

Agenda: Board of Directors Meeting

Monday March 10, 2025

1:00 p.m.

Hybrid meeting (via Zoom) and MVCA Boardroom

Roll Call

Declarations of Interest (written)

Adoption of Agenda

Main Business

1. Approval of Minutes: Board of Directors Meeting, February 10, 2025, Page 2
2. Receipt of Finance and Administration Advisory Committee Meeting Minutes, November 28, 2024, Page 10
3. Staff presentation – Changes to the Boardroom Audio/Visual system, Alex Broadbent.
4. Watershed Conditions, Report 3480/25, Jennifer North, Page 16
5. GM Update, Report 3481/25, Sally McIntyre, Page 18

Rising from Finance & Administration Committee, March 3, 2025

6. MVCA 2025 Investment Policy & 2025 Strategy, Report 3475/25 (amended), Stacy Millard, Page 21
7. Palmerston Beach Property Transfer, Report 3476/25, Scott Lawryk, Page 29
8. K&P Trail Transfer Agreements, Report 3477/25 (amended), Scott Lawryk, Page 32
9. Tenant Agreements, Report 3478/25, Scott Lawryk, Page 37
10. Financial Update – 2024 Q4, Report 3479/25 (amended), Stacy Millard, Page 41
11. Advisory Committee Appointments, Report 3482/25, Sally McIntyre, Page 59
12. Corporate Strategic Plan Update, Report 3483/25, Sally McIntyre, Page 64
13. Staff Presentation - Changes in Wetland Management in Ontario, Kelly Stiles.

Adjournment

Minutes: Board of Directors Meeting

February 10, 2025

Hybrid Meeting Via Zoom and at MVCA Office

Roll Call

Members Present

- Paul Kehoe, Chair
- Jeff Atkinson, Vice Chair
- Bev Holmes (Virtual)
- Cindy Kelsey
- Clarke Kelly (Virtual)
- Dena Comley
- Glen Gower (Virtual)
- Helen Yanch
- Janet Mason
- Jeannie Kelso (Virtual)
- Mary Lou Souter
- Richard Kidd
- Taylor Popkie
- Wayne Baker

Members Absent

- Allan Hubley
- Cathy Curry
- Roy Huetl
- Steven Lewis

Staff Present

- Sally McIntyre, General Manager
- Juraj Cunderlik, Director of Engineering
- Stacy Millard, Treasurer
- Matt Craig, Manager of Planning & Regulations
- Scott Lawryk, Properties Manager
- Alex Broadbent, Manager of IC&T
- Brian Anderson, Forestry Technician
- Kelly Hollington, Recording Secretary

Guests

- Marika Livingston, Project Manager, Drinking Water Source Protection, Mississippi-Rideau Source Protection Region
- Isabelle Maltais, Director Watershed Science & Engineering, Rideau Valley CA

P. Kehoe called the meeting to order at 1:07 p.m.

Declarations of Interest

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

There were no additions or amendments to the agenda.

BOD25/02/10 - 1

MOVED BY: D. Comley

SECONDED BY: T. Popkie

Resolved, that the agenda for the February 10, 2025 Board of Directors Meeting be adopted as presented.

“CARRIED”

Main Business

1. Approval of Minutes: Board of Directors Meeting, December 9, 2024

There were no additions, amendments or discussion relating to the minutes.

BOD25/02/10 - 2

MOVED BY: R. Kidd

SECONDED BY: J. Atkinson

Resolved, that the minutes of the Board of Directors Meeting held on December 9, 2024 be received and approved as printed.

“CARRIED”

2. Employee Presentation: County Forest Presentation, Brian Anderson

B. Anderson provided background on the Lanark County Community Forest program and properties within the watershed. He explained that the Program is cooperatively managed by MVCA, Upper Canada Forest Service and Lanark County under a 5-year Memorandum of Understanding (MOU). He reviewed forestry management standards. He gave an overview of the activities within the Community Forest Program. He reviewed future opportunities for the program including establishing recreational trails at county forest properties.

W. Baker asked if there are maps available to show the County forest locations. B. Anderson responded that individual maps of all the properties are on the Lanark County website under Forest Management.

J. Mason asked if County Forest properties are treated the same as provincial crown land in regards to public use. B. Anderson explained that Crown land belongs to the province of Ontario. County forests are in private ownership by the County, which sets recreation policy and standards for what is allowed on each property. J. Mason clarified that rules surrounding uses like camping are determined by the County, and that Crown land laws do not apply. B. Anderson confirmed.

J. Kelso asked if there are financial benefits from tree harvesting on these properties and if the county would receive the funds. B. Anderson responded that under the 5-year operating plan includes tree harvesting. Harvesting tenders are issued and any profits from harvesting of forest resources go back to the County as non-tax revenue to provide funds for trails and other forestry-related activities.

C. Kelly expressed support for sustainable harvesting and asked if any of the lands are still used for agricultural purposes. B. Anderson responded that Lanark County Forest properties are not used for agricultural purposes. C. Kelly highlighted the opportunities for generating revenue with the harvesting utility poles.

R. Kidd confirmed that county forests are owned by the county and that a Forestry Committee advises Lanark County Council on forestry management matters. Funds generated from the County forests are allocated to a forestry reserve for the management and maintenance of the properties.

M. Souter asked if any of the County forests are being used in partnership with non-profits such as Mississippi Madawaska Land Trust (MMLT) or Mississippi Valley Field Naturalists (MVFN). B. Anderson explained that other organizations have previously completed environmental surveys on some properties but that there is no long-term coordination.

R. Kidd asked if any properties are used for maple syrup production. B. Anderson responded that a property behind Wheelers Maple Syrup is rented on a per-tap basis for maple syrup production.

1. GM Update, Report 3470/25, Sally McIntyre

S. McIntyre spoke to the GM Update and highlighted the following matters:

- Kashwakamak Lake Dam Environmental Assessment (EA) – The EA was successfully tabled at the end of 2024. MVCA is proceeding with development of the Terms of Reference for request for proposals (RFP) with the goal of completion of detailed design in 2025.

- Kintail Country Christmas – The event was a success and saw a small loss of \$500. She noted that the event is considered a promotional community event rather than an income source.
- Boardroom AV System Replacement – Installation of a new AV system is planned for February 18-21, which should improve virtual meetings.
- Staffing Changes – She highlighted recent organizational adjustments and the posting of 2025 summer student positions.

J. Kelso asked when MVCA expects to receive the draft Lanark Dam Safety Review (DSR) report from Egis. J. Cunderlik responded that the draft report is expected this month (February). S. McIntyre explained that once the draft DSR is received, staff can scope the works needed and move forward with a request for proposals (RFP).

J. Kelso asked about the land ownership investigation at the Lanark Dam and if she should be in contact with the township. S. McIntyre explained that the land ownership of the area is complex. Historically, land transfers were not always accompanied by accurate surveyed drawings and only had meets and bounds descriptions. Staff identified a parcel of interest that is possibly owned by Lanark Highlands Township. S. McIntyre stated that she will follow up with J. Kelso on this matter.

J. Kelso asked S. McIntyre to elaborate on the new regulations regarding governing ministerial powers. S. McIntyre explained that the Minister of Municipal Affairs & Housing is able to execute powers to issue or refuse a permit if deemed of provincial interest. J. Kelso asked if there is an opportunity for a tribunal or discussion if the governing Conservation Authority does not agree with minister's decision. S. McIntyre responded that she believed the only option would be to go to court.

B. Holmes asked if any sensitive information was accessed due to the MailChimp hack. S. McIntyre responded that staff were able to close the account shortly after the hack and to the best of staff's knowledge, there was no breach beyond attempts to manipulate the account. She highlighted difficulties in dealing with MailChimp to recover funds required to close the account.

3. 2025 Budget, Report 3471/25, Stacy Millard & Sally McIntyre

S. McIntyre provided the revised MVCA 2025 Budget. She outlined the circulation process and stated that no comments were received. She reviewed the adjustments made since the December meeting and stated that the proposed levies had not changed. There was no further discussion and no questions were received.

BOD25/02/10 - 3**MOVED BY: B. Holmes****SECONDED BY: J. Mason****Resolved, That the Board of Directors approve the 2025 Budget as submitted.****“CARRIED”****4. Foundation Update, Report 3472/25, Sally McIntyre**

S. McIntyre summarized the history and purpose of the Foundation and current board membership, noting the recent retirement of Chair, Paul Lehman. She reviewed Foundation activities and highlighted the approval of a 50/50 raffle this year with the goal of developing a consistent revenue source for category 3 programs. She highlighted the importance of Board outreach and recruitment.

J. Mason added that the Foundation needs more board members. She stated the need for members with a connection to the local business community who have an interest in philanthropy and the watershed. She noted the need for representation from all areas of the watershed, specifically Mississippi Mills and North Kanata area.

5. Section 28 Permits – Status Update 2024, Report 3473/24, Matt Craig

M. Craig provided background on the Section 28 reporting process and a summary of results for 2024. He explained that the format of the attached activity report has been recently updated by Conservation Ontario through discussions with the province. He noted a correction to the total minor permits issued in 2024 as 152 rather than 149. He noted that mapping will be updated as works are completed. A report from April – December, 2024 will be submitted at the end of the week to Conservation Ontario.

P. Kehoe asked about the repercussions for not meeting timelines on permits. M. Craig commented that MVCA’s timelines are exceptionally good due to an emphasis on pre-consultation, and the pausing of the clock while applicants address issues raised. He explained that issues regarding timelines are greater in the GTA, and he is unaware of any repercussions for not meeting timeline targets.

B. Holmes noted several permits issued in Mississippi Mills at the same property address. She asked if all permits would be associated with the same project. M. Craig explained that there are many reasons for multiple permits at the same property

address including multiple stages of development, permits submitted at different times of year, and permits for different types of work. He noted that the property could be associated with the telecommunications industry. Companies sometimes submit mass permit information which is divided up to better manage the project and conduct compliance. B. Holmes asked for information regarding the replacement of the Blakeney Bridge structure. M. Craig commented that he will follow up with B. Holmes in regards to her questions regarding specific properties and permits.

W. Baker asked if there is a reason for the decline in permits since a peak in 2021. M. Craig explained that MVCA was inundated with permits for works following the floods of 2017 and 2019, and that they took a period of time to address due to a lack of contractors, materials and technical professionals to complete home builds and shoreline works. The number of permits requests has stabilized since peaking in 2021.

6. Ferry Road Property, Report 3475/25, Sally McIntyre

S. McIntyre introduced the Ferry Road Property Report by explaining that MVCA applied for funding under a Conservation Ontario partnership program with Environment Canada to help offset administrative costs associated with the City's acquisition of the property. She also stated that there have been informal discussions within the City of Ottawa regarding the potential assumption of site management and operations by MVCA, and that approval by the Board would be needed for that to occur.

C. Kelly provided background and description of the project in his ward. He highlighted the opportunity of a potential partnership between MVCA and the City of Ottawa in the management of the property.

7. Corporate Strategic Plan Update, Report 3474/25, Sally McIntyre

S. McIntyre reviewed preliminary results from staff surveys on the current corporate strategic plan. She noted that the current themes did not resonate with staff that had responded to date. She looked to the Board for feedback regarding themes that resonate with them. P. Kehoe asked the Board to review the strategic plan and to provide feedback.

J. Mason commented that the current corporate strategic plan is not inspiring. She highlighted the importance of identifying MVCA's future aspirations.

B. Holmes suggested climate change and financial stability as important items to be considered in the update.

J. Atkinson concurred with prior comments and suggested that "community building" could be replaced with "strategic partnerships" to give greater operational direction. He further suggested that a writer be retained to give the Strategy inspirational polish.

M. Souter explained that the plan may not have resonated with staff due to workload. She noted that MVCA has endured an increase in demand as it relates to the development of regulatory documents. She expressed support in setting inspiring and ambitious goals to engage staff.

J. Kelso highlighted the importance in engaging the public who are not living on the water and to involve the public who may not have access to recreational activities.

P. Kehoe asked the Board to review the current [Corporate Strategic Plan](#) and to provide feedback to S. McIntyre for further discussion at the March Board meeting.

S. McIntyre noted that the majority of items raised are category 3 programs, which is not core mandate of the organization which is focused on natural hazard management and land conservation.

G. Gower asked S. McIntyre for more details regarding feedback received from staff. S. McIntyre explained that there was inconsistency in the responses received with no clear direction in the themes to carry forward in the update.

R. Kidd commented that the strategic plan should reflect that MVCA operates under provincial government restrictions. He noted the importance of full cost recovery for all category 3 programs. He highlighted the opportunity to generate funds from category 3 programs to support activities/events like Kintail Country Christmas.

J. Mason highlighted the goal of a modern automated watershed model to predict future scenarios.

Adjournment

BOD25/02/10 - 4

MOVED BY: W. Baker

SECONDED BY: C. Kelsey

Resolved, That the Board of Directors meeting be adjourned.

“CARRIED”

The meeting adjourned at 2:17 p.m.

