SOUTH NATION RIVER CONSERVATION AUTHORITY

Financial Statements

Year Ended December 31, 2022

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MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of South Nation River Conservation Authority are the responsibility of management and have been approved by the Board.

The financial statements of South Nation River Conservation Authority have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. A summary of the significant accounting policies are described in Note 2 of the financial statements. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

The Authority's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board meets periodically with management and the members' auditors to review significant accounting, reporting and internal control matters. The Board also considers, for approval by the members, the engagement or re-appointment of the external auditors.

The financial statements have been audited by Baker Tilly REO LLP, independent external auditors appointed by the authority, in accordance with Canadian auditing standards. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Authority's financial statements.

Pierre Leroux, Chair

Jobanna Barkley, Director of Finance

Finch, ON March 16, 2023



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INDEPENDENT AUDITOR'S REPORT

To the Members of South Nation River Conservation Authority

Opinion

We have audited the financial statements of South Nation River Conservation Authority (the Authority), which comprise the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Independent Auditor's Report to the Members of South Nation River Conservation Authority (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Balen Tilly REO LLA

Winchester, Ontario March 16, 2023

Chartered Professional Accountants, Licensed Public Accountants



SOUTH NATION RIVER CONSERVATION AUTHORITY Statement of Financial Position Year Ended December 31, 2022

	202	2	2021
FINANCIAL ASSETS			
Cash	\$ 5,287,390	\$	3,707,167
Accounts receivable	1,635,465	,	1,351,224
Receivable from municipalities (Note 4)	308,453		366,985
	7,231,308		5,425,376
LIABILITIES			
Accounts payable and accrued liabilities	930,928	,	652,167
Deferred income (Note 5)	2,763,985		1,717,063
	3,694,913		2,369,230
NET FINANCIAL ASSETS	3,536,395		3,056,146
NON-FINANCIAL ASSETS			
Tangible capital assets (Note 6)	11,465,563	,	10,849,510
Tangible capital assets under construction	100,907		8,172
Prepaid expenses	76,065		50,535
	11,642,535	1	10,908,217
ACCUMULATED SURPLUS (Note 11)	\$ 15,178,930	\$	13,964,363

ON BEHALF OF THE BOARD

Chairman

Director

SOUTH NATION RIVER CONSERVATION AUTHORITY Statement of Changes in Net Financial Assets Year Ended December 31, 2022

	Budget 2022	Actual 2022	Actual 2021
Net surplus for the year	\$ 49,137	\$ 1,214,567	\$ 684,336
Acquisition of tangible capital assets	(541,883)	(877,361)	(755,824)
Contributed tangible capital assets	-	(47,333)	(8,400)
Proceeds on disposal of tangible capital assets	-	1,950	6,500
Change in assets under construction		(92,735)	(8,172)
Gain on disposal of tangible capital assets	-	(1,950)	(5,742)
Depreciation	308,317	308,641	307,711
Change in prepaid expenses	 -	(25,530)	22,747
Increase (decrease) in net financial assets in the			
year	(184,429)	480,249	243,156
Net financial assets, beginning of year	 3,056,146	3,056,146	2,812,990
Net financial assets, end of year	\$ 2,871,717	\$ 3,536,395	\$ 3,056,146

SOUTH NATION RIVER CONSERVATION AUTHORITY Statement of Continuity of Reserves Year Ended December 31, 2022

		Balance, beginning of year	C	From operations	C	To perations	Balance, end of year
RESERVES							
Operating	\$	1,036,039	\$	68,468	\$	478	\$ 1,104,028
Capital projects		1,110,698		26,565		10,000	1,127,263
Stabilization		188,685		4,513		-	193,198
Water Control Structure		139,301		8,332		-	147,633
Sewage systems inspections		198,739		28,696		-	227,435
Dr. Jackson - Forestry programs		10,779		258		-	11,037
Findlay Creek		272,818		6,525		24,393	254,950
Environmental Projects		29,475		705		-	30,180
MNR revenue sharing		12,950		310		-	13,260
School programs		2,341		56		-	2,397
Land acquisition - forestry		47,127		1,127		-	48,254
Memorial fund		57,730		1,381		250	58,860
Year ended December 31, 2022	\$	3,106,682	\$	146,936	\$	35,121	\$ 3,218,495
Year ended December 31, 2021	<u>\$</u>	2,640,532	\$	619,361	\$	153,212	\$ 3,106,681

