



## **Agenda: Board of Directors Meeting**

September 8, 2025

1:00 p.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

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### Roll Call

### Declarations of Interest (written)

### Adoption of Agenda

### Main Business

1. Approval of Draft Minutes: Board of Directors Meeting, July 14, 2025, Page 2.
2. Receipt of Draft Minutes: Executive Committee Meeting, August 27, 2025, Page 14.
3. Delegation Presentation: Mill of Kintail Museum Strategic Plan, Christa Lowry, Mayor of Mississippi Mills, Page 20.
4. Delegation Presentation: Regulatory Limit on Property, L. Slewidge, Page 29.  
(attachments available upon request)
5. Staff Presentation: Parklands & Trails Mini-Conference, Brittany Moy & Kelly Hollington.
6. Watershed Outlook, Report 3508/25, Kathryn Starratt, Page 33.
7. GM Update, Report 3509/25, Sally McIntyre, Page 34.
8. Draft Corporate Strategic Plan, Report 3510/25, Sally McIntyre, Page 40.
9. Unplanned Expenditures, Report 3511/25, Stacy Millard, Page 50.
10. Financial Update – YTD June 30, 2025, Report 3512/25, Stacy Millard, Page 52.
11. In Camera – Draft Employee Settlement Package, Verbal Report.

### Adjournment



## Minutes: Board of Directors Meeting

July 14, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

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### Roll Call

#### Members Present

- Roy Huetl, Chair
- Paul Kehoe, Vice Chair
- Allan Hubley (remote)
- Bev Holmes
- Cathy Curry (remote)
- Cindy Kelsey
- Dena Comley (remote)
- Glen Gower (remote)
- Helen Yanch
- Janet Mason
- Jeannie Kelso (remote)
- Mary Lou Souter
- Richard Kidd
- Steven Lewis
- Taylor Popkie
- Wayne Baker

#### Staff

- Sally McIntyre, General Manager
- Stacy Millard, Treasurer
- Juraj Cunderlik, Director of Engineering
- Ben Dopson, Manager of Planning and Stewardship
- Scott Lawryk, Properties Manager
- Alex Broadbent, Manager of I&CT
- Kathryn Starratt, Water Resources Specialist
- Kelly Hollington, Recording Secretary

#### Members Absent

- Clarke Kelly
- Jeff Atkinson

R. Huetl called the 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.

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## Agenda Review

There were no amendments or discussion regarding the agenda.

### **BOD25/07/14 - 1**

MOVED BY: T. Popkie

SECONDED BY: M. Souter

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

**“CARRIED”**

## Main Business

### 1. Approval of Minutes: Board of Directors Meeting, May 12, 2025

There were no amendments or discussion regarding the minutes.

### **BOD25/07/14 - 2**

MOVED BY: P. Kehoe

SECONDED BY: H. Yanch

*Resolved, that the minutes of the Board of Directors Meeting held on May 12, 2025 be received and approved as printed.*

**“CARRIED”**

### 2. Receipt of Minutes:

- a. Finance and Administration Advisory Committee Meeting Minutes, June 26, 2025.
- b. Policy and Planning Advisory Committee Meeting Minutes, July 3, 2025.

Draft minutes of the Finance and Administration Advisory Committee and the Policy and Planning Advisory Committee were provided for information. There was no discussion regarding the draft minutes.

### 3. Staff Presentation: Low Water Response Plan, Kathryn Starratt & Juraj Cunderlik

K. Starratt presented MVCA’s *Low Water Response Plan*. She summarized the regulatory context and MVCA’s responsibilities for low water/drought monitoring and

management. She provided the definition of low water and explained the status levels. Triggers/indicators under the *Ontario Low Water Response (2010)* were also reviewed.

K. Starratt noted changes to the drought monitoring system, namely replacement of manual data capture and analysis to an automated process with improved quality assurance and quality control. The new monitoring system also distinguishes between the Mississippi and Carp watersheds, and reports on them separately. Future project phases for drought monitoring and system improvements were reviewed. Finally, the current low water status for the Mississippi and Carp watersheds were reviewed, which were at *Normal* status.

J. Cunderlik presented on summer flood forecasting and warning. He provided an overview of historical summer flood events in the watershed. He described the factors that increase vulnerability to summer flooding. He highlighted the impacts of climate conditions and the unpredictable nature of storms and weather events. He reviewed MVCA's flood forecasting and warning strategy: Monitor, Observe & React. He reviewed the new tools used to inform MVCA's flood forecasting and warning strategy.

R. Kidd asked how many MVCA staff are working on the Low Water Response Plan. S. McIntyre responded that K. Starratt was the staff member responsible for the automated low water/drought response system on MVCA's DPC. R. Kidd asked how many staff members monitor the system. S. McIntyre explained that multiple staff members are trained to monitor the system and more staff have been identified for training. The automated monitoring system allows MVCA to make the calls to assemble a drought response team to meet legislative and regulatory requirements. K. Starratt added that the automated system allows staff to gain an understanding of watershed conditions from a glance.

R. Kidd asked how many droughts the watershed has experienced in the past 5 years. K. Starratt responded that the watershed went to a Level 3 status in 2016, and to Level 1 in 2018 and 2020. She noted that the data from these droughts were used to test against drought status thresholds and to build decision making plans.

W. Baker asked if the lakes in the watershed have individual thresholds and response times for flood and drought mitigation actions. J. Cunderlik explained that each lake has individual thresholds for flooding which informs how many stoplogs to remove. K. Starratt added that the thresholds are directly tied to water levels of the lakes.



M. Souter asked for the current water levels of the upper lakes in the watershed. J. Cunderlik explained that the levels are within target summer levels and still have remaining storage capacity. K. Starratt added that the water levels are generally below historical average for this time of year.

4. GM Update, Report 3503/25, Sally McIntyre.

S. McIntyre reviewed the GM Update report topics and highlighted:

- Bill 5 and Appointment of a provincial Chief Conservation Executive – Hassaan Basit has been appointed Deputy Minister and Chief Conservation Executive for a period not exceeding three years. The functional role and scope of this position have yet to be confirmed.
- Education Program – Enrollment in the summer camp program is up 70% as compared to 2024.
- Lanark Dam Safety Improvements – MVCA has received approval from the Township of Lanark Highlands for an easement agreement to allow access to property for the purpose of installing the new boom and anchor. Staff have also received approval-in-principle from the owners of Centennial Truss Fabricators Ltd. for a similar agreement. Works are planned for August 2025.
- K&P Trail – The County of Frontenac has decided that it does not want to lease portions of the trail that MVCA cannot turn over immediately. Staff are reviewing the agreement to determine any implications.
- National Standard of Canada – J. Cunderlik participated in the development of a new National Standard with the Canadian Standards Association (CSA Group) that focuses on *Developing and Interpreting Intensity-Duration-Frequency (IDF) Information Under a Changing Climate*. This standard helps to inform flood forecasting and has a focus on climate change. She highlighted that J. Cunderlik was the only participant from an Ontario conservation authority.
- Staffing – Spencer Pye joined MVCA as a Civil Engineer. Rikke Brown joined MVCA as a Water Resources Engineer. R. Brown is a shared resource jointly funded by Rideau Valley and South Nation Conservation Authorities.
- Conservation Leaders – Latornell Leadership Awards – Nominations are open to recognize individuals who have made outstanding contributions to environmental conservation.
- Clean & Drain & Dry Promotion – S. McIntyre encouraged sharing the promotion across all municipalities to help mitigate the spread of invasive species.

R. Kidd asked how the K&P Trail sale process is affected by the change in position from Frontenac County. S. McIntyre explained that review of specific clauses related to

MVCA's financial responsibility concerning lease hold improvements and costs to resolve land title registration.

R. Kidd asked if there are financial implications relating to legal council on this matter.

S. McIntyre responded that if the agreement requires significant rewording that legal council may be needed. R. Kidd expressed concerns regarding the extension of the timeline of the sale to the counties. S. McIntyre highlighted the importance of all three parties clarifying and agreeing to the terms of the agreement prior to signing.

M. Souter asked for more details regarding MVCA's acceptance into the Canadian Conservation Institute's (CCI) on-site assessment program. S. Lawryk explained that MVCA applied at the beginning of 2025 and the initial assessment took place in June. A formal report from CCI is expected in September that is to provide a summary of findings and outline possible areas of improvement for the museum collection. A follow-up on-site assessment is scheduled for June 2026.

5. In Camera – Job Evaluation (JE) Results, Report 3499/25, Sally McIntyre.

The Job Evaluation (JE) Results report was reviewed and discussed in-camera.

**BOD25/07/14 - 3**

MOVED BY: H. Yanch

SECONDED BY: M. Souter

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

- *Labour relations or employee negotiations.*

*And further resolved, That:*

- *Sally McIntyre remain in the room; and*
- *Remaining MVCA staff leave the room.*

**“CARRIED”**

**BOD25/07/14 - 4**

MOVED BY: T. Popkie

SECONDED BY: C. Kelsey

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

**“CARRIED”**

**BOD25/07/14 - 5**

MOVED BY: J. Mason

SECONDED BY: P. Kehoe

*Resolved, That the Board of Directors approve:*

1. *Changes to Job Ratings as recommended by the General Manager; and*
2. *Updates to the Salary Grid as recommended by the General Manager.*

**“CARRIED”**

6. Corporate Strategic Plan Update, Report 3504//25, Sally McIntyre.

S. McIntyre summarized the facilitator’s findings from the June meeting held to discuss update of MVCA’s *Corporate Strategic Plan*. Draft priorities and objectives were reviewed with suggested recommended deletions and additions made by the GM.

R. Kidd asked why modeling rural water quality and quantity and assessing vulnerability is an objective. S. McIntyre responded that it was identified as an objective by members of the Board and senior staff who attended the facilitated discussion.

J. Mason expressed her strong disagreement with the drafted vision statement. She suggested that the term *sustainable development* be adjusted to *sustainable landscape*. She asked if she could provide suggestions of alternative vision statements offline after the meeting. S. McIntyre agreed.

R. Kidd asked if staff members added items to draft objectives. S. McIntyre responded that staff comments were considered in the drafting of the objectives for the board report.

R. Kidd asked for more information on objectives related to rural water quality/quantity. S. McIntyre explained that modelling helps MVCA with water budgeting at a watershed level.

R. Kidd asked if there is still a source water protection committee. S. McIntyre confirmed the Source Water Protection Committee is still in place but they do not undertake studies. R. Kidd asked if MVCA is mandated to do studies relating to rural water quality/quantity. S. McIntyre responded that MVCA is mandated to support the municipalities in areas of source water protection.

R. Kidd asked for a background on rural water quality/quantity and why it’s an objective for the *Corporate Strategic Plan*. S. McIntyre explained that there is a gap in the

regulatory framework to ensure source water protection for private wells and intakes, particularly in the rural area. The goal of this objective is to better understand the vulnerability of private wells and intakes to hazards, droughts, etc. at a watershed level. A basic analysis was completed ~10 years ago. Updates are needed to address impacts of climate change, development, septic system failures, etc.

R. Kidd expressed concerns with MVCA taking on a project that is not mandated by the Province. He highlighted that rural wells are private. He expressed concern regarding the public perception of a rural clean water program.

C. Curry asked if the province has put forward anything that would prevent MVCA from being able to take on the listed objectives. S. McIntyre confirmed all objectives are possible from a provincial lens. S. McIntyre explained that if the Board moves forward on the studies of water budget, it would require additional funding and be considered a category 2 program.

J. Mason explained that the listed objectives were identified by members of the Board who attended the discussion session in June. She noted that not all the members of the Board were in attendance and asked for the process by which members can submit their comments.

