



Agenda: Board of Directors Meeting

May 12, 2025

1:00 p.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

Roll Call

Declarations of Interest (written)

Adoption of Agenda

Main Business

1. Approval of Minutes: Board of Directors Meeting Minutes, April 14, 2025, Page 2
2. Watershed Conditions, Report 3492/25, Jennifer North, Page 15
3. Staff Presentation: Carp River Watershed Monitoring Network Expansion, Amy Phillips and Shabab Islam
4. GM Update, Report 3493/25, Sally McIntyre, Page 16
5. Kashwakamak Lake Dam Replacement Design-Bid-Build Project Award, Report 3494/25, Juraj Cunderlik, Page 29
6. Permit Signing Authority, Report 3495/25, Sally McIntyre, Page 33
7. Financial Update – Q1, Report 3496/25, Stacy Millard, Page 34
8. Museum Strategic Plan Update, Report 3497/25, Scott Lawryk, Page 43
9. Corporate Strategic Plan Update, Report 3498/25, Sally McIntyre, Page 65

Adjournment



Minutes: Board of Directors 57th Annual General Meeting

April 14, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Paul Kehoe, Chair
- Jeff Atkinson, Vice Chair
- Allan Hubley
- Bev Holmes
- Cathy Curry (Virtual)
- Clarke Kelly (Virtual)
- Dena Comley
- Glen Gower (Virtual)
- Helen Yanch
- Jeannie Kelso
- Mary Lou Souter
- Richard Kidd
- Roy Huetl
- Steven Lewis
- Taylor Popkie (1:15 p.m.)
- Wayne Baker
- Juraj Cunderlik, Director of Engineering
- Scott Lawryk, Property Manager,
- Alex Broadbent, Manager of IC&T
- Ben Dopson, Manager of Planning & Stewardship
- Diane Reid, Environmental Planner
- Mercedes Liedtke, Environmental Planner
- Jennifer North, Water Resources Technologist
- Bryan Flood, Water Resources Engineer (Virtual)
- Kelly Hollington, Recording Secretary

Members Absent

- Cindy Kelsey
- Janet Mason

Staff

- Sally McIntyre, General Manager
- Stacy Millard, Treasurer

Guests

- Donna Rotar, Baker Tilly REO
- Adrianna Martin, Baker Tilly REO
- Roberta Della-Pica, Bonnechere Algonquin First Nation
- Ross Saunders, Bonnechere Algonquin First Nation

P. Kehoe called the 57th Annual General Meeting to order at 1:00 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 comments on the agenda.

BOD25/04/14 - 1

MOVED BY: H. Yanch

SECONDED BY: R. Huetl

Resolved, that the agenda for the April 14, 2025 Board of Directors Meeting be adopted as presented.

“CARRIED”

Welcome Ceremony & Land Acknowledgement

S. McIntyre provided a land acknowledgement recognizing First Nation ties to the land and to MVCA’s work. S. McIntyre introduced R. Della-Pica and her partner, R. Saunders, Bonnechere Algonquins, and invited them to conduct the opening ceremony for the AGM.

R. Della-Pica explained the smudging ceremony, taking the smoke from the burning sage, sweetgrass, tobacco and cedar to cleanse the body, mind and spirit and to cleanse the space of any negative energies. Members were invited outside for the opportunity to be smudged. R. Della-Pica provided a water ceremony and sang the Water Song to conclude the opening ceremony. She highlighted the importance of slowing down, being intentional and being present.

P. Kehoe expressed thanks to R. Della-Pica and R. Saunders for their opening ceremony.

Main Business

1. Approval of Minutes: Board of Directors Meeting, March 10, 2025

There were no amendments or discussion on the minutes.

BOD25/04/14 - 2

MOVED BY: J. Atkinson

SECONDED BY: M. Souter

Resolved, that the minutes of the Board of Directors Meeting held on March 10, 2025 be received and approved as printed.

“CARRIED”

2. Receipt of Draft Minutes:

- a. Finance and Administration Advisory Committee Meeting, April 4, 2025.
- b. Executive Committee Meeting, October 25, 2025.

There was no amendment or discussion of the minutes.

3. Employee Presentation: 2024 Planning Act Reviews, Diane Reid & Mercedes Liedtke.

D. Reid and M. Liedtke provided an overview of MVCA planning advisory services. They discussed the advisory role of MVCA in reviewing planning applications and reviewed the volume of applications by type and municipality. They reviewed provincial changes to planning regulations and areas with complex/challenging reviews.

B. Holmes asked about the updated mapping for safe road access around Mississippi Lake. D. Reid explained that MVCA staff carried out ground truthing exercises using transit and GPS equipment to assess the elevation of various roads of potential concern within the area that could be below set standards for safe access for emergency services.

J. Kelso asked if residents were made aware of the safe road access mapping update. S. McIntyre explained that the information was shared with the Lake Association and with Municipal Public Works Offices and CAOs for emergency services purposes. Information and maps regarding safe access surrounding Mississippi Lake can be accessed on the MVCA website.

D. Reid noted that with up to one foot of flooding may still be considered safe access; however, flooding exceeding one foot is flagged as potentially unsafe.

R. Kidd asked about the role of the Conservation Authority in the expansion of community development areas. M. Liedtke explained that it is the same advisory role as described in the planning application process – MVCA is circulated planning applications to review in conformity to the Provincial Planning Statement (PPS) and provincial guidelines to mitigate impacts. MVCA continues to comment on concerns related to Natural Hazards (flooding, erosion and slope stability).

P. Kehoe commented that Lanark Highlands has a high number of severances. D. Reid responded that there has been a trend of a higher number of severances in Lanark Highlands. She noted that the higher activity in Mississippi Mills and Carleton Place is attributed to subdivision applications and the review of resubmissions.

4. Watershed Outlook (Verbal), Jennifer North.

J. North provided a verbal watershed outlook discussing current conditions. She explained that warm temperatures and rainfall in mid-March triggered a quick freshet, causing localized flooding due to the rapid water level increases. Staff issued flood outlook statement on March 14, followed by a Flood Watch Statement on March 27 and Flood Warning Statement on April 5. Staff operated dams strategically to lessen the impacts across the watershed. The Mississippi system peaked on April 10 and remains full but is being managed to release excess water and maintain stable levels.

Current flows of the Mississippi River at Fergusons Falls were compared to flows from the past two years and in 2019 when the watershed experienced an extreme event. She compared current flows on the Ottawa River at Constance Bay with flows from 2019. She noted that there are no flooding concerns currently, unless a significant rain event occurs in the next several weeks.

C. Kelly asked about snowpack conditions in the northern part of the watershed. J. North explained that snowmelt has begun but current conditions are uncertain. C. Kelly asked if there is a sense of timing when the second water level peak will happen. J. North commented that the second peak is not anticipated for another two weeks.

M. Souter asked for details regarding flood risk within the watershed. J. North explained that currently, the lakes in the upper watershed have peaked. Logs are being managed carefully to provide capacity and stability. She noted that the elevated water levels could be attributed to the unusually high amount of precipitation that occurred within the span of a week.

5. Auditor's Report, Baker Tilly REO

Presented with item 6, Financial Statements.

6. Financial Statements, Baker Tilly REO

D. Rotar summarized the audit process. She noted that there were no significant internal control concerns or other matters to address. Key findings included two unadjusted misstatements attributed to assets purchased by the Foundation in 2023

and that were not recorded until 2024. She highlighted a qualified opinion included in the audit report related to the Asset Retirement Obligation (ARO) estimate. The ARO estimate is a liability to remediate things such as asbestos and lead paint in older buildings. The auditors took the position that without the expert assessment of the remediation work that they were unable to obtain sufficient audit evidence to verify the ARO amount. She noted that it is in the budget for 2025 to have an assessment completed to determine the ARO amount.

R. Huetl asked how the amount of \$61,933 was determined for the ARO. S. Millard explained that she conducted research based on the size and age of the buildings. D. Rotar commented that the ARO is a difficult standard to implement. R. Huetl asked why an ARO is required if there are no plans to sell the buildings. D. Rotar explained that MVCA has a legal obligation to remediate the expenses before a building can be disposed of. The ARO is part of public sector accounting standards, put into effect in 2023.

D. Rotar reviewed the Statement of Financial Position including financial assets and liabilities and non-financial assets and the Statement of Changes in Net Financial Debt. Next steps include the approval of the Financial Statements by the Board and signing of the management representation letter and reporting letter. She noted that no significant events have occurred between December 31, 2024 and the date of issuance of the Financial Statements that would cause any impacts.

BOD25/04/14 - 3

MOVED BY: J. Kelso

SECONDED BY: T. Popkie

Resolved, That the Board of Directors:

- 1. Approve the 2024 Audited Financial Statements and direct that they be posted and distributed in accordance with section 38 of the Conservation Authorities Act; and**
- 2. Receive and authorize signing of the Auditor's Report.**

“CARRIED”

7. Financial Update – YTD December 31, 2024, Audited, Report 3484/25, Stacy Millard.

S. Millard provided the Financial Update – YTD December 31, 2024, Audited. She noted that the report was amended to include the unaudited YTD Actuals for comparison to

the audited version as per direction from the Finance and Administration Advisory Committee. She highlighted updates attributed to the City of Ottawa Floodplain Mapping Contract revenue and a WSIB rebate. She provided an update of MVCA reserve balances including the allocation of surplus funds to the Water Control Structure reserve. She highlighted that it is in the capital plan to undertake building condition assessments in 2025 to satisfy the ARO requirement.

8. Election of Officers, Report 3485/25, Sally McIntyre.

P. Kehoe expressed that it has been an honour to serve as Chair over the past two years, highlighting how much he has learned from both the MVCA staff and fellow Board members.

BOD25/04/14 - 4

MOVED BY: D. Comley

SECONDED BY: M. Souter

Resolved, That Sally McIntyre be appointed as Chair for the administration of the election of Board of Directors for 2025-2026.

“CARRIED”

S. McIntyre declared the positions of Chair and Vice Chair vacant and asked the Board for nominations for the position of Chair.

