

Hybrid meeting (via Zoom)  
MVCA Boardroom

10:05 a.m.

December 11, 2023

### **AGENDA**

#### **ROLL CALL**

**Declarations of Interest (written)**

**Adoption of Agenda**

#### **MAIN BUSINESS**

1. Approval of Minutes: Board of Directors Meeting Minutes, October 16, 2023, Page 3
2. Receive Draft Minutes:
  - a. Finance and Administration Advisory Committee Meeting Minutes, November 28, 2023, Page 12
  - b. Policy and Planning Advisory Committee Meeting Minutes, November 29, 2023, Page 22
3. GM Update, Report 3376/23, (Sally McIntyre), Page 27
4. Watershed Conditions, Report 3379/23, (Jenn North), Page 32
5. Budget Control Report, Report 3380/23, (Stacy Millard), Page 34
6. Year-end Contribution to Reserves, Report 3381/23, (Stacy Millard), Page 43

#### **Reports rising from Finance & Administration Committee**

7. Reserve Policy Update, Report 3370/23, (Stacy Millard), Page 45
8. Draft 2024 Budget, Report 3377/23, (Sally McIntyre and Stacy Millard), Page 49
9. 2024 Mileage, Per Diem & Honorarium Rates, Report 3378/23, (Sally McIntyre), Page 98

#### **Report rising from Policy & Planning Advisory Committee**

10. Wetland Offsetting Policy Update, Report 3372/23, (Matt Craig & Kelly Stiles), Page 102
11. Lower Clyde Floodplain Mapping Study, Report 3382/23, (Juraj Cunderlik), Page 110

#### **CONSENT ITEMS**

#### **Reports rising from Finance & Administration Committee**

12. IT Asset Management Plan, Report 3367/23, (Alex Broadbent), Page 115
13. Fleet Management Plan, Report 3368/23, (Scott Lawryk), Page 129

14. 2024 Fee Schedule Update, Report 3369/23, (Stacy Millard & Matt Craig), <sup>Page 2 of 182</sup>Page 145

*Report rising from Policy & Planning Advisory Committee*

15. Stewardship Program Review & Update, Report 3373/23 (Matt Craig & Marissa Okum)  
Page 154

16. Museum Advisory Committee: Membership and Terms of Reference, Report 3383/23, (Sally McIntyre), Page 177

17. 2024 Board Meeting Schedule, Report 3379/23, (Sally McIntyre), Page 180

18. Action Plan to Mitigate Stress Update, Report 3384/23, (Alex Broadbent), Page 181

**ADJOURNMENT**

*Christmas Luncheon*



## MINUTES

Hybrid Meeting Via Zoom  
and at MVCA Office

Board of Directors Meeting

October 16th, 2023

### **MEMBERS PRESENT**

P. Kehoe, Chair  
J. Atkinson, Vice Chair  
B. Holmes  
D. Comley  
J. Mason  
H. Yanch  
M. Souter  
G. Gower (Virtual)  
C. Kelsey  
C. Kelly (Virtual)  
C. Curry (Virtual)  
R. Huetl  
R. Kidd (Virtual)

### **MEMBERS ABSENT**

T. Popkie  
A. Hubley  
A. Vereyken  
A. Kendrick  
S. Lewis

### **STAFF PRESENT**

S. McIntyre, General Manager  
J. Cunderlik, Director of Engineering  
J. North, Water Systems Technologist  
A. Broadbent, Manager of I&CT  
S. Millard, Treasurer  
S. Lawryk, Property Manager  
M. Craig, Manager of Planning and Regulations  
T. Fragnito, Finance Administrative Assistant  
K. Hollington, Recording Secretary

### **GUEST SPEAKER**

Joanne Glaser, Cornerstones Management Solutions Limited

P. Kehoe called the meeting to order at 1:00 p.m.

### Declarations of Interest (Written)

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. J. Atkinson and D. Comley declared conflict of interest in regards to item 8, Water & Sewer Connection. J. Atkinson and D. Comley are councillors for the Town of Carleton Place and though they do not have a personal or pecuniary interest in the item stated that they would remove themselves during that item due to it relating to a contract with the Town.

### Agenda Review

P. Kehoe explained that item 7 will be moved up to after item 2 due to timing constraints. He noted that three items are on the consent agenda and asked if anyone would like to discuss. There were no requests to discuss.

#### **B23/10/16-1**

**MOVED BY: J. Mason**

**SECONDED BY: R. Huetl**

**Resolved, that the agenda for the October 16th, 2023 Board of Directors Meeting be adopted as amended.**

**“CARRIED”**

### **MAIN BUSINESS**

1. Approval of Minutes: Board of Directors Meeting, September 11th, 2023

#### **B23/10/16-2**

**MOVED BY: H. Yanch**

**SECONDED BY: D. Comley**

**Resolved, that the minutes of the Board of Directors Meeting held on September 11th, 2023 be received and approved as presented.**

**“CARRIED”**

2. Receipt of Minutes from Finance & Administration Committee Meeting June 22, 2023
3. Employee Presentation: Implementation of HR Downloads, (T. Fragnito)

T. Fragnito introduced the Board to the cloud based, human resources software that MVCA currently uses. She summarized the training courses and materials that are available for staff and the improvements in tracking certificates of completion.

B. Holmes asked if HR downloads feeds into the MVCA payroll program. T. Fragnito responded that it does not. B. Holmes asked if there is potential for the program to automate payroll. T. Fragnito responded that it is currently two separate programs.

4. Pay Scales, Report 3357/23, (S. McIntyre & S. Millard)

**B23/10/16-3**

**MOVED BY: J. Atkinson**

**SECONDED BY: C. Kelsey**

**Resolved, That the Board move to in-camera session for discussion of the following matter:**

**☒ Labour relations or employee negotiations**

**And Further Resolved, That**

**The General Manager, Treasurer and Joanne Glaser, Cornerstones Management Solutions Limited remain in the room.**

**“CARRIED”**

**B23/10/16-4**

**MOVED BY: B. Holmes**

**SECONDED BY: D. Comley**

**Resolved, That the Board move out of in-camera discussions.**

**“CARRIED”**

**B23/10/16-5**

**MOVED BY: J. Atkinson**

**SECONDED BY: B. Holmes**

**Resolved, That the Board of Directors:**

- 1. Approve the updated Salary Scale as presented to the Finance and Administration Committee in June 2023.**
- 2. Approve phased implementation as described in the June 2023 report.**

**“CARRIED”**

5. Watershed Conditions, Report 3360/23, (J. North)

J. North summarized the current watershed conditions, highlighting that below average rainfall has resulted in lower than normal flows in some areas but most lakes have maintained normal

levels. She explained that flows are expected to increase as more water from the drawdowns in the upper lakes reaches the lower half of the system. She is hopeful for rain to fill some of the smaller tributaries that are currently drier. She explained the general schedule for the drawdowns of specific lakes. She noted that the long-range forecast looks normal and expects target levels to be maintained before freezing.

R. Huetl added that he noted the levels of Crotch Lake to be quite low when he visited a week prior. J. North responded that water levels vary year-to-year and that levels are at the lower end of normal for this time of year but they are not below average. September had below average rainfall compared to the past.

6. GM Update, Report 3361/23, (S. McIntyre)

S. McIntyre highlighted the following items from the GM Update report:

- Clyde River Flood Plain Mapping project, noting MVCA is in the process of organizing a public open house in November for municipalities in which the Clyde River flows. She explained that, MVCA will be connecting with local municipalities and potentially reaching out to have a presentation to councils on the project with the goal to finalize the floodplain mapping to present to the Board in December.
- IT Review, explaining that the consultants will be providing an updated report for review. She explained that there are implications for both the short and long-term budget because the current IT assets are at least 10 years old, and some areas require updates. The report is a strategic look at what MVCA invests in and why, and what is needed to manage IT needs moving forward.
- K&P Trail, explaining that discussions with the 3 counties are not moving as quickly as anticipated. MVCA has reached out to the Snow Road Snowmobile Club to renew an agreement for use of the trail. In 2021 a contract was negotiated with input from legal council on both sides. The Club has new legal council that came back with new changes, MVCA has put back to them the contract signed in 2021.
- Safety boom replacement at the Carleton Place dam, noting that staff took the FCM Study tour to the site.
- Events that MVCA is participating in, including the Ottawa Valley Walk for Wenjack in partnership with the local Girl Guides association and the ALUS Lanark 2023 Project Celebration.
- Conservation Ontario meeting, noting that CO approved its 2024 Workplan and Budget of ~\$1.5 Million, with MVCA contributing \$28,722. The 2024 workplan included the continued support of Conservation Authorities as new regulatory requirements are navigated.

- S. McIntyre noted that the City of Ottawa approved the Category 2 and 3 agreements, allowing for MVCA to develop the 2024 budget based upon the new methodology.

7. Execution of Category 2 and 3 Agreements, Report 3362/23, (S. McIntyre)

S. McIntyre explained that the City of Ottawa was the last remaining municipality to approve the proposed Category 2 and 3 agreement, and MVCA is now in a position to execute the agreements. She explained the need for Board authorization is due to the value of the contracts.

**B23/10/16-6**

**MOVED BY: J. Mason**

**SECONDED BY: M. Souter**

**Resolved, that the Board of Directors authorize the Chair and General Manager to execute agreements with member municipalities for the delivery of Category 2 and 3 services, as set out in this report.**

**“CARRIED”**

Reports rising from Finance & Administration Committee:

8. Water & Sewer Connection, Report 3358/23, (S. Lawryk)

S. Lawryk presented updates on the Water & Sewer connection, explaining that since the Board approved the payment of \$251,500 to the Town of Carleton Place in fulfillment of the 2012 Development Permit Agreement, MVCA received communication from the Town disagreeing with the methodology used to calculate that amount, and a draft multi-lateral agreement from Cavanagh Construction. MVCA sought legal advice from Vice and Hunter LLP that has advised that the 2012 Development Agreement remains valid and enforceable, that MVCA should not enter any new agreements with Cavanagh Construction, and that the Rivington appraisal using current land use and current land size is the most accurate way of determining the current difference in the appraised value between serviced and un-serviced land. MVCA has been working with JP2G Engineering on the design and layout plan to get servicing from the property line into the building.

R. Huetl clarified that the \$251,500 payment is the sharing cost of getting utilities to the property line and that MVCA still has to pay for connection. S. Lawryk confirmed. R. Huetl asked if the Town will allow MVCA to connect and if MVCA is in the process of getting tenders for the connection. S. Lawryk explained that MVCA is in the process of working with an engineering firm to prepare tender documents. An agreement with the Town is desired before moving forward.

G. Gower asked what the potential next steps are to resolve the disagreement with the Town. S. McIntyre explained that she has been in discussion with the Chief Administrative Officer of the Town of Carleton Place, Diane Smithson, and that once the Board has provided direction she would work with the CAO to determine a number that the two organizations could agree upon.

G. Gower asked if the direction from the Board is to come after further investigation. S. McIntyre responded that the Town of Carleton Place is actively reviewing the proposal from Cavanagh Construction. It is understood that there is no pre-existing agreement for the extension of services between the Town and Cavanagh Construction, the contractor responsible for the work. She added that her goal would be to work with the CAO to determine whether there were grounds to alter the amount.

G. Gower asked if MVCA is the only landowner that is affected by this situation or if there are others are affected by the dispute. S. McIntyre responded that the Town itself has land being serviced by the extension and an adjacent landowner is also potentially affected.

R. Kidd asked for clarification on the motion, asking if part 2 is in reference to the Cavanagh agreement. P. Kehoe responded that there is an agreement in place, and that they will not be entering into a new one. R. Kidd suggested the discussion go in-camera to give the GM a sense of how the Board feels about the negotiation.

**B23/10/16-7**

**MOVED BY: H. Yanch**

**SECONDED BY: M. Souter**

**Resolved, That the Board move to in-camera session for discussion of the following matter:**

☒ **Advice that is subject to solicitor-client privilege**

**And Further Resolved, That**

**The General Manager and MVCA Staff remain in the room.**

**“CARRIED”**

**B23/10/16-8**

**MOVED BY: B. Holmes**

**SECONDED BY: R. Huetl**

**Resolved, That the Board move out of in-camera discussions.**

**“CARRIED”**



**B23/10/16-9**

**MOVED BY: J. Mason**

**SECONDED BY: B. Holmes**

**Resolved, that the Board of Directors direct staff to:**

- 1. Seek agreement with the Town of Carleton Place on interpretation and application of the 2012 Development Agreement and return to the Board with a recommended course of action; and**
- 2. Inform Carleton Place that MVCA will not enter into any new or additional cost-sharing agreement related to the extension of municipal services to MVCA's property.**

**"CARRIED"**

**9. K&P Landowner, Report 3556/23, (S. Lawryk)**

P. Kehoe noted that the landowners were in attendance, that a letter provided by the landowners had been added to the agenda package, and that they had attended and presented to the Finance and Administration meeting on October 2<sup>nd</sup>, 2023; and therefore a request by the landowners to present to the Board had been denied.

S. Lawryk explained that MVCA has been in a long-standing dispute with the owners of a property adjacent to the K&P trail. The matter went before a judge in 2017 and the court judgement was in MVCA's favour including award of costs. In July 2023, staff were informed by legal council that the landowners contested the survey provided to Frontenac County in 2019 and intended to obtain their own survey, but with no target date for completion. To minimize delays, legal council has recommended that MVCA return to court to resolve the matter.

P. Kehoe noted that the letter provided by the landowners counters the staff report on several points and, as such, it is a matter that is going to have to take the legal route to be sorted out.

**B23/10/16-10**

**MOVED BY: J. Mason**

**SECONDED BY: R. Huetl**

**Resolved, that the Board of Directors authorize staff to return to court regarding the K&P (Wilbur) property dispute.**

**"CARRIED"**

10. Budget Control Report – Year End Outlook, Report 3363/23, (S. Millard)

S. Millard explained that the 2023 Budget is on track. A year-end projection based upon the end-of-August numbers indicates a potential surplus of \$100,000. This is due to vacancies and associated salary savings, and higher revenues than projected for items such as permit fees and interest on reserves. This could lead to not having to use ~\$300,000 in operating reserves.

On the capital side, S. Millard explained that there is roughly \$400,000 that will not be spent in 2023 but that will most likely be rolled over into projects in 2024. In regards to the reserves, she stated that roughly \$660,00 will not be used in 2023 that will remain in the balances that will support work in future years.

S. Millard provided further details regarding salary allocations in the Administrative and Flood Forecasting and Dam Operations departments, and noted that insurance costs generally came in under budget.

11. Cost of Service Study, Report 3359/23, (S. McIntyre & S. Millard)

S. McIntyre explained that the Cost of Service study builds on the analysis of programs and services carried out for the purpose of drafting Category 2 and 3 cost-sharing agreements. The Cost of Service study used business process maps for each service and estimated the hours spent by specific employees on those tasks to calculate all-in costs.

There were challenges using the new on-line time-sheet system, which is being updated to allow for more accurate time-allocation analysis; and that there was no pro-rating of the applications to reflect the high degree of variability in time required to process (e.g. some applications are in the far reaches of MVCA's jurisdiction.)

She noted that MVCA will be comparing business processes and costs to other CAs to identify opportunities to improve efficiency. Once completed and opportunities for improvement implemented, discussions regarding fees can occur bearing in mind that MVCA, RVCA, and SNC have consistent fees within the City of Ottawa. SNC's Board has already approved a 3% increase in fees for 2024 and MVCA management plans to request the same. A fee review is proposed for 2024 for implementation of potential changes in 2025.

G. Gower noted that the background of the document says that there is an expectation to employ user fees and other sources of funding where appropriate. He asked if the policy speaks to a certain level or ratio of user fees versus other funding sources and how it is generally applied. S. McIntyre responded that the new regulation required the Board to approve a Fee Policy, which does not have a specific percentage but has various goals and objectives including to cost recover as much as possible but also balance equity and affordability. G. Gower noted that when it comes to planning applications, the City of Ottawa pushes toward a cost-recovery

and hopes for an increase in cost-recovery in regards to MVCA planning applications as the City's levy pays most of the balance.

J. Mason asked for details on the plan for implementation of time-sheet data and how much time worth of data is needed in order to get an accurate base of information for cost estimates. S. McIntyre responded that the time-sheet system has been in place since March/April of 2023 and MVCA is in the process of adjusting the system to improve its efficacy. The goal is to work with at least 9 months of solid data, recognizing the variances in individual applications.

R. Kidd added that efficiencies and ways to reduce costs should be looked into and compared to other Conservation Authorities. Cost recovery should be as close to 100% as possible. S. McIntyre replied that MVCA will benchmark itself against Quinte and Cataraqui CAs and other willing CAs.

P. Kehoe commented that the charge-out rate for services is over \$100.00 per hour. S. McIntyre responded that it is dependent on the service but for engineering staff it is essential.

#### **ITEMS RECEIVED BY CONSENT AGENDA**

12. Timeline Reporting for Section 28 Applications, Report 3364/23, (M. Craig)
13. Permit Activity Report, Report 3365/23, (M. Craig)
14. MNRF Agreement – Amendment, Report 3366/23, (J. North)

#### **ADJOURNMENT**

**B23/10/16-11**

**MOVED BY: R. Huetl**

**SECONDED BY: H. Yanch**

**Resolved, That the Board of Directors meeting be adjourned.**

**“CARRIED”**

The meeting was adjourned at 2:35 p.m.

K. Hollington, Recording Secretary



## **MINUTES**

Hybrid Meeting Via Zoom  
and at MVCA Office

Finance and Administration  
Advisory Committee Meeting

November 28th, 2023

### **MEMBERS PRESENT**

J. Mason, Chair  
R. Kidd  
P. Kehoe  
A. Vereyken (virtual)  
M. Souter  
R. Huetl  
C. Curry (virtual)  
A. Kendrick

### **MEMBERS ABSENT**

A. Hubley  
J. Atkinson

### **STAFF PRESENT**

S. McIntyre, General Manager  
A. Broadbent, Manager of I&CT  
S. Millard, Treasurer  
S. Lawryk, Property Manager  
D. Doughty, Finance Administrative Assistant  
K. Hollington, Recording Secretary

J. Mason called the meeting to order at 10:01 a.m.

### **Declarations of Interest (Written)**

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. No declarations were received.

### **Agenda Review**

M. Souter asked for an update on the K&P Trail Landowners Dispute. J. Mason noted this would be added as item 7 to the agenda.

### **FAAC23/11/28-1**

**MOVED BY:** M. Souter

**SECONDED BY:** R. Kidd

**Resolved, that the agenda for the November 28<sup>th</sup>, 2023 Finance and Administration Advisory Committee Meeting be adopted as amended.**

**“CARRIED”**

**MAIN BUSINESS**

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting, October 2, 2023

**FAAC23/11/28-2**

**MOVED BY: C. Curry**

**SECONDED BY: A. Kendrick**

**Resolved, that the minutes of the Finance and Administration Advisory Committee Meeting held on October 2nd, 2023 be received and approved as printed.**

**“CARRIED”**

2. IT Asset Management Plan, Report 3367/23, (A. Broadbent)

A. Broadbent noted that MVCA had an independent review of IT assets to help guide the IT Asset Management Plan. He explained that MVCA uses a hybrid network environment, with both on-site equipment and a cloud-based system. He highlighted described key system elements, and summarized key issues. He identified recommendations for key system components, their timing, and cost implications.

P. Kehoe asked whether the recommendation to reduce from 3 servers to 1 large server to save on costs would make MVCA more vulnerable to cyber attacks compared. A. Broadbent responded that the server would be partitioned, with each area acting independently of the others with its own antivirus and firewall. He added that two of the three servers are scheduled to be replaced between 2023 and 2025 in the current 10-Year Capital Plan, and this replacement server would not incur extra costs.

C. Curry described her previous experience with emergency response table-top exercises with other Boards she has sat on. She asked if there is a plan to have the MVCA Board of Directors and MVCA management participate in a run-through of an IT emergency response plan. A. Broadbent answered that documenting the IT emergency response plan is needed. S. McIntyre explained that most vulnerabilities identified were internal to MVCA and that there is an ongoing program to educate MVCA staff to reduce risks. She added that after the last security breach, a contractor was employed to make IT improvements to MVCA's IT security. S. McIntyre committed to connect with C. Curry to gain an understanding of her previous experiences and to determine what may be appropriate for the MVCA Board of Directors.

J. Mason asked if the IT Asset Management Plan will have an impact on the Operating or Capital Budget. S. McIntyre answered that there will be no impact to the 2024 budget, but moving forward Software as a Service (SAS) requirements will likely increase and put pressure on operating costs. She added that the existing 10-Year Capital Plan had allowed for replacement of the servers and that the new server would not incur any additional costs.

**FAAC23/11/28-3**

**MOVED BY: P. Kehoe**

**SECONDED BY: M. Souter**

**Resolved, That the Finance and Administrative Advisory Committee recommend that the Board of Directors approve the IT Asset Management Plan as set out in Report 3367/23.**

**“CARRIED”**

**3. Fleet Management Plan, Report 3368/23, (S. Lawryk)**

S. Lawryk summarized the current MVCA vehicle fleet, highlighting the aging condition of the vehicles, resulting in rising repair costs. He explained that four-wheel/all-wheel drive vehicles are required by most MVCA departments to access remote areas and to transport both staff and equipment. He added that MVCA has a need for a vehicle with Commercial Vehicle Operator’s Registration (CVOR) to tow equipment like boats and trailers

S. Lawryk identified short-term vehicle needs and outlined a mid-term plan to research modernization of the MVCA fleet and electric vehicle (EV) infrastructure, noting potential to partner with local municipalities. He highlighted that plan will be somewhat fluid based upon changing vehicle requirements and market conditions. Each purchase will be preceded by a cost benefit analysis to ensure it meets the operational and financial needs of the organization. He noted that with the age of the fleet, there is a greater risk of a vehicle requiring a major repair in the future.

A. Kendrick asked if there is a GIS mapping layer that shows EV charger locations within the watershed. A. Broadbent replied that MVCA does not have this GIS layer but that it could be looked into.

P. Kehoe explained that usually when entering a tendering process, the more vehicles the better and asked why the recommendation is to replace only 2 rather than 3. He noted that that there are 3 vehicles in the fleet that need replacement based on age and being over 200,000 kilometers. He also asked if there is an ability to partner with member municipalities that will be buying vehicles in 2024 to take advantage of any possible cost-savings by buying in multiple. S. Lawryk replied that MVCA takes advantage of fleet pricing with the company that provides fuel for the fleet, but agreed that there is an opportunity to reach out to member municipalities to pursue bulk purchase. S. Lawryk added that his recommendation of replacing

two cars rather than 3 is based on maintaining lower costs and staggering the acquisition of vehicles to reduce multiple replacements or repair costs in the future.

M. Souter asked if there is an annual transfer of funds to reserves in anticipation of transfer of infrastructure to or electric vehicles or if it solely dependent on grants. S. Millard answered that the current 10-Year Capital Plan does not have MVCA building the vehicle reserve over the next 5 years—all contributions to reserves are scheduled to be allocated to Water Control Structures based upon need. Contributions to the Vehicle Reserve begin in year six. Currently, the vehicle reserve has approximately \$220,000. MVCA plan to draw from this reserve in 2024 but no other years in the near-term. S. McIntyre explained that the purchase of a new vehicle does not necessarily mean drawing from vehicle reserves. Another option is PAYGO—paying as you go using same-year revenues/cash on hand.

M. Souter expressed concern over the depletion of vehicle reserves with the additional need to replace the CVOR vehicle in the future in addition to the two recommended. S. Millard explained that in the current plan it is not anticipated that any excess above the approximate \$45,000 will be taken from vehicle reserves. Currently other sources of funding are expected to cover cost of any other vehicle procurement.

C. Curry expressed her support for collaborating with member municipalities to gather information to inform the Fleet Management Plan in regards to fleet optimization, cost savings, and electric infrastructure.

M. Souter asked if any thought has been given to installing public chargers at Conservation Areas. S. Lawryk explained that MVCA has started the process of exploring charging installation opportunities, noting that the grants available are larger for public charging stations in comparison to in-house fleet chargers.

R. Huetl asked what the waiting time would be for a new vehicle. S. Lawryk responded that it is dependent on the vehicle type/model and that a cost benefit analysis will be required to determine the best option.

R. Huetl commented that MVCA transition to EV cars is highly dependent on charger availability across the watershed, particularly in North Frontenac, which is a far distance from the MVCA's office. S. Lawryk agreed that once EV infrastructure is in place he would feel more comfortable about the safety of staff travelling far distances.

J. Mason commented that the plan for EV infrastructure is a future topic for discussion. She highlighted the current need for replacing two fleet vehicles. The Fleet Management Plan is open and can be developed over time as things change, leaving opportunities to discuss EV capabilities further.

R. Kidd asked if the price estimate of \$120,000 for a rental vehicle is for a 1-year period. S. Lawryk responded that the price is for an assumed 8-month period to cover MVCA through its main operational period.

R. Kidd highlighted the importance of pursuing grants for public charging stations at the Conservation Areas. He explained that MVCA should set an example by being the leader in installing charging stations. S. McIntyre responded that part of the Fleet Management Plan looks at how to implement the creation of EV infrastructure. She added that there is an opportunity for a public charging station at the MVCA office that would service the community using Roy Brown Park and commuting on Highway 7. She explained that grants available to the municipalities are more robust than those available to the Conservation Authority. Partnering with member municipalities would help ensure optimization of available grant funds. She added that in 2024 a supplemental report could be created to explore EV infrastructure options more thoroughly. R. Kidd noted that there will be many opportunities to charge along Highway 7 and feels there is a greater opportunity to support the community by providing chargers in more remote locations like Conservation Areas.

A. Kendrick added that he supports MVCA being a leader in EV infrastructure. He highlighted the opportunity for MVCA to purchase hybrid vehicles for the two immediate recommended replacements and to look to fully electric as infrastructure is improved and developed within the watershed.

J. Mason noted the commitment for MVCA to look into EV infrastructure opportunities and for future reports to be tabled with the Finance and Administration Committee and Board of Directors.

**FAAC23/11/28-4**

**MOVED BY: R. Huetl**

**SECONDED BY: A. Kendrick**

**Resolved, That the Finance and Administrative Advisory Committee**

**“CARRIED”**

**4. 2024 Fees, Report 3369/23, (S. Millard)**

S. Millard explained that MVCA has updated the Fee Schedule assuming the Province of Ontario extend the freeze that ends on December 31<sup>st</sup>. The basis for all permit, planning and modelling fees is a 3% increase, which is inline with South Nation and Rideau Valley Conservation Authorities to keep City of Ottawa fees consistent.

Updating of wording is highlighted in yellow in the report to ensure clarity. She noted changes to Conservation Area fees in Schedule D, explaining that a market analysis and comparison was



conducted over the past 6 months to determine appropriate fees. She noted that these fees are for Category 3 programs and that MVCA is working towards greater cost-recovery and a potential surplus. Comparative properties used for the analysis included other historic sites, such as Pinhey's Point in Dunrobin, rather than other local wedding venues. Fees have been structured to require a 4-hour minimum booking time.

A. Kendrick noted that proceeding with a 3% increase in fees for 2024, the Conservation Authorities are accepting a 1-year hiatus in fee increases. He asked if there was any discussion of a higher fee increase. S. McIntyre clarified that MVCA adjusted its 2023 fees in advance of the provincial freeze, therefore this impact will not be incurred.

**FAAC23/11/28-5**

**MOVED BY: A. Kendrick**

**SECONDED BY: M. Souter**

**Resolved, That the Finance and Administrative Advisory Committee recommend that the Board of Directors approve the 2024 Fee Schedule as set out in Report 3369/23.**

**"CARRIED"**

**5. Reserve Policy Update, Report 3370/23, (S. Millard)**

S. Millard explained that when the Reserve Policy was approved and implemented in July 2022, it was noted that MVCA would need to come back and update it to fully implement agreements under Category 2 and 3. She presented the current state of operating reserves and projected year-end, noting that the General Operating Reserve is projected to be almost double the target balance set in the policy; and that the 10-Year Capital Plan provides for building the capital reserves fairly aggressively over the next few years.

S. Millard explained that the target operating reserve levels for Category 2 and 3 are designed to offset fluctuations in funding for those programs, and equal the percentages used in the Category 2 and 3 municipal agreements. She summarized the proposed changes in reserve fund balances, and the projected 2023 year-end balances.

M. Souter noted that in order to bring the new Category 2 and 3 Operating Reserves up to target, it is proposed that any surplus within an operating budget would build the fund. She asked if there are any other sources of funding and if any future municipal capital levies would feed into these funds. S. Millard answered that grants, donations, and fees are alternative sources of funding that feed into these funds. S. McIntyre explained that the agreements that the municipalities have signed says that up to 2% of the annual capital levy can go towards the

category 3 capital works in the current year or to build the reserve. She added that grants and contributions are looked at to build Category 2 and 3 Operating Reserves.

**FAAC23/11/28-6**

**MOVED BY: P. Kehoe**

**SECONDED BY: M. Souter**

**Resolved, That the Finance and Administrative Advisory Committee recommend that the Board of Directors:**

- 1. Approve amendment of the Reserve Policy to provide for Category 2 and 3 reserves, as outlined in Report 3370/23.**
- 2. Approve transfer of reserve balances as set out in Report 3370/23.**

**“CARRIED”**

**6. 2024 Budget, Report 3371/23. (S. Millard)**

S. McIntyre explained the process behind the budget setting for 2024. She noted that in the fall, the Board of Directors approved postponing the Annual General Meeting and annual review of financial statements to March/April, and that the budget would proceed in February separate from those items.

S. McIntyre reviewed the totals for the 2023 and 2024 budgets, noting a 6.5% increase. She explained that the increase in Capital budget is due to a major capital project--the Water and Sewer connection that is expected for 2024. The bulk of operating expenditures is for Category 1 programming. Most of the budget is supported by the municipal levy but MVCA is making efforts to increase revenues through fees for service, and pursuing grants and contributions.

She noted that all Category 1 programs see a drop from 2023 to 2024 due to the reallocation of costs to Category 2 and 3 programs. She highlighted the proposed draft budgets for Category 2 and 3 programs. She noted the increase in the budget for Category 3 programs in part due to the introduction of the approved education program. She summarized the Capital budget, noting the continuation of WECl projects, Conservation Area safety maintenance, Corporate projects such as the Water and Sewer Connection, and debt repayment. She highlighted capitalization of some of the technical studies, major projects that MVCA produces like mapping and models that meet lifecycle length requirements and have the potential to be shared at a cost.

A. Kendrick asked if the Corporate projects ‘Other Revenue’ figure of \$715,000 is taking out more debt. S. McIntyre explained that the policy states that if a capital project exceeds \$500,000 that MVCA would consider debt financing. This was tabled and approved previously when it was recognized that the water and sewer connection would likely exceed \$500,000.

M. Souter asked how long it will take for MVCA to repay the current mortgage. S. McIntyre responded that by 2040, 17 years.

M. Souter asked if money was set aside for future connection to Water and Sewer when the property was purchased and why it was not included in the mortgage. S. McIntyre responded that she cannot speak to the reason why it was not included in the mortgage at the time. She explained that some money has been set aside in the Capital Reserves over the years to allow for the water and sewer connection but are insufficient due to the combination of costs for hooking up to municipal services, decommissioning existing structures, and payment to the Town for bringing municipal services to the property line. M. Souter asked if any money is set aside for any potential lawsuits over the amount owed for the services being brought to the property line.

J. Mason noted that this topic was covered at the last Finance and Administration Committee meeting and Board of Directors Meeting and any further discussion should go in-camera. She explained that the General Manager will be tabling the status of negotiations with the Town of Carleton Place with the Finance and Administrative Committee and the Board of Directors. M. Souter withdrew her question. R. Kidd asked if an agreement has been reached. J. Mason confirmed that no agreement has been made at this time. R. Kidd commented that the amount of \$715,000 for the Water and Sewer Connection is close to 20% of the cost to build the MVCA office.

S. McIntyre asked if any further details/explanations are required in regards to the budget. J. Mason commented that the improved formatting makes the budget clear and easy to understand. J. Mason asked again if any members require more information. M. Souter also commented that the formatting made the budget very easy to understand and is satisfied that the budget can be tabled with the Board of Directors.

A. Kendrick expressed concern over the cost of the Water and Sewer Connection and asked if continuing with existing infrastructure is possible. J. Mason commented that the answer for this question will require going in-camera.

A. Kendrick asked about the status of the reserves, drawing down on reserves without any significant contributions and asked if this is sustainable moving forward. S. Millard answered that the 10-Year Capital Plan that was tabled with the Board in the spring has a significant increase in the levy over the next several years to bring the reserve levels up and MVCA is looking to transfer overages from the operating reserve to the capital reserves. J. Mason asked if there will be an update of the 10-Year Capital plan presented in 2024. S. Millard answered that the intent is to update every year. J. Mason noted that this would provide an opportunity to see how the reserves are affected over time.

C. Curry asked there is any advocacy work that is recommended. S. McIntyre responded that the Board has previously lobbied the province regarding the WECl funding and annual transfer. MVCA is mandated by the regulation to deliver services on behalf of the province and the funding has been cut in half after 17 years with no increase. MVCA could lobby to reinstate the other half as well as indexing moving forward to cover the costs to deliver services for the province. She added that the province has not increased the value of the WECl capital funding envelope for roughly 20 years. She noted that a key constraint in the administration of WECl grants is that CAs are typically given less than 10 months to complete a capital project from the time funding is approved.

C. Curry mentioned a recent auditor report regarding a subdivision approved within the flood plain and expressed concern about approval processes of CAs. J. Mason confirmed that the General Manager will follow this situation. S. McIntyre commented that MVCA will be dealing with something comparable that will be tabled with the Policy and Planning Committee, regarding updated policies and objectives that will help guide permit approvals within MVCA regulated areas.

**FAAC23/11/28-7**

**MOVED BY: P. Kehoe**

**SECONDED BY: R. Huetl**

**Resolved, That the Finance and Administrative Advisory Committee enter into camera to discuss an issue of potential financial and legal impact to the Conservation Authority.**

**And further, Resolved, That:**

**Sally McIntyre, Stacy Millard, Scott Lawryk, Dana Doherty and Kelly Hollington remain in the room.**

**“CARRIED”**

**FAAC23/11/28-8**

**MOVED BY: P. Kehoe**

**SECONDED BY: M. Souter**

**Resolved, That the Finance and Administrative Advisory Committee move out of in-camera discussion.**

**“CARRIED”**

**FAAC23/11/28-9**

**MOVED BY: R. Huetl**

**SECONDED BY: A. Kendrick**

**Resolved, That the Finance and Administrative Advisory Committee recommend that the Draft 2024 Budget be tabled with the Board of Directors for consideration and circulated to member municipalities for comment.**

**“CARRIED”**

**7. K&P Trail Landowners Dispute**

J. Mason asked for a motion to defer item 7 of the agenda.

**FAAC23/11/28-10**

**MOVED BY: P. Kehoe**

**SECONDED BY: R. Huetl**

**Resolved, That the Finance and Administrative Advisory Committee defer item 7 that had been added to the agenda.**

**“CARRIED”**

**ADJOURNMENT**

**FAAC23/11/28-11**

**MOVED BY: R. Huetl**

**SECONDED BY: M. Souter**

**Resolved, That the Finance and Administrative Advisory Committee meeting be adjourned.**

**“CARRIED”**

The meeting adjourned at 11:56 a.m.