K. Hollington, Recording Secretary

DRAFT



MINUTES

Hybrid Meeting Via Zoom
and at MVCA Office

Finance and Administration
Advisory Committee Meeting

November 28, 2024

MEMBERS PRESENT

Janet Mason, Chair
Roy Huetl, Vice Chair
Allan Hubley (Virtual)
Cathy Curry (Virtual)
Jeannie Kelso
Mary Lou Souter
Paul Kehoe
Richard Kidd (Virtual 11:00am)

MEMBERS ABSENT

Jeff Atkinson

STAFF PRESENT

Sally McIntyre General Manager
Stacy Millard, Treasurer
Juraj Cunderlik, Director of Engineering
Matt Craig, Manager of Planning & Regulations
Alex Broadbent, Manager of I&CT
Scott Lawryk, Properties Manager
Elizabeth Clifflen Gallant, Finance Assistant
Kelly Hollington, Recording Secretary

GUESTS

Joanne Glaser, Cornerstones
Kellie Howe, Cornerstones

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

J. Mason welcomed the new Board representative from Lanark Highlands, Councillor Jeannie Kelso, to the Finance and Administration Advisory Committee.

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 agenda was re-ordered to have the in-camera items first.

FAAC24/11/28 - 1

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

Resolved, that the agenda for the November 28, 2024 Finance and Administration Advisory Committee meeting be adopted as amended.

“CARRIED”

MAIN BUSINESS

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting, September 30, 2024

J. Mason noted no comments or amendments to the minutes.

FAAC24/11/28 - 2

MOVED BY: M. Souter

SECONDED BY: P. Kehoe

Resolved, that the minutes of the Finance and Administration Advisory Committee Meeting held on September 30, 2024 be received and approved as presented.

“CARRIED”

2. Management Salary Review, Report 3456/24, Paul Kehoe & Sally McIntyre

3. Overtime Compensation, Report 3457/24, Sally McIntyre

4. Employee Merit Increases and Bonuses, Report 3458/24, Sally McIntyre

Items 2, 3 and 4 were all discussed in-camera.

FAAC24/11/28 - 3

MOVED BY: P. Kehoe

SECONDED BY: M. Souter

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, Kellie Howe and Joanne Glaser from Cornerstones Management Solutions Limited be allowed in the room.

And further resolved, That Sally McIntyre leave the room before the final discussions regarding labour relations/employee negotiations.

“CARRIED”

FAAC24/11/28 - 4

MOVED BY: M. Souter

SECONDED BY: P. Kehoe

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

“CARRIED”

FAAC24/11/28 - 5

MOVED BY: C. Curry

SECONDED BY: P. Kehoe

Resolved, That the Finance and Administration Advisory Committee recommend that the Board of Directors approve updates to the Management Salary Scales and the 2024/2025 compensation for the General Manager as recommended by the Executive Committee and the General Manager.

“CARRIED”

FAAC24/11/28 - 6

MOVED BY: R. Huetl

SECONDED BY: M. Souter

Resolved, That the Finance and 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.

“CARRIED”

FAAC24/11/28 - 7

MOVED BY: J. Kelso

SECONDED BY: P. Kehoe

Resolved, That the Finance and Administration Advisory Committee recommend that the Executive Committee examine the matter of staff merit increases and bonuses and return to the Finance and Administration committee with a recommendation.

“CARRIED”

5. Financial Update – YTD September 30, 2024 Report 3453/23, Stacy Millard

S. Millard presented the Financial Update. She highlighted that the 2024 budget is on track. She explained that Q3 actuals include adjustments in dollar allocations based upon an analysis of staff time from January to October; and to align with the structure that is being forwarded for the 2025 budget to ease year over year comparative analysis. She noted that MVCA continues to earn good interest and that a report will be tabled with the Finance and Administration Committee in 2025 to determine how best to optimize interest earnings. She also explained that the category of *Watershed Management Technical Studies* has been divided into *Flood Erosion and Control* and *Technical Studies*, and that *Technical Studies* has been further separated into, *Hazard Mapping Technical Studies* and *Other Technical Studies*.

6. Draft 2025 Budget, Report 3454/24., Sally McIntyre & Stacy Millard

S. McIntyre summarized the annual budget process. She reviewed the operating budget summary and associated projects. She explained that the bi-lateral agreements between MVCA and member municipalities provided for up to 14% of the levy to be allocated to Category 2 and 3 programs. S. Millard noted that in 2024 only 11% was allocated to Category 2 and 3 programs, and that in 2025 only 7% is projected to be used. S. McIntyre highlighted that MVCA is working toward total cost-recovery of Category 3 programs.

J. Mason asked for clarification on the programs and services that are considered Category 3. S. McIntyre noted that Category 3 programs and services include education, stewardship and visitor services.

S. McIntyre reviewed the operating summary for Category 1 and Corporate and for Categories 2 and 3 with a focus on the draft proposed 2025 revenue items. She noted that the proposed 2025 budget assumes a continuation of the provincial freeze on planning and regulations permit fees. She highlighted that the allocation from the province for flood forecasting and warning has been frozen for the past 20 years, which does not provide for aging dam infrastructure, increased needs in operations and maintenance, consequently, these pressures are being placed on the municipal levy. She noted the significant increase in proposed fee for service revenues for Category 3 programming.

M. Souter asked for a review of the other revenue category. S. McIntyre responded that historically other revenue items include small grants and foundation donations. S. Millard explained that other revenue items include revenues for completing technical studies and earned interest. She noted that other revenue also includes a large donation that was received from the Danby foundation for stewardship programs.

S. McIntyre reviewed the Capital Budget, associated projects and the draft proposed revenues for 2025. She highlighted the Category 3 item of a requirement to undertake a condition assessment of the Mill of Kintail.

J. Mason asked the committee if there are any further questions or comments. No questions or comments were received.

FAAC24/11/28 – 8

MOVED BY: M. Souter

SECONDED BY: R. Huetl

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

“CARRIED”

7. 10-Year Capital Plan Update, Report 3455/24, Sally McIntyre & Stacy Millard.

S. McIntyre provided the 10-Year Capital Plan Update. She stated that MVCA takes a pay-as-you-go approach to investment in infrastructure, with target reserve balances for WECl infrastructure set at 50% of the approved 8-year capital program, up to a maximum of \$500,000 per project. WECl projects valued greater than \$500,000 are considered inter-generational investments and are eligible for debt financing. She reviewed the targeted versus projected reserve balances for 2029 and 2034. S. McIntyre expressed her thanks to the generosity and commitment from the member municipalities in the support of capital levy increases to afford the capital program.

R. Huetl asked what the asterisks beside Farm Lake Dam and Pine Lake Dam under Water and Erosion Control Structures and Monitoring are referring to. S. McIntyre responded that those sites are not eligible for WECl funding.

R. Kidd asked where the interest on reserve balances is allocated. S. Millard responded that it currently feeds the operating reserve. She noted that discussions regarding the allocation of interest can be incorporated in discussions when the investment strategy that will be tabled with the committee in early 2025. R. Kidd expressed his support in the interest being rolled back into a capital reserve.

J. Mason expressed her thanks to S. McIntyre and MVCA staff who developed the 10-year capital plan, for getting MVCA on-track with Capital renewal. She commented that the 10-Year Capital Plan update is reflective of a healthy plan for MVCA to face future obligations.

FAAC24/11/28 - 9

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

Resolved, That the Finance and Administrative Advisory Committee recommend that the Board of Directors approve the 10-Year Capital Plan update and schedule of capital levy increases presented herein.

“CARRIED”

ADJOURNMENT

FAAC24/11/28 - 10

MOVED BY: M. Souter

SECONDED BY: J. Kelso

Resolved, That the Committee meeting be adjourned.

“CARRIED”

The meeting adjourned at time 11:57 a.m.

K. Hollington, Recording Secretary

DRAFT

Watershed Conditions

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Board of Directors

FROM: Jennifer North, Water Resources Technologist

REPORT: 3480/25, March 3, 2025

FOR INFORMATION

1.0 Current Conditions

The drawdown on all of the upper lakes was completed by early December. Overall conditions across the watershed have remained normal for this time of year. The system is typically empty by the middle of March depending on precipitation amounts over the winter months. Crotch Lake, which captured most of the fall drawdown, is currently being operated to have full reservoir capacity available by mid-March.

Table 1 provides snow course data up to March 1st. The watershed is currently has above normal for snowpack water content for this time of year. Snowpack generally provides approximately 20% of the total runoff so it does *not* dictate the potential for flooding in the spring. The other critical factors are rainfall, air temperature, ground frost and wind which determine how much and how quickly the snow will melt producing runoff into the system.

2.0 Freshet Outlook

Based on current snow pack conditions, there is a possibility that we could see a risk of a higher spring peak than normal. Snow can also sublime, evaporate or infiltrate before reaching the river depending on the weather conditions. For this reason, rain and air temperature will be the deciding factor in this year's freshet. MVCA's Flood Forecasting and Warning Team will be actively monitoring conditions and issuing messages when needed.

Table 1: Snow Course Data, As of March 1, 2025

Location	Current Depth (cm)	Current WE (mm)	Current Density	Historical Depth (cm)	Historical WE (mm)
Ardoch	46	127	27.61%	27.5	77.1
Bon Echo Park	56	141	25.18%	50.6	127
Mackavoy Lake	46	119	25.87%	43.3	109
Buckshot Lake	51	121	23.73%	44.4	115
Canonto Lake	46	118	25.65%	30.4	82.4
Lavant	48	132	27.50%	29.3	79.2
Gordon Rapids	47	126	26.81%	32.0	93.0
Brightside	49	142	28.98%	36.5	106
Fallbrook	52	158	30.38%	29.8	80.1
Snow Road	46	119	25.87%	27.6	75.0
Maberley	45	120	26.67%	35.2	101
Innisville	40	100	25.00%	25.6	67.8
Blakeney	45	123	27.33%	33.9	92.2
Stittsville	26	74	28.46%	29.0	87.0
High Falls	41	119	29.02%	32.1	100

GM Update

TO: The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors

FROM: Sally McIntyre, General Manager

REPORT: 3481/25, March 4, 2025

FOR INFORMATION

INTERNAL

1. Board Elections

Next month is MVCA's AGM. Please speak with Paul Kehoe or myself if you are interested in assuming a leadership role either on the Board of Directors or on one of the two standing committees: Finance & Administration and Policy & Planning; or act as liaison on one of our public advisory committees: the Museum Advisory Committee and the Mississippi River Watershed Plan Public Advisory Committee.

2. Fall River Flood Plain Mapping

MVCA has awarded the Fall River Floodplain Mapping Study contract to Aquafor Beech Ltd. with a value of \$66,820.00 plus HST. A project start-up meeting is being scheduled, and the project is expected to be completed by December 2025. The project is receiving financial support from the federal FHIMP program.

3. Lanark Dam Safety Measures

The *Dam Safety Review* conducted in 2024 identified several deficiencies, including the absence of a permanent safety boom, missing railings along the sluiceway wingwalls and a fence to prevent unauthorized access to the structure. MVCA is currently developing a detailed project workplan and anticipates initiating the design phase later this month.

4. Kashwakamak Lake Dam Replacement

A detailed scope of work has been prepared for the next phase of the project, which will encompass preliminary and detailed design, regulatory compliance (permitting) and preparation and award of the tender. The Request for Proposals (RFP) was posted on public tender platforms earlier this month and is expected to be awarded next month.

5. MVCA's Flood Forecasting and Warning System

The Engineering Department is in the final stages of developing a new numerical prediction system for the Mississippi and Carp River watersheds. The new system will be launched in the coming days, with initial testing scheduled for the spring freshet.

6. Mississippi River Water Management Plan (MRWMP) Implementation Report

MVCA submitted its 5-year update to local power producers in February and is awaiting feedback. Management will be bringing forward a request to amend the MRWMP that would require the projection of the impacts of climate change on the river system and dam operations. The MRWMP and 2020 Implementation Report (IR) can be found here: <https://mvc.on.ca/mississippi-river-watershed/>.

7. Fleet Update

In accordance with the Board approved *Fleet Management Plan*, a new full-size crew cab pickup truck was recently purchased. This vehicle will be able to transport more staff, as well as equipment and supplies than the vehicle it is replacing. Focus will now shift to research on options, including a possible hybrid option, for a new SUV to replace an aging sedan.

8. City of Ottawa Flood Forecasting and Warning Information Session

On February 26, 2025, MVCA, RVCA, and SNC hosted the annual information session for City of Ottawa staff. Juraj, Daniel and Jennifer from the Engineering Department presented on current watershed conditions and recent technical innovations.

9. 2025 Education Program

- Staff have met the target set for school group sign-ups and March Break Camp enrollment that were assumed in the 2025 Budget.
- The Summer Camp program has launched, and over 70 participants have already enrolled.

10. Training

The Operations Department completed chainsaw training that meets the requirement of “orientated before use” portion of OHSA for the workplace.

Elizabeth Gallant – Finance Assistant completed both Foundations of and Advanced Financial Administration for Non-Profits through Trent University – Micro Credentials program.

