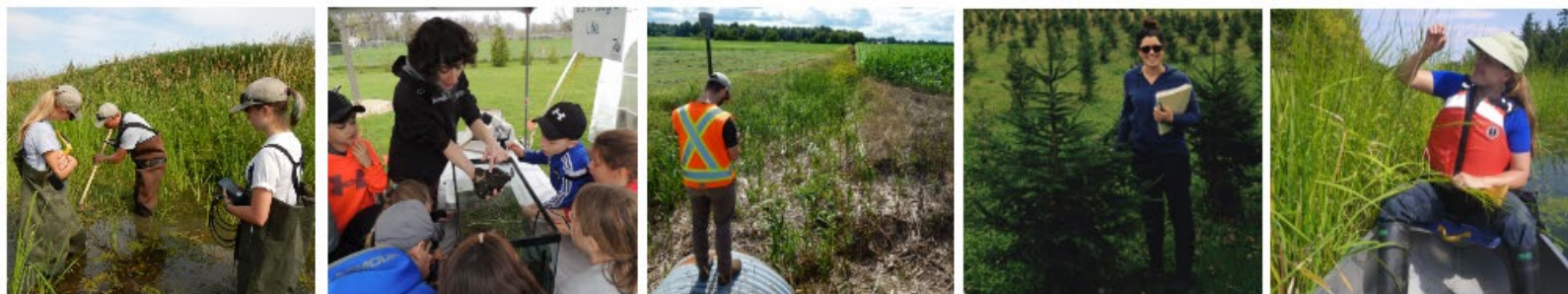


Our Local Environment, We're in it Together.



SOUTH NATION
CONSERVATION
DE LA NATION SUD

Appendix A BUDGET 2021



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November 19, 2020



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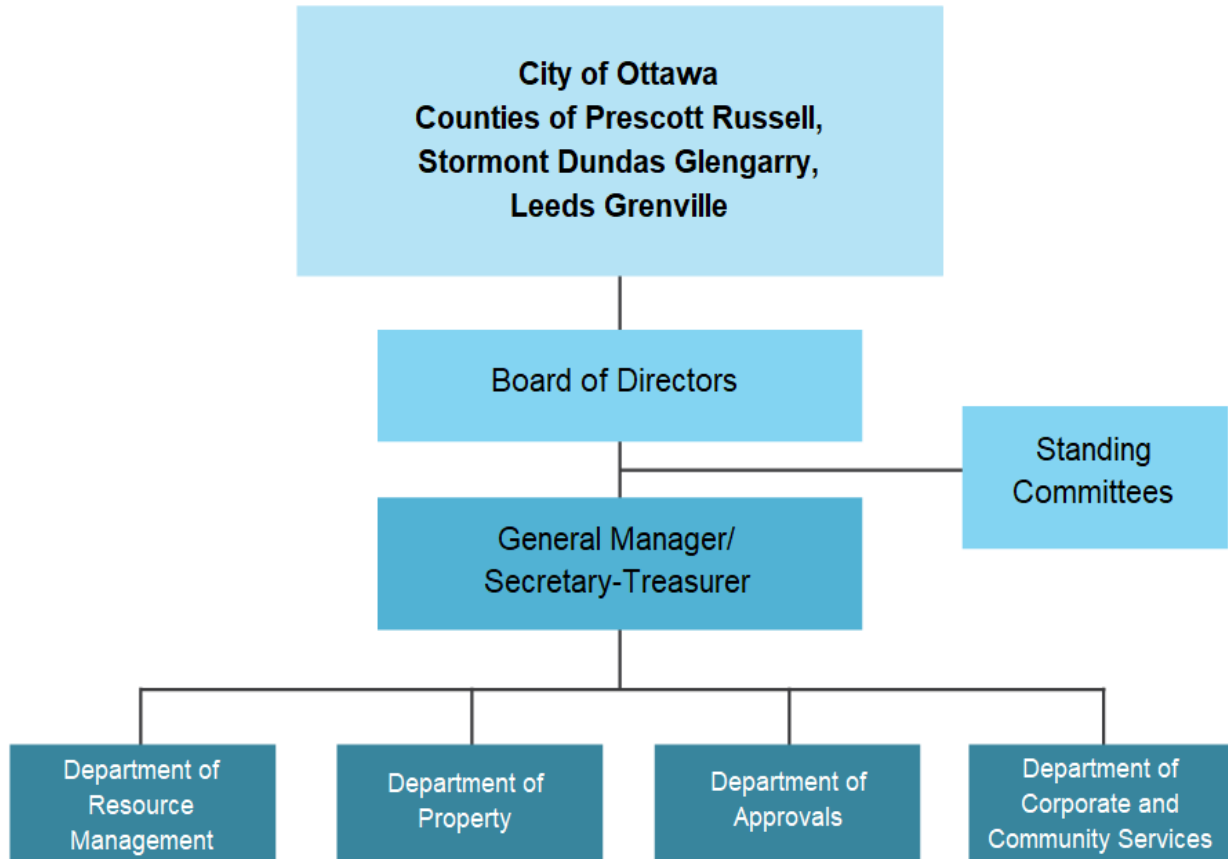
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**Budget Summary**

ESTIMATED STATEMENT OF OPERATION AS OF October 31, 2020	Current YTD Actuals 2020	Final Budget 2020	Forecast Dec 31 2020	Draft Budget 2021
EXPENDITURES				
OPERATING EXPENSE				
Resource Management				
Water Response Programs	330,430	466,211	508,918	469,141
Partner Programs	691,157	959,476	1,299,541	1,098,742
Total Resource Management	1,021,587	1,425,687	1,808,459	1,567,883
Property & Approvals				
Property	814,164	1,214,077	1,166,182	1,190,695
Approvals	951,806	1,272,788	1,231,624	1,326,280
Total Property & Approvals	1,765,970	2,486,865	2,397,806	2,516,976
Corporate & Community Services				
Corporate Services	914,199	1,316,624	1,166,671	1,231,270
Information Management and Technology	97,681	192,100	158,218	194,900
Communications and Outreach	246,413	399,673	300,919	346,921
Total Corporate & Community Services	1,258,293	1,908,397	1,625,808	1,773,091
TOTAL OPERATING EXPENSE	4,045,850	5,820,949	5,832,073	5,857,950
CAPITAL and PROJECT EXPENSE				
Resource Management				
Capital	-	-	12,000	-
Projects	28,786	169,261	78,327	390,594
Total Resource Management	28,786	169,261	90,327	390,594
Property & Approvals				
Capital	173,914	455,563	749,259	516,883
Projects	370,771	384,750	359,675	435,652
Total Property & Approvals	544,685	840,313	1,108,934	952,535
Corporate & Community Services				
Capital	5,778	25,000	28,430	25,000
Projects	-	-	-	-
Total Corporate & Community Services	5,778	25,000	28,430	25,000
TOTAL CAPITAL AND PROJECT EXPENSE	579,249	1,034,574	1,227,691	1,368,129
TOTAL OVERALL EXPENSE	4,625,099	6,855,523	7,059,763	7,226,080
REVENUE				
Other Sources	1,291,100	2,037,426	2,002,776	2,224,032
General Levy	3,035,867	3,478,942	3,492,377	3,629,611
Special Levy	751,571	507,831	751,571	507,133
Forest Land Acquisition	191,689	307,563	515,467	320,883
Source Protection	59,095	67,424	91,855	85,262
MNRF (Regular)	91,070	91,070	91,070	91,070
TOTAL REVENUE	5,420,391	6,490,256	6,945,116	6,857,991
NET OVERALL	(795,292)	365,267	114,648	368,089
Transfer To / (From) Reserve	0	(6,393)	(2,045)	(121,818)
Cash (Surplus) Beginning of Year	(358,874)	(358,874)	(358,874)	(246,271)
Cash Deficit / (Surplus) End of Year	(1,154,166)	0	(246,271)	(0)



Estimated Reserve

	2019	2020			2021		
	Audited Balance	Forecast Transfers (From)	Forecast Transfers To	Forecast Balance	Budget Transfers (From)	Budget Transfers To	Estimated Balance
	Dec 31/19	2020 Reserve	2020 Reserve	Dec 31/20	2021 Reserve	2021 Reserve	Dec 31/21
Committed							
Sewage Systems Inspections	40,205	(14,154)		26,051	(19,218)		6,833
Dr. Jackson - Forestry Programs	10,584		122	10,706		122	10,828
Findlay Creek	271,926	(2,770)	3,123	272,279	(2,700)	3,123	272,702
Environmental Projects	26,501		304	26,805		304	27,109
Revenue Sharing	211,817	(58,200)	2,432	156,049	(135,000)	2,432	23,481
Land	46,268		531	46,799		531	47,330
School Programs	2,298		26	2,324		26	2,350
Memorial Fund - Oak Valley Park	56,895		2,853	59,748		2,853	62,601
Subtotal Committed	666,494	(75,124)	9,391	600,761	(156,918)	9,391	453,234
Operating	902,166		21,840	924,006	(6,500)	15,361	932,867
Capital Projects	904,846		35,391	940,237		10,391	950,628
Water Control Structure	126,865		6,457	133,322		6,457	139,779
Grand Total	2,600,371	(75,124)	73,079	2,598,326	(163,418)	41,600	2,476,508

		2020			2021		
		Forecast Transfers (From)	Forecast Transfers To		Budget Transfers (From)	Budget Transfers To	
		2020 Reserve	2020 Reserve		2021 Reserve	2021 Reserve	
ABOVE INCLUDES:							
Interest (distributed above)			29,400			29,400	
Sewage Systems Inspections		(14,154)			(19,218)		
Findlay Creek		(2,770)			(2,700)		
Municipal tree giveaway			6,479		(6,500)		
Tribunal			5,000			5,000	
Memorial Fund - Oak Valley Park			2,200			2,200	
Capital Projects:							
Hazard land acquisition		(58,200)	25,000				
Infrastructure access					(135,000)		
Water Control Structure			5,000			5,000	
Total		(75,124)	73,079		(163,418)	41,600	



Municipal Levy Comparison 2020/2021

Municipality	Total 2020 General and Forest Land Acquisition	2021 General	2021 Forest Land Acquisition	Total 2021 General and Forest Land Acquisition	Total Dollar Change
Ottawa	2,960,492	2,808,715	248,310	3,057,025	96,533
Clarence-Rockland	140,968	147,543	13,044	160,587	19,619
Russell	139,072	136,818	12,096	148,914	9,842
The Nation	92,733	89,535	7,916	97,451	4,718
North Dundas	90,337	87,505	7,736	95,241	4,904
South Dundas	82,262	77,856	6,883	84,739	2,477
Alfred Plantagenet	60,735	58,209	5,146	63,355	2,620
Edwardsburgh/Cardinal	54,351	51,129	4,520	55,649	1,298
North Grenville	48,858	46,721	4,130	50,851	1,993
North Stormont	40,525	39,596	3,501	43,097	2,572
Augusta	37,560	35,299	3,121	38,420	860
Casselman	29,580	28,090	2,483	30,573	993
North Glengarry	14,514	13,926	1,231	15,157	643
South Stormont	7,900	7,497	663	8,160	260
Elizabethtown-Kitley	642	603	53	656	14
Champlain	597	569	50	619	22
Totals	3,801,128	3,629,611	320,883	3,950,494	149,366