R. Kidd nominated R. Huetl for the position of Chair. M. Souter seconded the nomination.

S. McIntyre asked the Board for nominations, two more times. No other nominations were received.

S. McIntyre asked R. Huetl if he accepted the position of Chair. R. Huetl confirmed.

BOD25/04/14 - 5

MOVED BY: H. Yanch

SECONDED BY: J. Kelso

Resolved, That nominations for the position of Chair be closed.

“CARRIED”

S. McIntyre declared R. Huetl as Chair by acclamation.

R. Huetl assumed the position and asked the Board for nominations for the position of Vice Chair.

J. Atkinson nominated P. Kehoe for the position of Vice Chair. D. Comley seconded the nomination.

R. Huetl asked the Board for nominations, two more times. No other nominations were received.

R. Huetl asked P. Kehoe if he accepted the position of Vice Chair. P. Kehoe confirmed.

BOD25/04/14 - 6

MOVED BY: M. Souter

SECONDED BY: J. Atkinson

Resolved, That nominations for the position of Vice Chair be closed.

“CARRIED”

R. Kidd commented that an individual can only sit as chair for two years. He thanked P. Kehoe for leading the Board as Chair for the past two years and expressed confidence that R. Huetl will excel in the role moving forward. S. McIntyre expressed her thanks to P. Kehoe.

9. 2025 Regulations Committee and Other Appointments, Report 3486/25, Sally McIntyre.

S. McIntyre stated that Board representatives currently serving on the Mississippi Valley Conservation Foundation, the Mill of Kintail Museum Advisory Committee and the Mississippi River Watershed Plan Implementation Public Advisory Committee had all agreed to continue in this capacity; and that no requests to move between the Finance and Administration Advisory Committee and the Policy and Planning Committee had been received.

She highlighted that the members appointed to the Regulations Committee are being delegated authority under the *Conservation Authorities Act* to act on the Board's behalf in instances where a permit application results in an appeal. In such cases, the Regulations Committee is empowered by the Board to render a final decision on whether to approve the application and regarding any associated conditions.

She explained that the Regulations Committee is comprised of the Board Chair and Vice Chair and requires 3 more people on the committee. She noted that the Regulations

Committee did not receive any appeals in 2024. Previous members include R. Kidd, J. Mason and J. Atkinson.

S. McIntyre asked R. Kidd if he would be willing to serve on the committee again. R. Kidd confirmed.

J. Atkinson commented that he would be willing to serve on the committee again.

M. Souter nominated T. Popkie to sit on the Regulations Committee. P. Kehoe seconded the nomination. T. Popkie confirmed that he would be willing to serve on the Regulations Committee.

BOD25/04/14 - 7

MOVED BY: D. Comley

SECONDED BY: B. Holmes

Resolved:

- 1. That the Board of Directors:**
 - a. Appoint the Board members listed in Table 3, as amended, to the Regulations Committee to hear applications pursuant to Ontario Regulation 41/24 and MVCA's Administrative By-Law; and**
 - b. Direct members of the Regulations Committee to deliberate on the evidence presented at a hearing, and grant or deny such permission on behalf of Mississippi Valley Conservation Authority and provide the applicant with reasons, in writing, thereof.**
- 2. That the Board of Directors appoint Janet Mason as Board Representative on the Mississippi Valley Conservation Foundation.**
- 3. That the Board of Directors appoint Bev Holmes as Board Representative on the Mill of Kintail Museum Advisory Committee.**
- 4. That the Board of Directors appoint Dena Comley as Board Representative on the Mississippi River Watershed Plan Implementation Public Advisory Committee.**

"CARRIED"

10. 2025 Conservation Ontario Appointments, Report 3487/25, Sally McIntyre.

S. McIntyre explained that Conservation Ontario is the organization that represents the interest and facilitates collaboration amongst the 36 Conservation Authorities across the

province. She noted that they meet four times annually. Conservation Ontario asks for members to adopt policy at the Provincial level. Traditionally the Chair is the voting delegate, the Vice Chair is first alternate and the GM is the second alternate. She commented that participation in Conservation Ontario meetings can be facilitated for any members who express interest.

BOD25/04/14 - 8

MOVED BY: P. Kehoe

SECONDED BY: T. Popkie

Resolved, That the Board of Directors appoint the following to Conservation Ontario Council for 2025:

- **The 2025 Board Chair as Voting Delegate**
- **The 2025 Board Vice Chair as First Alternate**
- **The General Manager as Second Alternate**

“CARRIED”

11. Appointment of 2025 Auditor, Report 3488/25, Stacy Millard.

S. McIntyre commented that the recommendation is to retain Baker Tilly REO for the 2025 audit.

BOD25/04/14 - 9

MOVED BY: M. Souter

SECONDED BY: P. Kehoe

Resolved, That the Board of Directors appoint the firm of Baker Tilly REO as the Authority’s auditor for the year 2025.

“CARRIED”

12. GM Update, Report 3489/25, Sally McIntyre

S. McIntyre provided the GM Update. She highlighted:

- *The 2024 Annual Report.*
- The Parklands and Trail Mini-Conference to be held May 28.
- A reduction in insurance premiums.
- Staffing Changes, including introduction of MVCA’s new Manager of Planning and Stewardship, Ben Dopson.

- Mississippi Valley Conservation Foundation 50/50 Raffle Fundraiser.
 - She noted that fundraising by the Foundation helps to offset category 3 program costs and over time will help to reduce the amount of funding support required from the municipal levy.

M. Souter asked for information about how 50/50 tickets will be sold. S. McIntyre explained that tickets will be sold online. She noted that QR codes and social media posts with a direct link to the lottery website will be made available for Board members to share and encouraged them to distribute these within their networks.

J. Kelso asked if the aerial photography under the DRAPE program will be shared with municipal staff. A. Broadbent explained that staff have spent two weeks stitching together the photographs for integration into MVCA mapping. The photography is free and can be requested through open data. He expressed concerns regarding MVCA sharing the information without permission from MNR. S. McIntyre added that MVCA will notify municipal staff once the photo stitching has been completed for MVCA's jurisdiction and to determine the best way to share the information. She committed to following up with J. Kelso and A. Broadbent on this matter.

13. Retirement Gift Policy (In-Camera), Sally McIntyre.

The Board discussed the Retirement Gift Policy in-camera.

BOD25/04/14 - 10

MOVED BY: P. Kehoe

SECONDED BY: D. Comley

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

- Labour relations or employee negotiations

And further resolved, That:

- Sally McIntyre remain in the room; and
- MVCA Staff leave the room.

“CARRIED”

BOD25/04/14 - 11

MOVED BY: P. Kehoe

SECONDED BY: D. Comley

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

“CARRIED”

BOD25/04/14 - 12

MOVED BY: S. Lewis

SECONDED BY: T. Popkie

Resolved, That the Board of Directors:

- 1. Approve the retirement gift for a staff member; and**
- 2. Direct staff to review the existing Retirement Gift Policy and make recommendations for consideration by the Finance and Administration Advisory Committee.**

“CARRIED”

14. 2025 Workplan & Needs Assessment, Report 3490/25, Sally McIntyre.

S. McIntyre reviewed the 2025 workplan and needs assessment. The workplan lists the major projects that MVCA put forward to make progress against the *Corporate Strategic Plan*. She highlighted that staff timesheets shows that approximately 80% of staff effort is spent on Category 1 operational activities and 10% on Category 2 and 3 initiatives. The remaining 10% of staff time is allocated to major change initiatives as tabled in the annual workplan. She noted that most initiatives identified in the previous workplan have been completed, with only 2 outstanding items. She highlighted that MVCA has been successful in obtaining grant funding for the Fall River Floodplain Mapping Project, Lanark Dam Safety Enhancement and Kashwakamak Lake Dam Detailed Design.

B. Holmes asked why the Water/Sewer Connection is deemed high-risk on the Needs Assessment. S. McIntyre responded that that the water storage tanks for fire services have a long-standing leaking issue and require refilling on a regular basis. She noted that MVCA also experienced an issue with the septic system over the winter.

15. Corporate Strategic Plan, Report 3491/25, Sally McIntyre.

S. McIntyre reviewed results of the corporate strategic plan survey sent to Board members. She asked the Board for feedback regarding MVCA’s communication and relationship with member municipalities.

B. Holmes commented that the survey is better suited to be sent to municipal staff for review at council meetings. J. Kelso agreed, noting that planning staff are connected to the local community.

J. Kelso commented that staff at the Lanark Highlands office, including herself, are new to their positions and did not feel comfortable with answering the survey questions.

W. Baker commented that he took the survey alongside Tay Valley planning staff. He explained that staff observed a decline in communications about climate change predictions and their impact on the watershed outlook. He noted that Tay Valley staff would like to see more communication on floodplain mapping, climate change adaptation, and emergency preparedness.

S. McIntyre highlighted key themes identified in the survey responses:

- Focus on core mandate,
- Modernize and strengthen asset management,
- Enhance community awareness and understanding of MVCA; and
- Build organizational capacity to respond to ongoing changes.

She asked the committee if they have any other key themes or major gaps to add to the list that MVCA should be focusing on.

J. Kelso highlighted the importance of enhancing community awareness and relationships.

R. Kidd disagreed with education and community awareness being a key theme. He commented that it is important to focus on the core mandate highlighted the importance of category 2 and 3 programming being fully cost-recoverable. P. Kehoe supported R. Kidd's comment.

J. Atkinson commented that Stewardship and Education are key aspects of conservation. He noted that there is a demand/need for stewardship and education services within the watershed. He commented that MVCA adds value to municipal recreation programs.

S. McIntyre emphasized that MVCA is working toward full cost recovery for Category 2 and 3 programs and services over the next 4-years. She noted that Stewardship is a subsidized program.

P. Kehoe commented that the City of Ottawa pays for the largest portion of the MVCA levy. S. McIntyre highlighted the importance of enhancing community awareness and understanding of MVCA specifically in the Ottawa area.

