



Agenda: Finance and Administration Advisory Committee Meeting

September 15, 2025

12:00 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: Finance and Administration Advisory Committee Meeting
Minutes, June 26, 2025, Page 2
2. Pay Increments & Employee Recognition, Report 3513/25, Sally McIntyre, Page 9
3. Proposed 2026 Budget Assumptions, Report 3514/25, Sally McIntyre, Page 20
4. Purchasing Policy Update, Report 3515/25, Stacy Millard, Page 24
5. Fee Update, Report 3516/25, Stacy Millard, Page 33
6. August 31, 2025, Investment Update, Report 3517/25, Stacy Millard, Page 40

Adjournment



Minutes: Finance and Administration Advisory Committee

June 26, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Janet Mason, Chair
- Roy Huetl, Vice Chair
- Cathy Curry (Remote, 11:12 a.m.)
- Jeannie Kelso
- Jeff Atkinson (Remote)
- Paul Kehoe
- Richard Kidd (11:18 a.m.)

Staff

- Sally McIntyre, General Manager
- Stacy Millard, Treasurer
- Elizabeth Clifflen-Gallant (Remote)
- Kelly Hollington, Recording Secretary

Members Absent

- Allan Hubley
- Mary Lou Souter

J. Mason called the meeting to order at 11:08 a.m.

Declarations of Interest

Members were asked to declare any conflicts of interest. No declarations were received.

Agenda Review

There was no discussion or amendments to the agenda.

FAAC25/06/26 - 1

MOVED BY: J. Kelso

SECONDED BY: P. Kehoe

Resolved, that the agenda for the June 26, 2025 Finance and Administration Advisory Committee Meeting be adopted as presented.

"CARRIED"

Main Business

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting, April 4, 2025

There was no discussion or amendments to the minutes.

FAAC25/06/26 - 2

MOVED BY: J. Kelso

SECONDED BY: J. Atkinson

Resolved, that the minutes of the Finance and Administration Advisory Committee Meeting held on April 4, 2025 be received and approved as printed.

“CARRIED”

2. Election of Chair and Vice Chair

FAAC25/06/26 - 3

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

Resolved, That Sally McIntyre be appointed as Chair for administering the election of Chair for the Finance and Administrative Advisory Committee 2025-2026.

“CARRIED”

S. McIntyre commented that the election will be carried out in accordance with procedures set out in the MVCA *Administrative Bylaw*. The elections were conducted in the order of Chair followed by Vice-Chair. She declared the positions of Chair and Vice-Chair Vacant. She asked for nominations for the position of Chair, three times.

P. Kehoe nominated J. Mason for the position of Chair. No other nominations were received.

FAAC25/06/26 - 4

MOVED BY: R. Huetl

SECONDED BY: P. Kehoe

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

“CARRIED”

S. McIntyre asked J. Mason if she accepted the position of Chair. J. Mason accepted. S. McIntyre declared J. Mason Chair by acclamation.

J. Mason assumed the Chair position and asked for nominations for the position of Vice-Chair, three times. P. Kehoe nominated J. Atkinson for the position of Vice-Chair. J. Mason nominated P. Kehoe for the position of Vice-Chair. No other nominations were received.

FAAC25/06/26 - 5

MOVED BY: J. Kelso

SECONDED BY: P. Kehoe

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

“CARRIED”

J. Mason asked if J. Atkinson accepted the position of Vice-Chair. J. Atkinson declined the position. J. Mason asked if P. Kehoe accepted the position of Vice-Chair. P. Kehoe accepted. J. Mason declared P. Kehoe Vice-Chair by acclamation.

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

The committee discussion the Job Evaluation (JE) results in-camera.

FAAC25/06/26 - 6

MOVED BY: J. Kelso

SECONDED BY: R. Huetl

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

- *Labour relations or employee negotiations*

And, further resolved, That Sally McIntyre remain in the room.

“CARRIED”

FAAC25/06/26 - 7

MOVED BY: J. Atkinson

SECONDED BY: R. Kidd

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

“CARRIED”**FAAC25/06/26 - 8**

MOVED BY: R. Huetl

SECONDED BY: C. Curry

Resolved, That the Finance and Administration Advisory Committee recommend that the Board of Directors approve updates to the Salary Grid as recommended by the General Manager.

“CARRIED”

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

S. Millard reviewed the proposed fee changes related to facility rentals at the Mill of Kintail and MVCA Boardroom and stewardship services. She noted the addition of a full site rental at the Mill of Kintail. She highlighted that the changes are to help move MVCA toward full cost-recovery for all programs and services.