Special Levy

Ottawa Rural Clean Water Program	200,000
Ottawa Ash Tree Replacement Program	200,000
Eastern Ontario Water Resources Program	50,000
Ottawa Baseline Monitoring Program	41,000
Total Special Levy	<u>491,000</u>

TOTAL LEVY

4,441,494

**Other Sources****PARTNERS**

Forest Ontario	178,153	
Lindsay Solar (Species at Risk Benefit Exchange)	3,196	
Ontario Power Generation	89,190	
Eastern Ontario Water Resource Program (Special Projects)	25,000	
United Counties of Stormont Dundas and Glengarry (Forest)	49,800	
United Counties of Stormont Dundas and Glengarry (Woodlot Advisory Service)	32,800	
United Counties of Stormont Dundas and Glengarry (Roadside Tree)	23,000	
United Counties of Prescott-Russell (Woodlot Advisory Service)	20,000	
United Counties of Prescott-Russell (Low Impact Development)	56,258	
United Counties of Prescott-Russell and Stormont Dundas and Glengarry (Planning Study)	21,833	
Edwardsburgh/Cardinal (Butternut Compensation)	1,700	
East York Creek Restoration	30,000	
Municipal Partnership (Imagery Acquisition - Lidar)	175,000	
City of Ottawa (Floodplain Mapping)	38,862	
Sub-Total		744,792

USER FEES

Development Permits	360,000	
Septic Permits	360,000	
Forest Timber Revenue	90,000	
Tree Planting Program	107,404	
Developer Funds	37,000	
Parks Revenue	38,450	
Casselman Water Power Station	4,900	
Sub-Total		997,754

OTHER GRANTS

Ministry of Natural Resources and Forestry (Water and Erosion Control Infrastructure)	66,750	
Various Employment Grants	44,525	
Fisheries and Oceans Canada	8,800	
Federal & Provincial Grant Programs	200,000	
Sub-Total		320,075

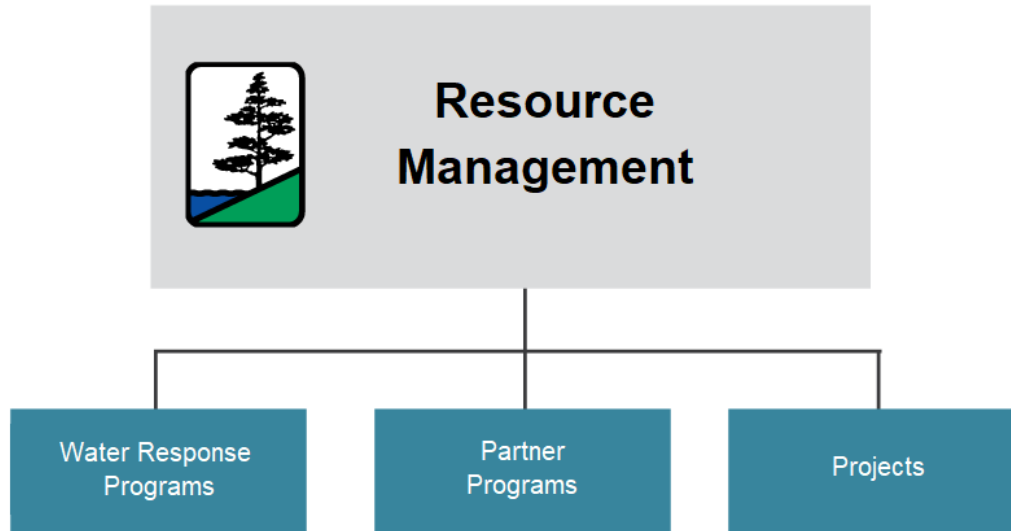
MISCELLANEOUS

Donations	14,314	
Interest	57,862	
Hunting Fees and Land Leasing	13,000	
Other (variety of smaller amounts less than \$5,000)	76,235	
Sub-Total		161,411

TOTAL REVENUES		2,224,032
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Resource Management

Department Overview

Staff: A team of well-trained, experienced, and respected resource professionals: foresters, biologists, and engineers. SNC is the only agency with “on-the-ground” field staff within SNC 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 to support its programs 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 board of Directors approval.



Resource Management

Water Response Programs

Purpose:

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

Expenses:

- Salaries and Benefits: 4.4 FTE, decrease 59,751: \$412,636
- Committee: (water response team) increase \$552: \$1,900
- Travel and Training: increase \$7,253: \$17,300
- Equipment and Maintenance: (annual software license, water budget project model updates, equipment calibration and annual maintenance.) increase \$5,937: \$10,605
- Professional Fees: \$2,000
- Professional Services: (water budget updates): decrease \$41: \$16,500
- Contracted Services: (Flood Forecasting and Warning and Low Water Response improvements; benthic invertebrate identification) increase \$15,000: \$17,500
- Supplies and Materials: (emergency field kits, gauge mounting hardware three pressure transducers, sample preservative, nets, gloves, other supplies cost) increase \$8,700: \$10,500

- Program Support: (translations) increase \$683: \$3,000
- Capital Expense: (Russell weather station) decrease \$12,000

Revenue:

- Fees: \$4,500
- Provincial: (Ministry of Natural Resources and Forestry) \$7,000
- Federal: \$8,800
- Partners: decrease \$5,000
- Other: decrease \$25,087
- Grant: increase \$19,500: \$19,500
- Project Recovery: decrease \$1,390: \$3,300

2021 Deliverables:

- 20 data requests.
- Complete 20 stream assessments and report on watershed health through one subwatershed report card.
- Work with 10 volunteers to assess 3 kilometers of streams through City Stream Watch.
- 365 days watershed conditions and prepare flood and/or drought forecasting updates when required.
- 18 Emergency Management meetings.
- Organize and lead Water Response Team meetings.
- Continue improving SNC's watershed model.
- Continue working on the SNC Water Budget update.
- One flood emergency management workshop.
- Three meetings with Eastern Ontario Flood Forecasting and Warning Committee.
- Provide technical advice on drainage, erosion, unstable slopes, stream health, wastewater discharge, and floodplain mapping.
- Continued improvements to the geoportal.
- Three City of Ottawa Hydrology Working Group meetings.
- Assist the City of Ottawa with their Climate Change and Stormwater programs.



Resource Management

Water Response Programs

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	399,382	472,387	412,636	(59,751)	Anticipated payroll, staff charge, and recovery in 2021
Committee	1,900	1,348	1,900	552	
Travel and Training	29,200	10,047	17,300	7,253	COVID-19 pandemic
Equipment and Maintenance	6,228	4,668	10,605	5,937	Annual software license and updates
Professional Fees	2,000	2,000	2,000	-	
Professional Services	12,000	16,541	16,500	(41)	
Contracted Services	15,000	2,500	17,500	15,000	Water budget updates
Supplies and Materials	10,000	1,800	10,500	8,700	2020 grant recovery
Program Support	2,000	2,317	3,000	683	
Total Operating Expenses	477,710	513,608	491,941	(21,667)	
Revenue:					
Fees	4,500	4,500	4,500	-	
Provincial	7,000	7,000	7,000	-	
Federal	8,800	8,800	8,800	-	
Partners	5,000	5,000	-	(5,000)	Change to project scope
Other	26,605	25,087	-	(25,087)	Water budget updates
Grant	10,000	-	19,500	19,500	Water budget updates
Project Recovery	1,500	4,690	3,300	(1,390)	
Total Revenue	63,405	55,077	43,100	(11,977)	
Net Operating Cost	414,305	458,531	448,841	(9,690)	
Capital					
Capital Expense	-	12,000	-	(12,000)	Weather station
Overall Net	414,305	470,531	448,841	(21,690)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	414,305	470,531	448,841	(21,690)	
Total Depreciation	24,569	24,569	24,569	-	



Partner Programs

Forests

Purpose:

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

Expenses:

- Salaries and Benefits: 1.9 FTE, decrease \$17,415: \$175,500
- Travel and Training: decrease \$985: \$1,000
- Professional Services: (Forest Stewardship Certification) increase \$895: \$5,500
- Contracted Services: (tree marking, tree planting, site preparation, tending, and cold storage) increase \$24,824: \$99,559
- Vehicles: (project mileage) increase \$409: \$1,300
- Supplies and Materials: (purchase of tree seedlings and potted stock) increase \$21,924: \$171,000
- Program Support: (ads, postcards, and social media) increase \$7,628: \$15,500
- Grants: (Ottawa Ash Tree Replacement Program and forest management plans) decrease \$131,426: \$191,500

Revenue:

- Fees: (Forests Ontario and landowner tree sales) increase \$39,792: \$285,557
- Municipal: decrease \$134,809: \$328,050
- Other: increase \$1,208: \$10,000

2021 Deliverables:

- Tree planting
 - Purchase 200,000 seedlings.
 - Conduct 40 site visits.
 - Conduct 45 seedling survival assessments.
 - Supervise site preparation, tree planting and tree tending contracts.
 - Co-host, with municipalities, 18 municipal tree giveaways.
- Ottawa Ash Tree Replacement Program
 - Replace 500 infected ash with native trees.
- Woodlot Advisory Service
 - Conduct 20 site visits.
 - Produce 20 woodlot management reports.
 - Provide 30 \$500-grants to eligible woodlot owners.
- Stormont, Dundas, and Glengarry Forest
 - 9 hectares harvesting.
 - 50 hectares tree marking.
 - 20 ha. site preparation
 - 2 Harvesting Plans.
 - Property file review
 - New Five-year Operating Plan
 - New Forest Use Policy
 - 3 Land Use Agreements
- Roadside Tree Program
 - Implement a five-year plan for Stormont Dundas and Glengarry roadside tree planting, planting five sites (500 trees) on County roads.
- Butternut Compensation Program
 - Replace dead trees as required.
 - Provide year fifth and final year (Edwardsburgh/Cardinal) survival monitoring report.