G. Gower commented that City of Ottawa staff are satisfied with the MVCA's fulfillment of its municipal responsibilities and view the partnership positively. He commented that the average resident in Ottawa is not aware of what conservation authorities do. He noted that the City of Ottawa interfaces with 3 conservation authorities within their jurisdiction.

Adjournment

R. Della-Pica provided a closing ceremony speech and sang the travelling song. She highlighted that we are the stewards of the water, land and air.

BOD25/04/14 – 13

MOVED BY: P. Kehoe

SECONDED BY: H. Yanch

Resolved, That the Board of Directors meeting be adjourned.

"CARRIED"

The meeting adjourned at 3:30 p.m.

K. Hollington, Recording Secretary



Watershed Conditions

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

FROM: Jennifer North, Water Resources Technologist

REPORT: 3492/25, May 7, 2025.

FOR INFORMATION

1.0 Current Status

The majority of lakes are close to their summer target levels, and staff are working to maintain stable levels and flows over the next few weeks to meet the requirements of fisheries (walleye and bass), wildlife (nesting loons, ducks etc.) while ensuring summer levels are set for the long weekend of May.

Crotch Lake has reached its summer target. Levels on this lake will be used to sustain downstream flows during the summer months. Flows and levels in the lower reach of the system including Dalhousie Lake and Mississippi Lake are gradually being reduced to normal summer levels.

The Ottawa River freshet has been in full swing over the past two weeks. Water levels and flows have been steadily rising along the Ottawa River due to seasonal rainfall combined with ongoing snowmelt in the northern basin.

MVCA issued a Flood Warning for the Ottawa River on May 1st. Water levels and flows on the main stem of the Ottawa River have stabilized and are close to peaking and are expected to start to decline over the next week barring any significant rainfall.

Rainfall will continue to be the controlling factor for high and low water conditions on our lakes and rivers. MVCA staff will continue to actively monitor and manage the system according.



GM Update

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

FROM: Sally McIntyre, General Manager

REPORT: 3493/25, May 6, 2025

FOR INFORMATION

Internal

1. Lanark Dam Safety Review – Geotechnical follow-up

The Dam Safety Review (DSR) is now completed. The study included a slope stability analysis of the dam's earth embankment sections, which revealed that upstream slopes do not meet the minimum required factors of safety under both normal operating conditions and rapid drawdown conditions. Based on these findings, a geotechnical field investigation was recommended by the consultants to verify their analysis. Staff will be commissioning the necessary field investigation later this year. The ~\$18,000 required to do this work is identified in the Q1 Financial Update Report (3496/25.)

2. 2024 Aerial Photography

MVCA has completed stitching together of the new DRAPE aerial photographs for the watershed, and the composite product is now in use by our internal mapping applications. Further to a question raised in April, Rideau Valley Conservation Authority (RVCA) will host this data as they have the infrastructure required to push GIS web services to the public. We anticipate our data to be loaded this month, and will notify our member municipalities when it becomes available.

3. Palmerston Beach Property

We received confirmation from the province that we are authorized to proceed with the sale. North Frontenac Twp. has confirmed that it will share in costs incurred to date; and will pay for a final survey and registration of the property, and associated legal fees.

4. Education Program & Education Centre

As of this date, 166 participants are enrolled in the Summer Camp Program (approximately 60% of target.)

Renovations at the Education Centre at the Mill of Kintail are progressing smoothly. Structural issues have been addressed, the building has been sealed, new accessible doors have been installed, and the new board and batten siding is almost finished. An accessible ramp will be designed and built later this year.

BEFORE



AFTER



5. Parkland & Trails mini-conference, May 28

The following topics and speakers have been confirmed for this event:

- *Beckwith Linear Parks Planning and Implementation*: Richard Kidd, Beckwith Township
- *Carleton Place Linear Park Planning and Implementation*: Joanne Henderson, Town of Carleton Place
- *North Frontenac Parklands Program*: Brooke Ross, North Frontenac Township
- *Eastern Ontario Rail Trail Loop Partnership Project*: Richard Alan, Frontenac County
- *The GTA Meadoway Partnership*: Lisa Turnbull, TRCA and Roman Dorfman, Hydro One Networks Inc.
- *National Capital Commission (NCC) Greenbelt Trails*: Patricia McCann-MacMillan, NCC
- *City of Ottawa Planning & Acquisition Strategy*: Nick Stow, City of Ottawa
- *Service Delivery - The P4 Model*: Janet Mason, Friends of Carp River
- *MVCA Land Conservation & Resource Strategy*: Sally McIntyre, MVCA

As of this date, 27 people are registered to attend from across our jurisdiction and adjacent conservation authorities.

6. City of Ottawa W2 Urban Expansion Area

Staff are supporting the City with consultations regarding the W2 urban expansion area. Staff attended a public open house on May 5th for the W2 project and will be attending another on June 2nd to support a planned Q&A session.

7. 2025 CACIS Conference – Joint Presentation

Lauren Elliot, MVCA's GIS Specialist delivered "*Collaborative Land Cover Mapping and Catchment Modelling – A Goal Towards Improved Environmental Monitoring*" with Chris Czerwinski of RVCA at the recent Conservation Authority Collaborative Information Sessions (CACIS) conference in Burlington. The presentation highlighted the collaborative work being done by MVCA, RVCA and SNC to update their landcover, watercourse and catchment mapping with best available LiDAR and imagery data to support decision-making.

8. Carleton Place 3rd Annual EarthFEST

Staff participated in this event on May 3rd, with scores of attendees visiting MVCA's information table to discuss our monitoring, stewardship, educational and advisory services.

9. Mill of Kintail Museum – International Museum's Day

May 18th is International Museum's Day, and the MOK Museum will be participating with the Mississippi Mills Textile Museum and North Lanark Regional Museum in a treasure hunt for families. The Museum will open on May 17th and will operate daily from 10 a.m. to 4 p.m. until October 13th.

10. MyFM Radio Show

Sally McIntyre and Sommer Casgrain-Robertson (GM at Rideau Valley Conservation Authority) were guests on "All About the House" on MyFM Radio Saturday April 26 to discuss the work of conservation authorities and answer questions of the public. While no call-ins were received, the hour was filled with discussions ranging from flood forecasting and investment in dams, to developing near water, to our stewardship, education, and museum programs.

The Mississippi-Rideau Source Protection Region is pleased to announce that we are co-hosting another Drinking Water Wise webinar on May 21 at 1:30 PM. The Drinking Water Wise webinar series aims to promote Source Water Protection and educate private rural drinking water users on how to protect their drinking water sources.

11. MRSPR Drinking Water Webinar

The Mississippi-Rideau Source Protection Region (MRSPR) will be co-hosting a virtual *Drinking Water Wise* webinar on May 21 at 1:30 PM. The webinar series aims to promote Source Water Protection and educate private rural drinking water users on how to protect their drinking water sources. It is open to all. Register [here](#).

12. Mississippi-Rideau Septic Office Changes

Congratulations to Jessica Clement who was recently promoted to Regulations Inspector (Building Official). Joining MVCA as the new Septic Office Assistant is Blayre Dowdall. Elsie Baatnes recently rejoined the septic team for the summer as an Environmental Engineering Technician Student. And, new to the team year summer

is Curtis Hunter who will also be joining as an Environmental Engineering Technician Student.

13. Summer Students

MVCA welcomed several summer students over the past two weeks:

- Violet French (Waterloo University, Environmental Engineering) will be working on a climate change impacts study of the Carp River watershed, assisting with our on-going floodplain mapping projects, assisting with field work related to the monitoring network and floodplain mapping, and improving our DPC.
- Maya Horning (Queen's University, Mechanical Engineering) and will be assisting with flow measurements, gauge maintenance, and expanding the monitoring network. She will also be involved in several watershed/climate studies. And, with a background in Arduino, she's already making significant progress furthering the development of the MVCA's Arduino datalogger.
- Joel Neville (Nipissing University, Concurrent Education) and Hannah Pentz (Queen's University, Biology) will be supporting the monitoring and stewardship programs this summer. Their tasks will include: lake monitoring (Buckshot area upper watershed lakes), City Stream Watch (Cody Creek), monthly provincial sample programs (PWQMN and PGMN), monthly City Baseline water quality program, stream assessments; identifying, mapping, and managing invasive species occurrences; delivering and installing native trees, shrubs, and flowers as part of Lake Tree Days, Shoreline Planting Program, and ALUS; caring for MVCA's pollinator garden; public outreach and data management.
- Gwynn MacIntosh and Shayla Landriault (both from Algonquin College, Applied Museum Studies) will be joining us as Museum Guides this summer. Guides support staff at the MOK Conservation Area by providing public access to the museum seven days a week, offering interpretive tours of the museum and its collections, and helping maintain the cleanliness and safety of the Conservation Area facilities.

External

14. Foundation 50/50 Raffle Fundraiser

The fundraiser launched April 24th and is at 10% of target. Difficulties were encountered with the website which delayed both the launch and securement of approvals to

advertise using Meta platforms. An amendment to the lottery licence was made to defer the first draw to May 9. All other early-bird draw dates and the final draw date remain the same. Board support is needed to help build awareness and participation in this fundraiser.

15. Bill 5 - *Protect Ontario by Unleashing our Economy Act, 2025*

Bill 5 proposes to amend existing and enact new legislation, including the *Special Economic Zones Act, 2025* that will provide regulation-making powers to the Lieutenant Governor in Council (LGIC) and applicable Minister to make criteria for and to designate “special economic zones”, “trusted proponents”, and “designated projects”.

Designated projects, zones, and proponents may receive exemptions or modifications to permitting, approvals, or other similar requirements including municipal by-laws. See Attachment 1 – draft comments prepared by Conservation Ontario.