K. Hollington, Recording Secretary



## MINUTES

Hybrid Meeting Via Zoom  
and at MVCA Office

Policy and Planning Advisory  
Committee Meeting

November 29, 2023

### **MEMBERS PRESENT**

B. Holmes, Chair  
D. Comley, Vice Chair (virtual/in-person)  
T. Popkie (virtual)  
E. Helen Yanch (virtual)  
S. Lewis

### **MEMBERS ABSENT**

C. Kelsey  
C. Kelly  
G. Gower

### **STAFF PRESENT**

S. McIntyre, General Manager  
S. Millard, Treasurer  
M. Craig, Manager of Planning & Regulations  
K. Stiles, Biologist  
M. Okum, Stewardship Technician  
K. Hollington, Recording Secretary

B. Holmes called the meeting to order at 1:01 p.m.

### Declarations of Interest (Written)

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the meeting. No declarations were received.

### Agenda Review

B. Holmes noted that there were no additions to the agenda.

### PPAC23/11/29-1

**MOVED BY:** S. Lewis

**SECONDED BY:** H. Yanch

**Resolved, that the agenda for the November 29, 2023 Policy and Planning Advisory Committee Meeting be adopted as presented.**

**"CARRIED"**

**MAIN BUSINESS**

1. Approval of Minutes: Policy and Planning Advisory Committee Meeting, May 1, 2023

**PPAC23/11/29-2****MOVED BY: S. Lewis****SECONDED BY: T. Popkie**

**Resolved, that the minutes of the Policy and Planning Advisory Committee Meeting held on May 1st, 2023 be received and approved as printed.**

**“CARRIED”**

2. Wetland Offsetting Policy Update, Report 3372/23, (M. Craig & K. Stiles)

K. Stiles introduced the recommended wetland offsetting policy amendments. She explained that offsetting should be the last resort when there is no other way to move forward with an otherwise approved development. She explained that offsetting is the creation or restoration of a habitat to compensate for the loss of ecological features and functions. Offsetting is designed to provide a net gain in case the new habitat does not function as designed. With this goal in mind, she recommended that encroachments into regulated wetlands be offset at a minimum area ratio of 2:1. Offsetting would not be permitted universally, particularly in complex, vulnerable and sensitive wetlands. She highlighted the challenges in quantifying the economic value of wetland functions.

S. Lewis asked if someone changes or damages a wetland, do they have to provide 2 for 1 compensation. K. Stiles responded that it is strictly based on an area of measurement, i.e. if 1 hectare of wetland is damaged, it must be replaced by 2 hectares of wetland. Asking for 2:1 helps to ensure that the actual functionality will be closer to 1:1.

S. Lewis noted that it is preferred to have the wetland created on site, and asked if it is permitted to create off-site instead. K. Stiles responded that there is a hierarchy, the preference is to be on site or in an adjacent tributary.

S. Lewis commented that if someone destroys half a wetland that it is most likely to destroy the whole thing. K. Stiles confirmed yes, due to the hydrological connection.

B. Holmes asked whether potential impacts to adjacent lands are considered during the planning of a new or restored wetland. K. Stiles responded that in the design process there will be technical studies to inform decisions and assess impacts related to hydrology and associated environmental impacts. K. Stiles added that guidelines will prescribe studies and structure the conversation.

B. Holmes asked if neighbouring land owners have a right of appeal. K. Stiles answered that appeals are possible through the municipal land use planning process.

B. Holmes expressed concern over wetlands increasing mosquito populations and causing negative health effects. K. Stiles responded that typically an increase in wetland habitat is also accompanied by an increase in insectivores like frogs, birds and bats.

D. Comley asked whether MVCA will have the authority to deny or approve the planning application. K. Stiles responded that MVCA would be part of the municipal planning consultation process. Ultimately, the municipality is the approval agency under the *Planning Act*. MVCA can ask for more information to assist with recommendations made as part of the plan review process. S. McIntyre added that it is helpful if the municipality planning department refers land-use applicants to MVCA for permitting to be completed in tandem.

B. Holmes asked if the municipality will be receiving a draft of the offsetting policy. S. McIntyre responded that once the policy is approved by the Board that MVCA staff will share with municipal planners. M. Craig added that the updated policies are in keeping with the City of Ottawa's official plan policies related to offsetting, and would be reviewed at a forum being planned with Lanark municipal planners for early 2024.

S. Lewis asked if this policy will constitute a condition of development agreements. M. Craig answered that the offsetting proposal will be approved in principle during the municipal planning application phase, with details clarified prior to receiving CA permit approval.

S. Lewis asked if neighbours would see the conditions of the offsetting agreement. M. Craig responded that the *Conservation Authorities Act* does not provide for public consultation of permit applications; but if the application is part of a municipal planning approval process, that MVCA comments related to any application are public record. K. Stiles added that it is always best to stay out of regulated areas where possible. Offsetting is an option to minimize impacts on the environment if development must occur in a wetland.

D. Comley asked how a financial dollar amount is put on a wetland and how often is it reviewed. K. Stiles responded these amounts are challenging to calculate due to fluctuating land and ecological values.

D. Comley asked if the financial compensation is on a sliding scale based on particular sites or if it is a number drawn from a particular table. S. McIntyre explained that MVCA hopes to develop detailed guidelines to inform calculations for both MVCA and permit applicant use.

S. McIntyre overviewed the changes to section 1 that introduce the concept of the mitigation hierarchy and provide for ecological offsetting plans and agreements. As the policy priority at the provincial level appears to be housing first, MVCA needs to be prepared to think about development in regulated areas.



B. Holmes commented that development in a wetland would not be for affordable housing. S. McIntyre noted that the permitting process and the proposed wetland offsetting policy process make it costly to build in a regulated wetland.

B. Holmes asked for clarification on the next steps with this report. S. McIntyre explained that policy changes will be elevated to the Board of Directors in December for approval; and operational guidelines will be developed in the new year for use by staff and applicants.

**PPAC23/11/29-3**

**MOVED BY: S. Lewis**

**SECONDED BY: H. Yanch**

**Resolved, That the Policy and Planning Committee recommends that the Board of Directors approve revision of the wetland offsetting policy and other changes to MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies*, as set out in report 3372/23.**

**"CARRIED"**

**3. Stewardship Program Review & Update, Report 3373/23, (M. Craig & M. Okum)**

M. Okum overviewed the background of the Stewardship Program, which was approved by the Board as a part of 2021 Budget Process. She explained that the watershed is divided up into three distinct areas: upper, middle and lower watershed. She highlighted shoreline planting projects, large scale tree planting, wetland restoration, invasive plant removal, septic re-inspections, continued outreach and landowner education in each area. She added that the ALUS Lanark program was launched in 2022 for registered farmers. She noted challenges including programming and funding gaps and public interest/engagement. She described the funding sources including grants and partnerships with other Conservation Authorities, lake associations and other stewardship organizations. She outlined the next steps, including continuing efforts to secure grants for continued funding, targeting efforts on community outreach and education, and working with MVCA staff to measure outcomes.

D. Comley asked if the municipal agreements have the same timeline as the 2028 proposed. S. McIntyre responded yes.

S. Lewis asked about the septic re-inspection program. M. Craig explained the process behind a reinspection, landowners receive a letter and the septic inspectors will check on the status of the landowner's septic system and provide a comprehensive report.

S. Lewis asked if there is a work-order if there is an issue found with the septic system. M. Craig responded that if the inspection is mandatory, then the landowner is required to address the

issues. (Note, it was subsequently confirmed that this is the case regardless of whether problems are found as a result of a mandatory or optional re-inspection program.)

S. Lewis asked about the process of notifying homeowners of the inspections. M. Craig responded that the homeowners are given notice and can be present at the time of inspection if desired.

S. McIntyre commented that the septic re-inspection program is a municipal program that MVCA administers for the municipalities, it is considered a category 2 program, as septic approvals under the *Ontario Building Code* are a municipal responsibility. Some municipalities have introduced an optional reinspection program, managed separately from the mandatory reinspection programs. Most municipalities have been reticent to make the program mandatory but most see the value in pursuing them.

S. Lewis asked if the program is funded by the municipality or if the cost goes to the landowner. M. Craig responded that council members decide whether or not they want the program within their municipality.

**PPAC23/11/29-4**

**MOVED BY: D. Comley**

**SECONDED BY: S. Lewis**

**Resolved, That the Policy and Planning Advisory Committee recommend that the Board of Directors endorse continued delivery of a year-round Stewardship Program until December 31<sup>st</sup>, 2028.**

**“CARRIED”**

**ADJOURNMENT**

**PPAC23/11/29-5**

**MOVED BY: D. Comley**

**Resolved, That the Policy and Planning Advisory Committee meeting of November 29, 2023 be adjourned.**

**“CARRIED”**

The meeting was adjourned at 1:48 p.m.

K. Hollington, Recording Secretary

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**REPORT**
**3376/23**

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>GM Update</b>
DATE:	December 5, 2023

**For Information.**


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**INTERNAL**

- 1. Water & Sewer Connection** – Carleton Place town council has deferred consideration of a specific cost sharing amount pending receipt of legal counsel on the matter. The CAO indicates that the earliest she will receive direction is late January.
- 2. K&P Trail Sale** – Lanark County is drafting a lease-to-own agreement on behalf of all three counties (Frontenac and Renfrew.) In the meantime, MVCA has signed agreements with Snow Road and Calabogie (and District) Snowmobile Clubs to allow their operation on the trail this season. These agreements will transfer with the land should the sale take effect before the end of winter.
- 3. K&P Trail Easement** – MVCA has secured a court date in March 2024 regarding the ongoing dispute with an adjacent landowner at Wilbur Station.
- 4. Kintail Country Christmas** – This annual event at the Mill of Kintail (MOK) will be held Saturday December 16<sup>th</sup>, from 12 to 8 p.m.. Afterwards, lights will be left in place for several days so that people can enjoy them in the lead-up to the holidays. Contingency plans are being made in the event of poor weather conditions. See attachment 1, and please share!
- 5. MOK Replacement of Gate House Windows** – MVCA received approval from the Mississippi Mills Heritage Committee, (which has delegated authority under the *Ontario Heritage Act*) regarding the style of heritage windows to be used. Small revisions are needed to vendor quotes based on feedback from the committee. A preferred vendor is to be selected before the holidays.

- 6. Purdon Boardwalk Replacement** – Staff completed widening and replacement of a further 75 metres this fall. The section extending from the parking lot entrance to the Ted Mosquin trailhead is now fully replaced.



- 7. Dam Repairs** – Capital works were completed last month at the Mississagagon Lake Dam (installation of railing. Installation of fencing at the Carleton Place Dam have been delayed but are anticipated to be completed before year-end. Work will begin early in the new year on grant applications to implement the 2024 capital program.
- 8. Kashwakamak Class Environmental Assessment (EA)** – MacIntosh & Perry (MP) is currently documenting its technical review and evaluation of options. Once MVCA has reviewed draft documents they will be shared with the Community Liaison Committee (CLC) early in the new year for review and comment. Thereafter documents will be adjusted as needed and released to the public for comment.
- 9. Annual Monitoring Program** – the last round of field work will be completed in early December with the collection of water samples for the Provincial Water Quality Monitoring Program (PWQMN) and the City Baseline Water Quality Program. During the winter months priorities switch to data management, writing the Integrated Monitoring Report and the City Stream Watch Catchment reports as well as planning for next field season.
- 10. 2023 Regulatory Compliance Committee Training Session** – In November several staff attended this training in Newmarket, Ontario. Topics included: standard operating procedures for regulations and compliance departments, enforcement program implementation plans, and a review of enforcement case studies.
- 11. Eastern CA Planning and Regulations Meeting** – Several staff attended the Fall 2023 session in November at Quinte Conservation in Belleville. Topics included: Conservation Ontario planning and regulations update, Bill 23 outcome, natural hazards, customer service standards, enforcement and violations and compliance.

## 12. Staffing

- **Alyson Symon** is retiring at the end of December after 23 years with MVCA. We wish her many happy and healthy years of retirement!
- **Alana Perez** joined MVCA December 4<sup>th</sup> as a Water Resource Engineer. Alana has a background in civil engineering and ecosystem restoration and has worked at other conservation authorities as well as for the District of Muskoka.
- **Dana Doughty** joined MVCA November 14<sup>th</sup> as our new Financial Assistant. Dana comes to us with a strong background in office administration and bookkeeping
- **Ramy Saadeldin** resigned in November to rejoin OPG. We are currently posting for a replacement civil/geotechnical engineer.
- Due to protracted illness in our Operations Unit, we may be hiring temporary part-time staff to provide coverage.

## EXTERNAL

- 13. MVC Foundation** – No volunteers came forward to join a subcommittee focused on fundraising for the Mill of Kintail, specifically for Category 3 programs and services including long-term conservation of the heritage structures. This will be discussed at the next meeting of the Foundation.
- 14. Conservation Ontario Council Meeting** – the next meeting conflicts with our December 11, 2023 Board meeting. Minutes will be provided with the February Board agenda package.
- 15. Consultation on the 2025 National Construction Codes** – The Ontario Ministry of Municipal Affairs and Housing is using ongoing consultations regarding the 2025 National Construction Codes consultation to obtain feedback regarding the next edition of Ontario's Building Code (2026/2027). See the [provincial environmental registry](#) for details.
- 16. Latornell Webinar Series: Building Resilient Shorelands.** A [recording](#) of the webinar is now available online that provides a free policy toolkit for municipal staff and decision-makers.
- 17. Climate Adaptation Guide by the International Joint Commission (IJC)** – Conservation Ontario is cohosting a virtual-dialogue event Wednesday, December 13, 2023, 1:30 p.m. to gather feedback on the guide being developed by the IJC to support small and medium-sized communities to support their climate adaptation efforts. [Learn more.](#)
- 18. Ontario's Experimental Lakes** – A collection of 58 small, pristine lakes in north-western Ontario is the world's largest outdoor experimental freshwater research facility, allowing

scientists to develop invaluable long-term data about the effects of pollutants, clean-up processes and climate change on a finite resource. [Learn more](#).



# KINTAIL COUNTRY CHRISTMAS!

DECEMBER 16, 2023 12PM-8PM

JOIN US FOR AN EVENING OF FESTIVE FAMILY FUN!

- HORSE-DRAWN WAGON RIDES
- PHOTOS WITH SANTA
- STORIES AND S'MORES BY THE FIRE
- CHRISTMAS LIGHTS
- COOKIE DECORATING & KIDS CRAFTS
- FIREWORKS

ALL PROCEEDS TO BENEFIT THE HISTORIC MILL OF KINTAIL!



2854 RAMSAY CONCESSION 8, ALMONTE

## REPORT

3379/23

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Jennifer North, Water Resource Technologist
RE:	<b>Watershed Conditions</b>
DATE:	December 4, 2023

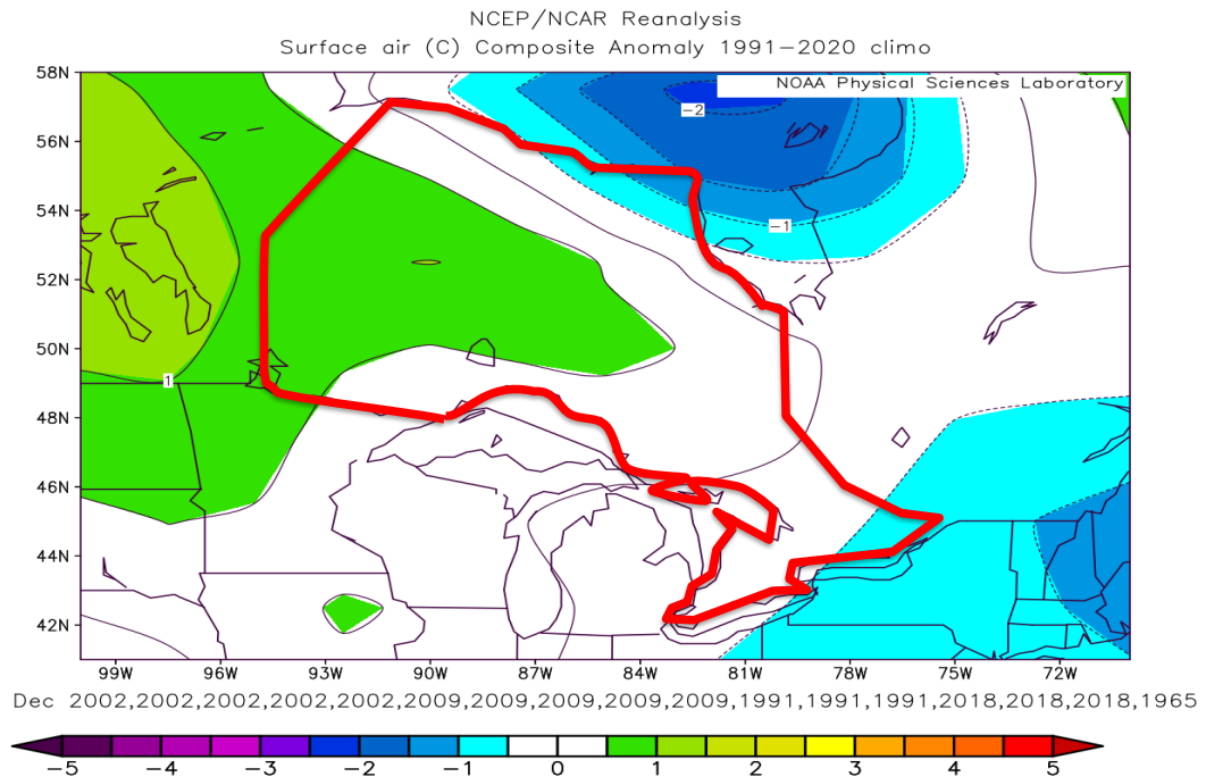
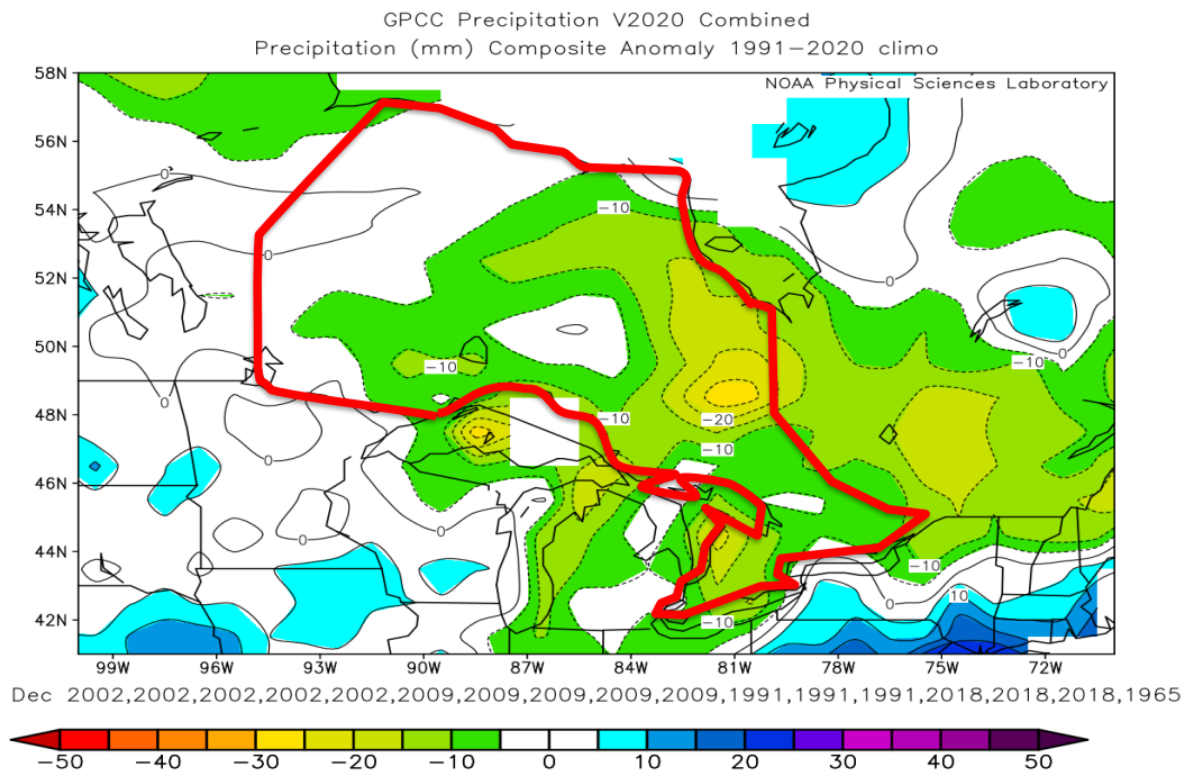
**For Information.**

Drawdown on all of the upper lakes is complete except at Mazinaw Lake, which is 50% complete.

Due to below average rainfall this fall, flows across the watershed have been lower than normal for this time of year. We have not seen dry fall conditions in the watershed since 2016. Due to the dry fall, Crotch Lake water levels are below the historical average for this time of year. At present, our goal is to capture and store as much water as possible in Crotch Lake. To that end, Crotch Lake is being operated to build water levels through to early January, at which time down will begin to provide for stable ice conditions downstream during the winter and maximum storage reservoir capacity by early to mid-March.

Long-term forecasts indicate a dry, cold start to winter in December and January (refer to Figures 1 and 2), and higher precipitation amounts for the month of February. At this time, the management plan will be to operate the dams to maintain levels on the lakes closer to the upper end of the drawdown target range until we see more water in the system to alleviate concerns regarding our ability to fill lakes in the spring.



**Figure 1: December 2023 Temperature Anomaly Forecast****Figure 2: December 2023 Precipitation Anomaly Forecast**

**REPORT****3380/23**

TO:	The Chair and Members of the Board of Directors, Mississippi Valley Conservation Authority
FROM:	Stacy Millard, Treasurer and Sally McIntyre, GM
RE:	<b>Budget Control Report – up to October 31, 2023</b>
DATE:	December 8, 2023

**FOR INFORMATION**

The purpose of this report is to present year-to-date expenditures and revenues as compared to the approved 2023 Budget. Results are for the period ending October 31, 2023. Details are contained in Attachment 1.

**1.0 OPERATING**

Both expenditures and revenues are on track for this time of year, as shown in Table 1.

**Table 1: Operations Budget**

Budget Item	2022 Actual	2023 Budget	Year-To-Date as at: Oct. 31, 2023	%YTD (83%)
<b>Expenditures</b>				
Corporate Services	\$795,489	\$1,108,512	\$873,849	78%
Watershed Management	\$1,709,050	\$2,100,573	\$1,772,432	84%
Flood and Erosion Control	\$751,106	\$508,167	\$ 412,396	81%
Conservation Services	\$700,317	\$416,511	\$ 350,581	84%
Category 2 Services			\$87,873	
Category 3 Services		\$391,199	\$255,668	65%
<b>Total Operating</b>	<b>\$3,955,961</b>	<b>\$4,524,962</b>	<b>\$3,752,799</b>	<b>83%</b>

Wages & Benefits are projected to be under budget by approximately \$83,000. This is due to periods of vacant positions.

**2.0 CAPITAL BUDGET AND 10-YEAR CAPITAL PLAN**

The *10-year Capital Plan* was developed and approved after approval of the *2023 Budget*. Specifically, the approved 2023 Capital Budget is \$1,438,327 and the approved updated *10-year Capital Plan* for 2023 is \$1,411,617. Staff have been working within the more current and lower estimates approved in the Capital Plan.

**Table 2: Year-End Projection**

Budget Item	2022 Actual	2023 Budget	Projection for Dec. 31, 2023	Variance
<b>Expenditures</b>				
Corporate Services	\$795,489	\$1,108,512	\$1,075,176	(\$33,336)
Watershed Management	\$1,709,050	\$2,100,573	\$2,082,548	(\$18,024)
Flood and Erosion Control	\$751,106	\$508,167	\$ 485,863	(\$22,304)
Conservation Services	\$700,317	\$416,511	\$406,599	(\$9,913)
Category 2 Programs			\$103,021	\$103,021
Category 3 Programs		\$391,199	\$324,903	(\$66,296)
<b>Total Operating</b>	<b>\$3,955,961</b>	<b>\$4,524,962</b>	<b>\$4,478,110</b>	<b>(\$46,853)</b>
<b>Revenues</b>				
Municipal Levy	\$2,840,876	\$3,033,950	\$3,033,950	\$0
Provincial Transfer Payment	\$128,436	\$128,436	\$128,436	\$0
Federal/Provincial Grants	\$200,666	\$188,730	\$147,245	(\$41,485)
User Fees & Contract Revenue	\$554,276	\$753,434	\$697,071	(\$56,363)
Special Reserves	\$117,584	\$336,191	\$295,914	(\$40,278)
Other	\$114,123	\$155,721	\$246,994	\$91,273
<b>Total Revenues</b>	<b>\$3,955,961</b>	<b>\$4,524,962</b>	<b>\$4,478,110</b>	<b>(\$46,853)</b>

An unexpected increase in provincial WECl funding of \$138,000 allowed more work to be completed than planned for 2023. Specifically:

- Work is being completed at Carleton Place Dam that had originally been planned for 2024. Accordingly, the 2023 budget for work at the dam was increased from \$120,000 to \$280,000, with no further work planned beyond 2023.<sup>1</sup>
- Repairs and safety works are being completed at Pine Lake and Mississagagon Lake dams.

Other Capital projects are expected to be under-spent by \$414,326, primarily related to:

- Deferral of the HQ Sewer & Water Connection due to design and approval delays and ongoing discussions with the Town regarding shared infrastructure costs.
- Deferral of new washrooms at the Mill of Kintail because matching funds were not found.
- Savings achieved on vehicle purchase and replacement of roof at Mill of Kintail.

### 3.0 RESERVES

Projected Reserve balances are expected to remain at approximately \$3,494,547 versus the originally budgeted reduction to \$2,765,948. This should leave approximately \$728,599 more in reserves than anticipated, which will help offset projects that were simply delayed.

<sup>1</sup> WECl will fund up to 50% of costs, therefore the total budget increase is greater than the value of the grant.

# Attachment 1

TOTAL OPERATING SUMMARY	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Category 1</b>										
<b>Category 1 Programs</b>										
Compensation	\$2,316,689	\$1,894,895	\$2,208,764	-\$107,925						
Operating Expenses	\$469,292	\$248,713	\$315,445	-\$153,847						
Special Projects	\$239,270	\$391,801	\$450,801	\$211,531						
<b>TOTAL</b>	<b>\$3,025,251</b>	<b>\$2,535,409</b>	<b>\$2,975,010</b>	<b>-\$50,241</b>	<b>\$2,138,167</b>	<b>\$138,070</b>	<b>\$207,736</b>	<b>\$458,406</b>	<b>\$32,630</b>	<b>\$2,975,010</b>
<b>Corporate Services</b>										
<b>Corporate Services</b>										
Compensation	\$712,926	\$570,188	\$680,189	-\$32,737						
Operating Expenses	\$395,586	\$303,661	\$394,986	-\$600						
Special Projects	\$0	\$0	\$0	\$0						
<b>TOTAL</b>	<b>\$1,108,512</b>	<b>\$873,849</b>	<b>\$1,075,176</b>	<b>-\$33,336</b>	<b>\$734,177</b>	<b>\$157,844</b>	<b>\$0</b>	<b>\$8,195</b>	<b>\$174,961</b>	<b>\$1,075,176</b>
<b>Category 2</b>										
<b>Category 2 Programs</b>										
Compensation	\$0	\$51,942	\$59,590	\$59,590						
Operating Expenses	\$0	\$35,931	\$43,431	\$43,431						
Special Projects	\$0	\$0	\$0	\$0						
<b>TOTAL</b>	<b>\$0</b>	<b>\$87,873</b>	<b>\$103,021</b>	<b>\$103,021</b>	<b>\$31,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,500</b>	<b>\$0</b>	<b>\$103,021</b>
<b>Category 3</b>										
<b>Category 3 Programs</b>										
Compensation	\$182,854	\$153,167	\$180,251	-\$2,603						
Operating Expenses	\$58,750	\$49,874	\$57,024	-\$1,726						
Special Projects	\$149,595	\$52,628	\$87,628	-\$61,967						
<b>TOTAL</b>	<b>\$391,199</b>	<b>\$255,668</b>	<b>\$324,903</b>	<b>-\$66,296</b>	<b>\$58,585</b>	<b>\$0</b>	<b>\$67,945</b>	<b>\$158,970</b>	<b>\$39,404</b>	<b>\$324,903</b>
<b>Total Operating</b>	<b>\$4,524,962</b>	<b>\$3,752,799</b>	<b>\$4,478,110</b>	<b>-\$46,853</b>	<b>\$2,962,450</b>	<b>\$295,914</b>	<b>\$275,681</b>	<b>\$697,071</b>	<b>\$246,994</b>	<b>\$4,478,110</b>
<b>Budgeted Revenues</b>					<b>\$2,962,450</b>	<b>\$336,192</b>	<b>\$317,166</b>	<b>\$753,434</b>	<b>\$155,721</b>	<b>\$4,524,963</b>
<b>Variance</b>					<b>\$0</b>	<b>-\$40,278</b>	<b>-\$41,485</b>	<b>-\$56,363</b>	<b>\$91,273</b>	<b>-\$46,853</b>

CATEGORY 1: PROGRAMS & SERVICES	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Watershed Management</b>										
<b>Technical Studies</b>										
Compensation	\$715,093	\$563,355	\$650,330	-\$64,763						
Operating Expenses	\$71,100	\$22,676	\$39,626	-\$31,474						
Special Projects	\$224,270	\$313,406	\$372,406	\$148,136						
<b>Subtotal</b>	<b>\$1,010,463</b>	<b>\$899,437</b>	<b>\$1,062,363</b>	<b>\$51,899</b>	<b>\$634,279</b>	<b>\$138,070</b>	<b>\$207,736</b>	<b>\$67,592</b>	<b>\$14,685</b>	<b>\$1,062,363</b>
<b>Planning &amp; Regulations</b>										
Compensation	\$940,609	\$745,475	\$877,165	-\$63,444						
Operating Expenses	\$134,500	\$49,125	\$64,625	-\$69,875						
Special Projects	\$15,000	\$78,395	\$78,395	\$63,395						
<b>Subtotal</b>	<b>\$1,090,109</b>	<b>\$872,995</b>	<b>\$1,020,186</b>	<b>-\$69,923</b>	<b>\$686,232</b>	<b>\$0</b>	<b>\$0</b>	<b>\$323,954</b>	<b>\$10,000</b>	<b>\$1,020,186</b>
<b>TOTAL</b>	<b>\$2,100,573</b>	<b>\$1,772,432</b>	<b>\$2,082,548</b>	<b>-\$18,024</b>	<b>\$1,320,511</b>	<b>\$138,070</b>	<b>\$207,736</b>	<b>\$391,546</b>	<b>\$24,685</b>	<b>\$2,082,548</b>
<b>Flood &amp; Erosion Control</b>										
<b>Flood Forecasting &amp; Warning</b>										
Compensation	\$209,765	\$206,475	\$241,511	\$31,745						
Operating Expenses	\$37,592	\$38,570	\$46,452	\$8,860						
Special Projects				\$0						
<b>Subtotal</b>	<b>\$247,357</b>	<b>\$245,045</b>	<b>\$287,962</b>	<b>\$40,605</b>	<b>\$287,962</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$287,962</b>
<b>Dam Operations &amp; Maintenance</b>										
Compensation	\$137,159	\$102,062	\$115,861	-\$21,298						
Operating Expenses	\$123,650	\$65,289	\$82,039	-\$41,611						
Special Projects				\$0						
<b>Subtotal</b>	<b>\$260,809</b>	<b>\$167,351</b>	<b>\$197,900</b>	<b>-\$62,909</b>	<b>\$154,058</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43,842</b>	<b>\$0</b>	<b>\$197,900</b>
<b>TOTAL</b>	<b>\$508,167</b>	<b>\$412,396</b>	<b>\$485,863</b>	<b>-\$22,304</b>	<b>\$442,021</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43,842</b>	<b>\$0</b>	<b>\$485,863</b>
<b>Conservation Areas</b>										
<b>Conservation Areas</b>										
Compensation	\$314,061	\$277,529	\$323,896	\$9,835						
Operating Expenses	\$102,450	\$73,052	\$82,702	-\$19,748						
Special Projects				\$0						
<b>Subtotal</b>	<b>\$416,511</b>	<b>\$350,581</b>	<b>\$406,599</b>	<b>-\$9,913</b>	<b>\$375,636</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,019</b>	<b>\$7,944</b>	<b>\$406,599</b>
<b>Technical Studies</b>										
Compensation	\$0	\$0	\$0	\$0						
Operating Expenses	\$0	\$0	\$0	\$0						
Special Projects	\$0	\$0	\$0	\$0						
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$416,511</b>	<b>\$350,581</b>	<b>\$406,599</b>	<b>-\$9,913</b>	<b>\$375,636</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,019</b>	<b>\$7,944</b>	<b>\$406,599</b>
<b>Total Category 1</b>	<b>\$3,025,251</b>	<b>\$2,535,409</b>	<b>\$2,975,010</b>	<b>-\$50,241</b>	<b>\$2,138,167</b>	<b>\$138,070</b>	<b>\$207,736</b>	<b>\$458,406</b>	<b>\$32,630</b>	<b>\$2,975,010</b>
<b>Budgeted Revenues</b>					<b>\$2,026,601</b>	<b>\$138,070</b>	<b>\$283,721</b>	<b>\$534,859</b>	<b>\$42,000</b>	<b>\$3,025,251</b>
<b>Variance</b>					<b>\$111,566</b>	<b>\$0</b>	<b>-\$75,985</b>	<b>-\$76,453</b>	<b>-\$9,370</b>	<b>-\$50,241</b>

Corporate Services PROGRAMS & SERVICES	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Corporate Services</b>										
<b>Corporate Services</b>										
Compensation	\$712,926	\$570,188	\$680,189	-\$32,737						
Operating Expenses	\$395,586	\$303,661	\$394,986	-\$600						
Special Projects	\$0	\$0	\$0							
<b>TOTAL</b>	<b>\$1,108,512</b>	<b>\$873,849</b>	<b>\$1,075,176</b>	<b>-\$33,336</b>	<b>\$734,177</b>	<b>\$157,844</b>	<b>\$0</b>	<b>\$8,195</b>	<b>\$174,961</b>	<b>\$1,075,176</b>
<b>Total Category 1</b>	<b>\$1,108,512</b>	<b>\$873,849</b>	<b>\$1,075,176</b>	<b>-\$33,336</b>	<b>\$734,177</b>	<b>\$157,844</b>	<b>\$0</b>	<b>\$8,195</b>	<b>\$174,961</b>	<b>\$1,075,176</b>
<b>Budgeted Revenues</b>					<b>\$811,890</b>	<b>\$198,122</b>	<b>\$0</b>	<b>\$9,500</b>	<b>\$89,000</b>	<b>\$1,108,512</b>
<b>Variance</b>					<b>-\$77,714</b>	<b>-\$40,278</b>	<b>\$0</b>	<b>-\$1,305</b>	<b>\$85,961</b>	<b>-\$33,336</b>