C. Curry commented that rural source water protection studies are what a conservation authority needs to focus on. She highlighted the importance of ensuring safe and clean drinking water across the watershed. She commented that this type of work is critical and will be perceived by the Province as highly valuable and important. She noted that it is important to understand the impacts of development on wells in rural areas within the watershed. She commented that it is important to discuss the rural clean water objective with all member municipalities to confirm interest and funding support for rural clean water studies throughout the watershed.

G. Gower commented that discussion is needed surround the rebranding of MVCA from a *conservation authority* to a *watershed authority* to improve community engagement and perception. He asked if rebranding is a part of the communications plan. S. McIntyre explained that she reached out to Hassaan Basit, Deputy Minister and Chief Conservation Executive, to congratulate him on his appointment and presented the idea of rebranding as a *watershed authority*. The idea was well received. Rebranding is not a part of the communications plan objective. G. Gower highlighted the importance of focusing on community engagement and education regarding MVCA's role.

B. Holmes expressed concerns regarding a rural water program and how it will be received by the agricultural community. She highlighted the importance of public consultation regarding this matter.

R. Kidd commented that rural subdivision applications require geotechnical studies which are peer-reviewed by the municipality and approving agency, Lanark County. He commented that doing work with rural wells will be counter productive in achieving positive community engagement and improving communications. S. McIntyre explained that it is not proposed to monitor water quality/quantity or to become engaged in individual projects, but to model water systems at the watershed level.

S. Lewis commented that severances require a water study by an engineer to be submitted for municipal review. He asked why the data from these water studies and other municipal level studies are not being used to inform rural water quality/quantity in the watershed. He highlighted the importance of consulting agricultural groups within the community to discuss this topic. S. McIntyre responded that while municipalities and the health unit undertake discreet studies, there is a need for a system-wide analysis to provide watershed-wide modeling to inform municipalities and help aid in their reviews.

P. Kehoe commented that well data is site-specific and complex. He noted that due to the geographic nature and complexity of the watershed, it is difficult to analyze from a watershed-wide lens. He commented that ground water issues are too complex to resolve.

P. Kehoe expressed concerns regarding the public perception of the term *Watershed Authority*. He noted that other organizations are associated with watersheds including Watersheds Canada, Ministry of Environment and Ministry of Natural Resources. He recommended keeping the term *Conservation* to stay aligned with MVCA's mandate.

J. Kelso expressed her support for rural source water protection studies. She asked if there is an estimate of the cost to the municipalities to implement this type of program. She highlighted the importance of consulting with all member municipalities to gain an understanding of their appetite for a rural source water protection program. S. McIntyre explained that Rideau Valley Conservation (RVCA) is lead agency under the Mississippi-Rideau Source Water Protection Authority. Staff at RVCA have scoped out the work needed to update the water budget. S. McIntyre will follow up with J. Kelso to provide cost estimates.

H. Yanch expressed concerns about implementing a rural source water protection program. She commented that there are enough agencies looking at source water protection.

J. Mason asked how comments can be submitted to staff for review and the deadline for consideration for the draft *Corporate Strategic Plan*. S. McIntyre responded that comments can be submitted by email and that the deadline is mid-August.

**BOD25/07/14 - 6**

MOVED BY: B. Holmes

SECONDED BY: J. Mason

*Resolved, That the Board of Directors direct staff to draft the 2026-2030 Corporate Strategic Plan based upon the recommendations set out in report 3504/25 and comments received by mid-August.*

**“CARRIED”**

**7. Mill of Kintail Strategic Plan Update, Report 3502/25, Sally McIntyre**

S. McIntyre reviewed background information regarding the museum strategic planning and budget. She highlighted that no sustainable funding alternatives have been identified. She noted that MVCA was unsuccessful in obtaining federal student grants and will likely have a deficit in 2025. She reviewed the proposed updated vision statement and museum objectives, and noted that the proposed vision and objectives align with Board Direction in the *Land Conservation and Resource Strategy* and recent planning sessions for the update of MVCA's *Corporate Strategic Plan*. She reviewed the proposed transition approach and next steps. She highlighted the importance of the public engagement process and working with the Municipality of Mississippi Mills.

B. Holmes commented that she has received negative reactions to the proposed changes to the museum. She noted that the three museums within the Municipality of Mississippi Mills are all inadequately funded.

M. Souter expressed concerns regarding the proposed changes and the potential of negative public perceptions. She commented that the Mill of Kintail property was entrusted to MVCA to protect the property and the associated artifacts.

R. Kidd expressed concerns regarding the financial viability of the proposed changes, the transition of the Museum from a Category 3 program to a Category 1 program, and the potential for negative public perceptions. He commented that there is a lack of interest

and funding supporting students participating in field trips for education purposes. He expressed concerns regarding the cost-recoverability of MVCA's education program.

B. Holmes commented that follow up is needed to determine why MVCA has not received federal grants for museum summer students.

S. McIntyre explained that participation in MVCA's Education Program has increased. She noted that approximately 1,900 students from across the watershed have visited the museum since January and that Ontario Power Generation (OPG) has sponsored bussing for schools to participate in MVCA's program. She highlighted the potential for growth of the education program.

P. Kehoe expressed concerns regarding the ability for the R. Tait McKenzie and James Naismith collections to draw support for the museum. He recommended relocating the collections to another local museum. He noted his support for the proposed updated vision of an educational centre to draw students to the site.

M. Souter recommended collaborating with the Mississippi Valley Field Naturalists to provide watershed education. She highlighted the value of the Mill of Kintail site as a whole and the potential to expand MVCA's education program. She noted that the R. Tait McKenzie collection is valuable and needs protection.

J. Mason explained that the municipal levy used to pay for MVCA's education program prior to regulatory changes. She noted the importance of sharing the reasons behind the funding changes with the community.

R. Kidd expressed concerns regarding the costs associated with the education program. He asked for staff to provide a detailed budget of the education program for consideration. He expressed his opinion that MVCA staff lack educational programming and event coordination expertise.

W. Baker expressed his support for adapting the museum to a category 1 education program.

B. Holmes highlighted the importance of protecting the R. Tait McKenzie and James Naismith collections. She noted that both figures are recognized on a local and international level.

R. Huetl asked S. Millard to prepare a detailed budget of MVCA's education program for consideration in drafting the *Mill of Kintail Strategic Plan*.

#### **BOD25/07/14 - 7**

MOVED BY: P. Kehoe

SECONDED BY: T. Popkie

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

1. *Engage with Mill of Kintail Museum patrons and the broader community regarding the draft changes, Vision Statement and Objectives set out in report 3502/25; and*
2. *Return to the Committee and Board in the fall with findings and recommendations for update of the Mill of Kintail Strategic Plan.*

**“CARRIED”**

8. Fee Update, Report 3500/25, Stacy Millard.

S. Millard presented updates to MVCA’s Fee Schedule including splitting into individual program areas and fees for items such as HQ boardroom rentals, Mill of Kintail rentals and stewardship plants.

M. Souter commented that the reduction in the minimum rental time from four to two hours will make rentals more attractive to the public. S. Millard commented that the goal is to increase rentals at the Mill of Kintail site.

**BOD25/07/14 - 8**

MOVED BY: W. Baker

SECONDED BY: B. Holmes

*Resolved, That the Board of Directors approve:*

1. *Revision of MVCA’s 2025 Fee Schedules as outlined in Report 3500/25;*
2. *Posting of the new fees in accordance with MVCA’s Fee Policy; and*
3. *That the new fees take effect September 1, 2025 pending no major concerns regarding the proposed changes.*

**“CARRIED”**

9. Reserve Policies, Report 3501/25, Sally McIntyre.

S. McIntyre reviewed the reserve policy and the issues identified by staff. The current wording restricts the treasurer from being able to move funds under the scope of the approved annual budget. She reviewed the proposed wording changes.

**BOD25/07/14 - 9**



MOVED BY: P. Kehoe

SECONDED BY: J. Mason

*Resolved, That the Board of Directors approve amendment of the Reserve Policies as set out in report 3501/25 as amended by the Finance and Administration Advisory Committee.*

**“CARRIED”**

10. Review and Revisions of MVCA’s Regulatory Mapping, Report 3505/25, Juraj Cunderlik.

J. Cunderlik provided a background of MVCA’s regulatory mapping process. He reviewed the formal business process for regulatory mapping review and revision requests. He summarized 2024 revisions including wetland and hazard mapping.

11. 2025 Land Inventory Update, Report 3506/25, Scott Lawryk.

S. Lawryk provided a background on MVCA’s Land Inventory and recent updates. He reviewed pending property divestments of the K&P Trail and beach property at Palmerston-Canonto Conservation Area. He reviewed property ownership updates surrounding dams including the Lanark Dam, Kashwakamak Lake Dam and Shabomeka Lake Dam.

**Adjournment**

**BOD25/07/14 - 10**

MOVED BY: P. Kehoe

SECONDED BY: T. Popkie

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

**“CARRIED”**

The meeting adjourned at 3:15 p.m.

K. Hollington, Recording Secretary



## Minutes: Executive Committee Meeting

August 27, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

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### Roll Call

#### Members Present

- Roy Huetl, Chair (Remote)
- Paul Kehoe, Vice Chair
- Bev Holmes (Remote 1:09 pm)
- Janet Mason (Remote)

#### Staff

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

#### Guest

- Joanne Glaser, Cornerstones Management Solutions

P. Kehoe called the meeting to order at 1:02 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

R. Huetl added an item to the agenda for information. He summarized a meeting with the Town of Mississippi Mills staff regarding the Mill of Kintail Museum Strategic Plan and their delegation request for the next MVCA Board of Directors meeting, September 8, 2025. He noted that S. McIntyre represented MVCA well. Discussions included a summary of history between the groups regarding the Mill of Kintail Museum and plans for moving forward and collaborating on a solution to maintaining the collection locally. The key message received was that the Town would be requesting a pause in the Museum Strategic planning process and a deadline extension to allow for more community engagement. S. McIntyre thanked B. Holmes for her input and participation in the morning's discussion.

**EXC25/08/27 - 1**

MOVED BY: R. Huetl

SECONDED BY: J. Mason

*Resolved, that the agenda for the August 27, 2025, Executive Committee Meeting be adopted as amended.*

**“CARRIED”****Main Business****1. Approval of Minutes: Executive Committee Meeting, October 25, 2024.**

There were no amendments or discussions on the minutes.

**EXC25/08/27 - 2**

MOVED BY: R. Huetl

SECONDED BY: J. Mason

*Resolved, that the minutes of the Executive Committee Meeting held on October 25, 2024, be received and approved as printed.*

**“CARRIED”****2. Pay Increments & Employee Recognition, Report 3507/25, Sally McIntyre.**

S. McIntyre summarized the tools used to progress MVCA staff through pay bands and to recognize excellence. She summarized the research carried out to identify and assess options for improvement and outlined findings including a review of open versus fixed-stepped approaches to pay increments. She stated that the current fixed 2% budget envelope does not allow staff to progress through their pay-band in a timely manner and recommended that it increase to 3% per year. Furthermore, that a method of recognizing excellence was needed when people reach top of band and recommended continuing the current bonus approach but with draft bonuses tabled with the executive committee for consideration to address potential concerns regarding misuse.

J. Mason asked what the 1% “pay increment” increase to the annual budget envelope represents in an approximate dollar amount. S. Millard responded that it is approximately \$38,000. J. Mason requested that the dollar amount be included in the report to the Finance and Administration Advisory Committee.

J. Mason asked if the merit bonus amounts are included in overall budget envelope. S. McIntyre confirmed.

B. Holmes asked if there would be a situation where an employee is eligible for a bonus rather than the 3% increase. S. McIntyre explained that to qualify for a bonus, an employee must have reached the top-of-band for their job. She further explained that the 3% represents an envelope in which she can determine how much each employee receives depending on performance. B. Holmes commented that the 3% amount is not like a cost-of-living increase. S. McIntyre confirmed that it is separate from the cost-of-living adjustment set by the Board of Directors each year during budget.