SOUTH NATION RIVER CONSERVATION AUTHORITY Statement of Operations Year Ended December 31, 2022

		Budget 2022			Actual 2022	
REVENUE						
Ministry of Natural Resources and Forestry	\$	91,070	\$	91,070	\$	91,070
Source water protection		102,810		129,614		101,875
Municipal levies		3,768,377		3,768,377		3,629,611
Special levies		842,651		535,745		767,978
Federal - other funding		643,504		443,647		352,505
Provincial - other funding		40,000		18,619		73,062
Municipal - other funding		464,229		501,049		510,846
Other sources		2,047,720		2,726,860		1,688,867
TOTAL OPERATING REVENUE		8,000,361		8,214,981		7,215,814
RESOURCE MANAGEMENT (Schedule 1)						
Water response programs		329,520		193,830		198,898
Partner programs		1,250,065		946,071		1,059,020
Projects		760,741		343,533		225,606
		2,340,326		1,483,434		1,483,524
PROPERTY & APPROVALS (Schedule 2)						
Property		1,188,429		1,265,437		1,099,888
Approvals		1,507,676		1,592,686		1,368,177
Projects		808,567		831,785		663,483
		3,504,672		3,689,908		3,131,548
CORPORATE & COMMUNITY SERVICES (Schedule	e 3)					
Corporate services	- /	1,275,904		1,113,576		1,115,881
Information management and technology		176,420		104,716		119,555
Communications and outreach		345,585		300,139		373,259
		1,797,909		1,518,431		1,608,695
TOTAL OPERATING EXPENSES		7,642,907		6,691,773		6,223,767
DEPRECIATION		308,317		308,641		307,711
	_			, -		
TOTAL EXPENSES	_	7,951,224		7,000,414		6,531,478
NET SURPLUS		49,137		1,214,567		684,336
ACCUMULATED SURPLUS, BEGINNING OF						
YEAR		13,964,363		13,964,363		13,280,027
ACCUMULATED SURPLUS, END OF YEAR	\$	14,013,500	\$	15,178,930	\$	13,964,363

SOUTH NATION RIVER CONSERVATION AUTHORITY Statement of Cash Flows Year Ended December 31, 2022

		2022	2021
OPERATING ACTIVITIES			
Net Surplus Items not affecting cash:	\$	1,214,567	\$ 684,336
Depreciation		308,641	307,711
Contributed tangible capital assets		(47,333)	(8,400)
Gain on disposal of tangible capital assets	_	(1,950)	(5,742)
		1,473,925	977,905
Changes in non-cash working capital:			
Accounts receivable		(284,241)	169,261
Receivable from municipalities		58,532	57,520
Accounts payable and accrued liabilities		278,761	(76,227)
Deferred income		1,046,922	477,914
Prepaid expenses		(25,530)	22,747
	_	1,074,444	651,215
Cash flow from operating activities		2,548,369	1,629,120
INVESTING ACTIVITIES			
Purchase of tangible capital assets		(877,361)	(755,824)
Purchase of tangible capital assets under construction		(92,735)	(8,172)
Proceeds on disposal of tangible capital assets		1,950	6,500
Cash flow used by investing activities		(968,146)	(757,496)
INCREASE IN CASH FLOW		1,580,223	871,624
CASH - BEGINNING OF YEAR	_	3,707,167	2,835,543
CASH - END OF YEAR	\$	5,287,390	\$ 3,707,167

1. DESCRIPTION OF BUSINESS

The South Nation River Conservation Authority (the "Authority") is established under the Conservation Authorities Act - Ontario. It acts as the agent for water and land conservation and management for its member municipalities.