11. 2025 Monitoring & Stewardship Program

- *Lake Tree Day* orders were received for Mazinaw, Shawenegog, and Buckshot lakes. Forty-nine (49) participants ordered a total 728 plants and donated \$1,820 to the program. Distribution days will be in early June.
- Staff participated in the *Invasive Species Forum* held in February. MVCA staff were updated on existing and pending threats, funding opportunities, other agencies discussed public outreach challenges.
- Marissa Okum will be attending the *Ottawa Farm Show* from March 11-13th.
- The Provincial Water Quality and City Baseline Water Quality sampling programs are scheduled to begin the last week of March, depending upon ice break-up.
- Provincial Groundwater site checks will begin in April.

12. 2024 Financial Audit

The firm Baker Tilly Canada started the audit of 2024 on February 14th. Draft audit statements are expected by March 21st.

13. Staffing

- MVCA welcomes Kathryn Starratt as a Water Resource Specialist.
- 2025 Summer Students – MVCA posted 14 positions, with offers extended to and accepted by 2 Water Resource Engineering Interns and 2 Watershed Monitoring Field Technicians.
- MVCA is still waiting to hear from Canada Summer Jobs if grants will be provided for one or more of these positions.

EXTERNAL

14. Upcoming Events

- Watersheds Canada National Conference, May 1-2 in Haliburton. [Learn more.](#)
- Ontario Biodiversity Summit, May 21-22 in Peterborough. [Learn more.](#)

15. Tay Valley OLT Decision

Tay Valley recently won a case related to unauthorized development including structures, decks, and docks. The decision can be found [here](#).

MVCA Investment Policy & 2025 Strategy

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Board of Directors

FROM: Stacy Millard, Treasurer

REPORT: 3475/25, March 3, 2025 (amended following the F&A Committee
meeting)

RECOMMENDATION:

That the Board of Directors approve:

1. **The *Investment Policy* attached to this report.**
 2. **The 2025 investment strategy set out in this report.**
 3. **Transfer of investments to *ONE Investment* as set out in this report during fiscal years 2025-2026.**
-

1.0 Background

MVCA has a combined operating and capital reserve balance of \$3,050,046. The current investment approach used for these funds is to procure Guaranteed Investment Certificates (GICs) from insured banks with staggered maturation dates and competitive rates to enable interest to be earned at no risk until the monies are required. This activity is performed at the discretion of the Treasurer with signing approval required by the Chair and GM.

In recent years, MVCA has been building its reserves to better meet its asset management and cashflow commitments and a more sophisticated approach to managing the reserves is warranted. Staff have consulted with other conservation authorities, its bank and others, and prepared the following for the Board's consideration.

Table 1 sets out current reserve balances and how the balances compare to target levels set out in the board-approved *Reserve and Reserve Fund Policy*.

1.1 Table 1: Reserve Balances and % of Target Levels (Unaudited YE 2024)

Reserve	Projected Balance	% of Target Balance
Operating Reserve – Category 1	\$855,369	107%
Operating Reserve – Category 2	\$197,361	203%
Operating Reserve – Category 3	\$68,212	19%
Category 3 Capital Reserve	\$22,835	9%
HQ Building Reserve	\$534,701	29%
Conservation Areas Reserve	\$185,700	40%
Information & Communication Technology Reserve	\$65,956	40%
Vehicles & Equipment Reserve	\$253,537	41%
Water Control Structure Reserve	\$478,979	19%
Priority Projects Reserve	\$388,397	100%
Total	\$3,050,046	40%

2.0 Investment Policy

Attachment 1 provides the proposed Investment Policy for MVCA, which is based on the following management objectives:

- Secure – Principle and earnings shall be protected from losses.
- Liquid – Cash shall be available or accessible when required.
- Competitive – Earnings should be equal or better to those achieved by comparable organizations.

To facilitate these outcomes, **the policy provides the following key elements:**

- a table that sets out the different types of investments that will be permitted depending upon the investment horizon;
- third-party management of the portfolio while ensuring regular oversight and approvals by the Board; **including,**
- **Board approval of the annual investment strategy/mix.**

3.0 2025 Investment Strategy

3.1 Investment Mix

As noted above, MVCA is currently in a phase of building its reserves to support delivery of the *10-year Capital Plan* and future year investments, as shown in Attachments 2 and

3. Examination of these documents shows that no major drawdown of reserves is planned in the next two years.

During discussion at the Finance & Administration Committee meeting, several members indicated that they believed GICs could perform as well as the bond funds. As well, members noted that the pending USA tariffs could impact markets, the Bank of Canada rate, and potential investment earnings. Members were expressed interest in reviewing the investment mix in a week's time with the full Board.

As such, and in accordance with the proposed *Investment Policy*, it is recommended that the current portfolio be transitioned from purely GICs to the following investment mix, amended subsequent to the F&A Committee Meeting:

- a) 25% to be invested in HISA or GICs.
- b) 25% to be invested in Canadian Corporate Bonds.
- c) 50% to be allocated to Canadian Government Bonds.

The continued investment in GICs will allow for comparison of their performance against Corporate Bonds.

3.2 Professional Management

Professional support and oversight of the portfolio is needed to optimize achievement of investment objectives. Staff reached out to other organizations and determined that ONE Investment is a respected and relied upon portfolio manager.

Established in 1993, ONE Investment specializes in providing investment options for the public sector, principally Ontario municipalities and organizations like conservation authorities. They have low MERs (0.4-0.5) and have an Investment Board comprised of senior professionals from a cross-section of Ontario municipalities. It is recommended that staff be authorized to place investments with ONE Investment for the next two years.

3.3 Phasing

MVCA has \$750,000 in investments coming due shortly, with the balance maturing in the next few months. Assuming approval of the above recommendations, staff would work with ONE Investment to implement the above investment mix. Specifically, the initial \$750,000 will be invested in GICs/HISA and Canadian Corporate Bonds, with remaining funds directed towards Canadian Government Bonds as they come due over the next several weeks. ~~become available.~~

4.0 Corporate Strategic Plan

This recommendation supports achievement of the following strategic goals and objectives:

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

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

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

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

Attachments:

1. Draft Investment Policy
2. Projected Reserve Balances
3. 10-year Capital Plan

DRAFT Investment Policy

March 3, 2025 v2

1.0 Purpose

Operating Funds and Reserve Funds are public resources that must be managed and invested responsibly to maintain financial stability, optimize earnings, and ensure public trust. The purpose of this policy is to guide management of those funds and provide transparency in how they are managed.

2.0 Management Objectives

Management of operating and reserve funds shall meet the following objectives at all times:

- Secure – Principle and earnings shall be protected from losses.
- Liquid – Cash shall be available or accessible when required.
- Competitive – Earnings should be equal or better to those achieved by comparable organizations.

3.0 Operating Funds

Current-year operating funds will be held in bank-insured savings accounts.

4.0 Reserve Funds

The following policies apply to both the Operating Reserve and Capital Reserves, and to both restricted and unrestricted reserves.

- a) Reserves will be held in investment accounts.
- b) Investments will yield returns over different investment horizons to support delivery of MVCA's *10-year Capital Plan*, as amended over time.
- c) Different types of investments are permitted based upon the desired investment horizon as set out in Table 1.
- d) The Board shall review and approve the investment mix following annual update of the *10-year Capital Plan*.

- e) Transfers in and out of investment accounts shall occur with proper oversight and approvals as set out in MVCA's *Administrative By-law*.
- f) Distributions to and reallocations amongst restricted Reserve Funds shall occur with Board approval in accordance with MVCA's *Reserve & Reserve Fund Policy*.
- g) A report on current investments will be presented to the Board a minimum twice annually.
- h) The Board may approve use of a third-party to help guide and manage reserve fund investments. Such authorization shall be for a maximum of 2 years at which time the appointment must be renewed or cancelled by the Board.

5.0 Review and Update

This policy shall be reviewed periodically to ensure compliance with legislative and regulatory requirements. Amendments to the investment policy require Board approval.

Table 1: Investment Periods and Approach

Intended Duration	Portfolio	Investment Approach	Holdings
1 to 18 months	HISA (High-Interest Savings Account) or GICs (Guaranteed Investment Certificate)	Deposits with a Schedule I Canadian Bank that may be under a master investment manager LAS/CHUMS account	Bank Deposits
>18 months and <3 years	Canadian Government Bonds	Investments in diversified government securities	Federal, provincial, and municipal bonds; high-quality bank paper; bank-guaranteed debt
3-5 years	Canadian Corporate Bonds	Investment in highly rated corporate bonds maturing over various time frames	Canadian corporate bonds; federal, provincial, and municipal bonds
>5 years	Canadian Equity	A diversified, conservatively managed portfolio of equity securities issued by Canadian corporations	Canadian equity securities

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

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											
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											
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											
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											
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											
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

Palmerston Beach Property Transfer

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Finance and Administration Advisory Committee

FROM: Scott Lawryk, Property Manager

REPORT: 3476/25, March 3, 2025

RECOMMENDATION:

That the Board of Directors direct the General Manager to petition the Township of North Frontenac to contribute 50% towards the legal fees incurred by MVCA to provide clear title of the Palmerston Beach property for the Township.

1.0 Background

Palmerston Beach is part of the Palmerston-Canonto Conservation Area. Since 2002, MVCA has leased the beach portion of the conservation area to the Township of North Frontenac, with local volunteers playing a significant role in its upkeep. At the request of the Township, in 2017 the Authority approved entering into an Option to Purchase Agreement with North Frontenac subject to the resolution of land ownership conflicts on and abutting the beach.

2.0 Current Status

Title issues are finally resolved and MVCA is in a position to transfer the property to the Township. Per Section 21(6) (c) of the Conservation Authorities Act, staff submitted the attached letter to the Minister of Natural Resources to inform them of the intended transfer of the parcel to the Township of North Frontenac. The Minister has 90 days to comment and potentially intervene on this matter.

Due to the complexity and difficulty in resolving title issues, the staff time required and legal fees incurred were considerably greater than originally anticipated. Legal fees to date total \$8,691.92, excluding the actual cost to transfer the property to the Township. During the 90-day waiting period, it is recommended that MVCA request the Township to

contribute towards these costs as MVCA acted in good faith throughout this process and has already agreed to transfer the property for a nominal fee.

3.0 Corporate Strategic Plan

This recommendation supports achievement of the following strategic goals and objectives:

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

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

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

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

b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

Attachment:

1. Letter to Minister



February 26, 2025

Minister of Natural Resources
Whitney Block, 99 Wellesley St. W
Toronto, Ontario
M7A 1W3

Dear Minister Smith,

Land Transfer under the *Conservation Authorities Act*

The purpose of this letter is to inform your office of our intention to transfer ownership of a parcel of land to the Township of North Frontenac in accordance with Section 21(6)(c) of the *Conservation Authorities Act*. The parcel of land was acquired in 1971 and is identified by PIN 362030641 and PIN 362030637, and known locally as the Palmerston Beach Property.

The option to purchase was approved by the Council of the Corporation of Township of North Frontenac on August 3, 2018 (resolution number: 367-18). Execution of the transfer was delayed due to the need to resolve conflicting R-plans. Quit Claims with an adjacent landowner were only recently completed and we are now in a position to finalize the transfer of the Palmerston Beach Property to the Township of North Frontenac for a nominal sum.

Yours,

A handwritten signature in blue ink that reads "Sally McIntyre".

Sally McIntyre
General Manager

c. Chair BOD, Rep. North Frontenac, Township of North Frontenac

Attach.

K&P Trail Transfer Agreements

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Board of Directors

FROM: Scott Lawryk, Property Manager

REPORT: 3476/25, March 3, 2025 (amended post F&A Committee meeting)

RECOMMENDATION:

That the Board of Directors authorize the General Manager and Board Chair to finalize and execute agreements with the counties of Lanark, Renfrew, and Frontenac for the lease and acquisition of the K&P Trail as set out in this report.

1.0 Background

From 1972 to 1990 MVCA leased this 35 km section of trail from the Agricultural Rural Development Agency (ARDA) and developed it as a linear conservation area. At that time the MVCA was funded 85% by the province, and used those funds to build shelters and picnic sites, maintain and groom the rail bed for snowmobile use, and to plow parking lots at road crossings.

MVCA purchased the property in 1990, however, shortly thereafter the provincial government eliminated funding for conservation area development and operations. Consequently, in 1994 the Board of Directors instructed staff to reduce maintenance of the trail to that of a recreational trail.

Despite receiving support from various recreational organizations in the years that followed, by 2007 the MVCA determined that the Authority lacked adequate financial resources to properly sustain the Trail, and the Board directed staff to sell or divest management of the property. Attempts made to dispose of the trail at that time were unsuccessful, and in the intervening years minimal investment was made in the property.

Efforts to dispose of the trail were renewed in 2020, and discussions have been ongoing since then with the counties of Lanark, Frontenac and Renfrew.

