



Finance and Administration Advisory Committee Meeting

Hybrid meeting (via Zoom)

10:00 am

November 28, 2024

MVCA Boardroom

AGENDA

ROLL CALL

Declarations of Interest (written)

Adoption of Agenda

MAIN BUSINESS

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting Minutes, September 30, 2024, Page 2
2. Financial Update – YTD September 30, 2024, Report 3453/24, Stacy Millard, Page 8
3. Draft 2025 Budget, Report 3454/24, Stacy Millard & Sally McIntyre, Page 16
4. 10-Year Capital Plan Update, Report 3455/24, Sally McIntyre & Stacy Millard, Page 67

In-Camera:

5. Management Salary Review, Report 3456/24, Paul Kehoe & Sally McIntyre, Page 78
6. Overtime Compensation, 3457/24, Sally McIntyre, Page 79
7. Employee Merit Increases and Bonuses, Report 3458/24, Sally McIntyre, Page 82

ADJOURNMENT



MINUTES

Hybrid Meeting Via Zoom
and at MVCA Office

Finance and Administration
Advisory Committee Meeting

September 30, 2024

MEMBERS PRESENT

Janet Mason, Chair
Roy Huetl, Vice Chair
Jeff Atkinson (Virtual)
Mary Lou Souter
Paul Kehoe
Richard Kidd (Virtual)

MEMBERS ABSENT

Allan Hubley
Allison Vereyken
Cathy Curry

STAFF PRESENT

Sally McIntyre, General Manager
Stacy Millard, Treasurer
Kelly Hollington, Recording Secretary

J. Mason called the meeting to order at 10:00 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

J. Mason noted that there were no additions to the agenda.

FAAC24/09/30 - 1

MOVED BY: R. Kidd

SECONDED BY: M. Souter

Resolved, that the agenda for the September 30, 2024 Finance and Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

LAND ACKNOWLEDGEMENT

J. Mason noted that September 30th is the National Day of Truth and Reconciliation. She provided a Land Acknowledgement to open the meeting. She noted the Indigenous Engagement portal on the MVCA website for issues related to the watershed. She highlighted the collaboration with Indigenous communities for the Kashwakamak Lake Dam Environmental Assessment and replacement.

MAIN BUSINESS

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting, March 28, 2024.

FAAC24/09/30 - 2

MOVED BY: J. Atkinson

SECONDED BY: P. Kehoe

Resolved, that the minutes of the Finance and Administration Advisory Committee Meeting held on March 28, 2024 be received and approved as presented.

“CARRIED”

2. Job Evaluation & Implementation Report, Report 3439/24, Sally McIntyre.

S. McIntyre reviewed the ongoing job evaluation process at MVCA. She noted the 6 positions that were evaluated: Biologist, Environmental Planner, Regulations Officer, Site Supervisor, Stewardship Coordinator and Treasurer. The review process involves the MVCA management team and a third-party advisor, Joanne Glaser from Cornerstone to ensure transparency and fairness. J. Glaser’s report will be tabled with the committee in-camera.

3. Salary Review, Report 3440/24, Sally McIntyre & Stacy Millard.

S. McIntyre described the market review process. The process includes comparing MVCA positions with those of similar organizations to ensure fair compensation. She highlighted that organizations with engineering and dam operations were included in the comparison. She noted that the City of Ottawa provided valuable feedback on comparable jobs within the organization.

The committee moved into in-camera discussions for items 2 and 3.

FAAC24/09/30 - 3

MOVED BY: M. Souter

SECONDED BY: R. Huetl

Resolved, That the Finance and Administration Advisory Committee move to in-camera session for discussion of the following matter:

- **Labour relations or employee negotiations.**

And further resolved, That:

- **Sally McIntyre remain in the room**

“CARRIED”

FAAC24/09/30 - 4

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

Resolved, That the Finance and Administration Advisory Committee move out of in-camera discussions.

“CARRIED”

FAAC24/09/30 - 5

MOVED BY: M. Souter

SECONDED BY: R. Huetl

Resolved, That the Finance and Administration Advisory Committee recommend the Board of Directors approve the changes in job ratings as recommended.

“CARRIED”

J. Mason explained that there is agreement that the Executive Committee will work with Cornerstone to review management compensation. Recommendations will be tabled with the Finance and Administration Advisory Committee prior to elevation to the Board of Directors. S. McIntyre noted that an affordable proposal from Cornerstone has been received.

FAAC24/09/30 - 6

MOVED BY: P. Kehoe

SECONDED BY: M. Souter

Resolved, That the Finance and Administration Advisory Committee recommend the Board of Directors appoint the Executive Committee to review management compensation.

“CARRIED”

4. Review of Compensatory Benefits, Report 3441/24, Stacy Millard.

S. Millard explained that the MVCA will be conducting a full scope review of benefits. Benefits information and employee manuals from similar organizations have been obtained for review.

J. Atkinson asked if the review is internal or if a consultant will be assisting in the process. S. McIntyre responded that there is no plan for support on this review. MVCA may seek advice on issues of complexity but are not looking to expend additional funds at this time.

5. Proposed 2025 Budget Assumptions, Report 3442/24, Sally McIntyre & Stacy Millard.

S. McIntyre discussed the proposed budget assumptions for 2025. She explained that MVCA looks to the City of Ottawa for budget direction including: rate of growth, the operating levy increase and capital levy increase. The proposed capital increase was tabled with the Board of Directors as part of the 10-year Capital Plan and Schedule of Capital Levy Increases. MVCA typically looks at the August rate of CPI to inform staff wage increases. She noted that an FTE was being deleted to ease the impact of continued phasing of workforce plan adjustment onto the levy. S. Millard reviewed the budget impact by municipality including operating and capital levy increases. She noted the total increase to the Municipal Levy would be 7.1%.

J. Mason commented that the executive committee will be reviewing management salaries, and asked if this will potentially affect the workforce plan adjustment. S. McIntyre confirmed. She explained that the results from the management compensation review will be tabled alongside the draft budget will at the Finance and Administration Advisory Committee meeting in November where members can make an informed decision on the recommendation to the Board of Directors. J. Mason commented that the proposed budget assumptions are uncertain, and there is potential for changes.

M. Souter asked if the reduction in payroll by 1.0 FTE for the amount of \$105,000 could be used to offset any future financial implications. S. McIntyre responded that it would be a decision of the Executive Committee and the Board of Directors. J. Mason highlighted that the budget assumptions provide direction to staff in the creation of the draft budget. R. Kidd asked for clarification on what motion is being passed. J. Mason clarified that the Finance and Administration Advisory Committee sends a recommendation to the Board of Directors to approve a set of assumptions that provide the envelope in which MVCA staff create a budget.

R. Kidd commented that he does not support the recommendations. He expressed concerns about the 4.4% increase in operating budget and suggested that the goal should be to lower this amount. He noted that it is difficult to justify a 4.4% increase without seeing the draft budget.

J. Mason asked members of the committee to vote on the motion. Committee members in favour include: J. Mason, R. Huetl, J. Atkinson, M. Souter and P. Kehoe. R. Kidd was opposed.

FAAC24/09/30 - 7**MOVED BY: J. Atkinson****SECONDED BY: R. Huetl**

Resolved, That the Finance and Administration Advisory Committee recommend the Board of Directors direct staff to develop the 2025 Budget and related documents in accordance with the following parameters:

- 1. An increase of 2.9% plus assessment growth to the Operating Levy;**
- 2. An increase of 8.5% plus assessment growth to the Capital Levy;**
- 3. An assumed assessment growth rate of 1.5%.**
- 4. A cost of living increase to the 2024 Pay Scale of 2.0%; and**
- 5. A transfer \$64,664 onto the Municipal Levy for Workforce Plan Adjustments.**

“CARRIED”**6. Appointment of 2024 Auditor, Report 3443/24, Stacy Millard**

S. Millard explained that at the Board of Directors cancelled the appointment of KPMG-Kingston as the 2024 auditor. She reviewed the procurement undertaken since, and recommended that MVCA use Baker Tilley REO for the 2024 Audit. She noted that Baker Tilley is local and undertakes the auditing process for both South Nation and Raisin Conservation Authorities.

J. Mason asks how the price of \$25,000, quoted by Baker Tilley, compares to MVCA’s previous auditor, Cross Street. S. Millard responded that Cross Street’s price was \$16,000 for the 2022 Audit. She noted that other Conservation Authorities are paying considerably more than \$16,000 for their audits. R. Kidd commented that the low price can be attributed to the auditor at Cross Street having years of previous experience with MVCA.

FAAC24/09/30 - 8**MOVED BY: P. Kehoe****SECONDED BY: R. Huetl**

Resolved, That the Finance and Administration Advisory Committee recommend the Board of Directors appoint the firm Baker Tilley REO as the Authority’s auditor for the year 2024.

“CARRIED”**ADJOURNMENT****FAAC24/09/30 - 9****MOVED BY: P. Kehoe****SECONDED BY: J. Atkinson**

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

“CARRIED”

The meeting adjourned at 11:01 a.m.

K. Hollington, Recording Secretary

DRAFT

REPORT

3453/24

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Stacy Millard, Treasurer
RE:	Financial Update – YTD September 30, 2024
DATE:	November 25, 2024

For Information.

The purpose of this report is to present year-to-date financial data as at September 30, 2024 and updated financial projections for fiscal 2024. Details are contained in Attachments.

1.0 OPERATING

Year-to-date expenditures and revenues are on track and sit at 71.75% of budgeted, as shown in Table 1. Details are shown in Attachments 1 and 2.

Table 1: Operating Budget

Budget Item	2024 Budget	Sept 30 2024 YTD actuals	YTD Percentage of Budget	Revised Projection
Expenditures				
Corporate Services	\$1,134,464	\$892,249	78.65%	\$1,311,539
Watershed Management	\$1,332,249	\$978,828	73.47%	\$1,351,772
Flood and Erosion Control	\$995,643	\$631,927	63.47%	\$843,812
Conservation Services	\$370,469	\$247,190	66.72%	\$332,435
Category 2 Programs	\$296,536	\$117,013	39.46%	\$163,648
Category 3 Programs	\$412,981	\$363,123	87.93%	\$457,484
Total Operating	\$4,542,341	\$3,230,330	71.12%	\$4,460,690
Revenues				
Municipal Levy	\$3,140,197	\$2,289,519	72.91%	\$3,140,197
Reserve Funds	\$196,786	\$25,257	12.83%	\$56,434
Provincial & Federal Grants	\$237,116	\$197,134	83.14%	\$210,580
Fees for Service	\$776,020	\$505,844	65.18%	\$812,398
Other Revenue	\$192,221	\$212,576	110.59%	\$241,081
Total Revenues	\$4,542,341	\$3,230,330	71.12%	\$4,460,690

CHANGE IN COST ALLOCATIONS

Historically, *Watershed Management – Tech Studies* has been used as the “home” department for engineering staff, meaning that the cost of employee leaves, training, and benefits were captured in that line item. Because all CAs do Flood & Erosion Control (FEC) and to ease comparative analysis with other CAs, the home department for engineering staff is being changed to FEC as part of the 2025 Budget process.

This financial update has re-categorized those costs to allow for comparison with the accompanying Draft 2025 Budget. Cost allocations have also been updated to reflect actual timesheets for this year to date. The previously projected compensation surplus due to maternity and paternity leaves will be negated by projected severance costs.

2.0 CAPITAL BUDGET AND 10-YEAR CAPITAL PLAN

Referring to Attachment 3, capital projections have been updated as follows:

- WECI Capital Projects
 - No WECI funding was received for 2024-25 studies, to offset this we are postponing the Widow Lake Dam DSR.
- Conservation Areas
 - MOK – Workshop Building and Washroom projects have been delayed to future years.
- Corporate Projects
 - HQ Sewer & Water Connection is on hold and not expected to happen in this fiscal year.
 - Vehicle plan has been adjusted to acquire 1 SUV and 1 Large Truck, instead of original plan of 2 SUVs. This is due to maintenance issues with our Large Truck. This is a timing adjustment on our 10 Year Capital Plan and not a new item.
- Tech Studies Capital
 - MVCA FFW System Model has been delayed, with completion expected in 2025.
- Category 3 Capital
 - Windows at MOK – Gatehouse were not brought forward from the 2023 budget, the Category 3 – Operating Reserve will be used to offset.

3.0 RESERVES

Reserve Balance projections have been updated as shown in Attachment 4. We are projecting decreased use of Category 1 Reserves, with potential further reductions based on actual Compensation and Consulting costs. We are projecting higher contributions to Category 2 & 3 operating reserves due to budget savings and additional funding found.

