenance: equipment needed for inspections (transit, rods, batteries).
- Professional Fees: *Ontario Building Code* certification.
- Professional Services: support for potential legal files.
- Phone and Internet: cell phones.
- Insurance: program specific insurance.
- Vehicles: gas and parts for septic fleet and vehicle transfer in 2024.
- Supplies and Materials: clothing and PPE for field inspections.

**Revenue:**

- Fees: permit review fees.

**2024 Deliverables:**

- Act as the Principal Authority on behalf of 17 municipalities.
- Support the Safe Septic maintenance program of the *Ontario Building Code* to protect local drinking water.
  - 480 septic permits.
  - 220 severance applications.
  - 85 renovation reviews.
  - 165 file searches.
  - 15 complaints.



**Approvals**

**Sewage Systems Review – Category 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	463,509	460,611	475,257	14,646	3%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	2,000	2,209	2,500	291	13%	
Equipment and Maintenance	1,000	1,000	1,000	-	-	
Professional Fees	3,500	1,000	1,000	-	-	
Professional Services	1,000	1,000	1,000	-	-	
Phone and Internet	2,000	3,500	3,000	(500)	(14%)	
Insurance	12,900	13,300	13,300	-	-	
Vehicles	22,201	40,400	34,200	(6,200)	(15%)	Additional vehicle purchased in 2023 for program expansion
Supplies and Materials	2,550	3,656	3,250	(406)	(11%)	
<b>Total Operating Expenses</b>	<b>510,660</b>	<b>526,676</b>	<b>534,507</b>	<b>7,831</b>	<b>1%</b>	
<b>Revenue:</b>						
Fees	550,000	550,000	550,000	-	-	Anticipated applications
Other	3,600	-	-	-	-	
<b>Total Revenue</b>	<b>553,600</b>	<b>550,000</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	
<b>Net Operating Cost</b>	<b>(42,940)</b>	<b>(23,324)</b>	<b>(15,493)</b>	<b>7,831</b>	<b>(34%)</b>	
<b>Capital</b>						
Capital Expense	20,000	-	-	-	-	
<b>Overall Net</b>	<b>(22,940)</b>	<b>(23,324)</b>	<b>(15,493)</b>	<b>7,831</b>	<b>(34%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>22,940</b>	<b>23,324</b>	<b>15,493</b>	<b>(7,831)</b>	<b>(34%)</b>	
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



## Approvals

### Source Water Protection – Category 1 & 2

#### 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 the 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 agreements.
- 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: 1.9 FTE.
- Equipment and Maintenance: water integration system license, weather data improvements, and monitoring equipment maintenance.
- Professional Services: daily forecasting tool update and water integration system portal.
- Phone and Internet: climate station connection for data transfer.
- Contracted Services: rental of SNC office and equipment use.
- Leases and Rentals: office space.
- Capital Expense: climate station.

#### Revenue:

- Fees: Section 59 Notice fees.
- Provincial: transfer payment.
- Grant: Eastern Ontario Water Resources Program funding for a climate station.

#### 2024 Deliverables:

- Administer risk management agreements with 13 municipalities.
- Prepare risk management plans and issue 15 Section 59 notices.
- Assist in policy review and implementation of the Source Protection Plan.
- Work with neighboring Conservation Authorities to ensure consistent service delivery of program.
- Monitor water levels and weather daily, and sample water quality monthly.
- Maintain and enhance the monitoring equipment and network.
- Maintain and enhance the Water Integration System.
- Develop rating curves for stream gauges within the City of Ottawa.



**Approvals**

**Source Water Protection – Category 1 & 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	174,014	174,014	198,438	24,424	14%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	1,000	-	-	-	-	
Equipment and Maintenance	13,500	13,500	13,500	-	-	
Professional Services	10,000	10,000	10,000	-	-	
Phone and Internet	2,000	2,000	2,000	-	-	
Contracted Services	2,630	2,680	2,680	-	-	
Leases and Rentals	14,052	14,052	14,052	-	-	
<b>Total Operating Expenses</b>	<b>217,196</b>	<b>216,246</b>	<b>240,670</b>	<b>24,424</b>	<b>11%</b>	
<b>Revenue:</b>						
Fees	250	250	250	-	-	
Provincial	126,706	126,756	146,225	19,469	15%	Transfer payment
Municipal	5,000	-	-	-	-	
Grant	45,000	-	10,000	10,000		Weather station
<b>Total Revenue</b>	<b>176,956</b>	<b>127,006</b>	<b>156,475</b>	<b>29,469</b>	<b>23%</b>	
<b>Net Operating Cost</b>	<b>40,240</b>	<b>89,240</b>	<b>84,195</b>	<b>(5,045)</b>	<b>(6%)</b>	
<b>Capital</b>						
Capital Expense	25,000	-	20,000	20,000		Weather station
<b>Overall Net</b>	<b>65,240</b>	<b>89,240</b>	<b>104,195</b>	<b>14,955</b>	<b>17%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>65,240</b>	<b>89,240</b>	<b>104,195</b>	<b>14,955</b>	<b>17%</b>	
<b>Total Depreciation</b>	<b>1,300</b>	<b>1,300</b>	<b>-</b>	<b>(1,300)</b>	<b>(100%)</b>	