The Authority is a registered charity and, as such, is exempt from income tax and may issue tax receipts to donors.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant Accounting Policies

The financial statements of the Authority are the responsibility of and prepared by management in accordance with the Canadian public sector accounting standards.

Revenue and expenditures are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable and an expenditure is recognized when incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Cash and cash equivalents

Cash includes cash held in banks and cash on hand.

Financial instruments policy

The financial statements of the Authority are the representations of management prepared in accordance with the Chartered Professional Accountants of Canada Public Sector Handbook, that sets out generally accepted accounting principles for public sector organizations in Canada. The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards.

Deferred income

The Authority receives certain amounts from other entities, the proceeds of which may only be used in the conduct of certain programs or completion of specific work. Further, certain user charges and fees are collected but for which the related services have yet to be performed. These amounts are recognized as revenue when the related expenditures are incurred or services performed.

Reserves

Reserves for future expenditures and contingencies are established as required at the discretion of the members of the Board of Directors of the Authority. Increases or decreases in these reserves are made by appropriations to or from reserves.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods:

Buildings	10 to 40 years	straight-line method
Equipment		straight-line method
Furniture and fixtures		straight-line method
Vehicles	5 to 10 years	straight-line method
Computer and networking equipment	3 to 5 years	straight-line method
Computer software	3 to 5 years	straight-line method
Parking lot and other land	10 to 20 years	straight-line method
improvements		
Flood control structures	50 years	straight-line method

One half of the above rates are used in the year of acquisition.

Tangible capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Tangible capital assets received as unrestricted contributions are recorded at fair market value at the date of receipt and are also recorded as revenue. Tangible capital assets received as restricted contributions are recorded at fair market value at the date of receipt and are applied directly to accumulated surplus.

The organization regularly reviews its tangible capital assets to eliminate obsolete items.

The organization has capitalization thresholds. For all additions of tangible capital assets, including pooled assets, the following capitalization thresholds apply: Land improvements, buildings, and flood control structures - \$10,000; all other tangible capital assets - \$5,000.

Revenue Recognition

The Authority follows the deferral method of accounting for contributions. Government assistance is recorded as revenue when eligible claims are determined and the expenditure incurred. Levies on member municipalities are recorded after Board of Directors' approval and recorded as revenue in the year levied. When revenue from special programs is received in advance of the related expenditure, such revenue is deferred until the year in which the expenditure is incurred.

Donated materials and services

Donated materials and services are recorded at fair market value if they would otherwise have been purchased.

Contributed services

Volunteers contribute a significant amount of their time each year. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Pension Plan

The Authority accounts for its participation in the Ontario Municipal Employees Retirement Systems (OMERS) as a defined benefit pension plan.

Use of Estimates

Since precise determination of many assets and liabilities is dependant upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and assumptions. These have been made using careful judgments. Actual results could differ from management's best estimates as additional information becomes available in the future. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. Areas where estimations are used include accrued liabilities, deferred revenue, useful life of tangible capital assets and allowance for doubtful accounts.

3. FINANCIAL INSTRUMENTS

The Authority is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Authority's risk exposure and concentration as of December 31, 2022.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Authority is exposed to credit risk from customers. In order to reduce its credit risk, the Authority reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Authority is exposed to a high concentration of credit risk as one entity represents 44% of accounts receivable and one entity represents 93% of receivable from municipalities (Note 4). The Authority has deemed all amounts receivable at year end to be collectible. There has been no change to the risk exposure from the prior year.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Authority is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, long term debt, obligations under capital leases, contributions to the pension plan, and accounts payable.

3. FINANCIAL INSTRUMENTS (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Authority manages exposure through its normal operating and financing activities. The Authority is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

Unless otherwise noted, it is management's opinion that the Authority is not exposed to significant other price risks arising from these financial instruments.