16. Conservation Ontario (CO) 2025 AGM

CO held its AGM on April 14 and elected the following as the 2025 CO Board of Directors:

- Chair Dave Barton (Toronto and Region Conservation Authority)
- Vice Chair Ed McGugan (Maitland Valley Conservation Authority)
- Vice Chair Pat Warren (Kawartha Conservation)
- Director Rob Baldwin (Lake Simcoe Region Conservation Authority)
- Director Brad McNevin (Quinte Conservation)
- Director Chandra Sharma (Conservation Halton)

Highlights of accomplishments from 2024 can be found in the [2024 Annual Report](#). Reports tabled at the 2025 AGM can be found [here](#).

17. Panel Discussion on Groundwater: May 12, 2025, online and at Ottawa U.

As part of a joint conference being held by the Geological Association of Canada (GAC), Mineralogical Association of Canada (MAC), and International Association of Hydrogeologists - Canadian National Chapter (IAH-CNC), Conservation Ontario's General Manager, Angela Coleman, will sit on an expert [panel to discuss public groundwater science and policy](#) in Canada. Register [here](#).

18. Lake Partner Program (LPP)

The Federation of Ontario Cottagers' Associations (FOCA) is concerned that its 5-year agreement will not be renewed in time to allow for completion of annual monitoring in 2025 and is asking for support in petitioning the province to accelerate renewal. See Attachment 2 – FOCA letter to the Premier.

19. Auditor General Report re: Private Well Testing

A March 2025 [report by Ontario's Auditor General](#) states that less than one-third of residents relying on private wells had their water tested within the previous year. The report identified a lack of awareness about free testing services and the health risks of consuming untested water.

20. Citizen Climate Counsel (C3) letter to Ottawa City Council

[C3](#) recently copied MVCA a letter to the City of Ottawa urging update and better resourcing of its plan for managing riverine and overland floods (see Attachment 3.)

The group made four recommendations:

1. Declare flood management to be an urgent priority for the City;
2. Complete and publish updated 1-in-100 year and 1-in-350-year flood plain maps and detailed overland flood maps/risk assessments.
3. Prepare a flood management plan setting clear objectives and targets for runoff volume control.
4. Ensure that land use plans and siting and approvals of residential developments are consistent with the above documents.

21. National Land Cover Mapping

Statistics Canada has released updated information about land cover in Canada, including data on the extent of treed area, wetland, cropland, permanent snow and ice, and more. These data will support informed decision-making about the protection and conservation of natural resources. [Read more.](#)

Attachments:

1. Draft comments from Conservation Ontario regarding Bill 5.
2. Letter to the Premier from FOCA.
3. Letter to the City of Ottawa from C3.



May XX, 2025

Via Email: specialeconomiczones@ontario.ca

Re: Conservation Ontario's comments on the "Special Economic Zones Act, 2025" (ERO#025-0391)

Bill 5, the *Protect Ontario by Unleashing our Economy Act, 2025* proposes to amend existing and enact new legislation, including the *Special Economic Zones Act, 2025*. Upon proclamation, the *Special Economic Zones Act* will provide regulation-making authorities to the Lieutenant Governor in Council (LGIC) and applicable Minister to make criteria for and to designate "special economic zones", "trusted proponents" and "designated projects". Once established, designated projects undertaken by trusted proponents in special economic zones may receive exemptions or modifications to specified legislative or regulatory permitting, approvals, or other similar requirements. The proposed legislation may apply in any area of Ontario, and to any provincial Act, regulation or instrument, including municipal by-laws.

Conservation Ontario and the 36 Conservation Authorities (CAs) share the government's commitment to identifying process improvements and providing timely approvals to support development priorities. We remain committed to supporting a strong provincial economy, safe housing and critical infrastructure development, and safeguarding sources of municipal drinking water. CAs are committed to client service excellence for all development proponents.

Strong protections for natural hazards and existing and future sources of municipal drinking water are essential to support safe and prosperous communities. Conservation Ontario strongly recommends that natural hazard permitting requirements under the *Conservation Authorities Act* and policies set out in the source protection plan under the *Clean Water Act* continue to apply in any designated special economic zones.

The application of Ontario's natural hazard regulatory framework is essential to protect housing, critical infrastructure, and the public from natural hazard impacts, including flooding and erosion. The success of Ontario's hazard management framework and the Conservation Authority model is widely celebrated for minimizing flood hazard risks to housing compared to other provinces, resulting in considerably lower insurable losses. This coordinated, scientific and hazard/risk-based framework was strongly supported by Ontario's Special Advisor on Flooding in their report "*An Independent Review of the 2019 Flood Events in Ontario*".

Conservation Authorities play a critical role in the protection of sources of municipal drinking water as Source Protection Authorities (SPAs) under the *Clean Water Act*. Lead SPAs are

responsible for developing, updating and assisting in the coordination and implementation of the source protection plan(s) to protect existing and future sources of drinking water. All Source Protection Plans are approved by the Minister of Environment, Conservation and Parks. The *Clean Water Act* appropriately establishes a high standard for the protection of drinking water quality and quantity and requires that in case of conflict between a provision of that Act and another Act or regulation, that the provision that provides the greatest protection to the quality and quantity of the water prevails. Maintaining this requirement under the *Clean Water Act* is necessary to ensure the strongest available legislative and regulatory protection is applied to safeguard drinking water quantity and quality. This multi-barrier approach to ensuring the safety of Ontario's drinking water was strongly supported by Commissioner O'Connor in the 2002 *"Report of the Walkerton Inquiry"*.

Both Conservation Ontario and Ontario's 36 CAs welcome opportunities to strategically collaborate with municipal and provincial governments to ensure provincial development priorities are planned and implemented safely, supporting long-term economic prosperity and the environment.

Thank you for the opportunity to review and provide comments on the "Special Economic Zones Act, 2025" (ERO#025-0391). We would be pleased to further discuss these comments at your convenience.

Sincerely,

XXX

TBC CO CHAIR

Chair, Conservation Ontario

XXX

TBC Angela Coleman

General Manager, Conservation Ontario

c.c. All CA CAOs/GMs

May 5, 2025

To: Hon. Doug Ford, Ontario Premier premier@ontario.ca
Hon. Todd McCarthy, Ontario Minister of the Environment, Conservation & Parks minister.mecp@ontario.ca

Dear Premier Ford and Minister McCarthy,

We write to strongly urge you to support the **Lake Partner Program** (LPP) by confirming a new 5-year agreement between the Federation of Ontario Cottagers' Associations (FOCA) and the Ontario Ministry of the Environment, Conservation and Parks (MECP). We have been working with your staff since November 2024, to confirm a new 5-year agreement and while we understand that the provincial election caused delays, we bring this matter urgently to your attention as you prepare to table the budget.

The previous agreement ended in March, and we have now reached a critical point in the sampling annual cycle, which puts the **2025 data at risk**. Sampling kits have been distributed and will soon be returned to the lab for analysis. Time is of the essence.

For 30 years, this important long-term data collection, management, and interpretation has been possible through the ongoing efforts of the MECP, FOCA's staff, and the 629 FOCA Lake Steward volunteers who monitor 546 lakes at 917 sites across the province.

The LPP provides immense value to the public and to Ontario as a whole. It is one of the largest long-term databases on water quality for freshwater lakes, and the data is essential for research and analysis conducted by universities, government, community groups, and scientists. It informs policy, tracks changes over time, and enables science-based decision-making about our environment. Find out more about the program, here: <https://foca.on.ca/lake-partner-program/>.

Although the sampling is done by volunteers, the LPP is not possible without the Ministry's involvement, through conducting the lab analysis of the samples, and financial support of the FOCA staff role of Assistant Lake Stewardship Coordinator to coordinate the hundreds of volunteers and requests for information and outreach about the program.

This is a proven, cost-effective model of citizen science. For a modest annual investment, the province leverages thousands of volunteer hours and builds community engagement around a shared goal: safeguarding Ontario's inland lakes.

Freshwater is one of our most precious and valuable resources—supporting biodiversity, recreation, property values, and local economies. In times of global environmental and economic uncertainty, protecting water quality and preserving long-term datasets like those in the LPP is more important than ever.

For a modest annual contribution, the province can continue to capitalize on this cost-effective program that leverages thousands of volunteer hours each year. We need you to help us to save the LPP and the important information it provides to understand and protect the health of Ontario's inland waters.

Sincerely,



Deborah Martin-Downs
Board Chair, Federation of Ontario Cottagers' Associations
president@foca.on.ca 705-749-3622



Lesley Lavender
Chief Executive Officer, FOCA
lesley@foca.on.ca 705-749-3622

FOCA is a non-profit membership organization representing over 525 lake, cottage, camp, and rural waterfront residents' associations, and the 250,000 families and voters that own waterfront property across Ontario. Waterfront property owners matter to rural Ontario, stewarding 15,000 km of shorelines and 50 hectares of privately-owned waterfront lands from Kenora to Kingston to Lake Erie to north of Temagami. FOCA's [2022 Economic Impact Study](#) confirmed that for every 100 waterfront properties located in a community, 63 jobs are created in Ontario, with 54 of those jobs in the community itself.

Citizen Climate Counsel (C3)

Climate action in Ottawa: Canada's Natural Capital



April 26, 2025

Mayor Mark Sutcliffe and Council
City of Ottawa
110 Laurier Avenue West
Ottawa, ON K1P 1J1

OPEN LETTER: Managing Ottawa's Floods: Updating and Resourcing the Plan

Dear Mayor Sutcliffe and Council,

Citizen Climate Counsel (C3) is writing to propose that as a priority the City of Ottawa update and better resource its plan for managing riverine and overland floods.

C3 is a group of Ottawa residents that, since 2019, undertakes research and analysis to find climate solutions and promote their implementation www.c3ottawa.ca. This letter sets out four recommendations followed by analysis supporting those recommendations.