Most recently, in early 2024, MVCA received three documents from the counties of Lanark, Frontenac and Renfrew:

- Draft Agreement of Purchase and Sale (APS)
- Draft Lease Agreement
- Memo of title issues along MVCA's section of the trail

As drafted, the Purchase Agreement:

- allowed the counties to:
 - take immediate ownership of the parcels that are unencumbered by any sort of title issues, and
 - decline acquisition if some of the outstanding title issues are not resolved, and
- required MVCA to pay 50% of the surveying and legal costs required to clear up title issues (estimated total ~\$350k. of which MVCA would owe ~\$175k.).

As drafted, the Lease Agreement:

- allowed the counties to take over operation for those parts of the trail that could not be immediately transferred, due to title issues.
- required MVCA to reimburse the counties any monies expended on leasehold improvements if the full transfer of the property is not able to be completed.

Since receiving these documents, staff sought legal counsel and held follow-up discussions with the County of Lanark, which has been acting as lead on behalf of the three counties. Staff also reviewed the various parcels in question to assess the potential risk associated with transferring each.

2.0 Current Status

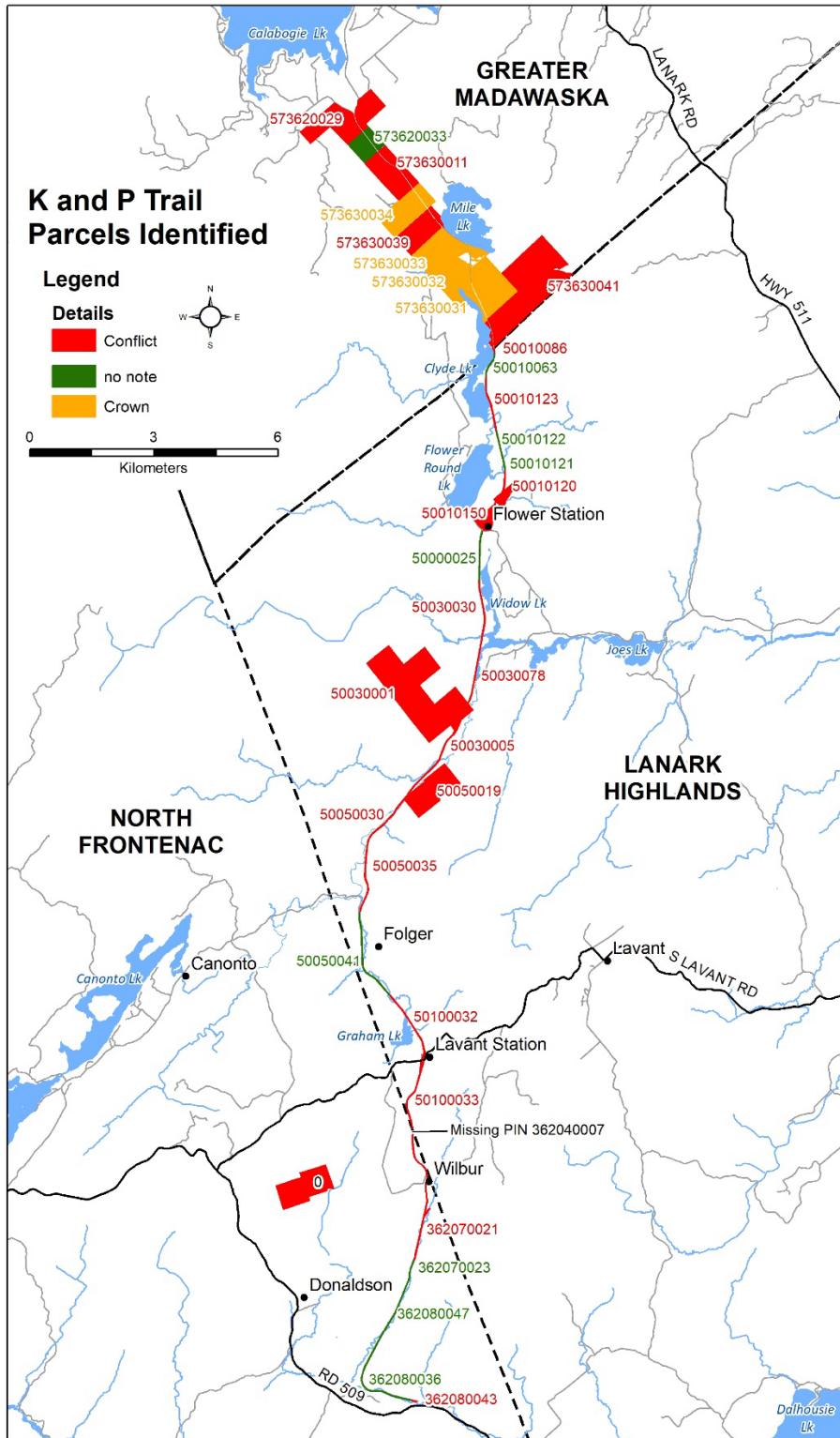
2.1 Agreement of Purchase of Sale

The latest version of the APS conveys land to the counties in three stages:

- Stage 1 – unencumbered properties would be immediately conveyed
- Stage 2 – properties that require legal action to be correct title issues would be conveyed as necessary documents are secured.
- Stage 3 – properties that require a Crown Patent to correct title issues would be conveyed as necessary documents are secured.

Refer to Figure 1 for the location and number of parcels by type of ownership issue.

Figure 1: K&P Trail – Ownership Constraints



The counties would be responsible for all costs applicable to these stages, including surveying and legal fees, with the exception of Crown Patents (shared cost). However, in the event that the counties terminated the agreement for non-fulfillment, MVCA would be responsible for reimbursing the counties 100% of all survey and legal costs.

2.2 Lease Agreement

The latest lease agreement only applies to the counties of Lanark and Renfrew, has a term of 5-years, and can be terminated by either party after that period.

The draft states that, in the event that the lease is terminated through no fault of the counties that MVCA would be required to reimburse 100% of the capital improvements costs invested by the counties into the trail to that point in time.

2.3 Memo re: Title Issues

After an internal review of the memo by MVCA staff, it was determined that approximately 70% of the trail has some sort of title issue to be resolved.

3.0 Discussion

MVCA and the counties appear to be near resolution of all contract issues. Staff had three outstanding concerns with the current drafts and proposed amendments that have been tabled with the County of Lanark for consideration.

- To mitigate future financial risk to MVCA, an upset limit of \$25,000 per year is recommended to the value of leasehold improvements, with an option for the counties to seek MVCA Board approval if greater spending is proposed.
- To mitigate future financial risk to MVCA and to facilitate timely resolution of legal and survey matters, it is proposed that MVCA provide upfront cost-sharing with the counties to a maximum amount of \$10,000/year over the life of the agreement.
- Based upon staff experience, it is recommended that a 10-year lease agreement be required to reflect the considerable amount of time needed to resolve title issues at other MVCA sites and to provide continuity between current and future Boards of all four organizations. Note, lease agreements longer than five years require Ministerial approval.

Draft amendments were well received by County of Lanark management and have been forwarded to the counties of Frontenac and Renfrew for comment. MVCA staff has also spoken with County of Frontenac staff in relation to their involvement in the lease. Based

on current circumstances, county staff may bring forward a motion to Frontenac County Council in March in support of participating in the lease agreement.

In the meantime, MVCA and county staff will work with political leadership to seek approval from the office of the Minister of Natural Resources to enable a 10-year lease period per Section 21(1) (d) of the *Conservation Authorities Act*.

4.0 Corporate Strategic Plan

This recommendation supports achievement of the following strategic goals and objectives:

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

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

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

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

b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

Tenant Agreements

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Finance and Administration Advisory Committee

FROM: Scott Lawryk, Property Manager

REPORT 3478/25, March 3, 2025

FOR DISCUSSION

1.0 Purpose

The purpose of this report is to outline current arrangements between MVCA and partner organizations that regularly make use of one or more of its facilities, and to seek input on how to approach financial aspects of future agreements.

2.0 Current State

Several organizations have tenant-like relationships with MVCA. The Mississippi Madawaska Land Trust (MMLT) uses two cubicles at MVCA's head office; and the following organizations occupy space at the Mill of Kintail Conservation Area:

- Mississippi Valley Field Naturalist (MVFN)
- Naismith Men's Shed
- Ramsay Women's Institute (Tea on the Lawn)
- Royal Astronomical Society of Canada - Ottawa (Fred Lossing Observatory)

MVCA also enters into a yearly agreement with the Snow Road Snowmobile Club (SRSC) and Calabogie and District Snowmobile Club (CDSC).

All of these groups are locally based and generally have had long-standing use of MVCA's property. In recent years, agreements have been formalized with MMLT, the Men's Shed, the Snowmobile Association, and the Royal Astronomical Society. Last year, staff informed all of the groups of the new financial regime of conservation authorities and the need for cost recovery of Category 3 programs and services.

Table 1 sets out current services provided by MVCA to these organizations. Table 2 identified fees charged for those services, and in-kind services provided by the groups.

3.0 Discussion

In an effort to improve cost recovery and mitigate risks, MVCA recently reviewed and strengthened its rental agreements for those making temporary use of the Mill of Kintail Conservation Area. The next step is to determine the level of cost recovery and insurance to be required of these groups that have made regular use of the site at little or no cost, and that are largely volunteer-based community organizations.

Some of the variables under consideration are the following:

- Does the organization’s mandate align with MVCA’s mandate?
- Are they delivering programming that supports achievement of MVCA’s goals and objectives as set out in the *Land Conservation & Resource Management Strategy*?
- Do their activities attract people our site(s)?
- Do they contribute goods/people towards MVCA activities/events?
- How much time do they demand of MVCA staff and how frequently?
- What risks and liabilities are associated with their activities?
- How are they managing those risks?
- Are their activities incumbering use of the space/site by MVCA or others?

Given the mandate to achieve full-cost recovery of Category 3 programs and services, staff are looking for Board sentiment on the approach to be taken in drafting or updating agreements with these organizations.

4.0 Corporate Strategic Plan

This work is designed to support achievement of the following goal and objectives of the Corporate Strategic Plan:

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

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

Table 1: Services Provided

	MMLT	MVFN	Royal Astron. Society	Men's Shed	Ramsay Women's Institute	SRSC/CDSC
Location	HQ	MOK	MOK	MOK	MOK	K&P
Office space	✓	✓				
Storage space	✓	✓			✓	
Use of workshop				✓		
Use of meeting room	✓	✓				
Use of kitchen facilities	✓	✓			✓	
Telephone	✓	✓				
Internet/WIFI	✓	✓				
Photocopying	✓	✓				
Scanning	✓	✓				
Site-use for Observatories						
Site-use for events	✓	✓	✓		✓	
Event set-up/break-down	✓				✓	
Lawn mowing for parking			✓			
Snow clearing of access road			✓			
Access for trail grooming						✓
Written agreement in place	✓		✓	✓		✓

Table 2: Charges / In-kind Services / Donations Received

	MMLT	MVFN	Royal Astron. Society	Men's Shed	Ramsay Women's Institute	SRSC/CDSC
2024 Fees/Rents Charged						
Office space	\$3,600	\$50/Month Pre-Covid	\$200/year			
Photocopier/Postage	\$3,069					
Meeting room rentals						
Staff time						
• Set-up/tear-down						
• Lawn mowing						
• Tree clearing						
• Snow clearing						
2024 In-kind Services Received						
Site maintenance (Cat. 1)				✓		Labour & Materials
Public education (Cat. 3)	✓	✓				
Fundraising (Cat. 3)					\$200/year	
Support MVCA events		✓	✓	✓		

Financial Update – YTD December 31, 2024, Unaudited

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Board of Directors

FROM: Stacy Millard, Treasurer

REPORT: 3479/25, February 26, 2025 (as amended by F&A Committee)

RECOMMENDATION:

Resolved, That the Board of Directors approve:

- a) Drawdown of the Category 3 Operating Reserve by \$21,007 to cover a short-fall in daily parking pass revenues.
 - b) ~~Allocation of the Category 2 Operating Surplus of \$100,000 in accordance with Option 2 of this report.~~
 - c) Allocation of any remaining year-end surplus after audit adjustments to the Water Control Structure Reserve.
-

The purpose of this report is to present unaudited year-to-date financial data as of December 31, 2024 and to obtain direction on reserve allocations to allow for finalization of the 2024 Audited Financial Statements.

1.0 Operating

The 2024 Operating Budget was underspent by ~\$30,000 and the drawdown of reserves was \$17,000 less than budgeted, as shown in Table 1. Details are provided in Attachments 1 and 2.

The compensation surplus previously projected due to maternity and paternity leaves was negated by Q4 severance costs and re-distribution of compensation from capital to operating based on actual work performed.