B. Holmes asked if an employee does not have a good year, performance-wise, if they would get a smaller wage/salary increase. S. McIntyre commented that some employees have received as little as 0.5% or 0% where there are performance issues.

B. Holmes asked if there would be a situation where the cost would exceed \$38,000. S. McIntyre responded that annual salary increases and bonuses always occur within the budget and wages approved by the Board of Directors.

B. Holmes asked if a potential employee has exceptional qualifications if they can be started in a pay-band higher than the entry level for their position. S. McIntyre explained that staff are hired and offered a wage based on a combination of the pay scale, their experience and the market.

R. Huetl asked J. Glaser if the approach tabled for merit-based bonuses for non-management staff is normal in other municipalities. J. Glaser responded that the approach is more common in non-union environments as a way to recognize all staff. She noted that a bonus is not an increase to base salary; it needs to be earned annually based on performance. R. Huetl commented that in his experience in a union-based environment, bonuses were only awarded to management staff.

P. Kehoe raised concerns regarding abuse of the merit-based bonus approach and made it clear that he did not support the bonus system recommendation. He commented that bonuses can lead to an expectation from staff of receiving a bonus each year. He voiced his opposition to any bonuses above the pay-scale. He expressed his support for a stepped system.

R. Huetl asked J. Glaser what the risks are if the proposed approaches are not accepted. He asked if there is a risk to staff retention. J. Glaser responded that she has noted a high level of turnover for municipal level employees. She noted that the key reason for

staff turnover is salary. She commented that the majority of MVCA staff are not at the top of grid and could negotiate for higher salaries at other municipal organizations. She highlighted that this poses a risk of losing staff.

R. Huetl asked if staff can negotiate vacations at MVCA. S. McIntyre confirmed.

B. Holmes asked if staff and management receive time-and-a-half for overtime. S. Millard explained that for staff, up to 44 hours a week is at regular time. Staff only accumulate time-and-a-half if they work over 44 hours. Management staff do not receive time-and-a-half for overtime.

J. Mason commented that the additional 1% being added to the envelope will be compounded over time. She asked if benefits are calculated based on salary. S. Millard responded that staff pension is calculated based on salary.

J. Mason commented that the total cost is more than the estimated \$38,000 because it influences the overall compensation package that an employee receives. She asked for the total compensation impact when this report goes to the Finance and Administration Advisory Committee, including compounding and impact on benefits. S. Millard commented the benefits adjustment was factored into the amount.

J. Mason commented that the proposed approach is consistent with her experience in the private sector.

R. Huetl commented that the proposed approach is consistent with his experience in the private sector and with larger municipalities.

J. Mason felt that the proposed tabling of draft bonuses with the Executive Committee should address issues of potential abuse.

P. Kehoe criticized the suggested bonus approach as he feels some staff may expect to receive a bonus annually.

J. Mason expressed her opposition to the stepped method.

R. Huetl asked if other Conservation Authorities have a similar approach. S. McIntyre responded that some have similar approaches, but could not confirm details.

P. Kehoe requested a recorded vote.

### **EXC25/08/27 - 3**

MOVED BY: B. Holmes

SECONDED BY: R. Huetl

*Resolved, That the Executive Committee:*

1. *Endorse the targeted amount of time required for employees to achieve the top of their pay-band as set out in Table 2 of this report.*
2. *Endorse a 1% increase to the “pay increment” annual budget envelope from 2% to 3% to allow for achievement of the targets over time.*
3. *Endorse the modified approach for recognizing excellence when employees reach the top of their pay-band as set out in this report; and*
4. *Direct staff to draft amendments to MVCA’s Employee Manual for tabling at the next meeting of the Finance & Administration Committee.*

**Roy Huetl, Janet Mason, and Bev Holmes in favour**

**Paul Kehoe opposed**

**“CARRIED”**

### 3. General Manager Performance Review

Discussions were held in-camera.

#### EXC25/08/27 - 4

MOVED BY: R. Huetl

SECONDED BY: J. Mason

*Resolved, That the Executive Committee move in-camera for discussions of labour relations/employee negotiations.*

*And further resolved, That MVCA staff leave the room.*

**“CARRIED”**

#### EXC25/08/27 - 5

MOVED BY: R. Huetl

SECONDED BY: J. Mason

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

**“CARRIED”**

## Adjournment

#### EXC25/08/27 - 6

MOVED BY: J. Mason

SECONDED BY: B. Holmes

*Resolved, That the Executive Committee meeting be adjourned.*

**“CARRIED”**

The meeting adjourned at 2:30 p.m.

K. Hollington, Recording Secretary

DRAFT





MVCA Board of Directors Meeting

## **Mill of Kintail Museum Strategic Plan**

September 8, 2025, 1 p.m.

Mayor Christa Lowry, Municipality of Mississippi Mills



## DR. McKENZIE BUYS RAMSAY PROPERTY

### Picturesque Mill Will Be Con- verted Into Summer Home And Studio

It has been announced within the last few days that Dr. R. Tait McKenzie, the wellknown sculptor who served for many years on the faculty of the University of Pennsylvania, as professor of physical culture and who was born in Almonte, has purchased the Baird property on the Indian River, Eighth line of Ramsay, and is converting the old stone mill into a summer home and studio.

Quite recently Dr. McKenzie completed a memorial to the Canadian soldiers who died in the World War and who enlisted in the United States. It was erected by the associated Canadian Clubs of the United States and placed in the Parliament Buildings at Ottawa.

At the present time a staff of workmen are engaged altering the picturesque old mill to meet the requirements of Dr. McKenzie. It is understood it will be equipped with an elevator capable of lifting two tons and that the Doctor will have all facilities for carrying on his art work while there. Purchase of the property was made from William Phillips, Bennies Corners.

# A rich history...

**1830s** – The Woodside grist mill is constructed by John Baird

**1931** – Dr. Robert Tait McKenzie purchases the grist mill and surrounding property, restoring it and naming the property the “Mill of Kintail”. It became his summer home and art studio.

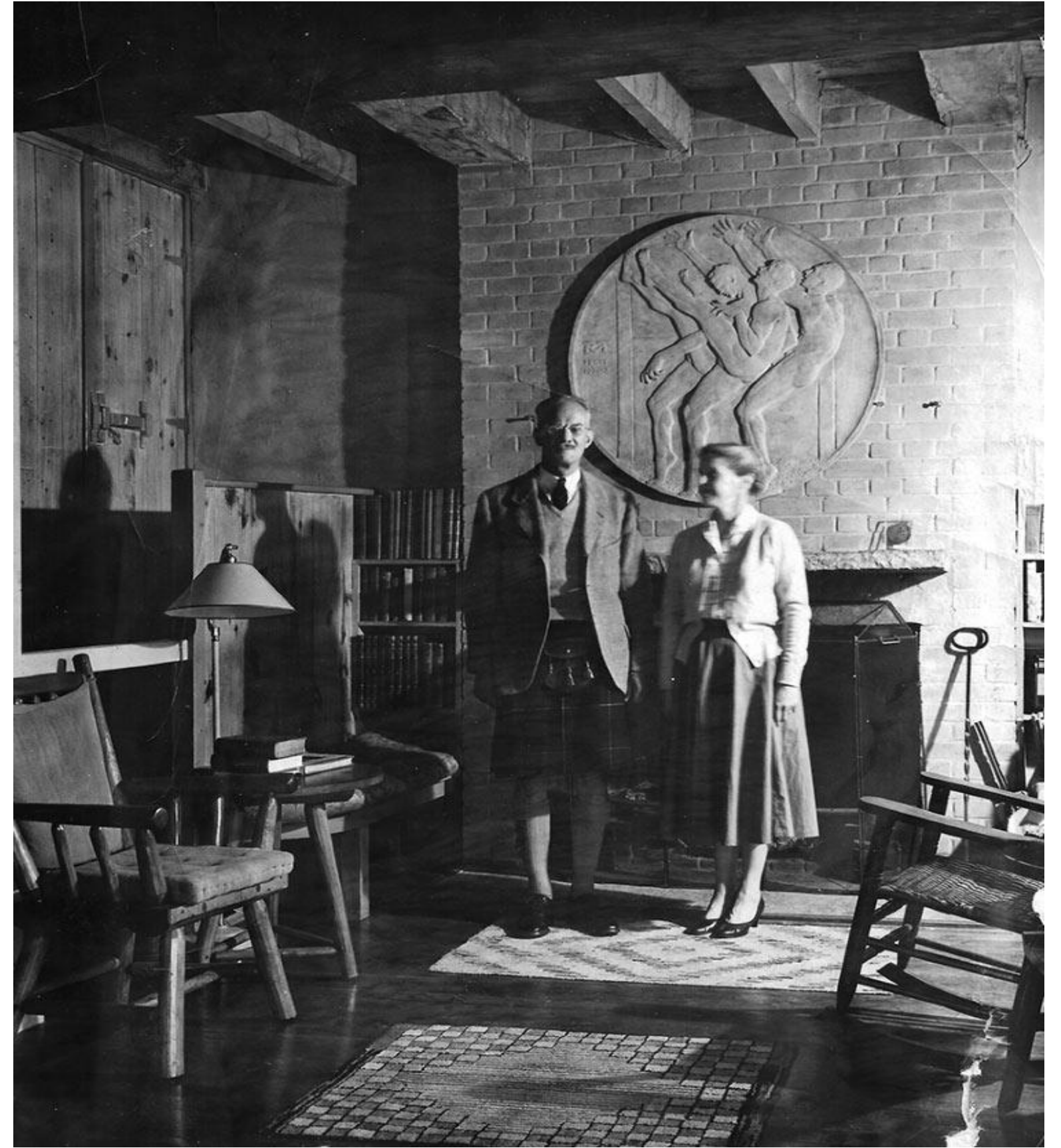
**1952** – Major James F. Leys purchases the Mill of Kintail from Dr. McKenzie’s widow, Ethel O’Neil McKenzie, and over two decades creates a museum memorializing Dr. McKenzie and his work.





# Tribute to Canada and McKenzie

**1967** – The Cloister-on-the Hill built on the Mill of Kintail grounds. Serves as both a project for the 1967 Canadian Centennial, and a commemoration of Dr. R. Tait McKenzie's birth in 1867.