J. Kelso asked if there is a difference in price for morning versus evening rentals and if staff are paid overtime for after-hours rentals. S. Millard explained that the majority of rentals are during the day/working hours with no staff overtime required.

J. Kelso asked if the prices for plugs and wildflowers are comparable to pricing from local growers. J. Mason commented that, in her experience, prices are comparable when buying in bulk amounts from local growers. S. McIntyre added that the amounts proposed in the fee schedule is an average of the cost; it varies based on the material.

R. Kidd asked if the two-hour rental minimum includes set-up and clean-up time. S. Millard confirmed.

R. Kidd asked if there is a not-for-profit organization price. S. Millard explained that there is a community group rate of 50% of the fees.

J. Mason asked if the community rate can be included in the report to the Board of Directors. S. Millard confirmed.

J. Mason asked if homeowners are required to use the planting services or if they can take advantage of the bulk pricing and plant themselves. S. Millard confirmed that this is an option; homeowners have the choice to use the planting services or to organize planting themselves.

J. Mason asked if the premium charged on good and services when provided to implement violation remediation agreements could be considered a deterrent for homeowners to use the planting services and how often this situation occurs. S. McIntyre explained that if a homeowner has received a violation remediation agreement, it could be seen as a conflict of interest to have a planting plan provided by Stewardship staff. Staff can provide the planting services and materials for the premium fee. She noted that it is not a common situation.

R. Kidd asked how much money has come in from Boardroom rentals. S. Millard estimated \$1,500.

FAAC25/06/26 - 9

MOVED BY: R. Huetl

SECONDED BY: J. Atkinson

Resolved, That the Finance and Administration Advisory Committee recommend that the Board of Directors approve:

- a) Revision of MVCA's 2025 Fee Schedule as outlined in this report;*
- b) Posting of the new fees in accordance with MVCA's Fee Policy; and*
- c) That the new fees take effect September 1, 2025 pending no major concerns regarding the proposed changes.*

"CARRIED"

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

S. McIntyre reviewed the background of the *Reserve Policies* and the recommended changes.

J. Kelso asked what brought staff's attention to the need to update the wording in the *Reserve Policy*. S. McIntyre explained that during a quality control check of MVCA policies, it was discovered that the wording of the *Reserve Policies* precluded the Treasurer from day-to-day operations of her job.

R. Kidd expressed concerns and disagreed with the unplanned expenditures sign-off threshold of \$100,000 for items to be tabled with the executive committee. He suggested that a special meeting be called in the case of unplanned expenditures and reallocation of reserve funds. J. Mason agreed.

J. Mason asked for confirmation of the sign-off authority dollar values for Reserves and for the Board Chair and Vice-Chair. S. McIntyre explained that the General Manager's sign off authority for Board approved items is \$100,000. J. Mason asked for confirmation of the sign-off authority dollar values for items that are not approved by the Board. S. Millard commented that the level of sign-off for unbudgeted items is \$10,000 for the General Manager.

J. Mason highlighted that current Board policy regarding un-budgeted/unexpected expenses be considered in the development of the exceptional circumstances criteria in the Reserve Policy. She recommended that the policies be consistent. R. Kidd agreed.

The committee decided that the changes in wording related to exceptional circumstances and its criteria be drafted and tabled for review in September prior to the Board of Directors meeting.

The committee approved the following section of the recommendations to the *Reserve Policy*:

- A resolution of the Board is required to make a final year-end distribution amongst restricted and unrestricted reserves and reserve funds; and
- The Treasurer shall ensure that all reserve and reserve fund withdrawals, contributions, and transfers occur in accordance with the Board-approved annual budget.

FAAC25/06/26 - 10

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

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

"CARRIED"

Adjournment

FAAC25/06/26 - 11

MOVED BY: J. Kelso

SECONDED BY: R. Kidd

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

“CARRIED”

The meeting adjourned at 12:10 p.m.

K. Hollington, Recording Secretary

DRAFT



Pay Increments & Employee Recognition

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

FROM: Sally McIntyre, General Manager

REPORT: 3513/25 September 10, 2025.