Line items that are notably over or under budget at year-end are the following:

- Corporate Services – additional expenditures were required to backfill a position while an employee was on short-term disability and to cover severance costs incurred in Q4. Budgeted but unused Category 1 Operating Reserves also were used to cover those costs.
- Category 2 Programs – budget underspending was due to:
 - An overstatement of laboratories fees in the 2024 Budget that was corrected in the 2025 Budget; and
 - A failure to obtain a federal grant to enable hiring of a consultant to support work on the Land Conservation Strategy.
- Category 3 Programs – budget over-runs were due to expansion of the Stewardship Program and were entirely offset by increases in grants and Other Revenues.
- Flood and Erosion Control – was underspent due to actual work demands and time spent on other activities.

1.1 [Table 1: Operating Budget](#)

Budget Item	2024 Budget	Unaudited Dec 31, 2024 YTD actuals	Variance Actual to Budget
Expenditures			
Corporate Services	\$1,134,464	\$1,376,976	122%
Watershed Management	\$1,332,249	\$1,279,278	96.03%
Flood and Erosion Control	\$995,643	\$875,445	87.93%
Conservation Services	\$370,469	\$347,979	93.93%
Category 2 Programs	\$296,536	\$150,061	50.61%
Category 3 Programs	\$412,981	\$482,290	116.79%
Total Operating	\$4,542,341	\$4,512,029	99.34%
Revenues			
Municipal Levy	\$3,140,197	\$3,140,197	100%
Reserve Funds	\$196,786	\$179,647	91.29%
Provincial & Federal Grants	\$237,116	\$210,579	88.81%
Fees for Service	\$776,020	\$713,223	91.91%
Other Revenue	\$192,221	\$268,384	139.63%
Total Revenues	\$4,542,341	\$4,512,029	99.34%

- Provincial and Federal Grant – revenues were below budgeted levels because federal student grant applications were denied; and a grant was not secured to support the above noted Land Conservation Strategy.
- Fee for Service – revenues were below budget largely due to a short-fall in daily parking pass revenues in 2024, with a recommended drawdown of \$21,007 from the Category 3 Operating Reserve to cover the difference.

1.2 Category 2 Operating Surplus

There are three options for managing the \$100,000 year-end Category 2 surplus:

1. Allocate to the Category 2 Operations Reserve.
2. Allocate to the Category 3 Operations Reserve.
3. Refund member municipalities in accordance with the 2024 municipal levy percentage allocations.

Option 2 is recommended for the following reasons:

- The Category 2 Operating Reserve is already at its target balance level.
- The Category 3 Operating Reserve is only at 9% of its target balance.
- MVCA allocated 4.6% of the 2024 Municipal Levy towards Category 3 programs and services, and the \$100,000 is within the annual maximum 8% contribution permitted under the Municipal MOUs for Category 3 activities.

2.0 **Capital Budget and 10-Year Capital Plan**

No changes have been made since last reported in November 2024. See Attachment 3 for details.

3.0 **Reserves**

Current Reserve Balance projections are provided in Attachment 4.

As noted in the November 2024 Financial Update report, \$36,541 was drawn from the Category 3 Operating Reserve to cover Category 3 Capital costs.

Any surplus after all audit adjustments should be allocated to the Water Control Structure reserve.

4.0 Corporate Strategic Plan

This report is prepared to support achievement of the following Corporate Goals and Objectives:

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

a) Implement the five-year capital program.

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.

Attachments

1. 2024 Year-end Total Operating Summary, unaudited
2. 2024 Year-end Programs and Services Summaries, unaudited
3. 2024 Year-end Capital Budget Summary, unaudited
4. 2024 Year-end Projected Reserve Balances
5. Reserve and Reserve Fund Policy

Total Operating Summary	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
EXPENSES						
Category 1						
Category 1 Programs						
Compensation	\$2,997,632	\$3,101,295	\$3,022,202	\$24,570	\$79,093	\$103,664
Operating Expenses	\$728,692	\$738,353	\$732,757	\$4,065	\$5,596	\$9,661
Special Projects	\$106,500	\$40,030	\$88,135	-\$18,365	-\$48,105	-\$66,470
TOTAL	\$3,832,824	\$3,879,678	\$3,843,094	\$10,270	\$36,585	\$46,854
Category 2						
Category 2 Programs						
Compensation	\$144,536	\$83,140	\$91,000	-\$53,536	-\$7,860	-\$61,396
Operating Expenses	\$82,000	\$37,331	\$43,000	-\$39,000	-\$5,669	-\$44,669
Special Projects	\$70,000	\$29,590	\$29,648	-\$40,352	-\$58	-\$40,410
TOTAL	\$296,536	\$150,061	\$163,648	-\$132,888	-\$13,587	-\$146,475
Category 3						
Category 3 Programs						
Compensation	\$270,172	\$310,685	\$292,000	\$21,828	\$18,685	\$40,513
Operating Expenses	\$58,359	\$56,936	\$56,989	-\$1,370	-\$53	-\$1,423
Special Projects	\$84,450	\$114,669	\$109,100	\$24,650	\$5,569	\$30,219
TOTAL	\$412,981	\$482,290	\$458,089	\$45,108	\$24,201	\$69,309
Total Operating - Expenses	\$4,542,341	\$4,512,029	\$4,464,830	-\$77,511	\$47,199	-\$30,312
REVENUE						
Municipal Levy	\$3,140,197	\$3,140,197	\$3,144,337	\$4,140	-\$4,140	\$0
Reserve Fund	\$196,786	\$179,647	\$56,434	-\$140,352	\$123,213	-\$17,140
Provincial/Federal Grants	\$237,116	\$210,579	\$210,580	-\$26,536	-\$1	-\$26,537

Total Operating Summary	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
Fees for Services	\$776,020	\$713,223	\$812,398	\$36,378	-\$99,175	-\$62,797
Other Revenue	\$192,221	\$268,384	\$241,081	\$48,860	\$27,303	\$76,163
Total Operating - Revenues	\$4,542,341	\$4,512,029	\$4,464,830	-\$77,510	\$47,199	-\$30,311

CATEGORY 1: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
EXPENSES						
Watershed Management						
Technical Studies						
Compensation	\$223,174	\$279,572	\$288,133	\$64,959	-\$8,561	\$56,398
Operating Expenses	\$26,700	\$10,683	\$14,100	-\$12,600	-\$3,417	-\$16,017
Special Projects	\$79,000	\$36,070	\$81,135	\$2,135	-\$45,065	-\$42,930
Subtotal	\$328,873.53	\$326,325	\$383,368	\$54,494	-\$57,042	-\$2,548
Planning & Regulations						
Compensation	\$905,875	\$860,606	\$869,190	-\$36,685	-\$8,584	-\$45,269
Operating Expenses	\$82,500	\$92,347	\$102,750	\$20,250	-\$10,403	\$9,847
Special Projects	\$15,000	\$0	\$0	-\$15,000	\$0	-\$15,000
Subtotal	\$1,003,375	\$952,953	\$971,940	-\$31,435	-\$18,987	-\$50,422
TOTAL	\$1,332,249	\$1,279,278	\$1,355,308	\$23,059	-\$76,030	-\$52,971
Flood & Erosion Control						
Flood Forecasting & Warning						
Compensation	\$684,884	\$645,893	\$622,672	-\$62,212	\$23,221	-\$38,991
Operating Expenses	\$56,400	\$66,922	\$61,200	\$4,800	\$5,722	\$10,522
Special Projects					\$0	\$0
Subtotal	\$741,284	\$712,815	\$683,872	-\$57,412	\$28,943	-\$28,469
Dam Operations & Maintenance						
Compensation	\$167,859	\$107,468	\$102,740	-\$65,119	\$4,728	-\$60,391
Operating Expenses	\$86,500	\$55,162	\$57,200	-\$29,300	-\$2,038	-\$31,338
Special Projects					\$0	\$0
Subtotal	\$254,359	\$162,630	\$159,940	-\$94,419	\$2,690	-\$91,729

CATEGORY 1: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
TOTAL	\$995,643	\$875,445	\$843,812	-\$151,831	\$31,633	-\$120,197
Conservation Areas						
Conservation Areas						
Compensation	\$233,813	\$261,962	\$250,000	\$16,187	\$11,962	\$28,149
Operating Expenses	\$64,800	\$70,045	\$60,935	-\$3,865	\$9,110	\$5,245
Special Projects					\$0	\$0
Subtotal	\$298,613	\$332,007	\$310,935	\$12,322	\$21,072	\$33,394
Technical Studies						
Compensation	\$60,856	\$13,922	\$15,000	-\$45,856	-\$1,078	-\$46,934
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Special Projects	\$11,000	\$2,050	\$6,500	-\$4,500	-\$4,450	-\$8,950
Subtotal	\$71,856	\$15,972	\$21,500	-\$50,356	-\$5,528	-\$55,884
TOTAL	\$370,469	\$347,979	\$332,435	-\$38,034	\$15,544	-\$22,490
Corporate Services						
Corporate Services						
Compensation	\$721,172	\$931,873	\$874,467	\$153,295	\$57,406	\$210,701
Operating Expenses	\$411,792	\$443,194	\$436,572	\$24,780	\$6,622	\$31,402
Special Projects	\$1,500	\$1,910	\$500	-\$1,000	\$1,410	\$410
TOTAL	\$1,134,464	\$1,376,976	\$1,311,539	\$177,075	\$65,437	\$242,512
Total Category 1 - Expenses	\$3,832,824	\$3,879,678	\$3,843,094	\$10,270	\$36,585	\$46,854
REVENUE						
Municipal Levy	\$2,817,071	\$2,817,071	\$2,820,607	-\$3,535.6	-\$3,535.6	\$0.0
Reserve Fund	\$196,786	\$266,001	\$207,325	-\$10,539	\$58,676	\$69,215
Provincial/Federal Grants	\$147,671	\$137,614	\$137,614	\$10,057	\$0	-\$10,057

CATEGORY 1: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
Fees for Services	\$511,295	\$468,507	\$520,548	-\$9,253	-\$52,041	-\$42,788
Other Revenue	\$160,000	\$190,486	\$157,000	\$3,000	\$33,486	\$30,486
Total Category 1 - Revenues	\$3,832,823	\$3,879,678	\$3,843,094	-\$10,271	\$36,585	\$46,855

CATEGORY 2: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD SEPT 30 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
EXPENSES						
Watershed Management						
Technical Studies						
Compensation	\$144,536	\$83,140	\$91,000	-\$53,536	-\$7,860	-\$61,396
Operating Expenses	\$82,000	\$37,331	\$43,000	-\$39,000	-\$5,669	-\$44,669
Special Projects	\$70,000	\$29,590	\$29,648	-\$40,352	-\$58	-\$40,410
TOTAL	\$296,536	\$150,061	\$163,648	-\$132,888	-\$13,587	-\$146,475
Total Category 2 - Expenses	\$296,536.31	\$150,061	\$163,648	-\$132,888	-\$13,587	-\$146,475
REVENUE						
Municipal Levy	\$178,536	\$178,536	\$178,536	\$0	\$0	\$0
Reserve Fund	\$0	-\$107,361	-\$93,774	-\$93,774	-\$13,587	-\$107,361
Provincial/Federal Grants	\$50,000	\$10,886	\$10,886	-\$39,114	\$0	-\$39,114
Fees for Services	\$68,000	\$68,000	\$68,000	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Category 2 - Revenues	\$296,536	\$150,061	\$163,648	-\$132,888	-\$13,587	-\$146,475

CATEGORY 3: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD SEPT 30 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
EXPENSES						
Stewardship Programs						
Stewardship Programs						
Compensation	\$82,571	\$120,360	\$110,000	\$27,429	\$10,360	\$37,789
Operating Expenses	\$7,500	\$4,550	\$4,850	-\$2,650	-\$300	-\$2,950
Special Projects	\$69,450	\$108,582	\$103,000	\$33,550	\$5,582	\$39,132
TOTAL	\$159,521	\$233,493	\$217,850	\$58,329	\$15,643	\$73,972
Education Services						
Education Services						
Compensation	\$41,470	\$56,154	\$55,000	\$13,530	\$1,154	\$14,684
Operating Expenses	\$4,700	\$6,128	\$5,825	\$1,125	\$303	\$1,428
Special Projects	\$15,000	\$6,087	\$6,100	-\$8,900	-\$14	-\$8,914
TOTAL	\$61,170	\$68,368	\$66,925	\$5,755	\$1,443	\$7,198
Vistor Services						
Vistor Services						
Compensation	\$146,130	\$134,171	\$127,000	-\$19,130	\$7,171	-\$11,960
Operating Expenses	\$46,159	\$46,258	\$46,314	\$155	-\$56	\$99
Special Projects				\$0	\$0	\$0
TOTAL	\$192,289	\$180,429	\$173,314	-\$18,976	\$7,115	-\$11,861
Total Category 3 - Expesnes	\$412,981	\$482,290	\$458,089	\$45,108	\$24,201	\$69,309
REVENUE						
Municipal Levy	\$144,590	\$144,590	\$145,195	\$605	-\$605	\$0
Reserve Fund	\$0	\$21,007	-\$57,117	-\$57,117	\$78,124	\$21,007