CATEGORY 2: PROGRAMS & SERVICES	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Watershed Management</b>										
<b>Technical Studies</b>										
Compensation	\$0	\$51,942	\$59,590	\$59,590						
Operating Expenses	\$0	\$35,931	\$43,431	\$43,431						
Special Projects	\$0	\$0	\$0							
<b>TOTAL</b>	<b>\$0</b>	<b>\$87,873</b>	<b>\$103,021</b>	<b>\$103,021</b>	<b>\$31,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,500</b>	<b>\$0</b>	<b>\$103,021</b>
<b>Total Category 2</b>	<b>\$0</b>	<b>\$87,873</b>	<b>\$103,021</b>	<b>\$103,021</b>	<b>\$31,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,500</b>	<b>\$0</b>	<b>\$103,021</b>
<b>Budgeted Revenues</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Variance</b>					<b>\$31,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,500</b>	<b>\$0</b>	<b>\$103,021</b>

CATEGORY 3: PROGRAMS & SERVICES	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Stewardship Programs</b>										
<b>Stewardship Programs</b>										
Compensation	\$70,983	\$66,787	\$79,238	\$8,254						
Operating Expenses	\$7,500	\$10,682	\$11,682	\$4,182						
Special Projects	\$134,595	\$52,628	\$87,628							
<b>TOTAL</b>	<b>\$213,078</b>	<b>\$130,097</b>	<b>\$178,548</b>	<b>-\$34,531</b>	<b>\$19,013</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$96,444</b>	<b>\$13,090</b>	<b>\$178,548</b>
<b>Education Services</b>										
<b>Education Services</b>										
Compensation	\$0	\$0	\$0	\$0						
Operating Expenses	\$0	\$0	\$0	\$0						
Special Projects	\$15,000	\$0	\$0	-\$15,000						
<b>TOTAL</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Vistor Services</b>										
<b>Vistor Services</b>										
Compensation	\$111,871	\$86,380	\$101,014	-\$10,857						
Operating Expenses	\$51,250	\$39,192	\$45,342	-\$5,908						
Special Projects				\$0						
<b>TOTAL</b>	<b>\$163,121</b>	<b>\$125,572</b>	<b>\$146,356</b>	<b>-\$16,765</b>	<b>\$39,571</b>	<b>\$0</b>	<b>\$17,945</b>	<b>\$62,525</b>	<b>\$26,314</b>	<b>\$146,356</b>
<b>Total Category 3</b>	<b>\$391,199</b>	<b>\$255,668</b>	<b>\$324,903</b>	<b>-\$66,296</b>	<b>\$58,585</b>	<b>\$0</b>	<b>\$67,945</b>	<b>\$158,970</b>	<b>\$39,404</b>	<b>\$324,903</b>
<b>Budgeted Revenues</b>					<b>\$123,958</b>	<b>\$0</b>	<b>\$33,445</b>	<b>\$209,075</b>	<b>\$24,721</b>	<b>\$391,199</b>
<b>Variance</b>					<b>-\$65,374</b>	<b>\$0</b>	<b>\$34,500</b>	<b>-\$50,105</b>	<b>\$14,683</b>	<b>-\$66,296</b>



CAPITAL PROGRAM	Expenses				2023 Projected Revenues					
	2023 (APPROVED)	October 31 2023 YTD	Year-End Projection	Projection to Budget Variance	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Category 1</b>										
WECI Capital Projects	\$327,160	\$384,414	\$464,414	\$137,254	\$252,810	\$21,128	\$190,476	\$0	\$0	\$464,414
Conservation Areas	\$231,000	\$56,677	\$56,677	-\$174,323	\$40,984	\$0	\$0	\$0	\$15,693	\$56,677
Corporate Projects	\$470,000	\$65,584	\$67,584	-\$402,416	\$22,584	\$45,000	\$0	\$0	\$0	\$67,584
Tech Studies - Capital	\$97,750	\$70,618	\$78,618	-\$19,132	\$41,246	\$0	\$37,372	\$0	\$0	\$78,618
Debt Repayment	\$312,417	\$168,013	\$312,417	\$0	\$277,005	\$35,412	\$0	\$0	\$0	\$312,417
<b>Total Category 1</b>	<b>\$1,438,327</b>	<b>\$745,305</b>	<b>\$979,709</b>	<b>-\$458,618</b>	<b>\$634,628</b>	<b>\$101,540</b>	<b>\$227,848</b>	<b>\$0</b>	<b>\$15,693</b>	<b>\$979,709</b>
Category 3 Capital	\$0	\$0			\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Program</b>	<b>\$1,438,327</b>	<b>\$745,305</b>	<b>\$979,709</b>	<b>-\$458,618</b>	<b>\$634,628</b>	<b>\$101,540</b>	<b>\$227,848</b>	<b>\$0</b>	<b>\$15,693</b>	<b>\$979,709</b>
Budgeted Revenues					\$634,628	\$588,162	\$108,750	\$0	\$106,787	\$1,438,327
Variance					\$0	-\$486,622	\$119,098	\$0	-\$91,094	-\$458,618

## Reserve Investments

	Dec. 31 2022 Balance	2023 Projected Allocations FROM Reserves	2023 Projected Allocations TO Reserves	Projected Dec. 31 2023 Balance	2024 Budget Allocations FROM Reserves	2024 Budget Allocations TO Reserves	Projected Dec. 31 2024 Balance	Target Balance
<b>Capital Reserves</b>								
Building (HQ) Reserve	\$573,701		\$0	\$573,701			\$573,701	\$875,000
Conservation Areas Reserve	\$185,700			\$185,700			\$185,700	\$207,000
Information & Communication Technology Reserve	\$80,158			\$80,158	\$45,000		\$35,158	\$72,000
Priority Projects (Formerly Glen Cairn)	\$438,836	\$138,070		\$300,766	\$25,000		\$275,766	\$150,000
Sick Pay (STD) Reserve	\$73,843			\$73,843			\$73,843	\$75,000
Vehicles & Equipment Reserve	\$263,537	\$45,000		\$218,537	\$45,000		\$173,537	\$265,000
Water Control Structure Reserve - MVCA	\$514,391	\$56,540	\$220,000	\$677,851	\$81,487		\$596,364	\$1,431,500
Category 3 Capital Reserve			\$39,000	\$39,000	\$16,165		\$22,835	\$114,500
<b>Total</b>	<b>\$2,130,166</b>	<b>\$239,610</b>	<b>\$259,000</b>	<b>\$2,149,556</b>	<b>\$212,652</b>	<b>\$0</b>	<b>\$1,936,904</b>	<b>\$3,190,000</b>
<b>Operating Reserves</b>								
Museum Building & Art Reserve	\$6,760	\$6,760		\$0			\$0	
Operating Reserve	\$1,496,074	\$365,844		\$1,130,231	\$196,786	\$0	\$933,445	\$747,000
Category 2 Operating Reserve			\$89,000	\$89,000			\$89,000	\$144,500
Category 3 Operating Reserve			\$125,760	\$125,760			\$125,760	\$270,000
<b>Total</b>	<b>\$1,502,834</b>	<b>\$372,604</b>	<b>\$214,760</b>	<b>\$1,344,991</b>	<b>\$196,786</b>	<b>\$0</b>	<b>\$1,148,205</b>	<b>\$1,161,500</b>
<b>TOTAL</b>	<b>\$3,633,000</b>	<b>\$612,214</b>	<b>\$473,760</b>	<b>\$3,494,547</b>	<b>\$409,438</b>	<b>\$0</b>	<b>\$3,085,109</b>	<b>\$4,351,500</b>

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**REPORT**
**3381/23**

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Stacy Millard, Treasurer
RE:	<b>2023 Year-End Contributions to/from Reserves</b>
DATE:	December 8, 2023

**RECOMMENDATION**

That the Board of Directors direct staff to:

1. Transfer any unspent levied capital dollars as of December 31, 2023 to the Water Control Structure Reserve.
2. Transfer any operating surplus for the year ending December 31, 2023 to the Water Control Structure Reserve.

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**1.0 OPERATING RESERVES**

Current practice at MVCA is to transfer any operational surplus existing on December 31<sup>st</sup> to the Operating Reserve to support future needs. Likewise, if the year-end operational position of the Authority results in a deficit, the deficit is funded from the same Operating Reserve.

As of December 1, 2023, the Authority is projecting an operational surplus of approximately \$45,000. This surplus is projected primarily due to staff turn-over and unfilled positions. As the Operating Reserve has a projected December 31, 2023 balance that is approximately \$380,000 above the target balance, it is recommended that any year-end surplus be assigned a capital reserve. Due to the significant gap between the targeted and actual balance of the Water Control Structure Reserve it is recommended that any operating surplus be assigned to that account.

**2.0 CAPITAL RESERVES**

The 2023 Budget allowed for use of \$726,232 from restricted reserves. With changes to purchases and projects throughout the year it is estimated that only \$239,610 of that amount will be used. While this puts the Authority in a stronger position towards meeting targeted reserve fund balances, most unspent amounts related to projects/acquisitions deferred to 2024.

Table 1 provides target reserve balances based upon the current approved *10-year Capital Plan* and the projected 2024 year-end balances **based upon the Draft 2024 Budget and the projected year-end transfers**. As noted above, there remains a significant gap between project needs and available capital in the coming years. Because not all water control and erosion control projects are eligible for WECl funding it is recommended that any unspent capital levy be allocated to the Water Control Structure Reserve.

**Table 1: Target and Projected Reserve Balances**

<b>Restricted Reserves</b>	<b>Target balances<sup>1</sup></b>	<b>Dec. 31, 2024 Projected balances</b>
Building (HQ) Reserve	\$875,000	\$573,701
Conservation Areas Reserve	\$207,000	\$185,700
Information and Communication Technology Reserve	\$72,000	\$35,158
Priority Projects (Formerly Glen Cairn)	\$150,000	\$276,766
Sick Pay (STD) Reserve	\$75,000	\$73,843
Vehicles & Equipment Reserve	\$265,000	\$173,537
<b>Water Control Structure Reserve - MVCA</b>	<b>\$1,431,500</b>	<b>\$596,364</b>
Category 3 Capital Reserve	114,500	22,835
<b>Total</b>	<b>\$3,190,000</b>	<b>\$1,936,904</b>
Museum Building & Art Reserve	0	0
Operating Reserve	\$747,000	\$933,445
Category 2 Operating Reserve	\$144,500	\$89,000
Category 3 Operating Reserve	\$270,000	\$125,760
<b>Total</b>	<b>\$1,161,500</b>	<b>\$1,148,205</b>

### **3.0 CORPORATE STRATEGIC PLAN**

The proposed recommendation supports implementation of the following corporate goals and objectives:

**Goal 1: Asset Management -- revitalize watershed management activities and invest in our legislated mandate**

a) Implement the five-year capital program.

e) Plan for the next phase of asset development and management.

<sup>1</sup> Based upon 5-year capital needs.

**REPORT****3370/23**

TO:	Finance & Administration Committee
FROM:	Stacy Millard, Treasurer
RE:	<b>Reserve Policy Update</b>
DATE:	November 22, 2023

**RECOMMENDATIONS**

**That the Finance & Administration Committee recommend that the Board of Directors:**

- 1. Approve amendment of the Reserve Policy to provide for Category 2 and 3 reserves, as outlined in this report.**
- 2. Approve transfer of reserve balances as set out in this report.**

**1.0 PURPOSE**

When the Board approved the reserve policy in July 2022 it was noted that additional updates would be required to address the complexity created by the new funding model, specifically as it relates to planning for potential Category 2 and 3 revenue shortfalls and the need to build reserves to support Category 3 capital infrastructure. This report recommends the creation of two new operating reserves, a renaming and broadening of the existing capital reserve, and the transfer of funds amongst reserves.

**2.0 CURRENT STATE**

Table 1 lists projected 2023 year-end reserve balances based upon the August 31, 2023 YTD Budget report presented to the Board on October 16, 2023.

**Table 1: Projected 2023 Year-end Reserve & Reserve Fund Balances**

<b>Operating Reserve</b>	<b>Unaudited</b>
General/Operating Reserve	\$1,485,357
<b>Restricted Reserve Funds</b>	
Building	\$648,069
Conservation Areas	\$185,700
Information Technology	\$80,158
Museum Building & Art (Category 2 &3)	\$6,760

<b>Restricted Reserve Funds</b>	
Sick pay	\$73,843
Vehicles	\$220,863
Water Control Structures	\$386,139
Priority Projects	\$356,336

### **3.0 RESERVE POLICY UPDATE**

The following changes are proposed:

1. Rename the “General/Operating Reserve” to “Category 1 Operating Reserve”.
2. Open two new operating reserves as follows:
  - Category 2 Operating Reserve – to address temporary funding shortfalls;
  - Category 3 Operating Reserve – to address temporary funding shortfalls;
3. Set a target balance for the Category 2 operating reserve equal to 1-year of pro-rated payroll costs for staff working on Category 2 programs.
4. Set a target balance for the Category 3 operating reserve equal to 1-year of pro-rated payroll costs for staff working on Category 3 programs.

Pro-rated in this instance means that if an employee is budgeted to work 30% of the year on Category 3 programming that only 30% of their salary would be applied to calculating the target reserve balance. This approach supports overall corporate business continuity as it ensures that employees performing category 1 services can continue to do so in the event of category 2 and 3 funding shortfalls.

5. Close the “Museum Building & Art (Category 2 & 3)” reserve.
6. Open a new “Category 3 Capital Reserve” – to support delivery of Category 3 capital projects.
7. Set the target balance for the Category 3 Capital Reserve equal to 100% of the Category 3 five-year Capital Plan.<sup>1</sup>

### **4.0 ALLOCATIONS TO RESERVES**

It is recommended that initial contributions to the new reserves be made from the existing Museum Building & Art Reserve, the Building (HQ) Reserve, and from the General/Operating Reserve.

<sup>1</sup> This is consistent with the targets set for other MVCA capital reserves.

Table 2 shows the recommended targeted balances based upon staff allocations in the draft 2024 Budget and the current 10-year Capital Plan. It also shows recommended transfers between accounts.

**Table 2: Proposed Reserve Targets and Transfers**

<b>Reserve Fund</b>	<b>Target Balance</b>	<b>Change</b>	<b>Projected 2023 YE Balance</b>
Cat. 1 Operating Reserve	\$747,000	-\$208,000	\$1,270,597
Cat. 2 Operating Reserve	\$144,500	\$89,000	\$89,000
Cat. 3 Operating Reserve	\$270,000	\$125,760	\$125,760
Cat. 3 Capital Reserve	\$114,732	\$39,000	\$39,000
Museum Building & Art Reserve	\$0	-\$6,760	\$0
Building (HQ) Reserve	\$1,527,620	-\$39,000	\$609,069

Proposed transfers reflect the percentage allocations set-out in the Category 2 and 3 municipal agreements, specifically:

- 6% of the current General/Operating Reserve has been reassigned to the Category 2 Operating Reserve;
- 8% of the current General/Operating Reserve has been reassigned to the Category 3 Operating Reserve; and
- 2% of MVCA's capital reserves has been reassigned to the Category 3 Capital Reserve.<sup>2</sup>

It is recommended that the current balance of \$6,760 in the Museum Building & Art Reserve be transferred to the Category 3 Operating Reserve as there is a greater need for operating than capital funds at this time due to the uncertainty of annual student grants.

## **5.0 CORPORATE STRATEGIC PLAN**

Update of the Authority's Reserve and Reserve fund Policy aligns with Goals 1 and 3 of the *2021-2025 Corporate Strategic Plan*, as follows:

**Goal 1: Asset Management** – revitalize watershed management activities and invest in our legislated mandate.

- Implement the five-year capital program
- Strengthen our risk analysis and management capacity to include climate change and development impacts.

<sup>2</sup> Amongst MVCA's 8 restricted reserve funds (shown in Table 1), the Building (HQ) Reserve has the greatest capacity for redistribution of funds and was used for this purpose.

**Goal 3: People and Performance** – support the operational transformations required to achieve MVCA’s priorities and to address legislative changes.

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.



**REPORT****3377/23**

TO:	MVCA Board of Directors
FROM:	Sally McIntyre, General Manager Stacy Millard, Treasurer
RE:	<b>Draft 2024 Budget</b>
DATE:	December 6, 2023

**Recommendation:**

**That the Board of Directors approve the draft 2024 Budget for circulation to member municipalities for comment.**

**1.0 TOTAL BUDGET**

The proposed 2024 budget is \$6,331,738 as shown in Table 1. Details of the Draft 2024 Budget are contained in Attachment 2.

<b>Table 1: TOTAL BUDGET</b>	<b>2022 Actuals</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Operating</b>	3,955,961	4,524,962	<b>4,542,341</b>
<b>Capital</b>	1,466,638	1,438,327	1,789,397
<b>Total</b>	<b>5,422,599</b>	<b>5,963,289</b>	<b>6,331,738</b>

**2.0 MUNICIPAL LEVIES**

As authorized by the Board of Directors on September 11, 2023, the municipal levy portion of the Draft 2024 Budget shows increases of:

- 2.5% on the operating budget for inflation;
- 2.0% on the operating budget to allow for continued implementation of the Workforce Plan;
- 7.5% on the capital budget to implement the 10-year Capital Plan; and
- 1.5% on both the operating and capital budgets to allow for assessment growth.

Combined, these increases raise the Total Municipal Levy by 6.5% as shown in Table 2. Impacts on individual municipal levies are provided in Attachment 1. The Special Levy is for delivery of a program unique to paid by the City of Ottawa.<sup>1</sup>

<b>Table 2: MUNICIPAL LEVIES</b>	<b>2023</b>	<b>2024</b>
<b>General Operating Levy</b>	2,962,450	3,140,197
<b>Capital Levy</b>	634,628	691,745
<b>Total Levy</b>	<b>3,597,079</b>	<b>3,831,942</b>
<b>Special Levy</b>	71,500	68,000

### 3.0 IMPLEMENTATION OF O.REG. 402/22

This year's budget was developed and is presented in a manner to comply with O.Reg. 402/22 that prescribes how CA budgets are to be apportioned between category 1, 2, and 3 programs and services.<sup>2</sup> The budget also reflects the agreements approved<sup>3</sup> by member municipalities to allow for the following:

- Up to 14% of the Municipal Operating Levy to be allocated to Category 2 and 3 programs and services; and
- Up to 2% of the Municipal Capital Levy to be allocated to Category 3 infrastructure.

Accordingly, the 2024 Draft Budget is organized as follows:

- 2024 Operating Budget Summary
  - Category 1 Programs & Services (mandatory)
  - General / Corporate Services (mandatory)
  - Category 2 Programs & Services (support municipalities)
  - Category 3 Programs & Services (optional, public-facing programs)
- 2024 Capital Budget Summary
  - Category 1 infrastructure sheets
  - Category 3 infrastructure (structures at the Mill of Kintail)

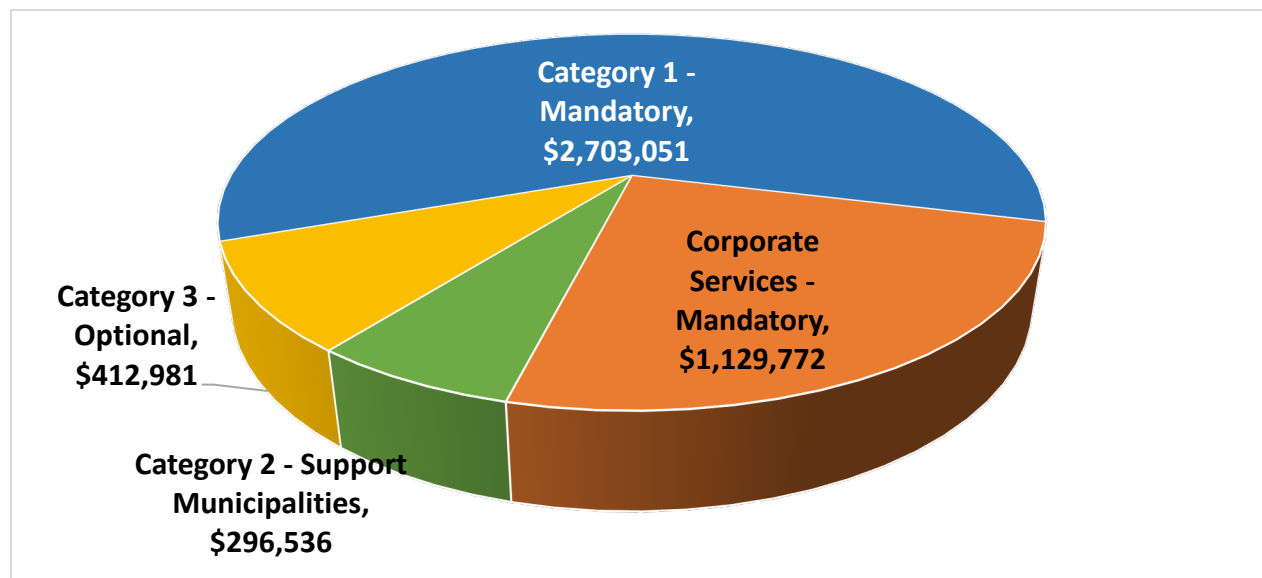
<sup>1</sup> Several years ago, the City contracted-out its city-wide water quality monitoring program to the three local CAs. The City requested that this remain as a special levy as opposed to being considered a Category 2 program.

<sup>2</sup> As set out in O.Reg. 686/21 and 687/21.

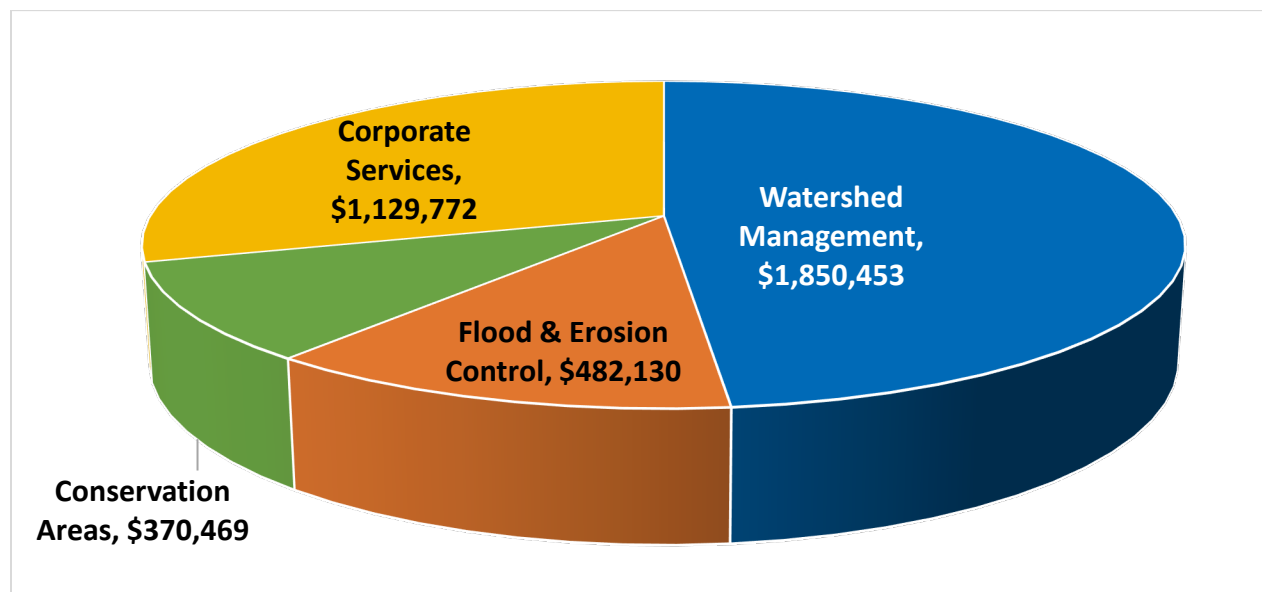
<sup>3</sup> All municipalities have approved but not all have executed the agreements. All are expected to be in place by the regulatory deadline.

Figure 1 shows the division of Total Operating Costs amongst the three categories of programs and services. Note, not all Category 2 and 3 costs are covered by the Municipal Levy. Figure 2 illustrates the allocation of costs within the Category 1 operating budget.

**Figure 1: Draft 2024 Operating Budget by Category of Program & Services**



**Figure 2: Draft 2024 Category 1 Expenditures**



## 4.0 OPERATING BUDGET

### 4.1 Assumptions

Employee compensation is the largest cost category, constituting 75% of the Draft 2024 Operating and 9% of the Capital Budget.<sup>4</sup> MVCA's practice is to use the CPI rate that is available for the September Board meeting to determine annual inflationary wage increases. This year the rate was 3.3%, and the draft budget assumes a 3.3% increase. Other key operating budget assumptions are the following:

- No changes to the provincial Section 39 grant of \$128,436
- MVCA will obtain approximately \$179,235 (4%) through other grants and contributions
- MVCA will earn approximately \$511,295 (11%) of revenues through fees for service
- A \$138,869 draw down of the Operating Reserve to allow for continued implementation of MVCA's Workforce Plan.
- Distribution of insurance, utility and other costs at the Mill of Kintail between Category 1 and 3 programs.

The proposed drawdown of the Operating Reserve leaves an account balance that complies with the Authority's Reserve Policy.

### 4.2 Projects

Year-over-year changes to the operating budget are largely associated with inflationary increases and special projects. The following is a list of key projects proposed to be carried out in 2024. Those marked with an asterisk are mandatory and must be completed by December 31, 2024. Several projects are contingent upon grants and will only proceed if the necessary funds are obtained. A few projects listed were scheduled for 2023 that were postponed or are ongoing.

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 1. Hazard Identification and Mapping | 9. Land Inventory*                    |
| 2. WCS Asset Management Plan*        | 10. Conservation Area Strategy*       |
| 3. WCS Operations Plan*              | 11. Mill of Kintail Masterplan Update |
| 4. Carp R. Floodplain Mapping Update | 12. Clyde Storage Study               |
| 5. Kinburn Drain                     | 13. Poole Creek Wetland Study         |
| 6. Upper Feedmill Creek              | 14. ECC Climate Action Project        |
| 7. City AG3 Maintenance              | 15. Review of Education Program       |
| 8. Carp Erosion Control              |                                       |

<sup>4</sup> MVCA is permitted to charge staff time to capitalized assets on which they perform capital works, for example the recently completed work at Carleton Place Dam.

## 5.0 CAPITAL BUDGET

Capital projects planned at water control structures (WCS) in 2024 are listed below, with required funding sources indicated in brackets:

- Lanark Dam – DSR (WECl) \$80,000
- Farm Lake Dam – CA/RAS \$25,000
- Widow Lake Dam - DSR (WECl) \$80,000
- Kashwakamak Lake Dam EA (DMAF/WECl) \$60,000
- Kashwakamak Lake Dam Design (DMAF/WECl) \$40,000

Capital improvements proposed at conservation areas in 2024 are the following:

- Purdon Boardwalk \$18,000
- Purdon Stairs \$5,250
- MOK - Workshop Building \$15,000
- MOK – Washrooms \$30,000
- Morris Island \$10,000

Capital improvements proposed at the HQ building in 2024 consists of installing the new municipal sewer and water connection and decommissioning the existing well, septic, and water storage systems at an estimated cost of \$715,000. This work was scheduled for 2023 but postponed to 2024.

In addition, fleet and IT purchases will be made as needed as outlined in the Fleet Management Plan and IT Asset Management Plan.<sup>5</sup>

## 6.0 RESERVES

Table 3 illustrates how reserve balances are projected to change over the next year.

<b>Table 3: Reserve Balance</b>	<b>2022 - Year End Actual</b>	<b>2023 - Projected</b>	<b>2024 - Projected</b>
Operating Reserve – YE Balance	\$1,502,834	\$1,492,117	\$1,288,571
Capital Reserves – YE Balance	\$2,130,166	\$1,951,108	\$1,723,456
Contribution to Reserves		\$170,528	0
Allocations from Reserves		\$360,303	\$409,438

<sup>5</sup> Refer to reports 3367/23 and 3368/23.

## 7.0 LONG-TERM DEBT

Table 4 shows MVCA's current debt schedule.

<b>Table 4: Debt Schedule</b>	<b>Principal</b>	<b>Interest and Amortization</b>	<b>Annual Payments</b>	<b>Retirement</b>
Shabomeka Lake Dam	\$700,000	3.0% for 30 years	\$35,412	2052
HQ / works yard mortgage	\$4,640,000	3.4% for 25 years	\$277,005	2040

Annual debt payments are made from the annual capital budget.

## 8.0 NEXT STEPS

Subject to Committee and Board deliberations, the Draft budget will be accepted or revised and circulated to member municipalities for consideration and comment before being approved by the Board in February. In the interim, the GM may recommend another meeting of the Finance & Administration Committee to consider and address comments received

## Attachment 1: Impact on Municipal Levies

The following table shows the impact of the draft 2024 Budget on projected municipal levies and highlights three municipalities where the annual apportionment has increased.

Municipality	2023 Apportionment %	2024 Apportionment %	2023 Levy	2024 Levy	Variance	% Increase
Addington Highlands	0.1578	0.1551	5,678	5,945	267	4.71
Beckwith	0.6784	0.6922	24,403	26,524	2,121	8.69
Carleton Place	2.5368	2.6709	91,252	102,347	11,095	12.16
Central Frontenac	0.4357	0.4303	15,672	16,490	818	5.22
Drummond/North Elm	0.4880	0.4870	17,554	18,662	1,108	6.31
Greater Madawaska	0.0350	0.0351	1,259	1,344	85	6.76
Lanark Highlands	1.1218	1.1084	40,353	42,473	2,120	5.25
Mississippi Mills	2.7352	2.7838	98,387	106,674	8,287	8.42
North Frontenac	0.9283	0.9116	33,391	34,931	1,540	4.61
Ottawa	90.2534	90.1030	3,246,487	3,452,696	206,209	5.35
Tay Valley	0.6295	0.6226	22,644	23,857	1,213	5.36
Total	100	100	3,597,079	3,831,942	234,864	6.53



# Draft 2024 BUDGET

November 2023



# Mississippi Valley Conservation Authority



## Our Board of Directors:

Rear: Roy Huetl, Janet Mason, Paul Kehoe, John Karau (now retired)

Middle: Helen Yanch, Cindy Kelsey, Mary Lou Souter, Dena Comley

Front: Richard Kidd, Cathy Curry, Bev Holmes, Clarke Kelly, Taylor Popkie, Jeff Atkinson

Absent: Allan Hubley, Allison Vereyken, Andrew Kendrick, Glen Gower, and Steve Lewis

MVCA was established in 1968 to deliver programs for the **conservation, restoration, development and management of natural resources** in the Mississippi River and Carp River watersheds and in areas draining to the Ottawa River from the outlet of the Mississippi River downstream to Shirley's Bay.

We are a not-for-profit organization governed by a Board of Directors comprised of 17 representatives from the eleven municipalities we serve, and a provincially appointed agricultural representative.

Our annual budget was developed in accordance with Ontario Regulation 402/22 under the *Conservation Authorities Act*.

# What we do

MVCA delivers a variety of programs and services ranging from the planning, design, and operation of water control structures through to the delivery of shoreline planting programs, and the operation of conservation areas. Our primary mandate is to deliver the following **Category 1** programs and services:

- Identify and delineate natural hazards (flooding, erosion, and unstable soils)
- Administer a permitting system that limits development in hazardous areas
- Undertake regulatory compliance promotion, monitoring and enforcement
- Review and comment on planning applications on behalf of the province
- Forecast and issue flood warnings, and coordinate drought response
- Monitor and manage ice
- Manage water and erosion control structures we own or operate for others
- Manage conservation lands we own or operate for others

These activities constitute the majority of our work and ~84% of the Draft 2024 Operating Budget.

## Category 1

- CA programs and services mandated by regulation.

## Category 2

- Services that MVCA provides to help municipalities meet their legislated responsibilities.

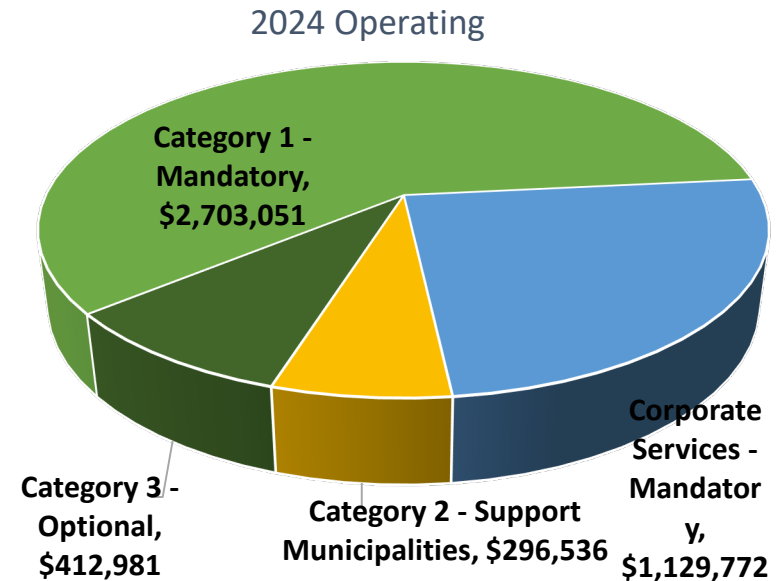
## Category 3

- Optional, largely community-based programs that MVCA delivers as funding allows.

Our eleven municipalities pay an annual levy that covers ~69% of our annual operating costs. Earlier this year they authorized spending up to 14% of their annual levy on Category 2 and 3 programs.

# Budget Summary

<b>DRAFT 2024 BUDGET</b>	<b>2022 Actuals</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
<b>Operating</b>	\$3,955,961	\$4,524,962	\$4,542,341
<b>Capital</b>	\$1,466,638	\$1,438,327	\$1,789,397
<b>Total</b>	\$5,422,599	\$5,963,289	\$6,331,738



MVCA is currently in a period of significant capital renewal, with over \$1 million in capital expenditures occurring per year, largely to address the needs of water and erosion control structures. In 2024, several capital works and their precursor studies are planned, in particular at Kashwakamak Lake Dam and at various structures on the Clyde River. MVCA is continuing to expand its water gauge system, enhance its predictive modeling capabilities, and implement its hazard identification and mapping program.

Increases to the operating budget are largely associated with cost of living increases to employee wages, increases in goods and service costs like insurance and construction materials, and increased regulatory requirements such as the new ice monitoring program.

The budget is divided by regulatory category and by program area. Appendix 1 shows the impact of this budget on our operating and capital reserves. Appendix 2 provides a summary of municipal level apportionments. Appendix 3 contains details budget sheets.

