

Our Local Environment, We're in it Together.



Appendix A BUDGET 2023





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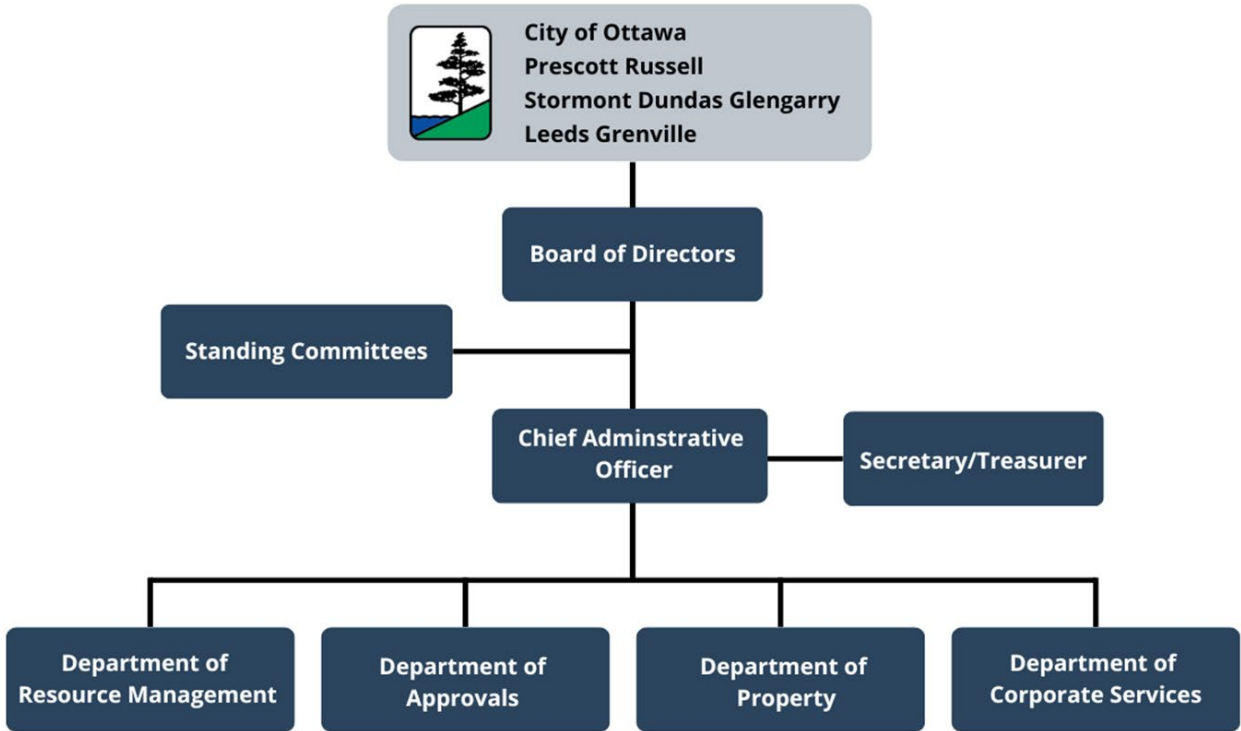
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**Budget Summary**

ESTIMATED STATEMENT OF OPERATION AS OF October 31, 2022	Current YTD Actuals 2022	Final Budget 2022	Forecast Dec 31 2022	Draft Budget 2023
EXPENDITURES				
OPERATING EXPENSE				
Resource Management				
Water Response Programs	82,216	329,520	308,971	527,110
Partner Programs	707,128	1,250,065	1,551,520	1,229,930
Total Resource Management	789,344	1,579,585	1,860,491	1,757,040
Property & Approvals				
Property	996,302	1,188,429	1,320,554	1,133,167
Approvals	1,236,152	1,507,676	1,545,899	1,621,249
Total Property & Approvals	2,232,454	2,696,105	2,866,454	2,754,416
Corporate & Community Services				
Corporate Services	908,835	1,275,904	1,196,797	1,193,328
Information Management and Technology	83,331	176,420	156,492	179,420
Communications and Outreach	212,300	345,585	341,146	358,192
Total Corporate & Community Services	1,204,466	1,797,909	1,694,435	1,730,941
TOTAL OPERATING EXPENSE	4,226,264	6,073,599	6,421,380	6,242,396
CAPITAL and PROJECT EXPENSE				
Resource Management				
Capital	748	-	7,000	5,000
Projects	288,958	760,741	500,460	765,543
Total Resource Management	289,706	760,741	507,460	770,543
Property & Approvals				
Capital	789,962	502,151	1,482,707	1,833,300
Projects	732,596	808,567	834,812	452,215
Total Property & Approvals	1,522,558	1,310,718	2,317,519	2,285,515
Corporate & Community Services				
Capital	19,916	25,000	24,347	25,000
Projects	-	-	-	-
Total Corporate & Community Services	19,916	25,000	24,347	25,000
TOTAL CAPITAL AND PROJECT EXPENSE	1,832,179	2,096,459	2,849,326	3,081,058
TOTAL OVERALL EXPENSE	6,058,444	8,170,058	9,270,706	9,323,454
REVENUE				
Other Sources	3,316,505	3,195,453	3,927,989	4,063,753
General Levy	3,284,795	3,768,377	3,768,377	3,920,525
Special Levy	905,345	509,500	885,750	522,500
Forest Land Acquisition	333,150	333,151	592,192	383,500
Source Protection	86,829	102,810	108,456	118,456
MNRF (Regular)	91,070	91,070	91,070	91,070
TOTAL REVENUE	8,017,695	8,000,361	9,373,834	9,099,804
NET OVERALL	(1,959,251)	169,697	(103,128)	223,650
Transfer To / (From) Reserve	0	(169,697)	14,430	(223,650)
Cash (Surplus) Beginning of Year				
Cash Deficit / (Surplus) End of Year	(1,959,251)	0	(88,698)	0



Estimated Reserve

	2021	2022			2023		
	Audited Balance	Forecast Transfers (From)	Forecast Transfers To	Forecast Balance	Budget Transfers (From)	Budget Transfers To	Estimated Balance
	Dec 31/21	2022 Reserve	2022 Reserve	Dec 31/22	2022 Reserve	2022 Reserve	Dec 31/23
RESERVES							
Operating	1,224,724	(2,290)	32,280	1,254,714	(2,290)	49,222	1,301,646
Capital projects	1,110,698	(10,000)	24,740	1,125,438	(100,000)	39,665	1,065,103
Water control structure	139,301		8,103	147,404		10,195	157,599
Sewage systems inspections	198,739	(19,000)	4,427	184,166		29,431	213,597
Dr. Jackson - Forestry programs	10,779		240	11,019		388	11,407
Findlay Creek	272,817	(29,680)	6,077	249,214	(222,000)	8,783	35,997
Environmental Projects	29,475		657	30,132		1,062	31,194
MNR revenue sharing	12,950		288	13,238		467	13,705
School programs	2,341		52	2,393		84	2,477
MNR - Forestry	47,127		1,050	48,177	(35,000)	1,698	14,875
Memorial fund	57,730	(3,800)	1,286	55,216	(7,300)	1,946	49,862
Grand Total	3,106,681	(64,770)	79,200	3,121,111	(366,590)	142,941	2,897,461

	2022			2023		
	Forecast Transfers (From)	Forecast Transfers To		Budget Transfers (From)	Budget Transfers To	
	2022 Reserve	2022 Reserve		2023 Reserve	2023 Reserve	
ABOVE INCLUDES:						
Interest (distributed above)		69,200			110,000	
Municipal tree giveaway	(2,290)			(2,290)		
Tribunal		5,000			5,000	
Conservation Areas	(10,000)			(10,000)		
Warwick/Finch Trail Bridge Replacement				(20,000)		
Two Creeks Bridge Replacement				(20,000)		
Vehicle Purchase				(50,000)		
Water Control Structure		5,000			5,000	
Sewage Systems Inspections	(19,000)				22,940	
Findlay Creek	(29,000)			(221,000)		
Findlay Creek	(680)			(1,000)		
MNR - Forestry				(35,000)		
Memorial Fund - Oak Valley Park	(3,800)			(2,300)		
Memorial Fund - Oak Valley Park (Shoreline Restoration)				(5,000)		
Total	(64,770)	79,200		(366,590)	142,940	



Municipal Levy Comparison 2022/2023

Municipality	Total 2022 General and Forest Land Acquisition	2023 General	2023 Forest Land Acquisition	Total 2023 General and Forest Land Acquisition	Total Dollar Change	Apportionment %	Increase %
Ottawa	3,158,004	3,011,161	266,207	3,277,368	119,364	76.81%	3.78%
Clarence-Rockland	183,364	176,260	15,583	191,843	8,479	4.50%	4.62%
Russell	157,450	156,194	13,809	170,003	12,553	3.98%	7.97%
The Nation	100,892	96,816	8,559	105,375	4,483	2.47%	4.44%
North Dundas	98,281	94,175	8,326	102,501	4,220	2.40%	4.29%
South Dundas	86,927	82,464	7,290	89,754	2,827	2.10%	3.25%
Alfred and Plantagenet	65,158	62,013	5,482	67,495	2,337	1.58%	3.59%
Edwardsburgh/Cardinal	57,001	54,393	4,809	59,202	2,201	1.39%	3.86%
North Grenville	53,023	50,907	4,501	55,408	2,385	1.30%	4.50%
North Stormont	44,683	43,322	3,830	47,152	2,469	1.11%	5.53%
Augusta	39,619	37,423	3,308	40,731	1,112	0.95%	2.81%
Casselman	31,704	31,452	2,781	34,233	2,529	0.80%	7.98%
North Glengarry	15,710	14,739	1,303	16,042	332	0.38%	2.11%
South Stormont	8,402	7,965	704	8,669	267	0.20%	3.18%
Elizabethtown - Kitley	670	635	56	691	21	0.02%	3.13%
Champlain	639	606	54	660	21	0.02%	3.29%
Total	4,101,527	3,920,525	346,602	4,267,127	165,600	100%	4.04%