Partner Programs

Forests

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	118,050	192,915	175,500	(17,415)	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	500	1,985	1,000	(985)	
Professional Services	3,300	4,605	5,500	895	
Contracted Services	91,500	74,735	99,559	24,824	Planting more trees
Vehicles	500	891	1,300	409	
Supplies and Materials	124,000	149,076	171,000	21,924	Planting more trees
Program Support	16,000	7,872	15,500	7,628	Supporting grants to property owners
Grants	187,500	322,926	191,500	(131,426)	Grants to property owners
Total Operating Expenses	541,350	755,005	660,859	(94,146)	
Revenue:					
Fees	197,000	245,765	285,557	39,792	Forests Ontario
Municipal	314,350	462,859	328,050	(134,809)	Carry-over for approved projects
Other	-	8,792	10,000	1,208	Change to project scope
Total Revenue	511,350	717,416	623,607	(93,809)	
Net Operating Cost	30,000	37,589	37,252	(337)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	30,000	37,589	37,252	(337)	
Transfer To/(From) Reserve	-	-	(6,500)	(6,500)	
Net Requirement	30,000	37,589	30,752	(6,837)	
Total Depreciation	-	-	-	-	



Partner Programs

Water

Purpose:

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

Expenses:

- Salaries and Benefits: 0.6 FTE, decrease \$4,085: \$56,334
- Committees: (per diem, mileage and meeting expenses for the Ottawa Rural Clean Water Committee and Eastern Ontario Water Resources Program) increase \$200: \$1,200
- Equipment and Maintenance: decrease \$2,100
- Contracted Services: (partner delivery of the Ottawa Rural Clean Water Program, and Ottawa Baseline Monitoring lab analysis) increase \$5,700: \$46,750
- Vehicle: (project mileage recovery for use of SNC vehicle) decrease \$360: \$1,400
- Supplies and Materials: increase \$300: \$1,800
- Program Support: (ads, flyers, and brochures) increase \$1,614: \$5,800
- Grants: (Clean Water Program, Eastern Ontario Water Resources Program, and Ottawa Rural Clean Water Program) decrease \$107,922: \$324,599

Revenue:

- Municipal: decrease \$104,653: \$332,133

2021 Deliverables:

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



Partner Programs

Water

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	58,500	60,419	56,334	(4,085)	Anticipated payroll, staff charge, and recovery in 2021
Committee	-	1,000	1,200	200	
Equipment and Maintenance	-	2,100	-	(2,100)	
Contracted Services	48,200	41,050	46,750	5,700	Change to project scope
Vehicles	1,500	1,760	1,400	(360)	
Supplies and Materials	1,500	1,500	1,800	300	
Program Support	14,500	4,186	5,800	1,614	
Grants	293,926	432,521	324,599	(107,922)	Grants to property owners
Total Operating Expenses	418,126	544,536	437,883	(106,653)	
Revenue:					
Municipal	310,126	436,786	332,133	(104,653)	Carry-over for approved projects
Total Revenue	310,126	436,786	332,133	(104,653)	
Net Operating Cost	108,000	107,750	105,750	(2,000)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	108,000	107,750	105,750	(2,000)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	108,000	107,750	105,750	(2,000)	
Total Depreciation	-	-	-	-	



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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:

- Low Impact Development
- Habitat Restoration
- Federal & Provincial Grant Programs



Projects

Low Impact Development

Purpose:

- Provide guidance in the planning and design of stormwater management infrastructure for developers, consultants, municipalities, and property owners.
- Create demonstration site in partnership with the United Counties of Prescott-Russell to showcase low impact development as an option for stormwater management.
- Project ended December 2020.

Expenses:

- Salaries and Benefits: 0.1 FTE, increase \$1,583, \$10,320
- Contracted Services: increase \$35,938: \$45,938

Revenue:

- Municipal: increase \$56,258: \$56,258
- Grants: decrease \$18,737

2021 Deliverables:

- Complete the design for parking lot P1 and P7.
- Review design to confirm it meets Ministry of Environment, Conservation and Parks requirements.
- Present design to United Counties of Prescott-Russell.
- Assist United Counties of Prescott-Russell to obtain funding for construction.



Projects

Low Impact Development

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	12,000	8,737	10,320	1,583	
Contracted Services	12,000	10,000	45,938	35,938	Change in project scope
Total Operating Expenses	24,000	18,737	56,258	37,521	
Revenue:					
Municipal	-	-	56,258	56,258	Change in project scope
Grant	22,000	18,737	-	(18,737)	Change in project scope
Total Revenue	22,000	18,737	56,258	37,521	
Net Operating Cost	2,000	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	2,000	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	2,000	-	-	-	
Total Depreciation	-	-	-	-	



Projects

Habitat Restoration

Purpose:

- Plan and carry out targeted partnership projects identified through past monitoring activities that restore and enhance important habitats.
- 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 Pans.

Expenses:

- Salaries and Benefits: 0.5 FTE, increase \$13,250: \$50,560
- Travel and Training: (project mileage recovery for monitoring) increase \$60: \$225
- Contracted Services: (erosion repair, invasive species removals, tree removals) increase \$46,772: \$67,630
- Leases and Rentals: (rental cost of land): increase \$39: \$1,971
- Supplies and Materials: (native trees and shrubs, aggregate, erosion control mats, herbicide) decrease \$3,762: \$13,950
- Program Support: decrease \$350

Revenue:

- Federal: decrease \$3,860
- Partners: (Species at Risk Benefits Exchange, Ontario Power Generation) increase \$47,829: \$92,386

- Municipal: increase \$12,000: \$30,000
- Other: decrease \$5,000

2021 Deliverables:

- Leitrim Wetland
 - Host two Leitrim Wetland Advisory Committee meetings.
 - Support community stewardship projects and deliver annual shrub giveaway to Findlay Creek Community residents.
- Ontario Power Generation Biodiversity Project
 - Remove invasive buckthorn and dead ash trees on Gamble and Garlandside Road properties.
 - Design erosion repair at three locations within J. Henry Tweed Conservation Area.
 - Site preparation for erosion repair work at J. Henry Tweed Conservation Area.
- East York Creek Erosion Repair
 - Design erosion repair and shoreline restoration at one location along East York Creek.
 - Partner with Russell Township to complete remedial work.
- Species at Risk Benefits Exchange
 - Monitor 86 acres of habitat for nesting Bobolink and Eastern Meadowlark.
 - Report to Lindsay Solar on results of monitoring.



Projects

Habitat Restoration

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	8,500	37,310	50,560	13,250	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	-	165	225	60	
Contracted Services	5,704	20,858	67,630	46,772	Change to project scope
Leases and Rentals	1,857	1,932	1,971	39	
Supplies and Materials	1,200	17,712	13,950	(3,762)	Change to project scope
Program Support	-	350	-	(350)	
Total Operating Expenses	17,261	78,327	134,336	56,009	
Revenue:					
Federal	4,000	3,860	-	(3,860)	Project ended in 2020
Partners	10,561	44,557	92,386	47,829	Change to project scope
Municipal	-	18,000	30,000	12,000	Change to project scope
Other	-	5,000	-	(5,000)	
Total Revenue	14,561	71,417	122,386	50,969	
Net Operating Cost	2,700	6,910	11,950	5,040	
Capital					
Capital Expense	-	-	-	-	
Overall Net	2,700	6,910	11,950	5,040	
Transfer To/(From) Reserve	(2,700)	(2,770)	(2,700)	70	
Net Requirement	-	4,140	9,250	5,110	
Total Depreciation	-	-	-	-	



Projects

Federal & Provincial Grant Programs

Purpose:

- Explore a variety of federal, provincial, and municipal grant programs for projects.
- Potential grant sources may include:
 - Wildlife Habitat Canada;
 - Climate Action and Awareness Fund;
 - Great Lakes Local Action Fund;
 - National Disaster Mitigation Program; and
 - Other.

Expenses:

- Salaries and Benefits: 1.1 FTE, increase \$100,000: \$100,000
- Contracted Services: increase \$100,000: \$100,000

Revenue:

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



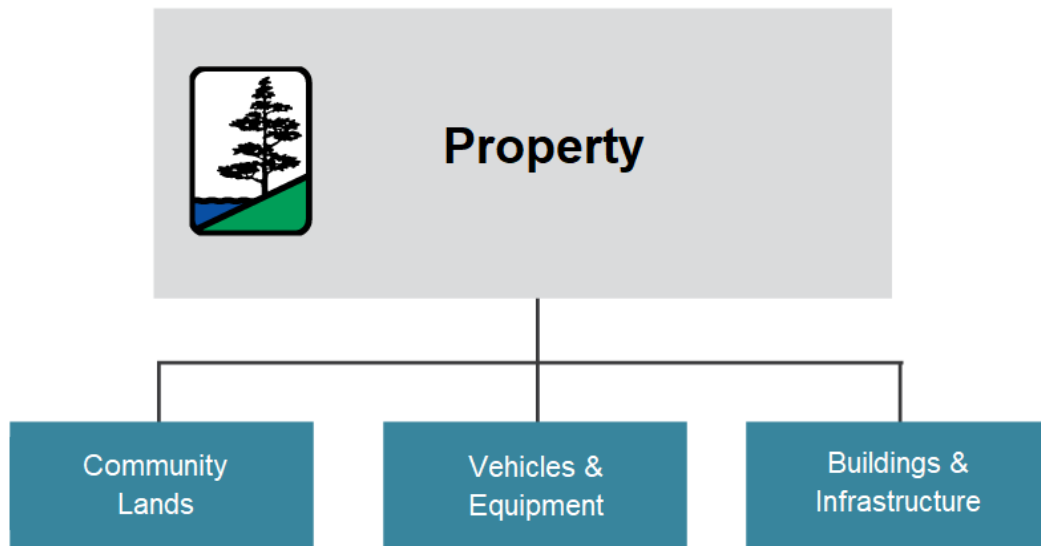
Projects

Federal & Provincial Grant Programs

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	60,000	-	100,000	100,000	Projects beginning in 2021
Contracted Services	90,000	-	100,000	100,000	Projects beginning in 2021
Total Operating Expenses	150,000	-	200,000	200,000	
Revenue:					
Other	150,000	-	200,000	200,000	Projects beginning in 2021
Total Revenue	150,000	-	200,000	200,000	
Net Operating Cost	-	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



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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; hosting of national and local events.
- Promote the natural environment through the properties we own and operate.
- Promote accessibility on the properties we operate.
- Support our member municipalities and residents using our meeting and board rooms.
- 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.



