



**SEVERN SOUND ENVIRONMENTAL ASSOCIATION  
JOINT MUNICIPAL SERVICE BOARD (JMSB)  
August 25 2020 – SPECIAL MEETING  
August 25, 2020  
2:00pm – 4:00 pm  
Via video & telephone conference**

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- 1. WELCOME AND CALL TO ORDER**
  
- 2. ADOPT AGENDA**
  
- 3. DECLARATION OF PECUNIARY INTEREST**
  
- 4. SSEA 2021 Budget**
  - 4.1 Staff Report 34-20-SSEA: SSEA 2021 Staff Cost of Living Salary Increase
  - 4.2 Staff Report 35-20-SSEA: 2021 Draft Budget
  
- 5. OTHER BUSINESS**
  
- 6. ADJOURN**



**Severn Sound Environmental Association  
Joint Service Board – Special Meeting  
August 25, 2020**

**STAFF REPORT**

**No:** 34-20-SSEA  
**Date:** August 21, 2020  
**To:** Chair and Members of the SSEA Board of Directors  
**From:** Julie Cayley, Executive Director  
Judy Limoges, Treasurer

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**SUBJECT: SSEA 2021 Staff Cost of Living Salary Increase**

***Strategic Plan Goal 4: An Exceptional Organization***

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**RECOMMENDATION:**

**RESOLVED THAT: Staff Report No. 34-20-SSEA regarding a 2021 annual cost of living adjustment (cola) salary increase be received; and**

**FURTHER THAT: Option X, an increase of X.0% is approved by the board; and**

**FURTHER THAT: The Executive Director be authorized to implement this increase for SSEA FTE staff effective January 1, 2021.**

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Purpose of Staff Report

The purpose of this report is to provide information and options to the board regarding the general annual cost of living adjustment (COLA) salary increase for SSEA FTE.

Background

The chart below provides a history of SSEA approved salary increases along with municipal and conservation authority comparators from 2017-2021:

The 2021 budget approved in principle by the board on July 18, 2019 includes a 2% staff cost of living salary increase over the 2020 budget. Given that most municipalities have not approved increases for 2021 yet, and the current challenges due to the Covid-19 pandemic, four cost options for the board to consider are as follows:

Option	Proposed Increase	2021 Budget Impact (cost)
A	2% increase	\$12,867
B	1% increase	\$6,434
C	0% management, 1% others	\$4,603
D	0%	0

Trusting this provides the board with the information required to approve a 2021 salary increase for SSEA staff and authorize the ED to effect the change January 1, 2021.

Submitted by:

*Original signed by*  
Julie Cayley, Executive Director

*Original signed by*  
Judy Limoges, Treasurer



**Severn Sound Environmental Association  
Joint Service Board Meeting  
August 25, 2020**

**STAFF REPORT**

**No:** 35-20-SSEA  
**Date:** August 19, 2020  
**To:** Chair and Members of the SSEA Board of Directors  
**From:** Judy Limoges, Treasurer and Julie Cayley, Executive Director

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**SUBJECT: 2021 Draft Budget**

***Strategic Plan Goal 4: An Exceptional Organization***

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**RECOMMENDATION:**

**RESOLVED THAT:** Staff Report No. 35-20-SSEA regarding the 2021 Draft Budget be received; and

**FURTHER THAT:** The board approve an overall 2021 X percentage increase over the 2020 final budget for the municipal contributions portion of the core 2021 budget; and

**FURTHER THAT:** If necessary, the Executive Director be authorized to find savings through appropriate payroll adjustments while maintaining efficient operations.

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Purpose of Staff Report

The purpose of this report is to provide the board with 2021 budget information including expected impacts due to COVID-19 and to request Board direction on final 2021 SSEA budget and approval.

Background and Analysis

On July 18, 2019, the SSEA board of directors approved the 2020 budget and approved in principle the proposed five-year plan for 2020 to 2024. The unanticipated COVID-19 pandemic has resulted in changes to operations and therefore changes also to planned costs. Using the 2021 budget that was approved in principle as a base, the Executive Director and the SSEA team reviewed and adjusted for various known and/or anticipated changes and challenges to arrive at the current draft of the 2021 budget presented herein. Please see attached "2021 Budget Summary" and "Highlights – change in municipal core operations". Total changes from original 2021 approved in principle budget are an estimated increase in cost of \$1,678. The current draft 2021 budget represents an increase in municipal core funding of \$48,842 from the 2020 approved budget.