C3 recommends that the City of Ottawa:

1. *Declare flood management to be an urgent priority for the City, adopting a new paradigm that reimagines precipitation as a valued natural resource for communities and ecosystems managed to enhance our City and not as a waste product to be flushed away;*
2. *Direct City staff and assign resources to complete and publish updated 1-in-100 year as well as 1-in-350-year flood plain maps and detailed overland flood maps/risk assessments to identify vulnerable neighbourhoods for Official Plan purposes, all in collaboration with Conservation Authorities and the Ottawa River Regulation Planning Board;*
3. *Direct City staff and assign resources to prepare a flood management plan based on the new paradigm setting clear objectives and targets for runoff volume control. The plan should drive integration of grey infrastructure with nature-based solutions in collaboration with community groups and other governments; and*
4. *Ensure that land use plans and siting and approvals of residential developments are consistent with the flood management plan and respect development rules for vulnerable neighbourhoods based on Official Plan updated 1-in-100 year and 1-in-350-year flood plain maps and overland flood maps/risk assessments.*

So far this spring, most of Ottawa has avoided extreme riverine flooding thanks to timely freezing weather holding back water from the heavy snowpack and rains long enough to prevent vulnerable neighbourhoods from getting swamped. But at time of writing, the Ottawa River still has flood watches.

Let's not forget 2017 and 2019. In the spring of those years, rapid snowmelt and rains of up to 100mm over a few days led to severe riverine floods, putting thousands at risk and causing extensive damage to homes, roads and infrastructure.

Overland flooding from extreme rainfall events in warmer months, such as the 77mm rains of August 2023, is also expected to worsen as the atmosphere, warmed by climate change, carries then releases more water, more violently, from our skies.

At the confluence of several great rivers, managing water will always be a challenge for Ottawa. The City's 2022 *Climate Vulnerability and Risk Assessment* predicts worse flooding as climate change accelerates. More intense rainfall events combined with melting snowpack means a higher risk of spring flooding in both urban and rural areas. Overland flooding from extreme weather is just as serious, generating a higher proportion of home insurance claims than riverine flooding. Unfortunately, the 2022 Assessment did not factor in additional risks for Ottawa posed by planned and future developments that drain wetlands, clear forests and create more impermeable surfaces in upstream watersheds.

Is Ottawa ready to protect vulnerable neighbourhoods by managing the next big riverine and overland floods—and the even more extreme ones likely to come? C3 says no.

C3 acknowledges that the *City of Ottawa Strategic Plan 2023 – 26* includes “Increase resiliency to extreme weather and changing climate conditions” as a strategic objective. C3 also acknowledges the serious work that the City of Ottawa is already taking to manage floods and improve water quality. Construction of underground storage tanks and tunnels, stormwater ponds, retrofits and catch basins, delivery of the Rain Ready program, and preparation of the Infrastructure Master Plan, draft Resilience Strategy and area-specific stormwater studies are important initiatives. However, they are still band aids not sufficient to close the “flood gap”. The flood gap is the difference between the maximum volume of water anticipated during a 1-in-350-year flood event for riverine flooding or an intense rainfall event for overland flooding and the maximum capacity of the City's infrastructure and programs to manage that volume of water without flooding.

The City does not yet know how big the flood gap is and so cannot determine the extent to which planned infrastructure and program investments will begin to close it. C3 takes the view that “minding this gap” is essential to preparing a plan that has clear objectives for flood management and accounts for risks and vulnerabilities. As well, the 1-in-350-year flood plain and overland flood maps essential to identifying vulnerable neighbourhoods for the purposes of the Official Plan are not complete. Meanwhile new subdivisions and urban intensification developments are approved with limited regard to minimizing flood risk.

Other cities such as Vancouver and Montreal are much better prepared. They have embraced a paradigm shift—reimagining precipitation as a valued natural resource for communities and ecosystems and not as waste to be flushed into pipes, rivers and seas. For example, Vancouver's *Rain City Strategy* aims to capture and clean 90 per cent of average rainfall and manage 40 per cent of runoff from impervious areas by 2050. Ontario's 2022 Draft *Low Impact Development Stormwater Guidance Manual* <https://ero.ontario.ca/notice/019-4971> sets a 90th percentile precipitation event as Ontario's runoff volume control target but has not been finalized.

How can Ottawa close the flood gap? Nature-based solutions (green infrastructure) offer cost-effective opportunities to complement grey infrastructure.

<https://c3ottawa.wordpress.com/nature-based-solutions/>. Nature-based solutions leverage the natural environment to mitigate and adapt to the impacts of climate change. Protected and restored wetlands and forests are natural buffers, holding back and absorbing excess water during floods. Rain gardens, bioswales and green roofs capture and filter rainwater before entry into storm drains. Permeable pavements allow rainwater to infiltrate the ground thus avoiding the storm system altogether. Nature-based solutions also support safer, more liveable cities through co-benefits such as improved recreation opportunities and biodiversity conservation.

C3 acknowledges that Ottawa faces specific challenges implementing nature-based solutions to close the flood gap. Many Ottawa communities have been built on soils with low permeability (e.g., Leda clay) or have a high water table, which makes some nature-based solutions more challenging. As well, provincial policies currently deemphasize protection of wetlands and forests in the City and upstream. However, the costs and potential legal liabilities to the City of failing to adopt nature-based solutions would far exceed those associated with addressing these challenges, in C3's view.

Roughly half the area of Prince Edward Island, the City of Ottawa encompasses a large and varied rural landscape that, properly managed, could greatly reduce flooding in Ottawa's core and suburbs as well as rural and exurban communities. C3 sees an excellent opportunity for urban Ottawa to reach out to rural Ottawa and upstream Ontario and Quebec municipalities to collaborate and reconcile respective but complementary needs in flood management.

Reducing and managing floods is a challenge for all Ottawans. C3 urges you--Mayor and Council members--to take a stronger lead by considering and adopting our proposed recommendations. Bold thinking and new investments will be required to deliver a flood management plan, and opportunities to share investment costs with other levels of government—including the re-elected federal government--clearly must be pursued.

C3 would be pleased to follow up with the Mayor's office, Council members, engaged Council committees, or City staff to discuss our recommendations and follow-up action.

Sincerely



Stephen Hazell M.Sc. LL.B.
C3OttawaInfo@gmail.com

On behalf of Citizen Climate Counsel:

Peter Croal
Joan Freeman
Mary Hegan
Judith Kennedy
Darlene Pearson



Kashwakamak Lake Dam Replacement Design-Bid-Build Project Award

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

FROM: Juraj Cunderlik, Director of Engineering

REPORT: 3494/25, May 7, 2025

RECOMMENDATION:

That the Board of Directors approve:

- 1. Award the Kashwakamak Lake Dam Design-Bid-Build engineering project to CIMA+ in the amount of \$490,065.00 plus HST.**
- 2. A 10% contingency allowance to be drawn as required from the WECI Capital Reserve.**

1.0 Background

Since 2020, the replacement of the Kashwakamak Lake Dam has been the Mississippi Valley Conservation Authority's (MVCA) top capital infrastructure priority. In 2022, a comprehensive Dam Safety Review (DSR) was completed, confirming the need to replace the aging structure within the next five years to meet current design and safety standards.

In 2023, MVCA launched a comprehensive Class Environmental Assessment (Class EA) to evaluate the potential environmental impacts and explore options for the dam's replacement. The Class EA included the development of a baseline environmental inventory and a thorough assessment of technical alternatives. These alternatives were evaluated based on multiple criteria, including cost, safety, environmental impacts, operational requirements, and service life. The dam replacement at the same location was confirmed as the preferred alternative for the project.

The new dam will be designed and constructed to meet updated Inflow Design Flood criteria and Hazard Potential Classification. The project will integrate climate change considerations into the design, ensuring that the new structure provides crucial flood

protection and mitigation for local communities, residents, businesses, and the surrounding environment throughout its service life.

The project will proceed with a preliminary and detailed design, permitting, tendering and construction, subject to regulatory approvals and stakeholder feedback. The implementation phase will include rigorous monitoring to ensure compliance with environmental standards and effective mitigation of potential impacts.

2.0 Funding

In 2022, MVCA successfully secured multi-year funding for the dam replacement project through Infrastructure Canada's Disaster Mitigation and Adaptation Fund (DMAF). The DMAF contribution covers 40% of estimated eligible project costs. Additionally, the project receives further support through provincial Water and Erosion Infrastructure (WEI) funding, which contributes 50% of the remaining eligible costs via an annual approval process. Together, these funding sources could cover up to 70% of the total eligible project costs.

3.0 Procurement of Consulting Services

On March 3rd, 2025, MVCA issued a Request for Proposals (RFP) for engineering services to support Design-Bid-Build (DBB) replacement of the Kashwakamak Lake Dam. The scope of work will provide MVCA with engineering technical support throughout all remaining phases of the project including final commissioning of the dam. The RFP was issued in accordance with MVCA's *Purchasing Policy and Procedures*:

"Goods and/or services exceeding \$100,000 must be obtained by public tender."

Addendum #1 was issued on March 28, 2025, Addendum #2 on April 11, 2025, and the RFP closed on April 21, 2025.

Five (5) proposals were received and were evaluated by MVCA's Proposal Evaluation Committee using the following criteria set out in Table 1. A summary of evaluation results is presented in Table 2.

Based upon evaluation results, staff recommend that the Board award the Kashwakamak Lake Dam Replacement Design-Bid-Build engineering assignment to CIMA+ (Vendor A) in the amount of \$490,065.00 plus HST. Furthermore, due to the protracted duration and complexity of the project, it is recommended that the Board also authorize a 10%

contingency to enable staff to address issues that may arise during the course of the project. Any use of the contingency would be reported in the monthly GM Updates, or by report to the Board when warranted.