RECOMMENDATION:

That MVCA's Finance & Administration Committee recommend that the Board of Directors approve:

- 1. proposed amendments to the MVCA Employee Manual regarding pay increments and employee recognition bonuses; and*
 - 2. a proposed 1% increase to the "pay increment" annual budget envelope from 2% to 3% to allow for achievement of the recommended targets.*
-

MVCA does periodic market assessments and pay-band adjustments to ensure that jobs are compensated in a fair and competitive manner. This report deals with how employees' salaries move up within their pay-band and how excellence is recognized when an employee reaches top-of-band.

1.0 Background

MVCA uses the following tools to progress employees through their pay-band and to recognize excellence in output and effort when they reach top-of-band:

- Merit-based pay increments are given at the General Manager's discretion and link progress through a job's pay-band to an individual's performance.
- A merit-based bonus may be given at the General Manager's discretion to recognize significant accomplishment or effort when an employee reaches the top-of-band for their job. Bonuses do *not* affect the salary of an employee.

The annual budget envelope for pay increases/bonuses has been fixed at 2% of the compensation budget for many years. At this rate, it takes 11-12 years for someone to progress from the bottom to the top of their job's pay-band. Assuming that "top-of-band" is "market-rate", this poses a risk to staff retention as people gain competency in their position and seniority in their profession. A recent gallop poll indicated that "compensation" was one of the top two reasons for voluntary departure. A lack of financial advancement is a common reason for staff movement, particularly early in their career. Current industry practice is to have people achieve top-of-band within 4-7 years depending on the nature of the job and assuming consistently good performance.

MVCA's *Employee Manual* states that where an employee "meets" or "exceeds" performance expectations they may receive an annual pay increment between 4-7%, inclusive of a cost-of-living allowance (COLA). Since 2020, MVCA's annual COLA has ranged from 0.1% to 4.1%, with the average generally at or near 2%. Therefore, on average the maximum budget that can be allocated to provide increments and bonuses is 4% compared to 4-7% set out in policy. Due to these circumstances:

- employee salary expectations based on current policy are largely unmet;
- several long-term employees have yet to reach the top of their pay-band; and
- it is impossible to recognize higher levels of achievement without unfairly delaying the progress of others through their pay-bands.

2.0 Research

The following activities were carried out to identify and assess options for improvement:

- Contacted 11 municipalities and 4 conservation authorities to determine their approaches to annual pay increments and bonusing;
- Conducted online research of relevant collective agreements and alternative approaches, industry practices, and potential considerations.
- Reviewed options and considerations with Joanne Glaser of Cornerstones Management Solutions Ltd.

3.0 Findings

3.1 Pay bands and increments

Like MVCA, most respondents to our survey use a merit-based system to determine wage/salary increases. The majority of respondents use pre-set steps within each pay-

band to determine the dollar increment. One of the municipalities consulted automatically moves staff through their pay-band without considering performance. Similarly, one of the CAs responded that salaries increase by 5% annually until employees reach top-of-band. Both consider them “time in job” increases.

The provincial collective agreement for professional employees provides an automatic increase of 3% per year if an employee’s work is satisfactory and, in addition, up to a maximum of 5% per year for those exceeding job requirements in merit pay.¹

Today, most pay-bands with stepped pay-bands provide between 4-7 steps. Employees hired at Step 1 may reach top-of-band within 7 years assuming satisfactory performance. Cornerstone Management Solutions Ltd. stated that while stepped approaches are common in unionized workplaces they are not common within the private sector. Furthermore, they advised that fixed-steps tends to be less flexible and cost more over time. Advantages and disadvantages of the two approaches are set out in Table 1.

Table 1: Comparison of Pay-Band Approaches

Open Pay-band	Fixed Steps within Pay-band
Pro’s	
<ul style="list-style-type: none"> • Full flexibility in negotiating starting salaries, determining annual wage increments, and budgeting. • Allows wages to reflect improved skills and knowledge; and flexibility in navigating inconsistent performance and recognizing exceptional performance. 	<ul style="list-style-type: none"> • Employees have certainty in their future salary, assuming consistent good performance and no major absences. • Helps to ensure that wages reflect improved skills and knowledge over time.
Con’s	
<ul style="list-style-type: none"> • Employees have limited basis for determining how long it will take to achieve top-of-band (in the absence of a stated target.) 	<ul style="list-style-type: none"> • Salaries reach the maximum more quickly with consequent impacts on budgets. • Levels may restrict hiring salary.

¹ <https://amapceo.on.ca/ops/salary#yoursalary>

Table 1: Comparison of Pay-Band Approaches

Open Pay-band	Fixed Steps within Pay-band
	<ul style="list-style-type: none"> • Less flexible for navigating inconsistent performance and recognizing exceptional performance. • Senior employees could resent quick wage progression by younger staff. Particularly when achieving wage parity.