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***Approvals***

**Projects**

**Purpose:**

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

**Projects:**

- Natural Hazards Mapping.
- Land Cover Update in Eastern Ontario.
- Flood Risk Assessment Partnership.
- Imagery Acquisition (LiDAR).
- Unstable Slopes.
- Watershed Studies.
- Bear Brook Watershed Study.



## Projects

### Natural Hazards Mapping – Category 1

#### Purpose:

- Provide professional services to complete floodplain mapping in priority areas within the City of Ottawa, United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, and other areas within the SNC jurisdiction.
- Completed under a cost-sharing agreement with the City of Ottawa, United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, and funding from the Government of Canada's Flood Hazard Identification and Mapping Program (FHIMP).
- 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.

#### Expenses:

- Salaries and Benefits: 4.7 FTE.
- Professional Services: technical reviews, translations.
- Contracted Services: partner delivery of the Ottawa Floodplain Mapping Agreement for the Bear Brook Watershed and Castor River projects.
- Supplies and Materials: open house expenses.

#### Revenue:

- Federal: Flood Hazard Identification and Mapping Program (FHIMP).
- Municipal: City of Ottawa; United Counties of Stormont, Dundas and Glengarry; and United Counties of Prescott and Russell.
- Grant: Eastern Ontario Water Resources Program.

#### 2024 Deliverables:

- City of Ottawa quarterly project progress meetings.
- Financial and non-financial reporting per signed agreements.
- Maintenance and update of floodplain mapping. Assist member municipalities in the delineation of floodplains and policy updates.
- Presentations to municipal staff and other agencies.
- City of Ottawa Agreement 3 (2023 – 2028):
  - 2024 SNC Budget includes the cost for the second year of Agreement 3.
  - Flood Hazard Identification Mapping Program (FHIMP) funding will be pursued.
  - 2024 Projects: Quaille Creek and South Castor River and Tributaries.
- Agreement with the City of Ottawa and United Counties of Prescott and Russell – Bear Brook Watershed Hazard Mapping:
  - Started in 2023 with FHIMP funding.
  - 2024: modeling, mapping, open house, and approval.
  - Completion date: March 31, 2024.
- Agreement with the Counties of Stormont Dundas and Glengarry – South Branch of the South Nation River Hazard Mapping:
  - Started in 2023 with FHIMP funding.
  - 2024: completion of modeling and mapping and open house and approval.
  - Completion date: March 31, 2024.
- Develop partnerships while seeking funding opportunities to continue updating floodplain mapping within SNC jurisdiction. Two potential projects have been identified in the SNC 10-year Floodplain Strategy.
- Continue updating floodplain mapping in consultation with our Counties and Municipalities.



**Projects**

**Natural Hazards Mapping – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	327,215	603,559	484,430	(119,129)	(20%)	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	-	1,071	-	(1,071)	(100%)	
Equipment and Maintenance	10,000	-	-	-		
Professional Services	60,000	245,336	50,000	(195,336)	(80%)	Project ending March 31, 2024
Contracted Services	-	321,024	36,572	(284,452)	(89%)	Project ending March 31, 2024
Supplies and Materials	-	18,972	5,000	(13,972)	(74%)	Project ending March 31, 2024
<b>Total Operating Expenses</b>	<b>397,215</b>	<b>1,189,962</b>	<b>576,002</b>	<b>(613,960)</b>	<b>(52%)</b>	
<b>Revenue:</b>						
Federal	22,047	102,309	25,746	(76,563)	(75%)	Project ending March 31, 2024
Municipal	156,522	913,245	318,845	(594,400)	(65%)	Project ending March 31, 2024
Grant Recovery	25,000	25,000	25,000	-	-	
<b>Total Revenue</b>	<b>203,569</b>	<b>1,040,554</b>	<b>369,591</b>	<b>(670,963)</b>	<b>(64%)</b>	
<b>Net Operating Cost</b>	<b>193,646</b>	<b>149,408</b>	<b>206,411</b>	<b>57,003</b>	<b>38%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>193,646</b>	<b>149,408</b>	<b>206,411</b>	<b>57,003</b>	<b>38%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>193,646</b>	<b>149,408</b>	<b>206,411</b>	<b>57,003</b>	<b>38%</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Projects****Land Cover Update in Eastern Ontario – Category 1****Purpose:**