Table 1: Evaluation Criteria

Criterion	Evaluation Breakdown	Max. Score
1. Project Understanding	<ul style="list-style-type: none"> Understanding of project requirements and objectives (7) Knowledge of applicable technical standards and guidelines (3) 	10
2. Approach, Methodology, and Schedule	<ul style="list-style-type: none"> Detailed description of work plan and proposed methodology (20) Detailed schedule that meets project timelines (5) Innovative ideas & approaches (5) Identification of potential issues & solutions (5) 	35
3. Project Team	<ul style="list-style-type: none"> Project manager experience and qualifications (10) Project team members experience and qualifications (including subconsultants) (10) 	20
4. Corporate Experience	<ul style="list-style-type: none"> Projects of similar scope (10) Experience with local projects (5) 	15
5. Cost	<ul style="list-style-type: none"> Determined by giving the proposal with the lowest cost the maximum number of points (20) 	20

Table 2: Evaluation Results

Vendor	Compliance (Y/N)	Total Cost (excluding HST)	Evaluation Score
Vendor A	Y	\$ 490,065.00	82.3
Vendor B	Y	\$ 614,195.00	76.4
Vendor C	Y	\$ 798,400.00	73.0
Vendor D	Y	\$ 875,738.04	54.1
Vendor E	Y	\$ 415,032.00	79.8

4.0 Corporate Strategic Plan

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

- a) Implement the five-year capital program.
- b) Strengthen our risk analysis and management capacity to include climate change and development impacts.
- c) Implement priority actions identified in the *Mississippi River Watershed Plan*.
- d) Work with the City of Ottawa towards update of the *Carp River Watershed Plan*.
- e) Plan for the next phase of asset development and management.



Permit Signing Authority

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

FROM: Sally McIntyre, General Manager

REPORT: 3495/25, May 7, 2025

RECOMMENDATION:

That the Board of Directors delegate permit approval and signing authority under Section 28 of the *Conservation Authorities Act* to Benjamin Dopson, Manger, Planning & Stewardship.

Mississippi Valley Conservation Authority issues permits under Section 28 of the *Conservation Authorities Act*. Section 28 (2) allows the Board to “*delegate any of the authority’s powers or duties under the regulation to the authority’s executive committee or to any other person or body, subject to any limitations and requirements that may be set out in the regulation.*”

The purpose of this report is to obtain permission for Benjamin Dopson, Manager of Planning & Stewardship to have delegated power to approve and sign permits. Sally McIntyre, General Manager and Juraj Cunderlik, Director of Engineering also have power to approve and sign permits to streamline business processes and provide for cover-off during vacations and other leave.

For quality control and consistency purposes, all permits are reviewed with the Manager of Planning & Stewardship, regardless of who signs-off on a permit. This approach will continue.



Financial Update – YTD March 31, 2025

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

FROM: Stacy Millard, Treasurer

REPORT: 3496/25, May 7, 2025

RECOMMENDATION:

Resolved, That the Board of Directors approve withdrawal of funds from restricted reserves for two 2024-budgeted projects that continued into 2025 and for which unspent funds were not brought forward to 2025, specifically:

- a) **Drawdown of the Water Control Structure Reserve by \$55,000 for work related to the Lanark DSR; and**
- b) **Drawdown of the Information Technology Reserve by \$50,000 for the AV Equipment Update.**

The purpose of this report is to present year-to-date financial data as of March 31, 2025 and updates to financial projections.

1.0 Operating

Year-to-date expenditures and revenue are on track. We are currently at 19.14% of the budget, as shown in Table 1. There are currently no updates to our projections on the operating budget. Details are provided in Attachments 1 and 2.

2.0 Capital Budget

Two projects under the 2024 Budget commenced but were not completed in 2024 and should have had unspent funds carried forward to the 2025 Budget.

- Lanark Dam DSR and related works - \$55,000.
- Boardroom Audiovisual equipment Updates - \$51,162.

These amounts should be taken from the appropriate restricted reserves to allow for completion of these initiatives. Details of Capital Budget are provided in Attachment 3.

Table 1: Operating Budget

Budget Item	2025 Budget	March 31, 2025 YTD actuals	YTD Percentage of Budget
Expenditures			
Corporate Services	\$1,283,917	\$287,064	22.36%
Watershed Management	\$1,480,170	\$252,227	17.04%
Flood and Erosion Control	\$995,615	\$206,910	20.78%
Conservation Services	\$373,249	\$83,049	22.25%
Category 2 Programs	\$161,017	\$15,343	9.53%
Category 3 Programs	\$585,463	\$89,268	15.25%
Total Operating	\$4,879,431	\$933,861	19.14%
Revenues			
Municipal Levy	\$3,343,030	\$681,893	20.40%
Reserve Funds	\$191,464	\$0	0%
Provincial & Federal Grants	\$267,157	\$42,375	15.86%
Fees for Service	\$840,559	\$167,409	19.92%
Other Revenue	\$237,221	\$42,184	17.78%
Total Revenues	\$4,879,431	\$933,861	19.14%

3.0 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. March 31, 2025 Total Operating Summary
2. March 31, 2025 Programs and Services Summaries
3. March 31, 2025 Capital Budget Summary

Total Operating Summary	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Category 1					
Category 1 Programs					
Compensation	\$3,185,390	\$631,895	19.84%	\$3,185,390	\$0
Operating Expenses	\$764,061	\$179,726	23.52%	\$764,061	\$0
Special Projects	\$183,500	\$17,629	9.61%	\$183,500	\$0
TOTAL	\$4,132,951	\$829,250	20.06%	\$4,132,951	\$0
Category 2					
Category 2 Programs					
Compensation	\$97,817	\$12,710	12.99%	\$97,817	\$0
Operating Expenses	\$45,700	\$2,633	5.76%	\$45,700	\$0
Special Projects	\$17,500	\$0	0.00%	\$17,500	\$0
TOTAL	\$161,017	\$15,343	9.53%	\$161,017	\$0
Category 3					
Category 3 Programs					
Compensation	\$359,163	\$52,314	14.57%	\$359,163	\$0
Operating Expenses	\$82,800	\$16,834	20.33%	\$82,800	\$0
Special Projects	\$143,500	\$20,120	14.02%	\$143,500	\$0
TOTAL	\$585,463	\$89,268	15.25%	\$585,463	\$0
Total Operating - Expenses	\$4,879,431	\$933,861	19.14%	\$4,879,431	\$0
REVENUE					
Municipal Levy	\$3,343,030	\$681,893	20.40%	\$3,343,030	\$0
Reserve Fund	\$191,464	\$0	0.00%	\$191,464	\$0
Provincial/Federal Grants	\$267,157	\$42,375	15.86%	\$267,157	\$0
Fees for Services	\$840,559	\$167,409	19.92%	\$840,559	\$0
Other Revenue	\$237,221	\$42,184	17.78%	\$237,221	\$0
Total Operating - Revenues	\$4,879,431	\$933,861	19.14%	\$4,879,431	\$0

CATEGORY 1: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
EXPENSES					
Watershed Management					
Technical Studies					
Compensation	\$273,055	\$48,281	17.68%	\$273,055	\$0
Operating Expenses	\$8,200	\$396	4.83%	\$8,200	\$0
Special Projects	\$152,000	\$17,629	11.60%	\$152,000	\$0
Subtotal	\$433,255	\$66,307	15.30%	\$433,255	\$0
Planning & Regulations					
Compensation	\$950,402	\$171,866	18.08%	\$950,402	\$0
Operating Expenses	\$96,513	\$14,054	14.56%	\$96,513	\$0
Special Projects	\$0	\$0		\$0	\$0
Subtotal	\$1,046,915	\$185,920	17.76%	\$1,046,915	\$0
TOTAL	\$1,480,170	\$252,227	17.04%	\$1,480,170	\$0
Flood & Erosion Control					
Flood Forecasting & Warning					
Compensation	\$742,694	\$156,624	21.09%	\$742,694	\$0
Operating Expenses	\$58,820	\$11,971	20.35%	\$58,820	\$0
Special Projects					
Subtotal	\$801,514	\$168,595	21.03%	\$801,514	\$0
Dam Operations & Maintenance					
Compensation	\$132,784	\$21,436	16.14%	\$132,784	\$0
Operating Expenses	\$61,317	\$16,880	27.53%	\$61,317	\$0
Special Projects					
Subtotal	\$194,101	\$38,315	19.74%	\$194,101	\$0
TOTAL	\$995,615	\$206,910	20.78%	\$995,615	\$0

CATEGORY 1: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Conservation Areas					
Conservation Areas					
Compensation	\$246,140	\$62,822	25.52%	\$246,140	\$0
Operating Expenses	\$66,480	\$17,290	26.01%	\$66,480	\$0
Special Projects					
Subtotal	\$312,620	\$80,112	25.63%	\$312,620	\$0
Technical Studies					
Compensation	\$29,129	\$2,937	10.08%	\$29,129	\$0
Operating Expenses	\$0	\$0		\$0	\$0
Special Projects	\$31,500	\$0	0.00%	\$31,500	\$0
Subtotal	\$60,629	\$2,937	4.84%	\$60,629	\$0
TOTAL	\$373,249	\$83,049	22.25%	\$373,249	\$0
Corporate Services					
Corporate Services					
Compensation	\$811,186	\$167,929	20.70%	\$811,186	\$0
Operating Expenses	\$472,731	\$119,135	25.20%	\$472,731	\$0
Special Projects	\$0	\$0		\$0	\$0
TOTAL	\$1,283,917	\$287,064	22.36%	\$1,283,917	\$0
Total Category 1 - Expenses	\$4,132,951	\$829,250	20.06%	\$4,132,951	\$0
REVENUE					
Municipal Levy	\$3,103,585	\$640,760	20.65%	\$3,103,585	\$0.0
Reserve Fund	\$191,464	\$0	0.00%	\$191,464	\$0
Provincial/Federal Grants	\$229,168	\$42,375	18.49%	\$229,168	\$0
Fees for Services	\$467,734	\$120,440	25.75%	\$467,734	\$0

CATEGORY 1: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Other Revenue	\$141,000	\$25,675	18.21%	\$141,000	\$0
Total Category 1 - Revenues	\$4,132,951	\$829,250	20.06%	\$4,132,951	\$0