4.	RECEIVABLE FROM MUNICIPALITIES				
			2022		2021
	Due from various municipalities for their portion of the funds used to purchase and renovate the head office in Finch. Receivable in blended payments with interest charged at		45-	•	
	approximately prime less 1.00%, due in 2027.	<u>\$</u>	308,453	\$	366,985
		\$	308,453	\$	366,985
	Principal repayment terms are approximately:				
	2023 2024 2025 2026 2027	\$	59,560 60,607 61,672 62,756 63,858 308,453		

5. DEFERRED INCOME

	b	Balance, eginning of year	Fu	nds received	Fı	unds earned	2022
Resource Management Partner programs Projects	\$	419,087 168,175	\$	839,146 390,330	\$	(741,848) (245,964)	\$ 516,385 312,541
		587,262		1,229,476		(987,812)	828,926
Property & Approvals Buildings & infrastructures Community lands Development review Sewage systems review Projects		509,433 17,488 148,545 138,748		22,500 1,734,168 493,922 493,373 605,372		(5,312) (917,978) (504,869) (468,664) (658,182)	17,188 1,325,623 6,541 173,254 85,938
Buildings and infrastructures		814,214		3,349,335		(2,555,005)	1,608,544
Corporate & Community Services Corporate services Communications & outreach		239,074 76,513 315,587		246,805 21,946 268,751		(239,074) (18,749) (257,823)	246,805 79,710 326,515
	\$	1,717,063	\$	4,847,562	\$	(3,800,640)	\$ 2,763,985

6. TANGIBLE CAPITAL ASSETS

<u>Cost</u>	 2021 Balance		Additions	С	Disposals	2022 Balance
Land Buildings Equipment Furniture and fixtures Vehicles Computer and networking	\$ 8,248,056 1,247,371 974,393 236,462 390,163	\$	785,608 17,095 38,785 - 59,067	\$	- 5,778 - 24,291	\$ 9,033,664 1,264,466 1,007,400 236,462 424,939
equipment Computer software Parking lot and other land	631,527 133,927		24,139 -		-	655,666 133,927
improvements Flood control structures	 372,059 4,814,000		<u>-</u>		-	372,059 4,814,000
	\$ 17,047,958	\$	924,694	\$	30,069	\$ 17,942,583
Accumulated Amortization	 2021 Balance	Ar	mortization	An	cumulated nortization Disposals	2022 Balance
Buildings Equipment Furniture and fixtures Vehicles Computer and networking	\$ 409,526 466,440 221,482 259,917	\$	34,148 81,857 3,123 42,738	\$	- 5,778 - 24,291	\$ 443,674 542,519 224,605 278,364
equipment Computer software Parking lot and other land improvements Flood control structures	564,158 130,679 211,065 3,935,181		36,922 2,761 22,852 84,240		- - -	601,080 133,440 233,917 4,019,420
. 1992 Sortion Structures	\$ 6,198,448	\$	308,641	\$	30,069	\$ 6,477,019

TANGIBLE CAPITAL ASSETS (continued)

Net book value		2022	2021
Land Buildings Equipment Furniture and fixtures Vehicles Computer and networking equipment Computer software Parking lot and other land improvements Flood control structures	\$	9,033,664 820,792 464,880 11,857 146,575 54,586 487 138,142 794,580	\$ 8,248,056 837,845 507,953 14,980 130,246 67,369 3,248 160,994 878,819
1 1000 Control Structures	<u>\$</u>	11,465,563	\$ 10,849,510

7. RESERVES

a) Revenue Sharing

In accordance with the Ministry of Natural Resources and Forestry Revenue Sharing Policy, \$310 (2021 - \$590) interest received during the year has been transferred to the revenue sharing reserve.

b) School Programs and Memorial Fund

These reserves were established in 1998 to receive specified donations that are used to fund the School Programs and the Memorial Fund.

8. CONTINGENCIES

Under the Forestry Act, the Authority may be liable to the Ministry of Natural Resources and Forestry for an amount not greater than 50% of the proceeds from sale of lands for which acquisition grants were received from the Ministry of Natural Resources and Forestry. As of December 31, 2022 management is not aware of any liability in this regard.

9. CREDIT FACILITIES - ROYAL BANK

The Authority has an authorized \$1,000,000 revolving demand facility by way of Royal Bank Prime based loans bearing interest at prime less 0.50% and Bankers' Acceptance with an acceptance fee of 0.40%.