Special Levy

Ottawa Rural Clean Water Program	200,000
Ottawa Ash Tree Replacement Program	200,000
Eastern Ontario Water Resources Program	70,000
Ottawa Baseline Monitoring Program	52,500
Total Special Levy	<u>522,500</u>
TOTAL LEVY	<u>4,789,627</u>

**Other Sources****PARTNERS**

Duck Unlimited Canada	379,684	
Forest Ontario	116,064	
United Counties of Prescott-Russell (Larose Forest Tree Planting)	170,000	
United Counties of Prescott-Russell (Low Impact Development)	32,359	
United Counties of Prescott-Russell (Woodlot Advisory Service)	20,000	
City of Ottawa (Floodplain Mapping)	156,522	
United Counties of Stormont Dundas and Glengarry (Forest)	57,250	
United Counties of Stormont Dundas and Glengarry (Woodlot Advisory Service)	32,800	
United Counties of Stormont Dundas and Glengarry (Roadside Tree)	23,000	
Ontario Power Generation	50,000	
Clarence-Rockland Stormwater Facility	32,000	
Eastern Ontario Water Resource Program	25,000	
Public Safety Canada (Floodplain Mapping)	24,547	
City of Ottawa (Bearbook Monitoring)	5,000	
Lindsay Solar (Species at Risk Benefit Exchange)	3,740	
Eastern Ontario LiDAR Partnership	2,500	
Grasslands Ontario	1,760	
Sub-Total		1,132,226

USER FEES

Development Permits	595,000	
Septic Permits	550,000	
Tree Planting Program	113,497	
Parks Revenue	19,000	
Forest Timber Revenue	17,385	
Casselman Water Power Station	5,000	
Other User Fees (variety of small amounts)	23,100	
Sub-Total		1,322,982

OTHER GRANTS

Infrastructure Canada	663,000	
Conservation Ontario	423,500	
Various Employment Grants	48,333	
Ministry of Natural Resources and Forestry (Water and Erosion Control Infrastructure)	42,500	
Fisheries and Oceans Canada	8,800	
Potential Funding Partnerships	200,000	
Sub-Total		1,386,133

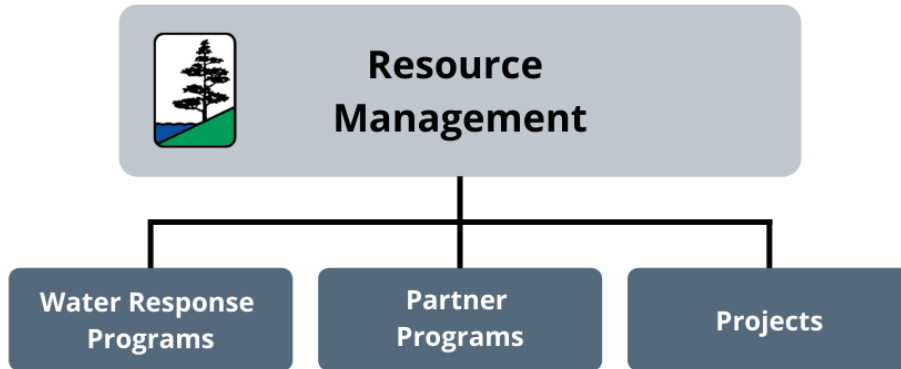
MISCELLANEOUS

Interest	148,000	
Donations	13,700	
Hunting Fees and Land Leasing	13,000	
Golf Tournament	9,000	
Sale of Assets	-	
Other (variety of smaller amounts less than \$5,000)	38,712	
Sub-Total		222,412

TOTAL REVENUES		4,063,753
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Resource Management

Department Overview

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

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

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

Water Response Programs

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

Partner Programs

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

Projects

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



Resource Management

Water Response Programs

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 program implementation and provide input on strategic planning.
- Seek new opportunities to ensure continued innovation and organizational growth.
- Mapping and analysis of natural features, hazards, and regulatory lines.
- Maintenance of a public and internal Geoportal tool.

Expenses:

- Salaries and Benefits: 4.5 FTE, increase \$206,173: \$465,710
- Committee: (water response team) increase \$2,000: \$2,000
- Travel and Training: increase \$9,795: \$17,200
- Equipment and Maintenance: (annual software license, watershed hydrology model updates, equipment calibration and annual maintenance) decrease \$100: \$10,500
- Professional Fees: increase \$1,000: \$2,000
- Professional Services: (flood vulnerability assessment) decrease \$20,500: \$6,500
- Contracted Services: (flood forecasting and warning and low water response improvements; benthic invertebrate identification) increase \$2,000: \$15,000
- Supplies and Materials: (gauge mounting hardware, pressure transducers, sample preservative, nets, gloves, other supplies cost) increase \$8,000: \$10,500
- Program Support: (translations) increase \$771: \$1,000
- Capital Expense: decrease \$2,000: \$5,000

Revenue:

- Fees: increase \$927: \$15,000
- Provincial: (Ministry of Natural Resources and Forestry): \$7,000
- Federal: (Fisheries and Oceans Canada): \$8,800
- Other: decrease \$6,024
- Grant: (Eastern Water Resources Program) decrease \$9,000
- Project Recovery: \$3,300

2023 Deliverables:

- 20 data requests.
- Complete 20 stream assessments and report on watershed health through one Subwatershed report card.
- Complete the State of the Nation watershed report card.
- 365 days watershed conditions. Manage the Flood Forecasting and Warning and Low Water Response Programs for the watershed, St Lawrence and Ottawa Rivers.
- 16 Emergency Management meetings.
- Organize and lead Water Response Team meetings
- Represent East Ontario in Provincial Committees.
- Assess potential climate change adaptation.
- A 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.
- Improvements to the Geoportal and watershed model
- Assist the City of Ottawa with the Climate Change and Stormwater Strategies.
- Explore potential funding resources and partnerships.



Resource Management

Water Response Programs

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	273,119	259,537	465,710	206,173	Anticipated payroll, staff charge, and recovery in 2023
Committee	1,900	-	2,000	2,000	
Travel and Training	17,300	7,405	17,200	9,795	Resume in person meetings and training
Equipment and Maintenance	9,500	10,600	10,500	(100)	
Professional Fees	2,000	1,000	2,000	1,000	
Professional Services	6,500	27,000	6,500	(20,500)	Change in project scope
Contracted Services	18,000	13,000	15,000	2,000	
Supplies and Materials	10,500	2,500	10,500	8,000	Change in project scope
Program Support	3,000	229	1,000	771	
Total Operating Expenses	341,819	321,271	530,410	209,139	
Revenue:					
Fees	7,000	14,073	15,000	927	
Provincial	7,000	7,000	7,000	-	
Federal	8,800	8,800	8,800	-	
Other	-	6,024	-	(6,024)	Grant received in 2022 to purchase equipment
Grant	9,000	9,000	-	(9,000)	Change in project scope
Project Recovery	3,300	3,300	3,300	-	
Total Revenue	35,100	48,197	34,100	(14,097)	
Net Operating Cost	306,719	273,074	496,310	223,236	
Capital					
Capital Expense	-	7,000	5,000	(2,000)	
Overall Net	306,719	280,074	501,310	221,236	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	306,719	280,074	501,310	221,236	
Total Depreciation	25,425	25,425	25,425	-	

**PowerPoint Slide: #12****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-Russell.

Expenses:

- Salaries and Benefits: 1.7 FTE, decrease \$27,394: \$176,630
- Travel and Training: decrease \$318: \$1,400
- Equipment and Maintenance: increase \$378: \$1,000
- Professional Services: (Forest Stewardship Certification): \$4,850
- Contracted Services: (tree marking, tree planting, site preparation, tending, and cold storage) increase \$52,172: \$211,000
- Vehicles: (project mileage): \$800
- Supplies and Materials: (purchase of tree seedlings and shovels, flags, etc.) increase \$10,641: \$182,000
- Program Support: (ads, postcards, and social media) increase \$488: \$13,500
- Grants: (Ottawa Ash Tree Replacement Program and forest management plans) decrease \$142,778: \$200,000

Revenue:

- Fees: (Forests Ontario and landowner tree sales) decrease \$64,148: \$222,736
- Partners: (Green Acres Program) decrease \$87: \$4,725
- Municipal: decrease \$47,482: \$510,780
- Other: decrease \$2,470: \$3,000

2023 Deliverables:

- Tree Planting
 - Purchase 240,000 seedlings.
 - Conduct 70 site visits.
 - Conduct 60 seedling survival assessments.
 - Supervise site preparation, tree planting and tree tending contracts.
 - Co-host, with municipalities, 18 municipal tree giveaways.
- Ottawa Ash Tree Replacement Program
 - Replace 700 infected ash with native trees.
- Woodlot Advisory Service
 - Conduct 20 site visits.
 - Prepare 20 woodlot management reports.
 - Provide 70 \$500-grants to eligible woodlot owners.
- Stormont, Dundas, and Glengarry Forest
 - 30 hectares harvesting.
 - 50 hectares tree marking.
 - 20 hectares site preparation.
 - 3 Harvesting Plans.
 - Property file review.
 - New Forest Use Policy.
 - Invasive Species Management.
 - Property Signage.
- Roadside Tree Program
 - Implement a new five-year plan for Stormont Dundas and Glengarry roadside tree planting, planting five sites (approx. 500 trees) on County roads.