In both approaches there is no embedded method for recognizing and rewarding excellence once an employee reaches top-of-band.

3.2 Merit Bonuses & Compensatory Leave

As noted above, discretionary financial bonuses and compensatory leave clauses were found in upper-tier collective agreements and some municipal and CA employment terms and conditions. For example, for those who “due to the nature of the work requires flexibility” or are required to “work excessive hours or are required to work or travel on a day of rest or on a holiday”. Generally, bonuses and compensatory leave were not mentioned by survey respondents as a documented policy but are known to exist anecdotally (e.g. Management Leave and Christmas bonuses.)

3.3 Annual Compensation Budgeting

One municipality stated that it assumes 100% of employees are at top-of-band for budgeting purposes. Most other respondents stated that they estimate the collective value of projected increments each year. None mentioned a fixed annual percentage like that used by MVCA.

4.0 Discussion

4.1 Pay Bands: Open versus Stepped

Both the Open and Stepped pay-band approach top-out at market rates and can keep MVCA competitive in the employment market. The issue is that a fixed 2% budget envelop for pay increments does not allow staff to progress through their pay-band in a timely manner. This funding gap is illustrated in Figure 1, which compares MVCA’s current 2% “pay increment” budget approach to a Step-driven budget approach.

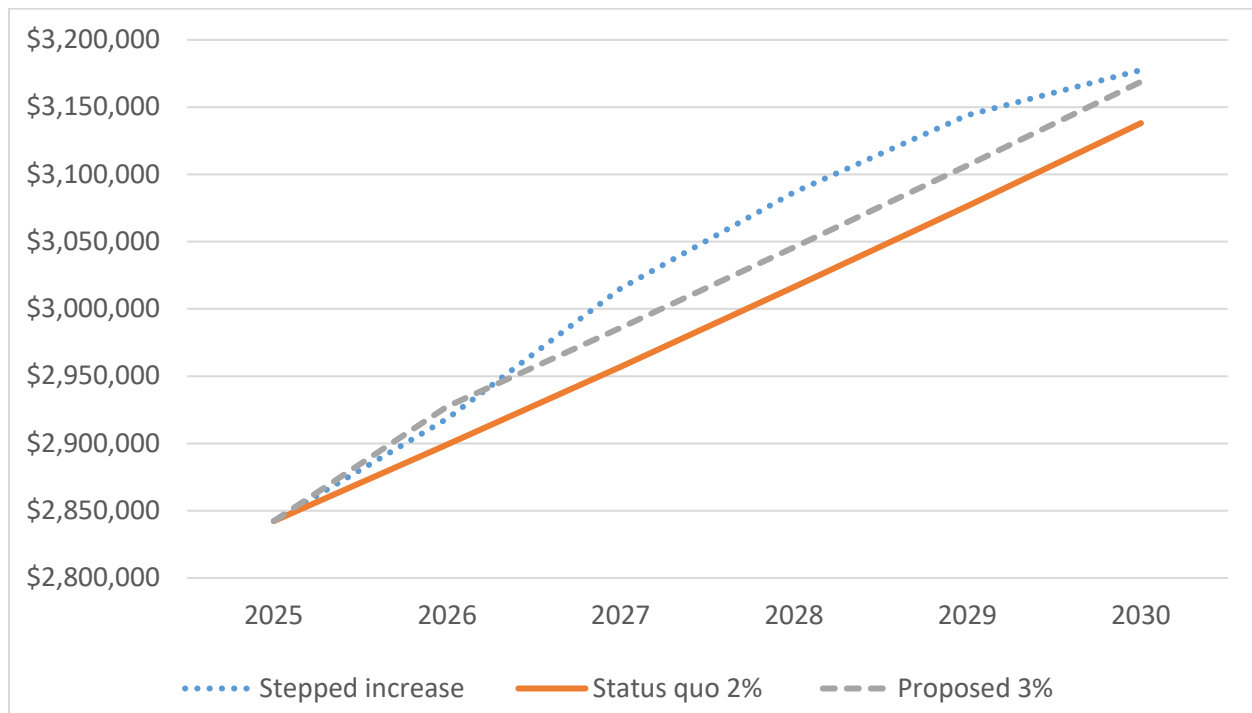
Figure 1: Comparison of 2%, 3% and Stepped Increment Budget Approaches

Figure 1 assumes 100% staff retention and, under the Stepped scenario, that all employees reach top of band within 4-6 years. The gap between the lines shows that employees are not progressing through their pay-bands in a timely manner under the current funding approach.