Total Operating Summary	2024	YTD SEPT 30	YTD	REVISED	VARIANCE
	APPROVED	2024	PERCENTAGE	PROJECTION	PROJECTION
	BUDGET		OF BUDGET		TO BUDGET
Category 1					
Category 1 Programs					
Compensation	\$2,997,632	\$2,192,327	73.14%	\$3,022,202	\$24,570
Operating Expenses	\$728,692	\$523,674	71.86%	\$732,757	\$4,065
Special Projects	\$106,500	\$34,194	32.11%	\$84,599	-\$21,901
TOTAL	\$3,832,824	\$2,750,195	71.75%	\$3,839,558	\$6,734
Category 2					
Category 2 Programs					
Compensation	\$144,536	\$67,881	46.96%	\$91,000	-\$53,536
Operating Expenses	\$82,000	\$19,541	23.83%	\$43,000	-\$39,000
Special Projects	\$70,000	\$29,590	42.27%	\$29,648	-\$40,352
TOTAL	\$296,536	\$117,013	39.46%	\$163,648	-\$132,888
Category 3					
Category 3 Programs					
Compensation	\$270,172	\$233,282	86.35%	\$292,000	\$21,828
Operating Expenses	\$58,359	\$43,612	74.73%	\$56,384	-\$1,975
Special Projects	\$84,450	\$86,230	102.11%	\$109,100	\$24,650
TOTAL	\$412,981	\$363,123	87.93%	\$457,484	\$44,503
Total Operating - Expenses	\$4,542,341	\$3,230,330	71.12%	\$4,460,690	-\$81,651
REVENUE					
Municipal Levy	\$3,140,197	\$2,289,519	72.91%	\$3,140,197	\$0
Reserve Fund	\$196,786	\$25,257	12.83%	\$56,434	-\$140,352
Provincial/Federal Grants	\$237,116	\$197,134	83.14%	\$210,580	-\$26,536
Fees for Services	\$776,020	\$505,844	65.18%	\$812,398	\$36,378
Other Revenue	\$192,221	\$212,576	110.59%	\$241,081	\$48,860
Total Operating - Revenues	\$4,542,341	\$3,230,330	71.12%	\$4,460,690	-\$81,651

CATEGORY 1: PROGRAMS & SERVICES	2024 APPROVED BUDGET	YTD SEPT 30 2024	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
	EXPENSES				
Watershed Management					
Technical Studies					
Compensation	\$223,174	\$216,100	96.83%	\$288,133	\$64,959
Operating Expenses	\$26,700	\$5,352	20.04%	\$14,100	-\$12,600
Special Projects	\$79,000	\$32,516	41.16%	\$77,599	-\$1,401
Subtotal	\$328,873.53	\$253,968	77.22%	\$379,832	\$50,958
Planning & Regulations					
Compensation	\$905,875	\$651,893	71.96%	\$869,190	-\$36,685
Operating Expenses	\$82,500	\$72,967	88.44%	\$102,750	\$20,250
Special Projects	\$15,000	\$0	0.00%	\$0	-\$15,000
Subtotal	\$1,003,375	\$724,860	72.24%	\$971,940	-\$31,435
TOTAL	\$1,332,249	\$978,828	73.47%	\$1,351,772	\$19,523
Flood & Erosion Control					
Flood Forecasting & Warning					
Compensation	\$684,884	\$467,004	68.19%	\$622,672	-\$62,212
Operating Expenses	\$56,400	\$52,161	92.48%	\$61,200	\$4,800
Special Projects					
Subtotal	\$741,284	\$519,165	70.04%	\$683,872	-\$57,412
Dam Operations & Maintenance					
Compensation	\$167,859	\$77,054	45.90%	\$102,740	-\$65,119
Operating Expenses	\$86,500	\$35,708	41.28%	\$57,200	-\$29,300
Special Projects					
Subtotal	\$254,359	\$112,762	44.33%	\$159,940	-\$94,419
TOTAL	\$995,643	\$631,927	63.47%	\$843,812	-\$151,831
Conservation Areas					
Conservation Areas					
Compensation	\$233,813	\$185,677	79.41%	\$250,000	\$16,187
Operating Expenses	\$64,800	\$49,833	76.90%	\$60,935	-\$3,865
Special Projects					
Subtotal	\$298,613	\$235,510	78.87%	\$310,935	\$12,322
Technical Studies					
Compensation	\$60,856	\$10,028	16.48%	\$15,000	-\$45,856
Operating Expenses	\$0	\$0		\$0	\$0
Special Projects	\$11,000	\$1,652	15.02%	\$6,500	-\$4,500
Subtotal	\$71,856	\$11,680	16.26%	\$21,500	-\$50,356
TOTAL	\$370,469	\$247,190	66.72%	\$332,435	-\$38,034
Corporate Services					
Corporate Services					
Compensation	\$721,172	\$584,570	81.06%	\$874,467	\$153,295
Operating Expenses	\$411,792	\$307,653	74.71%	\$436,572	\$24,780
Special Projects	\$1,500	\$26	1.76%	\$500	-\$1,000
TOTAL	\$1,134,464	\$892,249	78.65%	\$1,311,539	\$177,075
Total Category 1 - Expenses	\$3,832,824	\$2,750,195	71.75%	\$3,839,558	\$6,734
REVENUE					
Municipal Levy	\$2,817,071	\$2,106,802	74.79%	\$2,817,071	\$0.0
Reserve Fund	\$196,786	\$21,086	10.72%	\$207,325	-\$10,539
Provincial/Federal Grants	\$147,671	\$137,614	93.19%	\$137,614	\$10,057
Fees for Services	\$511,295	\$344,829	67.44%	\$520,548	-\$9,253
Other Revenue	\$160,000	\$139,863	87.41%	\$157,000	\$3,000
Total Category 1 - Revenues	\$3,832,823	\$2,750,195	71.75%	\$3,839,558	-\$6,735

CATEGORY 2: PROGRAMS & SERVICES					
	2024 APPROVED BUDGET	YTD SEPT 30 2024	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Watershed Management					
Technical Studies					
Compensation	\$144,536	\$67,881	46.96%	\$91,000	-\$53,536
Operating Expenses	\$82,000	\$19,541	23.83%	\$43,000	-\$39,000
Special Projects	\$70,000	\$29,590	42.27%	\$29,648	-\$40,352
TOTAL	\$296,536	\$117,013	39.46%	\$163,648	-\$132,888
Total Category 2 - Expenses	\$296,536.31	\$117,013	39.46%	\$163,648	-\$132,888
REVENUE					
Municipal Levy	\$178,536	\$38,127	21.36%	\$178,536	\$0
Reserve Fund	\$0	\$0		-\$93,774	-\$93,774
Provincial/Federal Grants	\$50,000	\$10,886	21.77%	\$10,886	-\$39,114
Fees for Services	\$68,000	\$68,000	100.00%	\$68,000	\$0
Other Revenue	\$0	\$0		\$0	\$0
Total Category 2 - Revenues	\$296,536	\$117,013	39.46%	\$163,648	-\$132,888

CATEGORY 3: PROGRAMS & SERVICES					
	2024 APPROVED BUDGET	YTD SEPT 30 2024	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Stewardship Programs					
Stewardship Programs					
Compensation	\$82,571	\$83,570		\$110,000	\$27,429
Operating Expenses	\$7,500	\$3,226		\$4,850	-\$2,650
Special Projects	\$69,450	\$80,568		\$103,000	\$33,550
TOTAL	\$159,521	\$167,364	\$51,996	\$217,850	\$58,329
Education Services					
Education Services					
Compensation	\$41,470	\$41,094		\$55,000	\$13,530
Operating Expenses	\$4,700	\$5,178		\$5,825	\$1,125
Special Projects	\$15,000	\$5,662		\$6,100	-\$8,900
TOTAL	\$61,170	\$51,933	\$19,970	\$66,925	\$5,755
Vistor Services					
Vistor Services					
Compensation	\$146,130	\$108,618		\$127,000	-\$19,130
Operating Expenses	\$46,159	\$35,208		\$45,709	-\$450
Special Projects					\$0
TOTAL	\$192,289	\$143,826	\$72,623	\$172,709	-\$19,580
Total Category 3 - Expenses	\$412,980.93	\$363,123	\$144,590	\$457,484	\$44,503
REVENUE					
Municipal Levy	\$144,590	\$144,590	100.00%	\$144,590	\$0
Reserve Fund	\$0	\$4,171		-\$57,117	-\$57,117
Provincial/Federal Grants	\$39,445	\$48,635	123.30%	\$62,080	\$22,635
Fees for Services	\$196,725	\$93,015	47.28%	\$223,850	\$27,125
Other Revenue	\$32,221	\$72,713		\$84,081	\$51,860
Total Category 3 - Revenues	\$412,981	\$363,123	87.93%	\$457,484	\$44,503

Total Capital Summary					
	2024 APPROVED BUDGET	YTD SEPT 30 2024	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Category 1					
WECI Capital Projects	\$295,000	\$155,967	52.87%	\$200,000	-\$95,000
Conservation Areas	\$78,250	\$45,748	58.46%	\$52,500	-\$25,750
Corporate Projects	\$891,850	\$66,541	7.46%	\$255,000	-\$636,850
Tech Studies - Capital	\$149,375	\$47,040	31.49%	\$112,500	-\$36,875
Debt Repayment	\$344,922	\$165,061	47.85%	\$312,417	-\$32,505
Total Category 1	\$1,759,397	\$480,357	27.30%	\$932,417	-\$826,980
Category 3 Capital	\$30,000	\$0	0.00%	\$72,000	\$42,000
Total Capital Program	\$1,789,397	\$480,357	26.84%	\$1,004,417	-\$784,980
FUNDING					
Municipal Levy	\$691,745	\$384,866	55.64%	\$691,745	\$0
Reserve Fund	\$237,652	\$0	0.00%	\$212,181	-\$25,471
Provincial/Federal Grants	\$150,000	\$95,491	63.66%	\$95,491	-\$54,509
Fees for Services	\$0	\$0		\$0	\$0
Other Revenue	\$735,000	\$0	0.00%	\$5,000	-\$730,000
Total Category 3 - Revenues	\$1,814,397	\$480,357	26.47%	\$1,004,417	-\$809,980

Reserve Investments

	Dec 31 2023 Balance	2024 Budget Allocations FROM Reserves	2024 Budget Allocations TO Reserves	Projected Dec 31 2024 Balance
Capital Reserves				
Building (HQ) Reserve	\$534,701	\$0		\$534,701
Conservation Areas Reserve	\$185,700		\$0	\$185,700
Information & Communication Technology Reserve	\$80,185	\$23,604		\$56,581
Priority Projects (Formerly Glen Cairn)	\$438,836	\$45,000		\$393,836
Sick Pay (STD) Reserve	\$73,843	\$21,086		\$52,757
Vehicles & Equipment Reserve	\$263,537	\$45,000		\$218,537
Water Control Structure Reserve - MVCA	\$514,391	\$65,412		\$448,979
Category 3 Capital Reserve	\$39,000	\$58,165	\$19,165	\$0
Total	\$2,130,193	\$258,267	\$19,165	\$1,891,091
Operating Reserves				
Museum Building & Art Reserve	\$0			\$0
Operating Reserve	\$1,022,526	\$161,239	\$0	\$861,287
Category 2 Operating Reserve	\$89,000		\$93,774	\$182,774
Category 3 Operating Reserve	\$125,760	\$19,165	\$57,117	\$163,712
Total	\$1,237,286	\$180,404	\$150,891	\$1,207,773
TOTAL	\$3,367,479	\$438,671	\$170,056	\$3,098,864

REPORT

3454/24

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager Stacy Millard, Treasurer
RE:	Draft 2025 Budget
DATE:	November 12, 2024

Recommendation:

That the Finance & Administration Advisory Committee recommend that the Draft 2025 Budget be tabled with the Board of Directors for consideration and circulated to member municipalities for comment.

1.0 TOTAL BUDGET

The proposed 2025 budget is \$6,640,474 as shown in Table 1. Details of the Draft 2025 Budget are contained in Attachment 2.

Table 1: TOTAL BUDGET	2023 Actuals	2024 Budget	2025 Budget
Operating – Cat. 1 (mandatory)	4,135,146	3,832,823	4,176,945
Operating – Cat. 2 (support municipalities)	104,130	296,536	160,001
Operating – Cat. 3 (other, public facing)	331,370	412,981	562,240
Capital – Category 1	1,002,491	1,759,397	1,689,238
Capital – Category 3	0	30,000	52,050
Total	\$5,573,137	\$6,331,737	\$6,640,474

2.0 MUNICIPAL LEVIES

Of the proposed \$308,737 budget increase between 2024 and 2025, \$272,007 or 88% will be borne by an increase to the municipal levy. As authorized by the Board of Directors on October 21, 2024, the municipal levy portion of the Draft 2025 Budget will provide for the following:

- An increase of 2.9% plus assessment growth to the Operating Levy;
- An increase of 8.5% plus assessment growth to the Capital Levy;
- An assumed assessment growth rate of 1.5%.
- A cost of living allowance (COLA) increase to the 2024 Pay Scale of 2.0%¹; and
- Transfer \$64,664 onto the Municipal Levy for *Workforce Plan* adjustments.