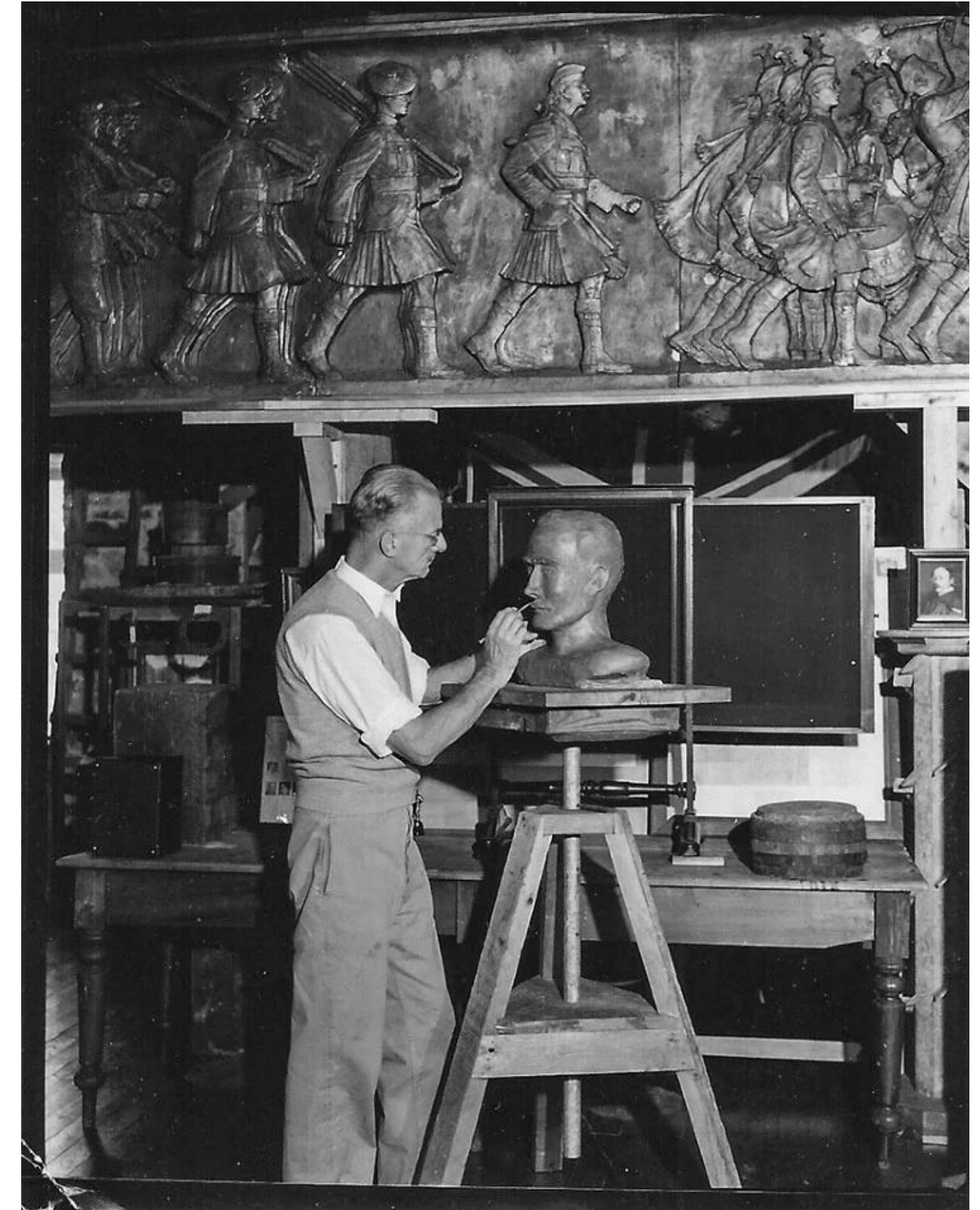


# Recognizing a great Canadian humanitarian and sculptor

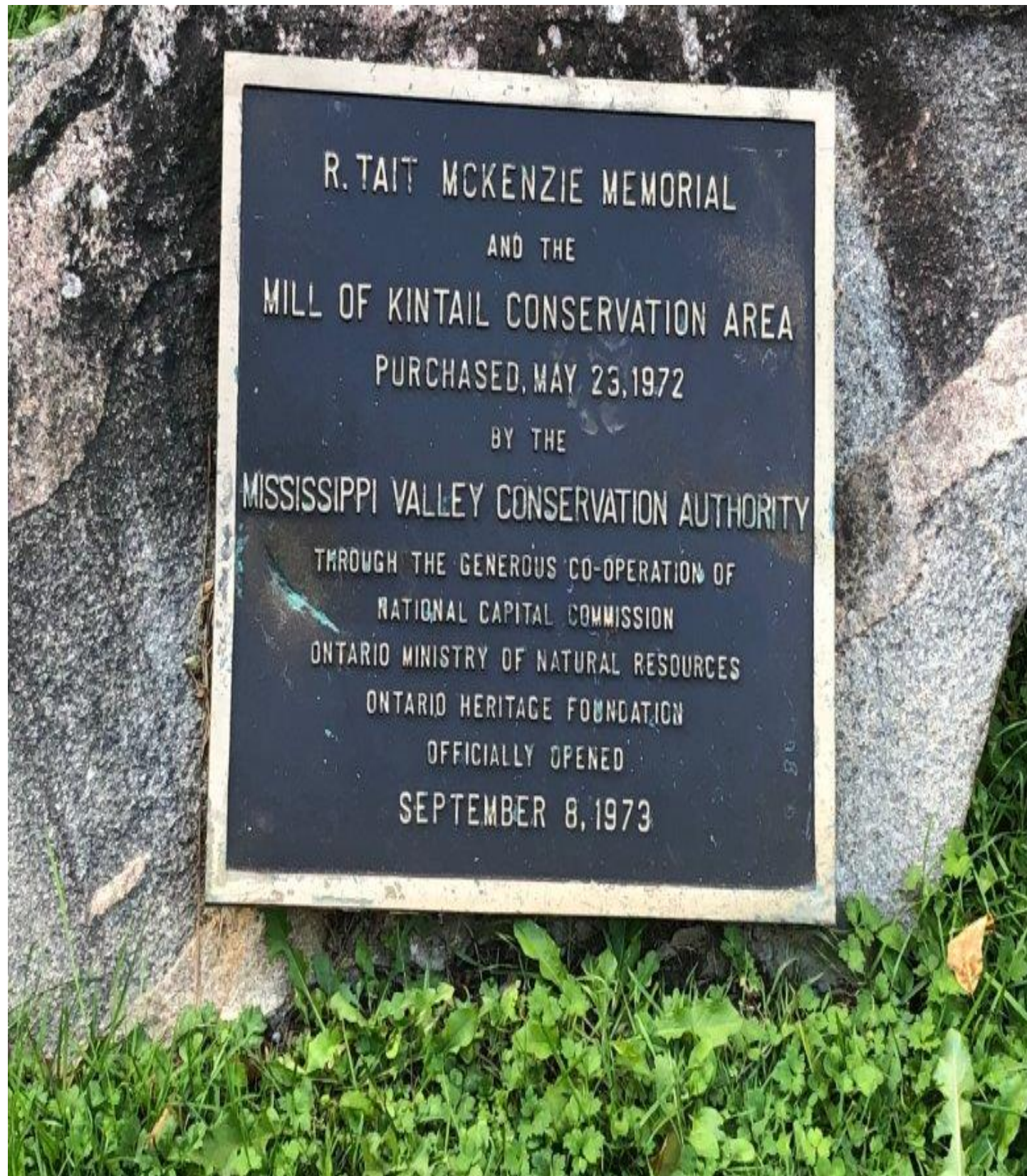
Maj. Leys was awarded the Order of Canada in 1974.  
The citation read:

*“Over the years during a time when the interest of Canadians in the preservation of their unique heritage was difficult to arouse, and in the face of many adversities, Major Leys’ vision, perseverance and dedication enabled him to preserve for posterity this beautiful, historic site and its personal association with the life and work of R. Tait McKenzie ... without his foresight, the heritage of one of Canada’s great humanitarians and sculptors might have been lost to Canada.”*

[www.newspapers.com/article/the-ottawa-citizen/42939771/](http://www.newspapers.com/article/the-ottawa-citizen/42939771/)







# A significant gift...

*“The Leyses wanted to call it the Tait McKenzie Memorial Museum and deed the mills and its priceless statuary to Canadians ... Finally, federal and provincial money together with citizen donations allowed the Mississippi Valley Conservation Authority to buy it for the then-bargain price of \$110,000 and take over its operation.”*

[www.newspapers.com/article/the-ottawa-citizen/42939771/](http://www.newspapers.com/article/the-ottawa-citizen/42939771/)

**1972** – MVCA purchased the R. Tait McKenzie Memorial Museum and surrounding conservation land with financial support from the National Capital Commission, Ontario Heritage Trust and Ministry of Natural Resources



# A special bond...

- Dr. James Naismith, the inventor of basketball, and Dr. R. Tait McKenzie were boyhood friends, attended same school in Bennies Corners
- Roamed the Mill of Kintail lands as children – their stories are woven into the fabric of this property

The collections, museum and the land are inextricably linked and cannot be divorced of each other





# A change in direction...

Stewards of history are not merely keepers of the past—they are guardians of identity, entrusted with the responsibility of preserving our heritage, our stories, and our proud Canadian memories for generations to come.





# Our asks...

- Press pause on this process.
- Commit to **meaningful, solutions-driven engagement** with the Leys and Naismith families, stakeholders, and the community at large.
- Re-establish a **special advisory committee** to oversee engagement and consider best scenarios for the continued care and stewardship of Dr. R. Tait McKenzie's legacy at the Mill of Kintail.

**Let's make sure we have the right discussions on next steps**







**Thank you.**

**Mayor Christa Lowry**  
Municipality of Mississippi Mills  
3131 Old Perth Road  
Almonte, ON, K0A 1A0  
Phone: 613-256-2064  
Email: [clowry@mississippimills.ca](mailto:clowry@mississippimills.ca)



Mississippi  
Mills



August 15, 2025.

**TO MVCA BOARD MEMBERS**

Good Day Board Members,

My name is Lyndon Slewidge and my wife Cindy Slewidge.

Today, we have left a file prior to our presentation date of September 08, 2025 for your review.  
This file contains evidence of our City of Ottawa property.  
Con 4 PT Lot 9. RP5R 205 Part 3 located on David Manchester Road.


It was recently suggested to us, that the board take a look into this matter.

We look forward to your decision.

We had spoken with Kelly Hollington, Executive Assistant who indicated the next board meeting would be September 08, 2025. We look forward to meeting with you then.

Today, this file was dropped off at the MVCA office.

Kind Regards,



Cindy Slewidge  
Lyndon & Cindy Slewidge  
613-253-4710h

September 08, 2025

MVCA—David Manchester Vacant Building Lot, City of Ottawa

Good Afternoon, Board Members.

My name is Lyndon Slewidge and with me is my wife Cindy Slewidge, we are married 47 years . We own a 6.5 parcel of land which we purchased in August of 2016 which backs onto the Provincial Hwy. The Huntley Creek passes through the most NW portion of our land for approx. 195 ft.

We purchased this land following a comprehensive due diligence search on our part.

Even though this issue has partially been resolved by MVCA and myself it has always been a sore point on the partial resolution. It was recently suggested to bring this evidence to the attention of this board.

On June 28, 2016 we had our realtor Cindy Branscombe, reach out to MVCA for any restrictions on the already registered building lot with regards to the already approved building envelope. See enclosed mapping MVCA Ontario Regulation 153/06 along with her e-mail to Mr. Craig Cunningham MVCA employee. His reply enclosed the **"building envelope is OUTSIDE of the 1:100 year flood plain"**. Thus, we moved forward with the purchase. **Exhibit A page 1-5**

In May of 2018 it was brought to our attention that our entire lot had now been consumed by MVCA 1:100 yr flood plain mapping. We said how can this be. Must be in error.

**Exhibit B pg 1-8** MVCA mapping now indicating **entire lot now flood plain** dated April 20, 2018.

Had we known this we would have had 2yrs to build on the original envelope of 131ft x 275ft without MVCA restrictions or involvement. MVCA, the City of Ottawa or anyone had ever reached out or notified us that this was even in the proposed works. We live in Beckwith Twp.

I personally attended the MVCA knowing what I had with my e-mail in hand from Craig Cunningham and spoke with Mr. John Price and Mr. Matt Craig. I asked John do you wish to purchase our property. He said "we do not do that". I said MVCA errored and now this file is a mess for us. He indicated we could work something out if agreed. He said come back in a few days and let's take another look at this. I agreed and came back to the MCVA office. John had reconstructed the building envelope to a rectangular shape with 131 ft frontage X 131 ft rear and asked would this be something that would work. I agreed.

While at this meeting he also indicated that in his own handwriting he wrote 118.7 and drew a part circular line from left to right of the map attempting once again to reduce this envelope. I replied no. It was quite apparent Mr. Price was looking to reclaim as much of land/wetland back and had even said we lose so much wetland, it would be nice to get some back.