Recognizing the budget constraints that our municipal partners are facing due to the covid-19 pandemic as well as the changes to SSEA operations and costs, this report provides various budget scenarios for the board to review and approve. These scenarios are represented in the

attached “Analysis” sheet as percent increase (core operations budget) as approved in principle (5.7%), 2%, 1% and 0%. Given that the majority of SSEA expenses as a service organization are payroll costs, this is the only area where SSEA is able to find any savings to meet the options presented. The first item is the 2021 cost of living wage increase for staff (see separate staff report 34-20-SSEA) and attached “Analysis” sheet. At the bottom of the Analysis sheet is a section indicating the value of Potential Core Savings.

Board direction is requested regarding 2021 budget approval as presented by percent increase. This includes direction regarding staff cost of living increase being sought under separate staff report 34-20 SSEA. If further savings are required by the board to meet a specific 2021 budget level, additional payroll adjustments would be required such as leaving vacant positions, delaying hiring, filling in with contracts. Based on the ED’s role and hands-on management knowledge of the organization and its’ operations, board approval is requested to authorize the ED to make such additions payroll adjustments should they be required.

The “2020-2024 Budget Summary” and the “Municipal revenue shares 2020-2024” are also attached for your information.

Conclusion:

The 2021 draft budget presented represents the core component discussed above as well as implementation projects. These projects reflect relatively small changes from the 2020 budget and in some cases decreases.

In addition, the provincial funding for the Drinking Water Source Water Protection project for 2020 has not been considered in the budget – as previously discussed, this will be dealt with at a future board meeting closer to year end when we have accurate cost information for 2020. The Provincial funding for this project in 2021 was also not considered in this budget as there is currently no agreement in place.

The budget as presented reflects the actual cost of doing business for SSEA in conjunction with our strategic plan reflecting unanticipated budget impacts dues to the COVID-19 pandemic.

Submitted by:

*Original signed by*  
Judy Limoges, Treasurer

*Original signed by*  
Julie Cayley, Executive Director

Attachments: 2021 Budget Summary  
Highlights – change in municipal share core operations  
Municipal revenue shares 2020-2024  
Analysis  
2020-2024 Budget Summary

**Severn Sound Environmental Association**  
**Municipal Sharing of SSEA Agreement for Core Operations**  
**Municipal revenue shares calculated for 2020-2024**

Municipality	Properties in W'shed	Assessment in W'shed	% Cost Share (8 Municipalities)	2018 APPROVED	2019 APPROVED	2020 APPROVED	2021 CURRENT DRAFT	2022 APPROVED IN PRINCIPLE	2023 APPROVED IN PRINCIPLE	2024 APPROVED IN PRINCIPLE
Georgian Bay	2114	\$478,457,400	5.60	\$42,983	\$44,027	\$74,443	\$ 78,652	\$ 81,914	\$ 84,000	\$ 85,271
Midland	6181	\$1,366,966,807	16.18	\$63,862	65,413	118,584	125,380	130,822	133,160	136,187
Orillia	1717	\$459,116,304	0	\$1,902						
Oro-Medonte	4256	\$1,112,902,900	12.20	\$56,008	57,368	101,979	107,801	112,424	114,667	117,034
Penetanguisher	3446	\$734,452,100	8.85	\$49,397	50,597	88,003	93,006	96,938	99,101	100,912
Severn	3358	\$687,466,543	8.45	\$48,608	49,788	86,334	91,239	95,089	97,242	98,987
Springwater	2343	\$486,289,200	5.93	\$43,634	44,694	75,820	80,109	83,439	85,533	86,859
Tay	6101	\$809,898,203	12.63	\$56,857	58,238	103,773	109,701	114,412	116,665	119,103
Tiny	12303	\$2,392,111,202	30.16	\$91,451	93,672	176,911	187,124	195,448	198,118	203,466
<b>Totals:</b>	<b>41819</b>	<b>\$8,527,660,659</b>	<b>100</b>	<b>\$454,702</b>	<b>\$463,796</b>	<b>\$825,847</b>	<b>\$ 873,012</b>	<b>\$910,485</b>	<b>\$ 928,484</b>	<b>\$ 947,819</b>
		INCREASE YEAR OVER YEAR \$			\$9,094	\$362,051	\$47,165	\$37,473	\$17,999	\$19,335
		INCREASE YEAR OVER YEAR %			2.0%	78.1%	5.7%	4.3%	2.0%	2.1%
		Total annual operating/core budget		\$567,677	\$579,030	\$908,069	\$958,556	\$996,029	\$1,030,739	\$1,036,819
		Base amount for each municipality		\$31,932	\$32,570	\$51,079	\$53,919	\$56,027	\$57,979	\$58,321

Note: Determination of Cost Apportionment as of December 2007 for agreement using revised SSEA watershed boundary.