As presented in October, the *Workforce Plan* adjustment is based on the calculations set out in Table 2. Combined, the above increases raise the Total Municipal Levy by 7.1% as shown in Table 3. Impacts on individual municipal levies are provided in Attachment 1.

Table 2: WORKFORCE PLAN Adjustment to Levy	
Outstanding Compensation on Operating Reserve, 2024	\$219,327
Reduce Payroll by 1.0 FTE including benefits in 2025	(\$105,000)
Implement 2025 Job Evaluation Recommendations ²	\$15,000
Net Pressure 2025	\$129,327
Recom. for 2025: split 50/50 Municipal Levy and Op. Reserve	\$64,664

Table 3: MUNICIPAL LEVIES	2024	2025
Operating – Cat. 1 (mandatory)	2,817,071	3,105,324
Operating – Cat. 2 (support municipalities)	178,536	89,001
Operating – Cat. 3 (other, public facing)	144,590	148,705
Capital – Category 1	677,910	745,701
Capital – Category 3	13,835	15,218
Total Levy	\$3,831,942	\$4,103,949
Special Levy³	\$68,000	\$71,000

¹ COLA does place further pressure on the Operating Levy and is only noted to inform annual staff increments.

² Refer to Report 3439/24 approved October 21, 2024.

³ 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.

3.0 BUDGET ALLOCATIONS

The budget was developed in accordance with O. Reg. 402/22 that prescribes how CA budgets are to be apportioned between Category 1, 2, and 3 programs and services.⁴ As conservation authorities become more familiar with how time and expenses should be allocated amongst the three categories, management has been adjusting how they are captured within the budget, with most changes occurring within categories.

The budget also reflects the agreements approved by member municipalities effective January 1, 2024 that 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 2025 Draft Budget is organized as follows:

- 2025 Operating Budget Summary
 - Category 1 Programs & Services (mandatory)
 - Category 2 Programs & Services (support municipalities)
 - Category 3 Programs & Services (other, public-facing programs)
- 2025 Capital Budget Summary
 - Category 1 infrastructure sheets
 - Category 3 infrastructure (at the Mill of Kintail)

Figures 1 and 2 summarize the recommended 2025 budgets of MVCA's primary business lines and Category 2 and 3 programs; and how they are proposed to funded.

⁴ As set out in O. Reg. 686/21 and 687/21.

Figure 1: Draft 2025 Operating Budget by Program & Service Category

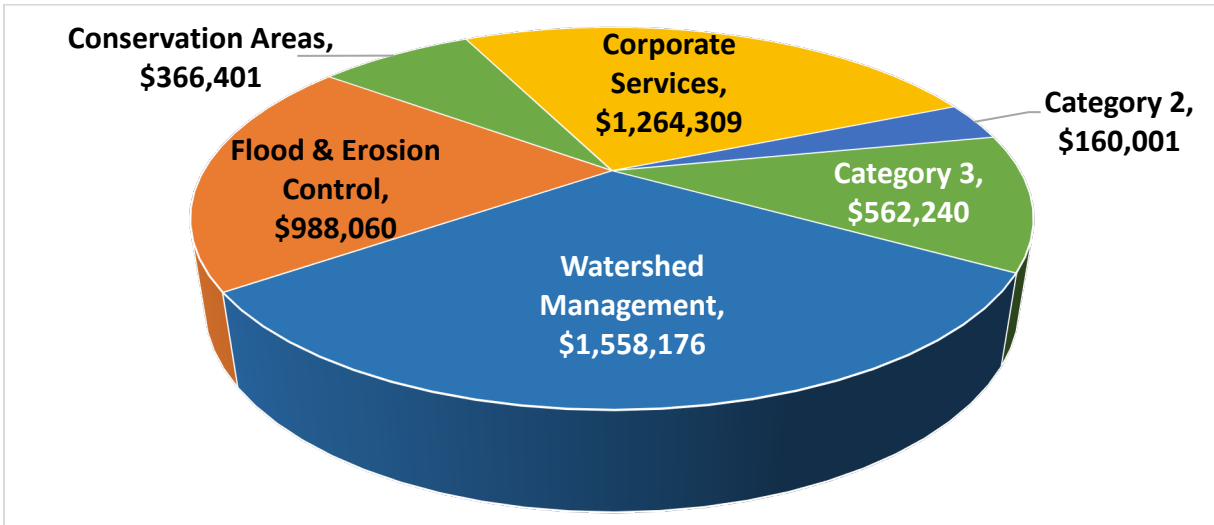
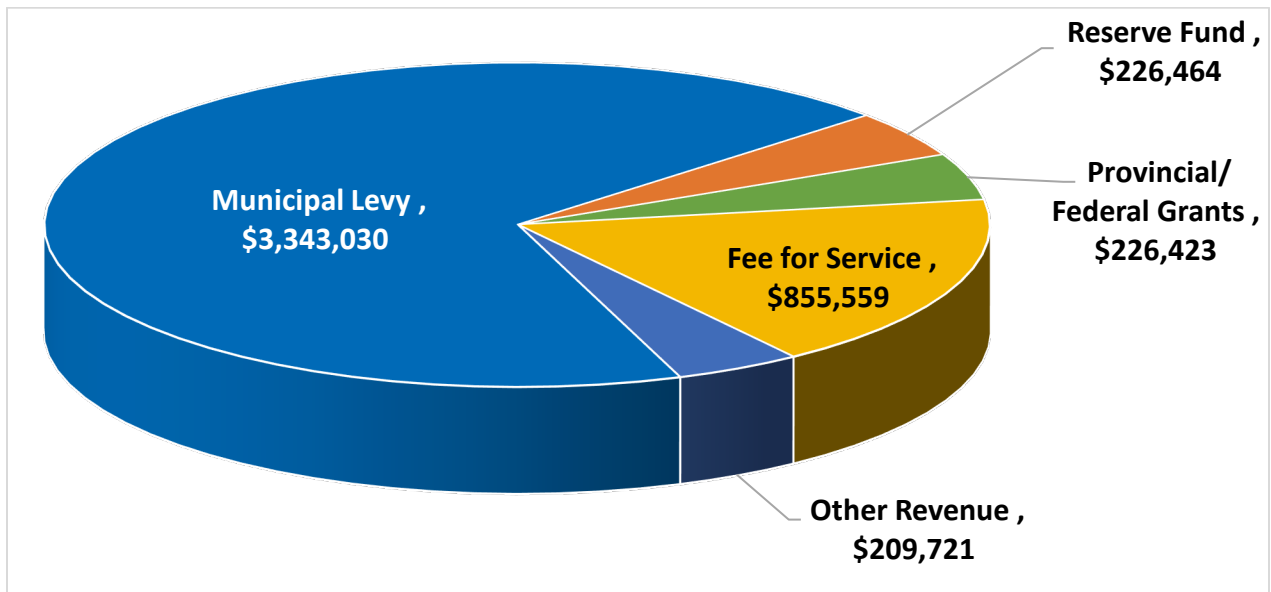


Figure 2: Draft 2025 Projected Operating Revenues



4.0 2025 OPERATING BUDGET

4.1 Assumptions

Employee compensation is the largest cost category, constituting 73% of the Draft 2025 Operating Budget and 9% of the 2025 Capital Budget.⁵ MVCA's practice is to use the CPI rate that is available in September to inform annual inflationary wage increases. This year the posted rate was 2.0%, which has been assumed to help protect the competitiveness of staff wages. Other key operating budget assumptions are the following:

- No changes to the provincial Section 39 grant of \$128,436.
- Continued provincial freeze on Planning & Regulation Fees with an opportunity cost of ~\$16,800 to be made-up from the Operating Reserve.
- MVCA will obtain approximately 5% of the operating budget from federal/provincial grants.
- MVCA will earn approximately \$855,559 (17.5%) of revenues through fees for service.

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 2025. Some projects are contingent upon grants and will only proceed if the necessary funds are obtained. A few projects listed were scheduled for 2024 that were postponed or are ongoing.

- | | |
|---|---|
| 1. City of Ottawa Floodplain Mapping Projects | 6. Mill of Kintail Accessibility Study |
| 2. MVCA FPM Projects (Fall River) | 7. Carp River Climate Change Study |
| 3. City of Ottawa – Landslide | 8. Mississippi River Climate Change Study |
| 4. Hazard Identification and Mapping | 9. K&P land ownership research |
| 5. Corporate Strategic Plan Update | 10. Enhanced Cat. 1 outreach program |

5.0 2025 CAPITAL BUDGET

Only 2 capital projects are planned for water control structures (WCS) in 2025, with required budgets indicated in brackets:

⁵ MVCA is permitted to charge staff time to capitalized assets on which they perform capital works, for example work on the Kashwakamak Lake Dam Environmental Assessment and reconstruction of boardwalks.

- Lanark Dam Safety design and repair works \$206,000
- Kashwakamak Lake Dam Design \$128,750
- Staff time to work on the above projects \$108,789⁵

Capital works to be carried out at conservation areas such as replacement of boardwalks in 2025 are the following:

- Purdon \$26,000
- Mill of Kintail \$24,100
- Morris Island \$11,000
- K&P \$17,200⁶
- Staff time to work on the above projects \$46,429⁵

Capital works proposed at the HQ building in 2025 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 continues to be on hold pending a cost sharing agreement between the Town of Carleton Place and Cavanagh Construction.

In addition, fleet and IT purchases will be made as needed as outlined in the Fleet Management Plan and IT Asset Management Plan.⁷

6.0 RESERVES

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

Table 3: Reserve Balance	2023 - Year End Actual	2024 - Projected	2025 - Projected
Operating Reserve – YE Balance	\$1,237,286	\$1,175,156	\$1,039,696
Capital Reserves – YE Balance	\$2,130,193	\$1,906,691	\$1,781,773
Contribution to Reserves		\$137,439	\$25,830
Allocations from Reserves		\$423,071	\$286,208

⁶ This amount is shown in the event that the Lease/Sale Agreement with the counties does not proceed.

⁷ Refer to reports 3367/23 and 3368/23.

7.0 LONG-TERM DEBT

Table 4 shows MVCA's current debt schedule.

Table 4: Debt Schedule	Principal	Interest and Amortization	Annual Payments	Retirement
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 and any material changes.

9.0 CORPORATE STRATEGIC PLAN

Implementation of the 2025 Budget will allow for progress on all three goals and eleven objectives contained in MVCA's *2021-2025 Corporate Strategic Plan*.

Attachment 1: Impact on Municipal Levies

The following table shows the impact of the draft 2025 Budget on projected municipal levies and highlights three municipalities where the annual apportionment has increased.

Municipality	2024 Apportionment %	2025 Apportionment %	2024 Levy	2025 Levy	Variance	% Increase
Addington Highlands	0.1551	0.1535	5,945	\$6,299	\$354	5.96%
Beckwith	0.6922	0.6987	26,524	\$28,676	\$2,151	8.11%
Carleton Place	2.6709	2.7932	102,347	\$114,633	\$12,286	12.00%
Central Frontenac	0.4303	0.4284	16,490	\$17,579	\$1,090	6.61%
Drummond/North Elm	0.4870	0.4849	18,662	\$19,899	\$1,237	6.63%
Greater Madawaska	0.0351	0.0352	1,344	\$1,446	\$102	7.59%
Lanark Highlands	1.1084	1.1065	42,473	\$45,411	\$2,938	6.92%
Mississippi Mills	2.7838	2.8059	106,674	\$115,153	\$8,479	7.95%
North Frontenac	0.9116	0.8997	34,931	\$36,925	\$1,994	5.71%
Ottawa	90.1030	89.9756	3,452,696	\$3,692,554	\$239,858	6.95%
Tay Valley	0.6226	0.6183	23,857	\$25,374	\$1,517	6.36%
Total	100	100	3,831,942	\$4,103,949	\$272,007	7.10%



Draft 2025 BUDGET

November 2024

Mississippi Valley Conservation Authority



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*.

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, Glen Gower, Steve Lewis, Wayne Baker and Jeannie Kelso

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 ~85% of the Draft 2025 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.

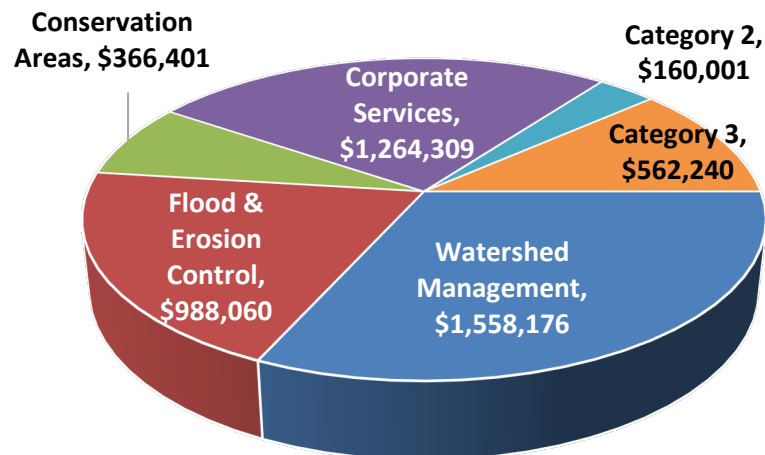
Our eleven municipalities pay an annual levy that covers ~68% of our annual operating costs. Earlier this year they authorized spending up to 14% of their annual levy on Category 2 and 3 programs.