See attached MVCA map **Exhibit C**

To underscore and as lay people the original envelope before May 2018 was 131 ft frontage x 275 ft rear of land with MVCA not retaining 50ft control. Why would we as property owners now agree to go from 131 ft to 81 ft front X 81 ft rear. Something was not right with this action and his direction on behalf of MVCA. I ask you the board, would you agree with this proposal. Mr. Price knew exactly the rules of his job and us not having knowledge of MVCA policy to meet the deadline to have this flood plain mapping filed with the City of Ottawa asap. Mr. Price could have taken his ruler and moved his new envelope to still provide us suitable land to move forward. Something more reasonable as he knew what little land was now remaining for us to build and how much more was still under the control of MVCA.

On May 09, 2018 Mr. John Price writes his MVCA Memorandum and cc's many persons. See enclosed attachment. **Exhibit D pg.1-5**

The one item that stands out in his report is that the MVCA was not granted permission to survey the culvert size under Provincial Hwy 417.

I would ask the question of this board why Mr. Price or staff not contact the MTO and make the inquiry.

Mr. Tay's e-mail dated 28 June 2018 indicates **he had checked with internal staff** and knew that this culvert was capable of handling and did meet their policy regarding 50 yr storm. The MTO could and would have provided this information to Mr. Price, had he requested. See attached **Exhibit E**

On May 14, 2018 I attended MVCA office and provided a sketched map hand drawing by myself to what had been agreed. There is no 50ft. controlled MVCA buffer control on my submitted sketch within the building envelope as it was never mentioned. See attached enclosed map along with Permit Application Form date stamped May 15/2018. Attached **Exhibit F pg 1-6**

John Price had asked me to fluff up the ground to 12 inches around the new rectangular foot print envelope which I had completed quickly with a contractor.

On May 16, 2018 Mr. John Price attends our land 0900 hrs and does a MVCA site inspection. I learn at that time everything is in order and in compliance. While speaking to him that morning, he goes onto say we technically only have a 81 ft print that 50 ft of the 131 ft print is still controlled by the MVCA. I said "What?" See my e-mail dated later that same day to Mr. John Price and Mr. Matt Craig. **Exhibit G pg 1-4**. I put to this board, **we were blindsided**.

On May 17, 2018 Mr. Matt Craig replies and indicates he does not quite understand my message and his priority is processing the application.

Enclosed MVCA current final flood plain mapping of our land. **Exhibit H**

I might point out that when this Provincial Highway was being approved by the Ministry in 1971. This land along with other parcels had been expropriated by the Ministry and was surplus land which the Ministry did not require to fulfill their highway mandate, was then in turn sold back to potential land owner's, in different size parcels.

Thus, the creation of these building parcels along David Manchester Road.

You are probably asking yourself then why are we here now?

By the end of 2019 Covid had taken hold on our existence. In September 2020 our son was murdered, here in Beckwith Township. It took many years until this year to bring his case to trial and convict those responsible and has taken its' toll on both my wife and I, along with our surviving family.

So, things do change and our lives have changed.

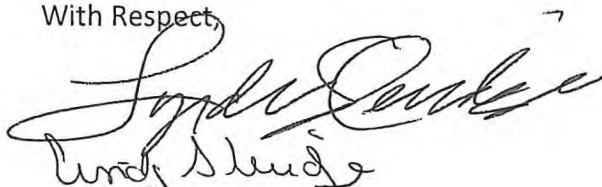
I would ask this board to determine what is fair, considering the evidence enclosed that you have for your review.

**In conclusion—**

We are requesting this board to waive the 50ft controlled buffer inside of the new building envelope which was never spoken to by Mr. John Price until May 18, 2018 while on our land doing his site inspection after the paperwork had been completed and filed by myself. This is supported by my e-mail dated May 16, 2018 to both Mr. Price and Matt Craig. Our land has a frontage of 982.56 ft along David Manchester Road.

We thank the board for the opportunity to hear our concerns.

With Respect,



Lyndon & Cindy Slewidge



## Watershed Conditions

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

FROM: Kathryn Starratt, Water Resources Specialist

REPORT: 3508/25, September 8, 2025.

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### FOR INFORMATION

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#### 1.0 Current Status

As of September 5, 2025, the Mississippi River Watershed is experiencing Level 2 (Moderate) low water conditions. This designation is based on 30-day precipitation and streamflow indicators, which are currently below 60% and 40% of average, respectively. Water levels across the watershed are below seasonal averages:

- Crotch Lake is approximately 15 cm below average, and baseflow downstream has fallen below the target of 5 cms,
- Dams throughout the system are operating at their minimum summer target levels.

The Carp River Watershed is now in a Level 3 (Severe) low water condition, with 30-day precipitation and streamflow trends falling below 30% and 10% of normal, respectively. Similar severe low water conditions (Level 3) have been reported by nearby conservation authorities, including RVCA, SNCA, Quinte, and Cataraqui. Weather Outlook:

- Short-term forecasts indicate 15–20 mm of rainfall and cooler daytime temperatures (up to 20°C).
- However, long-term forecasts from ECCC and MNR suggest that above-average temperatures are likely to continue through September to November.

The fall drawdown is scheduled to begin in mid-September.





## GM Update

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

**FROM:** Sally McIntyre, General Manager

**REPORT:** 3509/25, September 4, 2025

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## FOR INFORMATION

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### Internal

#### 1. Mill of Kintail Museum Strategic Plan

Following the July 2025 Board meeting, MVCA released a survey regarding the proposed transition of the MOK Museum to a Category 1 educational focus. As of the writing of this report, 245 responses and 18 emails have been received, with the majority asking that the R. Tait McKenzie and James Naismith collections remain at the Mill of Kintail.

To date, interviews were held with the following organizations: CBC Television, CBC Radio, The Humm, 580 CFRA, WeirView Media, Quinteist, Lanarkist, Brockvilleist, and MyFM News. Staff are also aware of articles published in Arnprior Today, Hometown News, MSN, Lanark Leeds Today and Inside Ottawa Valley.

MVCA management and the Chair met with Bev Holmes, Mary Lou Soutter, Mayor Christa Lowry and staff of Mississippi Mills on August 27; and a follow-up discussion held with the Deputy Clerk regarding potential community engagement. The deadline for survey completion is September 19, 2025, and a report will be brought to the Board in October regarding next steps in updating the *Mill of Kintail Strategic Plan*.

#### 2. Fall River Floodplain Mapping

The consultants are currently finalizing the hydraulic model for the river and addressing technical review comments from MVCA and the federal FHIMP technical committee. Draft results are scheduled to be presented to the public in the fall after which the mapping will be finalized and tabled at the Board for approval.

### 3. Carp River Tributaries Floodplain Mapping

MVCA engineering staff are currently developing hydraulic models for 4 tributaries of the Carp River, which when completed will be subject to a third-party technical review. Draft results are scheduled to be presented to the public in Spring 2026 after which the mapping will be finalized and tabled at the Board for approval.

### 4. Upper Mississippi River Floodplain Mapping

MVCA received federal funding (FHIMP) for the first phase of the Upper Mississippi River Regulatory Flood and Erosion Hazard Mapping project, which focuses on data collection. This summer, engineering staff have been performing bathymetric field surveys of the river between Dalhousie and Mississippi Lakes and will proceed with surveying structures on the water this fall.

### 5. Education Program

Further to a request made at a previous Board meeting, the following table provides the YTD budget and actuals for the Education Program, effective the end of August.

Summer program participation was a success with a total of 228 campers--a 78% increase in enrollment from last year.

<b>EXPENDITURES</b>	<b>Forecast</b>	<b>YTD</b>	<b>% of Budget</b>
1FTE Wages/Benefits	\$62,000	\$40,147	64.8%
Support Staff Wages	\$29,500	\$28,125	95.3%
Program Expenses	\$5,100	\$4,414	86.5%
Marketing and Publicity	\$4,500	\$2,662	59.2%
<b>TOTAL EXPENSE</b>	<b>\$101,100</b>	<b>\$75,348</b>	<b>74.5%</b>

<b>REVENUES</b>			
Program 1 - School Programs	\$9,000	\$7,000	77.8%
Program 2 - Guided Tours	\$500	\$0	0.0%
Program 3 - PA Day Camps	\$2,200	\$1,025	46.6%
Program 4 - March Break Camp	\$6,555	\$6,555	100.0%
Program 5 - Summer Camp	\$61,707	\$61,707	100.0%
Grant Funding* (OPG, Cabela's, P.O) or Sponsorship	\$2,000	\$2,000	100.0%
Cat 3 Programs and Services Agreement	\$20,000	\$20,000	100.0%
<b>TOTAL REVENUE</b>	<b>\$101,962</b>	<b>\$98,287</b>	<b>96.4%</b>

### 6. Planning & Permit Approvals

The summer of 2025 saw a significant increase in planning and permit applications.

MVCA issued 47 permits between June and the end of August, approximately 1 permit

every 1.3 work days. Just over 55% (26 applications) required engineering reviews--a higher than normal percentage. In addition to resubmissions, 52 new planning applications were received and reviewed; and an additional 13 engineering reviews were completed as part of these applications.

## 7. Capital Projects

Staff completed:

- The bottom portion of the rehabilitation of the stairs at the Purdon Conservation Area. The stairs are now half complete, with the target of finishing them by the end of 2027.
- Painting of the exterior of the Mill of Kintail Museum. This required a lift to reach the top parts of the building.
- Replacement of the 3<sup>rd</sup> of 9 bridges at Morris Island Conservation Area.
- Leftover material from the re-facing of the Education Centre was used to replace old siding of the pit-vault washrooms at the Mill of Kintail.



*Updated Stairs at Purdon CA*



*Mill of Kintail Washrooms in-progress*



*Mill of Kintail washrooms complete*



*Rebuilding bridge at Morris Island*

## 8. Group Insurance

Attachment 1 provides changes to MVCA's group insurance that took effect September 1, 2025. Rate adjustments across the different benefits total 9.5% or a \$18,190.32 increase to our annual premium. This is lower than what was projected in the spring by Mosey & Mosey, and comparable to the industry standard.



## 9. ALUS Mississippi-Rideau

The ALUS Mississippi-Rideau advisory committee approved nine additional projects in the MVCA watershed. Projects include wetland creation and restoration, buffer strip planting, and pollinator grassland establishment. Projects are expected to be completed by the end of 2025.

## 10. Phragmites Removal Kits

The phragmites kit sign-up form has now launched our website <https://mvc.on.ca/phragmites-removal-kits/>. Interested landowners and community groups can sign up to borrow tools to facilitate removal of in-water invasive phragmites stands <400 m<sup>2</sup>.

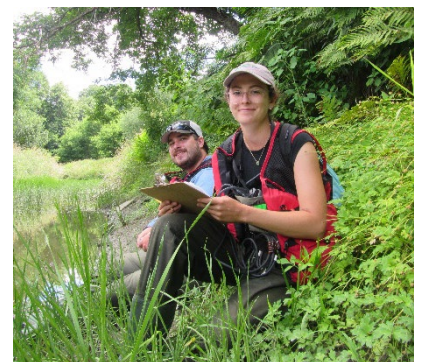
## 11. Staffing

- **Jane Cho** has rejoined the Engineering group after a 1-year maternity leave.
- **Kathryn Starratt** recently acquired her P.Eng. and has moved from a contract to a permanent position at MVCA as a Water Resources Specialist.
- **Liam Hunt**, a third-year student at Canadore College, recently joined the Monitoring group for a 4-month co-op placement to help with lake sampling, fall plantings, benthic collections, and implementation of our water quality programs (PWQMN, PGMN, and City Baseline).

## 12. Summer Students

### Monitoring/Stewardship

**Hannah Pentz and Joel Neville** joined MVCA as monitoring-stewardship students this past summer. While hot weather and low water level conditions made for difficult conditions, they completed the July Lake sampling round, and the City Stream Watch program sampled over 5 km of Cody Creek and engaged with 14 volunteers. When not on or in the water, the students were able to begin surveying our Conservation Areas for invasive species. The information gathered will help inform future CA property management goals and actions.