1. the number of properties within the watershed area of each municipality was determined and from that, a percentage for cost sharing was calculated
2. the assessment within the watershed area for each municipality was determined and from that, a percentage for cost sharing was calculated
3. the average of 1. and 2. was used as the %cost share
4. for calculations with 9 municipalities, a base amount of 5% of the total annual operating budget was added to each share and followed by the percent of the remainder of the municipal amount
5. for calculations with 8 municipalities, a base amount of 5.625% of the total annual operating budget was added to each share and followed by the percent of the remainder of the municipal amount
6. 2020-2024 include Invasive Species Project in core operations, previously an implementation project
7. Source Water Implementation Project funded by core in 2020-2024 due to lack of provincial funding

**SEVERN SOUND ENVIRONMENTAL ASSOCIATION (SSEA)  
2021 BUDGET SUMMARY  
DRAFT**

	2021	2021	2020	2019	2019	2018	2018
	CURRENT DRAFT	APPROVED IN PRINCIPLE		UNAPPROVED			
	BUDGET	BUDGET	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
<b>SSEA CORE OPERATIONS</b>							
GENERAL REVENUE	(956,879)	(956,879)	(908,069)	(543,237)	(572,796)	(535,679)	(563,702)
UNDISTRIBUTED PAYROLL	370,832	388,990	320,646	216,791	138,960	128,018	140,481
ADMINISTRATION/OVERHEAD	163,079	159,272	156,965	109,792	139,193	103,910	134,436
GIS BASE COVERAGES	90,412	90,412	88,639	93,848	86,901	82,297	85,197
REQUESTS & REVIEWS	34,454	34,454	33,778	9,422	33,116	5,593	32,466
MONITORING & SURVEILLANCE	111,355	97,935	96,015	76,764	94,132	100,175	92,287
MONITORING SUPPORT	22,440	22,440	22,000	22,108	20,400	21,860	20,000
WATER SCIENTIST	62,523	62,523	61,297	58,887	60,095	51,119	58,835
INVAISVE SPECIES	56,182	56,182	55,080				
SOURCE WATER	47,280	44,672	73,649				
PSAB ADJUSTMENTS				(6,972)		10,763	
<b>TOTAL SSEA CORE</b>	<b>1,678</b>	<b>(0)</b>	<b>(0)</b>	<b>37,404</b>	<b>1</b>	<b>(31,944)</b>	<b>0</b>
<b>SSEA IMPLEMENTATION PROJECTS</b>							
GROUND WATER PROJECT							
Revenues	(2,550)	(2,550)	(2,500)	0	(2,500)	(4,453)	(2,500)
Expenses	2,550	2,550	2,500	20	2,500	1,501	2,500
HONEY HARBOUR SURVEY							
Revenues	(15,240)	(15,240)	(14,941)	(15,088)	(13,926)	(15,396)	(17,224)
Expenses	15,240	15,240	14,941	15,225	13,926	15,743	17,224
WETLANDS EVALUATION							
Revenues						(1,926)	(1,900)
Expenses						1,295	2,660
INLAND LAKES							
Revenues	(16,328)	(16,328)	(18,588)	(20,923)	(33,581)	(10,208)	(9,775)
Expenses	16,328	16,328	18,588	30,083	33,581	12,250	9,775
TREE DISTRIBUTION PROJECT							
Revenues	(20,154)	(20,154)	(20,004)	(19,073)	(17,000)	(15,614)	(13,155)
Expenses	20,154	20,154	20,004	21,629	17,000	17,468	13,155
RMO PROJECT							
Revenues	(68,708)	(68,708)	(74,191)	(73,104)	(90,780)	(75,128)	(92,000)
Expenses	68,708	68,708	74,191	77,013	90,779	102,641	92,000
SOURCE WATER							
Revenues				(57,572)	(119,193)	(105,710)	(119,193)
Expenses				57,396	119,193	105,918	119,193
VICTORIA HARBOUR WTP SURVEY							
Revenues	(8,323)	(8,323)	(7,855)	(8,504)	(7,691)	(7,662)	(8,000)
Expenses	8,323	8,323	7,855	8,126	7,691	7,662	8,000
INVASIVE SPECIES							
Revenues	0	0	0	(52,317)	(54,000)	(46,191)	(49,500)
Expenses	0	0	0	43,539	54,000	46,191	49,500
CITIZEN SCIENTIST							
Revenues				0	0	0	(4,000)
Expenses				0	0	837	4,000
FISH COMMUNITY EVALUATION							
Revenues				0	0	(2,600)	(3,000)
Expenses				0	0	5,326	3,000
HABITAT RESTORATION PROJECT							
Revenues	0	0	0	(174,863)	(10,013)	(2,973)	(10,013)
Expenses	0	0	0	173,863	10,013	2,973	9,253
SUSTAINABLE SEVERN SOUND							
Revenues	(78,085)	(88,700)	(106,756)	0	0	0	0
Expenses	78,085	88,700	106,756	0	0	0	0
<b>TOTAL SSEA IMPLMENTATION PROJECTS</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>5,450</b>	<b>(1)</b>	<b>31,944</b>	<b>0</b>
<b>TOTAL SSEA</b>	<b>1,678</b>	<b>0</b>	<b>(0)</b>	<b>42,854</b>	<b>0</b>	<b>0</b>	<b>0</b>
GRAND TOTAL REVENUES	(1,166,267)	(1,176,882)	(1,152,904)	(964,681)	(921,480)	(823,540)	(893,962)
GRAND TOTAL EXPENSES	1,167,945	1,176,882	1,152,904	1,007,633	921,480	823,540	893,962
NET	1,678	0	(0)	42,953	0	0	0
INCREASE OVER PRIOR YEAR	1.3%	2%	25%		3%		