Budget Summary

DRAFT 2025 Budget

	2023 Actuals	2024 Budget	2025 Budget
Operating	\$4,570,646	\$4,542,341	\$4,899,186
Capital	\$1,002,491	\$1,789,397	\$1,741,288
Total	\$5,573,137	\$6,331,738	\$6,640,474

2025 Operating Budget



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 2025, detailed design will be carried out for replacement of the Kashwakamak Lake Dam and various safety improvements are planned at Lanark Dam. MVCA is continuing to expand its water gauge system, enhance its predictive modeling capabilities, and implement its hazard identification and mapping program.

Operating budget increases are largely associated with employee wages to address cost of living and market rate conditions, increasing goods and service costs, and special projects to ensure that MVCA's flood forecasting and warning modeling and operational strategies reflect current knowledge regarding changing climatic conditions.

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		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies	\$327,873	\$530,485	\$210,764	\$115,000	\$97,987	\$101,734	\$5,000	\$530,485
Planning & Regulations	\$1,004,375	\$1,027,691	\$730,891	\$16,800	\$0	\$280,000	\$0	\$1,027,691
Subtotal	\$1,332,248	\$1,558,176	\$941,655	\$131,800	\$97,987	\$381,734	\$5,000	\$1,558,176
Flood & Erosion Control								
Flood Forecasting & Warning	\$741,284	\$794,964	\$666,528	\$0	\$128,436	\$0	\$0	\$794,964
Dam Operations & Maintenance	\$254,359	\$193,095	\$134,095	\$0	\$0	\$59,000	\$0	\$193,095
Subtotal	\$995,643	\$988,060	\$800,624	\$0	\$128,436	\$59,000	\$0	\$988,060
Conservation Areas								
Conservation Areas	\$298,613	\$306,646	\$266,646	\$0	\$0	\$35,000	\$5,000	\$306,646
Technical Studies	\$71,856	\$59,755	\$44,755	\$15,000	\$0	\$0	\$0	\$59,755
Subtotal	\$370,469	\$366,401	\$311,401	\$15,00	\$0	\$35,000	\$5,000	\$366,401

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								
Subtotal	\$1,134,464	\$1,264,309	\$1,051,645	\$79,664	\$0	\$17,000	\$116,000	\$1,264,309
TOTAL	\$3,832,823	\$4,176,945	\$3105,324	\$226,464	\$226,423	\$492,734	\$126,000	\$4,176,945

Operating Summary: Categories 2 & 3

CATEGORY 2	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Monitoring & Watershed Planning	\$296,536	\$160,001	\$89,001	\$0	\$0	\$71,000	\$0	\$161,001
TOTAL	\$296,356	\$160,001	\$89,001	\$0	\$0	\$71,000	\$0	\$161,006

CATEGORY 3	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Stewardship								
Stewardship	\$159,521	\$265,325	\$73,825	\$0	\$0	\$135,000	\$56,500	\$265,325
Education								
Education	\$61,070	\$133,607	\$19,282	\$0	\$13,000	\$96,325	\$5,000	\$133,607
Visitor Services								
Visitor Services	\$192,289	\$163,308	\$55,598	\$0	\$24,989	\$60,500	\$22,221	\$163,308
TOTAL	\$412,981	\$562,240	\$148,705	\$0	\$37,989	\$291,825	\$83,721	\$562,240

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

2025 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		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies								
Compensation	\$223,173	\$270,285						
Operating Expenses	\$25,700	\$8,200						
Special Projects	\$79,000	\$252,000						
Subtotal	\$327,873	\$530,485	\$210,764	\$115,000	\$97,987	\$101,734	\$5,000	\$530,485
Planning & Regulations								
Compensation	\$905,875	\$931,178						
Operating Expenses	\$83,500	\$96,513						
Special Projects	\$15,000	\$0						
Subtotal	\$1,004,375	\$1,027,691	\$730,891	\$16,800	\$0	\$280,000	\$0	\$1,027,691
TOTAL	\$1,332,248	\$1,558,176	\$941,655	\$131,800	\$97,987	\$381,734	\$5,000	\$1,558,176

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.

2025 Special Projects

- Ottawa Floodplain Mapping Update (Kinburn, Upper Feedmill)
- Unstable soils hazard identification and mapping
- Fall River flood plain mapping
- Climate change analysis (Mississippi and Carp models)

Details

Refer to sheets 1 thru 4 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Flood & Erosion Control								
Flood Forecasting & Warning								
Compensation	\$684,884	\$736,144						
Operating Expenses	\$56,400	\$58,820						
Special Projects								
Subtotal	\$741,284	\$794,964	\$666,528	\$0	\$128,436	\$0	\$0	\$794,964
Dam Operations & Maintenance								
Compensation	\$167,859	\$131,779						
Operating Expenses	\$86,500	\$61,317						
Special Projects								
Subtotal	\$254,359	\$193,095	\$134,095	\$0	\$0	\$59,000	\$0	\$193,095
TOTAL	\$995,643	\$988,060	\$800,624	\$0	\$128,436	\$59,000	\$0	\$988,060

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 and comply with Mississippi River Watershed Management Plan.
- 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.

2025 Special Projects

No special projects are planned.

Details

Refer to sheets 5 and 6 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Conservation Areas								
Conservation Areas								
Compensation	\$233,813	\$240,166						
Operating Expenses	\$64,800	\$66,480						
Special Projects								
Subtotal	\$298,613	\$306,646	\$266,646	\$0	\$0	\$35,000	\$5,000	\$306,646
Technical Studies								
Compensation	\$60,856	\$28,255						
Operating Expenses	\$0	\$0						
Special Projects	\$11,000	\$31,500						
Subtotal	\$71,856	\$59,755	\$44,755	\$15,000	\$0	\$0	\$0	\$59,755
TOTAL	\$370,469	\$366,401	\$311,401	\$15,000	\$0	\$35,000	\$5,000	\$366,401

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.

2025 Special Projects

- K&P ownership project
- Mill of Kintail Masterplan Update
- Accessibility study of MOK

Details

Refer to sheets 7 and 8 in Appendix 3.

	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2024 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Corporate Services								
Corporate Services								
Compensation	\$721,172	\$793,728						
Operating Expenses	\$411,792	\$470,581						
Special Projects	\$1,500	\$0						
TOTAL	\$1,134,464	\$1,264,309	\$1,051,645	\$79,664	\$0	\$17,000	\$116,000	\$1,264,309

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.

2025 Special Projects

No special projects are planned.

Details

Refer to sheets 9 thru 13 in Appendix 3.

CATEGORY 2: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies								
Compensation	\$144,536	\$96,801						
Operating Expenses	\$82,000	\$45,700						
Special Projects	\$70,000	\$17,500						
TOTAL	\$296,536	\$160,001	\$89,001	\$0	\$0	\$71,000	\$0	\$160,001

Scope

Approximately ~3% 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.

2025 Special Projects

- Facilitation of Large Park Planning
- Indigenous Engagement

Details

Refer to sheets 14 and 15 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Stewardship								
Stewardship								
Compensation	\$82,571	\$136,325						
Operating Expenses	\$7,500	\$5,500						
Special Projects	\$69,450	\$123,500						
TOTAL	\$159,521	\$265,325	\$73,825	\$0	\$0	\$135,000	\$56,500	\$265,325

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)

2025 Special Projects

No special projects are planned.

Details

Refer to sheet 16 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					Total Revenue
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	
Education								
Education								
Compensation	\$41,470	\$111,807						
Operating Expenses	\$4,700	\$21,800						
Special Projects	\$15,000	\$0						
TOTAL	\$61,170	\$133,607	\$19,282	\$0	\$13,000	\$96,325	\$5,000	\$133,607

Scope

MVCA's education program was suspended during the pandemic. A trial summer program was introduced in 2024, and a program evaluation carried out to determine if there is a business case to reintroduce a more comprehensive program.

The 2025 Budget provides for near-full cost recovery of an education program that is to be offered at the Mill of Kintail, as well as at schools and in the broader community.

2025 Special Projects

No special projects are planned.

Details

Refer to sheet 17 in Appendix 3.

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Visitor Services								
Visitor Services								
Compensation	\$146,130	\$107,808						
Operating Expenses	\$46,159	\$50,500						
Special Projects		\$5,000						
TOTAL	\$192,289	\$163,308	\$55,598	\$0	\$24,989	\$60,500	\$22,221	\$163,308

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.

2025 Special Projects

- Review of secondary entrance at Gate House

Details

Refer to sheet 18 in Appendix 3.

Capital Budget	BUDGET		2025 REVENUE (Draft Proposed)					
	2024 (APPROVED)	2025 (DRAFT PROPOSED)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Capital Budget								
Category 1								
WECI Capital Projects	\$295,000	\$360,244	\$167,119	\$0	\$193,125	\$0	\$0	\$360,244
Conservation Areas	\$78,250	\$61,100	\$61,100	\$0	\$0	\$0	\$0	\$61,100
Corporate Projects	\$891,850	\$860,750	\$145,750	\$0	\$0	\$0	\$715,000	\$860,750
Tech Studies - Capital	\$149,375	\$78,475	\$78,475	\$0	\$0	\$0	\$0	\$78,475
Debt Repayment	\$344,922	\$328,669	\$293,257	\$35,412	\$0	\$0	\$0	\$328,669
Category 3								
Mill of Kintail	\$30,000	\$52,050	\$15,218	\$24,332	\$0	\$0	\$12,500	\$52,050
TOTAL	\$1,789,397	\$1,741,288	\$760,919	\$59,744	\$193,125	\$0	\$727,500	\$1,741,288

Water & Erosion Control Infrastructure (WECI) projects:

- Lanark Dam Safety/Condition Improvements
- Kashwakamak Lake Dam Design

Conservation Area projects:

- Purdon Boardwalk
- Purdon Stairs
- MOK - Workshop Building
- Morris Island bridge improvements
- Category 3:
 - Condition assessment of MOK buildings (ARO)
 - Accessibility improvements at Education Centre

Other projects:

- MVCA FFW System Model
- Water & Sewer connection at HQ

Details

Refer to sheets 19-24 in Appendix 3.

Appendix 1: Impact on Reserves

	Dec 31 2023 Balance	2024 Projected Allocations FROM Reserves	2024 Projected Allocations TO Reserves	Projected Dec 31 2024 Balance	2025 Budget Allocations FROM Reserves	2025 Budget Allocations TO Reserves	Projected Dec 31 2025 Balance
Capital Reserves							
Building (HQ) Reserve	\$534,701	\$0		\$534,701			\$534,701
Conservation Areas Reserve	\$185,700		\$0	\$185,700			\$185,700
Information & Communication Technology Res.	\$80,185	\$23,004		\$57,181			\$57,181
Priority Projects (Formerly Glen Cairn)	\$438,836	\$45,000		\$393,836	\$115,000		\$278,836
Sick Pay (STD) Reserve	\$73,843	\$21,086		\$52,757			\$52,757
Vehicles & Equipment Reserve	\$263,537	\$30,000		\$233,537			\$233,537
Water Control Structure Reserve - MVCA	\$514,391	\$65,412		\$448,979	\$35,412	\$25,494	\$439,061
Category 3 Capital Reserve	\$39,000	\$58,165	\$19,165	\$0			\$0
Total	\$2,130,193	\$242,667	\$19,165	\$1,906,691	\$150,412	\$25,494	\$1,781,773
Operating Reserves							
Operating Reserve	\$1,022,526	\$161,239	\$0	\$861,287	\$111,464	\$336	\$840,159
Category 2 Operating Reserve	\$89,000		\$93,774	\$182,774			\$92,774
Category 3 Operating Reserve	\$125,760	\$19,165	\$24,500	\$131,095	\$24,332		\$106,763
Total	\$1,237,286	\$180,404	\$118,274	\$1,175,156	\$135,796	\$336	\$1,039,696
TOTAL	\$3,367,479	\$423,071	\$137,439	\$3,081,847	\$286,208	\$25,830	\$2,821,469

Appendix 2: 2025 Total Municipal Levy (General Benefiting)