*Joel & Hannah sampling for City Stream Watch*

## Engineering

**Violet French and Maya Horning** joined MVCA as Water Resource Engineering interns this past summer. Violet assisted with updating MVCA's Low Water Response Program, modelling for the Carp Tributaries *Regulatory Flood and Erosion Hazard Mapping Study* and assisting with field work. She also investigated how climate change will impact flood magnitudes in the Carp River watershed that will assist MVCA with proactively managing our watersheds and regulating development in a changing climate. Violet will be presenting her findings at this year's Latornell Conservation Symposium!



*Violet conducting bathymetry on the Mississippi*

Maya was a major support to the Data & Monitoring Group, contributing to gauge maintenance and sensor repair. She continued to implement the Arduino datalogger project started by previous students by enhancing both the hardware and software. Notably, she improved the user interface by expanding the menu, adding an LCD screen, and updating the software and manual. In her final week, Maya also helped to set up our new 3D printer, designing and printing two cases for the Arduino datalogger.



*Maya conducting gauge maintenance*

## EXTERNAL

### 13. Lanark County

For the second year, MVCA donated a shoreline planting package in support of the Lanark County golf tournament for local food banks. The silent auction winner was Kirsten Watson.

## Attachments

1. Group Insurance Benefits - Comparison of Current and Renewal Costs

**Mississippi Valley Conservation Authority  
Comparison Of Current And Renewal Costs**

	Volume	Current Cost		Negotiated Renewal Cost Effective September 1, 2025		
		Current Rate	Monthly Premium	Renewal Rate	Monthly Premium	Variance To Current
Life Insurance	5,663,000	\$ 0.080	\$ 453.04	\$ 0.098	\$ 554.97	22.5%
AD&D Insurance	5,663,000	0.018	101.93	0.018	101.93	0.0%
Dependent Life Insurance	27	2.870	77.49	3.040	82.08	5.9%
Long Term Disability Insurance (Plan 2)	136,823	1.679	2,297.26	1.981	2,710.46	18.0%
Extended Health Care	Single 8	108.06	864.48	118.87	950.96	
	Family 29	279.36	8,101.44	307.30	8,911.70	10.0%
Dental (Plan 3)	Single 8	38.94	311.52	39.91	319.28	
	Family 29	126.48	3,667.92	129.64	3,759.56	2.5%
TOTAL MONTHLY PREMIUM			\$ 15,875.08	\$ 17,390.94		
TOTAL ANNUAL PREMIUM			\$ 190,500.96	\$ 208,691.28		
Variance To Current Cost				\$ 18,190.32 9.5%		





## Corporate Strategic Plan Update

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

**FROM:** Sally McIntyre, General Manager

**REPORT:** 3510/25, September 4, 2025

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### FOR DISCUSSION

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#### 1.0 Background

In June, the Board held a half-day facilitated discussion regarding update of the Corporate Strategic Plan. Results were tabled at the July Board meeting for discussion, with the following key matters raised:

- The Vision Statement needs greater discussion.
- The need for rebranding to be captured included within the Communications Plan.
- Modeling rural water quality and quality and assessing vulnerability should exclude groundwater and be further scoped in consultation with member municipalities and the agricultural community, not duplicate the work of municipalities and other agencies, and focus at a watershed level not on individual lots and developments.
- Costs for the above work should be provided.

It was agreed that a survey would be issued to Board members regarding alternatives to the draft Vision Statement, and that Board members could submit further comments until mid August.

#### 2.0 Survey Results

Fourteen Board members responded to the survey, with 12 responding to the question regarding the Vision Statement. Six identified the following Vision Statement as their favorite or second favorite, with a further 3 members scoring it 3 out of 5. Overall, it was the most favored of the five options provided.

“Watershed stakeholders working together to foster a sustainable landscape for prosperity, health and well-being in a changing climate.”

Board members were also asked to indicate their level of support for “Watershed-level surface water studies that support source water protection decision-making.” Fourteen members responded to this question with 5 strongly in favour, 2 in favour, 4 neutral, 2 against and 1 strongly against the draft initiative. Given these results, the language of the plan was adjusted to retain but clarify the intent and scope.

### 3.0 Draft Corporate Strategic Plan 2026-2030

The attached draft strategic plan is tabled for discussion. It is proposed that any final comments be received and discussed at the meeting and final version be tabled at the October board meeting.

#### Attachment

1. *Draft Corporate Strategic Plan, 2026-2030*





# Corporate Strategic Plan 2026-2030

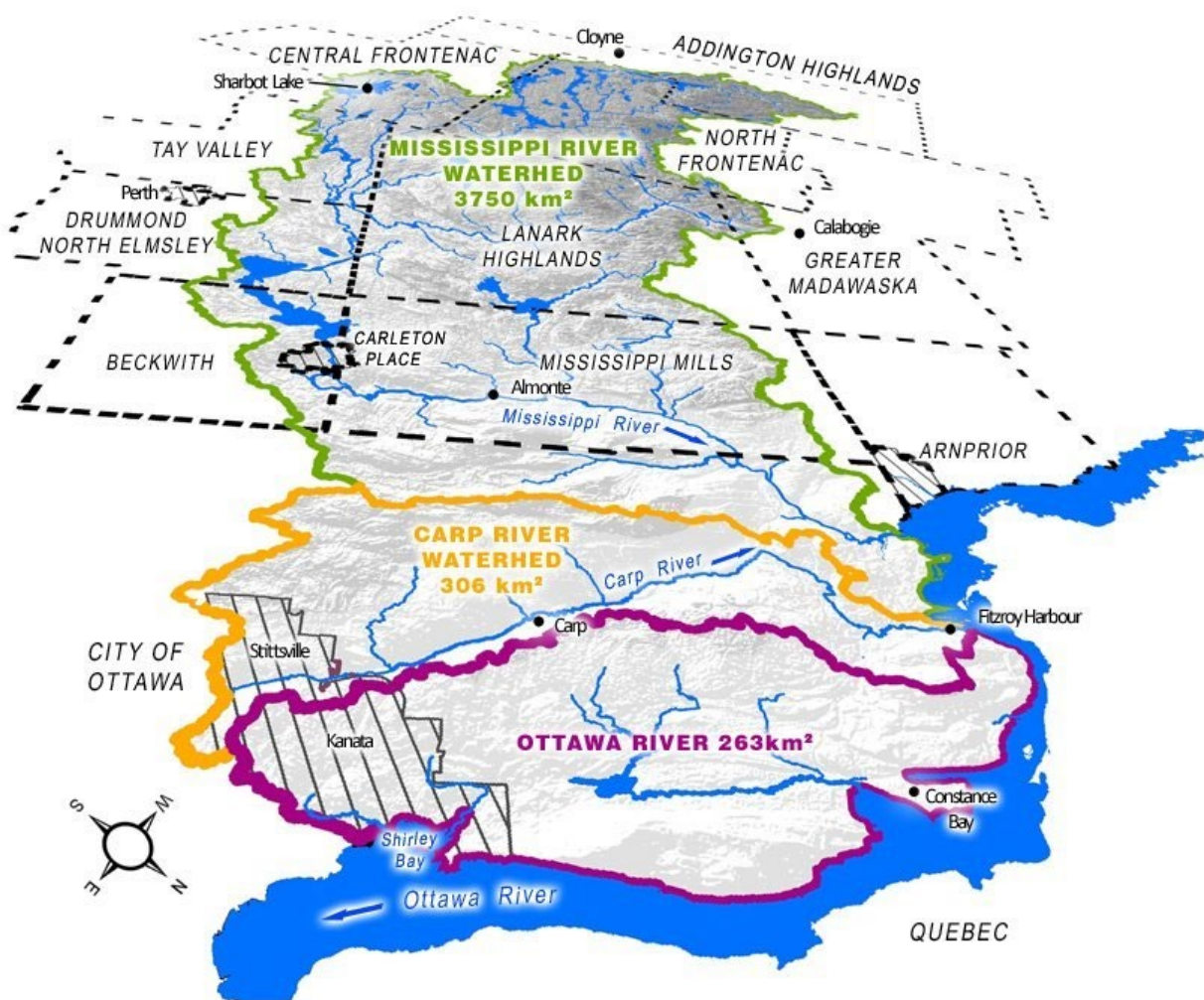
**DRAFT** September 2025





## Water Managers and Land Stewards

Mississippi Valley Conservation Authority (MVCA) is a provincial agency established in 1968 to further the conservation, restoration, development and management of natural resources in the Mississippi, Carp and portions of the Ottawa river watershed (see below.) We are a not-for-profit organization governed by a Board of Directors comprised of 17 representatives from the eleven municipalities we serve, and a provincially appointed agricultural representative.





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

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

We also deliver programs to support municipal decision-making and to meet local stewardship, educational, and cultural objectives under bilateral agreements with our member municipalities. This document sets out the Mission, Vision, Priorities, Objectives and Key Initiatives that the Board of Directors has approved for the period 2026-2030.





## Mission

*MVCA delivers programs and services that further the conservation, restoration, development and management of natural resources in the Mississippi and Carp watersheds and areas draining directly to the Ottawa River for the protection of people, property, and ecological functions and services.*

## Vision

*Watershed stakeholders working together to foster a sustainable landscape for prosperity, health, and wellbeing in a changing climate.*



## Priorities

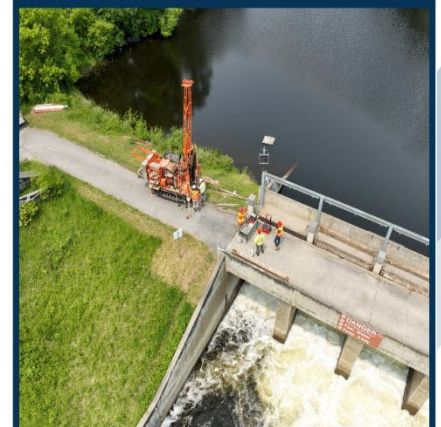
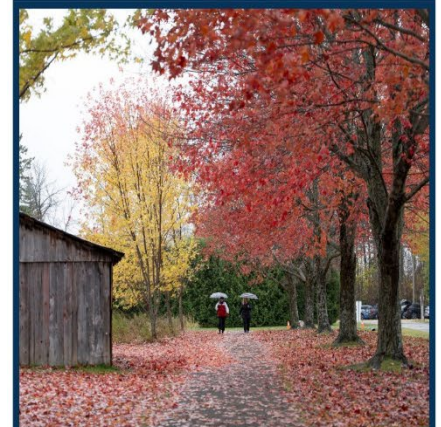
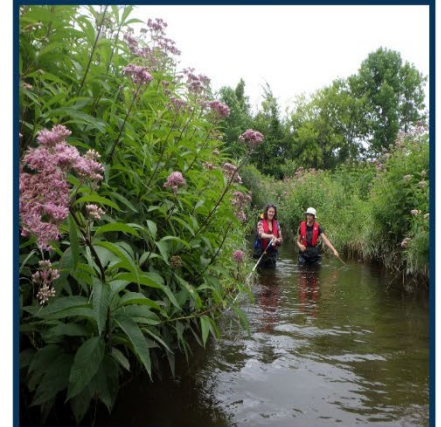
The Board of Directors has set the following corporate priorities for the planning period:

1. Invest in infrastructure renewal.
2. Expand use of science-based tools.
3. Enhance community awareness and education.
4. Plan for long-term viability.

## What success looks like, 2030

Key objectives to be achieved during the planning period are the following:

1. MVCA is financially stable.
2. We have a robust asset management program.
3. We can measure and evaluate our progress in watershed improvements and public engagement.
4. Our infrastructure has been renewed and is sustainable.
5. The public can answer “Who is MVCA?” and view the Authority as more than an impediment to growth, and the rivers as more than “just” a resource.
6. Category 3 programs are self-sustaining, the programs are full, and we can demonstrate their value.
7. Strong partnerships and trust have been built with community stakeholders including the agricultural community.
8. We are known as experts in watershed management and flood forecasting.





