

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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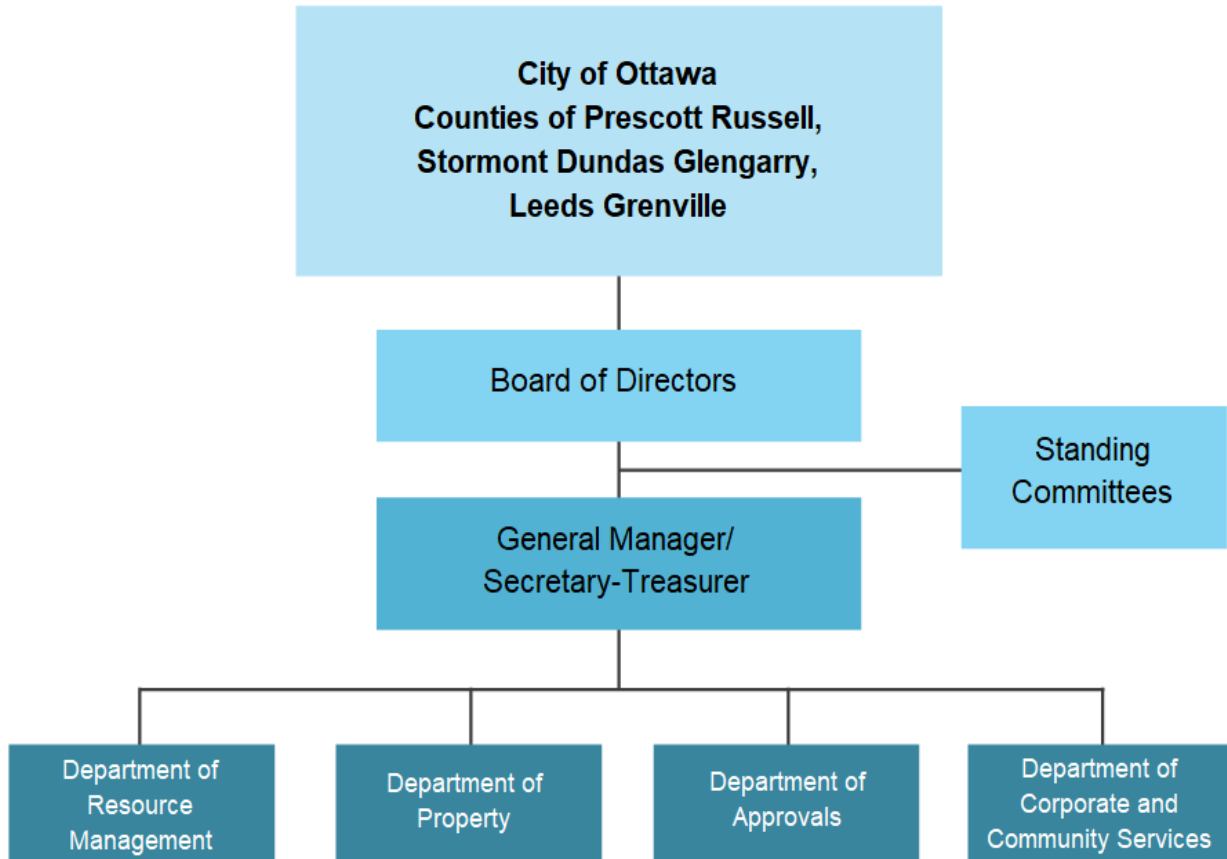
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**Budget Summary**

| 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 |

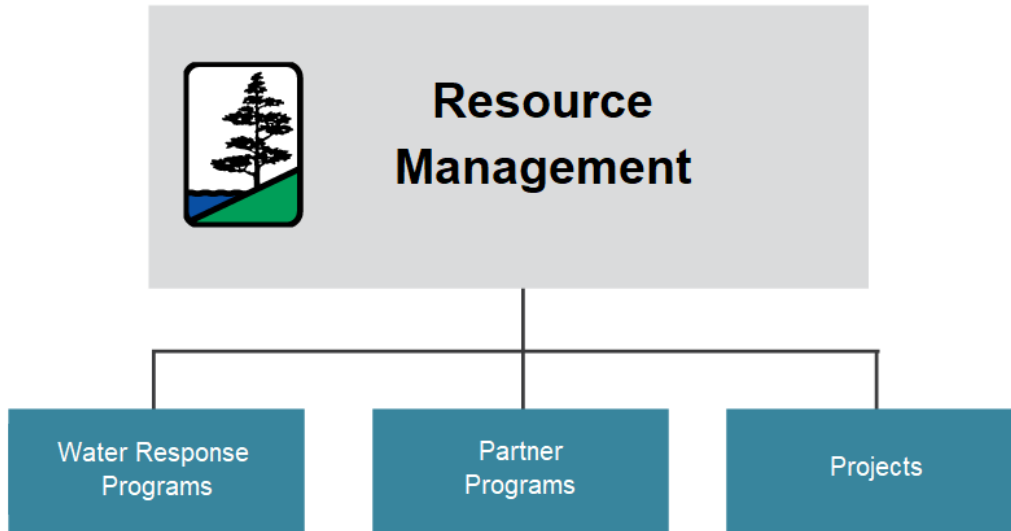
MISCELLANEOUS

| | | |
|--|------------------|----------------|
| 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