Partner Programs

Forests

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	197,700	204,024	176,630	(27,394)	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	1,300	1,718	1,400	(318)	
Equipment and Maintenance	-	622	1,000	378	
Professional Services	4,515	4,850	4,850	-	
Contracted Services	203,000	158,828	211,000	52,172	Change in project scope
Vehicles	800	800	800	-	
Supplies and Materials	203,500	171,359	182,000	10,641	Change in project scope
Program Support	13,500	13,012	13,500	488	
Grants	200,000	342,778	200,000	(142,778)	Grants to property owners
Total Operating Expenses	824,315	897,991	791,180	(106,811)	
Revenue:					
Fees	302,000	286,884	222,736	(64,148)	Forests Ontario
Federal	60,000	-	-	-	
Partners	-	4,812	4,725	(87)	
Municipal	372,365	558,262	510,780	(47,482)	Carry-over for approved projects
Other	5,460	5,470	3,000	(2,470)	
Total Revenue	739,825	855,428	741,241	(114,187)	
Net Operating Cost	84,490	42,563	49,939	7,376	
Capital					
Capital Expense	-	-	-	-	
Overall Net	84,490	42,563	49,939	7,376	
Transfer To/(From) Reserve	(49,610)	(2,290)	(37,290)	(35,000)	Tree planting
Net Requirement	34,880	40,273	12,649	(27,624)	
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: 0.7 FTE, increase \$7,771: \$67,800
- Committees: (per diem, mileage and meeting expenses for the Ottawa Rural Clean Water Committee and Eastern Ontario Water Resources Program) increase \$149: \$1,750
- Equipment and Maintenance: decrease \$78: \$500
- Contracted Services: (partner delivery of the Ottawa Rural Clean Water Program, and Ottawa Baseline Monitoring lab analysis) increase \$1,000: \$47,750
- Vehicles: (project mileage recovery for use of SNC vehicle): \$1,400
- Supplies and Materials: \$1,800
- Program Support: (ads, flyers, and brochures) increase \$250: \$5,750
- Grants: (Clean Water Program, Eastern Ontario Water Resources Program, and Ottawa Rural Clean Water Program) decrease \$223,871: \$312,000

Revenue:

- Municipal: decrease \$213,972: \$347,500

2023 Deliverables:

- Clean Water Program
 - 4 meetings.
 - 25 grants.
- Ottawa Rural Clean Water Program
 - Administrative support.
 - Liaise with City of Ottawa and Conservation Authority Partners.
 - A interim report and a final report.
 - One 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.
 - Complete a 5-Year Summary Report for the City of Ottawa.



Partner Programs

Water

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	58,800	60,029	67,800	7,771	Anticipated payroll, staff charge, and recovery in 2023
Committee	1,500	1,601	1,750	149	
Equipment and Maintenance	500	578	500	(78)	
Contracted Services	46,750	46,750	47,750	1,000	
Vehicles	1,400	1,400	1,400	-	
Supplies and Materials	1,800	1,800	1,800	-	
Program Support	6,000	5,500	5,750	250	
Grants	309,000	535,871	312,000	(223,871)	Grants to property owners
Total Operating Expenses	425,750	653,529	438,750	(214,779)	
Revenue:					
Municipal	334,500	561,472	347,500	(213,972)	Carry-over for approved projects
Total Revenue	334,500	561,472	347,500	(213,972)	
Net Operating Cost	91,250	92,057	91,250	(807)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	91,250	92,057	91,250	(807)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	91,250	92,057	91,250	(807)	
Total Depreciation	-	-	-	-	



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PowerPoint Slide: #14

Projects

Purpose:

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

Projects:

- Partner Projects
- Habitat Restoration
- Potential Funding Partnerships

**PowerPoint Slide: #15****Projects****Partner Projects****Purpose:**

- Provide technical expertise and project management to support partners initiatives.
- Assist the United Counties of Prescott-Russell in the creation of a demonstration site showcasing low impact development as an option for stormwater management.
- Provide technical expertise in the inspection and assessment of stormwater facilities to municipalities within the jurisdiction.
- Provide natural hazards expertise in the preparation of flood risk assessment to member municipalities.

Expenses:

- Salaries and Benefits: 0.3 FTE, increase \$2,600: \$36,000
- Equipment and Maintenance: increase \$2,000: \$2,000
- Contracted Services: (phase 2 – Larose Forest low impact development project) increase \$26,359: \$26,359
- Supplies and Materials: decrease \$2,314

Revenue:

- Municipal: (United Counties of Prescott-Russell; Township of Russell; Nation Municipality and municipalities within SNC's jurisdiction) increase \$28,645: \$64,359

2023 Deliverables:

- Assist the United Counties of Prescott-Russell in the construction of the Larose Forest low impact development project.
- Assist United Counties of Prescott-Russell to obtain funding for construction.
- Stormwater management facilities inspection and assessment: 5 municipalities were visited and 5 of them expressed interest. Township of Russell assessment is completed. Nation Municipality started in August 2022 and will be completed by year end. The budget includes the staff time and cost to complete a contract with another municipality.



Projects

Partner Projects

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	11,092	33,400	36,000	2,600	Anticipated payroll, staff charge, and recovery in 2023
Equipment and Maintenance	-	-	2,000	2,000	
Contracted Services	24,456	-	26,359	26,359	Change in project scope
Supplies and Materials	-	2,314	-	(2,314)	
Total Operating Expenses	35,548	35,714	64,359	28,645	
Revenue:					
Municipal	35,548	35,714	64,359	28,645	Change in project scope
Total Revenue	35,548	35,714	64,359	28,645	
Net Operating Cost	-	-	-	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	-	-	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	

**Projects****Habitat Restoration****Purpose:**

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

Expenses:

- Salaries and Benefits: 0.4 FTE, decrease \$137,807: \$43,110
- Travel and Training: (project mileage recovery for monitoring) decrease \$1,662
- Contracted Services: (excavation, mowing, tree planting) increase \$298,314: \$454,684
- Vehicles: (project mileage recovery for use of SNC vehicle) decrease \$1,104: \$380
- Leases and Rentals: (rental cost of land): \$2,010
- Supplies and Materials: (native trees and shrubs, aggregate, erosion control mats, herbicide) decrease \$121,103: \$1,000

Revenue:

- Fees: decrease \$65,901: \$1,760
- Partners: (Species at Risk Benefits Exchange, Grasslands Ontario) decrease \$214,986: \$3,740
- Municipal: decrease \$71,705
- Other: (Ducks Unlimited Canada) increase \$354,318: \$379,684

2023 Deliverables:

- Leitrim Wetland
 - Host two Leitrim Wetland Advisory Committee meetings.
 - Support community stewardship projects and deliver annual shrub giveaways in the Findlay Creek Community.
- Ducks Unlimited Canada Partnership
 - Restore approximately 100 acres of wetlands within SNC's jurisdiction.
 - Provide project designs to Ducks Unlimited Canada for approval.
 - Projects to take place primarily on SNC-owned land.
- Species at Risk Benefits Exchange
 - Monitor vegetation growth and grassland quality on 86 acres.
 - Report to Lindsay Solar on any management actions.
- Grassland Stewardship Initiative
 - Monitor vegetation growth and hayfield quality on SNC property for grassland birds and hay production.
 - Administer projects on private land on a cost-recovery basis.



Projects

Habitat Restoration

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	130,377	180,917	43,110	(137,807)	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	-	1,662	-	(1,662)	
Contracted Services	358,996	156,370	454,684	298,314	Projects beginning in 2023
Vehicles	530	1,484	380	(1,104)	
Leases and Rentals	2,010	2,010	2,010	-	
Supplies and Materials	33,280	122,303	1,000	(121,303)	Projects ended in 2022
Total Operating Expenses	525,193	464,746	501,184	36,438	
Revenue:					
Fees	8,797	67,661	1,760	(65,901)	Projects ended in 2022
Partners	124,716	218,726	3,740	(214,986)	Projects ended in 2022
Municipal	-	71,705	-	(71,705)	Projects ended in 2022
Other	265,000	25,366	379,684	354,318	Projects beginning in 2023
Total Revenue	398,513	383,458	385,184	1,726	
Net Operating Cost	126,680	81,288	116,000	34,712	
Capital					
Capital Expense	-	-	-	-	
Overall Net	126,680	81,288	116,000	34,712	
Transfer To/(From) Reserve	(2,700)	(680)	(1,000)	(320)	
Net Requirement	123,980	80,608	115,000	34,392	
Total Depreciation	-	-	-	-	



Projects

Potential Funding Partnerships

Purpose:

- Explore a variety of federal, provincial, and municipal, and other grant programs for projects.
- Potential grant sources may include:
 - Flood Hazard Identification and Mapping Program;
 - EcoAction;
 - Nature Smart Climate Solutions;
 - Challenge Fund; and
 - Natural Infrastructure Fund