# Operating Summary: Category 1 and Corporate

Category 1	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies	\$1,010,463	\$847,078	\$529,907	\$25,000	\$147,671	\$140,500	\$4,000	\$847,078
Planning & Regulations	\$1,090,109	\$1,003,375	\$708,375	\$0	\$0	\$280,000	\$15,000	\$1,003,375
<b>Subtotal</b>	<b>\$2,100,573</b>	<b>\$1,850,453</b>	<b>\$1,238,282</b>	<b>\$25,000</b>	<b>\$147,671</b>	<b>\$420,500</b>	<b>\$19,000</b>	<b>\$1,850,453</b>
Flood & Erosion Control								
Flood Forecasting & Warning	\$247,357	\$224,771	\$224,771	\$0	\$0	\$0	\$0	\$224,771
Dam Operations & Maintenance	\$260,809	\$257,359	\$201,564	\$0	\$0	\$55,795	\$0	\$257,359
<b>Subtotal</b>	<b>\$508,166</b>	<b>\$482,130</b>	<b>\$426,335</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,795</b>	<b>\$0</b>	<b>\$482,130</b>
Conservation Areas								
Conservation Areas	\$416,511	\$298,613	\$235,696	\$32,917	\$0	\$25,000	\$5,000	\$298,613
Technical Studies	\$0	\$71,856	\$71,856	\$0	\$0	\$0	\$0	\$71,856
<b>Subtotal</b>	<b>\$416,511</b>	<b>\$370,468</b>	<b>\$307,551</b>	<b>\$32,917</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$5,000</b>	<b>\$370,468</b>

O.Reg. 686/21 defines mandatory Category 1 programs and services, and O.Reg. 402/22 sets out how they and corporate (general) services are to be recovered.

General / Corporate Services								
<b>Subtotal</b>	<b>\$1,108,512</b>	<b>\$1,129,772</b>	<b>\$844,903</b>	<b>\$138,869</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$136,000</b>	<b>\$1,129,772</b>
<b>TOTAL</b>	<b>\$4,133,762</b>	<b>\$3,832,823</b>	<b>\$2,817,071</b>	<b>\$196,786</b>	<b>\$147,671</b>	<b>\$511,295</b>	<b>\$160,000</b>	<b>\$3,832,823</b>

# Operating Summary: Categories 2 & 3

CATEGORY 2	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Monitoring & Watershed Planning	\$0	\$296,536	\$178,536	\$0	\$50,000	\$68,000	\$0	\$296,536
<b>TOTAL</b>	<b>\$0</b>	<b>\$296,536</b>	<b>\$178,536</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$68,000</b>	<b>\$0</b>	<b>\$296,536</b>

CATEGORY 3	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Stewardship								
Stewardship	\$213,078	\$159,521	\$51,996	\$0	\$10,000	\$97,525	\$0	\$159,521
Education								
Education	\$15,000	\$61,170	\$19,970	\$0	\$6,000	\$25,200	\$10,000	\$61,170
Visitor Services								
Visitor Services	\$163,121	\$192,289	\$72,623	\$0	\$23,445	\$74,000	\$22,221	\$192,289
<b>TOTAL</b>	<b>\$391,199</b>	<b>\$412,981</b>	<b>\$144,590</b>	<b>\$0</b>	<b>\$39,445</b>	<b>\$196,725</b>	<b>\$32,221</b>	<b>\$412,981</b>

O.Reg. 687/21 defines Category 2 programs and services and sets out how they and Category 3 programs and services are to be recovered.



# 2024 Budget



MVCA has just over 30 full-time employees who are responsible for delivering a combination of Category 1, 2, and 3 programs and services.

The following budget sheets indicate the break-down in costs between payroll compensation, program expenses, and costs to be incurred to implement special projects. A list of projects is provided where applicable.

The budget also shows how each program is funded through a combination of municipal levy, reserves, fees for service, federal and provincial grants, and other contributions.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Watershed Management</b>								
<b>Technical Studies</b>								
Compensation	\$715,093	<b>\$734,378</b>						
Operating Expenses	\$71,100	<b>\$33,700</b>						
Special Projects	\$224,270	<b>\$79,000</b>						
Subtotal	\$1,010,463	<b>\$847,078</b>	\$529,907	\$25,000	\$147,671	\$140,500	\$4,000	\$847,078
<b>Planning &amp; Regulations</b>								
Compensation	\$940,609	<b>\$905,875</b>						
Operating Expenses	\$134,500	<b>\$82,500</b>						
Special Projects	\$15,000	<b>\$15,000</b>						
Subtotal	\$1,090,109	<b>\$1,003,375</b>	\$708,375	\$0	\$0	\$280,000	\$15,000	\$1,003,375
<b>TOTAL</b>	<b>\$2,100,573</b>	<b>\$1,850,453</b>	<b>\$1,238,282</b>	<b>\$25,000</b>	<b>\$147,671</b>	<b>\$420,500</b>	<b>\$19,000</b>	<b>\$1,850,453</b>

## Scope

Watershed management activities focus on the identification and management of natural hazards by:

- Monitoring water flows and levels, ice, surface and ground water quality, and changes in hydrologic and hydraulic conditions.
- Carrying out field investigations and developing predictive tools to identify, map, and managing natural hazards.
- Administering the regulatory permitting system to direct development away from hazards.
- Reviewing and commenting on planning applications on behalf of the province for compliance with provincial policy and regulations.

## 2024 Special Projects

- Ottawa Floodplain Mapping Update (Carp)
- Kinburn Drain
- Upper FeedMill Creek
- Carp Erosion Control
- Hazard identification and mapping
- WCS Asset Management Plan
- WCS Operating Plans

## Details

Refer to sheets 1, 2 and 3 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Flood &amp; Erosion Control</b>								
<b>Flood Forecasting &amp; Warning</b>								
Compensation	\$209,765	<b>\$173,679</b>						
Operating Expenses	\$37,592	<b>\$51,092</b>						
Special Projects								
Subtotal	\$247,357	<b>\$224,771</b>	\$224,771	\$0	\$0	\$0	\$0	\$224,771
<b>Dam Operations &amp; Maintenance</b>								
Compensation	\$137,159	<b>\$167,859</b>						
Operating Expenses	\$123,650	<b>\$89,500</b>						
Special Projects								
Subtotal	\$260,809	<b>\$257,359</b>	\$201,564	\$0	\$0	\$55,795	\$0	\$257,359
<b>TOTAL</b>	<b>\$508,166</b>	<b>\$482,130</b>	<b>\$426,335</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,795</b>	<b>\$0</b>	<b>\$482,130</b>

## Scope

Flood & Erosion control activities focus on the following:

- monitoring and analysis of current water levels and flows and weather conditions
- using predictive tools to identify short and medium-term risks of flooding and the potential need to operate control structures
- operating water control structures to mitigate potential flooding
- notifying the public and key stakeholders of potential flood risks and coordinating drought response.
- collaborating with partner organizations such as OPG and MNRF for overall river management.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheets 4 and 5 in Appendix 3.



CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Conservation Areas</b>								
<b>Conservation Areas</b>								
Compensation	\$314,061	\$233,813						
Operating Expenses	\$102,450	\$64,800						
Special Projects								
Subtotal	\$416,511	\$298,613	\$235,696	\$32,917	\$0	\$25,000	\$5,000	\$298,613
<b>Technical Studies</b>								
Compensation	\$0	\$60,856						
Operating Expenses	\$0	\$0						
Special Projects	\$0	\$11,000						
Subtotal	\$0	\$71,856	\$71,856	\$0	\$0	\$0	\$0	\$71,856
<b>TOTAL</b>	<b>\$416,511</b>	<b>\$370,468</b>	<b>\$307,551</b>	<b>\$32,917</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$5,000</b>	<b>\$370,468</b>

## Scope

MVCA has six conservation areas: four that it owns, and two at City of Ottawa properties. Operational activities at these sites include the following:

- Year-round site maintenance (parking areas, trails and bridges, washrooms, signage, grass)
- Hazard tree, drinking water and other health and safety inspections and measures.
- Public notifications and other communications.

## 2024 Special Projects

- Land Inventory
- Conservation Area Strategy
- Mill of Kintail Masterplan Update

## Details

Refer to sheets 6 and 7 in Appendix 3.

	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Corporate Services</b>								
<b>Corporate Services</b>								
Compensation	\$712,926	\$721,172						
Operating Expenses	\$395,586	\$407,100						
Special Projects	\$0	\$1,500						
<b>TOTAL</b>	<b>\$1,108,512</b>	<b>\$1,129,772</b>	<b>\$844,903</b>	<b>\$138,869</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$136,000</b>	<b>\$1,129,772</b>

## Scope

Corporate services refers to the variety of services used to support delivery of our mandate and includes the following activities :

- Board administration and corporate governance
- Financial management
- Fleet management
- Information and communication technology support
- Communications
- Utility and other operating expenses at our office on Highway 7

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheets 8 thru 12 in Appendix 3.

CATEGORY 2: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Watershed Management</b>								
<b>Technical Studies</b>								
Compensation	\$0	\$144,536						
Operating Expenses	\$0	\$82,000						
Special Projects	\$0	\$70,000						
<b>TOTAL</b>	<b>\$0</b>	<b>\$296,536</b>	<b>\$178,536</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$68,000</b>	<b>\$0</b>	<b>\$296,536</b>

## Scope

Approximately 6% of the Annual Operating Levy goes towards the following technical supports to our eleven member municipalities:

- Field monitoring of surface water bodies that are not captured in the provincial monitoring program and for parameters not captured under that program.
- Watershed planning and implementation of watershed plans.
- Public engagement including administrative support to the Mississippi River Watershed Plan Implementation Public Advisory Committee.

## 2024 Special Projects

- Clyde Water Storage Study
- Poole Creek Wetland Study
- ECCC Climate Action Project

## Details

Refer to sheets 13 and 14 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Stewardship</b>								
<b>Stewardship</b>								
Compensation	\$70,983	\$82,571						
Operating Expenses	\$7,500	\$7,500						
Special Projects	\$134,595	\$69,450						
<b>TOTAL</b>	<b>\$213,078</b>	<b>\$159,521</b>	<b>\$51,996</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$97,525</b>	<b>\$0</b>	<b>\$159,521</b>

## Scope

MVCA administers a variety of programs to help property owners, community groups and the public at large take action to prevent soil erosion, maintain and restore ecological features and functions, including:

- County of Lanark Program - Community Forest
- Ottawa Clean Water Program
- Shoreline Naturalization
- ALUS Project Delivery
- City Stream Watch
- Rural Stream Watch
- Trees Canada Program (RVCA Partnership)

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 15 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Education								
Education								
Compensation	\$0	\$41,470						
Operating Expenses	\$0	\$4,700						
Special Projects	\$15,000	\$15,000						
TOTAL	\$15,000	\$61,170	\$19,970	\$0	\$6,000	\$25,200	\$10,000	\$61,170

## Scope

MVCA's education program was suspended during the pandemic. We plan to reintroduce an education program over the coming years, and are beginning by reintroducing our popular summer camp program.

This budget will allow MVCA to offer a nature-focused camp experience for up to 120 children over the months of July and August.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 16 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Visitor Services								
<b>Visitor Services</b>								
Compensation	\$111,871	\$146,130						
Operating Expenses	\$51,250	\$46,159						
Special Projects								
<b>TOTAL</b>	<b>\$163,121</b>	<b>\$192,289</b>	<b>\$72,623</b>	<b>\$0</b>	<b>\$23,445</b>	<b>\$74,000</b>	<b>\$22,221</b>	<b>\$192,289</b>

## Scope

Our Mill of Kintail site has been developed over the years to provide a variety of community-based services including the following:

- The Mill of Kintail Museum – displays artifacts from the lives of James Naismith and R. Tait McKenzie, renowned Canadians.
- Gate House – rented by community groups and individuals; houses our museum archives.
- Cloister and Picnic Shelter – rented by community groups and individuals for special events.

This budget provides for museum and site management. MVCA is working towards full cost-recovery of these programs.

## 2024 Special Projects

No special projects are planned.

## Details

Refer to sheet 17 in Appendix 3.

Capital Budget	BUDGET		2024 REVENUE (Draft Proposed)					
	2023 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
<b>Capital Budget</b>								
<b>Category 1</b>								
WECI Capital Projects	\$327,160	<b>\$295,000</b>	\$98,925	\$36,075	\$150,000	\$0	\$0	\$285,000
Conservation Areas	\$231,000	<b>\$78,250</b>	\$58,250	\$0	\$0	\$0	\$20,000	\$78,250
Corporate Projects	\$470,000	<b>\$891,850</b>	\$86,850	\$90,000	\$0	\$0	\$715,000	\$891,850
Tech Studies - Capital	\$97,750	<b>\$149,375</b>	\$124,375	\$50,000	\$0	\$0	\$0	\$174,375
Debt Repayment	\$312,417	<b>\$344,922</b>	\$309,510	\$35,412	\$0	\$0	\$0	\$344,922
<b>Category 3</b>								
Mill of Kintail	\$0	<b>\$30,000</b>	\$13,835	\$16,165	\$0	\$0	\$0	\$30,000
<b>TOTAL</b>	<b>\$1,438,327</b>	<b>\$1,789,397</b>	<b>\$691,745</b>	<b>\$212,652</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$735,000</b>	<b>\$1,789,397</b>

#### Water & Erosion Control Infrastructure (WECI) projects:

- Lanark Dam
- Farm Lake Dam - Safety Assessment
- Widow Lake Dam (WECI)
- Kash Lake Dam EA (DMAF/WECI)
- Kash Lake Dam Design

#### Conservation Area projects:

- Purdon Boardwalk
- Purdon Stairs
- MOK - Workshop Building
- MOK Washrooms
- Morris Island improvements
- Category 3:
  - MOK Museum & Gatehouse stone work
  - Gatehouse - veranda joists & flooring

#### Other projects:

- Gauge Network
- Trimble System
- MVCA FFW System Model
- DRAPE data purchase
- AV equipment purchase

## Details

Refer to sheets 18-23 in Appendix 3.

## Appendix 1: Impact on Reserves

	Dec 31 2022 Balance	2023 Projected Allocations FROM Reserves	2023 Projected Allocations TO Reserves	Projected Dec 31 2023 Balance	2024 Budget Allocations FROM Reserves	2024 Budget Allocations TO Reserves	Projected Dec 31 2024 Balance
<b>Capital Reserves</b>							
Building (HQ) Reserve	\$573,701	\$39,000	\$74,368	\$609,069	\$0		\$609,069
Conservation Areas Reserve	\$185,700			\$185,700			\$185,700
Information & Communication Technology Res.	\$80,158			\$80,158	\$45,000		\$35,158
Priority Projects (Formerly Glen Cairn)	\$438,836	\$82,500		\$356,336	\$25,000		\$331,336
Sick Pay (STD) Reserve	\$73,843			\$73,843			\$73,843
Vehicles & Equipment Reserve	\$263,537	\$42,674		\$220,863	\$45,000		\$175,863
Water Control Structure Reserve - MVCA	\$514,391	\$185,412	\$57,160	\$386,139	\$81,487		\$304,652
Category 3 Capital Reserve			\$39,000	\$39,000	\$16,165		\$22,835
<b>Total</b>	<b>\$2,130,166</b>	<b>\$349,586</b>	<b>\$170,528</b>	<b>\$1,951,108</b>	<b>\$212,652</b>	<b>\$0</b>	<b>\$1,738,456</b>
<b>Operating Reserves</b>							
Museum Building & Art Reserve	\$6,760	\$6,760		\$0			\$0
Operating Reserve	\$1,496,074	\$218,717		\$1,270,597	\$196,786	\$0	\$1,080,571
Category 2 Operating Reserve			\$89,000	\$89,000			\$89,000
Category 3 Operating Reserve			\$125,760	\$125,760			\$125,760
<b>Total</b>	<b>\$1,502,834</b>	<b>\$225,477</b>	<b>\$214,760</b>	<b>\$1,485,357</b>	<b>\$196,786</b>	<b>\$0</b>	<b>\$1,295,331</b>
<b>TOTAL</b>	<b>\$3,633,000</b>	<b>\$575,063</b>	<b>\$385,288</b>	<b>\$3,443,2255</b>	<b>\$409,438</b>	<b>\$0</b>	<b>\$3,033,787</b>



## Appendix 2: 2024 Total Municipal Levy (General Benefiting)

Municipality	2023 Apportionment %	2023 Levy	2024 Apportionment %	2024 Levy	Variance	% Ch.
Addington Highlands	0.1578	\$5,678	0.1551	\$5,945	\$267	4.71%
Beckwith	0.6784	\$24,403	0.6922	\$26,524	\$2,121	8.69%
Carleton Place	2.5368	\$91,252	2.6709	\$102,347	\$11,095	12.16%
Central Frontenac	0.4357	\$15,672	0.4303	\$16,490	\$818	5.22%
Drummond/North Elmsley	0.4880	\$17,554	0.4870	\$18,662	\$1,108	6.31%
Greater Madawaska	0.0350	\$1,259	0.0351	\$1,344	\$85	6.76%
Lanark Highlands	1.1218	\$40,353	1.1084	\$42,473	\$2,120	5.25%
Mississippi Mills	2.7352	\$98,387	2.7838	\$106,674	\$8,287	8.42%
North Frontenac	0.9283	\$33,391	0.9116	\$34,931	\$1,540	4.61%
Ottawa	90.2534	\$3,246,487	90.1030	\$3,452,696	\$206,209	6.35%
Tay Valley	0.6295	\$22,644	0.6226	\$23,857	\$1,213	5.36%
<b>Total</b>	<b>100</b>	<b>\$3,597,079</b>	<b>100</b>	<b>\$3,831,942</b>	<b>\$234,864</b>	<b>6.53%</b>

# Appendix 3: Budget Details

**Category 1: Watershed Management - Technical Studies**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>	\$715,093	\$698,784
<b>Mileage &amp; General Expenses</b>	\$8,250	\$3,200
<b>Staff Development</b>	\$8,250	\$7,000
<b>Materials/Supplies/Gen Expenses</b>	\$3,600	\$5,000
<b>Ice Monitoring Program Setup</b>	\$8,500	\$5,000
<b>Topo-bathymetric Data Collection Program</b>	\$0	
<b>Technical Studies</b>		
Ottawa Floodplain Mapping Update (Carp)	\$5,000	\$5,000
Kinburn Drain		\$11,000
Upper FeedMill Creek		\$6,000
City AG3 Maintenance		
Carp Erosion Control	\$0	\$5,000
MVCA FPM Projects (Clyde)	\$123,000	\$1,000
Poole Creek SubWatershed Study	\$3,000	
Mississippi River Watershed Plan & Implementation	\$30,000	
CA Strategy (ECCC-CO)	\$30,000	
FHIMP - Land Cover Update	\$33,270	
Hazard Identification and Mapping		\$50,000
WCS Asset Management Plan		\$500
WCS Operations Plan		\$500
<b>Total</b>	<b>\$967,963</b>	<b>\$797,984</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Operating</b>	<b>\$247,357</b>	<b>\$480,813</b>
<b>Reserve Funds</b>	<b>\$138,070</b>	<b>\$25,000</b>
Special Reserves - Priority Projects (formerly Glen Cairn	\$138,070	\$25,000
<b>Provincial and Federal Grants</b>	<b>\$217,471</b>	<b>\$147,671</b>
Provincial Grant - Section 39	\$128,436	\$128,436
Student Grants	\$14,235	\$14,235
FHIMP - Clyde River FPM	\$74,800	\$5,000
<b>Fees for Service</b>	<b>\$5,000</b>	<b>\$140,500</b>
Ottawa Floodplain Mapping Update (Carp)	\$5,000	\$20,000
Kinburn Drain		\$53,000
Upper FeedMill Creek		\$30,000
City AG3 Maintenance		\$2,500
Carp Erosion Control	\$0	\$5,000
Hazard Identification and Mapping		\$30,000
<b>Other Revenue</b>	<b>\$3,000</b>	<b>\$4,000</b>
Other -Professional Services / Staff Time	\$0	\$1,000
Other - Deferred Revenue (Poole Creek/ Ottawa FP Ma	\$3,000	\$3,000
<b>Total</b>	<b>\$610,899</b>	<b>\$797,984</b>

**Category 1: Watershed Management - Technical Studies - Monitoring**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$35,594
Mileage & General Expenses	\$36,500	\$5,000
Staff Development		\$1,000
Materials/Supplies/Gen Expenses		\$1,500
Lab Analysis (throughout watershed)	\$6,000	\$6,000
Total	\$42,500	\$49,094
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$42,500	\$49,094
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$42,500	\$49,094

**Category 1: Watershed Management - Planning & Regulations**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$940,609	\$905,875
Mileage & General Expenses	\$7,500	\$8,000
Staff Development	\$7,500	\$8,500
Materials/Supplies/Gen Expenses	\$2,500	\$1,000
Insurance		\$20,000
Legal Fees	\$17,000	\$30,000
Advisory Services (RVCA)	\$25,000	\$15,000
Septic Prgogram	\$75,000	
Consulting - Fee Study	\$15,000	\$15,000
<b>Total</b>	<b>\$1,090,109</b>	<b>\$1,003,375</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$725,109	\$708,375
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$355,000	\$280,000
User Fees - Plan Review	\$190,000	\$190,000
User Fees - Permit Processing Fees - Permits/PropClear	\$90,000	\$90,000
User Fees - Septic Program	\$75,000	
Other Revenue	\$10,000	\$15,000
MVCF - Wetland Protection Fund	\$10,000	\$15,000
<b>Total</b>	<b>\$1,090,109</b>	<b>\$1,003,375</b>

**Category 1: Flood Erosion & Control - Flood Forecasting and Warning**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$209,765	\$173,679
Mileage & General Expenses	\$6,000	\$14,400
Staff Development	\$6,000	\$11,000
Equip Rent Pur Repair & Mtce	\$5,000	\$3,500
Utilities - Telephone & Hydro	\$9,000	\$8,500
Communications - Radios & Pagers	\$4,692	\$4,692
Materials/Supplies/General Expenses	\$900	\$1,000
Low Water Response	\$500	\$0
WISKI-Soda License and Maintenance Fees	\$4,000	\$6,000
Stream Gauges - minor repairs	\$1,500	\$2,000
<b>Total</b>	<b>\$247,357</b>	<b>\$224,771</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$247,357	\$224,771
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$247,357</b>	<b>\$224,771</b>

**Category 1: Flood Erosion & Control - Dam Operations & Maintenance**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$137,159	\$167,859
Mileage & General Expenses	\$18,075	\$20,000
Staff Development	\$18,075	\$3,000
Taxes/Insurance	\$69,000	\$42,000
Materials/Supplies/Equipment/General Exp	\$11,700	\$8,000
Health & Safety Clothing & Equipment	\$1,800	\$1,500
Stop Log Replacement	\$5,000	\$15,000
<b>Total</b>	<b>\$260,809</b>	<b>\$257,359</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$209,219	\$201,564
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$51,590	\$55,795
User Fees - OPG Contract	\$44,000	\$44,000
Other - MNR Bancroft & Kemptville	\$7,590	\$11,795
Other Revenue		
<b>Total</b>	<b>\$260,809</b>	<b>\$257,359</b>

**Category 1: Conservation Areas**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$314,061	\$233,813
Supplies & Materials	\$18,950	\$10,000
Mileage & General Expenses	\$30,000	\$22,000
Staff Development	\$5,000	\$3,500
Contractor Services	\$20,000	\$10,000
Service & Maintenance Contracts	\$10,000	\$5,000
Taxes	\$5,000	\$11,000
Insurance	\$10,000	\$1,300
Utilities	\$3,500	\$2,000
<b>Total</b>	<b>\$416,511</b>	<b>\$298,613</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$385,742	\$235,696
Reserve Funds		\$32,917
Operating Reserve		\$32,917
Provincial and Federal Grants		
Fees for Service	\$21,769	\$25,000
Parking Revenue - CAs	\$20,000	\$20,000
Bell Canada - Annual Easement - K&P	\$1,769	\$0
CA Passes		\$5,000
Other Revenue	\$9,000	\$5,000
Donation Boxes - CAs	\$4,000	\$4,000
Charitable Donations		\$1,000
MVCF Contribution	\$5,000	
<b>Total</b>	<b>\$416,511</b>	<b>\$298,613</b>



**Category 1: Conservation Areas - Technical Studies**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$60,856
Mileage & General Expenses		
Materials/Supplies/Gen Expenses		
Technical Studies		
Land Inventory		\$8,000
Conservation Area Strategy		\$1,500
Mill of Kintail Masterplan Update		\$1,500
Total	\$0	\$71,856
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$0	\$71,856
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$0	\$71,856

**Corporate Services: Administration**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$627,926	\$504,048
Mileage& General Expenses	\$2,500	\$9,000
Staff Development	\$2,500	\$12,000
Member Expenses & Allowances	\$18,000	\$16,000
Materials & Supplies	\$40,000	\$11,000
Banking and Payroll Fees		\$14,000
Equipment and Telephone		\$16,000
Insurance	\$42,700	\$35,000
Professional Services (Legal, Audit etc.)	\$20,000	\$40,000
Conservation Ontario Membership	\$28,000	\$31,500
OH&S-Other Costs	\$4,000	\$4,000
OH&S Shared Services (SNC)	\$7,500	\$0
Human Resources Services	\$15,000	\$10,000
Contribution to Operating Reserve	\$141	
Fundraising Campaign	\$10,000	\$0
Watershed-based Resource Mgmt Strategy		\$1,500
<b>Total</b>	<b>\$818,267</b>	<b>\$704,048</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$535,146	\$422,679
Reserve Funds	\$198,121	\$138,869
Operating Reserve (WFP Implementation)	\$198,121	\$138,869
Operating Reserve (General)		
Provincial and Federal Grants		
Fees for Service	\$9,500	\$10,000
Rental Income	\$4,500	\$5,000
Miscellaneous	\$5,000	\$5,000
Other Revenue	\$75,500	\$132,500
Interest	\$73,000	\$130,000
Donations (General)	\$2,500	\$2,500
<b>Total</b>	<b>\$818,267</b>	<b>\$704,048</b>

**Corporate Services: Communications**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$0	\$28,279
Mileage& General Expenses	\$0	\$0
Printing	\$500	\$500
Materials/Supplies/Equipment/Gen Expenses	\$500	\$500
Advertising/Promotion (core program & services)	\$1,000	\$1,000
Eko-Trekr App Annual Fee/Support	\$3,500	\$3,500
Comms Shared Services (RVCA)	\$30,000	\$25,000
Website Expenses	\$500	\$5,000
<b>Total</b>	<b>\$36,000</b>	<b>\$63,779</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$32,500	\$60,279
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$3,500	\$3,500
MVCF - Contribution (Eco-Trekr)	\$3,500	\$3,500
<b>Total</b>	<b>\$36,000</b>	<b>\$63,779</b>

**Corporate Services: Vehicles & Equipment**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$0	\$18,474
Mileage & General Expenses	\$3,600	\$1,800
Equipment Purchase - non-capital	\$3,000	\$3,000
Fuel	\$31,000	\$30,000
Maintenance & Repairs	\$30,000	\$29,000
Insurance/Licensing	\$15,500	\$10,000
Materials & Supplies	\$3,500	\$3,500
Vehicle/Equipment Charges	-\$104,000	-\$104,000
<b>Total</b>	<b>-\$17,400</b>	<b>-\$8,226</b>
Revenues	2024 Budget	2024 Budget
Municipal Levy - Operating	-\$17,400	-\$8,226
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>-\$17,400</b>	<b>-\$8,226</b>

**Corporate Services: Head Office**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$85,000	\$87,142
Supplies & Materials	\$6,500	\$7,000
Mileage& General Expenses	\$800	\$1,000
Contractor Services	\$38,000	\$17,000
Service & Maintenance Contracts	\$4,900	\$5,000
Taxes	\$1,000	\$1,200
Insurance	\$30,000	\$28,000
Utilities	\$25,000	\$30,000
<b>Total</b>	<b>\$191,200</b>	<b>\$176,342</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$191,200	\$176,342
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$191,200</b>	<b>\$176,342</b>

**Corporate Services: Information Technology**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$0	\$83,229
Mileage & General Expenses	\$2,000	\$500
Materials/Supplies/Gen Expenses	\$3,150	\$1,500
Equipment Purchase, Repair & Mtce	\$4,500	\$10,000
Maintenance/IT Support	\$39,995	\$45,500
Software Licenses		\$35,000
High Speed Internet Access	\$7,800	\$8,100
Data Acquisition - General /Transfer to Reserve	\$8,000	\$0
CADIMS - Contracted Services (CLOCA)	\$10,000	\$10,000
Asset Management Study	\$5,000	
<b>Total</b>	<b>\$80,445</b>	<b>\$193,829</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Operating	\$80,445	\$193,829
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$80,445</b>	<b>\$193,829</b>

**Category 2: Watershed Management - Technical Studies - Watershed Plan**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$48,223
Mileage & General Expenses		\$0
Staff Development		\$0
Materials/Supplies/Gen Expenses		\$10,000
Clyde Storage Study		\$10,000
Poole Creek Wetland Study		\$10,000
ECC Climate Action Project		\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$128,223</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 2	\$0	\$78,223
Reserve Funds		
Provincial and Federal Grants	\$0	\$50,000
ECC Climate Action Project	\$0	\$50,000
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$0</b>	<b>\$128,223</b>

**Category 2: Watershed Management - Technical Studies - Monitoring**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits		\$96,313
Mileage & General Expenses		\$5,800
Materials/Supplies/Gen Expenses		\$4,200
Lab Analysis		\$62,000
<b>Total</b>	<b>\$0</b>	<b>\$168,313</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 2	\$0	\$100,313
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$0	\$68,000
Special Levy		\$68,000
Other Revenue		
<b>Total</b>	<b>\$0</b>	<b>\$168,313</b>



**Category 3: Stewardship Programs**

Expenditures	2023 Budget	2024 Budget
<b>Wages/Benefits</b>	\$70,983	\$82,571
<b>Mileage &amp; General Expenses</b>	\$2,000	\$2,000
<b>Publicity /Outreach events</b>	\$1,000	\$1,000
<b>Staff Development</b>	\$2,000	\$2,000
<b>Mat&amp;Sup/Equip/GExp/Promotion</b>	\$2,500	\$2,500
<b>Programs</b>		
County of Lanark Program - Community Forest	\$3,000	\$5,000
Ottawa Clean Water Prog	\$3,500	\$10,750
Shoreline Naturalization	\$0	\$14,000
ALUS Project Delivery	\$122,595	\$32,000
City Stream Watch		\$1,200
Rural Stream Watch		\$1,000
Trees Canada Program (RVCA Partnership)	\$5,500	\$5,500
CA Strategy (aka Land Cons/Acquisition) (ECCC-CO)		
<b>Total</b>	<b>\$213,078</b>	<b>\$159,521</b>
Revenues	2023 Budget	2024 Budget
<b>Municipal Levy - Category 3</b>	<b>\$105,553</b>	<b>\$51,996</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>	<b>\$10,000</b>	<b>\$10,000</b>
ECCC-CO Grant - ALUS	\$10,000	\$10,000
ECCC-CO Grant - Land Conservation Plan		
<b>Fees for Service</b>	<b>\$97,525</b>	<b>\$97,525</b>
Lanark County - Community Forest	\$7,000	\$7,000
Ottawa Rural Clean Water Program'	\$13,025	\$13,025
Shoreline Naturalization	\$5,500	\$5,500
ALUS - Lanark	\$72,000	\$72,000
<b>Other Revenue</b>		
<b>Total</b>	<b>\$213,078</b>	<b>\$159,521</b>

**Category 3: Education Services**

Expenditures	2023 Budget	2024 Budget
Wages/Benefits	\$0	\$41,470
Mileage & General Expenses	\$0	\$200
Staff Development	\$0	\$0
Mat&Sup/Equip/GExp/Promotion	\$0	\$3,000
Publicity	\$0	\$1,500
Review of Education Program	\$15,000	\$15,000
<b>Total</b>	<b>\$15,000</b>	<b>\$61,170</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Category 3	\$15,000	\$19,970
Reserve Funds		
Provincial and Federal Grants	\$0	\$6,000
Summer Student Job Grants		\$6,000
Fees for Service	\$0	\$25,200
Camp Fees		\$25,200
Other Revenue	\$0	\$10,000
Grant for Review of Education Program		\$5,000
MVCF - Grant /In-Kind for Review of Education Program		\$5,000
<b>Total</b>	<b>\$15,000</b>	<b>\$61,170</b>

**Category 3: Visitor Services**

Expenditures	2023 Budget	2023 Budget
Wages/Benefits	\$111,871	\$146,130
Materials & Supplies	\$3,000	\$1,000
Mileage & General Expenses	\$300	\$1,000
Staff Development	\$300	\$300
Utilities	\$24,400	\$12,709
Insurance & Taxes	\$22,000	\$21,150
Building & Site Maintenance	\$1,250	\$2,500
Special Events		\$7,500
<b>Total</b>	<b>\$137,471</b>	<b>\$192,289</b>
Revenues	2023 Budget	2023 Budget
<b>Municipal Levy - Category 3</b>	<b>\$17,805</b>	<b>\$72,623</b>
<b>Reserve Funds</b>		
<b>Provincial and Federal Grants</b>	<b>\$23,445</b>	<b>\$23,445</b>
Student Grants	\$10,000	\$10,000
Special Grant - Provincial Grant	\$13,445	\$13,445
<b>Fees for Service</b>	<b>\$74,000</b>	<b>\$74,000</b>
Special Events	\$12,000	\$12,000
Rentals	\$2,000	\$2,000
Weddings	\$10,000	\$10,000
User Fees - MOK	\$50,000	\$50,000
<b>Other Revenue</b>	<b>\$22,221</b>	<b>\$22,221</b>
Special Grant - Miss Mills Grant - MOK & Naismith	\$12,221	\$12,221
Donations Received	\$10,000	\$10,000
<b>Total</b>	<b>\$137,471</b>	<b>\$192,289</b>

**Category 1 Capital: Water Control Structures**

Expenditures	2023 Budget	2024 Budget
Lanark Dam - DSR	\$0	\$80,000
Farm Lake Dam - CA/ RAS	\$0	\$35,000
Carleton Place Dam	\$120,000	\$0
Shab Lake Dam Commissioning & Inspections	\$50,000	\$0
Widow Lake Dam - DSR	\$0	\$80,000
Kash Lake Dam EA	\$100,000	\$60,000
Kash Lake Dam Design		\$40,000
Staff time in budgets		-\$165,551
Staff Allocation	\$0	\$165,551
Contributions to WCS Reserve	\$57,160	
<b>Total</b>	<b>\$327,160</b>	<b>\$295,000</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$204,920	\$98,925
Reserve Funds	\$52,240	\$46,075
WCS Reserve	\$52,240	\$46,075
Provincial and Federal Grants	\$70,000	\$150,000
WECI Grant	\$30,000	\$110,000
DMAF Grant	\$40,000	\$40,000
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$327,160</b>	<b>\$295,000</b>

**Category 1 Capital: Conservation Areas**

Expenditures	2023 Budget	2024 Budget
Conservation Area Signs (directional)	\$0	\$0
Purdon Boardwalk	\$18,000	\$18,000
Purdon Stairs		\$5,250
MOK - Workshop Building	\$5,000	\$15,000
MOK Washrooms	\$120,000	\$30,000
MOK Roof/Eaves	\$83,000	
Morris Island	\$5,000	\$10,000
<b>Total</b>	<b>\$231,000</b>	<b>\$78,250</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$124,213	\$58,250
Reserve Funds	\$0	\$0
Reserves - Conservation Area	\$0	\$0
<b>Provincial and Federal Grants</b>		
<b>Fees for Service</b>		
<b>Other Revenue</b>	<b>\$106,787</b>	<b>\$20,000</b>
Other - Def. Revenue - Miss Milll & Naismith (roof)	\$5,693	
Other - Def. Revenue -RBC	\$15,000	\$15,000
Other - Def. Revenue -Enbridge - Purdon	\$5,000	
Other - Def. Revenue - MOK Washroom	\$16,094	
Other- Grants	\$60,000	
MVCF - Purdon Donation	\$5,000	\$5,000
<b>Total</b>	<b>\$231,000</b>	<b>\$78,250</b>

**Category 1 Capital: Corporate**

Expenditures	2023 Budget	2024 Budget
HQ - Sewer & Water Connection	\$357,500	\$715,000
Vehicles	\$70,000	\$93,450
Equipment	\$12,500	\$8,400
Computer Hardware	\$30,000	\$50,000
AV Equipment		\$25,000
<b>Total</b>	<b>\$470,000</b>	<b>\$891,850</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$159,000	\$86,850
Reserve Funds	\$311,000	\$90,000
Reserves - Vehicles & Equipment	\$76,000	\$45,000
Reserves -Information Technology	\$0	\$45,000
Reserves - HQ Building	\$235,000	
Provincial and Federal Grants		
Fees for Service		
Other Revenue		\$715,000
Financing - HQ Sewer		\$715,000
<b>Total</b>	<b>\$470,000</b>	<b>\$891,850</b>

**Category 1 Capital: Tech Studies**

Expenditures	2023 Budget	2024 Budget
Guage Network	\$24,750	\$36,000
Trimble System		\$20,000
Ice Monitoring Equipment (Drone)	\$6,000	\$0
MVCA FFW System Model	\$67,000	\$75,000
DRAPE		\$18,375
<b>Total</b>	<b>\$97,750</b>	<b>\$149,375</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$6,000	\$124,375
Reserve Funds	\$91,750	\$25,000
Reserves- Priority Projects	\$91,750	\$25,000
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$0	\$0
<b>Total</b>	<b>\$97,750</b>	<b>\$149,375</b>

**Category 1 Capital: Debt Repayment**

Expenditures	2023 Budget	2024 Budget
HQ Annual Financing Charge	\$277,005	\$277,005
WCS Annual Financing Charge	\$35,412	\$35,412
Water/Sewer Annual Finance Charge		\$32,505
<b>Total</b>	<b>\$312,417</b>	<b>\$344,922</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital	\$277,005	\$309,510
Reserve Funds	\$35,412	\$35,412
Special Reserve - WCS	\$35,412	\$35,412
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
<b>Total</b>	<b>\$312,417</b>	<b>\$344,922</b>



**Category 3 Capital**

Expenditures	2023 Budget	2024 Budget
MOK Museum & Gatehouse Stone work	\$83,000	\$25,000
Gatehouse - veranda joists & flooring	\$0	\$5,000
Contributions to Category 3 Capital Reserve	\$0	\$0
<b>Total</b>	<b>\$83,000</b>	<b>\$30,000</b>
Revenues	2023 Budget	2024 Budget
Municipal Levy - Capital Category 3	\$83,000	\$13,835
Reserve Funds		\$16,165
Reserves- Category 3		\$16,165
Provincial and Federal Grants		
Self Generated Revenue		
Other Revenue		
<b>Total</b>	<b>\$83,000</b>	<b>\$30,000</b>

## REPORT

3378/23

TO:	MVCA Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>2024 Mileage, Per Diem &amp; Honorarium Rates</b>
DATE:	December 6, 2023

**RECOMMENDATION:**

That the Board of Directors

1. Approve the following rates to take effect January 1, 2024:
  - a. A 3.3% increase in the mileage rate paid to MVCA employees.<sup>1</sup>
  - b. Re-alignment of the Board mileage rate to equal the employee mileage rate.
  - c. A 3.3% increase to the Board member per diem.
  - d. A 3.3% increase to the Chair's honorarium.
  - e. A Vice Chair honorarium equal to one-third the Chair's honorarium.
2. Direct staff to amend MVCA's *Administrative By-law* to reflect the above decisions.