Rather than being tied to fixed increments, it is recommended that a target progression rate be set for each pay-band as shown in Table 2. GM discretion in approving pay increments will help to manage costs and normalize varying approaches to performance reviews and ratings amongst different supervisors. Having a target will also show staff how they can expect their wage to grow at MVCA assuming consistent good performance and no major absences.

Table 2: Target Number of Years to Reach Maximum of Pay-band

Pay-band	Jobs	Min. Hourly²	Max. Hourly	Target³ (years)
1	Cleaner/Custodian	\$21.37	\$26.71	4-5
2	Administrative Assistant	\$26.71	\$33.39	4-5
	Finance Assistant			
	Maintenance Technician			
	Planning Technician			
	Stewardship Technician			
3	Executive Assistant	\$30.99	\$38.74	5-6
	Finance Officer			
	Junior Planner			
	Lead Hand - MOK			
	Stewardship Coordinator			
4	Civil Engineering Technologist	\$35.95	\$44.93	5-6
	Data Systems Lead			
	Education Program Coordinator			
	GIS Specialist			
	Engineer-in-Training			
5	Biologist	\$41.70	\$52.12	6-7
	Environmental Planner			
	Field Operations Supervisor			
	Info. & Comms. Technology Mgr.			
	Regulations Officer			
	Water Resources Specialist			
6	Mgr. - Planning and Stewardship ⁴	\$48.37	\$60.46	6-7
	Property Manager ⁴			
	Treasurer ⁴			
	Water Resources Engineer			
7	Director – Engineering ⁴	\$56.59	\$70.74	6-7
8	General Manager ⁴	\$66.21	\$82.77	6-7

² Employees may be hired at a wage below this level if they do not meet job description requirements.

³ Assumes consistent good performance and no major absences throughout the period.

⁴ Max. Hourly is lower than assessed market rates and individual pay may have been market adjusted by the Board.

4.2 TOIL, Compensatory Leave, and Merit Bonuses

Currently, employees are compensated for working excess hours as follows:

- Staff - every hour worked in excess of 75 hours/pay-period earns Time-off-in-Lieu (TOIL). Any unused amount is paid-out at year-end. (The exceptions to this are On-Call and Duty Officer overtime that are compensated to comply with the *Employment Standards Act*.)
- Managers are provided with Compensatory Leave for every hour worked in excess of 80 hours/pay-period up to a maximum of 75 hours per year. Any unused leave is paid-out at year-end.

Regardless of whether an employee is staff or management, once they reach top-of-band for their job, they may qualify for a bonus to recognize a significant work accomplishment (and for managers, a significant excess of overtime.) Since 2019, bonuses have only been given to 2-3 people per year.

It is recommended that this system remain in place as it both motivates and rewards excellence by MVCA's most senior employees and fosters employee retention. However, in order to provide greater oversight in its application, it is recommended that going forward bonuses be awarded by the General Manager following consultation with the Executive Committee.

4.3 Budgeting

In order to allow progression of employees through their pay-bands in accordance with Table 2, it is recommended that the annual "pay increment" budget be raised from 2% to 3% per year. This would equate to an increase of ~\$38,000 in 2026 that would be subject to the annual COLA increase in future. However, as shown in Figure 1, this amount is less than the financial impact of implementing a fixed-stepped approach.

5.0 Corporate Strategic Plan

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

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

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

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

Attachment 1: Proposed Amendments to MVCA's *Employee Manual*

4.2 Annual Adjustments

~~Merit pay is tied to level of performance and relative pay level within the salary range. MVCA provides 2 types of annual pay increments:~~

- ~~• Cost of Living Allowance~~
- ~~• Performance-based Merit Increases~~

Annually, Mississippi Valley Conservation Authority reviews cost of living statistics and other general survey information to ensure that total compensation continues to be competitive. Based on cost of living and other general survey information, salary ranges are normally adjusted annually effective January 1st. Adjustments to salary ranges does not necessarily warrant an increase in an employee's salary. Salaries will be adjusted upon completion of performance appraisals. ~~in conjunction with the Performance Pay Guide Chart.~~

As ~~an employee~~s develops from entry level to seasoned performers, ~~s/he~~they may move towards the top of the salary range through a series of annual performance-related salary increases. ~~Table x identifies the target number of years to move from the bottom to the top of the pay scale for each position assuming consistent good performance, meeting expectations, and no major absences during the period under review.~~

Annual performance-based increases are normally determined in ~~March~~the spring and are retroactive to January 1st. To be eligible for an annual performance related increase, employees must be on staff as a regular employee for at least one full year. In the event an employee has less than one full year, but at least 6 months full time service, at management's discretion, an employee may be eligible for a partial increase. ~~Performance is reviewed, and corresponding increases are implemented on an annual basis using the Performance Pay Guide Chart.~~ Employees who received a performance rating of "Employee Performance Requires Improvement" are not eligible for a salary increase.

