

2021 Highlights and 2022 Budget

Board of Directors

February 25, 2022

Mark Critch, CPA, CMA,

GM, Corporate and Fin. Services/CFO



Lake Simcoe Region
conservation authority



Member of Conservation Ontario

Presentation Outline

1. Preliminary 2021 Financial Highlights
2. New for 2022
3. 2022 Annual Priorities
4. 2022 Budget
5. Budget Story



2021 Highlights

1. Operational surplus: \$790K, higher than the year end forecast provided at Q3.
2. Variance in volume of Planning Act and Permit applications received in Q3/4.
3. Salary gapping from staffing changes and the timing of hiring replacements.
4. Operational savings realized as majority of staff continued remote work throughout 2021.
5. Full cost recovery from external projects provided additional Corporate Overhead.



New for 2022 Budget

- In Year Budget Improvement Policy
- Planning and Development Fees Review
- Updated Purchasing Policy
- MECP review of *Conservation Authorities Act* (ongoing)
- *Transformation 2022-2024* – LSRCA's new Strategic Plan



2022 Annual Priorities (1-5)

1. Implement Conservation Authorities Act Transition plans
2. Continue adapting to COVID-19 impacts
3. Begin Phase 1 development of a Diversity, Equity, Inclusion and Belonging framework
4. Finalize Records Management structure and processes
5. Finalize Asset Management Plan



2022 Annual Priorities (6-9)

6. Strengthen corporate network security
7. Begin work on a Scanlon Creek Conservation Area Master Plan
8. Finalize plans for construction of a new Nature Centre
9. Conduct a review of conservation area maintenance and management program



2022 Annual Priorities (10-12)

10. Complete final project phase to modernize Sub-watershed plans
11. Develop a blueprint for municipalities to implement watershed-wide stormwater management
12. Develop a framework for a digital Knowledge Hub to guide watershed management decisions and report on health indicators



Proposed 2022 Budget is within Guidelines!

Budget Guidelines – Board Approved June 25, 2021

	Guideline	Budget
Inflation	Up to 2.00%	When applicable
COLA	Up to 2.00%	2.00%
Strategic Initiatives	0.00%	0.00%
General Levy	1.00%	1.00%
Special Operating	1.00%	1.00%
Special Capital	1.70%	1.55%

Summary of Budget Approvals

Municipal Funding Partner	Approval or Within Envelope
Regional Municipality of York	✓
City of Barrie	✓
Regional Municipality of Durham	To be reviewed on February 23, 2022
Town of Bradford West Gwillimbury	✓
Town of Innisfil	✓
Township of Oro-Medonte	To be reviewed on February 28, 2022
Town of New Tecumseth	✓
City of Kawartha Lakes	✓
Township of Ramara	✓

Operating and Capital Budget

	2021	2022	Change
Operating	\$14.3M	\$15.9M	\$1.6M
Capital	<u>\$3.7M</u>	<u>\$7.1M</u>	<u>\$3.4M</u>
Total	\$18.0M	\$23.0M	\$5.0M

Expenditures By Service Areas

Service Area	2021 Budget	2022 Budget	+/-
Corporate Services	\$3.9M	\$3.3M	(\$0.6M)
Ecological Management	\$2.7M	\$2.7M	-
Education & Engagement	\$0.6M	\$0.6M	-
Greenspace Services	\$0.8M	\$0.8M	-
Planning & Development Services	\$3.6M	\$5.6M	\$2.0M
Water Risk Management	\$1.8M	\$2.2M	\$0.4M
Watershed Studies & Strategies	\$0.8M	\$0.7M	(\$0.1M)
Capital/Projects	\$3.7M	\$7.1M	\$3.4M
Total Expenditures	\$18.0M	\$23.0M	\$5.0M

Revenues are Increasing by \$4.8M

Revenue Category	2021 Budget	2022 Budget	+/-
General Levy (1.00%)	\$4.0M	\$4.1M	\$0.1M
Special Capital (1.55%)/Operating(1.00%)	\$4.8M	\$4.9M	\$0.1M
Deferred Special Capital and Municipal Funds	\$1.5M	\$3.7M	\$2.2M
Provincial/Federal	\$2.2M	\$2.0M	(\$0.2M)
Revenue Generated by Authority	\$5.2M	\$8.0M	\$2.8M
Other	\$0.3M	\$0.1M	(\$0.2M)
TOTAL	\$18.0M	\$22.8M	\$4.8M



2022 Budget: Reserve Activity

	Opening Balance	Description	2022 Trf In	2022 Draws	Projected Ending Balance
Asset Mgt	\$719K	Contribution	\$819K		\$907K
		Infrastructure		(\$294K)	
		Furniture, Equipment and Field Vehicles		(\$206K)	
		Hardware		(\$131K)	
Rate Stabilization	\$2,283K	Contribution	\$34K		\$2,216K
		Diversity, Equity, Inclusion & Belonging		(\$50K)	
		Expense/Revenue Timing		(\$41K)	
		Records Management Legal		(\$10K)	
Working Capital	\$460K	Contribution	\$7K		\$167K
		Generator		(\$100K)	
		Access Gate		(\$100K)	
		Sound System		(\$50K)	
		Parking Lot Lights		(\$50K)	
Restricted	\$34K	No planned activity in 2022			\$34K
	\$3,496K		\$860K	(\$1,031K)	\$3,324K



2022 Capital Budget:

2022 Projects	Amount
Offsetting	1,804K
Stormwater	1,354K
Other	807K
Infrastructure Hazard	653K
LID & Monitoring	381K
Shoreline Hazard & Flood Risk	380K
Total	5,379K

2022 Capital Purchases and Projects	Amount
Education Facility Design & Build	800K
Infrastructure & Furniture	502K
Equipment & Vehicles	298K
Hardware	131K
	1,731K

	7,110K
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2022 Budget: Budget Story

1. Board approval is the final step for 2022 Budget
2. Budget is within funding partner guidelines
3. 5.0 New fully funded FTEs, no impact to levy
4. *Transformation 2022-2024* –LSRCA’s Strategic Plan
5. Regulation changes from MECP will impact 2024 budget; 2022 and 2023 are transition years
6. 2022 Budget companion report nearing completion



Questions?