Municipality	2024 Apportionment %	2024 Levy	2025 Apportionment %	2025 Levy	Variance	% Ch.
Addington Highlands	0.1551	\$5,945	0.1535	\$6,299	\$354	5.96%
Beckwith	0.6922	\$26,524	0.6987	\$28,676	\$2,151	8.11%
Carleton Place	2.6709	\$102,347	2.7932	\$114,633	\$12,286	12.00%
Central Frontenac	0.4303	\$16,490	0.4284	\$17,579	\$1,090	6.61%
Drummond/North Elmsley	0.4870	\$18,662	0.4849	\$19,899	\$1,237	6.63%
Greater Madawaska	0.0351	\$1,344	0.0352	\$1,446	\$102	7.59%
Lanark Highlands	1.1084	\$42,473	1.1065	\$45,411	\$2,938	6.92%
Mississippi Mills	2.7838	\$106,674	2.8059	\$115,153	\$8,479	7.95%
North Frontenac	0.9116	\$34,931	0.8997	\$36,925	\$1,994	5.71%
Ottawa*	90.1030	\$3,452,696	89.9756	\$3,692,554	\$239,858	6.95%
Tay Valley	0.6226	\$23,857	0.6183	\$25,374	\$1,517	6.36%
Total	100	\$3,831,942	100	\$4,103,949	\$272,007	7.10%

* Plus special levy of \$71,000 for City of Ottawa Baseline Monitoring Program

Appendix 3: Budget Details

Category 1: Watershed Management - Technical Studies

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$21,812	\$22,133
Mileage & General Expenses	\$1,600	\$350
Materials/Supplies/Gen Expenses	\$2,500	\$350
Ice Monitoring Program Setup	\$5,000	
Technical Studies		
Carp Erosion Control	\$5,000	
WCS Asset Management Plan	\$500	
WCS Operations Plan	\$500	
Carp River Climate Change Study		\$20,000
Mississippi River Climate Change Study		\$20,000
Total	\$36,912	\$62,833
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$27,912	\$17,833
Reserve Funds	\$0	\$40,000
Special Reserves - Priority Projects (formerly Glen Cairn)		\$40,000
Provincial and Federal Grants	\$0	\$0
Fees for Service	\$5,000	\$0
Carp Erosion Control	\$5,000	
Other Revenue	\$4,000	\$5,000
Other -Professional Services / Staff Time	\$1,000	\$5,000
MVCF - Fundraising		
Other - Deferred Revenue (Poole Creek/ Ottawa FP Map	\$3,000	
Total	\$36,912	\$62,833

Category 1: Watershed Management - Hazard Mapping

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$165,768	\$181,357
Mileage & General Expenses	\$1,600	\$500
Materials & Supplies	\$2,500	\$500
Technical Studies		
City of Ottawa Floodplain Mapping Projects	\$22,000	\$10,000
MVCA FPM Projects (Clyde)	\$1,000	\$0
City of Ottawa - Landslide		\$2,000
MVCA FPM Projects (Fall River)		\$150,000
Hazard Identification and Mapping	\$50,000	\$50,000
Total	\$242,868	\$394,357
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$77,868	\$132,623
Reserve Funds	\$25,000	\$75,000
Special Reserves - Priority Projects (formerly Glen Cairn)	\$25,000	\$75,000
Provincial and Federal Grants	\$5,000	\$85,000
FHIMP - Clyde River FPM	\$5,000	
FHIMP - Fall River FPM		\$85,000
Fees for Service	\$135,000	\$101,734
City of Ottawa Floodplain Mapping Projects	\$105,000	\$66,734
City of Ottawa Landslide Project		\$5,000
Hazard Identification and Mapping	\$30,000	\$30,000
Other Revenue	\$0	\$0
Total	\$242,868	\$394,357

Category 1: Watershed Management - Technical Studies - Monitoring

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$35,594	\$66,795
Mileage & General Expenses	\$5,000	\$5,000
Materials/Supplies/Gen Expenses	\$1,500	\$1,500
Lab Analysis (throughout watershed)	\$6,000	\$0
Total	\$48,094	\$73,295
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$48,094	\$60,308
Reserve Funds		
Provincial and Federal Grants		\$12,987
Student Grants		\$12,987
Fees for Service		
Other Revenue		
Total	\$48,094	\$73,295

Category 1: Watershed Management - Planning & Regulations

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$905,875	\$931,178
Mileage & General Expenses	\$8,000	\$8,500
Staff Development & Engagement	\$9,500	\$16,320
Materials & Supplies	\$1,000	\$1,500
Insurance	\$20,000	\$15,193
Legal Fees	\$30,000	\$40,000
Contracted Services	\$15,000	\$15,000
Consulting - Fee Study	\$15,000	\$0
Total	\$1,004,375	\$1,027,691
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$709,375	\$730,891
Reserve Funds		\$16,800
Operating Reserve (Fee Freeze lost revenues)		\$16,800
Provincial and Federal Grants		
Fees for Service	\$280,000	\$280,000
User Fees - Plan Review	\$190,000	\$180,000
User Fees - Permit Processing Fees	\$90,000	\$100,000
Other Revenue	\$15,000	\$0
MVCF - Wetland Protection Fund	15,000	\$0
Total	\$1,004,375	\$1,027,691

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

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$684,884	\$736,144
Mileage & General Expenses	\$14,400	\$16,500
Staff Development & Engagement	\$21,000	\$21,320
Equip Rent Purchase Repair & Mtce	\$3,500	\$5,500
Utilities - Telephone & Hydro	\$8,500	\$10,500
Materials & Supplies	\$1,000	\$5,000
WISKI-Soda License and Maintenance Fees	\$6,000	
Stream Gauges - minor repairs	\$2,000	
Total	\$741,284	\$794,964
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$612,848	\$666,528
Reserve Funds		
Provincial and Federal Grants	\$128,436	\$128,436
Provincial Grant - Section 39	\$128,436	\$128,436
Student Grants	\$14,235	\$14,391
Fees for Service		
Other Revenue		
Total	\$741,284	\$794,964

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

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$167,859	\$131,779
Mileage & General Expenses	\$20,000	\$21,000
Taxes/Insurance	\$42,000	\$17,817
Materials & Supplies	\$8,000	\$5,000
Health & Safety Clothing & Equipment	\$1,500	\$2,500
Stop Log Replacement	\$15,000	\$15,000
Total	\$254,359	\$193,095
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$198,564	\$134,095
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$55,795	\$59,000
User Fees - OPG Contract	\$44,000	\$47,000
Other - MNR Kemptville	\$11,795	\$12,000
Other Revenue		
Total	\$254,359	\$193,095

Category 1: Conservation Areas

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$233,813	\$240,166
Supplies & Materials	\$10,000	\$11,000
Mileage & General Expenses	\$22,000	\$23,500
Staff Development & Engagement	\$3,500	\$6,090
Contractor Services	\$10,000	\$10,000
Service & Maintenance Contracts	\$5,000	\$5,000
Taxes	\$11,000	\$6,500
Insurance	\$1,300	\$1,890
Utilities	\$2,000	\$2,500
Total	\$298,613	\$306,646
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$235,696	\$266,646
Reserve Funds	\$32,917	\$0
Operating Reserve	\$32,917	
Provincial and Federal Grants		
Fees for Service	\$25,000	\$35,000
Parking Revenue - CAs	\$20,000	\$20,000
Bell Canada - Annual Easement - K&P	\$0	\$2,000
CA Passes	\$5,000	\$13,000
Other Revenue	\$5,000	\$5,000
Donation Boxes - CAs	\$4,000	\$4,000
Charitable Donations	\$1,000	\$1,000
MVCF Contribution		
Total	\$298,613	\$306,646

Category 1: Conservation Areas - Technical Studies

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$60,856	\$28,255
Mileage & General Expenses		
Materials/Supplies/Gen Expenses		
Technical Studies		
Land Inventory	\$8,000	\$0
K&P Ownership Project		\$15,000
Conservation Area Strategy	\$1,500	\$0
Mill of Kintail Masterplan Update	\$1,500	\$1,500
Accessibility Study		\$15,000
Total	\$71,856	\$59,755
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$71,856	\$44,755
Reserve Funds		\$15,000
Operating Reserve (K&P Ownership project)		\$15,000
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$71,856	\$59,755

Category 1: Corporate Services - Admin

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$504,048	\$523,434
Mileage & General Expenses	\$9,000	\$5,000
Staff Development & Engagement	\$12,000	\$15,020
Member Expenses & Allowances	\$16,000	\$17,000
Materials & Supplies	\$11,000	\$11,000
Banking and Payroll Fees	\$14,000	\$18,000
Equipment and Telephone	\$16,000	\$16,000
Insurance	\$35,000	\$51,819
Professional Services (Legal, Audit etc.)	\$40,000	\$50,000
Conservation Ontario Membership	\$31,500	\$31,500
OH&S-Other Costs	\$4,000	\$3,500
Human Resources Services	\$10,000	\$5,000
5 Year Strategic Plan Update		\$15,000
Contribution to Operating Reserve		\$336
Watershed-based Resource Mgmt Strategy	\$1,500	\$0
Total	\$704,048	\$762,609
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$422,679	\$553,445
Reserve Funds	\$138,869	\$79,664
Operating Reserve (WFP Implementation)	\$138,869	\$64,664
Operating Reserve (Strategic Plan Update)		\$15,000
Provincial and Federal Grants		
Fees for Service	\$10,000	\$17,000
Rental Income	\$5,000	\$12,000
Miscellaneous	\$5,000	\$5,000
Other Revenue	\$132,500	\$112,500
Interest	\$130,000	\$110,000
Donations (General)	\$2,500	\$2,500
Total	\$704,048	\$762,609

Category 1: Corporate Services - Communications & Outreach

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$28,279	\$45,672
Mileage& General Expenses	\$0	\$250
Printing	\$500	\$1,000
Materials & Supplies	\$500	\$500
Advertising/Education/Promotion (Category 1)	\$1,000	\$10,000
Eko-Trekr App Annual Fee/Support	\$3,500	\$3,500
Comms Shared Services (RVCA)	\$25,000	\$15,000
Website Expenses	\$5,000	\$5,000
Total	\$63,779	\$80,922
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Operating	\$60,279	\$77,422
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$3,500	\$3,500
MVCF - Contribution (Eco-Trekr)	\$3,500	\$3,500
Total	\$63,779	\$80,922

Category 1: Corporate Services - Vehicles & Equipment

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$18,474	\$32,897
Mileage & General Expenses	\$1,800	\$3,000
Communications - Radios & Pagers	\$4,692	\$4,692
Equipment Purchase - non-capital	\$3,000	\$3,000
Fuel	\$30,000	\$30,000
Maintenance & Repairs	\$29,000	\$29,000
Insurance/Licensing	\$10,000	\$11,007
Materials & Supplies	\$3,500	\$5,000
Vehicle/Equipment Charges	-\$104,000	-\$110,000
Total	-\$8,226	\$8,596
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Operating	-\$8,226	\$8,596
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	-\$8,226	\$8,596

Category 1: Corporate Services - Head Office

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$87,142	\$104,939
Supplies & Materials	\$7,000	\$7,000
Mileage& General Expenses	\$1,000	\$1,500
Contractor Services	\$17,000	\$18,000
Service & Maintenance Contracts	\$5,000	\$24,500
Taxes	\$1,200	\$1,200
Insurance	\$28,000	\$23,257
Utilities	\$30,000	\$31,000
Total	\$176,342	\$211,396
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Operating	\$176,342	\$211,396
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$176,342	\$211,396

Category 1: Corporate Services - Information Technology

Expenditures	2024 Budget	2025 Budget
Wages/Benefits	\$83,229	\$86,786
Mileage & General Expenses	\$500	\$1,000
Materials & Supplies	\$1,500	\$1,000
Equipment Purchase, Repair & Mtce	\$10,000	\$10,000
Maintenance/IT Support	\$45,500	\$40,000
Software Licenses	\$35,000	\$45,000
High Speed Internet Access	\$8,100	\$7,000
CADIMS - Contracted Services (CLOCA)	\$10,000	\$10,000
Total	\$193,829	\$200,786
Revenues	2024 Budget	2025 Budget
Municipal Levy - Operating	\$193,829	\$200,786
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$193,829	\$200,786

Category 2: Watershed Management - Technical Studies - Watershed Plan

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$48,223	\$14,130
Mileage & General Expenses	\$0	\$0
Materials & Supplies	\$10,000	\$10,000
Technical Studies		
Clyde Storage Study	\$10,000	
Poole Creek Wetland Study	\$10,000	
ECC Climate Action Project	\$50,000	
Facilitation of Watershed Park Planning		\$2,500
Indigenous Engagement		\$15,000
Total	\$128,223	\$41,630
Revenues	2024 Budget	2025 Budget
Municipal Levy - Category 2	\$78,223	\$41,630
Reserve Funds		
Provincial and Federal Grants	\$50,000	\$0
ECC Climate Action Project	\$50,000	
Fees for Service		
Other Revenue		
Total	\$128,223	\$41,630