Expenses:

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

Revenue:

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



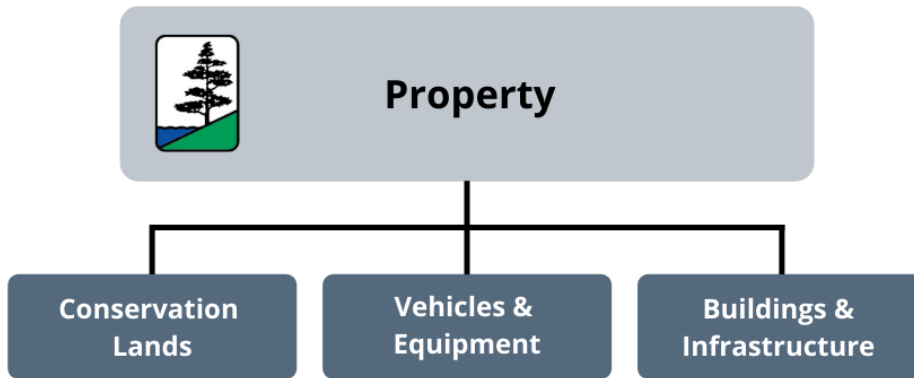
Projects

Potential Funding Partnerships

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	100,000	-	100,000	100,000	Anticipated payroll, staff charge, and recovery in 2023
Contracted Services	100,000	-	100,000	100,000	Projects beginning in 2023
Total Operating Expenses	200,000	-	200,000	200,000	
Revenue:					
Other	200,000	-	200,000	200,000	Projects beginning in 2023
Total Revenue	200,000	-	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 facilities.
- Provide buildings and equipment required to operate the Authority.
- Maintain water control infrastructure to protect people and property.
- Provide support for Authority projects in other departments.



Conservation Lands

Conservation Areas

Purpose:

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

Expenses:

- Salaries and Benefits: 1.6 FTE, decrease \$17,193: \$164,550
- Travel and Training: decrease \$802
- Equipment and Maintenance: decrease \$1,500: \$3,000
- Contracted Services: (grass cutting, privies, contracted equipment services, accessibility and trail improvements and tree management) decrease \$90,278: \$116,000
- Utilities: increase \$50: \$500
- Supplies and Materials: (signage, waste bins, tree replacement, dock and ramp improvements, seating, gravel, and materials) increase \$24,276: \$58,450
- Capital Expense: (Findlay Creek boardwalk extension): increase \$598,797: \$838,300

Revenue:

- Fees: decrease \$12,500
- Federal: (Innovation, Science and Economic Development Canada) increase \$476,000: \$663,000
- Partners: (Ontario Power Generation) decrease \$18,395: \$50,000
- Municipal: decrease \$23,000: \$19,000
- Other: (grant from the Canadian Wildlife Federation) decrease \$81,420: \$4,950
- Grant Recovery: increase \$10,000: \$10,000

2023 Deliverables:

- Maintain:
 - 14 parks with 35 kilometers of trails.
 - 10 docks.
- Implement recommendation of Tree Risk Assessments and support tree management activities in Conservation Areas.
- Monitor Park use and visitation to guide future improvements.
- Welcome 200,000 visitors to Conservation Areas annually.
- Update Parks Master Plans to guide future management activities in Conservation Areas.
- Support updates to signs within Conservation Areas.
- Construct a new accessible washroom facility at the High Falls Conservation Area.
- Replace bridge in the Warwick Forest Conservation Area and Two Creeks Forest Conservation Area.
- Construct an extension to the Findlay Creek Boardwalk.
- Complete shoreline stabilization along the South Nation River at Oak Valley Pioneer Park.



Conservation Lands

Conservation Areas

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	180,300	181,743	164,550	(17,193)	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	-	802	-	(802)	
Equipment and Maintenance	2,000	4,500	3,000	(1,500)	
Contracted Services	77,500	206,278	116,000	(90,278)	Tree management and boardwalk extension
Utilities	500	450	500	50	
Supplies and Materials	52,700	34,174	58,450	24,276	Tree management and boardwalk extension
Total Operating Expenses	313,000	427,947	342,500	(85,447)	
Revenue:					
Fees	-	12,500	-	(12,500)	Scheduled harvest sales
Federal	100,000	187,000	663,000	476,000	Infrastructure Canada
Partners	-	68,395	50,000	(18,395)	Ontario Power Generation
Municipal	41,450	42,000	19,000	(23,000)	Casselman Washroom
Other	35,500	86,370	4,950	(81,420)	Canadian Wildlife Federation
Grant Recovery	-	-	10,000	10,000	Oak Valley Shoreline Restoration
Total Revenue	176,950	396,265	746,950	350,685	
Net Operating Cost	136,050	31,682	(404,450)	(436,132)	
Capital					
Capital Expense	120,000	294,503	893,300	598,797	Findlay Creek Boardwalk and bridge replacements
Overall Net	256,050	326,185	488,850	162,665	
Transfer To/(From) Reserve	(7,800)	(42,800)	(278,300)	(235,500)	Findlay Creek Boardwalk
Net Requirement	248,250	283,385	210,550	(72,835)	
Total Depreciation	16,775	16,407	16,775	368	

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

- Manage property for current and future residents. SNC owns approximately 13,000 acres including: forests; wetlands; grasslands, and hazard properties. These properties provide environmental, social, and economic benefits.
- Facilitate scheduled land operations and public access following an asset management plan.
- Implement operations under the SNC 20-Year Forest Management Plan (2018-2037); SNC 5-Year Forest Operations Plan (2018-2023); and 2023 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: 2.9 FTE, increase \$36,739: \$298,496
- Travel and Training: increase \$1,624: \$10,400
- Equipment and Maintenance: (fencing, equipment, and repairs) increase \$1,488: \$4,850
- Professional Fees: \$1,000
- Professional Services: (appraisals and legal services, Forest Stewardship Certification) increase \$150: \$10,000

- Contracted Services: (property surveys, equipment contractors, invasive species control, drainage) increase \$4,359: \$21,500
- Supplies and Materials: (signs, gravel, lumber, hardware, tree marking, tree planting) increase \$2,500: \$11,500
- Program Support: decrease \$950
- Property Taxes, Drainage Assessment: decrease \$1,973: \$70,500
- Grants: decrease \$150: \$2,500
- Capital Expense: (deferral of land acquisition) decrease \$326,436: \$767,000

Revenue:

- Fees: (scheduled harvest sales) increase \$9,385: \$28,385
- Partners: decrease \$171,717: \$423,500
- Municipal: decrease \$208,692: \$383,500
- Other: decrease \$1,002: \$3,802
- Grant Recovery: \$650

2023 Deliverables:

- Promote land donation through the Land Trust Program.
- Celebrate through official opening events, three land donations and acquisitions.
- Continue to actively sign Conservation Lands and mark property boundaries.
- Update lease and partner agreements.
- Undertake invasive species and noxious weed control.
- Manage graffiti and vandalism.
- Maintain agricultural and recreational lease opportunities.
- Land acquisition.
- Lands inventory.
- Facilitate operations and property access.
- Harvest: 53.8 ha.



Conservation Lands

Lands

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	291,631	261,757	298,496	36,739	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	10,100	8,776	10,400	1,624	
Equipment and Maintenance	4,850	3,402	4,850	1,448	
Professional Fees	1,000	1,000	1,000	-	
Professional Services	12,094	9,850	10,000	150	
Contracted Services	16,500	17,141	21,500	4,359	Tree management
Supplies and Materials	13,000	9,000	11,500	2,500	Tree management
Program Support	-	950	-	(950)	
Property taxes, Drainage Assessment	69,000	72,473	70,500	(1,973)	
Grants	-	2,650	2,500	(150)	
Total Operating Expenses	418,175	386,999	430,746	43,747	
Revenue:					
Fees	36,000	19,000	28,385	9,385	Scheduled harvest sales
Partners	-	595,217	423,500	(171,717)	Deferral of Environment Canada funds
Municipal	333,151	592,192	383,500	(208,692)	Deferral of acquisition levy
Other	3,802	4,804	3,802	(1,002)	
Grant Recovery	650	650	650	-	
Total Revenue	373,603	1,211,863	839,837	(372,026)	
Net Operating Cost	44,572	(824,864)	(409,091)	415,773	
Capital					
Capital Expense	332,151	1,093,436	767,000	(326,436)	Deferral of acquisition levy
Overall Net	376,723	268,572	357,909	89,337	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	376,723	268,572	357,909	89,337	
Total Depreciation	11,259	11,259	11,259	-	



PowerPoint Slide: #21

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: \$7,500
- Insurance: increase \$500: \$7,500
- Maintenance and Fuel: decrease \$6,753: \$70,600
- Capital Expense: decrease \$22,768: \$50,000

Revenue:

- Other: decrease \$3,500
- Project Recovery: (recovery of vehicle costs through septic program) increase \$29,530: \$29,530

2023 Deliverables:

- Total vehicles in fleet: 12.