- Provide professional services to complete the landcover and watercourses update for Eastern Ontario, including, Rideau Valley, Mississippi Valley, and South Nation Conservation Authorities jurisdictions.
- Completed under a cost-sharing agreement with the Mississippi Valley and Rideau Valley Conservation Authorities, and the City of Ottawa, with funding from the Flood Hazard Identification Mapping Program.
- Updated land cover is required to form baseline information for accurate flood mapping. Having access to up-to-date base data that is derived from current aerial imagery, and validated using recent LiDAR data, contributes to flood maps that have higher accuracy.

**Expenses:**

- Salaries and Benefits: 0.5 FTE.

**Revenue:**

- Federal: Flood Hazard Identification Mapping Program.
- Municipal: City of Ottawa.
- Other: Mississippi Valley and Rideau Valley Conservation Authorities.

**2024 Deliverables:**

- Partners quarterly project progress meetings.
- Financial and non-financial reporting per signed agreements.
- Completion of a fully categorized landcover dataset that encompasses the full jurisdictional area of Rideau Valley, Mississippi Valley, and South Nation Conservation Authorities jurisdictions.
- Completion of an updated and full network connected set of watercourses that encompasses the full jurisdictional area of Rideau Valley, Mississippi Valley, and South Nation Conservation Authorities jurisdictions.
- Presentations to municipal staff and other agencies.



**Projects**

**Land Cover Update in Eastern Ontario Project – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	-	147,501	49,874	(97,627)	(66%)	Anticipated payroll, staff charge, and recovery in 2024
Contracted Services	-	15,120	-	(15,120)	(100%)	Project ending March 31, 2024
<b>Total Operating Expenses</b>	<b>-</b>	<b>162,621</b>	<b>49,874</b>	<b>(112,747)</b>	<b>(69%)</b>	
<b>Revenue:</b>						
Federal	-	81,311	24,937	(56,374)	(69%)	Project ending March 31, 2024
Municipal	-	26,670	8,260	(18,410)	(69%)	Project ending March 31, 2024
Other	-	28,605	8,727	(19,878)	(69%)	Project ending March 31, 2024
<b>Total Revenue</b>	<b>-</b>	<b>136,586</b>	<b>41,924</b>	<b>(94,662)</b>	<b>(69%)</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>26,035</b>	<b>7,950</b>	<b>(18,085)</b>	<b>(69%)</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>26,035</b>	<b>7,950</b>	<b>(18,085)</b>	<b>(69%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>26,035</b>	<b>7,950</b>	<b>(18,085)</b>	<b>(69%)</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Flood Risk Assessment Partnership – Category 1**

**Purpose:**

- Complete a risk assessment for hazards lands and flood prone areas within the South Nation, Mississippi Valley, and Rideau Valley Conservation Authorities' 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.

**Revenue:**

- No revenue budgeted in 2024.

**2024 Deliverables:**

- Project completed March 31<sup>st</sup>, 2023.

**Expenses:**

- No expenses budgeted in 2024.



**Projects**

**Flood Risk Assessment Partnership – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	-	20,788	-	(20,788)	(100%)	Anticipated payroll, staff charge, and recovery in 2024
<b>Total Operating Expenses</b>	<b>-</b>	<b>20,788</b>	<b>-</b>	<b>(20,788)</b>	<b>(100%)</b>	
<b>Revenue:</b>						
Fees	-	-	-	-		
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Operating Cost</b>	<b>-</b>	<b>20,788</b>	<b>-</b>	<b>(20,788)</b>	<b>(100%)</b>	Project ended in 2023
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>20,788</b>	<b>-</b>	<b>(20,788)</b>	<b>(100%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>20,788</b>	<b>-</b>	<b>(20,788)</b>	<b>(100%)</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Imagery Acquisition (LiDAR) – Category 1**

**Purpose:**

- To coordinate a partnership with 5 neighboring conservation authorities, seven upper tier and 42 lower tier municipalities, and 1 federal organization to acquire 14,800 km<sup>2</sup> of topography imagery (LiDAR) in Eastern Ontario.
- Acquisition and data processing occurred in 2021 and 2022.
- Project completed early 2023 with delivery of data to the project partners.