Category 2: Watershed Management - Technical Studies - Monitoring

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$96,313	\$82,671
Mileage & General Expenses	\$5,800	\$6,500
Materials & Supplies	\$4,200	\$4,200
Lab Analysis	\$62,000	\$25,000
Total	\$168,313	\$118,371

Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Category 2	\$100,313	\$47,371
Reserve Funds		
Provincial and Federal Grants		
Fees for Service	\$68,000	\$71,000
Special Levy	\$68,000	\$71,000
Other Revenue		
Total	\$168,313	\$118,371

Category 3: Stewardship Programs

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$82,571	\$136,325
Mileage & General Expenses	\$2,000	\$2,000
Publicity /Outreach events	\$1,000	\$1,000
Staff Development	\$2,000	\$0
Mat&Sup/Equip/GExp/Promotion	\$2,500	\$2,500
Program Delivery		
County of Lanark Program - Community Forest	\$5,000	\$9,500
Ottawa Clean Water Prog	\$10,750	\$10,000
Shoreline Naturalization	\$14,000	\$14,000
ALUS Project Delivery	\$32,000	\$80,000
City Stream Watch	\$1,200	\$500
Rural Stream Watch	\$1,000	\$4,000
Trees Canada Program (RVCA Partnership)	\$5,500	\$5,500
Total	\$159,521	\$265,325
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Category 3	\$51,996	\$73,825
Reserve Funds		
Provincial and Federal Grants	\$10,000	\$0
ECCC-CO Grant - ALUS	\$10,000	\$0
Fees for Service	\$97,525	\$135,000
Lanark County - Community Forest	\$7,000	\$13,500
Ottawa Rural Clean Water Program'	\$13,025	\$13,500
Shoreline Naturalization	\$5,500	\$8,000
ALUS - Lanark	\$72,000	\$100,000
Other Revenue		\$56,500
Danbe Foundation		\$50,000
Donations		\$1,500
Microgrants		\$5,000
Total	\$159,521	\$265,325

Category 3: Education Services

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$41,470	\$111,807
Mileage & General Expenses	\$200	\$4,000
Materials & Supplies	\$3,000	\$12,500
Publicity	\$1,500	\$5,300
Review of Education Program	\$15,000	\$0
Total	\$61,170	\$133,607
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Category 3	\$19,970	\$19,282
Reserve Funds		
Provincial and Federal Grants	\$6,000	\$13,000
Summer Student Job Grants	\$6,000	\$13,000
Fees for Service	\$25,200	\$96,325
Camp Fees	\$25,200	\$88,825
Guided Tours		\$2,500
Programs		\$5,000
Other Revenue	\$10,000	\$5,000
Grants	\$5,000	\$5,000
MVCF - Grant /In-Kind	\$5,000	
Total	\$61,170	\$133,607

Category 3: Visitor Services

Expenditures	2024 BUDGET	2025 Budget
Wages/Benefits	\$146,130	\$107,808
Materials & Supplies	\$1,000	\$1,000
Mileage & General Expenses	\$1,000	\$500
Staff Development	\$300	\$0
Utilities	\$12,709	\$15,000
Insurance & Taxes	\$21,150	\$24,000
Building & Site Maintenance	\$2,500	\$2,500
Special Events	\$7,500	\$7,500
Feasibility Study - Gatehouse Archive		\$5,000
Total	\$192,289	\$163,308
Revenues	2024 BUDGET	2025 Budget
Municipal Levy - Category 3	\$72,623	\$55,598
Reserve Funds		
Provincial and Federal Grants	\$23,445	\$24,989
Student Grants	\$10,000	\$11,544
Special Grant - Provincial Grant	\$13,445	\$13,445
Fees for Service	\$74,000	\$60,500
Special Events	\$12,000	\$15,000
Rentals	\$2,000	\$8,000
Weddings	\$10,000	\$12,500
User Fees - MOK	\$50,000	\$25,000
Other Revenue	\$22,221	\$22,221
Special Grant - Miss Mills Grant - MOK & Naismith	\$12,221	\$12,221
Donations Received	\$10,000	\$10,000
Total	\$192,289	\$163,308

Category 1 Capital: Water Control Structures

Expenditures	2024 Budget	2025 Budget
Lanark Dam	\$80,000	\$206,000
Farm Lake Dam - Safety Assessment	\$35,000	\$0
Carleton Place Dam	\$0	\$0
Shab Lake Dam Commissioning & Inspections	\$0	\$0
Widow Lake Dam (WECI)	\$80,000	\$0
Kash Lake Dam EA (DMAF/WECI)	\$60,000	
Kash Lake Dam Design	\$40,000	\$128,750
Staff time in budgets	-\$165,551	\$108,789
Staff Allocation	\$165,551	-\$108,789
Contributions to WCS Reserve		\$25,494
Total	\$295,000	\$360,244
Revenues	2024 Budget	2025 Budget
Municipal Levy - Capital	\$98,925	\$167,119
Reserve Funds	\$46,075	\$0
WCS Reserve	\$46,075	\$0
Provincial and Federal Grants	\$150,000	\$193,125
WECI Grant	\$110,000	\$141,625
DMAF Grant	\$40,000	\$51,500
Fees for Service		
Other Revenue		
Total	\$295,000	\$360,244

Category 1 Capital: Conservation Areas

Expenditures		2024 Budget	2025 Budget
Purdon CA		\$23,250	\$26,000
MOK CA		\$45,000	\$24,100
Morris Island CA		\$10,000	\$11,000
K&P CA			\$17,200
Roy Brown CA			\$0
Staff time in budgets			\$46,429
Staff Allocation			-\$46,429
	Total	\$78,250	\$61,100
Revenues		2024 Budget	2025 Budget
Municipal Levy - Capital		\$58,250	\$61,100
Reserve Funds		\$0	\$0
Reserves - Conservation Area		\$0	\$0
Provincial and Federal Grants			
Fees for Service			
Other Revenue		\$20,000	\$0
Other - Def. Revenue - Miss Milll & Naismith (roof)			
Other - Def. Revenue -RBC		\$15,000	
Other - Def. Revenue -Enbridge - Purdon			
Other - Def. Revenue - MOK Washroom			
Other- Grants			
MVCF - Purdon Donation		\$5,000	
	Total	\$78,250	\$61,100

Category 1 Capital: Corporate

Expenditures	2024 Budget	2025 Budget
HQ - Sewer & Water Connection	\$715,000	\$715,000
Vehicles	\$93,450	\$120,000
Equipment	\$8,400	\$0
Computer Hardware	\$50,000	\$25,750
AV Equipment	\$25,000	\$0
Total	\$891,850	\$860,750
Revenues	2024 Budget	2025 Budget
Municipal Levy - Capital	\$86,850	\$145,750
Reserve Funds	\$90,000	\$0
Reserves - Vehicles & Equipment	\$45,000	
Reserves -Information Technology	\$45,000	
Reserves - HQ Building		
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$715,000	\$715,000
Financing - HQ Sewer	\$715,000	\$715,000
Total	\$891,850	\$860,750

Category 1 Capital: Tech Studies

Expenditures	2024 Budget	2025 Budget
Guage Network	\$36,000	\$33,475
Trimble System	\$20,000	\$0
Flow & Survey Equipment	\$0	\$5,000
MVCA FFW System Model	\$75,000	\$40,000
DRAPE	\$18,375	\$0
Total	\$149,375	\$78,475
Revenues	2024 Budget	2025 Budget
Municipal Levy - Capital	\$99,375	\$78,475
Reserve Funds	\$50,000	\$0
Reserves- Priority Projects	\$50,000	
Provincial and Federal Grants		
Fees for Service		
Other Revenue	\$0	\$0
Total	\$149,375	\$78,475

Category 1 Capital: Debt Repayment

Expenditures		
	2024 Budget	2025 Budget
HQ Annual Financing Charge	\$277,005	\$277,005
WCS Annual Financing Charge	\$35,412	\$35,412
Water/Sewer Annual Finance Charge	\$32,505	\$16,252
Total	\$344,922	\$328,669
Revenues		
	2024 Budget	2025 Budget
Municipal Levy - Capital	\$309,510	\$293,257
Reserve Funds	\$35,412	\$35,412
Special Reserve - WCS	\$35,412	\$35,412
Provincial and Federal Grants		
Fees for Service		
Other Revenue		
Total	\$344,922	\$328,669

Category 3 Capital

Expenditures	2024 Budget	2025 Budget
MOK - Museum	\$25,000	\$27,050
MOK - Gatehouse	\$5,000	
MOK - Ed Centre		\$25,000
Contributions to Category 3 Capital Reserve	\$0	\$0
Total	\$30,000	\$52,050
Revenues	2024 Budget	2025 Budget
Municipal Levy - Capital Category 3	\$13,835	\$15,218
Reserve Funds	\$16,165	\$24,332
Reserves- Category 3 Operating	\$16,165	\$24,332
Provincial and Federal Grants		
Self Generated Revenue		
Other Revenue		\$12,500
Grants/Donations		\$12,500
Total	\$30,000	\$52,050

REPORT

3455/24

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager and Stacy Millard, Treasurer
RE:	10-year Capital Plan and Capital Reserves Update
DATE:	November 25, 2024

RECOMMENDATION

That the Finance & Administration Committee recommend that the Board of Directors approve the *10-year Capital Plan* update and schedule of capital levy increases presented herein.

1. BACKGROUND

MVCA approved its first *10-year Capital Plan* in 2018.¹ In 2020, an *Interim Financial Plan* (IFP) was approved that provided for \$11.4 million in capital renewal for the period 2021-2030.² A capital plan update prepared in Spring 2023³ identified a further \$5.2 million in budget pressures for the period 2023-2032 arising from construction inflation, updated cost estimates for replacement of the Kashwakamak Lake Dam, and phased acquisition of EVs and installation of a second charging station. The present update to the *10-year Capital Plan* identifies total budget requirements for the period 2025-2034 of \$16,799,291, i.e. no material change in financial demands from the last version. Refer to Attachment 1 for details.

2. 10-YEAR CAPITAL PROGRAM NEEDS and ASSUMPTIONS

The following key assumptions were made during update of the *10-Year Capital Plan*:

- i. Capital works will be completed at the following structures in accordance with the recommendations of Dam Safety Reviews (DSRs), and prioritized per the recently approved *Asset Management Plan* for water and erosion control infrastructure (WECl), with an average investment of just under \$1 million per year over the ten years.⁴

¹ Staff Report 2979/18.

² Staff Reports 3092/20 and 3095/20.

³ Staff Report 3301/23.

⁴ Staff Report 3450/24.

- Kashwakamak Lake Dam (\$6.014 M)
 - Widow Lake Dam (\$805 K)
 - Bennet Lake Dam (\$503 K)
 - Big Gull Lake Dam (\$498 K)
 - Lanark Dam (\$206 K)
 - Mazinaw Lake Dam (\$172 K)
 - Carleton Place Dam (\$104 K)
 - Smaller projects at Mississagagon and Shabomeka valued at <\$40 K each.
 - Annual renewal and some expansion of the gauge network.
- ii. Most water and erosion control infrastructure (WECI) projects will qualify for and receive 50% funding from the province, though the receipt and timing of those funds is not guaranteed. MVCA will proceed with projects as funding becomes available.
 - iii. Fleet will be replaced in accordance with the 2023 *Fleet Management Plan* (avg. \$110K /year over 10 years.)
 - iv. I&CT hardware replacement will occur in accordance with the 2023 *ICT&C Management Plan* (avg. \$33K /year over 10 years.)
 - v. MVCA will continue to implement a Pay As You Go (PAYGO) approach to capital asset replacement, which does not set aside funds for long-term asset replacement, but does allow for debt financing. Per MVCA's *Reserve Policy*⁵:
 - 3b) *Water and erosion control asset reserve funds should have a balance equal to or greater than 50% of the approved 8-year capital program, up to a maximum of \$500,000 per project. For projects greater than \$500,000, add the annual cost to carry 50% of the project cost at 5% interest paid monthly, amortized over 20 years.*
 - 3c) *All other reserve funds established for TCAs should have a balance equal to or greater than the approved 5-year capital program for those assets, or as specified in Table 1.*
 - vi. MVCA will continue to build capital reserves to achieve the above targets.
 - vii. Renewal of Category 1 structures at conservation areas to maintain site safety and usability (e.g. boardwalks, bridges, signs), avg. \$80k/year across all sites over 10-years.
 - viii. Renewal of Category 3 structures at the Mill of Kintail in accordance with the funding limits set by bilateral agreements between MVCA and member municipalities (e.g. Education Centre and Gate House) at and average of \$40K/year over 10-years.)
 - ix. Study and construct accessible features (ramps, washrooms, trails) on a phased basis with the financial support of third-parties.

⁵ Staff Report 3228/22.

- x. Financing of the municipal water and sewer connection to the HQ building.
- xi. A uniform inflationary rate of 3% per annum to current projected costs.⁶

MVCA will need to begin to set aside additional funds for lifecycle replacement of key components of the HQ building, garage, and works yard as the structure is now 13-years old. A condition assessment will be carried out in 2025 to support the next update of the *10-year Capital Plan*.