Community Lands

Conservation Areas

Purpose:

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

Expenses:

- Salaries and Benefits: 1.6 FTE, decrease \$16,421: \$149,177
- Equipment and Maintenance: \$2,000
- Contracted Services: (grass cutting, privies, contracted equipment services, accessibility and trail improvements and hazard tree removal) decrease \$8,621: \$68,500
- Utilities: increase \$100: \$500
- Leases and Rentals: decrease \$1,025: \$500
- Supplies and Materials: (signage, waste bins, tree replacement, dock and ramp improvements, seating, gravel, and materials) increase \$8,561: \$38,450
- Capital Expense: (High Falls Conservation Area): decrease \$8,943: \$10,000

Revenue:

- Fees: decrease \$790
- Federal: decrease \$31,370
- Municipal: increase \$11,297: \$32,450
- Other: (grant for St. Albert Park) decrease \$3,080: \$10,700

2021 Deliverables:

- Maintain:
 - 14 parks with 35 kilometers of trails.
 - 11 docks.
- Install new docks in Embrun and St. Albert through municipal partnerships.
- Implement recommendation of Tree Risk Assessments and support tree replacement activities in Conservation Areas.
- Monitor park use to guide future improvements.
- Welcome over 150,000 visitors to the conservation areas from May through October.
- Update Parks Master Plans to guide future management activities in Conservation Areas.
- Open new Conservation Area in the Township of Augusta.



Community Lands

Conservation Areas

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	91,151	165,598	149,177	(16,421)	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	500	-	-	-	
Equipment and Maintenance	3,500	2,000	2,000	-	
Contracted Services	38,350	77,121	68,500	(8,621)	Tree removal
Utilities	-	400	500	100	
Leases and Rentals	-	1,525	500	(1,025)	
Supplies and Materials	29,400	29,889	38,450	8,561	Dock repair
Total Operating Expenses	162,901	276,533	259,127	(17,406)	
Revenue:					
Fees	-	790	-	(790)	
Federal	-	31,370	-	(31,370)	New park at Augusta
Municipal	17,950	21,153	32,450	11,297	Dock repair
Other	36,200	13,780	10,700	(3,080)	Grant for St. Albert park
Total Revenue	54,150	67,093	43,150	(23,943)	
Net Operating Cost	108,751	209,440	215,977	6,537	
Capital					
Capital Expense	15,000	18,943	10,000	(8,943)	New park at Augusta
Overall Net	123,751	228,383	225,977	(2,406)	
Transfer To/(From) Reserve	(15,000)	2,200	2,200	-	
Net Requirement	108,751	230,583	228,177	(2,406)	
Total Depreciation	13,032	13,032	13,032	-	



Community Lands

Lands

Purpose:

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

Expenses:

- Salaries and Benefits: 1.7 FTE, increase \$14,462: \$164,133
- Travel and Training: increase \$1,897: \$6,000
- Equipment and Maintenance: (fencing, equipment and repairs): increase \$825: \$1,500
- Professional Services (appraisals and legal services): \$6,000
- Contracted Services: (property surveys, equipment contractors, invasive species control, drainage) increase \$968: \$10,000
- Supplies and Materials: (signs, gravel, lumber, hardware): increase \$400: \$10,400
- Property Taxes, Drainage Assessment: increase \$9,000: \$70,000
- Grants: increase \$2,700: \$2,700
- Capital Expense: (land acquisition) decrease \$255,250: \$320,883

Revenue:

- Fees: \$11,000
- Municipal: decrease \$194,584: \$320,883
- Other: decrease \$60,666: \$2,000

2021 Deliverables:

- Promote land donation through the Land Trust Program.
- Celebrate through official opening events, three land donations and acquisitions.
- Work with Communications to continue to actively sign our conservation lands.
- Update lease and partner agreements.
- Undertake invasive species and noxious weed control.
- Graffiti vandalism.
- Increase in agricultural and recreational lease income.
- Land acquisition.
- Facilitate operations and access replacing infrastructure as required.



Community Lands

Lands

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	200,112	149,671	164,133	14,462	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	7,500	4,103	6,000	1,897	
Equipment and Maintenance	1,500	675	1,500	825	
Professional Services	15,000	6,000	6,000	-	
Contracted Services	9,000	9,032	10,000	968	
Supplies and Materials	10,400	10,000	10,400	400	
Property taxes, Drainage Assessment	85,400	61,000	70,000	9,000	Anticipated taxes for 2021
Grants	2,700	-	2,700	2,700	Change to project scope
Total Operating Expenses	331,612	240,481	270,733	30,252	
Revenue:					
Fees	8,800	11,000	11,000	-	
Municipal	307,563	515,467	320,883	(194,584)	2019 deferred revenue spent in 2020
Other	2,000	62,666	2,000	(60,666)	Donations in 2020
Total Revenue	318,363	589,133	333,883	(255,250)	
Net Operating Cost	13,249	(348,652)	(63,150)	285,502	
Capital					
Capital Expense	317,563	576,133	320,883	(255,250)	Land acquisition
Overall Net	330,812	227,481	257,733	30,252	
Transfer To/(From) Reserve	(10,000)	-	-	-	
Net Requirement	320,812	227,481	257,733	30,252	
Total Depreciation	11,259	11,259	11,259	-	



Community Lands

SNC Forest

Purpose:

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

Expenses:

- Salaries and Benefits: 1.5 FTE, increase \$3,200: \$140,998
- Travel and Training: increase \$1,114: \$5,300
- Equipment and Maintenance: (forestry equipment) increase \$350: \$1,850
- Professional Fees: \$1,000
- Professional Services: (Forest Stewardship Certification) increase \$554: \$5,500
- Contracted Services: (tree marking, tree planting): increase \$345: \$6,500
- Supplies and Materials: (purchase of trees, tree marking paint) \$3,000

Revenue:

- Fees: (forest timber revenue) increase \$23,680: \$90,000
- Other: Maple Sap Sales: \$2,500
- Grant: increase \$650: \$650

2021 Deliverables:

- Tree marking: 184.3 ha.
- Harvest: 123.1 ha.
- Inventory: 184.3 ha.
- Planning: five harvest plans – 184.3 ha.



Community Lands

SNC Forest

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	207,673	137,798	140,998	3,200	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	6,307	4,186	5,300	1,114	
Equipment and Maintenance	1,850	1,500	1,850	350	
Professional Fees	1,000	1,000	1,000	-	
Professional Services	5,500	4,946	5,500	554	
Contracted Services	10,000	6,155	6,500	345	
Supplies and Materials	11,000	3,000	3,000	-	
Total Operating Expenses	243,330	158,585	164,148	5,563	
Revenue:					
Fees	150,000	66,320	90,000	23,680	Forest timber revenue
Other	-	2,500	2,500	-	
Grant	650	-	650	650	
Total Revenue	150,650	68,820	93,150	24,330	
Net Operating Cost	92,680	89,765	70,998	(18,767)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	92,680	89,765	70,998	(18,767)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	92,680	89,765	70,998	(18,767)	
Total Depreciation	-	-	-	-	



Vehicles & Equipment

Purpose:

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

Expenses:

- Salaries and Benefits: 0.1 FTE: \$9,000
- Insurance: \$5,500
- Vehicles: increase \$8,017: \$60,750
- Capital Expense: increase \$3,318: \$30,000

Revenue:

- Other: increase \$1,000: \$1,000
- Project Recovery: (recovery of vehicle costs through septic program) decrease \$8,710: \$7,700

2021 Deliverables:

- Total vehicles in fleet: 12.



Vehicles & Equipment

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	9,000	9,000	9,000	-	
Insurance	5,500	5,500	5,500	-	
Vehicles	61,250	52,733	60,750	8,017	Parts, service, and fuel
Total Operating Expenses	75,750	67,233	75,250	8,017	
Revenue:					
Other	3,000	-	1,000	1,000	
Project Recovery	7,220	16,410	7,700	(8,710)	Project recovery in 2020
Total Revenue	10,220	16,410	8,700	(7,710)	
Net Operating Cost	65,530	50,823	66,550	15,727	
Capital					
Capital Expense	30,000	26,682	30,000	3,318	Vehicle purchase
Overall Net	95,530	77,505	96,550	19,045	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	95,530	77,505	96,550	19,045	
Total Depreciation	28,868	28,868	28,868	-	

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

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

Expenses:

- Salaries and Benefits: 0.6 FTE, decrease \$329: \$55,213
- Equipment and Maintenance: (office and shop repairs and maintenance, accessibility upgrades, equipment): increase \$900: \$3,000
- Contracted Services: (grass cutting, cleaning services, snow removal, minor repairs and improvements): \$55,000
- Utilities: (electricity, propane, natural gas) increase \$5,800: \$35,000
- Leases and Rentals: decrease \$778: \$6,000
- Supplies and Materials: (cleaning supplies, paint, grounds maintenance supplies, building maintenance supplies, paper products) decrease \$5,000: \$30,000
- Property Taxes, Drainage Assessment: \$725
- Capital Expense: (building repairs and upgrades) decrease \$8,000

Revenue:

- Partners: (office rental): \$1,200

2021 Deliverables:

- Comfortable, safe, and clean office.
- Building repairs and upgrades.
- No planned capital expenses in 2021.



Buildings & Infrastructure

Buildings

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	79,593	55,542	55,213	(329)	Anticipated payroll, staff charge, and recovery in 2021
Equipment and Maintenance	17,000	2,100	3,000	900	
Contracted Services	50,000	55,000	55,000	-	
Utilities	35,000	29,200	35,000	5,800	Anticipated utilities
Leases and Rentals	6,000	6,778	6,000	(778)	
Supplies and Materials	20,000	35,000	30,000	(5,000)	Change in scope
Property taxes, Drainage Assessment	725	725	725	-	
Total Operating Expenses	208,318	184,345	184,938	593	
Revenue:					
Partners	1,200	1,200	1,200	-	
Total Revenue	1,200	1,200	1,200	-	
Net Operating Cost	207,118	183,145	183,738	593	
Capital					
Capital Expense	30,000	8,000	-	(8,000)	Kitchen repairs in 2020
Overall Net	237,118	191,145	183,738	(7,407)	
Transfer To/(From) Reserve	(30,000)	-	-	-	
Net Requirement	207,118	191,145	183,738	(7,407)	
Total Depreciation	47,782	47,782	47,782	-	

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

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

Expenses:

- Salaries and Benefits: 1.0 FTE, decrease \$32,981: \$95,550
- Professional Services: (risk assessments) increase \$2,500: 10,000
- Phone and Internet: increase \$450: \$2,000
- Contracted Services: (general maintenance, complete the 2020-2021 dyke and Chesterville dam projects, 2021-2022 project) increase \$16,310: \$115,100
- Utilities: (electricity, oil): increase \$1,100: \$7,200
- Vehicles: increase \$900: \$1,200
- Supplies and Materials: (filters, hydraulic oil, sign materials, hardware, stop logs) increase \$1,157: \$13,800
- Capital Expense: decrease \$41,701

Revenue:

- Provincial: increase \$24,250: \$86,750
- Federal: decrease \$47,661
- Other: (Enbridge funding; old generator sale): decrease \$8,449: \$4,900

2021 Deliverables:

- Seguinbourg berm annual inspection.
- Chrysler dyke structural inspection.
- Dyke and berm vegetation control.
- Annual dam and weir inspections.
- Chrysler dam maintenance.
- Chesterville dam spring and fall operation.
- Casselman weir concrete assessment or Chesterville dam log-lifter assessment.
- Review and update dam operations manual.