**Expenses:**

- No expenses budgeted in 2024.

**Revenue:**

- No revenue budgeted in 2024.

**2024 Deliverables:**

- Project completed March 31<sup>st</sup>, 2023.





**Projects**

**Imagery Acquisition (LiDAR) – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	5,000	12,673	-	(12,673)	(100%)	Anticipated payroll, staff charge, and recovery in 2024
Equipment and Maintenance	-	1,287	-	(1,287)	(100%)	
<b>Total Operating Expenses</b>	<b>5,000</b>	<b>13,960</b>	<b>-</b>	<b>(13,960)</b>	<b>(100%)</b>	
<b>Revenue:</b>						
Federal	2,500	-	-	-		
Partners	-	8,588	-	(8,588)	(100%)	Project ended in 2023
Municipal	2,500	2,334	-	(2,334)	(100%)	
<b>Total Revenue</b>	<b>5,000</b>	<b>10,922</b>	<b>-</b>	<b>(10,922)</b>	<b>(100%)</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>3,039</b>	<b>-</b>	<b>(3,039)</b>	<b>(100%)</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>3,039</b>	<b>-</b>	<b>(3,039)</b>	<b>(100%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>3,039</b>	<b>-</b>	<b>(3,039)</b>	<b>(100%)</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Unstable Slopes – Category 1**

**Purpose:**

- Work with municipalities to manage potential retrogressive landslide risk.
- Engage residents in the Casselman to Lemieux Potential Retrogressive Landslide Area.
- Assessment of potential unstable slopes risk area in Clarence Rockland along the Ottawa River Project Phase 1 and 2.

**Expenses:**

- Salaries and Benefits: 0.1 FTE.
- Professional Services: Clarence Rockland risk areas assessment.

**Revenue:**

- Municipal: United Counties of Prescott and Russell and City of Clarence Rockland.

**2024 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.
- Assessment potential unstable slopes in Clarence Rockland along the Ottawa River Project Phase 1 and 2.
  - Phase 1: retain a consultant to complete a desktop assessment and assist in preparation of the risk area mapping.
  - Phase 2: retain a consultant to conduct field investigations, if required.



**Projects**

**Unstable Slopes – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	5,000	15,000	15,000	-	-	Anticipated payroll, staff charge, and recovery in 2024
Professional Services	-	30,000	110,000	80,000	267%	Unstable slope risk assessment
<b>Total Operating Expenses</b>	<b>5,000</b>	<b>45,000</b>	<b>125,000</b>	<b>80,000</b>	<b>178%</b>	
<b>Revenue:</b>						
Municipal	-	-	80,000	80,000		Unstable slope risk assessment
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>80,000</b>		
<b>Net Operating Cost</b>	<b>5,000</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>5,000</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>5,000</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Watershed Studies – Category 2**

**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.
- Partner with local municipalities to update natural heritage mapping, including wetlands.

**Revenue:**

- Municipal: United Counties of Stormont Dundas and Glengarry.

**2024 Deliverables:**

- Completion of the Watershed-Based Resource Management Strategy.
- Natural heritage mapping updates.
- Engagement with SNC’s Watershed Advisory Committee.

**Expenses:**

- Salaries and Benefits: 0.6 FTE.



**Projects**

**Watershed Studies – Category 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	65,000	9,520	65,000	55,480	583%	Anticipated payroll, staff charge, and recovery in 2024
Committee	5,000	-	-	-		
<b>Total Operating Expenses</b>	<b>70,000</b>	<b>9,520</b>	<b>65,000</b>	<b>55,480</b>	<b>583%</b>	
<b>Revenue:</b>						
Municipal	-	9,520	15,000	5,480	58%	Change in project scope
<b>Total Revenue</b>	<b>-</b>	<b>9,520</b>	<b>15,000</b>	<b>5,480</b>	<b>58%</b>	
<b>Net Operating Cost</b>	<b>70,000</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>70,000</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>70,000</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



**Projects**

**Bear Brook Watershed Study – Category 1 & 2**

**Purpose:**

- Section 2.4.3 of the City of Ottawa Official Plan (2003, as amended) details the City’s commitment to preparing watershed and subwatershed plans to inform land use decision making.
- The need for this study has been triggered by existing and proposed communities including 3 expansion areas within the headwaters of the Bear Brook Watershed.
- 100% cost recovery.