Vehicles & Equipment

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	9,000	7,500	7,500	-	
Insurance	7,000	7,000	7,500	500	
Maintenance and Fuel	75,900	77,353	70,600	(6,753)	Anticipated fuel costs
Total Operating Expenses	91,900	91,853	85,600	(6,253)	
Revenue:					
Other	2,000	3,500	-	(3,500)	Sale of vehicle
Project Recovery	29,530	-	29,530	29,530	
Total Revenue	31,530	3,500	29,530	26,030	
Net Operating Cost	60,370	88,353	56,070	(32,283)	
Capital					
Capital Expense	50,000	72,768	50,000	(22,768)	Vehicle purchase
Overall Net	110,370	161,121	106,070	(55,051)	
Transfer To/(From) Reserve	(20,000)	-	(50,000)	(50,000)	
Net Requirement	90,370	161,121	56,070	(105,051)	
Total Depreciation	36,865	36,865	36,865	-	

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

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

Revenue:

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

2023 Deliverables:

- Comfortable, safe, and clean office.
- Building repairs and upgrades.
- No planned capital expenses in 2023.

Expenses:

- Salaries and Benefits: 0.3 FTE, decrease \$62,717: \$26,650
- Equipment and Maintenance: (office and shop repairs and maintenance, accessibility upgrades, equipment): \$2,000
- Contracted Services: (grass cutting, cleaning services, snow removal, minor repairs, and improvements) increase \$20,000: \$65,000
- Utilities: (electricity, propane, natural gas): \$30,200
- Leases and Rentals: \$6,800
- Supplies and Materials: (cleaning supplies, paint, grounds maintenance supplies, building maintenance supplies, paper products) \$30,000
- Water and Sewer: increase \$100: \$900



Buildings & Infrastructure

Buildings

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	70,584	89,367	26,650	(62,717)	Anticipated payroll, staff charge, and recovery in 2023
Equipment and Maintenance	3,000	2,000	2,000	-	
Contracted Services	65,000	45,000	65,000	20,000	Anticipated building upgrades
Utilities	35,000	30,200	30,200	-	
Leases and Rentals	6,800	6,800	6,800	-	
Supplies and Materials	30,000	30,000	30,000	-	
Water and Sewer	800	800	900	100	
Total Operating Expenses	211,184	204,167	161,550	(42,617)	
Revenue:					
Partners	1,100	1,100	1,100	-	
Total Revenue	1,100	1,100	1,100	-	
Net Operating Cost	210,084	203,067	160,450	(42,617)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	210,084	203,067	160,450	(42,617)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	210,084	203,067	160,450	(42,617)	
Total Depreciation	48,635	48,635	48,635	-	



Buildings & Infrastructure

Erosion & Water Control

Purpose:

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

Expenses:

- Salaries and Benefits: 1.0 FTE, increase \$2,200: \$106,550
- Professional Services: (risk assessments) increase \$2,000: \$2,000
- Phone and Internet: \$2,000
- Contracted Services: (general maintenance and complete the 2022-2024 Chesterville Dam loglifter bottom overhaul upgrades) decrease \$64,288: \$15,100
- Utilities: (electricity, oil): \$7,400
- Vehicles: \$1,100
- Supplies and Materials: (filters, hydraulic oil, sign materials, hardware, stop logs) increase \$2,800: \$18,800
- Capital Expense: increase \$78,000: \$78,000

Revenue:

- Provincial: increase \$5,000: \$62,500
- Other: (Casselman waterpower station) decrease \$162: \$5,000

2023 Deliverables:

- Seguinbourg berm and Chrysler dyke annual inspection.
- Dyke and berm vegetation control.
- Annual dam and weir inspections.
- Chrysler and Chesterville dams maintenance and repairs.
- Russell, Casselman and Plantagenet weirs maintenance and repairs.
- Chesterville dam spring and fall operation.
- Review and update dam operations manual.
- Water and Erosion Control Structures Asset Management Plan.
- 2023 Capital Project: Chesterville Dam loglifter bottom overhaul upgrades.



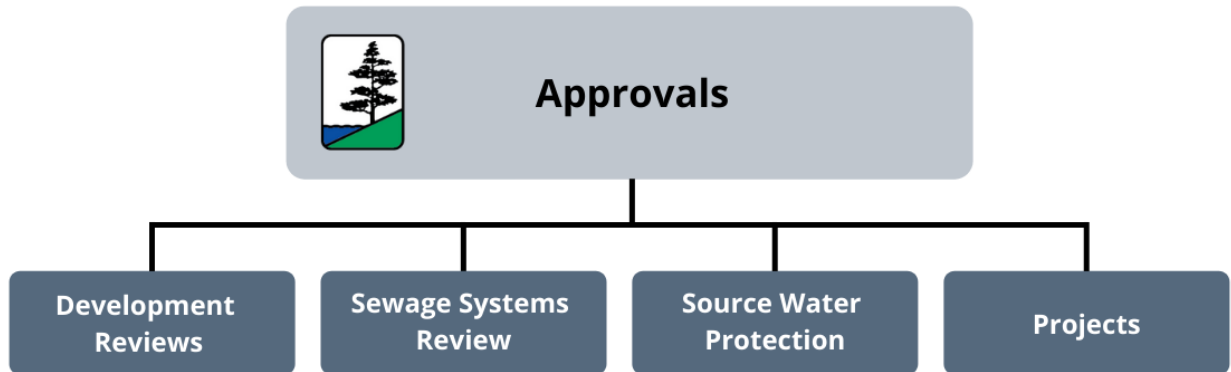
Buildings & Infrastructure

Erosion & Water Control

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	106,550	104,350	106,550	2,200	
Professional Services	2,000	-	2,000	2,000	
Phone and Internet	2,000	2,000	2,000	-	
Contracted Services	52,100	79,388	15,100	(64,288)	Change in project scope
Utilities	7,200	7,400	7,400	-	
Vehicles	1,200	1,100	1,100	-	
Supplies and Materials	18,800	16,000	18,800	2,800	Change in project scope
Total Operating Expenses	189,850	210,238	152,950	(57,288)	
Revenue:					
Provincial	60,000	57,500	62,500	5,000	Change in project scope
Other	4,600	5,162	5,000	(162)	
Total Revenue	64,600	62,662	67,500	4,838	
Net Operating Cost	125,250	147,576	85,450	(62,126)	
Capital					
Capital Expense	-	-	78,000	78,000	
Overall Net	125,250	147,576	163,450	15,874	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	130,250	152,576	168,450	15,874	
Total Depreciation	96,765	96,765	96,765	-	



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Approvals

Department Overview

Purpose:

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

Subprograms:

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

**PowerPoint Slide: #25****Approvals****Development Review****Purpose**

- Keep people and property safe by supporting resilient development.

Expenses:

- Salaries and Benefits: 8.9 FTE, increase \$9,006: \$916,443
- Travel and Training: (professional development training for eight staff members) increase \$2,550: \$9,750
- Professional Fees: \$1,200
- Professional Services: increase \$5,000: \$5,000
- Vehicles: (charge for vehicle): \$5,000
- Supplies and Materials: increase \$600: \$1,000

Revenue:

- Fees: increase \$1,500: \$555,000
- Provincial: \$60,670
- Municipal: \$40,000

2023 Deliverables: Regulations:

- Protect people and property from natural hazards in our jurisdiction through our Regulation under Section 28 of the *Conservation Authorities Act*.
 - Property Inquiries: 75
 - Permits: 250
 - Drain Reviews: 75

Planning:

- Comment on matters of provincial interest related to the natural hazard sections of the Provincial Policy Statement.
- Work with municipalities to protect natural heritage features like significant woodlands, fish habitat, and areas of special interest.
- Work on special municipal projects through service agreements including wetland protection, Environmental Impact Studies, and other studies to support new development.
 - Severance: 270
 - Subdivision: 26
 - Site Plan: 45
 - Zoning and Minor Variances: 180

Technical Reviews:

- Advise municipalities on water management and natural hazards challenges.
- Areas of expertise: engineering, hydrology, hydrogeology, floodplain, geotechnical review, planning input and review, regulations, data collection, computer modeling, and project design and management.
- Facilitate collaboration between stakeholders.
 - Stormwater: 90
 - Hydrogeological: 40
 - Environment Impact: 35
 - Geotechnical: 15



Approvals

Development Review

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	857,943	907,437	916,443	9,006	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	9,750	7,200	9,750	2,550	Resume in person meetings and training
Professional Fees	1,200	1,200	1,200	-	
Professional Services	5,000	-	5,000	5,000	Fee review
Vehicles	5,000	5,000	5,000	-	
Supplies and Materials	1,000	400	1,000	600	
Total Operating Expenses	879,893	921,237	938,393	17,156	
Revenue:					
Fees	530,000	553,500	555,000	1,500	
Provincial	60,670	60,670	60,670	-	
Municipal	35,000	40,000	40,000	-	
Total Revenue	625,670	654,170	655,670	1,500	
Net Operating Cost	254,223	267,067	282,723	15,656	
Capital					
Capital Expense	-	-	-	-	
Overall Net	254,223	267,067	282,723	15,656	
Transfer To/(From) Reserve	5,000	5,000	5,000	-	
Net Requirement	259,223	272,067	287,723	15,656	
Total Depreciation	273	273	273	-	



Approvals

Sewage Systems Review

Purpose:

- Issue permits on behalf of 17 local municipalities under Part 8 of the *Ontario Building Code* for sewage system construction.
- Inspect new construction, alteration, and maintenance and comply with provincial regulations and municipal by-laws.
- Provide training and expertise for local contractors and partners including municipalities and the Eastern Ontario Health Unit.