This facility is secured by:

- a) General security agreement signed by the borrower constituting a first ranking security interest in all personal property of the borrower; and
- b) Borrowing resolution.

At year end, \$1,000,000 (2021 - \$1,000,000) was available on this facility.

10. PENSION PLAN

The Authority makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer retirement pension plan, on behalf of its eligible employees. The plan is a defined pension benefit plan, which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. Employers and employees contribute equally to the plan.

As OMERS is a multi-employer defined benefit pension plan, any pension plan surpluses or deficits are a joint responsibility of all eligible organizations and their employees. As a result, the Authority does not recognize any share of the OMERS pension funding deficit of \$6,678,000 (2021 - \$3,131,000,000) as the Authority's portion of the amounts is not determinable. Contributions made by the Authority to OMERS for 2022 was \$255,425 (2021 - \$219,755).

SOUTH NATION RIVER CONSERVATION AUTHORITY Notes to Financial Statements

Year Ended December 31, 2022

11. ACCUMULATED SURPLUS

	2022	2021
Accumulated surplus consists of: Tangible capital assets Tangible capital assets under construction Reserves Surplus - operations	\$ 11,465,563 100,907 3,218,495 393,965	\$ 10,849,510 8,172 3,106,681
	\$ 15,178,930	\$ 13,964,363

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

SOUTH NATION RIVER CONSERVATION AUTHORITY Resource Management Year Ended December 31, 2022

	2022	2021
RESOURCE MANAGEMENT		
Salaries and employee benefits	\$ 587,290	\$ 675,008
Grants	338,806	326,584
Tree planting material and services	296,115	333,824
Contracted and technical service	121,964	98,605
Supplies	74,434	10,814
Consultants and legal fees	32,236	6,238
Equipment repairs and maintenance	13,162	4,158
Travel and training	11,236	13,805
Advertising and promotion	3,269	5,385
Vehicle	2,884	3,370
Memberships	1,535	1,169
Committee meetings	450	1,194
Bank charges and interest	53	24
Leases	-	1,760
Program support	 -	1,586
	\$ 1,483,434	\$ 1,483,524

SOUTH NATION RIVER CONSERVATION AUTHORITY Property & Approvals Year Ended December 31, 2022

	2022			2021	
PROPERTY & APPROVALS			•		
Salaries and employee benefits	\$	2,765,631	\$	2,431,455	
Contracted and technical service		432,318		279,138	
Vehicle		103,661		78,210	
Supplies		98,397		82,163	
Consultants and legal fees		72,610		60,162	
Property taxes and drainage assessment		71,319		62,157	
Equipment repairs and maintenance		41,863		44,682	
Utilities		40,570		34,220	
Insurance		19,594		11,063	
Travel and training		15,611		15,566	
Leases		13,980		17,137	
Memberships		5,544		3,541	
Telephone		4,637		6,588	
Tree planting material		3,742		-	
Bank charges and interest		431		327	
Advertising and promotion	_	-		5,139	
	\$	3,689,908	\$	3,131,548	

SOUTH NATION RIVER CONSERVATION AUTHORITY Corporate & Community Services Year Ended December 31, 2022

	2022			2021	
CORPORATE & COMMUNITY SERVICES					
Salaries and employee benefits	\$	914,995	\$	1,055,044	
Insurance		139,842		103,408	
Contracted and technical service		102,684		93,692	
Consultants, legal and audit fees		96,616		61,270	
Equipment, software, repairs and maintenance		45,784		41,730	
Conservation Ontario levy		34,482		35,182	
Advertising and promotion		34,165		35,189	
Board and committee meetings		34,135		34,118	
Telephone and internet		31,762		41,181	
Travel and training		23,099		22,736	
Memberships		21,037		22,393	
Bank charges and interest		16,900		16,742	
Supplies		10,684		29,108	
Grants		6,500		11,394	
Program support	_	5,746		5,508	
	\$	1,518,431	\$	1,608,695	