**Revenue:**

- Municipal: City of Ottawa.
- Grant: Eastern Ontario Water Resources Program.

**2024 Deliverables:**

- Finalize Characterization Report.
- Coordinate Advisory Committee quarterly meetings.
- Progress reports to the City of Ottawa.
- Retain and manage consultants.

**Expenses:**

- Salaries and Benefits: 2.1 FTE.
- Contracted Services: water budget and geomorphology.
- Supplies and Materials: meetings, open house, public engagement.



**Projects**

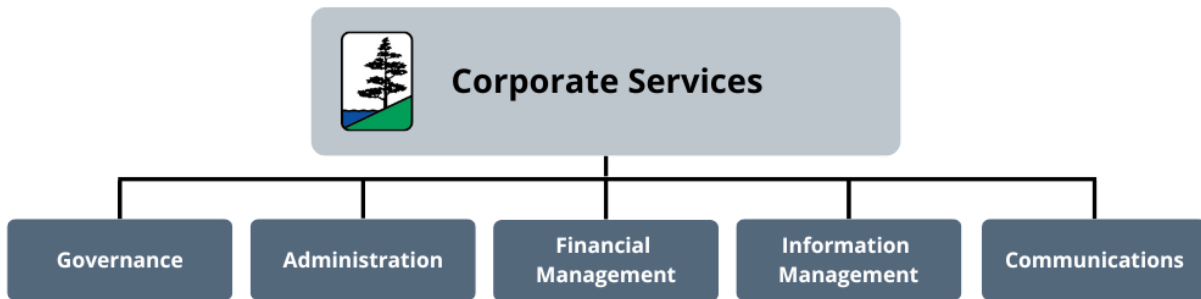
**Bear Brook Watershed Study – Category 1 & 2**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	-	106,369	219,492	113,123	106%	Anticipated payroll, staff charge, and recovery in 2024
Contracted Services	-	37,000	117,200	80,200	217%	Water budget and geomorphology
Supplies and Materials	-	22,888	10,000	(12,888)	(56%)	Open house
<b>Total Operating Expenses</b>	<b>-</b>	<b>166,257</b>	<b>346,692</b>	<b>180,435</b>	<b>109%</b>	
<b>Revenue:</b>						
Municipal	-	135,000	307,542	172,542	128%	City of Ottawa
Grant	-	31,257	39,150	7,893	25%	Eastern Ontario Water Resources Program
<b>Total Revenue</b>	<b>-</b>	<b>166,257</b>	<b>346,692</b>	<b>180,435</b>	<b>109%</b>	
<b>Net Operating Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		



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## **Corporate Services**

### **Department Overview**

#### **Corporate Services (Governance, Administration, Financial Management):**

- 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:**

- 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 SNC programs, services, projects, and outreach initiatives.
- Provide language services for SNC (editorial, translation, publishing).
- 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, committees, 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 budgeting processes.
- Corporate Services includes the Chief Administrative Officer'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 – General Operations****Purpose:**

- Provide administrative support for the board of directors. 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.
- Provide administrative support for the watershed advisory committee. This includes coordination of information for quarterly meetings such as agenda packages, ensuring accuracy of the official minutes, and other supporting documentation.

**Expenses:**

- Salaries and Benefits: 0.1 FTE.
- Board and Committee: meeting and mileage allowance.
- Travel and Training: board travel.
- Phone and Internet: cell phones.
- Insurance: directors' and officers' liability.

**Revenue:**

- No revenue budgeted in 2024.

**2024 Deliverables:**

- Support the chair and 11 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.
- 4 meetings of the watershed advisory committee.