3. PROJECTED CAPITAL LEVY INCREASES

With the exception of water and erosion control infrastructure, the capital plan assumes that most revenues will be from the municipal capital levy / capital reserves, supplemented by grants and contributions from upper levels of government, charitable organizations, and site fees. Table 1 shows Board-approved (black) and recommended (red) capital levy increases for the next 10-years.⁷

Table 1: Projected Annual Capital Levy Increases, 2023-2034

2023	4.5%
2024	7.5%
2025	8.5%
2026	8.5%
2027	7.5%
2028	7.5%
2029	5.5%
2030	5.5%
2031	5.5%
2032	5.5%
2033	3.5%
2034	3.5%

To mitigate increases to the Capital Levy, the updated Plan transfers reserve surpluses (above policy targets) from the Operating Reserve and the Priority Projects Reserve to the Water & Erosion Control Structure Reserve. These internal transfers will total ~\$400,000 at fiscal year-end. As well, the Plan dedicates all annual reserve contributions to the Water & Erosion Control Structure Reserve over the period 2024-2027 making all other programs dependent upon current

⁶ For example, dollar amounts shown in 2030 include the application of inflation and compounding thereof to the 2024 cost estimate.

⁷ The City of Ottawa's *Long Range Finance Plan* assumed a 12% increase for stormwater infrastructure and programming in 2023, inclusive of COLA, inflation, and growth.

reserve balances and the annual capital levy. For example, if there are insufficient funds to buy a vehicle, the Authority would potentially lease a vehicle until funds become available.

The updated *10-year Capital Plan* assumes continued application of a uniform annual Growth Rate of 1.5% to the Capital Levy. This amount is paid through increased assessment value associated with newly developed lots and their property taxes.

4. RESERVE FUND MANAGEMENT

Continued building of reserves is essential to asset renewal as it allows MVCA to access grants that require at least 50% matching dollars from MVCA; and because not all capital projects are eligible for grants. Implementation of the recommended capital levy increases in Table 1 will enable MVCA to 86% of its target gross reserve balance by 2034. Table 3 shows targeted year-end reserve balances for 2029 (the mid-point of the Updated 10-year Capital Plan), and 2034 (the end of the period.)

Table 3: Targeted versus Projected Reserve Balances, 2029 and 2034

RESERVE FUND	2029 ESTIMATED TARGET RESERVE BALANCE	2029 PROJECTED RESERVE BALANCE	% OF TARGET	2034 PROJECTED RESERVE BALANCE	% OF TARGET
OPERATING RESERVE	\$850,850	\$875,156	103%	\$875,156	103%
HQ BUILDING RESERVE	\$1,717,477	\$634,701	37%	1,158,944	67%
CONSERVATION AREAS	\$312,246	\$185,700	59%	\$260,700	83%
CATEGORY 3 CAPITAL	\$193,507	\$21,095	11%	\$20,808	11%
INFORMATION TECHNOLOGY	\$217,752	\$77,181	35%	\$192,181	88%
VEHICLES & EQUIPMENT RES.	\$442,763	\$283,537	64%	\$450,224	102%
WATER CONTROL STRUCTURES	1,943,102	\$1,250,150	64%	1,911,650	98%
PRIORITY PROJECTS RESERVE	\$170,000	\$178,836	105%	\$178,836	105%
TOTAL	\$5,847,697	\$3,506,356	60%	\$5,048,499	86%

5. CORPORATE STRATEGIC PLAN

Implementation of the 10-year Capital Plan Update aligns with Goal 1: Asset Management – revitalize watershed management activities and invest in our legislated mandate; and objectives:

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

CAPITAL PLAN SUMMARY											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Water Control Structures											
Shabomeka Lake Dam	-	-	-	-	-	-	-	38,003	-	-	38,003
Mazinaw Lake Dam	-	-	-	-	-	-	-	-	104,382	67,196	171,578
Kashwakamak Lake Dam	128,750	132,613	2,834,261	2,919,288	-	-	-	-	-	-	6,014,912
Big Gull Lake Dam	-	-	-	-	-	89,554	92,241	316,693	-	-	498,487
Mississagagon Lake Dam	-	-	-	-	34,778	-	-	-	-	-	34,778
Farm Lake Dam	-	-	-	-	-	-	-	-	-	-	-
Pine Lake Dam	-	-	-	-	-	-	-	-	-	-	-
Carleton Place Dam	-	-	-	-	-	-	-	-	104,382	-	104,382
Lanark Dam	206,000	-	-	-	-	-	-	-	-	-	206,000
Widow Lake Dam	-	84,872	-	56,275	57,964	298,513	307,468	-	-	-	805,093
Bennett Lake Dam	-	-	-	-	-	-	-	101,342	65,239	335,979	502,559
Glen Cairn Detention Basin	-	-	-	-	-	-	-	-	-	-	-
Proposed Debt Repayment	35,412	35,412	90,412	145,412	145,412	145,412	145,412	145,412	145,412	145,412	1,179,120
Subtotal	370,162	252,897	2,924,673	3,120,976	238,154	533,479	545,121	601,449	419,414	548,587	9,554,912
Watershed Monitoring	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Gauge Network	33,475	34,479	35,514	37,254	36,832	38,807	39,971	41,170	42,405	43,677	383,584
Survey & Flow Equipment	-	-	-	-	-	-	-	-	-	-	-
Subtotal	33,475	34,479	35,514	37,254	36,832	38,807	39,971	41,170	42,405	43,677	383,584
Conservation Areas	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Mill of Kintail - Visitor Services	52,050	58,218	98,345	-	-	85,972	55,344	-	52,191	-	402,121
Mill of Kintail CA	24,038	71,688	-	-	-	-	12,299	-	-	-	108,025
Purdon	25,909	67,951	11,866	34,969	6,500	7,000	-	-	-	47,037	201,231
K&P Trail	17,205	12,500	20,464	51,265	20,000	28,470	25,000	27,500	30,000	32,500	264,904
Morris Island	10,763	26,214	40,977	5,628	5,796	14,926	25,335	39,426	-	10,079	179,144
Roy Brown Trail	-	26,523	5,464	5,628	-	6,149	-	6,524	-	-	50,287
Subtotal	129,965	263,093	177,116	97,489	32,296	142,517	117,978	73,450	82,191	89,616	1,205,712
Vehicles & Equipment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Vehicles	120,000	54,636	106,923	69,556	77,613	77,613	79,942	82,340	84,810	87,355	840,790
Equipment	-	90,177	35,805	67,531	40,575	-	-	19,952	-	10,751	264,790
Subtotal	120,000	144,813	142,729	137,087	118,188	77,613	79,942	102,292	84,810	98,106	1,105,580
HQ Building	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Debt payment	304,755	332,505	332,505	332,505	332,505	332,505	332,505	332,505	332,505	332,505	3,297,300
Sewer and water connection	701,000	-	-	-	-	-	-	-	-	-	701,000
Other	15,450	20,000	81,955	16,883	33,765	34,793	-	-	-	20,159	223,005
Subtotal	1,021,205	352,505	414,460	349,388	366,270	367,298	332,505	332,505	332,505	352,664	4,221,305
Information Technology	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Hardware	25,360	12,731	44,940	13,506	13,911	80,002	14,758	91,207	15,657	16,127	328,200
Subtotal	25,360	12,731	44,940	13,506	13,911	80,002	14,758	91,207	15,657	16,127	328,200
Total	1,700,167	1,060,517	3,739,430	3,755,700	805,652	1,239,716	1,130,276	1,242,073	976,983	1,148,777	16,799,291

Revenues & Reserves

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Base Capital Levy Increase	6.5%	6.5%	5.5%	5.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Growth Assumption	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Additional Capital Levy Increase	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%		

Revenue Summary											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Grants Based on Availability											-
Provincial WECl Grant (50%)	141,625	82,220	850,278	952,007	28,982	149,257	153,734	69,672	137,001	201,587	2,766,363
Federal Grants	51,500	53,045	1,133,704	1,071,551	-	-	-	-	-	-	2,309,800
Municipal Levy - Capital Levy	759,523	835,475	910,668	992,628	1,062,112	1,136,460	1,216,012	1,301,133	1,366,190	1,434,500	11,014,701
Municipal Levy - Category 1 Capital Levy	744,333	818,766	892,455	972,775	1,040,870	1,113,731	1,191,692	1,275,110	1,338,866	1,405,810	10,794,407
Municipal Levy - Category 3 Capital Levy	15,190	16,710	18,213	19,853	21,242	22,729	24,320	26,023	27,324	28,690	220,294
Debt Financing	700,000		850,278	895,731							2,446,009
Other Donations/Grants	46,860	51,509	90,132	(9,853)	(11,242)	73,243	41,024	(16,023)	34,867	(18,690)	443,637
Operating Reserve	300,000										945,000
HQ Building Reserve				(50,000)	(50,000)	(24,243)	(75,000)	(25,000)	(225,000)	(175,000)	(389,243)
Conservation Areas Reserve							(25,000)		(25,000)	(25,000)	(25,000)
Category 3 Operating Reserve				(9,853)	(11,242)	15,000	5,000	(16,023)	15,000	(18,690)	
Information Technology Reserve					(20,000)	(20,000)	(10,000)	(10,000)	(50,000)	(25,000)	(135,000)
Vehicle & Equipment Reserve					(50,000)	(50,000)	(30,000)	(11,687)	(50,000)	(25,000)	(91,687)
Water Control Structure Reserve	(514,341)	38,269	(95,631)	(86,511)	(142,957)	(40,000)	(145,495)	(50,000)	(226,075)	(199,930)	(2,104,727)
Priority Projects Reserve	215,000										503,750
Total	1,700,167	1,060,517	3,739,430	3,755,700	805,653	1,239,716	1,130,275	1,242,073	976,983	1,148,777	17,683,603

Reserve Summary										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Reserve (Surplus)	875,156	875,156	875,156	875,156	875,156	875,156	875,156	875,156	875,156	875,156
HQ Building Reserve	534,701	534,701	534,701	584,701	634,701	658,944	733,944	758,944	983,944	1,158,944
Conservation Areas Reserve	185,700	185,700	185,700	185,700	185,700	185,700	210,700	210,700	235,700	260,700
Category 3 Capital Reserve	-	-	-	9,853	21,095	6,095	1,095	17,118	2,118	20,808
Information Technology Reserve	57,181	57,181	57,181	57,181	77,181	97,181	107,181	117,181	167,181	192,181
Vehicles & Equipment Reserve	233,537	233,537	233,537	233,537	283,537	333,537	363,537	375,224	425,224	450,224
Water Control Structures Reserve	963,320	925,051	1,020,682	1,107,193	1,250,150	1,290,150	1,435,645	1,485,645	1,711,720	1,911,650
Priority Projects Reserve	178,836	178,836	178,836	178,836	178,836	178,836	178,836	178,836	178,836	178,836
Total	3,028,431	2,990,162	3,085,793	3,232,157	3,506,356	3,625,599	3,906,094	4,018,804	4,579,879	5,048,499

Water and Erosion Control Structures and Monitoring											
Water and Erosion Control Structures											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Shabomeka Lake Dam	-		-	-	-			38,003			38,003
Mazinaw Lake Dam	-	-	-	-					104,382	67,196	171,578
Kashwakamak Lake Dam	128,750	132,613	2,834,261	2,919,288	-	-					6,014,912
Big Gull Lake Dam						89,554	92,241	316,693			498,487
Mississagagon Lake Dam	-	-	-		34,778	-					34,778
Farm Lake Dam*				-	-	-					-
Pine Lake Dam*	-				-	-					-
Carleton Place Dam	-	-	-	-	-	-			104,382		104,382
Lanark Dam	206,000		-	-	-	-					206,000
Widow Lake Dam		84,872	-	56,275	57,964	298,513	307,468				805,093
Bennett Lake Dam	-	-	-					101,342	65,239	335,979	502,559
Glen Cairn Detention Basin	-	-	-	-	-	-					-
Proposed Debt Financing	35,412	35,412	90,412	145,412	145,412	145,412	145,412	145,412	145,412	145,412	959,120
Total	370,162	252,897	2,924,673	3,120,976	238,154	533,479	545,121	601,449	419,414	548,587	9,334,912
Watershed Monitoring											
	2025	2026	2027	2028	2029	2030	2031	2032			10 Yr Total
Gauge Network											
WSC Gauges	7,725	7,957	8,195	9,116	8,695	8,955	9,224	9,501	9,786	10,079	89,233
MVCA Gauges	25,750	26,523	27,318	28,138	28,138	29,851	30,747	31,669	32,619	33,598	294,351
Survey & Flow Equipment											-
Total	33,475	34,479	35,514	37,254	36,832	38,807	39,971	41,170	42,405	43,677	383,584
Total WCS and Monitoring	403,637	287,376	2,960,186	3,158,230	274,986	572,286	585,092	642,619	461,819	592,264	9,718,496