CATEGORY 3: PROGRAMS & SERVICES	2024 APPROVED BUDGET	UNAUDITED YTD SEPT 30 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
Provincial/Federal Grants	\$39,445	\$62,080	\$62,080	\$22,635	\$0	\$22,635
Fees for Services	\$196,725	\$176,716	\$223,850	\$27,125	-\$47,134	-\$20,009
Other Revenue	\$32,221	\$77,898	\$84,081	\$51,860	-\$6,183	\$45,677
Total Category 3 - Revenues	\$412,981	\$482,290	\$458,089	\$45,108	\$24,201	\$69,309

Total Capital Summary	2024 APPROVED BUDGET	UNAUDITED YTD DEC 31 2024	FINAL PROJECTION	VARIANCE PROJECTION TO BUDGET	VARIANCE ACTUAL TO PROJECTION	VARIANCE ACTUAL TO BUDGET
EXPENSES						
Category 1						
WECI Capital Projects	\$295,000	\$205,977	\$200,000	-\$95,000	\$5,977	-\$89,023
Conservation Areas	\$78,250	\$61,671	\$52,500	-\$25,750	\$9,171	-\$16,579
Corporate Projects	\$891,850	\$185,380	\$255,000	-\$636,850	-\$69,620	-\$706,470
Tech Studies - Capital	\$149,375	\$98,037	\$112,500	-\$36,875	-\$14,463	-\$51,338
Debt Repayment	\$344,922	\$312,417	\$312,417	-\$32,505	\$0	-\$32,505
Total Category 1	\$1,759,397	\$863,482	\$932,417	-\$826,980	-\$68,935	-\$895,915
Category 3 Capital	\$30,000	\$66,541	\$72,000	\$42,000	-\$5,459	\$36,541
Total Capital Program	\$1,789,397	\$930,022	\$1,004,417	-\$784,980	-\$74,395	-\$859,374
FUNDING						
Municipal Levy	\$691,745	\$691,745	\$691,745	\$0	\$0	\$0
Reserve Fund	\$237,652	\$137,786	\$212,181	-\$25,471	-\$74,395	-\$99,866
Provincial/Federal Grants	\$150,000	\$95,491	\$95,491	-\$54,509	\$0	-\$54,509
Fees for Services	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$735,000	\$5,000	\$5,000	-\$730,000	\$0	-\$730,000
Total Capital - Revenues	\$1,814,397	\$930,022	\$1,004,417	-\$809,980	-\$74,395	-\$884,375

Reserve Investments				
	Dec 31 2023 Balance	2024 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	\$14,229		\$65,956
Priority Projects (Formerly Glen Cairn)	\$438,836	\$50,439		\$388,397
Sick Pay (STD) Reserve	\$73,843	\$21,086		\$52,757
Vehicles & Equipment Reserve	\$263,537	\$10,000		\$253,537
Water Control Structure Reserve - MVCA	\$514,391	\$35,412		\$478,979
Category 3 Capital Reserve	\$39,000	\$16,165		\$22,835
Total	\$2,130,193	\$147,331	\$0	\$1,982,862
Operating Reserves				
Museum Building & Art Reserve	\$0			\$0
Operating Reserve	\$1,022,526	\$219,914	\$0	\$802,612
Category 2 Operating Reserve	\$89,000		\$107,361	\$196,361
Category 3 Operating Reserve	\$125,760	\$57,548		\$68,212
Total	\$1,237,286	\$277,462	\$107,361	\$1,067,185
TOTAL	\$3,367,479	\$424,793	\$107,361	\$3,050,046

RESERVE AND RESERVE FUND POLICY

As amended December 2023

1.0 General

- a. A resolution of the Board is required to establish and close a reserve and reserve fund.
- b. Every reserve and reserve fund should have a stated purpose, a target balance, identified funding source(s), and a projected end date (if applicable.)
- c. A resolution of the Board is required to make a contribution to, withdrawal from, and to make a final distribution from a reserve and reserve fund.
- d. The Treasurer shall invest reserves and reserve funds while ensuring adequate liquidity to meet the needs of Board-approved budgets, financial plans, and capital plans.

2.0 Category 1 Operating Reserve

- a. The purpose of the operating reserve is to:
 - i. provide for day-to-day cashflow management;
 - ii. accommodate moderate unplanned expenditures and revenue shortfalls;
 - iii. implement short-term initiatives without creating undue burden on the municipal levy; and
 - iv. provide the Authority with cash-on-hand to seize opportunities to make progress on projects within the *Corporate Strategic Plan* when funding opportunities arise and a financial contribution is required.
- b. During preparation of the annual budget, a risk-based approach will be used to establish a target year-end balance for the Category 1 Operating Reserve. Using current year data:
 - i. Sum the following:
 - (1) Total payroll cost for 2 pay-periods.
 - (2) 2-months of the 3-year running-average annual expense (non-capital.)
 - (3) 3-months of the average payroll burden per employee.
 - (4) 6-months of the average payroll burden per employee.
 - (5) 50% of the annual payroll of grant-subsidized positions.

- (6) 25% of the annual payroll of fee-subsidized positions.
- (7) 25% of the sum of all insurance deductibles.
- ii. Add AND subtract 10% of the sum to provide a target range.
- c. The Category 1 Operating Reserve will be funded primarily by year-end surpluses, but may be funded by other sources to support delivery of specific programs and services and to maintain the target balance.
- d. The rationale for deviating from, and an approach for re-establishing the desired target range should be prepared when the Board considers:
 - i. drawdown of the Category 1 Operating Reserve below the target range; and
 - ii. building the Category 1 Operating Reserve above the target range.

3.0 Restricted Reserve Funds

- a. Restricted reserve funds may be established for the purpose of:
 - i. Carrying out projects identified in Board-approved plans and strategies;
 - ii. Acquiring, rehabilitating, enhancing, and replacing tangible capital assets (TCAs); and
 - iii. Supporting delivery of Category 1, 2 or 3 programs and services.
- b. 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.
- c. 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.
- d. Table 1 identifies restricted reserve funds approved by the Board.

Table 1: Board-approved Restricted Reserve Funds

Fund Name	Purpose	Funding Source(s)	Target Balance	End Date
Category 1				
1. Building	Rehabilitation and enhancement of the HQ building and works yard.	Annual and special levy; and op surplus	Per 3c)	n/a
2. Conservation Areas	Implementation of CA Master Plans and the rehabilitation, replacement, and enhancement of assets at CAs. ¹	Annual and special levy; and op surplus	Per 3c)	n/a
3. Information and Communications Technology	Acquisition, enhancement, rehabilitation and replacement of hardware, software and peripherals.	Annual and special levy; and op surplus	Per 3c)	n/a
4. Priority Projects	Board-approved projects eligible for provincial grants under Section 39 of the Act. ²	Above, and land dispositions	2x annual average payroll/ employee ³	tbd
5. Sick Pay	To backfill a person on extended leave but not on long-term disability.	Operating surplus and annual levy	Annual average payroll/employee	n/a

¹ With the exception of the MOK Museum building. The purpose of this fund will require update in advance of January 1, 2024.

² As of July 2022, funds in this account were obtained solely through the sale of Authority land that had been acquired using provincial funds (i.e. Glen Cairn property.) As such, use of funds in this account must be approved by the province in accordance with provincial polities.

³ This would allow for dollar matching of grants, hiring consultants, and/or the temporary hiring of staff to complete priority projects of the organization.

Fund Name	Purpose	Funding Source(s)	Target Balance	End Date
6. Vehicles	Acquisition, rehabilitation and replacement of vehicles and related equipment (incl. boats and trailers.)	Annual and special levy; and op surplus	Per 3c)	n/a
7. Water Control System	Acquisition, enhancement, rehabilitation and replacement of erosion and water control structures and monitoring and measurement equipment	Annual and special levy; and operating surplus	Per 3c)	n/a
Category 2 & 3				
8. Category 3 Capital Reserve ⁴	Implementation of the MOK Museum Strategic Plan, and other approved Category 3 plans.		100% of the Cat. 3 5-year Capital Plan	tbd
9. Category 2 Operating Reserve	To address temporary funding shortfalls	Operating surplus, grants, donations.	1-year payroll costs ⁵	tbd
10. Category 3 Operating Reserve	To address temporary funding shortfalls		1-year payroll costs ⁵	tbd

⁴ Previously known as the Category 2 & 3 Reserve, and prior to that as the “Museum Building & Art” reserve.

⁵ Pro-rated for staff working on Category 2 or Category 3 programs, where pro-rated means that if an employee is budgeted to work 30% of the year on Category 3 programming that only 30% of their salary would be applied to calculating the target reserve balance.

Advisory Committee Appointments

TO: The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors

FROM: Sally McIntyre, General Manager

REPORT: 3482/25, March 6, 2025

RECOMMENDATION:

That the Board of Directors approve the appointment of members of the public to the Mill of Kintail Museum Advisory Committee and to the Mississippi River Watershed Plan Implementation Public Advisory Committee as set out in this report.

1.0 BACKGROUND

MVCA's Administrative By-laws contain Terms of Reference for two public advisory committees:

- Mill of Kintail Museum Advisory Committee, and
- Mississippi River Watershed Plan Implementation Public Advisory Committee

These committees act provide for regular discussion with members of the public on key issues of importance to the community and MVCA. Appointments to these committees must be approved by the Board. The purpose of this report is to renew appointment of current members, and to appoint one new member to each committee to replace recent retirees.

2.0 MILL OF KINTAIL MUSEUM ADVISORY COMMITTEE (MAC)

The following members of the public currently sit on the MAC and are recommended to be reappointed to the Committee:

- Darcy Moses
- Wendy Bridges
- Lucy Carleton
- Diana Jackson
- Sara Chatfield
- Kathy McNenly
- Sarah More

Member Wayne Morrison retired last year and it is recommended that he be replaced by Jill Moxley. See Attachment 1 for her application letter and related experience.

3.0 MISSISSIPPI RIVER WATERSHED PLAN IMPLEMENTATION PUBLIC ADVISORY COMMITTEE (PAC)

The following members of the public currently sit on the PAC and are recommended to be reappointed to the Committee:

- Katie Surra
- Doreen Donald
- Ed Giffin
- Terry McHardy
- John Karau

Member Gord Harrison retired last year and it is recommended that he be replaced by Paul Frigon. See Attachment 2 for his application letter and related experience.

4.0 CORPORATE STRATEGIC PLAN

This report supports achievement of the following corporate goal and objective:

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

b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

Attachments:

1. Application letter from Jill Moxley
2. Application letter from Paul Frigon

11 February 2025
84 Johanna St.
Almonte, ON
K0A 1X0

Kelly Hollington
Executive Assistant
Mississippi Valley Conservation Authority
10970 Highway 7,
Carleton Place, ON
K7C 3P1

Dear Ms. Hollington,

As requested in your email of 10 February, I am sending a letter demonstrating my experience with regard to an appointment to the Mill of Kintail Advisory Committee.

I have a B. Sc. (honours) in Biology. I worked for five years as a writer with Environment Canada and worked for 30 years as Technical and then Senior Editor at the Bank of Canada.

I have been a supporter of the Mill of Kintail for many years and have served "Tea on the Lawn" with the Ramsay Women's Institute since the mid-1970s. I served on the Advisory Committee for several years in the 1990s.

I have been a volunteer at the Mississippi Valley Textile Museum (MVTM) since 2008, working on the reception desk and in the museum store, as well as giving the occasional tour to visiting groups. I also served a term on the Museum's Board and helped to draft grant applications. I was also involved in the planning and running of various fundraising events, such as Fibrefest and Soup for Thought.

I recently decided that my experience might be useful to the Mill of Kintail, since I believe that, at this time, with its funding model changing, it is in greater need of assistance than the MVTM. I have stepped away from the MVTM, and I hope to work solely for the Mill of Kintail in whatever capacity I can. I believe that my experience with the MVTM would be helpful when looking at the museum's current operations and trying to secure its future.

Thank you very much for your consideration,

Sincerely,

Jill Moxley

February 11th 2025

Kelly Hollington, Executive Assistant
Mississippi Valley Conservation Authority (MVCA)
10970 Hwy#7, Carleton Place, ON K7C 3P1

Paul Frigon, P.Eng.
220 Jamieson Street, Almonte, ON K0A 1A0

Dear Ms. Hollington,

I would like to be considered for membership in the MVCA's Mississippi Watershed Public Advisory Committee.

For many years, I have been aware of the role that Conservation Authorities have, or should have, in water resources management and management of the natural environment: starting with my Waterloo co-op experiences at the MOE Water Resources Branch in Toronto and my first gainful employment, as a civil engineer, with the Grand River Conservation Authority in Cambridge ON in 1978; to my lead in the Lynde Creek Master Drainage Plan for the Central Lake Ontario Conservation Authority and the Town of Whitby in 2020.

For the past 45+ years as a professional engineer I have coordinated, written, and provided analysis and design for studies that included the hydrotechnical aspects of civil engineering in floodplain mapping, stormwater management and watershed master planning. There was a sidebar, for a time, when I formed a company that specialized in the routing and real-time tracking of winter maintenance vehicles...but that is a different story about the "bleeding" edge of technology and for another time!