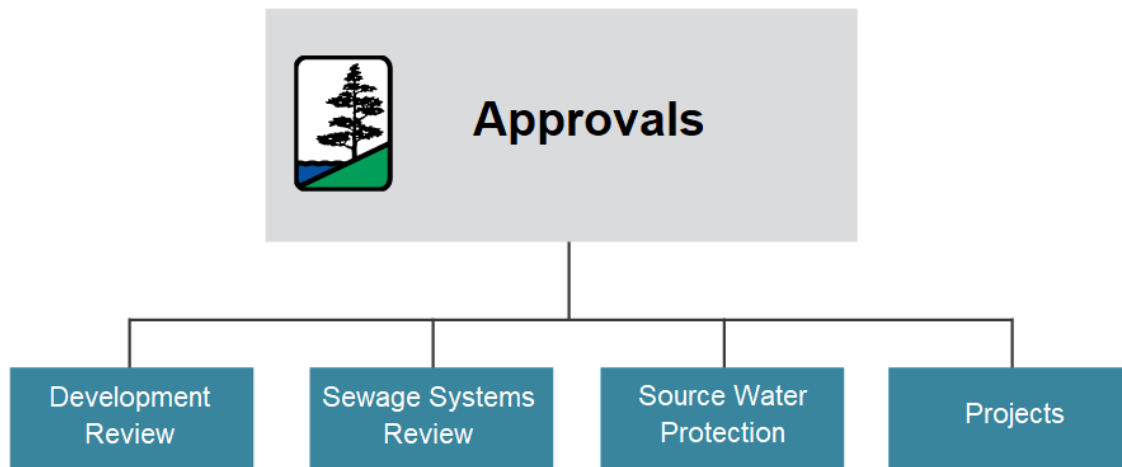
Buildings & Infrastructure

Erosion & Water Control

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	105,636	128,531	95,550	(32,981)	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	2,000	-	-	-	
Professional Services	17,000	7,500	10,000	2,500	Change to project scope
Phone and Internet	-	1,550	2,000	450	
Contracted Services	57,600	98,790	115,100	16,310	2021 projects
Utilities	6,300	6,100	7,200	1,100	
Vehicles	1,000	300	1,200	900	
Supplies and Materials	16,000	12,643	13,800	1,157	
Total Operating Expenses	205,536	255,414	244,850	(10,564)	
Revenue:					
Provincial	69,000	62,500	86,750	24,250	2021 projects
Federal	32,069	47,661	-	(47,661)	Funding ended in 2020
Other	8,000	13,349	4,900	(8,449)	Funding ended in 2020
Total Revenue	109,069	123,510	91,650	(31,860)	
Net Operating Cost	96,467	131,904	153,200	21,296	
Capital					
Capital Expense	55,000	41,701	-	(41,701)	Chesterville dam concrete repair
Overall Net	151,467	173,605	153,200	(20,405)	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	156,467	178,605	158,200	(20,405)	
Total Depreciation	94,578	94,578	94,578	-	



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Approvals

Department Overview

Purpose:

- Protect people and property by supporting resilient development that conforms to environmental and legislative requirements. The Approvals Team implements the *Conservation Authorities Act*, *Clean Water Act*, *Ontario Building Code*, *Provincial Policy Statement*, *Official Plans*, and local bylaws.
- We provide professional opinions, advice/recommendations, and inspection services for land development and construction.
- We review and comment on planning applications including rezoning; severance; subdivision; site plan control
- We approve *Ontario Building Code* and *Conservation Authorities Act* permits.
- We assist municipalities and applicants to plan new development through free pre-consultation meetings and site visits.

Approvals:

- Protect people, municipalities, and businesses from loss of life and property damage through natural hazard review.
- Issue planning comments that are responsive to municipal timelines.
- Conserve, restore, and manage natural resources of the South Nation jurisdiction.
- Minimize or eliminate impacts of development on the environment.
- Protect natural hazards (floodplains, unstable slopes, karst) through technical review services.
- Encourage management and protection of environmentally sensitive areas (shorelines, significant forests, wetlands).
- Ensure development is consistent with Provincial policies.
- Coordinate agencies involved in land and water use to resolve issues.
- Provide watershed data to municipalities.
- Assist municipalities with Source Water Protection and on-site servicing.

Subprograms:

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



Approvals

Development Review

2021 Deliverables:

Regulations:

- Protect people and property from natural hazards in our jurisdiction. We implement our Regulation under Section 28 of the *Conservation Authorities Act*.
 - Property Inquiries: 50
 - Permits: 250
 - Drain Reviews: 40

Planning Reviews:

- Represent the province for natural hazard sections of the Provincial Policy Statement.
- Work with municipalities to comment on natural heritage features, such as significant woodlands, local wetlands, environmentally sensitive areas, fish habitat, and areas of special interest.
- Manage municipal agreements and memorandum of understandings.
 - Severance: 220
 - Subdivision: 20
 - Site Plan: 50
 - Zoning and Minor Variances: 90

Technical Reviews:

- Work with regional and local municipalities to comment on water management and natural hazard challenges for planning applications.
- Facilitate public engagement and collaboration between stakeholders.
- Key areas of expertise: engineering, hydrology, hydrogeology, floodplain, geotechnical review, planning input and review, regulations, data collection, computer modeling, and project design and management.
- Stormwater: 70
- Hydrogeological: 20
- Environmental Impact: 30
- Geotechnical: 10

Expenses:

- Salaries and Benefits: 8.0 FTE, increase \$75,756: \$757,204
- Travel and Training: (professional development training for nine staff members) increase \$2,681: \$9,750
- Professional Fees: \$1,200
- Professional Services: decrease \$500: \$5,000
- Vehicles: (charge for vehicle): \$5,000
- Supplies and Materials: \$1,600

Revenue:

- Fees: \$360,000
- Provincial: \$60,670
- Project Recovery: decrease \$255



Approvals

Development Review

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	734,418	681,448	757,204	75,756	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	14,000	7,069	9,750	2,681	COVID-19 pandemic
Professional Fees	2,500	1,200	1,200	-	
Professional Services	5,000	5,500	5,000	(500)	
Vehicles	5,000	5,000	5,000	-	
Supplies and Materials	1,000	1,600	1,600	-	
Total Operating Expenses	761,918	701,817	779,754	77,937	
Revenue:					
Fees	400,000	360,000	360,000	-	
Provincial	60,670	60,670	60,670	-	
Project Recovery	-	255	-	(255)	
Total Revenue	460,670	420,925	420,670	(255)	
Net Operating Cost	301,248	280,892	359,084	78,192	
Capital					
Capital Expense	-	-	-	-	
Overall Net	301,248	280,892	359,084	78,192	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	306,248	285,892	364,084	78,192	
Total Depreciation	547	547	547	-	



Approvals

Sewage Systems Review

Purpose:

- Issue permits under Part 8 of the *Ontario Building Code* on behalf of 13 local municipalities, 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 partners including municipalities and the Eastern Ontario Health Unit.

Expenses:

- Salaries and Benefits: 3.8 FTE, (Source Water Implementation) increase \$4,178: \$354,918
- Travel and Training: increase \$1,934: \$2,000
- Equipment and Maintenance: increase \$386: \$1,000
- Professional Fees: \$1,000
- Professional Services: \$3,000
- Phone and Internet: \$2,000
- Insurance: \$1,200
- Vehicles: decrease \$8,836: \$16,000
- Supplies and Materials: \$7,000
- Program Support: \$100

Revenue:

- Fees: \$360,000
- Provincial: decrease \$6,661
- Other: decrease \$740: \$9,000

2021 Deliverables:

- Support the Safe Septic maintenance program of the *Ontario Building Code* through Source Water Protection.
- 110 maintenance inspections.
- 370 septic permits.
- 120 severance applications.
- 70 renovation reviews.
- 160 file searches.
- 20 complaints.
- Maintain service agreements with 13 municipalities; evaluate additional business opportunities.



Approvals

Sewage Systems Review

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	338,043	350,740	354,918	4,178	Anticipated reduced recovery in 2021
Travel and Training	4,000	66	2,000	1,934	
Equipment and Maintenance	1,000	614	1,000	386	
Professional Fees	1,000	1,000	1,000	-	
Professional Services	3,000	3,000	3,000	-	
Phone and Internet	2,500	2,000	2,000	-	
Insurance	1,200	1,200	1,200	-	
Vehicles	14,500	24,836	16,000	(8,836)	Internal vehicle transfer
Supplies and Materials	6,500	7,000	7,000	-	
Program Support	500	100	100	-	
Total Operating Expenses	372,243	390,556	388,218	(2,338)	
Revenue:					
Fees	355,000	360,000	360,000	-	
Provincial	-	6,661	-	(6,661)	Provincial Workplace Safety Insurance Board refund
Other	9,000	9,740	9,000	(740)	
Total Revenue	364,000	376,401	369,000	(7,401)	
Net Operating Cost	8,243	14,155	19,218	5,063	
Capital					
Capital Expense	-	-	-	-	
Overall Net	8,243	14,155	19,218	5,063	
Transfer To/(From) Reserve	(8,243)	(14,154)	(19,218)	(5,064)	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



Approvals

Source Water Protection

Purpose:

- The *Clean Water Act*, 2006, protects sources of municipal drinking water. Our work helps municipalities in our Source Protection Region address drinking water issues and implement source protection plans.
- South Nation Conservation and Raisin Region Conservation Authority are partners, creating the Raisin-South Nation Source Protection Region, one of 19 regions across the province.
- Administer the risk management office on behalf of 13 local municipalities through contracts.
- Collect and analyze water quantity and quality data to establish source protection area trends and update water budget.
- Maintain South Nation Water Integration System.