**SEVERN SOUND ENVIRONMENTAL ASSOCIATION  
2020-2024 BUDGET SUMMARY**

	2020 FINAL BUDGET	2021 CURRENT DRAFT BUDGET	APPROVED IN PRINCIPLE			
			2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
<b>SSEA CORE OPERATIONS</b>						
GENERAL REVENUE	(908,069)	(956,879)	(956,879)	(996,029)	(1,030,739)	(1,036,819)
UNDISTRIBUTED PAYROLL	320,646	370,832	388,990	422,938	434,100	437,386
ADMINISTRATION/OVERHEAD	156,965	163,079	159,272	163,055	179,521	179,035
GIS BASE COVERAGES	88,639	90,412	90,412	92,220	94,064	95,946
REQUESTS & REVIEWS	33,778	34,454	34,454	35,143	35,846	36,563
MONITORING & SURVEILLANCE	96,015	111,355	97,935	99,894	101,892	103,929
MONITORING SUPPORT	22,000	22,440	22,440	22,889	23,347	23,814
WATER SCIENTIST	61,297	62,523	62,523	63,773	65,049	66,350
INVASIVE SPECIES	55,080	56,182	56,182	57,305	58,451	59,620
SOURCE WATER IMPLEMENTATION	73,649	47,280	44,672	38,812	38,469	34,177
PSAB ADJUSTMENTS						
<b>TOTAL SSEA CORE</b>	<b>(0)</b>	<b>1,678</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>
<b><u>SSEA IMPLEMENTATION PROJECTS</u></b>						
GROUND WATER PROJECT						
Revenues	(2,500)	(2,550)	(2,550)	(2,601)	(2,653)	(2,706)
Expenses	2,500	2,550	2,550	2,601	2,653	2,706
HONEY HARBOUR SURVEY						
Revenues	(14,941)	(15,240)	(15,240)	(15,545)	(15,856)	(16,173)
Expenses	14,941	15,240	15,240	15,545	15,856	16,173
INLAND LAKES						
Revenues	(18,588)	(16,328)	(16,328)	(17,490)	(18,630)	(46,311)
Expenses	18,588	16,328	16,328	17,490	18,630	46,311
TREE DISTRIBUTION PROJECT						
Revenues	(20,004)	(20,154)	(20,154)	(21,307)	(21,964)	(22,623)
Expenses	20,004	20,154	20,154	21,307	21,964	22,623
RMO PROJECT						
Revenues	(74,191)	(68,708)	(68,708)	(70,039)	(71,398)	(72,782)
Expenses	74,191	68,708	68,708	70,039	71,398	72,782
VICTORIA HARBOUR WTP SURVEY						
Revenues	(7,855)	(8,323)	(8,323)	(8,490)	(8,659)	(8,833)
Expenses	7,855	8,323	8,323	8,490	8,659	8,833
SUSTAINABLE SEVERN SOUND						
Revenues	(106,756)	(78,085)	(88,700)	(90,385)	(92,404)	(93,486)
Expenses	106,756	78,085	88,700	90,385	92,404	93,486
<b>TOTAL SSEA IMPLMENTATION PROJECTS</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
<b>TOTAL SSEA</b>	<b>(0)</b>	<b>1,678</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>
GRAND TOTAL REVENUES	(1,152,904)	(1,166,267)	(1,176,882)	(1,221,886)	(1,262,303)	(1,299,733)
GRAND TOTAL EXPENSES	1,152,904	1,167,945	1,176,882	1,221,886	1,262,303	1,299,733
NET	(0)	1,678	0	0	0	(0)
INCREASE OVER PRIOR YEAR	25.1%	1.3%	2.1%	5.8%	3.3%	3.0%