Expenses:

- Salaries and Benefits: 4.5 FTE, increase \$63,210: \$463,510
- Travel and Training: increase \$1,750: \$2,000
- Equipment and Maintenance: \$1,000
- Professional Fees: \$3,500
- Professional Services: \$1,000
- Phone and Internet: \$2,000
- Insurance: \$12,900
- Vehicles: decrease \$3,300: \$22,200
- Supplies and Materials: \$2,100
- Program Support: \$450
- Capital Expense: increase \$20,000: \$20,000

Revenue:

- Fees: increase \$120,000: \$550,000
- Other: increase \$3,600: \$3,600

2023 Deliverables:

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



Approvals

Sewage Systems Review

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	385,437	400,300	463,510	63,210	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	2,000	250	2,000	1,750	
Equipment and Maintenance	1,000	1,000	1,000	-	
Professional Fees	3,500	3,500	3,500	-	
Professional Services	1,000	1,000	1,000	-	
Phone and Internet	2,000	2,000	2,000	-	
Insurance	12,900	12,900	12,900	-	
Vehicles	42,200	25,500	22,200	(3,300)	Anticipated fuel costs
Supplies and Materials	2,100	2,100	2,100	-	
Program Support	450	450	450	-	
Total Operating Expenses	452,587	449,000	510,660	61,660	
Revenue:					
Fees	410,000	430,000	550,000	120,000	Program expansion
Other	3,600	-	3,600	3,600	Septic installer course postponed to 2023
Total Revenue	413,600	430,000	553,600	123,600	
Net Operating Cost	38,987	19,000	(42,940)	(61,940)	
Capital					
Capital Expense	-	-	20,000	20,000	Fleet vehicle to septic
Overall Net	38,987	19,000	(22,940)	(41,940)	
Transfer To/(From) Reserve	(38,987)	(19,000)	22,940	41,940	Fleet vehicle to septic
Net Requirement	-	-	-	-	
Total Depreciation	-	-	-	-	

**Approvals****Source Water Protection****Purpose:**

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

Expenses:

- Salaries and Benefits: 1.7 FTE, increase \$13,000: \$174,014
- Travel and Training: (program travel and workshops) increase \$484: \$1,000
- Equipment and Maintenance: (water integration system license and weather data improvements) increase \$2,000: \$13,500
- Professional Services: (daily forecasting tool update and water integration system portal) increase \$10,000: \$10,000
- Phone and Internet: (weather and gauges connection): \$2,000
- Contracted Services: decrease \$970: \$2,480
- Leases and Rentals: (office space): decrease \$3,500: \$14,052
- Program Support: decrease \$350: \$150
- Capital Expense: increase \$3,000: \$25,000

Revenue:

- Fees: \$250
- Provincial: increase \$10,000: \$126,706
- Municipal: increase \$5,000: \$5,000
- Grant: (monitoring station) increase \$28,000: \$45,000
- Project Recovery: decrease \$3,870

2023 Deliverables:

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



Approvals

Source Water Protection

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	164,014	161,014	174,014	13,000	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	1,000	516	1,000	484	
Equipment and Maintenance	14,500	11,500	13,500	2,000	
Professional Services	10,000	-	10,000	10,000	Webpage updates
Phone and Internet	2,000	2,000	2,000	-	
Contracted Services	2,480	3,450	2,480	(970)	
Leases and Rentals	14,052	17,552	14,052	(3,500)	Change in project scope
Program Support	150	500	150	(350)	
Total Operating Expenses	208,196	196,532	217,196	20,664	
Revenue:					
Fees	250	250	250	-	
Provincial	106,210	116,706	126,706	10,000	Change in project scope
Municipal	-	-	5,000	5,000	Change in project scope
Grant	33,000	17,000	45,000	28,000	Monitoring station
Project Recovery	-	3,870	-	(3,870)	Change in project scope
Total Revenue	139,460	137,826	176,956	39,130	
Net Operating Cost	68,736	58,706	40,240	(18,466)	
Capital					
Capital Expense	-	22,000	25,000	3,000	Monitoring station
Overall Net	68,736	80,706	65,240	(15,466)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	68,736	80,706	65,240	(15,466)	
Total Depreciation	1,300	1,300	1,300	-	



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Approvals

Projects

Purpose:

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

Projects:

- Natural Hazards Mapping
- Flood Risk Assessment Partnership
- Imagery Acquisition (LiDAR)
- Casselman to Lemieux
- Planning Studies



Projects

Natural Hazards Mapping

Purpose:

- Provide professional services to complete floodplain mapping in priority areas within the City of Ottawa, United Counties of Prescott-Russell and other areas within the SNC jurisdiction.
- Completed under a cost-sharing agreement with the City of Ottawa, United Counties of Prescott-Russell, and funding from the National Disaster Mitigation Program.
- Complete the Ottawa River hazards mapping within its jurisdiction.
- 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: 3.2 FTE, decrease \$22,361: \$327,215
- Equipment and Maintenance: decrease \$5,580: \$10,000
- Professional Services: increase \$15,152: \$60,000
- Contracted Services: decrease \$9,667
- Supplies and Materials: (open house expenses) decrease \$2,222

Revenue:

- Federal: (National Disaster Mitigation Program) decrease \$183,282: \$22,047
- Municipal: (City of Ottawa and United Counties of Prescott-Russell) increase \$48,920: \$156,522
- Grant: (Eastern Ontario Water Resources Program): \$25,000

2023 Deliverables:

- City of Ottawa quarterly project progress meetings.
- Financial and non-financial reporting as per signed agreements.
- Agreement 2 (2017 – 2023):
 - Maintenance and update of floodplain mapping under agreement 2. Assist the City of Ottawa in the delineation of floodplains and policy updates.
 - Project presentations to municipal staff and other agencies.
- Agreement – Bear Brook Hazards Mapping
 - Complete the flood and erosion hazards analysis, technical review, addressing technical comments, and updating reports as required. Open house.
 - Assist the City of Ottawa in the delineation of floodplains and policy updates.
 - Project presentations to municipal staff and other agencies.
- Agreement 3 (2023 – 2028):
 - 2023 SNC Budget includes the cost for the first year of Agreement 3
 - SNC has applied to the Flood Hazard Identification Mapping Program
 - Project: Castor River and Tributaries
- Agreement – Ottawa River Hazard Mapping:
 - Complete the flood and erosion hazard analysis, technical review, addressing technical comments, and updating reports as required. Open house.
 - Assist the Counties in the delineation and update of floodplain policies.
 - Project presentations to municipal staff and other agencies.
- Potential new project: Castor River and tributaries, in partnership between the City of Ottawa United Counties of Prescott-Russell, and SNC.
- 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

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	358,456	354,576	327,215	(27,361)	Anticipated payroll, staff charge, and recovery in 2023
Equipment and Maintenance	-	15,580	10,000	(5,580)	Change in project scope
Professional Services	-	44,848	60,000	15,152	Change in project scope
Contracted Services	61,098	9,667	-	(9,667)	Change in project scope
Supplies and Materials	25,000	2,222	-	(2,222)	
Total Operating Expenses	444,554	426,893	397,215	(29,678)	
Revenue:					
Federal	147,647	205,329	22,047	(183,282)	Change in project scope
Municipal	127,266	107,602	156,522	48,920	Change in project scope
Grant Recovery	25,000	25,000	25,000	-	
Total Revenue	299,913	337,931	203,569	(134,362)	
Net Operating Cost	144,641	88,962	193,646	104,684	
Capital					
Capital Expense	-	-	-	-	
Overall Net	144,641	88,962	193,646	104,684	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	144,641	88,962	193,646	104,684	
Total Depreciation	-	-	-	-	

**Projects****Flood Risk Assessment Partnership****Purpose:**

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

Expenses:

- No expenses budgeted in 2023.

Revenue:

- No revenue budgeted in 2023.

2023 Deliverables:

- Complete flood assessment for the three jurisdictions based on current federal and provincial legislation.
- Participation in the CAs Technical Working Group.
- Review of the consultant proposed workplan.
- Prepare final SNC 10-year hazards mapping workplan.
- Provide municipalities the opportunity to review and comment.
- Presentation to the Board for adoption.
- Report to Public Safety Canada.
- Project must be completed by March 31st, 2023.



Projects

Flood Risk Assessment Partnership

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	48,138	104,828	-	(104,828)	Anticipated payroll, staff charge, and recovery in 2023
Equipment and Maintenance	-	1,303	-	(1,303)	
Professional Services	139,377	23,299	-	(23,299)	Project ended in 2022
Contracted Services	-	103,988	-	(103,988)	Project ended in 2022
Total Operating Expenses	187,515	233,418	-	(233,418)	
Revenue:					
Federal	93,758	116,709	-	(116,709)	Project ended in 2022
Other	63,478	86,514	-	(86,514)	Project ended in 2022
Total Revenue	157,236	203,223	-	(203,223)	
Net Operating Cost	30,279	30,195	-	(30,195)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	30,279	30,195	-	(30,195)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	30,279	30,195	-	(30,195)	
Total Depreciation	-	-	-	-	

**Projects****Imagery Acquisition (LiDAR)****Purpose:**

- To coordinate a partnership with five neighboring conservation authorities, seven upper tier and 42 lower tier municipalities, and one federal organization to acquire 14,800 km² of topography imagery (LiDAR) in Eastern Ontario.
- Acquisition and data processing occurred in 2021 and 2022.
- Project will wrap up early 2023 with delivery of data to the project partners.