CATEGORY 2: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Watershed Management					
Technical Studies					
Compensation	\$97,817	\$12,710	12.99%	\$97,817	\$0
Operating Expenses	\$45,700	\$2,633	5.76%	\$45,700	\$0
Special Projects	\$17,500	\$0	0.00%	\$17,500	\$0
TOTAL	\$161,017	\$15,343	9.53%	\$161,017	\$0
Total Category 2 - Expenses	\$161,017	\$15,343	9.53%	\$161,017	\$0
REVENUE					
Municipal Levy	\$90,017	\$15,343	17.04%	\$90,017	\$0
Reserve Fund	\$0	\$0		\$0	\$0
Provincial/Federal Grants	\$0	\$0		\$0	\$0
Fees for Services	\$71,000	\$0	0.00%	\$71,000	\$0
Other Revenue	\$0	\$0		\$0	\$0
Total Category 2 - Revenues	\$161,017	\$15,343	9.53%	\$161,017	\$0

CATEGORY 3: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Stewardship Programs					
Stewardship Programs					
Compensation	\$136,325	\$26,766	19.63%	\$136,325	\$0
Operating Expenses	\$5,500	\$0	0.00%	\$5,500	\$0
Special Projects	\$143,500	\$20,120	14.02%	\$143,500	\$0
TOTAL	\$285,325	\$46,885	16.43%	\$285,325	\$0
Education Services					
Education Services					
Compensation	\$112,244	\$16,161	14.40%	\$112,244	\$0
Operating Expenses	\$21,800	\$2,668	12.24%	\$21,800	\$0
Special Projects	\$0	\$0		\$0	\$0
TOTAL	\$134,044	\$18,828	14.05%	\$134,044	\$0
Vistor Services					
Vistor Services					
Compensation	\$110,594	\$9,388	8.49%	\$110,594	\$0
Operating Expenses	\$55,500	\$14,166	25.52%	\$55,500	\$0
Special Projects					\$0
TOTAL	\$166,094	\$23,554	14.18%	\$166,094	\$0
Total Category 3 - Expenses	\$585,462.57	\$89,268	15.25%	\$585,463	\$0
REVENUE					
Municipal Levy	\$149,428	\$25,790	17.26%	\$149,428	\$0
Reserve Fund	\$0	\$0		\$0	\$0
Provincial/Federal Grants	\$37,989	\$0	0.00%	\$37,989	\$0
Fees for Services	\$301,825	\$46,969	15.56%	\$301,825	\$0
Other Revenue	\$96,221	\$16,509	17.16%	\$96,221	\$0
Total Category 3 - Revenues	\$585,463	\$89,268	15.25%	\$585,463	\$0

Total Capital Summary					
	2025 APPROVED BUDGET	YTD MAR 31 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
Category 1					
WECI Capital Projects	\$360,244	\$58,545	16.25%	\$415,244	\$55,000
Conservation Areas	\$61,100	\$0	0.00%	\$61,100	\$0
Corporate Projects	\$860,750	\$110,039	12.78%	\$911,912	\$51,162
Tech Studies - Capital	\$78,475	\$3,853	4.91%	\$78,475	\$0
Debt Repayment	\$328,669	\$8,855	2.69%	\$328,669	\$0
Total Category 1	\$1,689,238	\$181,293	10.73%	\$1,795,400	\$106,162
Category 3 Capital	\$52,050	\$4,259	0.00%	\$52,050	\$0
Total Capital Program	\$1,741,288	\$185,551	10.66%	\$1,847,450	\$106,162
FUNDING					
Municipal Levy	\$760,919	\$174,880	22.98%	\$760,919	\$0
Reserve Fund	\$59,744	\$0	0.00%	\$165,906	\$106,162
Provincial/Federal Grants	\$193,125	\$10,672	5.53%	\$193,125	\$0
Fees for Services	\$0	\$0		\$0	\$0
Other Revenue	\$727,500	\$0	0.00%	\$727,500	\$0
Total Category 3 - Revenues	\$1,741,288	\$185,551	10.66%	\$1,847,450	\$106,162



Mill of Kintail Museum Strategy Update

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

FROM: Scott Lawryk, Property Manager

REPORT 3497/25, May 12, 2025

FOR INFORMATION

1.0 Background

In order to be eligible for provincial funding, MVCA must update the *Mill of Kintail Museum Strategic Plan* a minimum every 5 years. Last year, MVCA engaged Fauzya Moore to help review and update the strategy. A retired civil servant with a background in program evaluation, Fauzya offered her services *pro bono* and has been working with MVCA staff and Museum Advisory Committee (MAC) members to assess implementation of the current plan, and to obtain and review input regarding update of the plan.

2.0 Status of the 2019 Museum Strategy

Last month, Ms. Moore tabled her findings at a meeting of the MAC, and concluded that implementation of the MOK Strategic Plan has been uneven. While there have been notable improvements in collections management and facility operations, significant shortcomings persist in communications, marketing, and fundraising. Results of a survey issued to the Museum Advisory Committee indicate general recognition of curatorial strengths but also a need for better communication and visitor engagement.

She also notes that financial pressures have intensified in recent years following changes to the funding model, which prompted the MVCA Board to decide that management of the collection should transfer to another organization (per 2024 *Land Conservation & Resource Strategy*.)

3.0 Recommended Focuses for the New Strategic Plan

Based on the evaluation of the expiring plan and feedback from staff and MAC members, Ms. Moore recommended the following priorities for the new Strategic Plan:

- a) Strengthen finances and community engagement
- b) Increase volunteer recruitment and fundraising
- c) Greater focus on the enhancing the Naismith Collection
- d) Improve communications

Staff agree with these areas of focus, and add to this list the need to identify and secure a partner to manage museum operation and management of the collection.

4.0 Drafting a New Strategic Plan

Staff will continue collaborating with Ms. Moore and the Museum Advisory Committee to update the Strategic Plan, keeping these goals in focus. The aim is to present a draft to the Board of Directors at the July meeting.

Earlier this year an application was made to the Canadian Conservation Institute (CCI) for a Facility Assessment. MVCA's application was approved and CCI staff will conduct a site visit in early June to evaluate the condition of the collection, management practices, and the facility itself. We hope to receive results prior to finalizing the Strategic Plan so that findings and recommendations can be incorporated where appropriate.

5.0 Corporate Strategic Plan

Updating the *Mill of Kintail Museum Strategy* aligns with the following corporate goals and objectives:

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

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

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.



Mill of Kintail

DRAFT Findings

On the Implementation of the Strategic Plan



Part 1 Background

Expected outcomes of the 2019-2024 MOK Strategic Plan

- Visitors to the MOK would experience:
- An historical, cultural, and natural experience that celebrates the realms of physical activity and rehabilitation, health and nature and art through exploration of the lives of Dr R Tait Mackenzie, and Dr James Naismith, and related educational and experiential and educational opportunities.

Outputs/ Business lines

- Curation: Conserving, storing, and digitalizing the MOK collection.
- Display: Enhancing the layout, look and coherence of the exhibits.
- Social Media: Creating a social media campaign and developing tourist feedback and items for sale
- Facilities Management: Maintaining and improving the facilities (facilities management)
- Addressing capital rust out (not covered in this evaluation)

Evaluation of the strategic plan of the MOK

- In 2024 the MOK enabled an evaluator to prepare a formative evaluation of implementation.

The objectives of the evaluation were to identify:

- a) the extent to which the strategic plan has been implemented and
- b) alignment between the activities of the strategic plan and the overall outcome of maintaining the MOKs viability, visitorship and funding.

Objective of this meeting

This consultation presents some of the findings of the surveys and literature reviews.

It requests feedback and input from the Advisory Committee and MOK management.

Once obtained the final report will be drafted

Part 2 Findings



Summary of baseline data provided by management

Progress in curating and organising the collections and in mounting the exhibitions.

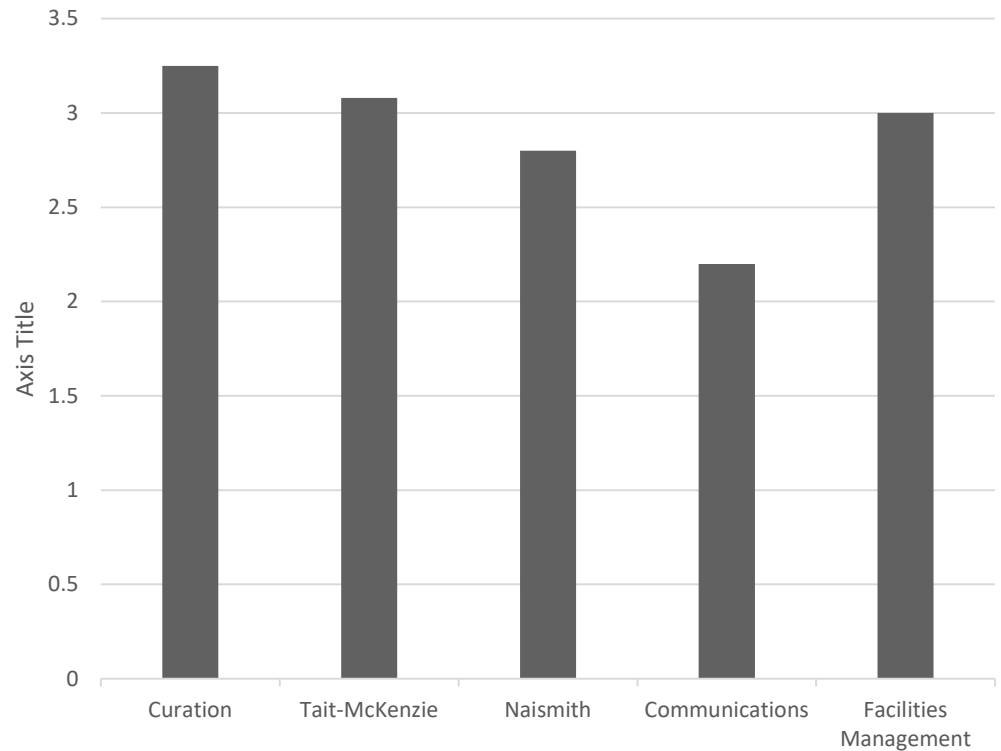
Progress in facilities management

Limited progress in communications and marketing

Little to no progress in fund-raising

Findings from the
Advisory
Committee
Questionnaires
State of
Implementation
NB No finance
committee to
consult.