**Severn Sound Environmental Association  
Municipal Sharing of SSEA Agreement for Core Operations  
Municipal revenue shares calculated for 2020-2024**

Municipality	Properties in W'shed	Assessment in W'shed	% Cost Share (8 Municipalities)	2018 APPROVED	2019 APPROVED	2020 APPROVED	2021 CURRENT DRAFT	2022 APPROVED IN PRINCIPLE	2023 APPROVED IN PRINCIPLE	2024 APPROVED IN PRINCIPLE	
Georgian Bay	2114	\$478,457,400	5.60	\$42,983	\$44,027	\$74,443	\$78,652	\$81,914	\$84,000	\$85,271	9%
Midland	6181	\$1,366,966,807	16.18	\$63,862	65,413	118,584	125,380	130,822	133,160	136,187	14%
Orillia	1717	\$459,116,304	0	\$1,902							
Oro-Medonte	4256	\$1,112,902,900	12.20	\$56,008	57,368	101,979	107,801	112,424	114,667	117,034	12%
Penetanguisher	3446	\$734,452,100	8.85	\$49,397	50,597	88,003	93,006	96,938	99,101	100,912	11%
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Springwater	2343	\$486,289,200	5.93	\$43,634	44,694	75,820	80,109	83,439	85,533	86,859	9%
Tay	6101	\$809,898,203	12.63	\$56,857	58,238	103,773	109,701	114,412	116,665	119,103	13%
Tiny	12303	\$2,392,111,202	30.16	\$91,451	93,672	176,911	187,124	195,448	198,118	203,466	21%
<b>Totals:</b>	<b>41819</b>	<b>\$8,527,660,659</b>	<b>100</b>	<b>\$454,702</b>	<b>\$463,796</b>	<b>\$825,847</b>	<b>\$873,012</b>	<b>\$910,485</b>	<b>\$928,484</b>	<b>\$947,819</b>	<b>100%</b>
		INCREASE YEAR OVER YEAR \$			\$9,094	\$362,051	\$47,165	\$37,473	\$17,999	\$19,335	
		INCREASE YEAR OVER YEAR %			2.0%	78.1%	5.7%	4.3%	2.0%	2.1%	
		Total annual operating/core budget		\$567,677	\$579,030	\$908,069	\$958,556	\$996,029	\$1,030,739	\$1,036,819	
		Base amount for each municipality		\$31,932	\$32,570	\$51,079	\$53,919	\$56,027	\$57,979	\$58,321	

Note: Determination of Cost Apportionment as of December 2007 for agreement using revised SSEA watershed boundary.

1. the number of properties within the watershed area of each municipality was determined and from that, a percentage for cost sharing was calculated
2. the assessment within the watershed area for each municipality was determined and from that, a percentage for cost sharing was calculated
3. the average of 1. and 2.was used as the %cost share
4. for calcuations with 9 municipalities, a base amount of 5% of the total annual operating budget was added to each share and followed by the percent of the remainder of the municipal amount
5. for calcuations with 8 municipalities, a base amount of 5.625% of the total annual operating budget was added to each share and followed by the percent of the remainder of the municipal amount
6. 2020-2024 include Invasive Species Project in core operations, previously an implementation project
7. Source Water Implementation Project funded by core in 2020-2024 due to lack of provincial funding

**SEVERN SOUND ENVIRONMENTAL ASSOCIATION  
MUNICIPAL SHARE - CORE CONTRIBUTIONS  
ANALYSIS  
2021 DRAFT BUDGET**

	<b>OPTIONS</b>				
	<b>CURRENT DRAFT</b>	<b>APPROVED IN PRINCIPLE</b>			
INCREASE OVER 2020 CORE MUNICIPAL SHARE	5.9%	5.7%	2%	1%	0%
2021 CURRENT DRAFT BUDGET	874,690	874,690	874,690	874,690	874,690
2021 OPTIONS	874,690	873,012	842,364	834,106	825,847
<b>REDUCTION REQUIRED TO ACHIEVE OPTION</b>	<b>0</b>	<b>1,678</b>	<b>32,325</b>	<b>40,584</b>	<b>48,842</b>

**POTENTIAL CORE SAVINGS:**

1% salary increase	6,434
0% management, 1% others	8,264
0% salary increase	12,867
HR options including vacant positions, hiring delays, filling in with contracts	48,842