Expenses:

- Salaries and Benefits: 1.4 FTE, increase \$16,612: \$130,397
- Travel and Training: (program travel and workshops) increase \$1,000: \$1,000
- Equipment and Maintenance: (water integration system license and weather raster improvements) increase \$2,679: \$14,500
- Professional Services: (daily forecasting tool update and water integration system portal) \$6,000
- Phone and Internet: (weather and gauges connection) \$2,000
- Contracted Services: decrease \$1,443: \$1,839
- Leases and Rentals: (office space) decrease \$812: \$10,422
- Supplies and Materials decrease \$585
- Program Support: decrease \$150: \$150

- Capital Expense: (monitoring station) increase \$1,400: \$21,000

Revenue:

- Fees: \$250
- Provincial: decrease \$6,593: \$93,247
- Federal: decrease \$10,390
- Municipal: decrease \$395
- Grant: (monitoring station) decrease \$1,500: \$8,000

2021 Deliverables:

- Manage risk management delivery agreements with 13 municipalities.
- Assist in policy review and implementation of the Source Protection Plan.
- Work with neighboring Conservation Authority's to ensure consistent service delivery of program.
- Prepare risk management plans and issue Section 59 notices.
- Monitor water levels and weather daily, sample water quality monthly.
- Maintain and enhance the monitoring equipment and network.
- Maintain and enhance the Water Integration System.
- Deliver interactive water level conditions and flow charts on the SNC website.
- Deliver interactive mapping service for residents during emergency services.
- Continue working with member municipalities and partners to address water level concerns.



Approvals

Source Water Protection

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	114,590	113,785	130,397	16,612	Change to project scope
Travel and Training	3,000	-	1,000	1,000	
Equipment and Maintenance	11,100	11,821	14,500	2,679	Change to project scope
Professional Services	-	6,000	6,000	-	
Phone and Internet	3,000	2,000	2,000	-	
Contracted Services	1,500	3,282	1,839	(1,443)	
Leases and Rentals	7,837	11,234	10,422	(812)	
Supplies and Materials	-	585	-	(585)	
Program Support	100	300	150	(150)	
Total Operating Expenses	141,127	149,007	166,308	17,301	
Revenue:					
Fees	1,500	250	250	-	
Provincial	70,824	99,840	93,247	(6,593)	Change to project scope
Federal	-	10,390	-	(10,390)	Grant (watershed model)
Municipal	-	395	-	(395)	
Grant	8,000	9,500	8,000	(1,500)	
Total Revenue	80,324	120,375	101,497	(18,878)	
Net Operating Cost	60,803	28,632	64,811	36,179	
Capital					
Capital Expense	8,000	19,600	21,000	1,400	
Overall Net	68,803	48,232	85,811	37,579	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	68,803	48,232	85,811	37,579	
Total Depreciation	-	-	-	-	



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Approvals

Projects

Purpose:

- Complete projects that assist the Authority (and member municipalities) to consider liability, safely approve development, enhance the understanding, and or experience of the watershed.

Projects:

- City of Ottawa - Floodplain Mapping
- United Counties of Prescott-Russell - Floodplain Mapping
- St. Lawrence River - Hazard Mapping
- Natural Hazard Mapping Updates
- Imagery Acquisition (LiDAR)
- Casselman to Lemieux
- Planning Study
- Subwatershed Studies

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

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

Expenses:

- Salaries and Benefits: 0.8 FTE, decrease \$43,855: \$77,724
- Contracted Services: decrease \$18,134
- Supplies and Materials: (open house expenses) decrease \$3,721

Revenue:

- Federal: (National Disaster Mitigation Program) decrease \$61,265
- Municipal: (City of Ottawa) decrease \$6,276: \$38,862

2021 Deliverables:

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



Projects

City of Ottawa - Floodplain Mapping

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	124,442	121,579	77,724	(43,855)	Anticipated payroll, staff charge, and recovery in 2021
Contracted Services	20,500	18,134	-	(18,134)	Change to project scope
Supplies and Materials	6,000	3,721	-	(3,721)	Change to project scope
Total Operating Expenses	150,942	143,434	77,724	(65,710)	
Revenue:					
Federal	64,783	61,265	-	(61,265)	Change to project scope
Municipal	34,482	45,138	38,862	(6,276)	Change to project scope
Total Revenue	99,265	106,403	38,862	(67,541)	
Net Operating Cost	51,677	37,031	38,862	1,831	
Capital					
Capital Expense	-	-	-	-	
Overall Net	51,677	37,031	38,862	1,831	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	51,677	37,031	38,862	1,831	
Total Depreciation	-	-	-	-	



Projects

United Counties of Prescott–Russell - Floodplain Mapping

Purpose:

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

2021 Deliverables:

- Grants submission to update the Ottawa River floodplain mapping along United Counties of Prescott-Russell shoreline.

Expenses:

- Salaries and Benefits: 0 FTE, decrease \$54,649
- Professional Service: decrease \$7,192
- Contracted Services: increase \$23,822: \$25,000
- Supplies and Materials: (open house expenses) decrease \$310

Revenue:

- Federal: (National Disaster Mitigation Program) decrease \$28,128
- Municipal: (United Counties of Prescott-Russell) decrease \$19,875
- Grant (Eastern Ontario Water Resources Program): increase \$11,476: \$25,000



Projects

United Counties of Prescott–Russell - Floodplain Mapping

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	32,918	54,649	-	(54,649)	Anticipated payroll, staff charge, and recovery in 2021
Professional Services	-	7,192	-	(7,192)	Change to project scope
Contracted Services	-	1,178	25,000	23,822	Change to project scope
Supplies and Materials	2,000	310	-	(310)	
Total Operating Expenses	34,918	63,329	25,000	(38,329)	
Revenue:					
Federal	17,458	28,128	-	(28,128)	Change to project scope
Municipal	8,395	19,875	-	(19,875)	Change to project scope
Grant	8,395	13,524	25,000	11,476	Change to project scope
Total Revenue	34,248	61,527	25,000	(36,527)	
Net Operating Cost	670	1,802	-	(1,802)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	670	1,802	-	(1,802)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	670	1,802	-	(1,802)	
Total Depreciation	-	-	-	-	



Projects

St. Lawrence River - Hazard Mapping

Purpose:

- Provide professional services to delineate and update the 100-year St. Lawrence River flood line, as per the St Lawrence River Flood Levels Study, prepared by Environment Canada and dated July 1993.
- Public Safety Canada awarded 50% of the cost of this project under the National Disaster Mitigation Program. Contract ended March 31, 2020.
- Matching funds and in-kind support provided by: United Counties of Leeds and Grenville; United Counties of Stormont Dundas and Glengarry; Town of Prescott; Township of Edwardsburgh/Cardinal; Township of Augusta; Municipality of South Dundas; Township of South Stormont; Ministry of Natural Resources and Forestry; Ontario Power Generation, Raisin River Conservation Authority; Parks of the St. Lawrence; and South Nation Conservation.

Expenses:

- No expenses budgeted in 2021.

Revenue:

- No revenue budgeted in 2021.



Projects

St. Lawrence River - Hazard Mapping

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	-	2,498	-	(2,498)	Project ended in 2020
Equipment and Maintenance	-	1,462	-	(1,462)	
Total Operating Expenses	-	3,960	-	(3,960)	
Revenue:					
Federal	-	2,164	-	(2,164)	
Municipal	-	1,458	-	(1,458)	
Other	-	338	-	(338)	
Total Revenue	-	3,960	-	(3,960)	
Net Operating Cost	-	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	



Projects

Natural Hazards Mapping Updates

Purpose:

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

Expenses:

- Salaries and Benefits: 0.4 FTE, increase \$25,000: \$35,000

Revenue:

- No revenue budgeted in 2021.

2021 Deliverables:

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



Projects

Natural Hazards Mapping Updates

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	35,000	10,000	35,000	25,000	Anticipated payroll, staff charge, and recovery in 2021
Total Operating Expenses	35,000	10,000	35,000	25,000	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	35,000	10,000	35,000	25,000	
Capital					
Capital Expense	-	-	-	-	
Overall Net	35,000	10,000	35,000	25,000	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	35,000	10,000	35,000	25,000	
Total Depreciation	-	-	-	-	



Projects

Imagery Acquisition (LiDAR)

Purpose:

- To develop partnerships to acquire imagery (LiDAR) topography.
- United Counties of Prescott and Russell have confirmed \$50,000 funding for 2021.
- SNC meeting with United Counties of Stormont, Dundas and Glengarry and United Counties of Leeds and Grenville to seek funding to acquire LiDAR in their areas.
- Final project deliverables will be scaled to confirmed partner contributions

Expenses:

- Salaries and Benefits: 0.5 FTE, increase \$50,000: \$50,000
- Contracted Services: increase \$200,000: \$200,000

Revenue:

- Municipal: increase \$175,000: \$175,000

2021 Deliverables:

- Partnership with SNC municipalities, counties, and neighboring Conservation Authorities.
- Imagery (LiDAR) coverage for the entire SNC jurisdiction.



Projects

Imagery Acquisition (LiDAR)

Description	Actuals 2020	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:						
Salaries and Benefits	-	-	-	50,000	50,000	
Contracted Services	-	-	-	200,000	200,000	Projects beginning in 2021
Total Operating Expenses	-	-	-	250,000	250,000	
Revenue:						
Municipal	-	-	-	175,000	175,000	Projects beginning in 2021
Total Revenue	-	-	-	175,000	175,000	
Net Operating Cost	-	-	-	75,000	75,000	
Capital						
Capital Expense	-	-	-	-	-	
Overall Net	-	-	-	75,000	75,000	
Transfer To/(From) Reserve	-	-	-	-	-	
Net Requirement	-	-	-	75,000	75,000	
Total Depreciation	-	-	-	-	-	

**Projects****Casselman to Lemieux****Purpose:**

- Assist the Authority and municipalities to manage risk and effectively engage with residents in the Casselman to Lemieux potential retrogressive landslide zone.

Expenses:

- Salaries and Benefits: 0.1 FTE, decrease \$31,240: \$5,000
- Professional Services: decrease \$4,568
- Capital Expense: increase \$76,800: \$135,000

Revenue:

- Federal: (National Disaster Mitigation Program) decrease \$18,318
- Municipal: decrease \$9,126

2021 Deliverables:

- Major update project completed in 2020.
- Staff continue to work on emergency plans and complete communications with residents.
- Work with municipality to assess risk and identify structures and residences within project area.
- Work with landowners to negotiate property transfer on a willing buyer – willing seller basis.
- Review municipal planning documents for consistency with SNC regulations.
- Work with residents to communicate project and associated risks.



Projects

Casselman to Lemieux

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	29,047	36,240	5,000	(31,240)	Anticipated payroll, staff charge, and recovery in 2021
Professional Services	-	4,568	-	(4,568)	Project ended in 2020
Total Operating Expenses	29,047	40,808	5,000	(35,808)	
Revenue:					
Federal	15,361	18,318	-	(18,318)	Project ended in 2020
Municipal	8,379	9,126	-	(9,126)	Project ended in 2020
Total Revenue	23,740	27,444	-	(27,444)	
Net Operating Cost	5,307	13,364	5,000	(8,364)	
Capital					
Capital Expense	-	58,200	135,000	76,800	Infrastructure access
Overall Net	5,307	71,564	140,000	68,436	
Transfer To/(From) Reserve	25,000	(33,200)	(135,000)	(101,800)	Infrastructure access
Net Requirement	30,307	38,364	5,000	(33,364)	
Total Depreciation	-	-	-	-	



Projects

Planning Study

Purpose:

- Manage and deliver a detailed review of the Natural Heritage Systems and policies for two Counties within the watershed.
- Define natural linkages within and between the two Counties.
- Project includes practical, locally focused review of policies that support and protect natural systems, hazards, watersheds, water resources and rare species habitat.