Conservation Areas											
Mill of Kintail Conservation Area	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr. Total
Museum											
Balcony repairs		27,318									27,318
Repoint stone work						14,329					14,329
Replace play structure wood chips											-
Replace septic system			54,636								54,636
Museum roadway retaining wall							24,597				24,597
Building Condition Assessment	22,050						30,747				52,797
Gatehouse											
- Repoint stone work											-
- Replace veranda joists and flooring											-
Roof Replacement								52,191			52,191
Accessibility upgrades/Washrooms			43,709								43,709
- Replace windows											-
Septic replacement						71,643					71,643
Ed Center											
Accessibility doors and ramps	15,000										15,000
Internal Upgrades	15,000	10,300									25,300
Replace siding		20,600									20,600
MOK - Visitor Services Subtotal	52,050	58,218	98,345	-	-	85,972	55,344	-	52,191	-	402,121
Site General											
Parking Upgrades											-
Pedestrian bridge deck replacement	16,538										16,538
Resurface roadway and parking lot		21,218					12,299				33,517
Signage		5,150									5,150
Construct flush washrooms											-
Develop site work shop	7,500	45,320									52,820
MOK- CA Subtotal	24,038	71,688	-	-	-	-	12,299	-	-	-	108,025
Purdon Conservation Area											
	2025	2026	2027	2028	2029	2030	2031	2032			10 Yr. Total
Replace sections on Boardwalk	20,396									26,878	47,275
Replace stairs	5,513	5,788	6,078	6,381							23,760
Replace site signage		5,150									5,150
Highland Trail Improvments		5512.5	5,788	6,078	6,500	7,000					30,878
Replace main look-out				22,510							22,510
Replace finger look-out		51,500								20,159	71,659
Subtotal	25,909	67,951	11,866	34,969	6,500	7,000	-	-	-	47,037	201,231
K&P Trail Conservation Area											
	2025	2026	2027	2028	2029	2030	2031	2032			10 Yr. Total
Trail improvements	12,205	12,500	15,000	17,500	20,000	22,500	25,000	27,500	30,000	32,500	152,205
Condition Assessment			5,464								5,464
Bridge deck & handrail upgrades				33,765							33,765
Signage	5,000					5,970					10,970
Subtotal	17,205	12,500	20,464	51,265	20,000	28,470	25,000	27,500	30,000	32,500	264,904
Morris island Conservation Area											
	2025	2026	2027	2028	2029	2030	2031	2032			10 Yr. Total
Trail brushing/improvements	5,513	5,305	5,464								16,281
Washroom Holding Tank Replacement/Upgrades		10,300						31,669			41,969
Picnic Structure			21,855								21,855
Signage		5,305									5,305
Trail Bridge repairs	5,250	5,305	5,464	5,628	5,796	5,970	25,335	7,757			66,504
Road maintenance			8,195			8,955				10,079	27,230
Subtotal	10,763	26,214	40,977	5,628	5,796	14,926	25,335	39,426	-	10,079	179,144
Roy Brown Park (with Carleton Place)											
	2025	2026	2027	2028	2029	2030	2031	2032			10 Yr. Total
Trail construction		5,305	5,464	5,628	-	-		6,524			22,920
Signage	-	-	-	-	-	-					-
Construct lookout		21,218	-	-	-	6,149					27,367
Subtotal	-	26,523	5,464	5,628	-	6,149	-	6,524	-	-	50,287
Total	77,915	204,875	78,770	97,489	32,296	56,545	62,634	73,450	30,000	89,616	803,591

Vehicles & Equipment Replacement											
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr. Total
Vehicles											
Vehicle purchase	120,000	54,636	106,923	69,556	77,613	77,613	79,942	82,340	84,810	87,355	840,790
Equipment Purchase											
- EV Charging Station		53,045									53,045
- ATV		37,132									37,132
Tracks for ATV			8,487							10,751	19,239
- Tractor				67,531							67,531
- Boat & Motor					40,575						40,575
- Tandem utility trailer								19,952			19,952
Riding Lawn mower			27,318								27,318
Sub-Total Equipment	-	90,177	35,805	67,531	40,575	-	-	19,952	-	10,751	264,790
Total	120,000	144,813	142,729	137,087	118,188	77,613	79,942	102,292	84,810	98,106	1,105,580

Administration Office											
Administration Office	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
Debt payment	304,755	332,505	332,505	332,505	332,505	332,505	332,505	332,505	332,505	332,505	3,297,300
Sewer and water connection	701,000										701,000
OTHER CAPITAL											-
Condition Assessment	15,450					17,911					33,361
Painting and Restoration		20,000	65,564							20,159	105,722
HVAC replacements			16,391	16,883	33,765	16,883					83,921
SUB-TOTAL OTHER CAPITAL	15,450	20,000	81,955	16,883	33,765	34,793	-	-	-	20,159	223,005
Total	#####	352,505	414,460	349,388	366,270	367,298	332,505	332,505	332,505	352,664	4,221,305

Information and Communications Systems											
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Yr Total
HARDWARE											
Computers/monitors	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657	16,127	141,694
Servers	5000					59,703					64,703
Storage						5,970					5,970
Phone (VOIP)	8000										8,000
Audio Visual/Boardroom			31,827					76,006			107,833
Total	25,360	12,731	44,940	13,506	13,911	80,002	14,758	91,207	15,657	16,127	328,200

REPORT**3456/24**

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Paul Kehoe, Board Chair and Sally McIntyre, General Manager
RE:	Management Salary Review
DATE:	November 8, 2024

Recommendation:

That the Finance & Administration Advisory Committee recommend that the Board of Directors approve updates to the Management Salary Scales as recommended by the Executive Committee and the General Manager.

As directed by Report 3440/24, MVCA's Executive Committee worked with Cornerstones Management Solutions Ltd. to examine current management salaries and those of comparable organizations and to make recommendations for changes where deemed appropriate. The purpose of this report is to table recommendations to the Finance Committee for consideration, and for the F&A Advisory Committee to consider and make recommendations to the Board of Directors.

Results and recommendations will be provided in-camera, with comments provided by the General Manager regarding salaries for her direct reports. Kellie Howe of Cornerstones Management Solutions Ltd. will be available during the in-camera session to address questions of Committee members.

REPORT

3457/24

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Overtime Compensation
DATE:	November 8, 2024

Recommendation:

That the Finance & Administration Advisory Committee recommend that the Board of Directors approve update of section: 2.3.2 *Overtime* of MVCA's *Employee Manual* as set out herein, and to implement the new program effective January 1, 2025.

1. BACKGROUND

MVCA's *Employee Manual* states the following:

When overtime is authorized, it will be taken as time off in lieu at the following rates:

- *Straight time for all hours worked beyond the bi-weekly standard 75 hours in any given work week to a maximum of 88 hours bi-weekly*
- *Time-and-a-half for all hours worked beyond 88 hours in 2-week timecard period. The time-and-a-half will be compensated by time off in lieu of time worked.*

...Accumulated overtime must be used within the calendar year that it is earned. If an employee has unused overtime at the end of the year, approval will be required from the General Manager to carry the overtime into the next year and used within a specified time period agreed to by the employee and the General Manager.

Five issues are proposed to be addressed by this report:

- Errors in the language;
- Lack of clarity regarding what constitutes "hours worked" when calculating overtime;
- Lack of direction to use flexible time as opposed to accumulating overtime;
- Lack of clarity regarding the applicability of this policy to MVCA's management team; and

- Non-compliance with the compensation requirements of the *Employment Standards Act (ESA)*.

Cornerstones Management Solutions Ltd. was consulted regarding these matters, with their findings and recommendations regarding the compensation of managers for overtime provided in Attachment 1.

2. DISCUSSION & RECOMMENDATIONS

a) The following CORRECTION is recommended to the first bullet:

- *Straight time for all hours worked beyond the ~~bi~~-weekly standard 37.5 ~~75~~-hours in any given work week to a maximum of 44~~88~~ hours ~~bi~~-weekly;*

b) The following NEW bullet is recommended to clarify how overtime is calculated:

- *For clarity, “hours worked” does not include any form of leave taken within the same work week (e.g. TOIL, Personal, Bereavement, Sick leave.)*

c) The following NEW bullet is recommended to minimize the accumulation of overtime.

- *Where feasible, flexible work hours should be used in accordance with policy 6.3 to mitigate the accumulation of overtime. Flexing start and end times and days of work to mitigate the accumulation of overtime shall be agreed upon between the Employee and their Supervisor in advance of implementation on a case by case basis, and should occur within the same two-week pay period where possible.*

d) The following CHANGE is recommended to bring the overtime policy into compliance with the Employment Standards Act (ESA):

...Accumulated overtime must be used within the calendar year that it is earned. If an employee has unused overtime at the end of the year, it shall be paid-out in full. Approval will be required from the General Manager to carry the overtime into the next year and used within a specified time period agreed to by the employee and the General Manager.

The current ESA requires MVCA to compensate staff for time worked, and therefore we must either permit staff to carry over unused amounts or pay it out. In order to mitigate the financial liability of accumulated unused TOIL it is recommended that outstanding balances be paid at the end of each year.

- e) The following NEW section is recommended to clarify how management positions will be compensated for overtime.

2.3.2 a) Management

The following policies shall apply to members of MVCA's Management Team, currently comprised of the following: General Manager, Director of Engineering, Treasurer, Manager of Planning & Regulations, Property Manager, and Information & Communication Technology Manager.

1. The first 5 additional hours worked bi-weekly (difference between 75 and 80 hours) is not recognized as overtime and does not require Supervisor approval.
2. Management staff who are working beyond 80 hours per pay period are eligible to earn overtime at straight time to a maximum of 2 weeks or 75 hours per calendar year.
3. Overtime hours and the purpose of the overtime are to be recorded on the employee's time sheet in the pay period in which the overtime was worked.
4. Managers are encouraged to track hours worked beyond 75 hours of overtime. This will support decisions regarding workload management, changes to the staff complement, merit increases, as well as the need for other employee work/life balance and wellness supports.
5. Eligibility for TOIL accrual shall be pro-rated during the first year of employment, similar to other types of leave.
6. All overtime banked shall be used prior to the end of the calendar year in which it is earned. Overtime banks will be paid out at Year-End and revert to "0" on January 1st.
7. The Board will support management staff efforts to manage and flex time worked, e.g., there are eleven member municipalities, a 200 km wide watershed, and many community group meetings and events.

3. CORPORATE STRATEGIC PLAN

The recommendations of this report support achievement of the following corporate goal and objectives:

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.
- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.

REPORT

3458/24

TO:	Chair and Members of the Mississippi Valley Conservation Authority Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Staff Merit Increases and Bonuses
DATE:	November 12, 2024

Recommendation:

That the Finance & Administration Advisory Committee recommend that the Board of Directors direct the General Manager to investigate options to improve the current system of merit increases and bonuses and provide a recommendation for implementation in Fiscal 2026.

1. BACKGROUND

MVCA's *Employee Manual* provides three mechanisms for staff wage increases:

- Annual Cost of Living Adjustment (COLA). This increment allows MVCA's wages to retain their value and competitiveness over time, and is applied to all pay bands within MVCA's Salary Scale effective January 1 each year. The COLA amount varies year to year and is based upon the August Consumer Price Index (CPI) for Ontario – All, or other amount set by the Board.
- Merit increases are given at the General Manager's discretion based upon a person's performance, and allow their wage to increase within the pay band for their position (e.g. from an entry level wage of \$20/hour to the top of the pay band for that position \$25/hour over time.)
- An annual bonus may be given at the General Manager's discretion based upon a person's performance when they have reached the top of the pay band for their position and their wage cannot be raised further (e.g. a cheque for \$500.)

The combined budget envelop for Merit increases and Bonuses is currently set at 2% of the draft compensation budget prior to application of COLA. The *Employee Manual* provides the following Performance Pay Guide Chart to support decision-making by the General Manager, but sets a standard that consistently cannot be met due to the following:

- Most employees are not at the top of their pay band; and
- Most employees “meet” or “exceed” expectations, and
- the recommended percentage increases in the table far exceed the annual budget envelop of 2%.

Performance Pay Guide Chart

Performance Rating	Current salary is below midpoint of salary band	Current Salary is above midpoint of salary band
Met Expectations	5-7%	4-6%
Exceeded Expectations	6-7%	5-7%
Did Not Meet Expectations	0%	0%

Consequently:

- It can take many years to progress people to the top of their pay band if they are hired at or near an entry level; and
- It is difficult to appropriately recognize higher levels of achievement without unfairly delaying others’ progress through their pay scales.

2. DISCUSSION

In camera.

3. CORPORATE STRATEGIC PLAN

The recommendations of this report support achievement of the following corporate goal and objectives:

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.
- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.