Expenses:

- Salaries and Benefits: 0.1 FTE, decrease \$30,689: \$5,000
- Equipment and Maintenance: decrease \$173
- Contracted Services: decrease \$102,213

Revenue:

- Federal: decrease \$61,290: \$2,500
- Partners: decrease \$27,408
- Municipal: decrease \$30,094: \$2,500

2023 Deliverables:

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



Projects

Imagery Acquisition (LiDAR)

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	42,079	35,689	5,000	(30,689)	Anticipated payroll, staff charge, and recovery in 2023
Equipment and Maintenance	-	173	-	(173)	
Contracted Services	65,459	102,213	-	(102,213)	Project ending March 2023
Total Operating Expenses	107,538	138,075	5,000	(133,075)	
Revenue:					
Federal	-	63,790	2,500	(61,290)	Project ending March 2023
Partners	36,091	27,408	-	(27,408)	Project ending March 2023
Municipal	49,339	32,594	2,500	(30,094)	Project ending March 2023
Total Revenue	85,430	123,792	5,000	(118,792)	
Net Operating Cost	22,108	14,283	-	(14,283)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	22,108	14,283	-	(14,283)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	22,108	14,283	-	(14,283)	
Total Depreciation	-	-	-	-	



Projects

Casselman to Lemieux

Purpose:

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

Expenses:

- Salaries and Benefits: 0.1 FTE: \$5,000

Revenue:

- No revenue budgeted for 2023.

2023 Deliverables:

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

**Projects****Casselman to Lemieux**

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	5,000	5,000	5,000	-	
Total Operating Expenses	5,000	5,000	5,000	-	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	5,000	5,000	5,000	-	
Capital					
Capital Expense	-	-	-	-	
Overall Net	5,000	5,000	5,000	-	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	5,000	5,000	5,000	-	
Total Depreciation	-	-	-	-	



Projects

Planning Studies

Purpose:

- Provide professional services to complete science-based, technical studies. These studies allow the Authority and municipalities to provide more information to developers up-front, streamline development review, and enhance stewardship of the watershed.
- Partner with local municipalities to update natural heritage mapping, including wetlands.

Expenses:

- Salaries and Benefits: 0.6 FTE, increase \$574: \$65,000
- Committee: increase \$5,000: \$,5000

Revenue:

- No revenue budgeted in 2023.

2023 Deliverables:

- Initiation of the Watershed-Based Resource Management Strategy and Asset Management Plan.
- Natural heritage mapping updates.
- Formation of a watershed strategy working group.



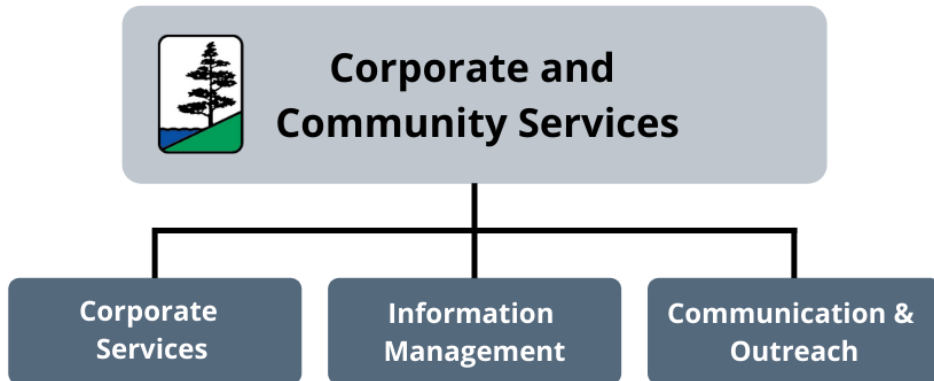
Projects

Planning Studies

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	46,960	64,426	65,000	574	
Committee	-	-	5,000	5,000	Change in project scope
Professional Services	50,000	-	-	-	
Total Operating Expenses	96,960	64,426	70,000	5,574	
Revenue:					
Municipal	66,960	18,960	-	(18,960)	Project ended in 2022
Other	-	5,466	-	(5,466)	Project ended in 2022
Grant	8,000	8,000	-	(8,000)	Project ended in 2022
Total Revenue	74,960	32,426	-	(32,426)	
Net Operating Cost	22,000	32,000	70,000	38,000	
Capital					
Capital Expense	-	-	-	-	
Overall Net	22,000	32,000	70,000	38,000	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	22,000	32,000	70,000	38,000	
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 Chief Administrative Officer's office and a portion of the leadership team. The leadership team provides strategic vision and leadership to the Authority.

Subprograms:

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

**Corporate Services****Governance****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: 1.1 FTE, increase \$14,189: \$111,179
- Board: (meeting and mileage allowance) increase \$3,500: \$25,000
- Travel and Training: (board travel) increase \$3,250: \$5,750
- Phone and Internet: increase \$40: \$500
- Insurance: (directors' and officers' liability) decrease \$369: \$4,000

Revenue:

- No revenue budgeted in 2023.

2023 Deliverables:

- Support the chair 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 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	133,950	96,990	111,179	14,189	Anticipated payroll, staff charge, and recovery in 2023
Board	23,500	21,500	25,000	3,500	Anticipated per diem adjustments in 2023
Travel and Training	6,250	2,500	5,750	3,250	Resume in person meetings and training
Phone and Internet	500	460	500	40	
Insurance	3,302	4,369	4,000	(369)	
Total Operating Expenses	167,502	125,819	146,429	20,610	
Revenue:					
Fees	-	-	-	-	
Total Revenue	-	-	-	-	
Net Operating Cost	167,502	125,819	146,429	20,610	
Capital					
Capital Expense	-	-	-	-	
Overall Net	167,502	125,819	146,429	20,610	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	167,502	125,819	146,429	20,610	
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: 2.8 FTE, decrease \$197,907: \$288,697
- Committee: (Joint Occupational Health and Safety): \$300
- Travel and Training: (six staff including the Chief Administrative Officer) increase \$1,158: \$21,500
- Equipment and Maintenance: (printer and office equipment): \$1,500
- Professional Services: (legal and human resources) decrease \$15,000: \$25,000
- Phone and Internet: increase \$1,840: \$27,000
- Contracted Services: decrease \$14,067: \$5,500
- Insurance: (general liability and property) increase \$13,755: \$149,500
- Supplies and Materials: (office supplies and stationery) increase \$3,969: \$23,000
- Program Support: (postage, and bank fees) decrease \$703: \$5,200
- Grants: (Conservation Ontario Levy) increase \$1,018: \$35,500

Revenue:

- Federal: (employment subsidy programs) decrease \$5,914: \$48,333
- Other: decrease \$242
- Project Recovery: \$5,786

2023 Deliverables:

- Customer service:
 - 7,000 inbound phone calls.
 - 6,000 general emails.
- Provide information and support regarding Administrative, Personnel, Purchasing, Health and Safety, and Technical Policies.
- Support for over 44 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 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	536,954	486,604	288,697	(197,907)	Anticipated payroll, staff charge, and recovery in 2023
Committee	300	300	300	-	
Travel and Training	26,750	20,342	21,500	1,158	
Equipment and Maintenance	1,500	1,500	1,500	-	
Professional Services	45,000	40,000	25,000	(15,000)	Adjusted consulting services
Phone and Internet	28,200	25,160	27,000	1,840	
Contracted Services	15,000	19,567	5,500	(14,067)	Post-pandemic adjustments
Insurance	115,000	135,745	149,500	13,755	Anticipated insurance adjustments
Leases and Rentals	700	-	-	-	
Supplies and Materials	46,500	19,031	23,000	3,969	Post-pandemic adjustments
Program Support	6,400	5,903	5,200	(703)	
Grants	34,782	34,482	35,500	1,018	
Total Operating Expenses	857,086	788,634	582,697	(205,937)	
Revenue:					
Federal	33,300	54,247	48,333	(5,914)	Employment subsidy
Other	2,184	242	-	(242)	
Project Recovery	5,786	5,786	5,786	-	
Total Revenue	41,270	60,275	54,119	(6,156)	
Net Operating Cost	815,816	728,359	528,578	(199,781)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	815,816	728,359	528,578	(199,781)	
Transfer To/(From) Reserve	(90,000)	-	-	-	
Net Requirement	725,816	728,359	528,578	(199,781)	
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: 3.9 FTE, increase \$184,049: \$401,754
- Travel and Training: increase \$1,109: \$2,000
- Professional Services: (audit and accounting services): \$60,000
- Program Support: decrease \$3,300: \$14,500

Revenue:

- Fees: increase \$37,000: \$143,000
- Municipal: decrease \$932: \$5,000
- Project Recovery: \$8,266

2023 Deliverables:

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



Corporate Services

Financial Management & Reporting

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	209,868	217,705	401,754	184,049	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	1,000	891	2,000	1,109	
Professional Services	40,000	60,000	60,000	-	
Program Support	14,500	17,800	14,500	(3,300)	User fee recovery
Total Operating Expenses	265,368	296,396	478,254	181,858	
Revenue:					
Fees	49,315	106,000	143,000	37,000	Anticipated interest adjustments
Municipal	13,247	5,932	5,000	(932)	
Project Recovery	8,266	8,266	8,266	-	
Total Revenue	70,828	120,198	156,266	36,068	
Net Operating Cost	194,540	176,198	321,988	145,790	
Capital					
Capital Expense	-	-	-	-	
Overall Net	194,540	176,198	321,988	145,790	
Transfer To/(From) Reserve	29,400	69,200	110,000	40,800	Anticipated interest adjustments
Net Requirement	223,940	245,398	431,988	186,590	
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: 0.3 FTE: \$35,000
- Equipment and Maintenance: (computer and network repairs and maintenance, software licenses): \$42,000
- 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) decrease \$15,000: \$90,700
- Supplies and Materials: (printing, IT accessories): \$3,500
- Capital Expense: (replace aged computers) increase \$653: \$25,000