Expenses:

- Salaries and Benefits: 0.2 FTE, decrease \$52,927: \$16,553
- Travel and Training: decrease \$957
- Professional Services: increase \$180: \$5,280
- Contracted Services: decrease \$3,740
- Supplies and Materials: decrease \$1,212
- Program Support: decrease \$6,598

Revenue:

- Municipal: decrease \$56,854: \$21,833

2021 Deliverables:

- A final Natural Heritage Study report, including a technical appendix.
- Official Plan amendments to update environmental policy and schedules.



Projects

Planning Study

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	83,272	69,480	16,553	(52,927)	Project ending in 2021
Travel and Training	957	957	-	(957)	
Professional Services	10,351	5,100	5,280	180	
Contracted Services	1,100	3,740	-	(3,740)	Project ending in 2021
Supplies and Materials	1,320	1,212	-	(1,212)	
Program Support	9,238	6,598	-	(6,598)	Project ending in 2021
Total Operating Expenses	106,238	87,087	21,833	(65,254)	
Revenue:					
Municipal	97,838	78,687	21,833	(56,854)	Project ending in 2021
Total Revenue	97,838	78,687	21,833	(56,854)	
Net Operating Cost	8,400	8,400	-	(8,400)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	8,400	8,400	-	(8,400)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	8,400	8,400	-	(8,400)	
Total Depreciation	-	-	-	-	



Projects

Subwatershed Studies

Purpose:

- Provide professional services to complete subwatershed studies that allow the Authority and municipalities to effectively review development applications and enhance stewardship of the watershed.

2021 Deliverables:

- Continue the South Bear Brook catchment study.
- Develop partnership to complete a subwatershed plan.

Expenses:

- Salaries and Benefits: 0.7 FTE, increase \$13,156: \$65,656
- Contracted Services: (laboratory analysis of water samples) increase \$727: \$5,507

Revenue:

- Municipal: increase \$4,220: \$4,220
- Other: increase \$37,000: \$37,000
- Grant: (Eastern Ontario Water Resources Program) decrease \$7,631: \$25,068



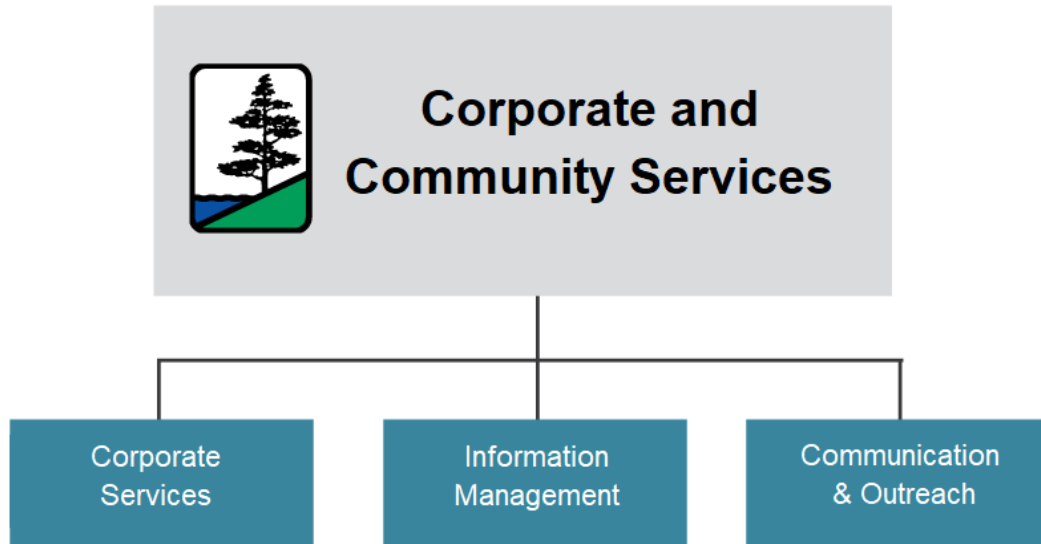
Projects

Subwatershed Studies

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	52,000	52,500	65,656	13,156	Anticipated payroll, staff charge, and recovery in 2021
Professional Services	5,000	4,780	5,507	727	
Total Operating Expenses	57,000	57,280	71,163	13,883	
Revenue:					
Municipal	-	-	4,220	4,220	Change to project scope
Other	37,000	-	37,000	37,000	External funding
Grant	20,000	32,699	25,068	(7,631)	Change to project scope
Total Revenue	57,000	32,699	66,288	33,589	
Net Operating Cost	-	24,581	4,875	(19,706)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	24,581	4,875	(19,706)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	24,581	4,875	(19,706)	
Total Depreciation	-	-	-	-	



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Corporate and Community Services

Department Overview

Corporate Services:

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

Information Management:

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

Communications & Outreach:

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



Corporate Services

Purpose:

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

Subprograms:

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



Corporate Services

Governance

Purpose:

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

Expenses:

- Salaries and Benefits: 1.8 FTE, increase \$12,518: \$171,773
- Board and Committee: (meeting and mileage allowance) increase \$2,906: \$29,000
- Travel and Training: (board travel) increase \$5,434: \$6,250
- Phone and Internet: \$500
- Insurance: (directors' and officers' liability) increase: \$500: \$4,500

Revenue:

- No revenue budgeted in 2020.

2021 Deliverables:

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



Corporate Services

Governance

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	174,225	159,255	171,773	12,518	Anticipated payroll, staff charge, and recovery in 2021
Board	54,000	26,094	29,000	2,906	Member attendance at meetings
Travel and Training	15,000	816	6,250	5,434	COVID-19 pandemic
Phone and Internet	1,000	500	500	-	
Insurance	2,200	4,000	4,500	500	
Total Operating Expenses	246,425	190,665	212,023	21,358	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	246,425	190,665	212,023	21,358	
Capital					
Capital Expense	-	-	-	-	
Overall Net	246,425	190,665	212,023	21,358	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	246,425	190,665	212,023	21,358	
Total Depreciation	-	-	-	-	



Corporate Services

Administration

Purpose:

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

Expenses:

- Salaries and Benefits: 5.6 FTE, increase \$69,738: \$533,347
- Committee: (Joint Occupational Health and Safety) increase \$82: \$900
- Travel and Training: (six staff including the general manager) increase \$4,554: \$24,850
- Equipment and Maintenance: (printer and office equipment): \$1,500
- Professional Services: (legal and human resources): increase \$20,000: \$45,000
- Phone and Internet: increase \$1,500: \$28,000
- Contracted Services: increase \$4,300: \$9,600
- Insurance: (general liability and property) increase \$11,972: \$91,500
- Leases and Rentals: increase \$90: \$700
- Supplies and Materials: (office supplies and stationery): increase \$13,600: \$46,500
- Program Support: (postage, and bank fees): increase \$233: \$6,400
- Grants: (Conservation Ontario Levy) decrease \$327: \$35,182
- Capital Expense: decrease \$6,509

Revenue:

- Federal: (employment subsidy programs) decrease \$33,675: \$44,525
- Other: \$2,000
- Project Recovery: decrease \$335: \$4,291

2021 Deliverables:

- Customer service:
 - 13,000 inbound phone calls.
 - 6,000 general emails.
- Provide information and support regarding Administrative, Personnel, Purchasing, Health and Safety, and Technical Policies.
- Support for over 46 staff, 6 students and co-op/interns.
- Materials and supplies management.
- Apply for funding to offset student salary.
- Manage office materials and supplies.



Corporate Services

Administration

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	529,592	463,609	533,347	69,738	Anticipated payroll, staff charge, and recovery in 2021
Committee	900	818	900	82	
Travel and Training	32,800	20,296	24,850	4,554	COVID-19 pandemic
Equipment and Maintenance	1,500	1,500	1,500	-	
Professional Services	45,000	25,000	45,000	20,000	Anticipated consulting services
Phone and Internet	23,200	26,500	28,000	1,500	
Contracted Services	500	5,300	9,600	4,300	COVID-19 pandemic
Insurance	82,000	79,528	91,500	11,972	Anticipated insurance adjustments
Leases and Rentals	700	610	700	90	
Supplies and Materials	27,000	32,900	46,500	13,600	Purchase of personal protective equipment
Program Support	4,200	6,167	6,400	233	
Grants	37,000	35,509	35,182	(327)	
Total Operating Expenses	784,392	697,737	823,479	125,742	
Revenue:					
Federal	25,000	78,200	44,525	(33,675)	Federal COVID relief in 2020
Other	5,000	2,000	2,000	-	
Project Recovery	2,937	4,626	4,291	(335)	
Total Revenue	32,937	84,826	50,816	(34,010)	
Net Operating Cost	751,455	612,911	772,663	159,752	
Capital					
Capital Expense	-	6,509	-	(6,509)	Furniture
Overall Net	751,455	619,420	772,663	153,243	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	751,455	619,420	772,663	153,243	
Total Depreciation	65	65	65	-	

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

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

Expenses:

- Salaries and Benefits: 1.8 FTE, decrease \$83,262: \$168,391
- Travel and Training: increase \$1,550: \$3,000
- Professional Services: (audit): \$25,000
- Program Support: decrease \$1,600: \$9,800

Revenue:

- Fees: \$44,615
- Municipal: \$13,247
- Project Recovery: decrease \$477: \$6,131

2021 Deliverables:

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



Corporate Services

Financial Management & Reporting

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	251,644	251,653	168,391	(83,262)	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	7,000	1,450	3,000	1,550	
Professional Services	27,500	25,000	25,000	-	
Program Support	7,500	11,400	9,800	(1,600)	
Total Operating Expenses	293,644	289,503	206,191	(83,312)	
Revenue:					
Fees	72,000	44,615	44,615	-	
Municipal	13,150	13,247	13,247	-	
Project Recovery	4,900	6,608	6,131	(477)	
Total Revenue	90,050	64,470	63,993	(477)	
Net Operating Cost	203,594	225,033	142,198	(82,835)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	203,594	225,033	142,198	(82,835)	
Transfer To/(From) Reserve	54,550	29,400	29,400	-	
Net Requirement	258,144	254,433	171,598	(82,835)	
Total Depreciation	-	-	-	-	