**Corporate Services**

**Governance – General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	111,179	20,000	5,000	(15,000)	(75%)	Anticipated payroll, staff charge, and recovery in 2024
Board and Committee	25,000	40,500	53,500	13,000	32%	New Watershed Advisory Committee
Travel and Training	5,750	7,296	15,000	7,704	106%	New Watershed Advisory Committee
Phone and Internet	500	500	500	-	-	
Insurance	4,000	4,000	4,000	-	-	
<b>Total Operating Expenses</b>	<b>146,429</b>	<b>72,296</b>	<b>78,000</b>	<b>5,704</b>	<b>8%</b>	
<b>Revenue:</b>						
Fees	-	-	-	-	-	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Operating Cost</b>	<b>146,429</b>	<b>72,296</b>	<b>78,000</b>	<b>5,704</b>	<b>8%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-	-	
<b>Overall Net</b>	<b>146,429</b>	<b>72,296</b>	<b>78,000</b>	<b>5,704</b>	<b>8%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Requirement</b>	<b>146,429</b>	<b>72,296</b>	<b>78,000</b>	<b>5,704</b>	<b>8%</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Corporate Services****Administration – Category 1 and General Operations****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: 5.0 FTE.
- Committee: Joint Occupational Health and Safety.
- Travel and Training: professional development training for five staff members including the Chief Administrative Officer.
- Equipment and Maintenance: printer and office equipment.
- Professional Services: legal and human resources.
- Phone and Internet: internet and cell phones.
- Contracted Services: Ontario Federation of Anglers and Hunters hosted staff.
- Insurance: general liability and property.
- Supplies and Materials: office supplies and stationery.
- Program Support: postage, and bank fees.
- Grants: Conservation Ontario levy.

**Revenue:**

- Federal: employment subsidy programs.
- Other: miscellaneous, e.g., freedom of information request fees.
- Project Recovery: recoveries from Source Water Protection.

**2024 Deliverables:**

- Customer service:
  - 7,000 inbound phone calls.
  - 6,000 general emails.
- Provide information and support regarding Administrative, Personnel, Purchasing, Health and Safety, and Technical Policies.
- Support for over 50 staff, and 10 students and co-op/interns.
- Materials and supplies management.
- Apply for funding to offset student salary.
- Manage office materials and supplies.



**Corporate Services**

**Administration – Category 1 and General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	288,696	390,240	518,850	128,610	33%	Anticipated payroll, staff charge, and recovery in 2024
Committee	300	350	350	-	-	
Travel and Training	21,500	27,500	29,500	2,000	7%	
Equipment and Maintenance	1,500	1,500	1,500	-	-	
Professional Services	25,000	17,000	20,000	3,000	18%	
Phone and Internet	27,000	30,000	30,000	-	-	
Contracted Services	5,500	6,634	7,000	366	6%	
Insurance	149,500	151,800	164,000	12,200	8%	Anticipated insurance adjustments
Supplies and Materials	23,000	33,500	23,500	(10,000)	(30%)	Adjusted inventory needed
Program Support	5,200	5,200	5,400	200	4%	
Grants	35,500	35,592	36,492	900	3%	
<b>Total Operating Expenses</b>	<b>582,696</b>	<b>699,316</b>	<b>836,592</b>	<b>137,276</b>	<b>20%</b>	
<b>Revenue:</b>						
Federal	48,333	32,764	40,000	7,236	22%	Anticipated employment subsidies
Other	-	500	500	-	-	
Project Recovery	5,786	5,786	5,786	-	-	
<b>Total Revenue</b>	<b>54,119</b>	<b>39,050</b>	<b>46,286</b>	<b>7,236</b>	<b>19%</b>	
<b>Net Operating Cost</b>	<b>528,577</b>	<b>660,266</b>	<b>790,306</b>	<b>130,040</b>	<b>20%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-	-	
<b>Overall Net</b>	<b>528,577</b>	<b>660,266</b>	<b>790,306</b>	<b>130,040</b>	<b>20%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>(30,000)</b>	<b>(30,000)</b>		
<b>Net Requirement</b>	<b>528,577</b>	<b>660,266</b>	<b>760,306</b>	<b>100,040</b>	<b>15%</b>	
<b>Total Depreciation</b>	<b>65</b>	<b>65</b>	<b>-</b>	<b>(65)</b>		

**Corporate Services****Financial Management & Reporting – General Operations****Purpose:**

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

**Expenses:**

- Salaries and Benefits: 3.8 FTE.
- Travel and Training: professional development training for four staff members.
- Professional Services: audit and accounting services.
- Program Support: bank charges and Moneris fees.

**Revenue:**

- Fees: interest income.
- Municipal: municipal levy.
- Project Recovery: recoveries from Source Water Protection.