**1.0 BACKGROUND**

In February 2020, the Board imposed a freeze on Board *per diems* and the Chair's honorarium. In February 2022, a board member proposed and the Board agreed that its mileage rate should conform to the provincial "*Travel, Meal and Hospitality Expenses Directive*." This resulted in a drop in the mileage paid to Board members from \$0.565/km to \$0.40/km. Previously, Board mileage rates aligned with employee rates, which are increased annually in accordance with the cost of living. Table 1 indicates current rates paid to MVCA employees and Board members.

**Table 1: 2023 Compensation Rates**

	<b>2023</b>	<b>Last updated</b>
<b>Employee Mileage Rate</b>	\$0.57/km	2023
<b>Board Mileage Rate</b>	\$0.40/km	n/a
<b>Agricultural Rep Mileage</b>	tbd	
<b>Agricultural Rep. Per Diem</b>	\$150.00	2023
<b>Board Per Diem</b>	\$73.12/half day	2020
<b>Chair Honorarium</b>	\$1,827.84/year	2020

<sup>1</sup> This is rarely used as employees are required to use company vehicles wherever possible.

Given that there has not been an increase in to Board per diem and mileage rate and the Chair's honorarium in three years, it was felt that a review of these rates was appropriate. The purpose of this report is to propose changes to employee and Board rates for implementation January 1, 2024.

## 2.0 DISCUSSION

Good governance requires a competent, active, and representative Board. Elected officials are very busy people; and public service volunteers difficult to find. For both these reasons, providing fair compensation helps to attract people to sit on voluntary Boards and supports their participation, particularly when they must attend meetings during normal working hours at personal expense to themselves. Honorariums for the Chair and Vice Chair acknowledge the extra time and effort required to work with the General Manager in the governance of the organization. Per diems and mileage rates should fairly compensate Members for their time and expenses.

### 2.1 Mileage

It is recommended that the current employee mileage rate of \$0.57/km increase by 3.3%, per the CPI rate published in September when budget direction was sought.

After the Board directed that the provincial "*Travel, Meal and Hospitality Expenses Directive*" be used to set its own mileage rate, staff have come to understand that this is a base amount that provincial ministries and agencies can increase in accordance with collective agreements etc. Consequently, it is understood that the \$0.40/km is not in broad use.

Earlier this fall, MVCA contacted local municipalities to determine whether the rate paid by the Authority is comparable to municipal mileage rates. In short, most respondents use CRA approved rates<sup>2</sup>, as follow:

- 68¢ per kilometre for the first 5,000 kilometres driven
- 62¢ per kilometre driven after that

On this basis, it is recommended that the board mileage rate be re-aligned to match the employee mileage rate as it more fairly compensates Board members for their travel costs.

<sup>2</sup> <https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances/automobile/automobile-motor-vehicle-allowances/reasonable-kilometre-allowance.html>

## 2.2 Board Per Diem

At the direction of the Board, in 2022 MVCA carried out a survey of other CAs to assess whether the per diem paid to MVCA board members was inline with other jurisdictions (see Table 2.) While MVCA's rates were comparable to other CAs at that time, they have been frozen since. Rather than incurring a significant increase in future, it is recommended that the current rate be increased by 3.3% to keep pace with inflation and fairly compensate members who incur costs to attend MVCA meetings. There is nothing to prevent Members from declining the per diem if they wish.

## 2.3 Chair & Vice Chair Honorarium

The 2022 survey also obtained honorariums paid to Board chairs and vice chairs. At that time, MVCA's Chair was paid significantly less than the average (of those who received an honorarium.) As with the per diem, and given the significant time expended by the Chair on Board and corporate affairs, it is recommended that the Chair's honorarium be increased by 3.3% to keep pace with inflation and fairly compensate for time expended.

To date, MVCA has not provided an honorarium to the Vice Chair. In 2022, less than half of respondents indicated that they provide an honorarium to their Vice Chair, however, it is felt that it is an important role worthy of compensation.

MVCA's Vice Chair is expected not only to step in when needed, but also to advise on legislative agenda matters, participate in Conservation Ontario meetings, and to mentor the incumbent Chair and/or to "apprentice" to assume the Chair position in future. It is essential that the Vice Chair take a significant role in the organization to support the Chair and/or to be groomed to assume that position as regulatory changes mandate the positions of Chair and Vice Chair change every 2 years, not only in person but also in jurisdiction.

For this reason, it is recommended that MVCA introduce an honorarium for the Vice Chair in 2024 equal to one-third the Chair Honorarium.

## 3.0 STRATEGIC PLAN

Providing fair compensation for governing the organization aligns with the following Strategic goal and objective.

**Goal 2: Community Building** – engage local partners to foster connections, leverage our resources, and strengthen our "social license" to operate.

a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.

Table 1: Board Per diems &amp; Honoraria, April 2022

Conservation Authority	Per Diems Rate - Meeting	Chair Honorarium	Vice Chair Honorarium	Notes
Niagara Peninsula Conservation Authority	\$76.10			
Long Point Region Conservation Authority	\$100.00	\$2,500.00	\$1,000.00	Single Per diem paid for attendance at more than 1 meeting on the same day
Grand River Conservation Authority	<b>\$156.71</b>	\$156.71	\$156.71	
Central Lake Ontario Conservation Authority	\$50.00	\$2,500.00		
Kettle Creek Conservation Authority	\$86.09	\$1,120.09		
Saugeen Conservation Authority	\$75.00	\$3,000.00		
Redeau Valley Conservation Authority	\$70.00			
Kawartha Conservation	\$60.00			
Otonabee Conservation	\$65.00	\$2,000.00	\$1,000.00	
Hamilton Conservation Authority	\$75.00			
Ausable Bayfield Conservation Authority	\$95.88			
Catfish Creek Conservation Authority	\$50.00			Increase \$20 for second meeting in the same day
Ganaraska Conservation	\$55.00	\$1,600.00	\$550.00	Assuming chair honorarium is a lump sum for the year
Conservation Sudbury	\$72.00	\$4,050.00		<b>Chair does not receive meeting per diems; honourarium only</b>
Grey Sauble Conservation Authority	\$76.00	\$1,500.00		Half day is \$52.25 per diem
Lake Simcoe Region Conservation Authority	\$100.00	<b>\$10,000.00</b>	<b>\$3,000.00</b>	Paid for 15/18 members; 3 don't get benefits at discretion of their municipality
Toronto and Region Conservation Authority	\$86.20			
Nottawasaga Valley Conservation Authority	\$82.03			
Crowe Valley Conservation				No per diem rate
Raisin Region Conservation Authority	\$81.60	\$2,871.60		Chair honorarium is monthly at \$239.30
Quinte Conservation	\$45.00			
Cataraqui Conservation		\$1,200.00		
Sault Ste. Marie Region Conservation Authority	\$40.00	\$350.00		For the chair from Prince Township
Lower Trent Conservation	\$50.00			
South Nation Conservation Authority	\$91.00			
<b>MVCA</b>	<b>\$73.12</b>	<b>\$1,827.84</b>		Same for 2020, 2021, and 2022.
<b>Median (half more than, half less than)</b>	<b>\$75.00</b>	<b>\$2,000.00</b>	<b>\$1,000.00</b>	Excludes organizations that provide no compensation.
<b>Average</b>	<b>\$75.59</b>	<b>\$2,526.80</b>	<b>\$1,141.34</b>	Excludes organizations that provide no compensation.

**REPORT****3372/23**

TO:	The Chair and Members of the Policy & Planning Committee
FROM:	Kelly Stiles, Biologist & Matt Craig, Manager, Planning and Regulations
RE:	<b>Wetland Offsetting Policy Update</b>
DATE:	November 14, 2023

**Recommendation:**

**That the Policy & Planning Committee recommend that the Board of Directors approve revision of the wetland offsetting policy and other changes to MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies*, as set out in this report.**

**PURPOSE**

The purpose of this report is to obtain approval of:

- Changes to *Section 9.6: Offsetting* of MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies*<sup>1</sup>; and
- A new appendix to the Policies that contains implementation objectives to inform when and how wetland offsetting will be permitted and implemented.

**BACKGROUND**

In 2022, legislative changes to Ontario's land-use and environmental planning system provided for ecological offsetting to compensate for the loss of natural assets during land development approved via Ministerial Zoning Orders (MZOs) and Community Infrastructure and Housing Accelerator Orders (CIHAOs). In response, MVCA's Board approved a Wetland Offsetting Policy and establishment of a Wetland Offsetting Compensation Reserve to enable implementation of the new regulatory tools.<sup>2</sup>

<sup>1</sup> These policies direct how staff will implement *Ontario Regulation 153/06: MVCA Development, Interference with Wetlands and Alterations to Shorelines and Watercourses*.

<sup>2</sup> Refer to Staff Report 3283/23.

To date, MVCA's experience with ecological offsetting has been limited to a number of small-scale compensation projects. However, staff expect there to be increased pressure for offsetting in the coming years due to:

- Increased demand for residential development due to the ongoing housing crisis.
- The trend towards applications on increasingly constrained properties (i.e. with wetlands) because most "easy to develop" land is already in use.
- Increasing demand for offsetting by developers operating in other CA jurisdictions.

For this reason, greater clarity in corporate direction is needed to support staff in the administration of offsetting as a tool under the Section 28 of the *Conservation Authorities Act*.

## DISCUSSION

The *Conservation Authorities Act*, *Planning Act*, and *Provincial Policy Statement* require conservation authorities and municipalities to direct development away from hazard lands and areas of natural significance. Wetlands are considered to be both—hazardous (unstable soils prone to flooding), and valued natural assets that serve significant hydrologic functions (they provide overland water conveyance, recharge ground water supplies, retain and slow water during high flow events, and release water and help to maintain base flow during seasonal dry periods.)

Section 3 (1) of *O.Reg. 153/06* states that a permit may be issued when "the control of flooding, erosion, pollution or the conservation of land will not be affected by the development." Some of the challenges faced in administering wetland offsetting policies under this regulation are the following:

- Ideally, an offsetting project is implemented on or in close proximity to the development site to maintain hydrological and ecological features and functions. Site constraints and surrounding development can make it challenging to find a location that is suitable and available for offsetting activities.
- A constructed wetland may never achieve an equivalent level of hydrological and ecological function due to: different geological conditions; high plant mortality rates; an influx of invasive species due to the heavily impacted environment; and poor to no maintenance and long-term sustainment.
- Vegetation planted as part of an Offsetting Plan can take many years to achieve the desired hydrologic and ecological functionality.
- In terms of determining replacement site size or cash compensation, there is no single method within the land use planning sector for quantifying the financial value of wetlands, their hydrological and ecological functions and "equivalencies", for determining "no net loss", and calculating potential gains.

- The cost to implement an Offsetting Plan can be very high, and landowner willingness to undertake the work or pay an equivalent fee is often based upon a combination of their understanding of the proposed Offsetting Plan and the costs and margins assumed during drafting of their development proposal.

For these reasons, every application must be assessed on a case-by-case basis and clear direction is needed in the form of policies, implementation objectives, and operational guidelines.

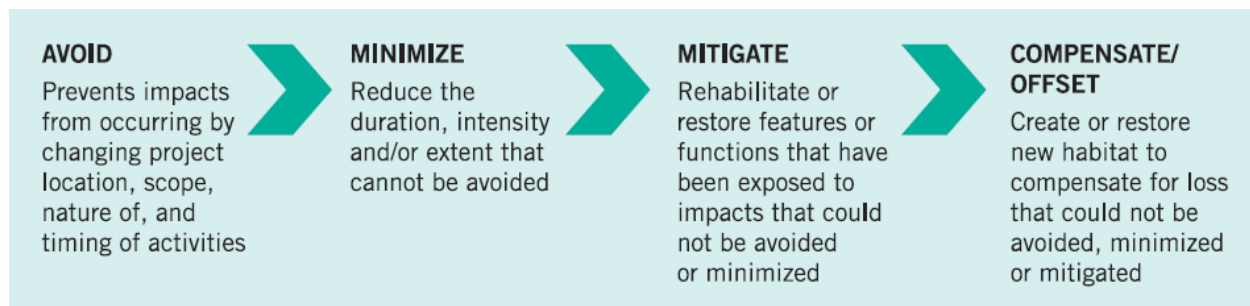
### Proposed policy changes

Attachments 1 and 2 provide details of the proposed changes:

1. Amendments to Section 9.6 of MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies* to:
  - introduce the Mitigation Hierarchy and Ecological Offsetting Plans (EOPs); and
  - harmonize policies with offsetting agreements mandated by provincial orders.
2. A new Appendix to MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies* to provide Implementation Objectives.

The Mitigation Hierarchy is illustrated in Figure 1.

**Figure 1: Mitigation Hierarchy<sup>3</sup>**



In summary, the hierarchy requires that development proposals implement the following measures in this order:

- **Avoid** impacts (development does not impact hydrological and/or ecological features and functions).
- **Minimize** impacts (in scale and over time).

<sup>3</sup> Source: Ducks Unlimited. 2018. *Considerations for the Development of a Wetland Offsetting Policy for Ontario, a Report of the wetland Conservation Strategy Advisory Panel.*



- **Mitigate** impacts to features and functions (generally involves rehabilitation actions taken during construction as set out in landscape, grading and drainage, and stormwater management plans).
- **Offset** impacts (where they are long-term or permanent) to provide for “No Net Loss”.
- **Compensate** (financial/other) for net impacts, which recognizes that 1:1 and even 2:1 offsets often do not result in equivalent ecological function.<sup>4</sup>

The proposed policy changes would provide for the following replacement ratios:

- 1:1 – for replacement of regulated buffer areas
- 2:1 – for replacement of regulated wetlands
- Greater replacement ratios where warranted.

## **CORPORATE STRATEGIC PLAN**

These policy changes provide for implementation of the following goals and objectives:

**Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.**

- a) Strengthen our risk analysis and management capacity to include climate change and development impacts.
- b) Implement priority actions identified in the Mississippi River Watershed Plan

**Goal 2: Community Building – engage local partners to foster connections, leverage our resources, and strengthen our “social license” to operate.**

- a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.

<sup>4</sup> Note, CA’s do not allow offsetting for hydrological function unless impacts are confined to the applicant’s own property.

## Attachment 1

### Proposed edits to Section 9.6: Wetland Offsetting Policy

#### **1. Applicability**

This policy applies to any application for *development* within a *regulated area*, including where a Community Infrastructure and Housing Accelerator Order or Ministerial Zoning Order has been made by the Minister of Municipal Affairs and Housing under section 34 or section 47 of the *Planning Act* authorizing the *development* under that Act and any permission granted under Section 28.0.1 of the *Conservation Authorities Act*.

#### **2. Mitigation Hierarchy**

Development proposals and infrastructure projects requiring a permit under O.Reg. 153/06 shall adhere to the following Mitigation Hierarchy:

- a) **Avoid** – avoid negative alterations to and impacts on hydrological and ecological features and functions.
- b) **Minimize** – unavoidable negative impacts to hydrological and ecological features and functions should be minimal and temporary.
- c) **Mitigate** – ecological features and functions should be restored to the greatest extent possible on-site as part of the development plan.
- d) **Offset** – where full onsite restoration is not possible, off-site compensation proposals should be in close proximity and result in a net environmental gain.
- e) **Compensate** – where the combination of restoration and offsetting work(s) may not achieve a net environmental gain, a financial contribution to MVCA’s Wetland Offsetting Compensation Reserve may be required to support the protection, restoration, enhancement or creation of wetlands elsewhere in MVCA’s jurisdiction.

#### **3. Ecological Offsetting Plans (EOP) and Related Agreements**

- a) An Ecological Offsetting Plan (EOP), prepared by a qualified professional to the satisfaction of the Authority may be required for development proposals and infrastructure projects that will result in the long-term or permanent loss of hydrological or ecological features and functions at the development site, as determined through technical studies prepared in support of an O.Reg. 153/06 permit application.
- b) An EOP will only be considered where the applicant has demonstrated compliance with the Mitigation Hierarchy. Nothing in this policy requires MVCA to authorize proposed offsetting and contributions, approve an EOP or enter into a related agreement.

- c) The EOP shall achieve the objectives set out in Appendix J of this document and shall be prepared in accordance with operational guidelines established to support implementation of this policy.
- d) Approval by the MVCA Board of Directors may be required before approval of an EOP and entering into an agreement.

#### 4. ~~Agreement~~ Costs

All costs incurred by MVCA for the negotiation, drafting, review, and registration of an EOP and compensation and offsetting related agreement shall be borne by the applicant.

#### 5. ~~Scope of Compensation~~

Offsetting and financial contributions will not be considered for bogs, fens or features that contain rare vegetation communities as defined by the Natural Heritage Reference Manual (MNRF, 2010).

MVCA may require wetland compensation or offsetting to address impacts associated with the control of flooding, hydrologic and ecological features and functions, and erosion. The type and scale of compensation/offsetting required shall be based upon the following:

- a) the hydrologic characteristics and the significance of the regulated area affected; and
- b) the scale, proximity to, and severity of the impacts on the regulated area; and
- c) the characteristics of the proposed land use.
- d) Should not be applied to the re-establishment of natural ecosystems and not used to install or otherwise improve engineered green infrastructure or community amenities

In general terms, MVCA will apply the following offsetting/compensation ratios:

- e) 1:1 – for replacement of regulated buffer areas
- f) 2:1 – for replacement of regulated wetlands

Greater replacement ratios may be applied where warranted.

#### 6. ~~Use of Compensation~~ Funds

Any funds received under an EOP and related agreement ~~as compensation~~ must be directed to offset permitted impacts and loss of wetland area and/or function with actions that ensures no net loss of wetland function. Wetland compensation ensures that when wetland area and/or functions are lost, they are restored, enhanced or created elsewhere within the same catchment, sub-watershed or within MVCA's jurisdiction. This can include the enhancement of an existing wetland to achieve specific management objectives, the increasing of functionality of a wetland, or the creation of a wetland in an area where one did not exist.

## **7. Guidelines**

Staff will develop guidelines to support ~~negotiation and~~ implementation of ~~Offsetting/Compensation Agreements~~ this policy.

## **Attachment 2:**

### **Proposed Addendum J: Offsetting Implementation Objectives**

Ecological Offsetting Plans (EOP) and related agreements should achieve the following objectives:

1. “No Net Loss” of hydrological and ecological functions in perpetuity.
2. Wetland ecosystem functions considered for offsetting should provide biological habitat structures as well as maintain hydrologic balances, flood mitigation and groundwater infiltration within the local landscape.
3. The size of replacement wetlands and buffer areas should provide for resiliency during the projected establishment period.
  - a. The replacement of regulated wetlands shall be a minimum of two times the size of area lost (ratio of 2:1).
  - b. Regulated buffer habitat shall be replaced at a minimum ratio of 1:1.
4. The preferred location of the offsetting work should conform to the following site selection hierarchy:
  - a. On-site in the same catchment area,
  - b. Off-site within the same catchment area,
  - c. Off-site within the same watershed,
  - d. Off-site elsewhere within MVCA’s jurisdiction.
5. Lands used for offsetting should be currently owned by or transferred to a public agency (including by easement) for protection from future development.
6. The EOP shall be subject to an agreement between the proponent, MVCA, and other regulatory agencies when required.
7. The EOP shall outline the ecological and hydraulic goals, rationale, size, location and features of the proposed offsetting works; post-construction effectiveness monitoring; contingency funding; and adaptive management.
8. EOPs and associated agreements should include all works and costs that are needed to achieve No Net Loss, including but not limited to MVCA’s review, legal costs, long-term property inspection and monitoring, and site sustainment.

## REPORT

3382/23

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Juraj Cunderlik, Director, Engineering
RE:	<b>Lower Clyde River Floodplain Mapping Study</b>
DATE:	December 8, 2023

**Recommendation:****That the Board of Directors:**

- a) adopt the report *Lower Clyde River Floodplain Mapping*, dated December 2023, and the associated GIS-based Regulation Limit lines and floodplain maps as the delineation of areas along the Lower Clyde River that are susceptible to flooding during the Regional flood standard as defined in Schedule 1 of Ontario Regulation 153/06, and
- b) direct that the report, maps and Regulation Limit be used in the implementation of Ontario Regulation 153/06.

**1.0 BACKGROUND AND PURPOSE**

The Clyde River watershed is a major flood damage centre in the MVCA watershed. The watershed has seen several major flood events including flooding in 1998, 2005, 2008, 2014, 2017 and 2019. With the exception of a small area in Lanark and Cedardale mapped in 1979 and 1987 respectively, the Clyde River remained largely unmapped and the communities' risk to flooding not well understood.

A recently completed Flood Risk Assessment Study (2022) confirmed the Clyde River as one of MVCA's highest flood risk areas. In response, MVCA initiated this project to develop regulatory floodplain mapping that will help MVCA and our municipal partners understand flood hazards and implement effective mitigation strategies to reduce the impacts of flooding in the Clyde River watershed. The mapping will also inform MVCA's flood forecasting and warning and emergency management programs.

The floodplain mapping project was completed in collaboration with Lanark County and funding support from Natural Resources Canada's (NRCan) Flood Hazard Identification and Mapping

Program (FHIMP). The purpose of this report is to summarize the analysis and findings documented in the *Lower Clyde River Floodplain Mapping* report.<sup>1</sup>

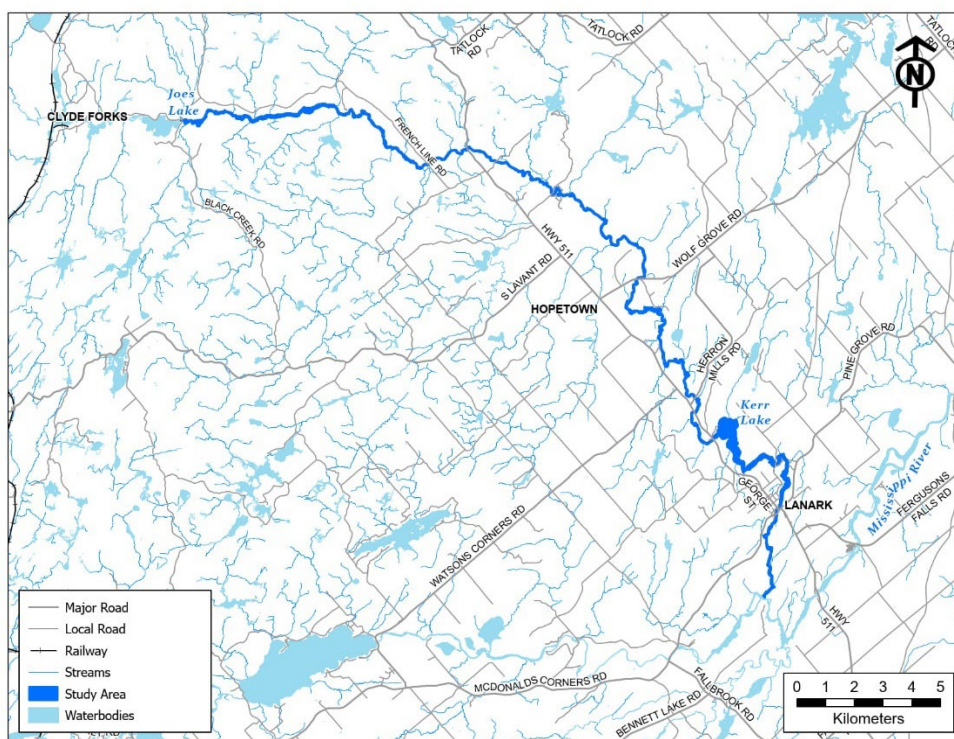
## 2.0 STUDY AREA

With a drainage area of 614 km<sup>2</sup> the Clyde River watershed is the largest tributary of the Mississippi River. The river flows towards the south from the headwaters in the Greater Madawaska region to the Lanark Highlands and continues through the communities of Brightside, Cedardale and Lanark before discharging into the Mississippi River.

The area is under increased development pressure due to its affordability and close proximity to the City of Ottawa as well as the availability of waterfront properties in the area. The communities of Cedardale and Lanark are the largest along the watercourse with many properties and existing structures located within proximity of the watercourse and therefore susceptible to flooding.

The study area included approximately 45 km of the river from the outlet of Joes Lake to the confluence with the Mississippi River, as shown in Figure 1.

**Figure 1: Study Area**



<sup>1</sup> Refer to the following SharePoint site for the engineering report and maps: [Clyde FPM](#)

### 3.0 ANALYSIS AND FINDINGS

The engineering analysis and the regulatory floodplain maps were completed in accordance with the MNRF standards found in *Technical Guide River & Stream Systems: Flooding Hazard Limit* (MNRF, 2002), *Erosion Hazard Limit* (MNRF, 2002), and Federal Flood Mapping Guidelines (NRCan, 2018-2022). The accompanying engineering report documents the work completed for this project. Major components of the project included:

- Preparation of topographic data based on Eastern Ontario LiDAR acquisition (Airborne Imaging, December 2022).
- Bathymetric survey of the Lower Clyde River utilizing Seafloor HydroLite Plus single frequency echosounder technology.
- Survey of hydraulic structures (bridges, culverts, 17 structures in total)
- Hydrologic analysis to estimate flood flows for various return periods at key locations along the river system. This was completed using the HEC-HMS hydrologic model.
- Climate change analysis to develop future climate (2050s) floodplain mapping scenario.
- Hydraulic analysis using the HEC-RAS model to estimate flood levels associated with the flood flows.
- The delineation and plotting of flood lines on the topographic maps to delineate areas that are susceptible to flooding during the Regulatory (1:100 year) flood event and definition of the Regulation Limit based on provincial standards.

A technical review of the analyses and the report was completed by MVCA and FHIMP technical staff, with comments addressed and incorporated in the final report. The final report provides the technical basis for the associated maps defining areas subject to flood and erosion hazards along the Lower Clyde River, during a Regulatory (1:100 year) flood event. The final products of this project include the following:

1. The *Lower Clyde River Floodplain Mapping* study dated December 2023
2. Flood and erosion hazard limit lines in GIS format (shape files)
3. The HEC-HMS and HEC-RAS model files
4. The mapping schedules (15 floodplain maps) prepared at a scale of 1:5,000.

The floodplain mapping results were reviewed to identify potential flood prone areas. Several flood prone areas were found where houses, businesses, infrastructure, roads and public places are located within the floodplain. These include River Farm Lane, Larocque Road, Cedardale, Lanark 4<sup>th</sup> Concession B, Dwyer Lane/Brown Lane, Clydesville, and Lanark. One potential spill area<sup>2</sup> was identified in Clydesville, where the mapping indicated a low-lying area has the potential to be inundated during high flows. Affected properties, structures, and infrastructure are

<sup>2</sup> Bennett Drive in Clydesville.



summarized in Table 1. A detailed assessment of flood prone areas can be found in Appendix N of the accompanying engineering report. Figure 2 provides an example of a floodplain map sheet produced in this project.

**Table 1: Summary of Affected Properties, Structures, and Infrastructure in Flood Prone Areas**

Description	Count
Properties (total)	378
Residences (permanent and seasonal)	120
Residences without safe access	23
Public roads	34
Public roads without safe access	12
Bridges	3
Bridges without safe access	3
Public places	2
Businesses	9
Businesses without safe access	2
Transmission line towers	3
Natural resource extraction	1

### 3.0 PUBLIC CONSULTATION

A Public Open House was held on December 7, 2021 to present the draft floodplain maps to the public and answer questions. The Open House was advertised in the *Lanark Era* and on the MVCA website. Notification letters were mailed to all affected landowners. Draft floodplain maps were available on the MVCA website prior to the Open House. Nineteen (19) people attended the Open House. Comments raised by the public were discussed internally and with AECOM and addressed in the final report and floodplain maps.

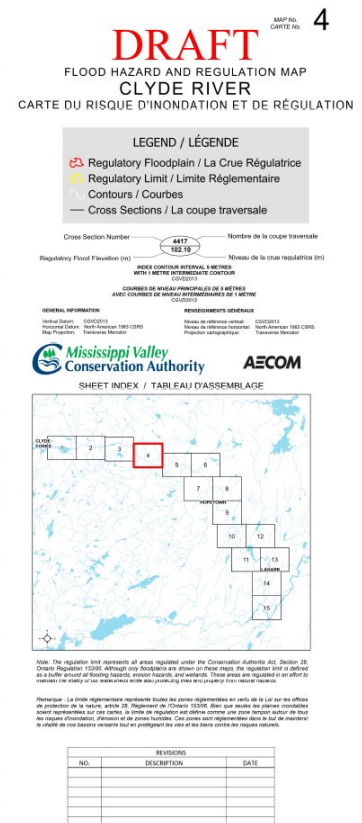
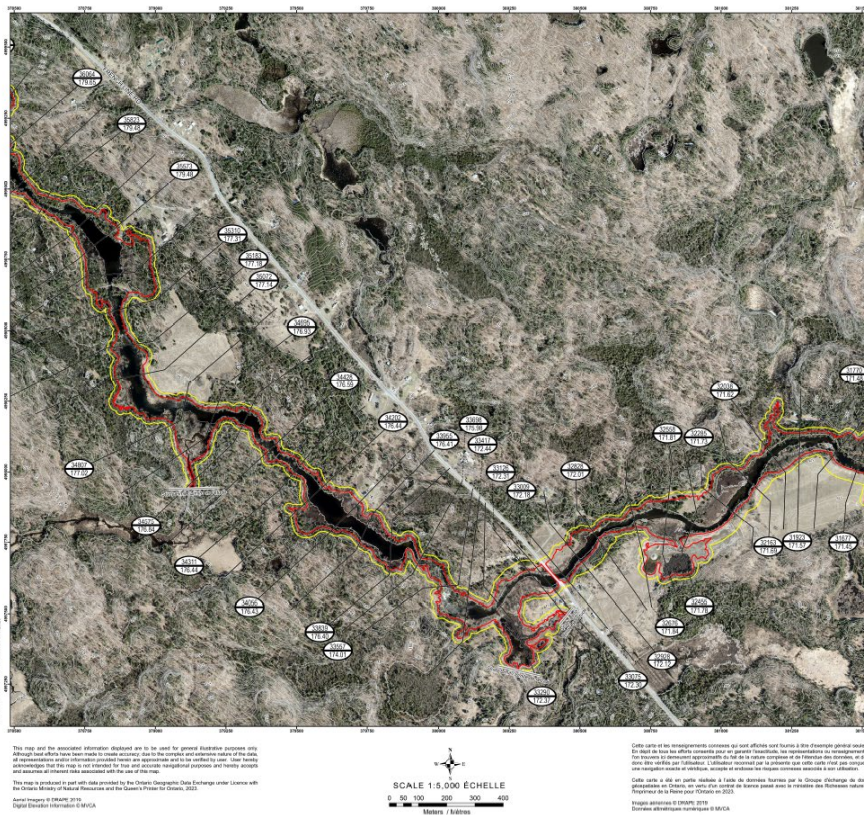
### 4.0 CONCLUSION & NEXT STEPS

The analysis documented in *Lower Clyde River Floodplain Mapping* report meets the standards found in the *Technical Guide River & Stream Systems: Flooding Hazard Limit* (MNRF, 2002) and therefore, the resulting Regulatory (1:100 year) floodplain and Regulation Limit delineation is suitable for use in MVCA's Regulation mapping as well as for municipal land use planning purposes.