Corporate Services

Information Management

Purpose:

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

Expenses:

- Salaries and Benefits: 0.4 FTE, increase \$15,000: \$35,000
- Equipment and Maintenance: (computer and network repairs and maintenance, software licenses) increase \$3,000: \$39,000
- Phone and Internet: \$12,000
- Contracted Services: (network and helpdesk support, file management and digitization, service fees for cloud, ESRI (Geographical Information System software); Human Resources Management System (payroll and time solution), extras on Information Technology contract): increase \$17,200: \$106,700
- Supplies and Materials: (printing, IT accessories decrease \$500: \$3,500
- Capital Expense: (replace aged computers) increase \$3,079: \$25,000

Revenue:

- Other: decrease \$1,770
- Project Recovery: decrease \$1,982: \$1,300

2021 Deliverables:

- Backup and store approximately 1.7 million files.
- Process and store approximately 400,000 emails annually
- Develop file and data management software.
- Replace 12 to 15 aged computers.
- Digitize corporate files.
- Support collaboration through Microsoft Teams:
 - 220 online meetings per month
 - 2,200 phone calls per month
 - 170 hours of screen share time per month
 - 830 hours of video calls per month



Corporate Services

Information Management

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	35,000	20,000	35,000	15,000	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	1,900	-	-	-	
Equipment and Maintenance	37,000	36,000	39,000	3,000	Change in project scope
Phone and Internet	12,000	12,000	12,000	-	
Contracted Services	102,700	89,500	106,700	17,200	Change in project scope
Supplies and Materials	3,500	4,000	3,500	(500)	
Total Operating Expenses	192,100	161,500	196,200	34,700	
Revenue:					
Other	-	1,770	-	(1,770)	
Project Recovery	-	3,282	1,300	(1,982)	
Total Revenue	-	5,052	1,300	(3,752)	
Net Operating Cost	192,100	156,448	194,900	38,452	
Capital					
Capital Expense	25,000	21,921	25,000	3,079	Funds reallocated within project
Overall Net	217,100	178,369	219,900	41,531	
Transfer To/(From) Reserve	(30,000)	-	-	-	Digitization of Files
Net Requirement	187,100	178,369	219,900	41,531	
Total Depreciation	64,412	64,412	64,412	-	



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Communications & Outreach

Department Overview

Purpose:

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

Subprograms:

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



Communications & Outreach

Corporate Communications

Purpose:

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

Expenses:

- Salaries and Benefits: 2.0 FTE, decrease \$11,115: \$187,091
- Committee: (four standing committee meetings and expenses) increase \$2,845: \$18,500
- Travel and Training: (travel and professional development for four staff) increase \$1,911: \$6,000
- Contracted Services: (corporate product services and contractors) increase \$2,000: \$3,000
- Supplies and Materials: (business cards, name tags, name plates and SNC promotional items): \$6,000
- Program Support: (SNC memberships to professional organizations and subscriptions for magazines, journals and newspapers, gifts and in memoriam donations on behalf of SNC) increase \$1,000: \$26,500

Revenues:

- Other: (sale of SNC clothing) increase \$2,500: \$2,750

2021 Deliverables:

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



Communications & Outreach

Corporate Communications

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	224,873	198,206	187,091	(11,115)	Anticipated payroll, staff charge, and recovery in 2021
Committee	25,500	15,655	18,500	2,845	COVID-19 pandemic
Travel and Training	8,000	4,089	6,000	1,911	
Contracted Services	4,000	1,000	3,000	2,000	
Supplies and Materials	8,000	6,000	6,000	-	
Program Support	26,500	25,500	26,500	1,000	
Total Operating Expenses	296,873	250,450	247,091	(3,359)	
Revenue:					
Other	2,000	250	2,750	2,500	COVID-19 pandemic
Total Revenue	2,000	250	2,750	2,500	
Net Operating Cost	294,873	250,200	244,341	(5,859)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	294,873	250,200	244,341	(5,859)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	294,873	250,200	244,341	(5,859)	
Total Depreciation	-	-	-	-	



Communication & Outreach

Education & Events

Purpose:

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

Expenses:

- Salaries and Benefits: 0.3 FTE, increase \$23,160: \$24,930
- Travel and Training: (parking and mileage to/from fairs, event registration, outreach program support) increase \$1,856: \$2,500
- Contracted Services: (SNC Youth Hunt delivered by Delta Waterfowl, Maple Syrup Education Program and property work, staff support for geocaching program) increase \$284: \$4,000
- Supplies and Materials: (geocaching, Fish Camp, SNC info displays, Stream of Dreams Education Program, and Maple Syrup Education Program) increase \$6,617: \$9,750
- Program Support: increase \$1,215: \$2,000

Revenues:

- Fees: (SNC Annual Tour, Maple Syrup and Stream of Dreams Education Programs) increase \$11,688: \$17,180
- Provincial: (High School Certification Program) increase \$5,000: \$5,000
- Other: (revenue carried forward from donation: Fish Camp, geocaching events, Youth Hunt Camp, SNC golf tournament) increase \$11,148: \$11,864
- Grant: increase \$2,050: \$2,050

2021 Deliverables:

- Deliver maple syrup education program and loan out education kits.
- Deliver watershed adventure programming to 150 youth.
- Deliver five Youth Fish Camps (80 youth).
- Support Healthy Hikes in Conservation Areas.
- Support canoe and kayak events on the South Nation, St. Lawrence and Ottawa Rivers.
- Support SNC and Delta Youth Hunt.
- Deliver one geocaching event.
- Coordinate open houses for floodplain mapping and partnerships projects.
- Coordinate community tree planting events.
- Coordinate high school stewardship certification training events.
- Host and coordinate photo opportunities and media events.
- Deliver the Stream of Dreams Education Program at four schools.



Communication & Outreach

Education & Events

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	16,350	1,770	24,930	23,160	Anticipated payroll, staff charge, and recovery in 2021
Travel and Training	4,000	644	2,500	1,856	
Contracted Services	3,750	3,716	4,000	284	
Utilities	500	-	-	-	
Supplies and Materials	11,550	3,133	9,750	6,617	COVID-19 pandemic
Program Support	3,000	785	2,000	1,215	
Total Operating Expenses	39,150	10,048	43,180	33,132	
Revenue:					
Fees	17,100	5,492	17,180	11,688	COVID-19 pandemic
Provincial	5,000	-	5,000	5,000	COVID-19 pandemic
Other	8,150	716	11,864	11,148	COVID-19 pandemic
Grant	2,050	-	2,050	2,050	
Total Revenue	32,300	6,208	36,094	29,886	
Net Operating Cost	6,850	3,840	7,086	3,246	
Capital					
Capital Expense	-	-	-	-	
Overall Net	6,850	3,840	7,086	3,246	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	6,850	3,840	7,086	3,246	
Total Depreciation	-	-	-	-	



Communications & Outreach

Partnership Development

Purpose:

- SNC awards grants to community groups to support events and projects throughout the SNC jurisdiction. These grants provide high profile for SNC at a low cost and encourage the use of our watercourses for recreation while supporting various environmental initiatives. The communications team also actively seeks funding partnerships, liaises with existing partner organizations, and provides support to SNC teams in developing and submitting funding applications.

Expenses:

- Travel and Training: (mileage and expenses for meetings with partners and potential funders) increase \$2,100: \$2,500
- Contracted Services: increase \$8,000: \$8,000
- Supplies and Materials: (signage and supplies for delivery of community grants) increase \$1,200: \$1,200
- Grants: (Board of Director Grants, and Community Environmental Grants): \$10,000

Revenues:

- Fees: decrease \$6,479
- Other: (donation to support Community Environmental Grants, revenue from the SNC golf tournament): increase \$8,206: \$9,000

2021 Deliverables:

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



Communications & Outreach

Partnership Development

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Travel and Training	2,500	400	2,500	2,100	
Contracted Services	8,000	-	8,000	8,000	COVID-19 pandemic
Supplies and Materials	1,200	-	1,200	1,200	
Grants	10,000	10,000	10,000	-	
Total Operating Expenses	21,700	10,400	21,700	11,300	
Revenue:					
Fees	-	6,479	-	(6,479)	SNC online art auction
Other	9,000	794	9,000	8,206	COVID-19 pandemic
Total Revenue	9,000	7,273	9,000	1,727	
Net Operating Cost	12,700	3,127	12,700	9,573	
Capital					
Capital Expense	-	-	-	-	
Overall Net	12,700	3,127	12,700	9,573	
Transfer To/(From) Reserve	-	6,479	-	(6,479)	SNC online art auction
Net Requirement	12,700	9,606	12,700	3,094	
Total Depreciation	-	-	-	-	



Communications & Outreach

Media & Communications Products

Purpose:

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

Expenses:

- Salaries and Benefits: 0 FTE, decrease \$921
- Contracted Services: (graphic design for communication products, promotional videos, maintenance, and upgrades to SNC website, and press releases): increase \$7,400: \$15,000
- Supplies and Materials: (communication materials and non-capital signage): \$2,000
- Program Support: increase \$500: \$20,000

Revenues:

- Other: (sale of SNC books and Healthy Home Guidebooks) decrease: \$921: \$50

2021 Deliverables:

- Issue 50 press releases.
- Email 12 SNC monthly updates (The SNC Current)
- Purchase paid advertisements to promote SNC programs and services.
- Provide graphic design and printing:
 - communication materials.
 - products for media events.
 - updates to program resources: fact sheets and postcards.
 - 1 subwatershed report card.
 - 1 annual report.
 - 16 municipal work plans.
 - Various SNC reports.
- Maintain and improve SNC's English and French websites.
- Maintain and increase followers on SNC's five social media outlets.
- Design approximately 10-15 replacement and new signs.
- Facilitate translation of approximately 300 documents.



Communications & Outreach

Media & Communications Products

Description	Budget 2020	Forecast 2020	Draft Budget 2021	Increase/ (Decrease) 2021	Reason For Change
Operating Expenses:					
Salaries and Benefits	-	921	-	(921)	Anticipated payroll, staff charge, and recovery in 2021
Contracted Services	17,000	7,600	15,000	7,400	COVID-19 pandemic
Supplies and Materials	4,000	2,000	2,000	-	
Program Support	23,000	19,500	20,000	500	
Total Operating Expenses	44,000	30,021	37,000	6,979	
Revenue:					
Other	500	971	50	(921)	
Total Revenue	500	971	50	(921)	
Net Operating Cost	43,500	29,050	36,950	7,900	
Capital					
Capital Expense	-	-	-	-	
Overall Net	43,500	29,050	36,950	7,900	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	43,500	29,050	36,950	7,900	
Total Depreciation	-	-	-	-	



SOUTH NATION
CONSERVATION
DE LA NATION SUD