**2024 Deliverables:**

- Financial Advisors.
- Financial reports: 50.
- Statements, grant applications: 40.
- Contract review: 60.
- Complete year-end, annual budget, and audit.
- Preparing and Maintaining:
  - Corporate wide contracts, personnel files and payroll, and benefits.
  - 2,000 supplier invoices processed.
  - 1,600 supplier payments.
  - 1,450 payroll payments (board, staff, and committees).
  - 610 SNC invoices prepared.
  - 2,050 cash, cheque and credit card payments received and processed.





**Corporate Services**

**Financial Management & Reporting – General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	401,754	362,074	396,928	34,854	10%	Anticipated payroll, staff charge, and recovery in 2024
Travel and Training	2,000	2,000	2,100	100	5%	
Professional Services	60,000	35,000	35,000	-	-	
Program Support	14,500	20,050	18,700	(1,350)	(7%)	
<b>Total Operating Expenses</b>	<b>478,254</b>	<b>419,124</b>	<b>452,728</b>	<b>33,604</b>	<b>8%</b>	
<b>Revenue:</b>						
Fees	143,000	263,000	264,000	1,000	0%	
Municipal	5,000	4,904	3,857	(1,047)	(21%)	
Project Recovery	8,266	8,266	10,800	2,534	31%	
<b>Total Revenue</b>	<b>156,266</b>	<b>276,170</b>	<b>278,657</b>	<b>2,487</b>	<b>1%</b>	
<b>Net Operating Cost</b>	<b>321,988</b>	<b>142,954</b>	<b>174,071</b>	<b>31,117</b>	<b>22%</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>321,988</b>	<b>142,954</b>	<b>174,071</b>	<b>31,117</b>	<b>22%</b>	
<b>Transfer To/(From) Reserve</b>	<b>110,000</b>	<b>180,000</b>	<b>180,000</b>	<b>-</b>		
<b>Net Requirement</b>	<b>431,988</b>	<b>322,954</b>	<b>354,071</b>	<b>31,117</b>	<b>10%</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Corporate Services****Information Management – General Operations****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:**

- Equipment and Maintenance: computer and network repairs and maintenance, and software licenses.
- Phone and Internet: internet.
- 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), and extras on Information Technology contract.
- Supplies and Materials: printing, and IT accessories.
- Capital Expense: replace aged computers and SNC contribution to DRAPE project

**Revenue:**

- Project Recovery: program recovers for software.

**2024 Deliverables:**

- Backup and store over 2 million files.
- Process and store approximately 630,000 emails annually.
- Develop file and data management software.
- Replace 12 to 15 aged computers.
- Digitize corporate files.
- Support collaboration through Microsoft Teams:
  - 730 online meetings per month.
  - 1,357 phone calls per month.
  - 220 hours of screen share time per month.
  - 345 hours of video calls per month.
  - 460 hours of internal voice calls per month.
- SNC participation in the Digital Raster Acquisition Project for Eastern Ontario (DRAPE), to begin in 2024.



**Corporate Services**

**Information Management – General Operations**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	35,000	35,000	-	(35,000)	(100%)	Anticipated payroll, staff charge, and recovery in 2024
Equipment and Maintenance	42,000	42,000	42,000	-	-	
Phone and Internet	12,000	11,149	11,149	-	-	
Contracted Services	90,700	70,000	130,500	60,500	86%	Financial software update
Supplies and Materials	3,500	5,000	3,000	(2,000)	(40%)	
<b>Total Operating Expenses</b>	<b>183,200</b>	<b>163,149</b>	<b>186,649</b>	<b>23,500</b>	<b>14%</b>	
<b>Revenue:</b>						
Project Recovery	3,780	3,780	3,780	-	-	
<b>Total Revenue</b>	<b>3,780</b>	<b>3,780</b>	<b>3,780</b>	<b>-</b>	<b>-</b>	
<b>Net Operating Cost</b>	<b>179,420</b>	<b>159,369</b>	<b>182,869</b>	<b>23,500</b>	<b>15%</b>	
<b>Capital</b>						
Capital Expense	25,000	18,500	38,000	19,500		DRAPE imagery project in 2024
<b>Overall Net</b>	<b>204,420</b>	<b>177,869</b>	<b>220,869</b>	<b>43,000</b>	<b>24%</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>(38,000)</b>	<b>(38,000)</b>		
<b>Net Requirement</b>	<b>204,420</b>	<b>177,869</b>	<b>182,869</b>	<b>5,000</b>	<b>3%</b>	
<b>Total Depreciation</b>	<b>71,955</b>	<b>71,955</b>	<b>21,820</b>	<b>(50,135)</b>		



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## ***Communications***

### **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.
- Media & Communications Products.

**Communications****Corporate Communications – Category 1****Purpose:**

- 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: 1.6 FTE.
- Travel and Training: travel and professional development for three staff.
- Contracted Services: corporate product services and contractors.
- Program Support: SNC memberships to professional organizations and subscriptions for magazines, journals and newspapers, gifts, and in memoriam donations on behalf of SNC.