Revenue:

- Project Recovery: decrease \$7,928: \$3,780

2023 Deliverables:

- Backup and store over 2 million files.
- Process and store approximately 350,000 emails annually
- Develop file and data management software.
- Replace 12 to 15 aged computers.
- Digitize corporate files.
- Support collaboration through Microsoft Teams:
 - 1,000 online meetings per month
 - 1,250 phone calls per month
 - 220 hours of screen share time per month
 - 365 hours of video calls per month
 - 460 hours of internal voice calls per month



Corporate Services

Information Management

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	35,000	35,000	35,000	-	
Equipment and Maintenance	39,000	42,000	42,000	-	
Phone and Internet	12,000	12,000	12,000	-	
Contracted Services	90,700	75,700	90,700	15,000	Change in project scope
Supplies and Materials	3,500	3,500	3,500	-	
Total Operating Expenses	180,200	168,200	183,200	15,000	
Revenue:					
Project Recovery	3,780	11,708	3,780	(7,928)	Change in project scope
Total Revenue	3,780	11,708	3,780	(7,928)	
Net Operating Cost	176,420	156,492	179,420	22,928	
Capital					
Capital Expense	25,000	24,347	25,000	653	
Overall Net	201,420	180,839	204,420	23,581	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	201,420	180,839	204,420	23,581	
Total Depreciation	71,955	71,955	71,955	-	



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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: 1.8 FTE, decrease \$16,436: \$184,062
- Committee: (four standing committee meetings and expenses) increase \$2,750: \$14,000
- Travel and Training: (travel and professional development for three staff) increase \$3,000: \$5,500
- Contracted Services: (corporate product services and contractors) increase \$1,500: \$3,000
- Supplies and Materials: (business cards, name tags, name plates and promotional items) decrease \$3,000: \$3,000
- Program Support: (SNC memberships to professional organizations and subscriptions for magazines, journals and newspapers, gifts and in memoriam donations on behalf of SNC) decrease \$3,500: \$27,500

Revenues:

- Fees: decrease \$327
- Other: (sale of SNC clothing) increase \$1,359: \$3,700

2023 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 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	187,755	200,498	184,062	(16,436)	Anticipated payroll, staff charge, and recovery in 2023
Committee	14,000	11,250	14,000	2,750	Resume in person meetings and training
Travel and Training	5,500	2,500	5,500	3,000	Resume in person meetings and training
Contracted Services	3,000	1,500	3,000	1,500	
Supplies and Materials	6,000	6,000	3,000	(3,000)	Resume in person meetings and training
Program Support	28,500	31,000	27,500	(3,500)	Resume in person meetings and training
Total Operating Expenses	244,755	252,748	237,062	(15,686)	
Revenue:					
Fees	-	327	-	(327)	
Other	3,700	2,341	3,700	1,359	
Total Revenue	3,700	2,668	3,700	1,032	
Net Operating Cost	241,055	250,080	233,362	(16,718)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	241,055	250,080	233,362	(16,718)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	241,055	250,080	233,362	(16,718)	
Total Depreciation	-	-	-	-	



Communication & Outreach

Education & Events

Purpose:

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

Expenses:

- Salaries and Benefits: 0.2 FTE, increase \$12,010: \$20,930
- Travel and Training: (parking and mileage to/from events, registration, outreach program support) decrease \$390: \$2,500
- Contracted Services: (SNC Youth Hunt, Maple Syrup Education Program, support for geocaching program) decrease \$5,500: \$2,500
- Supplies and Materials: (geocaching, Fish Camp, SNC displays, Stream of Dreams Program, and Maple Syrup Education) increase \$3,193: \$10,200
- Program Support: increase \$500: \$1,500

Revenues:

- Fees: (SNC Annual Tour, Maple Syrup and Stream of Dreams Education Programs) increase \$14,581: \$23,580
- Municipal: decrease \$500
- Other: (revenue carried forward from donation: Fish Camp, geocaching events, Youth Hunt Camp, SNC golf tournament) increase \$2,370: \$8,050
- Grant: \$2,000

2023 Deliverables:

- Deliver maple syrup education program and loan out education kits.
- Support watershed adventure programming and online resources.
- Deliver six Youth Fish Camps (180 youth).
- Support Healthy Hikes in Conservation Areas.
- Support canoe and kayak events on the South Nation, St. Lawrence and Ottawa Rivers.
- Support SNC and Delta Youth Hunt.
- Coordinate open houses for floodplain mapping and partnerships projects.
- Coordinate community tree planting events.
- Coordinate high school stewardship certification training events.
- Host and coordinate photo opportunities and media events.
- Deliver the Stream of Dreams Education Program.



Communication & Outreach

Education & Events

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Salaries and Benefits	17,930	8,920	20,930	12,010	Anticipated payroll, staff charge, and recovery in 2023
Travel and Training	4,500	2,890	2,500	(390)	
Contracted Services	8,500	8,000	2,500	(5,500)	75th Anniversary in 2022
Supplies and Materials	11,200	7,007	10,200	3,193	Deferral of Stream of Dreams program
Program Support	2,000	1,000	1,500	500	
Total Operating Expenses	44,130	27,817	37,630	9,813	
Revenue:					
Fees	30,080	8,999	23,580	14,581	Deferral of Stream of Dreams program
Municipal	-	500	-	(500)	
Other	12,050	5,680	8,050	2,370	
Grant	2,000	2,000	2,000	-	
Total Revenue	44,130	17,179	33,630	16,451	
Net Operating Cost	-	10,638	4,000	(6,638)	
Capital					
Capital Expense	-	-	-	-	
Overall Net	-	10,638	4,000	(6,638)	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	-	10,638	4,000	(6,638)	
Total Depreciation	-	-	-	-	



Communications & Outreach

Partnership Development

Purpose:

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

Expenses:

- Travel and Training: (travel and meeting expenses with partners and potential funders) increase \$900: \$2,500
- Contracted Services: (Friends of SNC Golf Tournament) increase \$599: \$8,000
- Supplies and Materials: (signage and supplies for delivery of community grants) decrease \$580: \$1,000
- Grants: (Board of Director Grants, and Community Environmental Grants) increase \$1,500: \$10,000

Revenues:

- Other: (donation to support Community Environmental Grants, revenue from the SNC golf tournament) increase \$19: \$9,000

2023 Deliverables:

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

**Communications & Outreach****Partnership Development**

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Travel and Training	2,500	1,600	2,500	900	
Contracted Services	8,000	7,401	8,000	599	
Supplies and Materials	1,200	1,580	1,000	(580)	
Grants	10,000	8,500	10,000	1,500	
Total Operating Expenses	21,700	19,081	21,500	2,419	
Revenue:					
Other	9,000	8,981	9,000	19	
Total Revenue	9,000	8,981	9,000	19	
Net Operating Cost	12,700	10,100	12,500	2,400	
Capital					
Capital Expense	-	-	-	-	
Overall Net	12,700	10,100	12,500	2,400	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	12,700	10,100	12,500	2,400	
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, Instagram and LinkedIn). SNC's programs and services are marketed by developing, producing, and distributing various communication products including displays, postcards, and interpretive signs.

Expenses:

- Contracted Services: (graphic design for communication products, promotional videos, maintenance, and upgrades to SNC website, and press releases) increase \$25,000: \$40,000
- Supplies and Materials: (communication materials and non-capital signage) decrease \$1,000: \$1,000
- Program Support: decrease \$3,500: \$23,000

Revenues:

- No revenue budgeted in 2023.

2023 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.
 - A Subwatershed Report Card.
 - A 5-Year Watershed Report Card.
 - A Annual report.
 - Various SNC reports.
- Maintain and improve SNC's English and French websites; transition to a new website platform.
- Maintain and increase followers on SNC's five social media outlets.
- Develop SNC Sign Strategy and coordinate sign replacements in Conservation Areas.
- Facilitate translation of approximately 300 documents.
- Create new SNC website



Communications & Outreach

Media & Communications Products

Description	Budget 2022	Forecast 2022	Draft Budget 2023	Increase/ (Decrease) 2023	Reason For Change
Operating Expenses:					
Contracted Services	15,000	15,000	40,000	25,000	Website Update
Supplies and Materials	2,000	2,000	1,000	(1,000)	
Program Support	20,000	26,500	23,000	(3,500)	Translation services
Total Operating Expenses	37,000	43,500	64,000	20,500	
Revenue:					
Other	50	-	-	-	
Total Revenue	50	-	-	-	
Net Operating Cost	36,950	43,500	64,000	20,500	
Capital					
Capital Expense	-	-	-	-	
Overall Net	36,950	43,500	64,000	20,500	
Transfer To/(From) Reserve	-	-	-	-	
Net Requirement	36,950	43,500	64,000	20,500	
Total Depreciation	-	-	-	-	



SOUTH NATION
CONSERVATION
DE LA NATION SUD