## Key Initiatives

The following priority initiatives are planned for the period 2026-2030.

Priority	Initiative
1. Invest in infrastructure renewal	<ul style="list-style-type: none"> <li>a) Complete the Kashwakamak Lake Dam project.</li> <li>b) Include all assets within the <i>Asset Management Plan</i>.</li> <li>c) Address gaps in the land inventory.</li> <li>d) Build capital reserves for future sustainability.</li> </ul>
2. Expand use of science-based tools	<ul style="list-style-type: none"> <li>a) Implement a Hazard Mapping and Management Strategy including funding approach.</li> <li>b) Carry out climate scenario watershed impact studies.</li> <li>c) Work with partners to assess trends in surface water quantity and quality and identify mitigating measures.</li> <li>d) Share findings using presentations, web-based dashboards, and enhanced open data.</li> </ul>
3. Enhance community awareness & education	<ul style="list-style-type: none"> <li>a) Implement a comprehensive Communications Plan including corporate branding.</li> <li>b) Implement an Engagement Plan with elected officials.</li> <li>c) Enhance Category 1 education and outreach programming.</li> <li>d) Develop partnerships with targeted groups.</li> </ul>
4. Plan for long term viability	<ul style="list-style-type: none"> <li>a) Invest in employees and succession planning.</li> <li>b) Develop and assess options for sustainable program delivery.</li> <li>c) Partner with others to pool resources for mutual success.</li> <li>d) Develop business plans for Category 3 programs and services.</li> </ul>

## MVCA by the Numbers



### ~264,000 Population Served

Most residents live in the urban communities of Kanata, Stittsville, Carleton Place, and Almonte.



### 11 Municipalities Served

City of Ottawa, Town of Carleton Place, Municipality of Mississippi Mills, and the Townships of Addington Highlands, Beckwith, Central Frontenac, Drummond/North Elmsley, Greater Madawaska, Lanark Highlands, North Frontenac and Tay Valley.



### 10 Significant Subwatersheds

Major tributaries to the Mississippi River are the Fall River, Clyde River, Indian River and Cody Creek. Major tributaries to the Carp River include Poole Creek and Feedmill Creek. Local tributaries to the Ottawa River include Watts Creek, Shirley's Brook, Harwood Creek and Constance Creek.



### 2 Municipal Drinking Water Systems

Located in Town of Carleton Place and the village of Carp. The Mississippi-Rideau Source Protection office works with local municipalities to help protect their communal water supplies.



### 201 permits issued/year on average (2022-2024)

MVCA reviews development proposals for risks from natural hazards and maintenance of hydrological functions of rivers and wetlands.



### 6 Conservation Areas (CA)

MVCA owns or operates public lands for conservation and passive recreation purposes: Mill of Kintail CA, Morris Island CA, Carp River CA, Purdon CA, Palmerston-Canonto CA, and a 35 km section of the K&P Trail.



### ~2212 Children enrolled in Outdoor Education Programming (January to August 2025)

MVCA offers education programming at its conservation areas and at local schools.



10970 Highway 7, Carleton Place ON, K7C 3P1  
(613) 253-0006 | [mvc.on.ca](http://mvc.on.ca)

## Unplanned Expenses

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

**FROM:** Stacy Millard, Treasurer

**REPORT:** 3511/25, September 4, 2025

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### RECOMMENDATION:

*Resolved, That the Board of Directors approve withdrawal of funds from reserves for two unplanned expenses, specifically:*

- a) *Drawdown of the Water Control Structure Reserve by \$15,700 for a Species at Risk Study for the Kashwakamak Lake Dam replacement; and*
  - b) *Drawdown of the Operating Reserve by \$16,500 for replacement of 2 office copiers/printers.*
- 

The purpose of this report is to request Board approval for use of reserve funds for two unplanned expenditures.

### 1.0 Kashwakamak Lake Dam Study

Replacement of the dam will require upgrades to an existing access road. This activity requires a Species at Risk (SAR) assessment to ensure the protection of sensitive habitats. To meet critical timing windows, MVCA commenced the SAR flora assessment this summer with the goal of completing field work this fall, which could allow for any required tree marking and removal this winter (outside the migratory bird season.) The cost of the SAR assessment is \$15,700, plus HST.

### 2.0 Office Copier/Printers

MVCA has two office copier/printers that are being leased (one since 2013 and the other since 2017.) Both have reached end of life, warranties have expired, and the technology is out of date, with limited support and parts available.

While MVCA could lease new copiers as has been the practice, staff recommend the purchase of the replacement machines. MVCA typically uses our equipment past the

standard life for technology which makes purchase more economical. Full warranty on the new copiers is 8 years. Using 8 years as a benchmark, the cost to lease over that period would be approximately \$26,500 versus \$16,500 to purchase both outright. Additionally, the copiers quoted on will reduce printing costs as they have the ability to provide tiered pricing on colour printing.

### 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.



## Financial Update – YTD June 30, 2025

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

**FROM:** Stacy Millard, Treasurer

**REPORT:** 3512/25, September 4, 2025

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### FOR INFORMATION.

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The purpose of this report is to present year-to-date financial data as of June 30, 2025 and updates to financial projections.

#### 1.0 Operating

Year-to-date expenditures and revenue are on track. As of June 30<sup>th</sup> we were at 44.2% of the budget, as shown in Table 1. We are projecting a \$64,012 reduction in our operating budget, and consequently reduced use of operating reserves. Details are provided in Attachments 1 and 2.

#### 2.0 Capital Budget

Year-to-date capital expenditures are currently at 23.34% as shown in Table 2. There is a significant amount of work being done over the summer and into the fall. The most significant change in projections is the delay of the HQ Water & Sewer connection project. Other changes relating to WECl Capital projects and corporate projects have been explained previously as unplanned expenditures and we are projecting increased use of restricted reserves to cover.

Details of Capital Budget are provided in Attachment 3.

#### 3.0 Reserve Balances

We are projecting approximately \$32,000 decreased use of operating reserves and an increase of approximately \$91,000 in increased use of restricted reserves. The total projected use of reserves for 2025 is approximately \$307,000.



Table 1: Operating Budget

Budget Item	2025 Budget	June 30, 2025 YTD actuals	YTD % of Budget	Revised Projection
<b>Expenditures</b>				
Corporate Services	\$1,283,917	\$655,324	51.04%	\$1,244,797
Watershed Management	\$1,480,170	\$620,024	41.89%	\$1,475,503
Flood and Erosion Control	\$995,615	\$479,722	48.18%	\$1,038,994
Conservation Services	\$373,249	\$164,275	44.01%	\$365,031
Category 2 Programs	\$161,017	\$25,574	15.88%	\$127,221
Category 3 Programs	\$585,463	\$211,567	36.14%	\$563,872
<b>Total Operating</b>	<b>\$4,879,431</b>	<b>\$2,156,486</b>	<b>44.20%</b>	<b>\$4,815,419</b>
<b>Revenues</b>				
Municipal Levy	\$3,343,030	\$1,468,037	43.91%	\$3,343,030
Reserve Funds	\$191,464	\$0	0%	\$124,981
Provincial & Federal Grants	\$267,157	\$42,375	15.86%	\$257,876
Fees for Service	\$840,559	\$521,568	62.05%	\$840,675
Other Revenue	\$237,221	\$124,505	52.48%	\$248,857
<b>Total Revenues</b>	<b>\$4,879,431</b>	<b>\$2,156,486</b>	<b>44.20%</b>	<b>\$4,815,419</b>

Table 2: Capital Budget

Budget Item	2025 Budget	June 30, 2025 YTD actuals	YTD % of Budget	Revised Projection
<b>Expenditures</b>				
WECl Capital Projects	\$360,244	\$122,800	34.09%	\$416,046
Conservation Areas	\$61,100	\$0	0.00%	\$61,100
Corporate Projects	\$860,750	\$103,231	11.99%	\$228,862
Tech Studies – Capital	\$78,745	\$7,735	9.86%	\$78,475
Debt Repayment	\$328,669	\$156,206	47.53%	\$312,417
Category 3 Capital	\$52,050	\$16,522	31.74%	\$52,050
<b>Total Operating</b>	<b>\$1,741,288</b>	<b>\$406,496</b>	<b>23.34%</b>	<b>\$1,148,950</b>

Budget Item	2025 Budget	June 30, 2025 YTD actuals	YTD % of Budget	Revised Projection
<b>Revenues</b>				
Municipal Levy	\$760,919	\$395,824	52.02%	\$760,919
Reserve Funds	\$59,744	\$0	0%	\$182,406
Provincial & Federal Grants	\$193,125	\$10,672	5.53%	\$193,125
Fees for Service	\$0	\$0	0%	\$0
Other Revenue	\$727,500	\$0	0%	\$12,500
<b>Total Revenues</b>	<b>\$1,741,288</b>	<b>\$406,496</b>	<b>23.34%</b>	<b>\$1,148,950</b>

Table 3: Reserve Balances

Reserves	Dec 31, 2024 Balance	Revised Projected Net Reserve Allocation	Revised Projected Dec 31, 2025 Balance	Target Balance	% of Target Balance
Operating – Category 1	\$905,307	-\$95,277	\$810,030	\$850,850	95%
Operating – Category 2	\$89,000	\$33,796	\$122,796	\$96,500	127%
Operating – Category 3	\$91,017	-\$24,332	\$66,685	\$356,000	19%
<b>Sub-total Operating Reserves</b>	<b>\$1,085,324</b>	<b>-\$85,813</b>	<b>\$999,511</b>	<b>\$1,303,350</b>	<b>77%</b>
Category 3 Capital	\$0	\$0	\$0	\$242,535	0%
HQ Building	\$534,701	\$0	\$534,701	\$1,849,921	29%
Conservation Areas	\$185,700	\$0	\$185,700	\$469,976	40%

<b>Reserves</b>	<b>Dec 31, 2024 Balance</b>	<b>Revised Projected Net Reserve Allocation</b>	<b>Revised Projected Dec 31, 2025 Balance</b>	<b>Target Balance</b>	<b>% of Target Balance</b>
Information & Communication Technology	\$65,956	-\$51,162	\$14,794	\$165,089	9%
Vehicles & Equipment	\$253,537	\$0	\$253,537	\$620,430	41%
Water Control Structure	\$916,925	-\$90,412	\$826,513	\$1,941,307	43%
Sick Pay	\$73,843	\$0	\$73,843	\$73,843	100%
Priority Projects	\$413,397	-\$80,000	\$333,397	\$333,397	100%
<b>Sub-total Restricted Reserves</b>	<b>\$2,444,059</b>	<b>-\$221,574</b>	<b>\$2,222,485</b>	<b>\$5,696,498</b>	<b>39%</b>
<b>TOTAL</b>	<b>\$3,529,383</b>	<b>-\$307,387</b>	<b>\$3,221,996</b>	<b>\$6,999,848</b>	<b>46%</b>

#### 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. June 30, 2025, Total Operating Summary
2. June 30, 2025, Programs and Services Summaries
3. June 30, 2025, Capital Budget Summary