After the adoption by the MVCA Board of Directors the report, maps and Regulation Limit will be used in the implementation of Ontario Regulation 153/06 and forwarded to the Township of Lanark Highlands and the Lanark County for inclusion in their municipal planning documents.

Upon approval, PDF copies of the maps will be made available for download from the MVCA website. The report and the model files will be available to the public upon request subject to the MVCA fee schedule and the acceptance of the standard “terms of use” that apply to the release of MVCA data and information.

**Figure 2: Floodplain Map**



**REPORT****3367/23**

TO:	MVCA Finance & Administration Committee
FROM:	Alex Broadbent, I&CT Manager
RE:	<b>IT Asset Management Plan</b>
DATE:	November 22, 2024

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the IT Asset Management Plan as set out in this report.**

**1. BACKGROUND**

Information technology is used extensively by every employee for almost every function at MVCA. It is essential that the IT system is reliable and robust, and resilient to both disasters and cyber attacks. Hardware and software expenditures are continual and can be significant, thus an asset management plan (AMP) is needed to guide these investments.

MVCA's 10-year Capital Plan identifies two major server replacements. Prior to reinvesting in an on-premise computing and storage solution, one of the key questions to be answered by the IT AMP was whether a comprehensive cloud solution was viable and desirable. To answer that question and to assess overall system needs, the firm Cloud Metric was retained to review MVCA's IT system and make recommendations for improvement.

The attached IT Asset Management Plan is based upon the results of that study, and documents current IT assets, challenges and opportunities, and sets out an approach for addressing them, particularly as it relates to major short-term investments. The AMP will help guide IT budgeting and investment decisions over the next three years, by which time the Plan will require review and update.

**2. HIGHLIGHTS**

The following is a summary of key findings and recommendations of the IT Asset Management Plan:

- A comprehensive cloud-based computing, data storage, back-up and disaster recovery solution is not affordable. MVCA should continue to invest in a hybrid of on-site and cloud-based hardware and software solutions.
- The current three servers should be replaced by a single unit, with off-site back-up.
- MVCA has made significant improvements in recent years that have greatly improved its resilience to external cyber attacks.
- A variety of measures are needed to maintain the currency and resilience of MVCA's software and hardware.
- No major expenditures are identified that have not already been captured in the existing approved 10-year Capital Plan. However, continued pressure on the Operating Budget is expected due to an industry-wide movement away from proprietary software licensing towards software as a service (SaaS.) A variety of software owned by MVCA will no longer be updated or supported in future, which will make transition to SaaS essential.

### **3. CORPORATE STRATEGIC PLAN**

Development and approval of this IT Asset Management Plan supports achievement of the following goals and objectives:

Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.

- a) Implement the five-year capital program.
- e) Plan for the next phase of asset development and management.

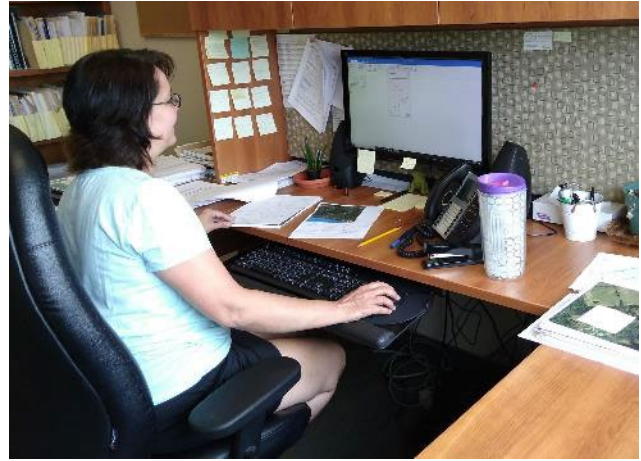
Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

### **ATTACHMENT 1:**

MVCA IT Asset Management Plan





# Information Technology Asset Management Plan



DRAFT November 2023

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*“Information technology is at the core of how you do your business and how your business model itself evolves.”*

Satya Nadella, Chairman/CEO Microsoft

## **Abbreviations**

AM: Asset Management

BDR: Back-up and Disaster Recovery

CA: Conservation Authority

CPU: Central Processing Unit

GB: Gigabyte

IT: Information Technology

MB: Megabyte

NAS: Network Attached Storage

OS: Operating System

PoE: Power over Ethernet

RAID: Redundant Array of Independent Disks

RAM: Random-Access Memory

SaaS: Software as a Service

SBS: Small Business Server

SLA: Service Level Agreement

SQL: Structured query language

TB: Terabyte

UPS: Un-interrupted Power Supply

VPN: Virtual private network

2FA: Two Factor Authentication

## 1.0 PURPOSE

MVCA depends on a variety of information technology (IT) tools to carry-out all business activities, from field monitoring, data management, and the production and use of flood plain mapping through to human resources management, and communicating with the Board and the public at large. The purpose of this document is to summarize the current state of key IT assets, options for their short and long-term management, and to recommend a preferred course of action and implementation plan that meets the operational, budgetary, business continuity and security needs of the organization.

## 2.0 BACKGROUND

MVCA moved to its current location on Highway 7 in 2012. Many IT assets in the building are over 10 years old, and major investments are needed to ensure business continuity. In June 2023, the firm Cloud Metric was retained to review MVCA's system, identify issues and options for addressing them, and to make recommendations regarding next steps. Specifically, the Terms of Reference required the review to:

- a) Examine current state and meet with staff and management to observe current practice, interview employees, confirm corporate and user needs and priorities, and identify site constraints.
- b) Assess, document, and comment upon the strengths and weaknesses of the current IT asset approach and infrastructure including: network infrastructure and internet-accessible systems; cyber security, back-up and privacy; data management; redundancy/disaster recovery; software and cloud availability.
- c) Identify & assess opportunities for improvement.
- d) Document recommended approach and capital requirements

This plan has been reviewed with the Management Team and represents the preferred approach at this time. As with all asset management plans, this Plan will be updated over time as needs, issues, and technology evolve.

## 3.0 SCOPE

The IT Asset Management Plan (AMP) builds on the results of the 2023 review and presents a recommended course of action for the following IT asset categories:

- Hardware
  - Servers
  - Client end-points (laptops, desktops, peripherals, Network Printers)
  - Network Attached Storage (NAS)
- Software



- Operating Systems (Servers and Endpoints)
- MS Office
- Adobe
- GIS
- Engineering Modeling Suites
- Back-up & Disaster Recovery Systems
  - Cyber Security - Anti Virus Endpoint Detect and Response
  - Cloud Backup, Onsite Backup
- Network Infrastructure
  - Firewalls
  - VPN
  - Switches
  - WiFi
- Managed Services

## 4.0 CURRENT STATE

The following sections summarize the current state of these assets, options considered as part of the 2023 IT Audit, and a recommended course of action with associated cost estimates.

### 4.1 Hardware

MVCA's on-premise network infrastructure is 10 years old and requires considerable investment. The following sections describe key network components.

#### 4.1.1 Servers

MVCA has three on-site servers:

- **SBS** – Small Business Server acts as the corporate domain controller that processes requests for authentication and enterprise security policies from users within the MVCA network.
- **APP-SERVER** - a central server in MVCA's network that enables users to access storage capacities, in this case MVCA's enterprise file database. It also acts as a license manager for certain desktop and printing software.
- **VMWare** A virtual server is a software-based server that allows multiple virtual machines (VMs) to run simultaneously as computing resources are virtualized. Three virtual machines are configured for the Enterprise GIS:
  - ArcGIS - hosts the Enterprise GIS, making data and evaluation processes available to staff through an Internet connection.
  - SQL – (Structured Query Language) The GIS database is stored and accessed by defined syntax and expressions within the GIS processing technologies.

- Veeam – Data back-up of the ArcGIS SQL Database

The SBS domain server was scheduled for replacement this year but was deferred to 2024 pending the outcome of the IT Review. The VMWare server is nearing the end of its lifecycle and is scheduled for replacement in 2025 in the 10-year Capital Plan.

#### 4.1.2 Desktops/Laptops (Endpoints)

MVCA has 62 client endpoints of which 41 are staff computers with the remainder used to support labs, meeting rooms, field use, and a few spare backup units and home work stations. Since 2020, a large investment was made in laptops driven by the COVID-19 disruption and the need to shift to remote-work. Some older desktops remain in use because they host legacy OS that supports unique software and associated data. These will only be replaced once the 3rd party software is updated/upgraded.

#### 4.1.3 Network Attached Storage (NAS)

MVCA has two NAS devices that use RAID (redundant array of independent disks) to store the same data in different places on multiple hard disks or solid-state drives (SSDs) to protect data in the case of a drive failure.

- **StoneFly** (30 TB) partitioned into 4 volumes that store MVCA's:
  - Photograph Library
  - Imagery Library
  - LiDAR Library
  - Local Backup
- **Buffalo** (4 TB) that is primarily used for archived/historic data related to GIS files, map images, former staff and other back-ups.

## 4.2 Network Infrastructure

Network infrastructure allows for safe and reliable internet use, off-site VPN access, movement and use of laptops within the building, and on-site WiFi access. The network system comprises four key elements:

- **Firewall** – firewall systems provide protection against outside cyber attackers by shielding the network from malicious or unnecessary network traffic. All network traffic passes through a Fortigate firewall device. Fortigate devices typically have a lifecycle of 60 months (5 years) and this unit will no longer be eligible for hardware or software support effective June 2026.
- **Internet** – Bell Dedicated Internet service provides reliable connectivity and ultra-fast speeds, and meet current needs and projected future requirements.
- **Wifi** – MVCA's five CISCO wifi access end points are old, do not meet newer standards, and are no longer eligible for hardware or software support.

- **Network switches** – Existing HP and TP switches remain feasible but are slow based on their current use. Reliability and technical support are an issue as support contracts are no longer eligible for hardware or software support.

### 4.3 Software

MVCA's on-site servers use Microsoft operating system products that are no longer eligible for mainstream technical support. Moving to a new operating system (Microsoft Server 2016+) is required.

Traditionally, MVCA has purchased lifetime licenses for desktop/office tools (e.g. Microsoft Office Suite and Adobe Pro.) Specialized software (e.g. for GIS, modeling, data management, accounting) is licensed on re-occurring terms, and other software are provided for supporting equipment and processes

### 4.4 Cyber Security

The following is a summary of existing cyber security measures:

- Server and client endpoints have Antivirus and Endpoint Detect and Response.
- The Firewall employs Antivirus and web threat protection and provides secure VPN access.
- Two-factor authentications is used on all Office 365 accounts, for VPN access, and a variety of other functions.
- An email Spam and Phishing program is in place

### 4.5 Backup/Disaster Recovery

Automated backup and disaster recovery solutions safeguard domain configurations and data against unexpected events. MVCA's headquarters has a diesel-powered generator available for short and prolonged power failures. All Servers have their own UPS backup. A dedicated on-site workstation replicates all settings and configurations of the SBS and APP-SERVER in accordance with documented procedures that provide for daily and weekly back-ups. All local back-ups are performed "manually" and USB drives are powered-off following the back-up to create a physical break.

Personal user shares and the data drive are backed up to the cloud on a scheduled basis. Online backups currently reside in American datacenters. A move to Canadian data Center would satisfy certain legislative requirement of storage of sensitive data.

## 5.0 ANALYSIS & RECOMMENDATIONS

### 5.1 Hardware - Servers

Two options were considered for addressing server needs:

- replacement of critical hardware to the on-premise network; and

- move to a cloud networking solution.

### **Option 1: On-Premise Server with Off-site Cloud Backups**

This solution would replace the existing 3 servers: SBS, APP-SERVER and VMWARE with a single server environment hosting software that would allow multiple virtual machines (VMs) to run simultaneously as computing resources are virtualized. This would require the purchase of a server comprised of: 2 processors with 16 Cores for a total of 32, 256 GB RAM, 12 TB SSD disk space to host VMs for the following production systems and applications:

- Domain Controller
- File Serve
- Programs/Applications
- ArcGIS
- SQL Database
- Backup

The key benefits to MVCA for an On-Premise solution are data security, control, and cost. MVCA has full control and total ownership over the security of the data and all resources in use; IT staff can address all potential vulnerabilities. On-premises systems provide performance advantages such as low latency, and there is less concern for operational continuity arising from internet service outages. Overall, there are lower operating costs over the life cycle of the asset. The cost of this solution is approximately \$36,000, with an estimated asset life of 5-8 years.

### **Option 2: Fully Hosted Cloud Solution**

A comprehensive cloud solution would involve entering into a contract with a third-party that would provide computing capacity as well as backup and disaster recovery to all MVCA essential services such as the Domain Controller, File Server, etc. and provide for a high SLA uptime. The only on-site requirement would be a VPN tunnel between sites and on-demand access for remote users. On-premise infrastructure like heating, cooling, power, and backups would no longer be required.

Cloud computing eliminates the need for upfront investments in hardware and infrastructure, and allows for the easy scaling of server resources to meet changing business demands. Cloud hosting offers high levels of uptime and redundancy with multiple data centers. This would help ensure that MVCA data and applications remain accessible even in the event of hardware failures. Cloud service providers invest in security measures, manage server maintenance, security updates, and software patches, and would reduce the burden on IT staff.

All of this comes at a significant price. Comprehensive cloud service to replace current on-premise server capacity would be appropriately \$28,200 per year, which would increase as data storage needs of the MVCA increase over time.

## Recommendation

- A fully hosted cloud solution is cost prohibited, therefore it is recommended that MVCA proceed with Option 1.

## 5.2 Hardware - Client End-points

All client endpoints have specific configuration, software and maintenance needs, and a key objective going forward is to optimize the number of units in daily use and available as back-ups and for field use etc..

## Recommendation

Maintain the current asset management approach that provides for computer replacement based on age, failure (outside warranty), or increases in staff complement at an average rate of four laptops per year. Laptops specifications are based on user needs, which are generally:

- Technical staff: i7, 16GB RAM, 500 GB SSD drive
- Non-technical staff: i5, 8GB RAM, 256 GB SSD drive

## 5.3 Hardware - Network Attached Storage (NAS)

Existing NAS devices are current and have sufficient storage capacity.

## Recommendation

- Continue with StoneFly Extended Warranty - Standard Plan

## 5.4 Hardware - Network Infrastructure

While MVCA's internet and firewall systems are in good shape, network switches and WiFi require upgrade.

## Recommendations

- Update the Firewall in 2025 with a 3-year Advanced Threat Protection service package.
- Update the 8 Wifi Endpoints and provide separate Guest and Office networks.

Network switches are aged but still capable of supporting the proposed network server and hardware updates. If MVCA moves to a mix of VOIP phones and desktop computers then newer (1000 Mbps) switches would be required that would significantly increase speeds across the network that would be noticeable by users.

## Recommendation

Update network switches in 2025.

## 5.5 Software

Assuming implementation of Hardware Option 1, new server operating systems will be required. Client endpoint software is current and operational, though more consistent software patching and a review of staff needs for Adobe Acrobat Pro are required.

### Recommendations

- Continue to purchase Microsoft Server Operating Software from Tech Soup for non-profits.
- Review the total staff need for Adobe Pro and consider monthly subscriptions; or update with perpetual licenses via Tech Soup with associated patching and lifecycle issues.

## 5.6 Cyber Security

While MVCA's Cyber Security systems are well established, the addition of (SaaS)- enhance Managed Detect and Response (MDR), Patch Management service and Microsoft Defender for Office 365 would improve overall security and continuance of cyber security insurance.

An MDR will provide comprehensive security view of the entire network, including the endpoint, by collecting data from multiple sources such as logs, events, and activities. It uses analytics and machine learning to detect and respond to threats in real time.

Patch management software will detect missing software updates and apply patches to correct vulnerabilities, ensuring operating systems, endpoints, servers, software products, and applications remain unsusceptible to exploitation.

Microsoft Defender for Office 365 is a cloud-based email filtering service that helps protect against advanced threats like phishing, business email compromise, and malware attacks. Microsoft Defender is designed to better secure hybrid work environments.

### Recommendations

- Enhance Malwarebytes contract to include MDR and patch management services
- Purchase Microsoft O365 Defender.
- Further employ and enforce two-factor authentication.
- Regular scheduled security penetration tests.
- Continued Cybersecurity awareness training for employees.

## 5.7 Backup/Disaster Recovery

MVCA's on-premise Replicator workstation is vulnerable to fire and other physical disasters and should be relocated off-site to allow for business continuity.

MVCA's cloud back-up approach requires improvement. Microsoft provides a consolidated software and backup solution within its non-profit pricing matrix. Microsoft One Drive would allow for data synchronization accessible to all staff through collaborative Office document editing.

### **Recommendations**

- Up-date Replicator Operating System and locate off-premise with a partner organization.
- Move online back-up to Microsoft One Drive within a Canadian data center.

### **6.0 Draft Implementation Plan**

Table 1 identifies IT asset management priorities, recommended timing, and draft cost estimates. Not all items represent a budget pressure. For example, purchase of a new server is already in the 10-year capital plan at a value of \$35,635. However, the costs associated with data migration and associated software purchase were not captured in previous budget documents.

This is plan will help to inform budgeting and future investments in IT infrastructure over the next three years. Review and update of this plan will be required within five years.

**Table 1: Implementation Needs and Plan**

Item	System Component	Need/ Risk	Scheduled Start Date	Budget*
1. Purchase Server Hardware	Servers		2023	\$25,000
2. Server Configuration and Setup	Servers		2023	\$1,500
3. Domain and Data Migration and Deployment	Servers		2023	\$6,000
4. Purchase Microsoft Server Operating Software	Software		2023	\$3,500*
5. Update Replicator Operating System and locate off-premise	Backup / DR		2024	\$500
6. Update the Firewall	Network		2025	\$2,850*
7. Further employ and enforce two factor authentications	Cyber Security		Ongoing	
8. Annual client endpoint purchase / as per asset plan	Client Endpoints		Annual	\$5,000/year
9. Update the Wifi Endpoints	Network		2024	\$3,000
10. Enhance Cyber Security with a Managed Detect and Response and Patch Management	Cyber Security		2024	\$5,000/year
11. Purchase Microsoft O365 Defender	Cyber Security		2024	\$800/year*
12. Review staff needs for Adobe Pro	Software		2023	
13. Purchase Adobe Pro licenses	Software		2024	TBD
14. Move Online backup to Microsoft One Drive	Backup / DR		2024	\$2,000/year
15. Replace Network Switches	Network		2025	\$5,000*
16. Regular scheduled security penetration tests	Cyber Security		Ongoing	
17. Continued Cybersecurity awareness training for employees	Cyber Security		Ongoing	

\*Items with an asterisk represent NEW Operating or 10-Year Capital budget pressures.



**REPORT****3368/23**

TO:	MVCA Finance & Administration Committee
FROM:	Scott Lawyrk, Property Manager
RE:	<b>Fleet Management Plan</b>
DATE:	November 22, 2024

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the Fleet Management Plan as set out in this report.**

**1. PURPOSE**

MVCA uses a variety of vehicles to carry staff and equipment and transport boats and other vehicles between sites. The current fleet comprises 10 vehicles with an average age of 8.5 years. Fleet replacement was suspended during the pandemic and significant investment will be required in the near term to replace aged assets. As well, consideration needs to begin regarding future evolution of MVCA's fleet to hybrid or electric vehicles as the auto manufacturing sector works to meet federal targets.

The purpose of the attached Fleet Management Plan is to document current operational needs, the condition and challenges posed by the existing fleet, and to set out an approach for addressing those needs in the near to mid-term. This document will help to guide fleet investment decisions over the next five years, by which time the Plan will require review and update.

**2. HIGHLIGHTS**

The following is a summary of key findings and recommendations of the Fleet Management Plan:

- Vehicle use declined during the pandemic and analysis will be carried out in 2024 to determine the net impact, if any, on post pandemic vehicle use as insufficient data is available to make that determination now.
- Procurement of new vehicles was put on-hold during the pandemic. Because of this, the aging fleet is experiencing greater repair and maintenance costs.

- MVCA has one Commercial Vehicle Operator's Registration (CVOR) vehicle legally able to tow the flatbed trailer, in order to transport machinery and equipment from site to site. This vehicle is nearing the end of its asset life and will likely need to be replaced within the next 2-4 years.
- Where feasible, future vehicle purchases need to provide for use across departments to optimize their use.
- An exploration of hybrid and electric vehicle options indicates that, in the near term, the selective purchase of hybrid vehicles is preferred over electric vehicles. A transition to electric vehicles may become feasible as of 2027/8. In the meantime, MVCA should explore options to optimize use of the existing charger, and partnering opportunities to site public charger stations at the MVCA's office on Highway 7.
- No major expenditures are identified that have not already been captured in the existing approved 10-year Capital Plan.

### **3. CORPORATE STRATEGIC PLAN**

Development and approval of this Fleet Management Plan supports achievement of the following goals and objectives:

Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.

- a) Implement the five-year capital program.
- e) Plan for the next phase of asset development and management.

Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.

### **ATTACHMENT 1:**

MVCA Fleet Management Plan



# FLEET MANAGEMENT PLAN

DRAFT November 2023

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## 1.0 Introduction

The purpose of this document is to ensure that MVCA vehicles are reliable, kept in good working condition, meet the needs of each department and reflect well on the brand of the Mississippi Valley Conservation Authority.

MVCA staff use vehicles for a variety of purposes that varies across departments and seasonally. This report presents a review of each department, current issues, procurement options, and to provides a recommended acquisition and disposal plan that meets the operational and financial needs of the organization.

## 2.0 Current Fleet

Table 1 provides a summary of MVCA's fleet. The average age of the vehicles is ~8.5 years. Six vehicles are in only fair condition including three whose mileage exceeds 200,000 km, therefore, short-term reinvestment in the fleet is required.

**Table 1: MVCA Fleet (as of November 2023)**

Vehicle #	Make	Model	Model Year	KMS	Vehicle Type	Dept	Condition
25	DODGE	RAM 2500	2015	186,400	CVOR Truck	OPS	Fair
26	DODGE	RAM 1500	2013	212,198	Full Size Truck	MON	Fair
28	CHEVROLET	COLORADO	2022	10,720	Small Truck	ENG	New/Excellent
30	CHEVROLET	COLORADO	2012	237,651	Small Truck	MOK SITE	Fair
31	CHEVROLET	COLORADO	2018	57,838	Small Truck	PLAN	Good
32	GMC	CANYON	2012	155,250	Small Truck	FLOAT	Fair
33	DODGE	RAM 1500	2016	207,270	Full Size Truck	OPS	Fair
34	CHEVROLET	VOLT	2018	37,626	Sedan	FLOAT	Good
35	CHEVROLET	EQUINOX	2017	106,014	SUV	PLAN	Good
37	CHYSLER	200 SEDAN	2013	153,333	Sedan	FLOAT	Fair

## 3.0 Needs Assessment by Department

Table 2 summarizes recent average vehicle use by department<sup>1</sup>. Detailed use for 2023 is shown in Appendix 1.

**Table 2: Average Annual Use (2021-2023)**

Department	Annual kms
Operations	51,293
Planning & Regulations	24,749
Monitoring & Stewardship	21,374
Engineering	13,056
<b>TOTAL</b>	<b>110,471</b>

<sup>1</sup> Excludes floater vehicles that are not attributed to a department (would average an additional 40,338/year over that same time period).

It should be recognized that this data reflects less than normal vehicle use due to COVID pandemic conditions. Fleet use for 2023-2024 will be examined late next year to better evaluate post-pandemic vehicle needs and usage.

### 2.0.1 Operations

The Operations Department is not only charged with maintaining the fleet and equipment, but it is also the chief user group. Uses include travel and equipment use for the purposes of: conservation area maintenance, water control structure maintenance and operation; snow course measurements, ice monitoring, and various site meetings.

The Operations Department uses and requires pick-up trucks that can carry personnel as well as tools and equipment. At least one vehicle needs to have a towing capacity of at least 10,000 lbs., and both vehicles need to have four-wheel drive to navigate remote roads, access water control structures, and ensure safer winter operation. Similarly, these vehicles need to have the ability to be outfitted with a snowplow to aide in snow clearing, during the winter months.

Vehicles 25 and 33 are designated for use by the Operations Department. Vehicle 25 is especially important as it is the only licensed CVOR<sup>2</sup> vehicle, meaning it can tow the flatbed trailer that is used to transport equipment between sites. Both vehicle 25 and 33 are amongst the more highly used vehicles, logging between 22,000 km and 30,000 km per year, respectively.

### 2.0.2 Planning and Regulations (P&R)

The Planning and Regulations Department uses vehicles for site visits, compliance inspections, enforcement activities, and meetings. Due to the nature of enforcement, the department requires at least one vehicle available at all times. Similar to the Operations Department, P&R requires four-wheel drive due to a need to access remote areas and drive during inclement weather. Vehicles 31 and 35 are designated to P&R and range between 10,000 km and 17,500 km per year.

### 2.0.3 Monitoring/Stewardship

The monitoring group requires a vehicle that can tow a boat/trailer, carry equipment and supplies and transport a number of people. Some of the locations are remote and the vehicle requires four-wheel drive. The group is currently assigned Vehicle 26, which is heavily used (particularly between March and November) and is used 18,000-24,000 kms

<sup>2</sup> Commercial Vehicle Operator's Registration under the Highway Traffic Act, R.S.O. 1990, c. H.8 (Specifically O. Reg. 424/97: COMMERCIAL MOTOR VEHICLE OPERATORS' INFORMATION)

per year. This vehicle is also used for the Stewardship program and is used to transport plants and trees to various locations.

#### 2.0.4 Engineering

The Engineering Department requires a vehicle that can store and carry equipment, transport staff and small watercraft, and access remote areas. Currently the Department is assigned Vehicle 28, which is most heavily used April to November and increased in use from 9,000 km in 2021 to 12,000 kms in 2022. This vehicle has a bed-cap that allows for the transportation and storage of equipment and is designed to tow up to 7,000 lbs. to tow a boat if necessary.

#### 2.0.5 Shared Vehicles & Administration

Vehicles 32, 34, 37 are available to all departments as demands require, and are used by administration staff who do not have an assigned vehicle. Typically, administrative use revolves around meetings, training/seminars, bank visits and purchasing supplies. Their needs are infrequent and travel is primarily on major routes/roadways and does not require four-wheel drive. Administration staff most commonly use Vehicles 34 and 37.

### 4.0 Current Condition, Needs & Opportunities

Overall, MVCA's fleet is aging and needs investment. While the current fleet meets the needs of all user groups, fleet optimization is desirable, and necessary from a financial management perspective. For example, vehicle use analysis indicates that MVCA could reduce the size of the fleet by one vehicle, but would need to upgrade another vehicle to be more versatile.

Previous to this year's purchase of a new small truck for the Engineering Department (Vehicle #28), the last vehicle was purchased in 2018. Travel decreased significantly during the peak of the pandemic and the decision was made to suspend new vehicle purchases at that time. Consequently, 90% of the fleet is at least 5 years old, and 60% of the fleet is at least 7 years old, with a resulting growth in repair needs and costs in recent years. Additionally, some vehicles require enhanced preventative maintenance to mitigate potential future issues. Appendix 2 shows how repair costs have increased since 2020.

Two of the three floater vehicles are two-wheel-drive cars. While these vehicles are typically acceptable for administration staff use, their lack of four-wheel drive capabilities and room for tools and equipment limits their usefulness to other departments. Updating at least one of these cars to a more versatile model with proper drivetrain capabilities would allow for broader use across the organization.

#### 3.0.1 Short-Term Needs (0-2 years)

In order to mitigate rising repair costs, MVCA should acquire at least 3 new vehicles over the next two years. This would reduce the maximum vehicle age to 8 years and provide for more reliable vehicles with lower maintenance costs. In procuring these vehicles,



specifications would be developed to ensure that the vehicles could be used by all departments.

To help mitigate increasing repair and maintenance costs, MVCA implemented rust control measures on all vehicles. Continued effort to adhere to preventative maintenance schedules should help reduce the amount of major expenses currently being experienced.

### 3.0.2 Mid-Term Needs (3-5 years)

In the period 2026-2028, MVCA will need to:

- acquire a new truck capable of pulling the flatbed trailer (vehicle #25); and
- begin to transition the fleet to hybrid vehicles<sup>3</sup>

Vehicle 25 is the only Commercial Vehicle Operator's Registration (CVOR) vehicle legally permitted to pull the trailer. It is a critical asset as it is used to transport various pieces of equipment including the utility vehicle that is used to access some of our more remote water control structures. While this vehicle is still in operational condition it is a priority for replacement.

MVCA has begun to investigate the opportunities and costs of moving to hybrid and fully electric vehicles, including the infrastructure required to support such a fleet. At present, MVCA has one hybrid vehicle (#34) that is largely used for administrative tasks and meetings including out of town travel. Operating costs for the hybrid vehicle are substantially less than other vehicles in the fleet. In 2022, the cost of operating vehicle #34 was \$0.08/km (a combination of electricity and gasoline). The most comparable vehicle in the fleet is #37, which is also a 2-wheel drive sedan, which was almost double the cost to operate in 2022 at \$0.14/km. Using vehicle #34 provided a \$1,310 operational savings in 2022. As some manufacturers expand the variety of hybrid vehicles and they become more cost competitive with gasoline fueled vehicles, the purchase of hybrid vehicles makes financial as well as environmental sense. However, it is still imperative that these vehicles meet the operation needs of the organization, first-and-foremost.

By 2027-28, there may be an opportunity to begin transition of the fleet to fully electric vehicles. Currently, range limitations are an issue and infrastructure does not exist to service electric vehicles in the more rural areas of the watershed. Our highest use vehicles could travel as much as 450 km on any given trip, including in the depths of winter. This could be extended even greater in a flood emergency situation. Vehicles would need the ability to cover at least 500-600km on a single charge to ensure the safe and reliable operation for staff. With more focus and improvement in both categories (range and service support) MVCA should be able to begin to decarbonize its fleet in the next 5-8 years.

<sup>3</sup> Based on the assumption that a hybrid is available in a model that fits the needs of the organization and a proper cost-benefit analysis is completed to determine the feasibility of the investment



Current estimates show that EVs save as much as \$2,000 over the course of 20,000 km travelled. In 2022, the fleet travelled a total of 158,000 km, which would equate to a possible \$15,800 in operational savings.

Staff have begun the process of sourcing costs for the installation of infrastructure to help support a fully electric fleet of vehicles. Within the compound, level-2 chargers should be sufficient, as they enable the vehicles to be charged overnight.

## 5.0 Procurement Options

Due to high vehicle usage, particularly between April and October, different procurement options were investigated:

- full-purchase
- lease/lease to own
- rental (peak season)

Purchase of a Chevrolet Equinox was chosen for comparative purposes as it has been identified as a possible option for replacing older vehicles in the fleet. It is a four-wheel/all-wheel drive vehicle that can handle some of the tougher road conditions, as well as transporting staff and equipment to a variety of sites.

### 4.0.1 Purchase

Currently, the average purchase price of a new Chevrolet Equinox is approximately \$47,000 after tax. Based on the Factory Preventative Maintenance (PM) Schedule<sup>4</sup> recommended by General Motors, the 8-year maintenance cost for this vehicle would be approximately \$21,000<sup>5</sup>. This estimate is likely on the high side and costs are unlikely to reach this total over the 8-year period, but it is useful for comparative purposes. Over eight years, this equates to \$708 per month, with a residual trade-in value of \$5,000 to \$7,000, based on projected use and condition.

#### Pros:

- Complete ownership of the asset to be used as we see fit
  - No mileage restrictions
- Covered under a 3-year/60,000 bumper to bumper warranty
  - Includes a 5-year powertrain warranty
  - Additional warranty coverage is available
    - Recent quote was \$1,500 for an additional year and an additional 20,000 km

<sup>4</sup> Refer to Appendix 3.

<sup>5</sup> Includes \$1,000/year for rust control and incidentals.

- Residual value at the end of the 8-year period would offset some of the cost of a replacement vehicle

**Cons:**

- High upfront cost
- Significant cost to implement PM schedule, if followed completely
- Rapid depreciating value of the asset
  - Between an 85%-90% decrease in value if traded-in at the end of the 8-year period
- Responsible for major repairs that happen outside of the warranty period
  - Additional cost for extending the warranty

#### 4.0.2 Lease

Currently, the lease option for a new Chevrolet Equinox is approximately \$750 per month for a 48-month period. The preventative maintenance cost over that period would be approximately \$8,100<sup>6</sup>, for a total of \$918 per month over the 48 months. There is the ability to purchase the vehicle at the end of the term, however, it would be based on the depreciated value of the vehicle at that time.

**Pros:**

- Little-to-no upfront cost
- Covered under a 3-year/60,000 bumper to bumper warranty
  - Includes a 5-year powertrain warranty
  - Additional warranty coverage is available
    - Recent price quote was \$1,500 for an additional year and an additional 20,000 km
    - Alternatively, MVCA could incur major repair costs during the final year of the lease
- Ability to purchase the vehicle after the lease period is complete
- A new vehicle every four years

**Cons:**

- Mileage restrictions
  - Could be penalized financially for overages, depending on the terms of the lease and the number of kilometers travelled. A typical lease would be for 20,000km per year (80,000km over the term of the lease). Typical overage charges would be \$0.20 per km. Based on the average monthly usage half of

<sup>6</sup> Slightly lower than the average monthly maintenance cost of the purchasing option, due to the reduced timeline of 4 years (more maintenance would be incurred in years 5-8 of vehicle ownership). Includes \$500/year in rust control and incidentals

our fleet could see overages of upwards of \$4,500 per year and a total of \$18,000 over the four-year term.

- MVCA would still be responsible for the maintenance costs associated with the vehicle over the lease terms.
- At the end of the lease term, the vehicle must be returned in “showroom condition, minus normal wear and tear.” This would likely mean repairs to heavier used vehicles at the end of the term before returning the vehicle to the dealership.
- The depreciated buy-back value in four years would not be known until the end of the lease term and more challenging to include in future budgets.
  - If the vehicle is simply returned to the dealership, MVCA does not derive further benefit from its investment (i.e. no trade-in value).

#### 4.0.3 Rental

The rental cost for a new Chevrolet Equinox would cost approximately \$1,700 per month and is based off of a minimum rental period of April through November (8 month period)

##### **Pros:**

- No upfront cost
- Able to customize a schedule of when the vehicle would be rented/used. This would allow the organization to reduce the size of the fleet during off-peak periods, making more efficient use of the vehicles that are under MVCA ownership
  - Similarly, the vehicle could be returned for a new vehicle at any time, keeping the fleet updated
- Almost no repair or maintenance costs

##### **Cons:**

- Extremely high monthly cost
- It is unclear whether safety equipment could be installed (e.g. work light indicator and two-way radio.)
- MVCA would be responsible for repairing any damage done to the vehicle (dents, paint etc.)
- MVCA does not derive further benefit (residual value) from its investment.

Table 3 provides a summary of cost across the three procurement options.