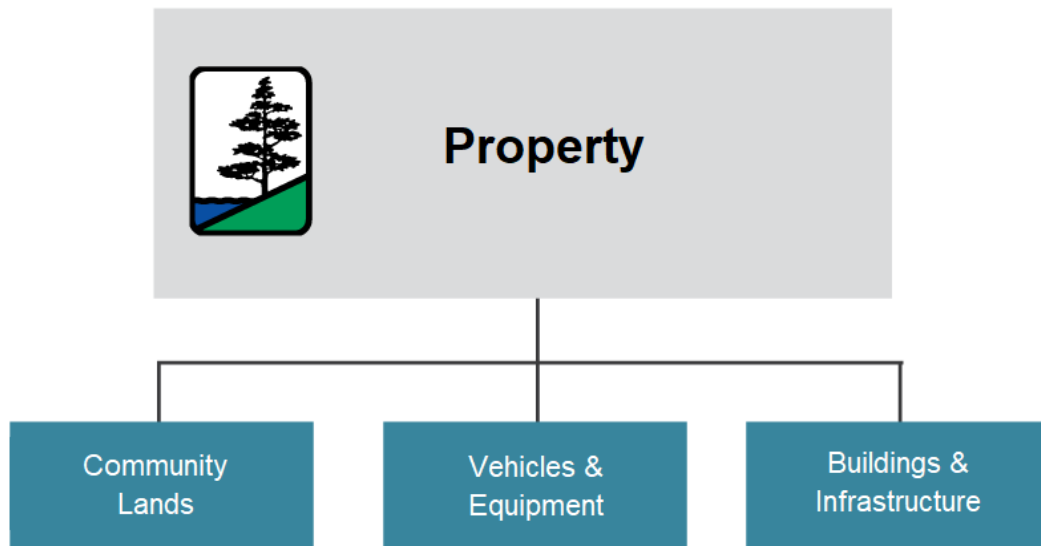
Projects

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.



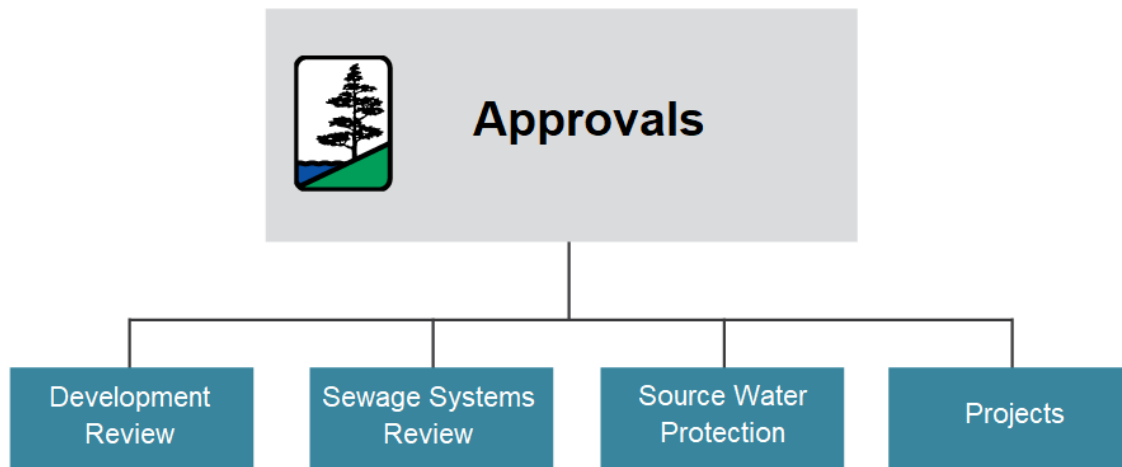
Buildings & Infrastructure

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.

2021 Deliverables:

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

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



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



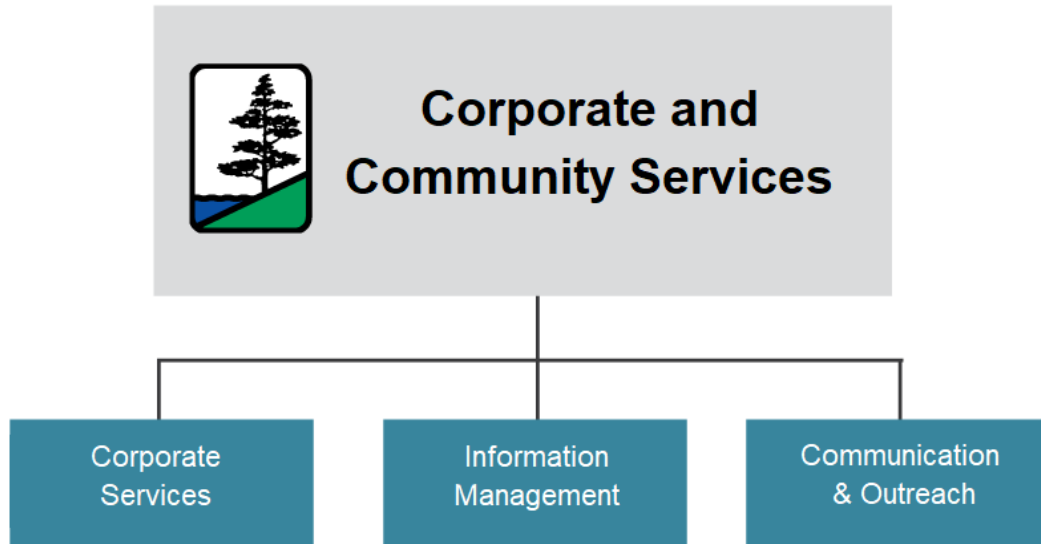
Projects

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