I have been active on several Boards and Committees, in the past, and enjoyed working with other volunteers in both guiding an organization and addressing challenges that rise from time to time.

Currently I am "on call" with AECOM, my last full-time employer, and have attached a one-page summary resume that contains a brief overview of my overall education and working career. I have also attached a recent six-page CV, from AECOM, that is significantly more detailed.

Looking forward to MVCA's consideration of my application.

Regards,



Paul Frigon, P.Eng.

Corporate Strategic Plan Update

TO: The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors

FROM: Sally McIntyre, General Manager

REPORT: 3483/25, March 7, 2025

FOR DISCUSSION

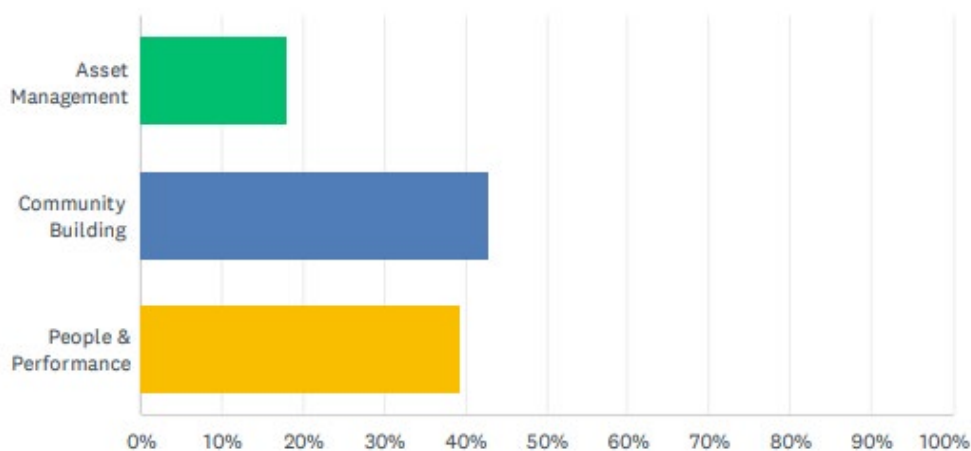
As discussed at the last Board meeting, the first step taken to update the [Corporate Strategic Plan](#) was to engage with employees. Briefings were held with each department, and two surveys were issued to solicit feedback. Surveys results are attached.

Managers are in the process of providing individual feedback, and the next step will be to further engage staff on draft themes for the next five years. The purpose of this report is to summarize initial findings to facilitate further feedback from the Board.

1.0 CURRENT GOALS & OBJECTIVES

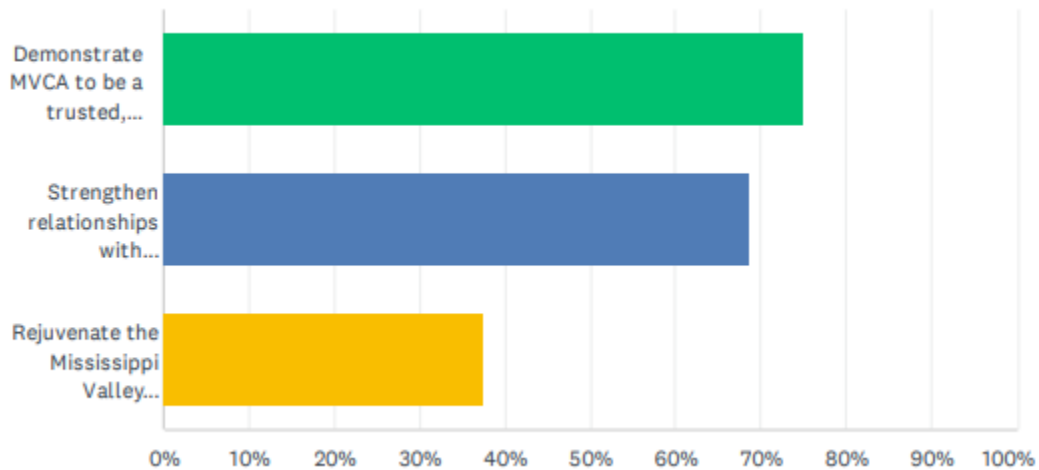
Twenty-four (24) staff responded, with 1/3 being employees with 5 or more years at MVCA and the balance with less than 5 years with the Authority. Less than 50% of respondents felt strongly about carrying forward any one of the current goals.

Figure 1: Current Goals to carry forward into the next 5-year Strategic Plan?



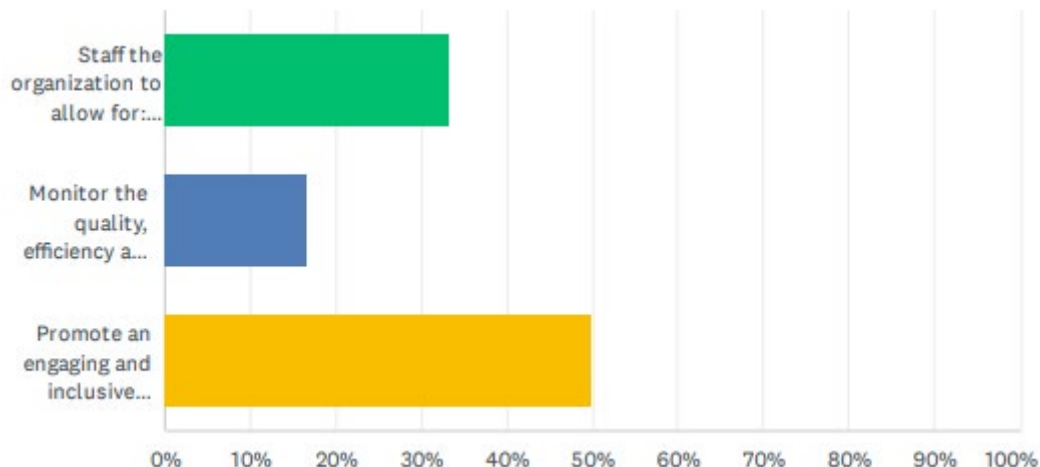
Sixteen (16) staff provided feedback on current Community Building objectives. As shown in Figure 2, there is strong support for continuing to build trust and relationships with the communities we serve.

Figure 2: Current Community Building Objectives to focus on over the next 5-years



All respondents provided feedback on current People & Performance objectives. As shown in Figure 3, the objective that resonated with 50% of respondents was “Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.”

Figure 3: Current People & Performance Objective to focus on over the next 5-years



2.0 GAPS/ISSUES GOING FORWARD

Survey 2 solicited ideas regarding future opportunities, issues/deficiencies to address over the next five years. Only six ideas were raised, with some duplication:

- Improve awareness between departments on what they do and are working on;
- Prepare erosion hazard mapping for the Frontenacs and Addington Highlands;
- Enhance stewardship and community engagement, in particular invasive species removal support;
- Streamline and standardize workplans and methodologies; and
- Enhance community engagement so there is better understanding of MVCA.

The second part of the survey solicited feedback on staff satisfaction. Of the 19 responses, 4 were Very Satisfied, 12 were satisfied, and 3 were Somewhat Dissatisfied. The area identified as needing improvement was staff “guidance and support.”

The management team has begun discussions and identified the following matters for consideration:

- Corporate identity – build awareness within City of Ottawa of MVCA, our roles and responsibilities, and services.
- Community engagement – continue to build relationships and provide transparency in what we do; enhance relationships with peer groups (building inspectors, planners); continue to foster relationships with Indigenous communities and the agricultural community.
- Climate change – support adaptation by community partners.
- Staff development – build professional skills, provide challenging work and cross training; maintain engaging workplace; enhance mentoring.
- Category 3 – transition to new service delivery model and determine best fit for scope of services and service delivery methods; in particular transition museum management to other party.
- Asset Management

3.0 NEXT STEPS

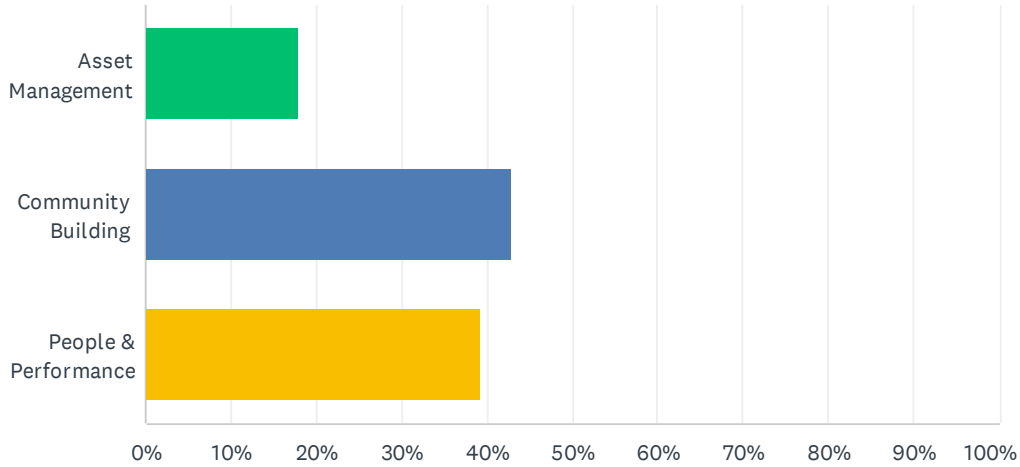
A simple discussion tool will be developed to examine and flesh out the above findings and inform a first draft of the Strategic Plan for Board review.

Attachments:

1. Staff survey 1 results
2. Staff survey 2 results

Q1 Which, if any, of the current themes do you think should carry forward into the next 5-year Strategic Plan?

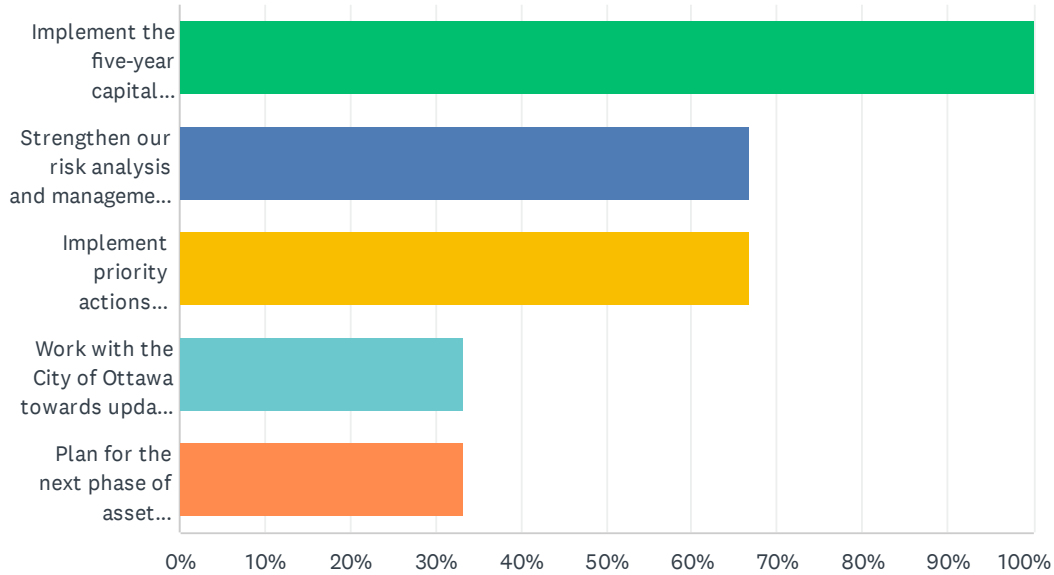
Answered: 28 Skipped: 0



ANSWER CHOICES	RESPONSES	
Asset Management	17.86%	5
Community Building	42.86%	12
People & Performance	39.29%	11
TOTAL		28

Q2 Which of the current asset management objectives do you believe should continue to be our focus over the next 5-years (check all that apply):

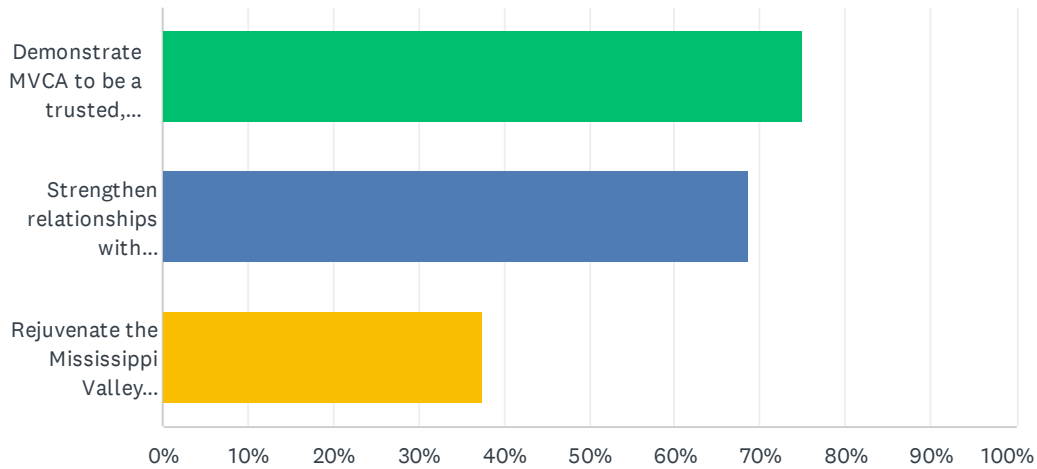
Answered: 3 Skipped: 25



ANSWER CHOICES	RESPONSES	
Implement the five-year capital program.	100.00%	3
Strengthen our risk analysis and management capacity to include climate change and development impacts.	66.67%	2
Implement priority actions identified in the Mississippi River Watershed Plan.	66.67%	2
Work with the City of Ottawa towards update of the Carp River Watershed Plan.	33.33%	1
Plan for the next phase of asset development and management.	33.33%	1
Total Respondents: 3		