**Table 3: Procurement Option for 2024 Chevrolet Equinox (over 8 years)**

<b>Option<sup>7</sup></b>	<b>Procure</b>	<b>Maintain</b>	<b>Sum of Monthly Fee</b>	<b>Restore/ By-out Cost</b>	<b>TOTAL OVER 8 YEARS</b>	<b>Residual Value</b>
1. Purchase	\$47,000	\$21,000	\$708	\$0	\$68,000	\$5,000
2. Lease	\$0	\$8,100	\$918	\$3,000	\$94,128 <sup>8</sup>	\$0
3. Lease to own	\$0	\$8,100	\$918	\$24,000	\$136,128 <sup>9</sup>	\$17,000
4. Rent	\$0	\$0	\$1,700	\$1,500	\$120,800 <sup>10</sup>	\$0

Based on current pricing for the three procurement options, the purchasing option is considered the most cost-effective approach. The rental option, while being very flexible is also very expensive. The lease options provide some flexibility, but does not provide any residual value at the end of the lease term and no savings in maintenance costs. Both leasing and rental could incur potentially high costs to return the vehicle in an acceptable condition.

## 5.0 Recommendations / Implementation Plan

### 5.0.1 Short-term

Two new vehicles should be acquired in 2024 to improve the integrity of the fleet and reduce the amount of major-repair expenses being incurred. The new vehicles should be models that meet the needs of all of the departments such as small pick-up trucks or SUVs.

Two full size trucks will be needed 2025-2026 to replace the high-mileage Operating Department and Monitoring Unit vehicles. Both trucks should be 'crew-cab' or 'full-size' cab models to allow for the routine transportation of more than 2-person crews.

Enhanced PM will be carried out on all vehicles including yearly rust control treatment in accordance with manufacturer's recommendations. This will help to reduce some of the major repair expenses and ensure that the fleet is in proper working order at all times.

Staff will continue to be encouraged to use vehicle #34 (the hybrid EV) whenever 4-wheel drive use and the transport of equipment are not required as it is, by far, the most cost-effective option in the fleet.

<sup>7</sup> Lease options pro-rated to two 4-year lease agreements. Rental options confined to the peak season April to October (8 months).

<sup>8</sup> Assumes two restorative costs for the 8-year period

<sup>9</sup> Assumes two buy-out costs over the 8-year period

<sup>10</sup> Assumes annual restorative cost for the 8-year period

At this point, the current range on electric vehicles would not fit the need of the organization. The lack of infrastructure in place within the watershed to allow vehicles to charge would open certain risks, should any vehicle run out of charge on a longer trip. While some vehicles promote a range that would meet the needs of the organization, most of these promotions are done under ideal conditions. Many of the tasks of the organization are done during less than ideal conditions and during timeframes that would be detrimental to the range of an electric vehicle. Similarly, towing causes a significant decrease in the range on current electric vehicles.

#### 5.0.2 Mid-Term

It is recommended that MVCA implement a procurement plan that would have one vehicle replaced per year. This would help ensure that vehicles in the main fleet are no older than 8 years old, mitigate repair costs, and improve overall fleet reliability.

Based on the cost of operating vehicle #34 (the hybrid EV), new purchase processes should include the investigation of including more hybrid vehicles. While many manufacturers have moved away from hybrid options in favour of full electric vehicles, there are still some hybrid options available that could meet the needs of the organization.

With the auto industry's focus shifting to fully electric vehicles, MVCA should look to how it will modernize both its fleet and supporting infrastructure. As noted previously, MVCA has only one Level 2 charger on site. With improvements being made on an annual basis, it could be conceivable that the MVCA fleet could start to employ the use of electric vehicles in 2026-2027. By that time, it would be desirable to have in place charging infrastructure to handle at least eight fully electric vehicles. Over time, it would be advantageous to have at least an additional two chargers available for the possible expansion of the fleet or to supplement any chargers that may be undergoing maintenance or repair.

Similarly, personal/public vehicles will be starting to move towards being fully electric. Consideration should be given to installing level-3/rapid chargers in the public areas of the Head Office, potentially in partnership with Carleton Place or other organization.

## Appendix 1

### Total Number of Kilometres Traveled on a Yearly Basis

TOTAL NUMBER OF KILOMETRES TRAVELED															
2023															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	1,791	1,337	1,053	2,868	2,281	1,071	1,235	1,164	1,597	1,170			15,567	1,557	Ops
26	329	436	1,085	2,056	2,643	3,001	1,676	2,891	3,014	1,994			19,125	1,913	Monitoring
28	317	47	524	638	2,549	2,359	2,742	2,020	1,720	2,091			15,007	1,501	Eng
31	0	71	0	139	687	1,267	708	697	1,247	933			5,749	575	Plan
32	1,222	857	1,597	471	904	488	525	594	737	1,063			8,458	846	Float
33	1,873	1,158	3,016	2,682	3,192	3,139	4,509	2,169	2,544	2,753			27,035	2,704	Ops
34	303	379	258	241	654	1,714	1,059	781	1,096	1,674			8,159	816	Float
35	632	0	730	1,796	1,379	1,422	1,375	1,498	1,766	1,387			11,985	1,199	Plan
37	1,118	863	845	1,084	1,035	1,236	1,403	967	1,002	1,650			11,203	1,245	Float
														1,235	
2022															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	1,277	1,118	3,136	2,884	1,203	3,912	1,054	2,374	783	1,237	953	1,738	21,669	1,806	Ops
26	675	933	1,127	3,313	3,094	2,811	2,418	2,714	2,674	2,455	1,225	64	23,503	1,959	Monitoring
28	2,000	397	465	1,176	511	1,561	1,476	812	731	928	993	657	11,707	976	Eng
31	371	392	0	726	1,041	1,003	622	1,540	1,222	1,220	1,977	573	10,687	891	Plan
32	977	993	1,166	2,312	1,670	1,761	1,879	1,594	2,232	1,315	1,804	1,398	19,101	1,592	Float
33	3,623	1,981	2,643	2,225	4,067	3,092	1,744	2,816	2,458	1,833	2,019	876	29,377	2,448	Ops
34	192	0	0	380	243	429	305	799	537	816	1,501	673	5,875	490	Float
35	347	372	560	802	1,864	1,416	1,611	2,013	1,456	1,071	1,941	505	13,958	1,163	Plan
37	2,149	913	2,648	2,387	1,575	1,879	1,770	1,215	1,731	2,173	2,282	1,081	21,803	1,817	Float
														1,095	
2021															
Vehicle	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL	TOTAL/MONTH	DEPT
25	2,078	1,078	2,709	2,648	1,768	1,487	2,503	1,251	2,043	1,921	2,122	1,527	23,135	1,928	Ops
26	476	766	1,828	1,043	2,185	1,452	1,699	2,133	2,079	1,946	1,406	655	17,668	1,472	Monitoring
28	315	243	265	837	82	1,367	845	567	1,472	1,250	1,241	968	9,452	788	Eng
31	0	681	290	513	1,419	522	1,588	888	1,743	1,744	663	1,085	11,136	928	Plan
32	1,200	1,042	2,845	2,882	1,274	1,869	2,575	1,093	1,840	1,975	789	237	19,621	1,635	Float
33	1,748	1,122	2,649	3,118	1,940	2,663	2,595	1,210	3,318	3,135	3,381	1,697	28,576	2,381	Ops
34	0	0	159	235	925	916	677	318	412	948	766	1,141	6,497	541	Float
35	436	444	928	1,813	1,855	1,530	2,100	1,921	1,857	1,525	2,336	439	17,184	1,432	Plan
37	331	0	103	825	268	1,119	783	1,759	1,155	1,888	2,749	2,259	13,239	1,103	Float
														1,017	

\*\*Red denotes any month where travel did not exceed 700km (35km per working day)

## Appendix 2

### Total Cost of Repair and Maintenance on a Yearly Basis

<b>2023 *</b>			<b>2022</b>	
<b>Vehicle</b>	<b>\$</b>		<b>Vehicle</b>	<b>\$</b>
25	\$4,499.17		25	\$7,580.93
26	\$944.05		26	\$1,733.57
28	\$260.95		28	\$0.00
31	\$443.65		31	\$366.86
32	\$1,110.52		32	\$5,238.60
33	\$2,413.91		33	\$7,239.53
34	\$0.00		34	\$89.54
35	\$1,757.31		35	\$252.25
37	\$2,779.46		37	\$1,184.38
<b>TOTAL</b>	<b>\$14,209.02</b>		<b>TOTAL</b>	<b>\$23,685.66</b>
<b>2021</b>			<b>2020</b>	
<b>Vehicle</b>	<b>\$</b>		<b>Vehicle</b>	<b>\$</b>
25	\$3,446.05		25	\$1,577.00
26	\$2,529.65		26	\$81.35
28	\$0.00		28	\$0.00
31	\$951.21		31	\$81.35
32	\$2,148.75		32	\$1,706.94
33	\$521.38		33	\$968.06
34	\$0.00		34	\$1,098.85
35	\$158.68		35	\$0.00
37	\$1,028.98		37	\$750.35
<b>TOTAL</b>	<b>\$10,784.70</b>		<b>TOTAL</b>	<b>\$6,263.90</b>
* January to August ONLY				

## Appendix 3

### Current General Motors Recommended Maintenance Schedule

Months	Kilometers	Multi-point Vehicle Inspection	GM Routine Service		GM Kilometer Driven Services					Automatic Transmission/Transaxle Service	Tire Rotation (included in Multi-point Inspection)
			Cooling System Flush 5 years or 240,000 kms	Alignment	Inspect Cabin Air Filter	Inspect Evaporative Control System	Replace Spark Plugs	Transfer Case Service	Brake Maintenance		
6	10,000	●		●							●
12	20,000	●	●	●					●		●
15	25,000										
18	30,000	●		●							●
24	40,000	●	●	●					●		●
30	50,000	●		●							●
36	60,000	●	●	●					●		●
42	70,000	●		●					●		●
45	75,000										
48	80,000	●	●	●	●		●	●			●
54	90,000	●		●							●
60	100,000	●	●	●				●			●
66	110,000	●		●							●
69	115,000										
72	120,000	●	●	●				●			●
75	125,000										
78	130,000	●		●							●
84	140,000	●	●	●				●	●		●
90	150,000	●		●	●						●
96	160,000	●	●	●		●	●	●			●



**REPORT****3369/23**

<b>TO:</b>	MVCA Finance & Administration Committee
<b>FROM:</b>	Matt Craig, Manager, Planning and Regulations, & Stacy Millard, Treasurer
<b>RE:</b>	<b>2024 Fee Schedule Update</b>
<b>DATE:</b>	November 21, 2023

**RECOMMENDATION**

**That the Finance & Administration Committee recommend that the Board of Directors approve the 2024 Fee Schedule as set out in this report.**

---

The Board of Directors approves MVCA's Fee Schedules on an annual basis for implementation January 1 of the following year. Attachment 1 provides the recommended 2024 Fee Schedules.

On December 28, 2022, the Minister of Natural Resources and Forestry issued a direction prohibiting conservation authorities from changing the fee amounts it charges for programs and services related to planning, development, and permitting. The provincial freeze expires December 31, 2023 and there is no indication that it will be extended.

MVCA collaborates with Rideau Valley and South Nation conservation authorities to ensure consistency in planning and permit fees across the City of Ottawa. In the fall, South Nation Conservation approved an increase of 3% to its planning and permit fees to address inflationary pressures. It is proposed that MVCA make the same 3% cost of living adjustment to allow for continued consistency across the City.

Table 1 provides a summary of recommended changes and includes the introduction of new categories as well as fee increases. In some cases, increases are greater than 3%, particularly associated with our conservation areas, due to our mandate to cost recover as best possible for Category 3 programs and services; and market conditions that allow us to recover those costs while having comparable fees to like organizations and service providers.

**Table 1: Recommend Changes to the 2024 Fee Schedules**

<b>Schedule</b>	<b>Proposed Changes</b>
A. Planning	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> </ul>
B. Conservation Permits	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> <li>• Add new subcategories for Directional Drilling</li> <li>• Update text highlighted in yellow on schedule to improve clarity</li> </ul>
C. Technical Report Review	<ul style="list-style-type: none"> <li>• 3% increase to all fee categories</li> </ul>
D. Conservation Areas, Rentals, Programs and Administration	<ul style="list-style-type: none"> <li>• Conservation Areas and Rentals – changed to align with market comparable including implementation of new 4 hours minimum and hourly rate.</li> <li>• Reports and models align with SNC</li> </ul>
E. Stewardship Service	<ul style="list-style-type: none"> <li>• No changes.</li> <li>• Due to low dollar amount that encourages donations, recommend only increasing every 2-3 years or if cost increases substantially.</li> </ul>

**ATTACHMENT 1:**

Proposed 2024 Fee Schedule

## Schedule "A" Fees – Planning Advisory Program

Planning Application Type	Fee for "natural hazards", "natural heritage" & water quality and quantity matters & on-site services review (when required)
<b>Official Plan Amendments (OPA)</b>	
Minor	\$845
Major (private applications associated with urban expansion and/or major development application)	\$4,120
<b>Zoning By-law, Amendments, Minor Variance Applications Site Plan – Single Residential</b>	\$425
<b>Site Plan</b>	
Minor (Small commercial less than 0.8 ha, additions up to 200 sq. m.)	\$1,155
Major (Multiple Res., Commercial, Industrial, Institutional)	\$2,875
<b>Consent to Sever</b> (per application)	\$515
Clearance of Conditions (Severance or Variance)	\$245

<b>Plan of Subdivision/Condominium</b> (To provision of Conditions of Draft Approval)	\$4,245
<b>Clearance of Conditions for Subdivision Registration</b> (per phase)	\$2,135
<b>Draft Plan Approval Revisions</b> (alterations to site/plan layout)	\$2,135
<b>Draft Plan Extensions</b> (original conditions about to lapse)	\$4,245

- Reactivation (all application types) – 50% reactivation fee based on the current schedule after two years of dormancy
- A screening fee of \$135.00 will be charged for written responses to address minor issues.
- Fees are associated with Municipal Memorandums of Understanding and the Provincial One Window review service for natural hazards, natural heritage, water quality and quantity issues.
- All fees are exclusive of the Technical Review Fees (see Schedule C) which are charged on a per issue basis in addition to the fees outlined in Schedule A.
- All fees must be received PRIOR to the release of written comments to an approval authority.
- The CA reserves the right to charge additional fees in the event that the review requires a substantially greater level of effort than normal, additional site visits etc. OR where additional processing past the initial submission period is required.

## Schedule "B" – Development, Interference with Wetlands and Alterations to Shorelines and Watercourses

Application Type	Description	Fee
<b>Culvert/Bridge</b> (Water Crossing)	Replacement (same dimension) $\leq 30$ m and $\leq 1$ m diameter	\$290
	Replacement (different dimension) or new $\leq 1$ m diameter	\$685
	1 m diameter - 3 m diameter	\$1,075
	$> 3$ m diameter	\$2,115
	Infrastructure Modification (bridges with span $< 25$ m)	\$1,075
	Infrastructure Modification (bridges with span $> 25$ m, storm water management pond)	\$2,770
	Resurfacing	\$290
	Superstructure or abutment works	\$685
	New bridge	\$2,770
<b>Directional Drilling</b>	Channel width $\leq 3$ m	\$290
	Channel width $> 3$ m	\$685
<b>Fill Placement &amp; Grading</b> Fill Placement ( $m^3$ ) Grading (ha) (including septic beds)	Fill placement $< 100 m^3$ / Grading $\leq 0.25$ ha	\$290
	Fill placement $> 100 m^3 - 500 m^3$ / Grading $> 0.25$ ha – $0.5$ ha	\$705
	Fill placement $> 500 m^3 - 1000 m^3$ / Grading $> 0.5$ ha – $1.0$ ha	\$1,100
	Fill placement $> 1000 m^3 - 2000 m^3$ / Grading $> 1.0$ ha – $2.0$ ha	\$2,180
<b>Buildings</b>	Auxiliary building/structures and additions with a total gross floor area $< 20 m^2$	\$290
	Auxiliary buildings/structures and additions with a total gross floor area between $20 m^2$ and $100 m^2$	\$705
	Auxiliary buildings/structures and additions with a total gross floor area $> 100 m^2$	\$1,100
	New residential dwellings	
	New single unit commercial/institutional building	
	Multiple Residential units, Institutional, Industrial or Commercial Building	\$2,850
<b>Shoreline Work &amp; Watercourse Alteration</b>	Shoreline alterations, erosion protection, channelization $\leq 30$ m	\$290
	Shoreline alterations/protection $> 30$ m and $< 100$ m	\$685
	Private residential and/or non-municipal agricultural drain cleanout	
	Shoreline alterations/protection, channelization $100$ m - $500$ m	\$1,075
	Shoreline alterations/protection, channelization $> 500$ m	\$2,115
<b>Docks</b>	Shoreline disturbance $> 2$ m and/or total surface $> 20 m^2$	\$280

<b>Wetland Development</b> /Interference within 30m and 120m of a Provincially Significant Wetland or non-evaluated wetland	Minor Review	\$290
	Area affected $\leq 0.5$ ha	\$685
	Area affected $> 0.5$ ha and $\leq 1.0$ ha	\$1,075
	Area affected $> 1.0$ ha and $\leq 2.0$ ha	\$2,115
<b>Municipal Drain Maintenance</b> (DART Protocol)		\$100
<b>Screening Fee &amp; Written Advice &amp; Letter of Authorization</b> (Example: minor development in regulated area in approved subdivisions)		\$135
<b>Permit Amendment</b> with minor changes to proposal or site conditions		\$135
<b>S. 28 Application Review Hearing</b>		\$415
<b>Major Projects</b> (ex. Minister's Zoning Order, applications that include several technical studies, $>500$ m shoreline work or watercourse realignment, development or interference with $>2$ ha wetland, subdivisions over 10 lots, fill placement over $> 2000$ m <sup>3</sup> / $> 2.0$ ha). Note: Additional charges for legal or technical peer-review may be applicable.		\$5,695
Issuance of new permit with no changes to proposal or site conditions will be reduced by 50%		

<b>Security Deposit</b>	Minor	\$1,000
	Major	\$2,000
<b>Property Inquiry</b> For written responses to legal, real estate and related financial (including CMHC) inquiries by landowners or others on their behalf for property inquiry letter; includes flood plain map (where applicable) and photocopy costs.	File Search Only (10 business days)	\$300
	Expedited Search (3 business days)	\$400
	With Site Inspection	\$515

Note:

- Permit Application fees where the only change in the original application is the time frame will be reduced by 50%
- Project descriptions are only typical examples. MVCA reserves the right to determine the fee based on each individual project proposal, on a case-by-case basis, at the discretion of the Manager of Planning and Regulations.

### Schedule “C” – Technical Report Review

Technical reports are routinely prepared by qualified professionals in the fields of water resources engineering, hydro-geological investigation, site servicing, geotechnical engineering, environmental assessments, ecology and planning. Such experts are familiar with profession standards and provincial and local requirements in such matters

Report Review (1 <sup>st</sup> Submission)	Development Type	Fee
<b>Normal Review (20 business days)</b> - Floodplain hydrology analysis - Geotechnical Reports (unstable soils and slopes) - Wetland hydrology impact analysis - Environment impact studies - Stormwater management - Grading and drainage plan - Hydrological assessment - Groundwater and terrain analysis - Headwater Drainage Feature Assessment	Development area <0.5 hectares	\$475
	Development area 0.5 hectares - < 2 hectares	\$930
	Development area > 2 hectares - < 5 hectares	\$1,950
	Development area > than 5 hectares	\$3,035
<b>Major Projects</b>		Hourly
<b>Additional Reviews</b>		Hourly

<b>Aggregate Resources Act Application Reviews</b> (Plus Schedule C fees as applicable)	\$4,120
<b>Written Technical Response to Inquiry</b> (1 Letter with O. Reg 153/06 Map)	\$35

#### Note:

- Reviews are prepared by ‘qualified professionals’ in the fields of water resources engineering, groundwater science, site servicing, geotechnical engineering, environmental assessments, floodproofing, ecology and planning to support appropriate development. Our reviews involve evaluation of whether the applicable guidelines and legislation have been appropriately addressed.
- Technical report review services are tracked per file on an hourly basis. Where reviews exceed the standard allocation review time, or require multiple submission and re-reviews, MVCA reserves the right to charge an hourly professional rate in addition to the initial fee.
- Major projects are those with a high level of concern about the local environment, complex ecological, ground water and surface water interactions and which may require MVCA staff attendance at multiple meetings with proponents, consultants or public meetings to satisfy regulatory requirements.

Schedule “D” – Conservation Areas, Rentals, Programs and Administration (HST is in addition to all fees unless otherwise specified)

Conservation Area Use Type	Fee
<b>Conservation Area Use</b>	
*Day Pass Purdon	Donation only
*Day Pass Morris Island <sup>1</sup>	\$7
*Day Pass Mill of Kintail <sup>1</sup>	\$7
Seasonal Pass General	\$52
Additional Car Pass <sup>2</sup>	\$26
Lost General Pass	\$15
<b>Mill of Kintail Rentals</b>	
Cloister Area Weddings (4 Hour Minimum)	\$800
Additional Hourly	\$200
Last Minute Hourly (Less than 30 days)	\$100
Picnic Shelter	
Minimum 4 Hours	\$150
Hourly	\$25
Education Centre	
Minimum 4 Hours	\$150
Hourly	\$25
Gatehouse	
Minimum 4 Hours	\$250
Hourly	\$50
Community Groups	50% of rental fees
Museum Tour Groups (per person) <sup>3</sup>	\$3
Night Sky Observatory (annual fee)	\$200 (2024) \$210 (2025)
<b>Office Rentals</b>	
Boardroom and Meeting Rooms	
Per Day	\$250
Affiliated Groups <sup>4</sup>	FREE
Office Space Work Station Per Month	\$150
<b>Staffing Fee for Rentals</b>	
Hourly	\$45

<sup>1</sup> HST Included

<sup>2</sup> Seasonal Pass – only one vehicle pass be provided per annual pass

<sup>3</sup> HST Exempt

<sup>4</sup> Affiliated Groups = meetings held at MVCA where MVCA staff participation/involvement is required and the Group objectives are in-line with MVCA goals and visions

Administrative Task Type	Fee
<b>Photocopies</b>	
Per page 8.5" x 11" (Black and White)	\$0.35
Per page 8.5" x 11" (Colour)	\$1.25
Per page Faxes or Scans	\$0.33

Education Type	Fee
<b>**Program Currently Suspended**</b>	<b>**Program Currently Suspended**</b>
On-site Education Programs (MOK)(2 hours)	
In-School Education Programs (2 hours)	
Cancellation Fee	
Wildlife Watches Day Camp	
Per Week <sup>3</sup>	
Cancellation Fee <sup>3</sup>	

Information and Professional Services	Fee	
<b>Reports</b>	Small: 1-30 pages	\$140
Base Cost (Digital and Paper)	Medium: 31-100 pages	\$275
	Large: 100 + pages	\$430
	Minimum Processing Fee <sup>3</sup>	\$60
	Administrative Rate <sup>3</sup>	\$80/hr
	Technical Rate <sup>3</sup>	\$90/hr
	Professional Rate <sup>3</sup>	\$110/hr
	Management Rate <sup>3</sup>	\$140/hr
<b>Models – digital copies</b>	\$2,200 per model - plus staff time	
Hydrological Model (HEC-HMS, SWMHYMO, PCSWMM) <sup>3</sup>		
Hydraulic Model (HEC2, HEC-RAS) <sup>3</sup>		



## Schedule "E" – Stewardship Service

Stewardship Services	Fee	Rationale
<b>Trees and Shrubs</b>		
Seedlings (trees and shrubs)	\$3	Average cost for bare-root stock from supplier
Potted shrubs	\$11	Average cost for potted stock from supplier (1 gal or 2 gal)
Potted Trees	\$17	Average cost for potted stock from supplier (1 gal or 2 gal)
Coco Disks	\$1	Cost from supplier

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**REPORT****3373/23**

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Marissa Okum, Stewardship Technician & Matt Craig Manager of Planning and Regulations
RE:	<b>Stewardship Program Review &amp; Update</b>
DATE:	November 17, 2023

**RECOMMENDATION**

**That the Policy & Planning Advisory Committee recommend that the Board of Directors endorse continued delivery of a year-round Stewardship Program until December 31, 2028.**

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**1.0 BACKGROUND**

In 2021 the *Mississippi River Watershed Plan* (MRWP) recommended the development and implementation of a “Three-Year MVCA Stewardship Program Pilot” for the protection of water quality, wetland cover, forest cover, and other environmental features.

The three-year pilot was approved by the board as part of the 2021 Budget process and a financial commitment made to establish a comprehensive program. Additional funding allowed for existing programs to be strengthened and expanded, while bringing in new programs and projects. A Stewardship Plan was developed to guide the scope and focus of the pilot. The Stewardship Plan was presented to and approved by the Board of Directors in October of 2021.

The purpose of this report is to present the results of a program review and to seek approval to continue the Stewardship program for a further five years. This period aligns with the terms of municipal agreements recently approved by MVCA’s eleven municipalities that provide for continued municipal levy support for Stewardship and other Category 2 and 3 programs.

**2.0 PROGRAM REVIEW RESULTS**

MVCA has varying geographic regions, each with unique challenges and needs. Stewardship programming was adapted to meet the needs and priorities of each geographical region. Below is a summary of program outcomes over the past few years. More comprehensive results can be found in Attachment 1 to this report.

**The Upper Watershed (wooded uplands):** Township of Addington Highlands, Township of North Frontenac, Township of Central Frontenac, and Township of Greater Madawaska. Highlights from the program are noted below.

- 190 shrubs and trees were planted and 1,432 were distributed through the shoreline naturalization program and lake tree day events.
- 285 septic re-inspections in North Frontenac and Central Frontenac.
- Continued outreach by attending lake association meetings and the annual Lake Links conference.

**The Middle Watershed (transition zone):** Township of Lanark Highlands, Tay Valley Township, and Township of Drummond/North Elmsley. Some notable successes in this region are below.

- ALUS Lanark officially launched in 2022, establishing 12 projects since inception. Four projects were completed in the middle watershed, and included tree planting, riparian planting, a wetland restoration, and delayed haying incentives.
- 44 shrubs/trees were planted and 643 were distributed through the shoreline naturalization program and lake tree day events.
- 44 septic re-inspections were conducted in Tay Valley.
- Continued outreach by attending lake association meetings and the annual Lake Links conference.
- Over 60,000 trees planted through RVCA's large-scale tree planting program

**The Lower Watershed (agricultural/urban):** Municipality of Mississippi Mills, Town of Carleton Place, Township of Beckwith, and City of Ottawa. Highlights from the program in the lower watershed are noted below.

- ORCWP continued to be delivered to rural landowners within the City of Ottawa, with 35 projects across multiple categories being approved since 2021.
- ALUS Lanark established three projects in the lower watershed, including two tree planting projects and one wetland enhancement.
- 958 shoreline trees and shrubs have been planted in the lower watershed.
- City Stream Watch reinstated in 2023, with focus on Carp Creek and Watts Creek.
- Over 180,000 trees planted through RVCA's large-scale tree planting program
- Invasive Plant removal and volunteer stream clean ups.

### 3.0 PROGRAM SUSTAINABILITY

MVCA has accessed various funding sources and grants to sustain the stewardship program. These have included long-term funding for programming, such as funding from ALUS Canada to implement ALUS Lanark, and short-term grants, such as the OCF grant to coordinate an erosion control workshop in Constance Bay. The stewardship program has also benefitted from many partnerships, including:

- Partner conservation authorities, including RVCA for the delivery of ALUS Lanark
- Local municipalities
- ALUS Canada
- Local agricultural organizations (e.g. 4H Ontario, Lanark Federation of Agriculture, National Farmers Union, Ontario Soil and Crop Improvement Association, Ontario Federation of Agriculture, OMAFRA)

- Local Environmental/Stewardship Organizations (e.g. Climate Network Lanark, Water Rangers, DUC, and Ottawa Riverkeeper)
- Lake stewards and lake associations through lake AGMs and outreach events

As noted above, MVCA's eleven municipalities have agreed to allow up to 14% of their annual municipal levy to go towards delivery of Category 2 and 3 programs, including Stewardship. Between continued municipal funding and ongoing efforts to secure grants, MVCA is confident that it can continue to provide a cost-effective stewardship program.

#### **4.0 CORPORATE STRATEGIC PLAN**

Delivery of the MVCA's Stewardship Program supports achievement of the following corporate goals and objectives:

**Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate.**

- c) Implement priority actions identified in the Mississippi River Watershed Plan.

**Goal 2: Community Building – engage local partners to foster connections, leverage our resources, and strengthen our “social license” to operate.**

- a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.
- b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.



**Review of Stewardship  
Program and  
Objectives  
2023**

**November 2023**

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## 1.0 INTRODUCTION

The main objective of a conservation authority is to deliver programs “to further the conservation, restoration, development and management of natural resources.”<sup>1</sup> An important course of action in achieving conservation and restoration goals is that of land stewardship: the act of caring for the land, air, water, and biodiversity in order to maintain collective ecological, social, and cultural benefits.

In 2021 the *Mississippi River Watershed Plan* (MRWP) recommended the development and implementation of a “Three-Year MVCA Stewardship Program Pilot” for the protection of water quality, wetland cover, forest cover, and other environmental features. A plan was needed to guide MVCA’s stewardship activities across the Authority’s jurisdiction and to address goals of the MRWP.

The three-year pilot was approved by the board as part of the 2021 Budget process and a financial commitment was made to establish a comprehensive program. Additional funding<sup>2</sup> allowed for strengthening and expansion of existing programs, while bringing in new programs and projects. In 2021, a *Stewardship Plan* was developed to guide the scope and focus of the pilot. The purpose of this report is to review the results of the pilot.

## 2.0 REVIEW OF RESULTS

The *Stewardship Plan* divides MVCA's jurisdiction into three areas as shown on Figure 1:

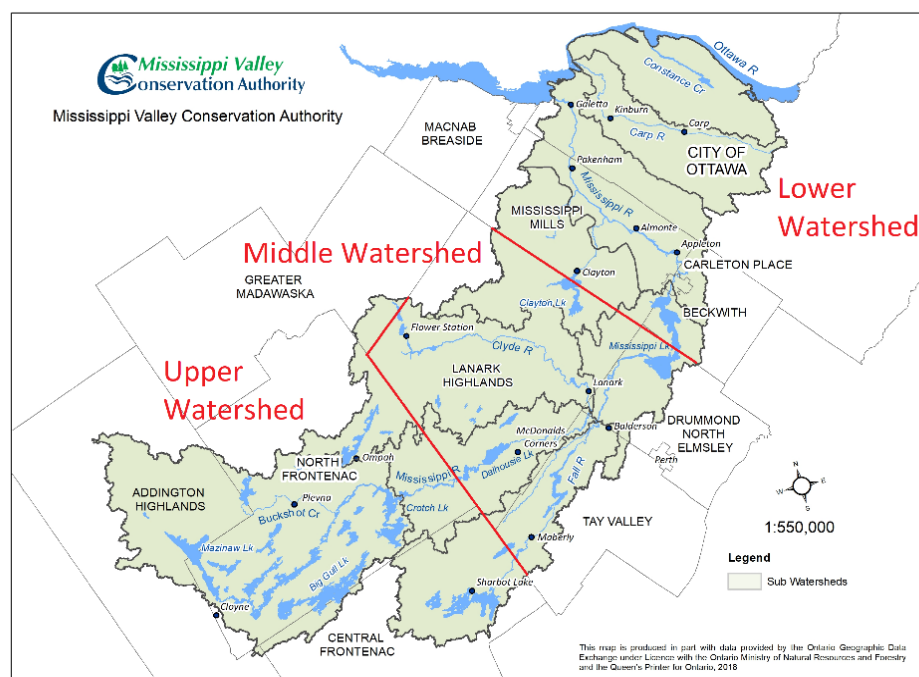
- **The Upper Watershed (wooded uplands):** Township of Addington Highlands, Township of North Frontenac, Township of Central Frontenac, and Township of Greater Madawaska.
- **The Middle Watershed (transition zone):** Township of Lanark Highlands, Tay Valley Township, and Township of Drummond/North Elmsley.
- **The Lower Watershed (agricultural/urban):** Municipality of Mississippi Mills, Town of Carleton Place, Township of Beckwith, and City of Ottawa.

This allowed for a targeted approach to stewardship projects and programs, as not all programs are suitable and applicable across the entire watershed. The following sections list the objectives for each area and the successes and challenges encountered during implementation.

<sup>1</sup> [Conservation Authorities Act, R.S.O. 1990, c. C.27 \(ontario.ca\)](#)

<sup>2</sup> A combination of municipal levy and primarily dollar-matching grants.

Figure 1. The MVCA jurisdiction divided into the Upper, Middle, and Lower Watersheds.



## 2.1 Upper Watershed: Areas of Focus

The Upper Watershed contains many lakes, rivers, and streams with small wetlands scattered within forested cottage-country and crown-owned lands. The main focus in this area is to protect and enhance already existing habitat features. Table 1 outlines the objectives from the 2021 Stewardship Plan, whether the objectives were met throughout the pilot program, and what the successes and challenges were.

**Table 1. Upper Watershed objectives from the Stewardship Pilot Plan and their 2023 status**

Objectives	Status	Successes/Challenges
Promote and deliver Shoreline Naturalization Program	Completed	Shoreline naturalization continues to be promoted and implemented, with 190 shrubs/trees planted and 1,432 given away in the upper watershed since the pilot program began. The program has been promoted at 4 Lake Tree Day events and two Lake AGMs.
Participate in Lake Associations meetings	Completed	Two AGM's were attended at Mazinaw Lake and Malcolm/Ardoch Lakes, with stewardship staff also participating in Mazinaw's Blue Lakes Committee to aid in tackling Eurasian Milfoil.
Support Lake Links annual meeting	Completed	While led and attended by monitoring staff, stewardship assists in report and presentation writing for these annual meetings.



Objectives	Status	Successes/Challenges
Promotion and tracking of the Water Rangers water testing program	Completed	MVCA tracked seven lakes in the Upper Watershed that used Water Rangers kits. These include Buckshot Lake, Mazinaw Lake, Sunday Lake, Sharbot Lake, Grindstone Lake, Palmerston Lake, and Canonto Lake.
Distribute educational materials, e.g. <i>Grow Me Instead</i> publication <sup>3</sup>	Completed	Educational materials have been distributed at events, including at four tree/shrub giveaways at Sharbot Lake, Mazinaw Lake, Palmerston and Canonto Lakes, and Malcolm and Ardoch Lakes. Materials are also shared at lake association AGM's and the Lake Links meeting.
Use EDDMapS mapping <sup>4</sup> database and app and other tools to log sightings	Completed	EDDMapS was both promoted and used to log sightings of invasive species. The mapping database was also used to confirm the prevalence of invasive species, such as Eurasian Milfoil, throughout the watershed.
Promote Low Impact Development (LID) and participation in water storage program	Ongoing	LIDs measures were recommended through Plan Review for single lot development. This included installation of rain barrels and soak away pits for any development near waterbodies.
Promote the development of Forest Management Plans	Ongoing	Forest Management Plans were suggested to landowners, but there is a lack of financial incentive available in this area of MVCA's jurisdiction.
Promote and deliver Septic Re-inspection Program (per MOUs)	Completed	Between January 2021 and September 2023, 85 septic re-inspections were conducted on a voluntary basis in North Frontenac, and 200 on a mandatory basis in Central Frontenac. <sup>5</sup>

## 2.2 Middle Watershed: Areas of Focus

The Middle Watershed features many lakes, rivers, and streams along with both small and large wetlands, many of which are deemed Provincially Significant (PSW). Most notable is the abundance of agricultural land use in the eastern area of this section. Table 2 lists the key stewardship objectives and outlines the successes and challenges in meeting each objective

3 *Grow Me Instead* is a guide published by the Ontario Invasive Plant Council that provides landowners with information on invasive species and alternative native plant options for home gardens.