**Revenues:**

- Other: (sale of SNC clothing).

**2024 Deliverables:**

- 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**

**Corporate Communications – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Salaries and Benefits	184,063	223,154	168,916	(54,238)	(24%)	Anticipated payroll, staff charge, and recovery in 2024
Committee	14,000	19,214	-	(19,214)	(100%)	New Watershed Advisory Committee
Travel and Training	5,500	5,000	5,500	500	10%	
Contracted Services	3,000	3,000	3,000	-	-	
Supplies and Materials	3,000	3,000	3,000	-	-	
Program Support	27,500	35,537	38,500	2,963	8%	
<b>Total Operating Expenses</b>	<b>237,063</b>	<b>288,905</b>	<b>218,916</b>	<b>(69,989)</b>	<b>(24%)</b>	
<b>Revenue:</b>						
Other	3,700	2,839	3,700	861	30%	
<b>Total Revenue</b>	<b>3,700</b>	<b>2,839</b>	<b>3,700</b>	<b>861</b>	<b>30%</b>	
<b>Net Operating Cost</b>	<b>233,363</b>	<b>286,066</b>	<b>215,216</b>	<b>(70,850)</b>	<b>(25%)</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-		
<b>Overall Net</b>	<b>233,363</b>	<b>286,066</b>	<b>215,216</b>	<b>(70,850)</b>	<b>(25%)</b>	
<b>Transfer To/(From) Reserve</b>	-	-	-	-		
<b>Net Requirement</b>	<b>233,363</b>	<b>286,066</b>	<b>215,216</b>	<b>(70,850)</b>	<b>(25%)</b>	
<b>Total Depreciation</b>	-	-	-	-		



## Communications

### Media & Communications Products – Category 1

#### 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, Instagram and LinkedIn). 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.
- Supplies and Materials: communication materials and non-capital signage.
- Program Support: language services (editorial and translation), print and digital advertising, and printing.

#### Revenues:

- No revenue budgeted in 2024.

#### 2024 Deliverables:

- Issue 50 press releases.
- Email 12 SNC monthly updates (The SNC Current).
- SNC media liaison.
- Purchase paid advertisements to promote SNC programs, services, training opportunities, and recruitment.
- Provide graphic design and printing:
  - Communication materials.
  - Products for media events.
  - Updates to program resources: fact sheets and postcards.
  - Subwatershed Report Card.
  - Annual Report.
  - Various SNC reports and technical documents.
- Maintain and improve SNC's English and French websites; and complete website redevelopment project.
- Maintain and increase followers on SNC's five social media outlets.
- Implement SNC Sign Strategy and coordinate sign replacements in Conservation Areas.
- Facilitate translation of approximately 300 documents.





**Communications**

**Media & Communications Products – Category 1**

Description	Budget 2023	Forecast 2023	Draft Budget 2024	Increase/ (Decrease) 2024	Increase/ (Decrease) %	Reason For Change
<b>Operating Expenses:</b>						
Contracted Services	40,000	36,000	30,000	(6,000)	(17%)	New website development
Supplies and Materials	1,000	3,000	1,500	(1,500)	(50%)	
Program Support	23,000	25,000	25,000	-	-	
<b>Total Operating Expenses</b>	<b>64,000</b>	<b>64,000</b>	<b>56,500</b>	<b>(7,500)</b>	<b>(12%)</b>	
<b>Revenue:</b>						
Other	-	-	-	-	-	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Operating Cost</b>	<b>64,000</b>	<b>64,000</b>	<b>56,500</b>	<b>(7,500)</b>	<b>(12%)</b>	
<b>Capital</b>						
Capital Expense	-	-	-	-	-	
<b>Overall Net</b>	<b>64,000</b>	<b>64,000</b>	<b>56,500</b>	<b>(7,500)</b>	<b>(12%)</b>	
<b>Transfer To/(From) Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Requirement</b>	<b>64,000</b>	<b>64,000</b>	<b>56,500</b>	<b>(7,500)</b>	<b>(12%)</b>	
<b>Total Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



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