Strategic Plan Implementation: curation, display, communications, facilities management



Survey responses: advisory committee/qualitative

Approval for completed business lines, less approval for those that needed more work

A healthy process of communication between the management and the committee but possibly a touch of selection bias.

Visitor surveys will indicate outcomes.

Data to be in the final report.

Communications, Digitization and Marketing: data from the advisory committee survey.

Statement	Ranking (out of 4)
The museum offers value for money	3.43
The museum needs to increase community outreach activities	3.33
More marketing of the museum is required	3.33
Digitized presentations guide visitors around the MOK	2.4
Current marketing encourages people to see the museum	2.2

Removal and protection of the collection: responses from the advisory committee survey

There is no consensus that the Mill's collection should be removed from the MOK building

There is concern about climate control and protection of the collection.



Implementation of the strategic plan is moving ahead but more work is required.



Curation, display and facilities management are well advanced, More work on the Naismith display may be required.



Substantially more work is required on fundraising and communications



From the advisory committee a general sense of concern on the future of the MOK.

Summary of Findings MOK management and advisory committee

Part 3 Observations

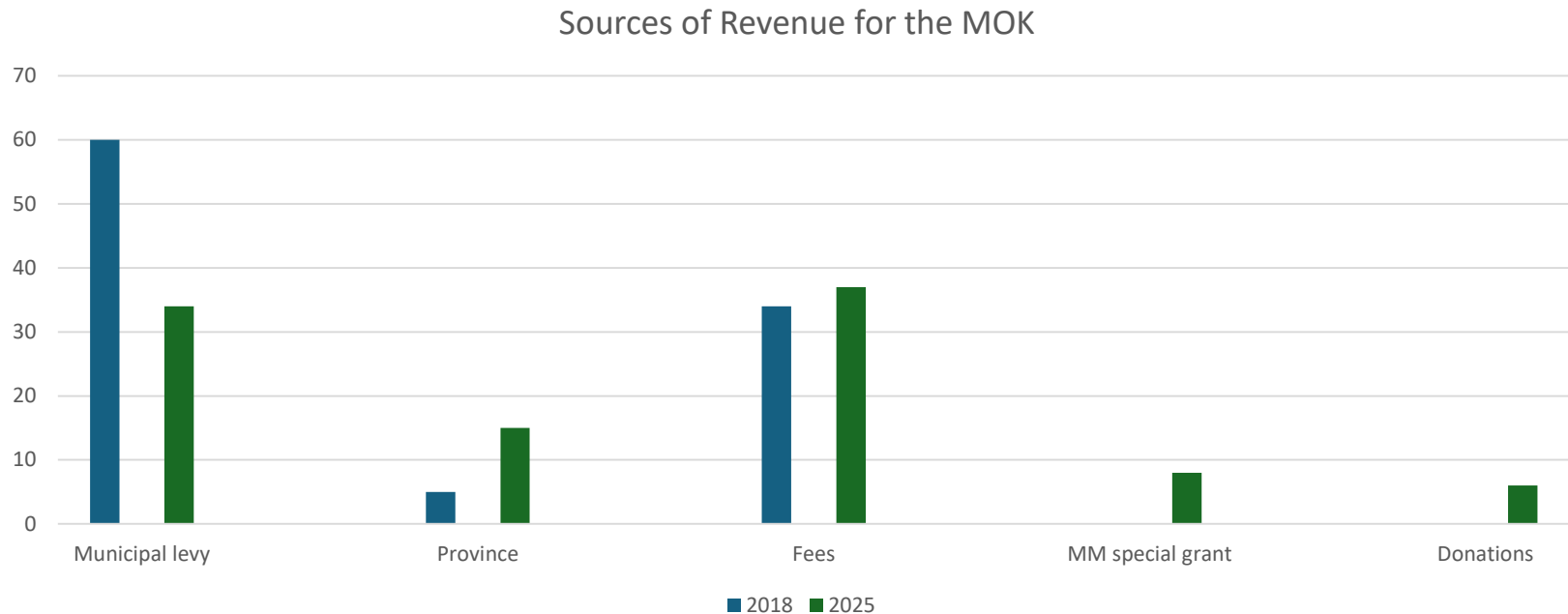


CONTEXT

- The anticipated shortfall in revenues from the 2018 loss of the municipal levy has been made up by agreements between the MCVA and various funding authorities for *interim* funding over five years.
- After five years the funding authorities could request the MOK to move to a full cost-recovery basis or give up the collection.
- The MVCA Board has directed that:

The Mill of Kintail Museum is a community asset and cultural attraction. MVCA will operate the museum ***while seeking another organization to assume management of the collections.***

Sources of Revenue MOK 2018 and 2025 as a percentage of the budget.



Outputs and Outcomes

The MOK is well engaged in implementing the **outputs** of the strategic plan, despite limitations of Covid-19 and the emergence of new financing and management challenges. Visitorship has returned to pre-Covid levels when many small museums are still at 3/4 of pre-Covid visitorship. **Outcomes** may now be measured beginning with visitor surveys.

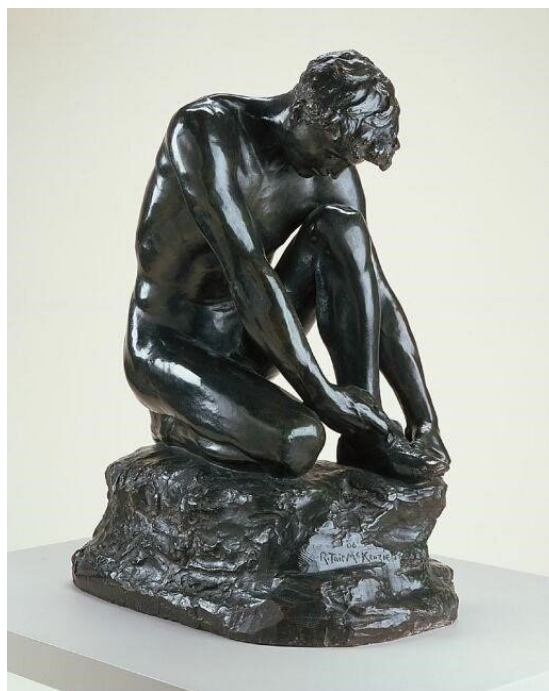
Getting to 2029

- In light of anticipated budgetary constraints *and* possible changes in management it is important to *strengthen the branding and business of the Mill* by finalising implementation of the strategic plan.
- Key areas include:
- Establishment of a finance and fundraising committee.
- Expanding work on communications and branding
- Creating or increasing opportunities for high value commercial activities e.g. weddings.

Branding the MOK

- The MOK is a Canadian issue. Tait and Naismith were not just local heroes they are Canadian notables.
- Important to increase visibility and rebrand the MOK as a Canadian heritage site.
 - Improve signage
 - Have communications students build a narrative for the museum
 - design a web presence for the MOK (FB, X, Instagram as per the MM Textile Museum)
 - Strengthen Naismith (help from Basketball Hall of Fame)
 - Consider circuit tourism

Thank you. Please provide feedback





Corporate Strategic Plan Update

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

FROM: Sally McIntyre, General Manager

REPORT: 3498/25, May 6, 2025

RECOMMENDATION

That the Board of Directors direct staff to:

- 1. Retain a consultant to support update of the *Corporate Strategic Plan* in accordance with Option 1 of this report.**
- 2. Draw up to \$6,000 from the Operating Reserve for this assignment.**

1.0 [Background](#)

Since December 2024, the following activities have been carried out to support identification of priority goals and objectives for the next strategic planning period:

- Presentation to and discussions with departmental groups.
- Two employee surveys regarding:
 - Current goals and objectives
 - employment satisfaction and future directions
- Two board surveys regarding:
 - the current strategic plan and future directions
 - current operations examined through different lenses; and how MVCA could support municipal goals and objectives.
- Discussion at two Board meetings.

To date, no clear direction has emerged from either employees or Board members regarding priorities goals and objectives, and it is recommended that a consultant be retained to support this work. Specifically, it is recommended that, at minimum, the Board dedicate a half-day on June 9 (date of the Board Watershed Tour) to meet with a third-party facilitator to help identify 2026-2030 priorities.

2.0 Procurement & Scope of Work

Three firms were contacted with solid reputations in the field of strategic planning and facilitation. Each was provided with the existing *2021-2025 Corporate Strategic Plan, Implementation Plan*, and the *2024 Land Conservation & Resource Strategy*. As well, they were informed of the various activities carried out since December 2024. Given this background, consultants were asked to recommend an approach that would support achievement of identification of priority goals and objectives for the period 2026-2030.

Table 1 provides the approach recommended by each of the consultants. Prices exclude HST and travel costs, which would vary amongst the consultants. There are several commonalities amongst the submissions. Option 1 is recommended as it provides several of the same services as Options 2 and 3, but at a Not-for-Profit rate.

Table 1: Consultant Submissions

Option 1	Option 2	Option 3
<ul style="list-style-type: none"> • Pre-session interview with the Chair and GM • Review results of the employee and Board surveys • Prepare interview questions and conduct 6-8 interviews of Board members and management team • Prepare Information Package for participants • Facilitate ½-day session on June 9 • Prepare Summary Report 	<ul style="list-style-type: none"> • Conduct Project Launch meeting with the senior management team • Develop 1-page Project Communiqué • Develop detailed Project Plan • Facilitate two (2) in-person working sessions • Draft Strategic Action Plan Content • Prepare Final Report and Executive Summary • Present to the Board (virtual) • Provide Progress Tracker Report Template 	<ul style="list-style-type: none"> • Kick-off meeting with GM • Review current Strategic Plan and related documents. • Prepare an Interview Guide. • Conduct up to 6 interviews of Board members and leadership team • Compile data and develop Facilitation Plan • Conduct PESTLE analysis • Document findings • Facilitate ½-day session on June 9 • Document/finalize outcomes
\$4,100	\$18,900	\$19,400