4 EDDMapS is an invasive species reporting tool that relies on citizen scientists to report sightings. Reported sightings are reviewed by trained staff before being confirmed.

5 These inspections exclude inspections conducted since September 2022 when MVCA assumed responsibility for delivery of septic approvals on behalf of the following municipalities: North Frontenac, Central Frontenac, and Tay Valley

**Table 2. Middle Watershed objectives from the Stewardship Pilot Plan and their 2023 status.**

Objectives	Status	Successes/Challenges
Promote and deliver ALUS Lanark	Completed	ALUS Lanark officially launched in 2022, and has established four projects in the middle watershed since its inception. These include tree planting, riparian planting, delayed haying, and wetland restoration projects. ALUS Lanark was promoted through 3 events in the middle watershed, including the Lanark Farmers Breakfast, the Perth Climate Action Info Session, and the ALUS launch event. It was also promoted through various social media posts and news releases.
Promote and deliver Shoreline Naturalization Program	Completed	Shoreline naturalization continues to be promoted and implemented, with 44 shoreline trees and shrubs planted and 643 given away within the middle watershed since the pilot program began. Promotion of the program took place at 4 events by distribution of materials and speaking to interested landowners. Such events included Lake Tree Giveaway days at Bennett and Fagan Lakes, Silver Lake, and Dalhousie Lake. Materials were also shared at the Lake Links meeting. Social media posts were created and shared to promote programming.
Participate in Lake Associations meetings	Completed	Stewardship and monitoring have participated in three Lake Association AGM's to guide and inform members of best practices and how our programs can assist their needs. These included two at Dalhousie Lake and one at Bennett and Fagan Lakes.
Support Lake Links annual meeting	Completed	While led by monitoring staff, stewardship assists in report and presentation writing for these annual meetings.
Promotion and tracking of Water Rangers water testing program	Completed	MVCA tracked three lakes in the Middle Watershed that have been using Water Rangers kits, at varying consistencies. These include Mississippi Lake, Silver Lake, and Robertson Lake.
Distribute educational materials, e.g. <i>Grow Me Instead</i> publication	Completed	Educational materials were distributed at events, including at three lake tree giveaway days at Silver Lake, Bennet and Fagan Lakes, and Dalhousie Lake. Materials are also shared at lake association AGM's and the Lake Links meeting.

Objectives	Status	Successes/Challenges
Promote Low Impact Development (LID) and participation in water storage program	Ongoing	LIDs were recommended for single lot development and larger scale development where applicable and in partnership with municipalities.
Use EDDMapS mapping database and app and other tools to log sightings	Completed	EDDmapS was both promoted and used to log sightings of invasive species. The mapping database was also used to confirm the prevalence of invasive species, such as Eurasian Milfoil, throughout the watershed.
Promote the development of Forest Management Plans	Ongoing	Forest Management Plans were suggested to landowners, but there is a lack of financial incentive available in this area of MVCA's jurisdiction.
Promote and deliver Septic Re-inspection Program (per MOUs)	Completed	Between January 2021 and September 2023, 44 septic re-inspections were conducted on a mandatory basis in Tay Valley.

### 2.3 Lower Watershed: Areas of Focus

The Lower Watershed is characterized by a high concentration of agricultural land use, limited forested cover that is primarily privately owned and fragmented, large wetland complexes (some PSWs), and a high concentration of rural and urban land use. This region is where the majority of urban growth has taken place. Table 3 outlines the 2021 stewardship objectives, and the successes and challenges in meeting these objectives.

**Table 3. Lower Watershed objectives from the Stewardship Pilot Plan and their 2023 status.**

Objectives	Status	Successes/Challenges
Promote and deliver ALUS Lanark	Completed	ALUS Lanark officially launched in 2022, and has established 12 projects since its inception. These have included wetland enhancements and restorations, tree plantings, riparian buffer plantings, and modified agricultural practices. ALUS Lanark was promoted at 3 events in the lower watershed, including the Ottawa Valley Farm Show and two Lanark Harvest Festivals (2022 and 2023). It was also promoted through various social media posts and news releases.
Promote and deliver Ottawa Rural Clean Water Program (per MOU)	Completed	ORCWP continues to be delivered to rural landowners within the city of Ottawa. 35 projects across multiple categories have been approved since 2021. ORCWP has been promoted at events such as the Ottawa Valley Farm Show, the Constance Bay Erosion Control Workshop, and the Stittsville Native Plant Workshop. It has

Objectives	Status	Successes/Challenges
		also been promoted through the City of Ottawa's social media.
Promote and deliver Shoreline Naturalization Program	Completed	Shoreline naturalization continues to be promoted and implemented, with 958 shoreline trees and shrubs planted within the lower watershed since the pilot program began. In the lower watershed, this program was promoted at events such as the Constance Bay Erosion Control Workshop, the Stittsville Native Plant Workshop, and at the 2022 and 2023 Lanark Harvest Festivals.
Promote and deliver City Stream Watch Program (per MOU)	Completed	City Stream Watch returned in 2023 after a 3-year hiatus, with Watts Creek and Carp Creek being sampled and analyzed. MVCA used social media to attract potential volunteers.
Identify opportunities for river and stream restoration	Ongoing	The reintroduction of City Stream Watch allowed stewardship staff to note areas in need of restoration. Staff will apply for grants and work with outside organizations to implement restoration projects.
Promote and deliver stream clean-up events using volunteer efforts	Ongoing	Three stream clean ups were implemented at Poole Creek over the course of the 3-year pilot. There are continuing opportunities to further these efforts in the coming years, including at other locations.
Identify, investigate, and facilitate habitat enhancement of public lands	Ongoing	Identifying and investigating is ongoing, however, many of the habitat enhancement projects throughout the pilot have taken place on private lands.
Analyze City Stream Watch data and prioritize removal of invasive species	Ongoing	City Stream Watch returned in summer of 2023. Data analysis of the 2023 streams has begun and will continue into early 2024.
Organize and deliver volunteer invasive removal events	Completed	Multiple volunteer and staff invasive removals took place, particularly at Poole Creek. Invasive species removal focused on Garlic Mustard. There are several ongoing opportunities to facilitate more invasive removals in the coming years.
Promote the development of Forest Management Plans	Completed	The Ottawa Rural Clean Water Program has provided 18 grants for Forest Management Plans since 2021. MVCA works closely with local foresters to ensure landowners are informed of this grant opportunities.
Distribute educational materials, e.g. <i>Grow</i>	Completed	Educational materials have been distributed at several events, such as the 2022 and 2023 Lanark Harvest Festivals,

Objectives	Status	Successes/Challenges
<i>Me Instead</i> publication		the Stittsville Native Plant Workshop, and the Constance Bay Erosion Control Workshop.
Use EDDMapS mapping database and app and other tools to log sightings	Completed	EDDMapS has been both promoted and utilized to log sightings of invasive species. The mapping database has also been used to confirm the prevalence of invasive species throughout the watershed.
Promote Low Impact Development and participation in water storage program	Ongoing	LID's were recommended for larger scale development where applicable and in partnership with municipalities. Upper Poole Creek enhancements included water storage projects, such as the promotion of rain barrels and infiltration. Continued promotion of green infrastructure and maintaining natural areas were done through plan review.
Distribute educational material from Forest Health Network	Completed	These materials have been distributed at many outreach events, including the Ottawa Valley Farm Show and the Lanark Harvest Festival.

### 3.0 NEW PROGRAMS AND PROGRAM EXPANSIONS

The 3-year pilot program provided an opportunity to increase stewardship efforts within the watershed and to enhance and launch new programs that required year-round staffing. The following is a discussion of key program changes made during the pilot.

#### 3.1 ALUS Lanark

ALUS Lanark, a joint initiative between RVCA and MVCA, launched in 2022 with a limited funding focus on restoring and enhancing wetlands. ALUS Lanark started with three such projects that restored and/or enhanced a total of 15 acres of wetlands. In 2023, ALUS Lanark was able to expand due to further outreach efforts and increased funding opportunities. There have been nine new projects in 2023, with seven in Mississippi Valley's watershed, for an additional 43 enrolled acres. These seven projects included three large-scale tree plantings, one delayed haying project, one riparian planting, one wetland enhancement, and one wetland restoration.

#### 3.2 Planting and Giveaways

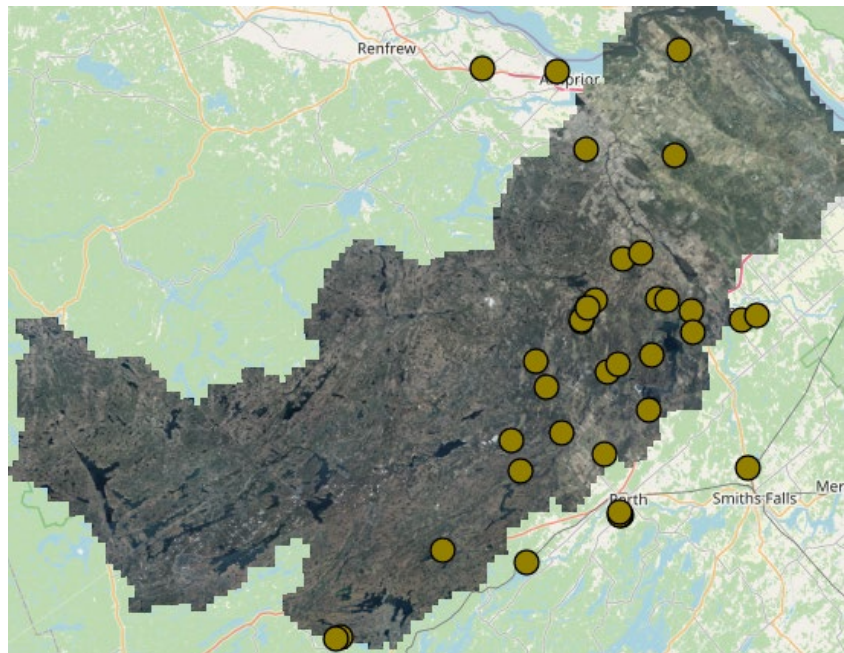
MVCA has administered a shoreline naturalization program in some capacity since 2011. Since 2021 implementation of the pilot and enhanced targeted outreach, over 1,500 shrubs and trees have been planted across 30 properties, nearly double the amount of plants in the previous three years.



**Image 1. Locations of 2023 ALUS projects**



**Image 2. Butternut tree giveaway locations in 2023**



Since 2017, MVCA has partnered with 2-3 lake associations per year to offer Lake Tree Days, providing lake association members with the opportunity to receive 15 trees/shrubs in exchange for a \$25 donation. A total of 2,379 trees and shrubs have been given away through this program since 2021.

In 2023, MVCA began a partnership with RVCA to giveaway butternut trees, a species that is endangered in Ontario due to the butternut canker disease. These seedlings are produced from canker-resistant trees, making them unlikely to succumb to the disease. Through this program, any landowner in Eastern Ontario (including those outside our watershed) can receive up to 10 free trees. In 2023, over 300 trees were given to just over 35 landowners from MVCA's giveaway alone.

### 3.3 Ottawa Rural Clean Water Program

MVCA, RVCA, and SNC have partnered to deliver the Ottawa Rural Clean Water Program on behalf of the City of Ottawa since 2005. This program offers grants to rural landowners looking to implement projects that will enhance surface or ground water quality. There were 35 projects during the course of the pilot project, which included forest management plans, shoreline buffers and wind breaks, erosion control, septic and well decommissioning, nutrient management plans, and a wetland restoration. Despite an overall lower uptake in this program since 2020, MVCA's numbers have remained consistent.

### 3.4 City Stream Watch

Due to the 2020 pandemic, City Stream Watch was suspended due to health concerns. In 2023, the Stewardship group assumed responsibility for delivery of the City Stream Watch from Monitoring unit. In 2023, the program resumed with focus on Watts Creek and Carp Creek. Despite the smaller scale, City Stream Watch had a successful re-launch by engaging 9 volunteers to study 6.2 km of both of these streams.

### 3.5 Large Scale Planting

RVCA handles large-scale tree planting on behalf of MVCA, at a cost of \$5,500 per year. These plantings are funded by the Green Acres Program in the City of Ottawa, and by various funders<sup>6</sup> through the rest of the watershed. These subsidized plantings require a landowner commitment of a minimum of 1,000 trees on at least 1 acre of land. Through these programs 129,878 trees were planted in the City of Ottawa and 107,085 were planted throughout the rest of the watershed since 2021.

<sup>6</sup> Currently through the [Trees for Tomorrow Reforestation Program](#)

### 3.6 Habitat Enhancement

MVCA coordinated many habitat enhancement projects, dependant on grant availability and public need. Projects undertaken during the three-year pilot included:

- Creation of new nesting habitat for Northern Map Turtles at MICA;
- Enhanced fish habitat in Wolfe Grove Creek;
- Hand planted pollinator garden at the MVCA office;
- Seeded pollinator meadow at MoK; and
- Erosion control workshop for Constance Bay residents.

### 4.0 SHORT TERM DELIVERABLES

The Stewardship Plan identified quantifiable deliverables to help measure successes and gaps in the stewardship program. Table 4 contains stewardship performance indicators and results.

**Table 4. Short-term Performance Indicators and Results.**

Deliverable	Result	Notes
Number of projects undertaken	85	Includes ALUS, ORCWP, Shoreline Naturalization, giveaway days, and habitat enhancement projects.
Number of trees/shrubs planted	278,045	Includes plants given away / planted through ALUS, ORCWP, Shoreline Naturalization, and RVCA's tree planting program (delivered in MVCA's jurisdiction)
Total area of land planted (acres)	46	Includes acres planted through ALUS, ORCWP, and Shoreline Naturalization.
Total area of land restored to wetlands (acres)	1	One wetland has been restored through ALUS Lanark. An additional wetland project has been approved through ORCWP, with plans to implement in 2024. There are currently plans in place for two additional wetland projects through ALUS Lanark in 2024.
Total area of land restored to tallgrass prairie	0	Though no such project has taken place during the pilot program, there are plans in place for a ~5-acre tallgrass prairie through ALUS Lanark in 2024.
Length of shoreline restored (m)	1913	Includes metres planted along shorelines through ALUS, ORCWP, and Shoreline Naturalization.
Number of landowners contacted	329	Based on landowners involved in projects and landowners who decided not to pursue projects.
Number of landowners involved in projects	272	Includes ALUS, ORCWP, Shoreline Naturalization, plant giveaways, and habitat enhancement projects.
Number of attendees at events, workshops	700	Estimate based on 17 events and workshops attended.
Number of community volunteer hours	20	Volunteer hours based on CSW, litter clean up, and invasive removals.



## 5.0 CHALLENGES

### 5.1 Programming and Funding Gaps

Though not all programs are suitable for the entire watershed, there are areas that would benefit from expanding existing programming. Currently, ALUS is only offered in Lanark County but there is interest to expand into the lower watershed, particularly in rural Ottawa. An expanded Rural Clean Water Program could also benefit much of the middle watershed and parts of the upper watershed. There has been significant interest for this kind of program from both rural and agricultural land owners, particularly in municipalities that are split between MVCA and RVCA<sup>7</sup>.

These programs co-existing throughout the watershed would create an opportunity to take advantage of multiple funding sources. RCWP typically offers project types that ALUS does not, such as Forest Management Plans, Manure Storage, and Nutrient Management Plans, while ALUS has the benefit of providing annual payments for projects.

While expanding both ALUS and RCWP would have benefits, it would require an increase in both funding and staff to ensure they could be run effectively. While it is possible that ALUS Canada could cover funding for an expanded ALUS program throughout the watershed, it would require more staff time.

The Stream Watch program currently only operates in the City of Ottawa, which allows for monitoring of streams within the city limits. The data collected by CSW guides future stewardship activities, such as restoration projects and invasive removals. In 2015, MVCA applied for funding for Rural Stream Watch in Lanark County, which resulted in the habitat enhancement activities in Wolfe Grove Creek. This funding only covered one year of the program, therefore, it has been unable to continue. Securing funding to allow an expansion of the stream watch program throughout the watershed would be beneficial.

### 5.2 Covid-19 Pandemic

The stewardship pilot launching in 2021 while in the midst of a global pandemic provided difficulties and challenges. Though most programming took place outdoors, there was still hesitation from many interested landowners and volunteers to participate. Many programs had to be paused in 2020 and parts of 2021 due to mandates and regulations, including community-based programs like City Stream Watch. Programs such as ORCWP also saw an overall decrease in interest throughout the entire program boundary as of 2020.

<sup>7</sup> RVCA currently offers a RCWP throughout their entire watershed.

### 5.3 Public Interest

While there has been an increase in interest in the majority of stewardship programs, particularly in the wake of the 2022 derecho and the 2023 ice storm, there continues to be gaps in public interest and engagement. There is a lack of public knowledge on existing programs which makes it difficult to engage landowners. MVCA has been successful in increasing uptake in programming by:

- Attending outreach events such as the Lanark Harvest Festival, the Ottawa Valley Farm Show, and the International Ploughing Match.
- Hosting and presenting at events such as the Constance Bay Shoreline Erosion Workshop, the ALUS Lanark Launch Tour, and the Lanark Farmers Breakfast.
- Working with Lake Associations to advertise existing programming.
- Connecting with councillors and their teams to include information about programming in their newsletters.
- Joining an Eastern Ontario Stewardship Collective to work with other local stewardship agencies on partnerships and promotion.
- Engaging residents through volunteer events and public workshops.
- Posting on social media outlets to reach a wider audience.

While these efforts have increased public engagement and awareness, there are opportunities to further engagement. The plans to extend these efforts are as follows:

- Continue to attend, host, and speak at outreach events.
- Continue and expand partnerships with councillors, lake associations, and other stewardship agencies.
- Develop educational materials for physical and online distribution.
- Expand social and print media outreach efforts.
- Increase volunteer opportunities through new and expanded programming, such as City Stream Watch, public planting events, litter clean-ups, and invasive plant removal days.
- Increase workshop opportunities on shoreline naturalization, seed collection, wildflower plantings, and live stake planting.

## 6.0 PARTNERSHIPS

MVCA shares environmental protection and resource management interests with many Non-Government Organizations (NGOs), local groups and associations. There are collaborative relationships with universities, many lake associations, and a variety of stewardship organizations. These collaborations become increasingly important as Provincial resources and services continue to diminish at the local level. A description of current partnerships is provided in Table 5.

**Table 5. Established partnerships with MVCA**

Partner	Partnerships
Rideau Valley Conservation Authority	<ul style="list-style-type: none"> <li>▪ Ottawa Rural Clean Water Program</li> <li>▪ City Stream Watch</li> <li>▪ Private Lands Forestry</li> <li>▪ ALUS Lanark</li> <li>▪ Butternut Replacement Program</li> </ul>
South Nation Conservation	<ul style="list-style-type: none"> <li>▪ Ottawa Rural Clean Water Program</li> <li>▪ City Stream Watch</li> </ul>
Canadian Wildlife Federation	<ul style="list-style-type: none"> <li>▪ Turtle Nesting Mound project at Morris Island Conservation Area</li> <li>▪ Office Pollinator Garden and MoK Pollinator Meadow</li> </ul>
Ducks Unlimited Canada (DUC)	<ul style="list-style-type: none"> <li>▪ Wetland restoration projects for ALUS Lanark and ORCWP</li> <li>▪ Eastern Stewardship Collective</li> </ul>
Ontario Power Generation	<ul style="list-style-type: none"> <li>▪ MICA BioBlitz</li> <li>▪ MICA turtle nest creation</li> </ul>
Watersheds Canada	<ul style="list-style-type: none"> <li>▪ Lake Links workshops</li> <li>▪ Native Planting workshop</li> <li>▪ Large scale plantings</li> </ul>

In addition, MVCA staff work closely with city councillors and their teams, lake stewards, and other local stewardship organizations. MVCA has joined an Eastern Stewardship Collective alongside several other local organizations such as Ontario Soil and Crop Improvement Association, DUC, and other Eastern Conservation Authorities.

Partnerships are a key part of MVCA's stewardship strategy as multiple partners may offer further financial opportunities, resources, and technical expertise. Outside of partnering on projects, these connections can offer additional benefits as they increase referrals for MVCA programming.

## 7.0 COSTS AND REVENUES

MVCA has one full-time Stewardship Coordinator, and hires a student during the summer season to deliver the stewardship program. In addition to this, MVCA incurs costs associated with plant material and tools, transportation to and from sites, and related promotional and educational outreach. Table 6 summarizes annual costs and revenues for the past three years.

MVCA stewardship projects and programs are typically covered by external funders and grant dollars. Two ongoing programs, ALUS Lanark and ORCWP, are almost entirely funded by external sources. MVCA provides funding for the Shoreline Naturalization program, however, landowners are required to pay for 50% of the cost of plants before tax. The program also

brings in revenue through Lake Tree Days, in which participants pay a \$25 donation in exchange for 15 shoreline trees or shrubs.

**Table 6: Stewardship Costs & Revenues (2020-2023 YTD)**

Costs	2021	2022	2023 (to Oct. 31)
Payroll	\$37,344	\$55,052	\$53,021
Expenses	\$28,043	\$44,902	\$38,677
County Forest	\$10,678	\$111,147	\$10,512
<b>Total</b>	<b>\$75,867</b>	<b>\$108,682</b>	<b>\$99,670</b>
Revenues			
Donations	\$3,593	\$5,745	\$805
Grants	\$8,683	\$116,209	\$62,730
Fees		\$290	\$6,672
County Forest	\$10,678	\$11,147	\$10,512
<b>Total</b>	<b>\$22,954</b>	<b>\$133,392</b>	<b>\$80,721</b>
Municipal Levy	\$52,913	(\$24,710)	\$28,949

Because grants and donations cannot be relied upon, the annual budget assumes that key expenses will be covered by the municipal levy. However, as shown in Table 6, MVCA has been successful in reducing the burden on the municipal levy through the securement of grants and donations. As of January 1, 2024, surpluses in the program (such as shown in 2022) will go into a Category 3 Operating Reserve for use in future years where fewer grants are available or obtained.

**Table 7. Funding Support for Stewardship programs**

Program	Funder	Coverage	Notes
ALUS Lanark	ALUS Canada	<ul style="list-style-type: none"> <li>Portion of stewardship salary.</li> <li>Part of stewardship student funding.</li> <li>Majority of ALUS project dollars.</li> </ul>	Various funding is sourced by ALUS Canada and distributed to ALUS Lanark.
	ECCC	<ul style="list-style-type: none"> <li>Portion of stewardship salary.</li> <li>Portion of stewardship student funding.</li> <li>ALUS wetland project dollars.</li> </ul>	Required non-federal matching funds. Funding will end April 1st, 2024.
ORCWP	City of Ottawa	<ul style="list-style-type: none"> <li>Stewardship staff dollars for time spent on applications (at a set rate).<sup>8</sup></li> <li>Entirety of grant dollars.</li> </ul>	Landowners are only given a grant for a percentage of their projects. Maximums differ for each project type.

<sup>8</sup> 2023 rates are \$125 per application and \$350 per site visit.

Program	Funder	Coverage	Notes
Shoreline Naturalization	MVCA	<ul style="list-style-type: none"> <li>50% of the costs of plants covered by MVCA.</li> <li>Remaining 50% of plants paid by participating landowners.<sup>9</sup></li> <li>Planting equipment and labour are covered by MVCA</li> </ul>	Donations from Lake Tree Days are also used to offset costs from purchase of plants and equipment.

Outside of funding for consistent programming, MVCA often secures grants for habitat enhancements, public plantings, and workshops. Table 8 outlines projects that received grants or external funding during the three-year pilot program.

**Table 8. Funding secured for habitat enhancement projects during the pilot program**

Project	Funding Source	Details
Wolfe Grove Fish Habitat Enhancement	Canadian Wildlife Federation	A project that enhanced fish habitat in Wolfe Grove, a cold-water creek. This funding was used to create riffles and install half log structures.
MICA Turtle Nesting	Ontario Power Generation	A partnership with CWF and OPG to create a new, safer nesting habitat for Northern Map Turtles at MICA. While not an official grant, OPG agreed to cover all costs associated with this project.
Mill of Kintail Pollinator Meadow	Canadian Wildlife Federation	Two separate pollinator projects were funded by the CWF Right of Way grant. The office garden was completed with the use of forbs, while the MoK meadow was created by hand broadcasting seed.
MVCA Office Pollinator Garden		
Constance Bay Erosion Workshop	Ottawa Community Foundation	A workshop funded to help Constance Bay residents deal with the increasing erosion issues they are facing along their shorelines.

There is further potential in the coming years to tap into other grant sources, including sources where MVCA has been successful in acquiring funding in the past. Table 9 lists potential grant opportunities to support program sustainment.

<sup>9</sup> Current set rate for majority of shoreline plantings. Any landowners required to plant as part of permitting conditions will typically cover 100% of shoreline plants.

**Table 9. Potential grant programs for future stewardship projects.**

Source	Name of Grant	Types of Potential Projects
RBC	RBC Tech for Nature	<p>Projects that address water and climate challenges with technology-based solutions in three key areas: data, innovation ecosystem, and behavior change.</p> <p>Previous projects include planting along Mississippi River in Carleton Place and running a Stream Watch program in Lanark County.</p>
Union Gas	Community Vitality	Projects based in environmental education, conservation and research, clean energy, energy efficiency, and/or habitat enhancement
Ontario Wildlife Foundation	OWF Grant	<p>Projects that:</p> <ul style="list-style-type: none"> <li>▪ Conserve or enhance natural habitat;</li> <li>▪ Promote conservation education;</li> <li>▪ Encourage the enjoyment of healthful outdoors;</li> <li>▪ Promote and support scientific research of and general investigation of birds, fish animals and their habitats;</li> <li>▪ Perpetuate stocks of birds, fish and animals; or</li> <li>▪ Cooperate with other organizations in conservation</li> </ul>
TD	TD Friends of the Environment	<ul style="list-style-type: none"> <li>▪ Projects such as community gardens, conservation education, tree planting, and/or urban greening.</li> <li>▪ Previous projects include planting along Mississippi River in Almonte and Pakenham</li> </ul>
TD	TD Tree Days	Public tree planting projects only.
Wildlife Habitat Canada	Community Conservation Action	Projects that connect Canadians with nature, engage youth with conservation, or provide educational programming
Cabela's	Cabela's Outdoor Fund	Focus on connecting new audiences to the outdoors; conservation advocacy/access; and/or conserving wildlife and habitat
Ontario Trillium Foundation	Grow Grant	Expansion of already successful projects to reach new communities.
City of Ottawa	Community Environmental Projects Grant	Small-scale, community-based initiatives that support an environmentally sustainable Ottawa.

Source	Name of Grant	Types of Potential Projects
Ottawa Community Foundation	Community Grants Program	Projects that do one or more of the following: <ul style="list-style-type: none"> <li>▪ Benefit the Ottawa community, improve the quality of life for its residents, and help to foster a strong, positive and caring community;</li> <li>▪ Use a community development approach to build on the assets and strengths of the community in order to respond to evolving issues and emerging priorities;</li> <li>▪ Address the root causes of identified local issues and work on long-term solutions in an effort to achieve systemic change</li> </ul>
MECP	SARA Stewardship	Projects that support Species at Risk through monitoring or habitat enhancements.
City of Ottawa	Upper Poole Creek Sub watershed Plan – Development Funds	Review of Upper Poole Creek Sub watershed Plan and implement stewardship initiatives based on outstanding objectives.

## 8.0 FUTURE CONSIDERATIONS

Some potential initiatives for MVCA to consider in the future that are implemented by other Conservation Authorities:

- Expansion of Rural Clean Water Program outside of the City of Ottawa
- Expansion of City Stream Watch into Lanark County
- Expansion of ALUS to cover all of the Mississippi watershed
- Development and delivery of Landowner Stewardship Workshops
- Delivery of guided, themed hikes in Conservation Areas
- Sale of kits of various themes, e.g. shoreline naturalization starter kits, DIY habitat kits, etc.
- Sale of nesting boxes for landowner installation
- Development of educational material/guides for download from MVCA website
- Development of Invasive Species Management Strategy for the MVCA watershed
- Organization and delivery of community science Bio-blitz projects (individual species reporting or events centred around a specific location)

## 9.0 CONCLUSION

MVCA worked with various partners and funders to effectively implement the stewardship plan throughout the three-year pilot. MVCA successfully launched new programs, such as ALUS Lanark, while continuing to promote and expand existing projects. Having a year-round

coordinator provided for program continuity, more consistent and effective communications with community groups and applicants interested in pursuing stewardship projects, and enhanced levels of service and program success.



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**REPORT**
**3383/23**

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>Museum Advisory Committee Membership</b>
DATE:	December 7, 2023

**RECOMMENDATIONS**

**That the Board of Directors:**

- a) approve appointment of the following community members to the Mill of Kintail Museum Advisory Committee:**

- |                         |                         |
|-------------------------|-------------------------|
| • <b>Wendy Bridges</b>  | • <b>Kathy McNenly</b>  |
| • <b>Lucy Carlton</b>   | • <b>Wayne Morrison</b> |
| • <b>Diana Jackson</b>  | • <b>Sarah More</b>     |
| • <b>Sara Chatfield</b> | • <b>Darcy Moses</b>    |

- b) approve amendments to the Museum Advisory Committee Terms of Reference contained in *MVCA's Administrative By-law* as set out in Attachment 1 to this report.**

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No meetings of the Mill of Kintail Museum Advisory Committee (MAC) have occurred since the fall 2019. The purpose of this report is to reconstitute the committee and make modest changes to the Terms of Reference to align with the governance structure of the Public Advisory Committee for Implementation of the Mississippi River Watershed Plan. Refer to Attachment 1 for recommended amendments.

Advertisements were placed in local papers and on the web, and staff reached out to former members to determine if they were interested in rejoining the committee. Four of the five former MAC members were interested in rejoining; and a further five members of the public expressed interest. Based upon a review of the submissions received the above individuals are recommended to sit on the advisory committee.

## CORPORATE STRATEGIC PLAN

Reconstitution of the Museum Advisory Committee and appointment of community members supports implementation of the following corporate goals and objectives:

Goal 2: Community Building – engage local partners to foster connections, leverage our resources, and strengthen our “social license” to operate.

- a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.
- b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

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### ATTACHMENT 1: TERMS OF REFERENCE (excerpt from MVCA’s Administrative By-law)

#### MILL OF KINTAIL MUSEUM ADVISORY COMMITTEE

##### *i) General Terms*

The Mill of Kintail Museum Committee will advise Mississippi Valley Conservation Authority on the protection, promotion and presentation of the Dr. R. Tait McKenzie Collection and James Naismith Collection, and help to facilitate the development of the Mill of Kintail site and programming. At the first meeting of the Committee, a Committee Chair and Committee Vice-Chair will be elected from among the members of the Committee.

##### *ii) Duties of the Committee Co-chairs ~~Chair and Committee Vice-Chair~~*

At the first meeting of the Committee each year, committee members will elect a Co-Chair from amongst the public appointees to the Committee. It is the responsibility of the Committee Co-Chairs to or in his/her absence the Committee Vice-Chair will:

- preside over meetings of the Committee
- in conjunction with the General Manager, prepare and distribute agendas and other items of business
- report to the Board of Directors as appropriate

##### *iii) Specific Terms*

The Committee will work specifically on:

- assisting in developing recommendations and strategies to improve Museum operating standards
- initiate projects and activities that will help to implement the development plans

- assist staff with special and regular programming
- consult with outside agencies, groups and individuals as appropriate
- review annual budget requirements and provide recommendations to the Board of Directors
- investigate additional funding sources

***iv) Committee Membership***

Membership on the Committee will be appointed annually by the Mississippi Valley Conservation Authority Board of Directors and consist of:

- one Mississippi Valley Conservation Authority member from the Board of Directors who will act as co-chair; and
- up to 8 members of the public with relevant knowledge and experience
- ~~public representatives, six of whom are voting members~~

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**REPORT****3379/23**

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>2024 Board Meeting Schedule</b>
DATE:	December 5, 2023

**Recommendation:**

That the Board of Directors approve the proposed 2024 meeting schedule.

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**1.0 MEETING SCHEDULE**

Meetings of the Board of Directors are held the second Monday of the month at 1:00 pm (with the exception of the October and December meetings), as follows:

February 12, 2024

March 11, 2023 – 56<sup>th</sup> Annual General Meeting

April 8, 2023

May 13 2023

June 10, 2023 – Watershed Tour

July 8, 2023

September 9, 20223

October 21, 2023

December 9, 2023 – Meeting followed by Christmas luncheon

No Board meetings are scheduled for January, August or November.

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**REPORT****3384/23**

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Alex Broadbent, Management Co-chair, MVCA JH&SC
RE:	<b>Update – Managing Workplace Stress</b>
DATE:	December 7, 2023

**For Information.**

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**1. PURPOSE**

The purpose of this report is to update the Board regarding implementation of MVCA's *"Action Plan for Reducing & Mitigating Workplace Stress"*.

**2. BACKGROUND**

An employee survey conducted by Occupational Health Clinics for Ontario Workers (OHCOW) in August 2021 and again in March 2023 identified five key areas of concern. Matters requiring greatest attention across the five themes were the following:

- communications
- clarification of roles and responsibilities
- task and workload management, and
- social cohesion.

The Action Plan identified 66 action to mitigate workplace stress. Interpersonal communications and information sharing were the core of the plan to improve awareness, understanding, and trust in the workplace.

**3. UPDATE**

The JH&SC reviewed implementation of the Action Plan at its August 2023 meeting with the objective of discussing current levels of workplace stress and to identify action items where further effort was required. Overall, the Committee concluded that actions taken by management had gone a long way to alleviate much of the workplace stress, specifically:

- Social cohesion has greatly improved with plans made by the newly reformed social committee.
- Improved work from home environment
- Improved staffing levels
- End of Pandemic related stress
- New staff becoming comfortable in their role

Key action items recommended by the JHSC to continue and enhance are the following:

#### **Organizational priorities**

28. List and prioritize core business and project activities.

#### **Change initiatives and special projects**

32. Project Charters will be used more consistently to ensure that all stakeholders are identified and appropriately engaged.

#### **Workloads and pace**

41. Review standard task timelines with affected staff for standard types of work to assess reasonableness.

42. Review and compare per employee workloads and outputs and reassign workloads where appropriate.

These recommendations were discussed at a joint meeting with Management Team, which agreed with the assessment of the JH&SC.

## **4. CORPORATE STRATEGIC PLAN**

Ongoing review of the *Action Plan for Reducing & Mitigating Workplace Stress* supports implementation of the following corporate goals and objectives:

Goal 3: People and Performance – support the operational transformations required to achieve MVCA's priorities and to address legislative changes

- a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.
- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.
- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.