<b>Total Operating Summary</b>	<b>2025 APPROVED BUDGET</b>	<b>YTD JUN 30 2025</b>	<b>YTD PERCENTAGE OF BUDGET</b>	<b>REVISED PROJECTION</b>	<b>VARIANCE PROJECTION TO BUDGET</b>
<b>Category 1</b>					
<b>Category 1 Programs</b>					
Compensation	\$3,185,390	\$1,476,386	46.35%	\$3,226,719	\$41,328
Operating Expenses	\$764,061	\$402,317	52.66%	\$743,108	-\$20,953
Special Projects	\$183,500	\$40,641	22.15%	\$154,500	-\$29,000
<b>TOTAL</b>	<b>\$4,132,951</b>	<b>\$1,919,345</b>	<b>46.44%</b>	<b>\$4,124,326</b>	<b>-\$8,625</b>
<b>Category 2</b>					
<b>Category 2 Programs</b>					
Compensation	\$97,817	\$14,291	14.61%	\$65,271	-\$32,546
Operating Expenses	\$45,700	\$10,131	22.17%	\$45,700	\$0
Special Projects	\$17,500	\$1,152	6.58%	\$16,250	-\$1,250
<b>TOTAL</b>	<b>\$161,017</b>	<b>\$25,574</b>	<b>15.88%</b>	<b>\$127,221</b>	<b>-\$33,796</b>
<b>Category 3</b>					
<b>Category 3 Programs</b>					
Compensation	\$359,163	\$138,726	38.62%	\$349,956	-\$9,207
Operating Expenses	\$82,800	\$42,049	50.78%	\$64,416	-\$18,384
Special Projects	\$143,500	\$30,792	21.46%	\$149,500	\$6,000
<b>TOTAL</b>	<b>\$585,463</b>	<b>\$211,567</b>	<b>36.14%</b>	<b>\$563,872</b>	<b>-\$21,591</b>
<b>Total Operating - Expenses</b>	<b>\$4,879,431</b>	<b>\$2,156,486</b>	<b>44.20%</b>	<b>\$4,815,419</b>	<b>-\$64,012</b>
<b>REVENUE</b>					
Municipal Levy	3,343,030	\$1,468,037	43.91%	3,343,030	\$0
Reserve Fund	\$191,464	\$0	0.00%	\$124,981	-\$66,483
Provincial/Federal Grants	\$267,157	\$42,375	15.86%	\$257,876	-\$9,281
Fees for Services	\$840,559	\$521,568	62.05%	\$840,675	\$116
Other Revenue	\$237,221	\$124,505	52.48%	\$248,857	\$11,636
<b>Total Operating - Revenues</b>	<b>\$4,879,431</b>	<b>\$2,156,486</b>	<b>44.20%</b>	<b>\$4,815,419</b>	<b>-\$64,012</b>

<b>CATEGORY 1: PROGRAMS &amp; SERVICES</b>	<b>2025 APPROVED BUDGET</b>	<b>YTD JUN 30 2025</b>	<b>YTD PERCENTAGE OF BUDGET</b>	<b>REVISED PROJECTION</b>	<b>VARIANCE PROJECTION TO BUDGET</b>
<b>EXPENSES</b>					
<b>Watershed Management</b>					
<b>Technical Studies</b>					
Compensation	273,055	121,351	44.44%	258,992	-\$14,063
Operating Expenses	8,200	2,141	26.11%	7,700	-\$500
Special Projects	152,000	39,045	25.69%	138,000	-\$14,000
<b>Subtotal</b>	<b>433,255</b>	<b>162,537</b>	<b>37.52%</b>	<b>404,692</b>	<b>-\$28,563</b>
<b>Planning &amp; Regulations</b>					
Compensation	950,402	418,388	44.02%	971,646	\$21,244
Operating Expenses	96,513	39,098	40.51%	99,165	\$2,652
Special Projects	-	-		-	\$0
<b>Subtotal</b>	<b>1,046,915</b>	<b>457,486</b>	<b>43.70%</b>	<b>1,070,811</b>	<b>\$23,896</b>
<b>TOTAL</b>	<b>1,480,170</b>	<b>620,024</b>	<b>41.89%</b>	<b>1,475,503</b>	<b>-\$4,667</b>
<b>Flood &amp; Erosion Control</b>					
<b>Flood Forecasting &amp; Warning</b>					
Compensation	742,694	364,254	49.05%	794,752	\$52,058
Operating Expenses	58,820	28,631	48.67%	61,320	\$2,500
Special Projects					
<b>Subtotal</b>	<b>801,514</b>	<b>392,885</b>	<b>49.02%</b>	<b>856,072</b>	<b>\$54,558</b>
<b>Dam Operations &amp; Maintenance</b>					
Compensation	132,784	54,362	40.94%	120,555	-\$12,229
Operating Expenses	61,317	32,475	52.96%	62,367	\$1,050
Special Projects					
<b>Subtotal</b>	<b>194,101</b>	<b>86,837</b>	<b>44.74%</b>	<b>182,922</b>	<b>-\$11,179</b>
<b>TOTAL</b>	<b>995,615</b>	<b>479,722</b>	<b>48.18%</b>	<b>1,038,994</b>	<b>\$43,379</b>
<b>Conservation Areas</b>					
<b>Conservation Areas</b>					
Compensation	246,140	133,137	54.09%	270,375	\$24,236
Operating Expenses	66,480	29,164	43.87%	64,104	-\$2,376
Special Projects					
<b>Subtotal</b>	<b>312,620</b>	<b>162,301</b>	<b>51.92%</b>	<b>334,479</b>	<b>\$21,859</b>
<b>Technical Studies</b>					
Compensation	29,129	378	1.30%	14,052	-\$15,077
Operating Expenses	-	-		-	\$0
Special Projects	31,500	1,596	5.07%	16,500	-\$15,000
<b>Subtotal</b>	<b>60,629</b>	<b>1,974</b>	<b>3.26%</b>	<b>30,552</b>	<b>-\$30,077</b>
<b>TOTAL</b>	<b>373,249</b>	<b>164,275</b>	<b>44.01%</b>	<b>365,031</b>	<b>-\$8,217</b>
<b>Corporate Services</b>					
<b>Corporate Services</b>					
Compensation	811,186	384,515	47.40%	796,345	-\$14,841
Operating Expenses	472,731	270,808	57.29%	448,452	-\$24,279
Special Projects	-	-		-	\$0
<b>TOTAL</b>	<b>1,283,917</b>	<b>655,324</b>	<b>51.04%</b>	<b>1,244,797</b>	<b>-\$39,120</b>
<b>Total Category 1 - Expenses</b>	<b>4,132,951</b>	<b>1,919,345</b>	<b>46.44%</b>	<b>4,124,326</b>	<b>-\$8,625</b>
<b>REVENUE</b>					
Municipal Levy	3,103,585	1,522,090	49.04%	3,103,585	\$0
Reserve Fund	191,464	-	0.00%	158,777	-\$32,687
Provincial/Federal Grants	229,168	42,375	18.49%	244,431	\$15,263
Fees for Services	467,734	304,127	65.02%	476,533	\$8,799
Other Revenue	141,000	50,753	35.99%	141,000	\$0
<b>Total Category 1 - Revenues</b>	<b>4,132,951</b>	<b>1,919,345</b>	<b>46.44%</b>	<b>4,124,326</b>	<b>-\$8,625</b>



<b>CATEGORY 2: PROGRAMS &amp; SERVICES</b>	<b>2025 APPROVED BUDGET</b>	<b>YTD JUN 30 2025</b>	<b>YTD PERCENTAGE OF BUDGET</b>	<b>REVISED PROJECTION</b>	<b>VARIANCE PROJECTION TO BUDGET</b>
<b>Watershed Management</b>					
<b>Technical Studies</b>					
Compensation	97,817	14,291	14.61%	65,271	-\$32,546
Operating Expenses	45,700	10,131	22.17%	45,700	\$0
Special Projects	17,500	1,152	6.58%	16,250	-\$1,250
TOTAL	161,017	25,574	15.88%	127,221	-\$33,796
<b>Total Category 2 - Expenses</b>	<b>161,017</b>	<b>25,574</b>	<b>15.88%</b>	<b>127,221</b>	<b>-\$33,796</b>
<b>REVENUE</b>					
Municipal Levy	90,017	(45,426)	-50.46%	90,017	\$0
Reserve Fund	-	-		(33,796)	-\$33,796
Provincial/Federal Grants	-	-		-	\$0
Fees for Services	71,000	71,000	100.00%	71,000	\$0
Other Revenue	-	-		-	\$0
<b>Total Category 2 - Revenues</b>	<b>161,017</b>	<b>25,574</b>	<b>15.88%</b>	<b>127,221</b>	<b>-\$33,796</b>

<b>CATEGORY 3: PROGRAMS &amp; SERVICES</b>	<b>2025 APPROVED BUDGET</b>	<b>YTD JUN 30 2025</b>	<b>YTD PERCENTAGE OF BUDGET</b>	<b>REVISED PROJECTION</b>	<b>VARIANCE PROJECTION TO BUDGET</b>
<b>Stewardship Programs</b>					
<b>Stewardship Programs</b>					
Compensation	136,325	62,519	45.86%	146,659	\$10,334
Operating Expenses	5,500	2,053	37.33%	4,666	-\$834
Special Projects	143,500	27,792	19.37%	146,500	\$3,000
<b>TOTAL</b>	<b>285,325</b>	<b>92,365</b>	<b>32.37%</b>	<b>297,825</b>	<b>\$12,500</b>
<b>Education Services</b>					
<b>Education Services</b>					
Compensation	112,244	34,305	30.56%	92,011	-\$20,233
Operating Expenses	21,800	5,681	26.06%	9,850	-\$11,950
Special Projects	-	3,000		3,000	\$3,000
<b>TOTAL</b>	<b>134,044</b>	<b>42,986</b>	<b>32.07%</b>	<b>104,861</b>	<b>-\$29,183</b>
<b>Vistor Services</b>					
<b>Vistor Services</b>					
Compensation	110,594	41,902	37.89%	111,286	\$692
Operating Expenses	55,500	34,315	61.83%	49,900	-\$5,600
Special Projects					\$0
<b>TOTAL</b>	<b>166,094</b>	<b>76,216</b>	<b>45.89%</b>	<b>161,186</b>	<b>-\$4,908</b>
<b>Total Category 3 - Expenses</b>	<b>585,463</b>	<b>211,567</b>	<b>36.14%</b>	<b>563,872</b>	<b>-\$21,591</b>
<b>REVENUE</b>					
Municipal Levy	149,428	(8,627)	-5.77%	149,428	\$0
Reserve Fund	-	-		-	\$0
Provincial/Federal Grants	37,989	-	0.00%	13,445	-\$24,544
Fees for Services	301,825	146,442	48.52%	293,142	-\$8,683
Other Revenue	96,221	73,752	76.65%	107,857	\$11,636
<b>Total Category 3 - Revenues</b>	<b>585,463</b>	<b>211,567</b>	<b>36.14%</b>	<b>563,872</b>	<b>-\$21,591</b>

Total Capital Summary					
	2025 APPROVED BUDGET	YTD JUN 30 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET
<b>Category 1</b>					
WECI Capital Projects	\$360,244	\$122,800	34.09%	\$416,046	\$55,802
Conservation Areas	\$61,100	\$0	0.00%	\$61,100	\$0
Corporate Projects	\$860,750	\$103,231	11.99%	\$228,862	-\$631,888
Tech Studies - Capital	\$78,475	\$7,735	9.86%	\$78,475	\$0
Debt Repayment	\$328,669	\$156,209	47.53%	\$312,417	-\$16,252
<b>Total Category 1</b>	<b>\$1,689,238</b>	<b>\$389,974</b>	<b>23.09%</b>	<b>\$1,096,900</b>	<b>-\$592,338</b>
<b>Category 3 Capital</b>	\$52,050	\$16,522	31.74%	\$52,050	\$0
<b>Total Capital Program</b>	<b>\$1,741,288</b>	<b>\$406,496</b>	<b>23.34%</b>	<b>\$1,148,950</b>	<b>-\$592,338</b>
<b>FUNDING</b>					
Municipal Levy	\$760,919	\$395,824	52.02%	\$760,919	\$0
Reserve Fund	\$59,744	\$0	0.00%	\$182,406	\$122,662
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%	\$12,500	-\$715,000
<b>Total Category 3 - Revenues</b>	<b>\$1,741,288</b>	<b>\$406,496</b>	<b>23.34%</b>	<b>\$1,148,950</b>	<b>-\$592,338</b>