Q3 Which of the current community building objectives do you believe should continue to be our focus over the next 5-years (check all that apply):

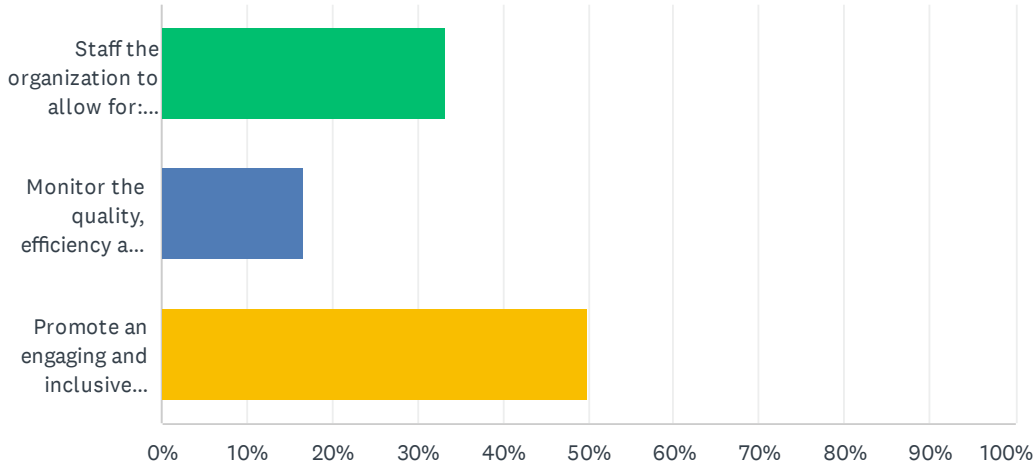
Answered: 16 Skipped: 12



ANSWER CHOICES	RESPONSES	
Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.	75.00%	12
Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.	68.75%	11
Rejuvenate the Mississippi Valley Conservation Foundation (MVCF) into a highly functional and effective fundraising organization.	37.50%	6
Total Respondents: 16		

Q4 Which of the current people and performance objectives you believe should continue to be our focus over the next 5-years (check all that apply):

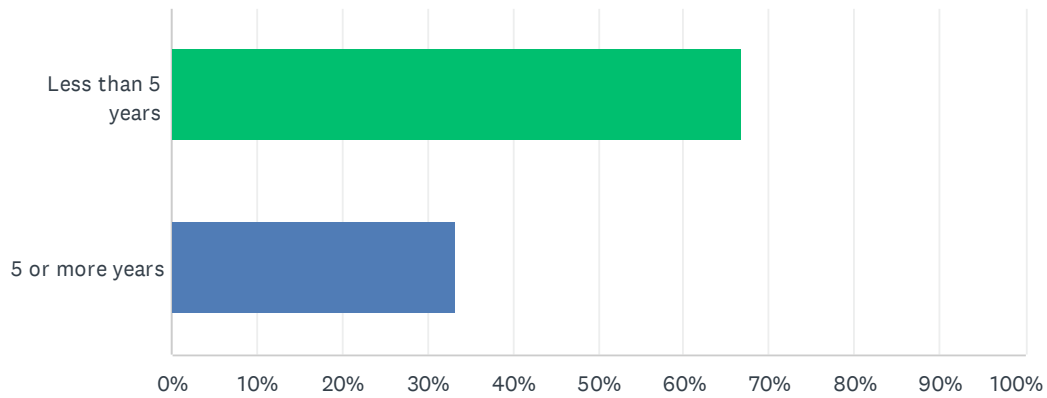
Answered: 24 Skipped: 4



ANSWER CHOICES	RESPONSES	
Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.	33.33%	8
Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.	16.67%	4
Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.	50.00%	12
TOTAL		24

Q5 Years with MVCA

Answered: 24 Skipped: 4



ANSWER CHOICES	RESPONSES	
Less than 5 years	66.67%	16
5 or more years	33.33%	8
Total Respondents: 24		

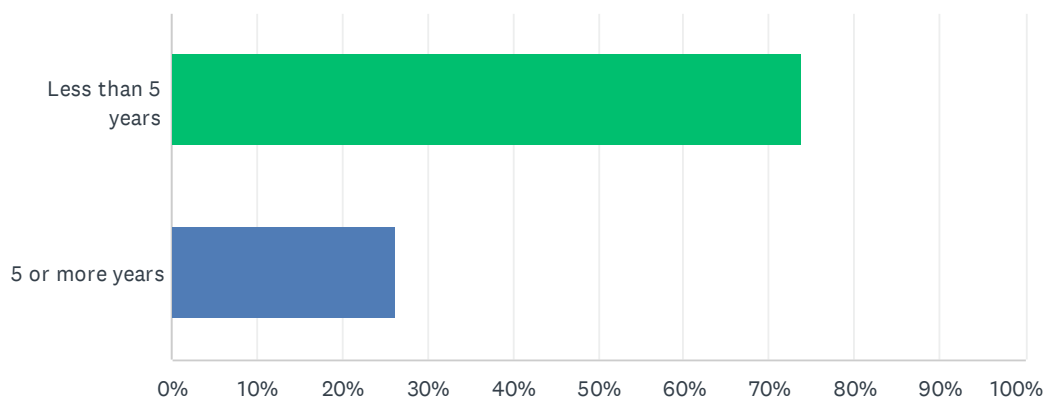
Q1 Are there other issues/deficiencies/opportunities that were not captured in the current Corporate Strategic Plan that you want MVCA to work on over the next 5 years? (250 Word/1700 character limit)

Answered: 9 Skipped: 10

#	RESPONSES	DATE
1	All staff having understanding of what all departments do and are working on	2/21/2025 10:26 AM
2	I fell that the current corporate strategic plan captures the issues and opportunities on a broad scale.	2/21/2025 8:37 AM
3	Erosion Hazard mapping in the Frontenacs and Addington Highlands	2/20/2025 5:17 PM
4	no	2/18/2025 3:43 PM
5	Stewardship and community engagement programs were not a large focus previously but they are now shifting into a priority and I would like to see that continue. The public has concerns over a lack of response action of invasive species and they look to us as an educated resource who could do more if we had the mandate and resources to do so.	2/14/2025 8:30 AM
6	N/A	2/10/2025 2:55 PM
7	Streamlining and standardizing workplans/methodologies.	2/7/2025 4:23 PM
8	Engage with community so there is a better understanding of what the MVCA does.	2/6/2025 3:13 PM
9	No	2/6/2025 8:51 AM

Q2 Years with MVCA

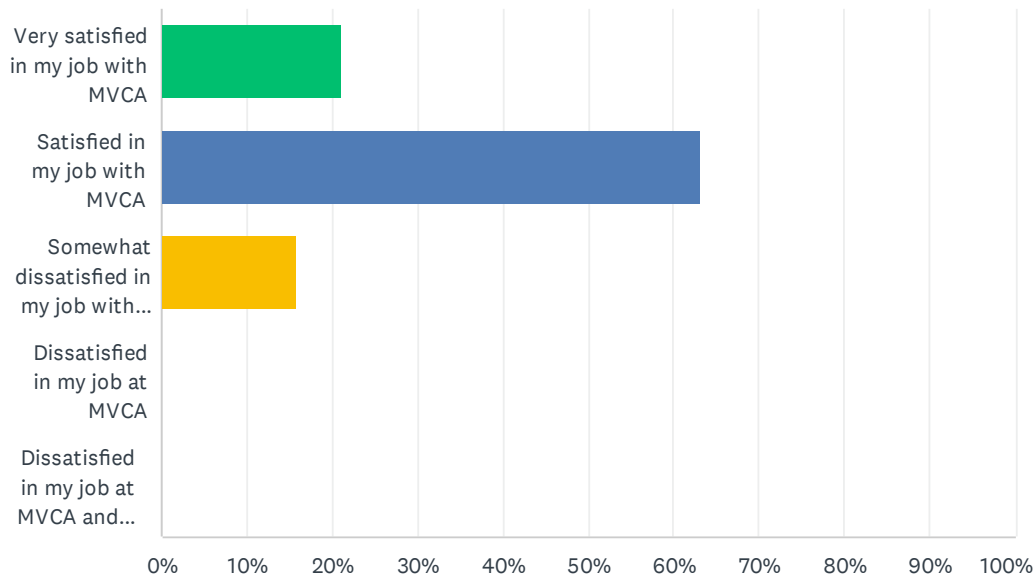
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 5 years	73.68%	14
5 or more years	26.32%	5
TOTAL		19

Q3 I would generally describe myself as:

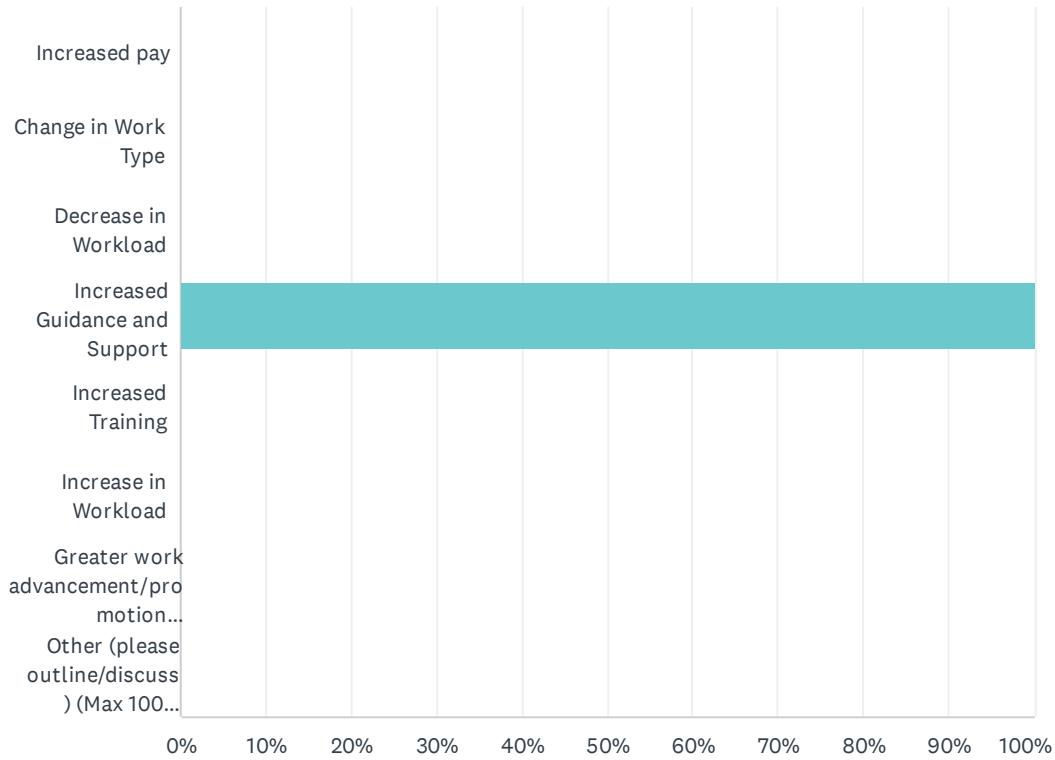
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied in my job with MVCA	21.05%	4
Satisfied in my job with MVCA	63.16%	12
Somewhat dissatisfied in my job with MVCA	15.79%	3
Dissatisfied in my job at MVCA	0.00%	0
Dissatisfied in my job at MVCA and actively seeking work elsewhere	0.00%	0
TOTAL		19

Q4 What actions would help to improve your job satisfaction:

Answered: 2 Skipped: 17



ANSWER CHOICES	RESPONSES
Increased pay	0.00% 0
Change in Work Type	0.00% 0
Decrease in Workload	0.00% 0
Increased Guidance and Support	100.00% 2
Increased Training	0.00% 0
Increase in Workload	0.00% 0
Greater work advancement/promotion opportunities	0.00% 0
Other (please outline/discuss) (Max 100 words/ 500 characters)	0.00% 0
TOTAL	2

#	OTHER (PLEASE OUTLINE/DISCUSS) (MAX 100 WORDS/ 500 CHARACTERS)	DATE
	There are no responses.	