~~The Pay Guide Chart is reviewed each year. Modifications to the Chart normally reflect factors such as:~~

- ~~Overall organization performance, which includes ability to pay~~
- ~~Practices of similar organizations~~

Cost of living

Performance Pay Guide Chart

Performance Rating	Current Salary Below Midpoint	Current Salary Above Midpoint [†]
Met Expectations	5-7%	4-6%
Exceeded Expectations	6-8%	5-7%
Did Not Meet Expectations	0%	0%

Table x – Target Number of Years to Reach Top of Pay Band2

<u>Pay-band</u>	<u>Jobs</u>	<u>Target³ (years)</u>
1	<u>Cleaner/Custodian</u>	<u>4-5</u>
2	<u>Administrative Assistant</u>	<u>4-5</u>
	<u>Finance Assistant</u>	
	<u>Maintenance Technician</u>	
	<u>Planning Technician</u>	
	<u>Stewardship Technician</u>	
3	<u>Executive Assistant</u>	<u>5-6</u>
	<u>Finance Officer</u>	
	<u>Junior Planner</u>	
	<u>Lead Hand - MOK</u>	
	<u>Stewardship Coordinator</u>	
4	<u>Civil Engineering Technologist</u>	<u>5-6</u>
	<u>Data Systems Lead</u>	
	<u>Education Program Coordinator</u>	
	<u>GIS Specialist</u>	

1 Salary increases should never result in salaries exceeding the maximum within a salary range. In the event this occurs, rather than minimize the salary increase, the General Manager has the discretion to offer the difference between the calculated salary and the maximum salary in the range in the form of a re-earnable bonus.

2 The intent of this Table is to identify the target number of years for each pay-band level. The jobs listed and their pay-band may change over time.

3 Assumes consistent good performance, meeting of expectations, and no major absences throughout the period.

	Engineer-in-Training	
5	Biologist	6-7
	Environmental Planner	
	Field Operations Supervisor	
	Info. & Comms. Technology Manager	
	Regulations Officer	
	Water Resources Specialist	
6	Mgr. - Planning and Stewardship	6-7
	Property Manager	
	Treasurer	
	Water Resources Engineer	
7	Director – Engineering	6-7
8	General Manager	6-7

Bonuses

Performance-based salary increases should never result in salaries exceeding the maximum within a salary range pay-band. In the event this occurs, rather than minimize the salary increase, Where an employee's wage it at the top of the pay-band and they demonstrated excellence in effort and/or output during their annual performance review, the General Manager may provide a has the discretion to offer the difference between the calculated salary and the maximum salary in the range in the form of a re-earnable bonus. Bonuses are discretionary, funding dependent, and are subject to review and input from the Board of Directors Executive Committee.



Proposed 2026 Budget Assumptions

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

FROM: Sally McIntyre, General Manager

REPORT: 3514/25, September 10, 2025.

RECOMMENDATION:

That the Finance & Administration Advisory Committee recommend that the Board of Directors direct staff to develop the 2026 Budget and related documents in accordance with the following parameters:

- 1. An increase of 3.75% plus assessment growth to the Operating Levy;*
 - 2. An increase of 8.5% plus assessment growth to the Capital Levy;*
 - 3. An assumed assessment growth rate of 1.6%.*
 - 4. A cost-of-living increase to the 2025 Pay Scale of 2.5%; and*
 - 5. Transfer \$64,663 onto the Municipal Levy for Workforce Plan Adjustments.*
-

The purpose of this report is to identify operational and capital pressures, and to establish the municipal levy assumptions upon which the 2026 budget is to be developed.

1.0 Background

MVCA's annual budget is set based upon the following parameters:

- Operational needs to meet program and service obligations and standards.
- The Capital Plan to manage assets in accordance with industry standards.
- Approved fees, and projected revenues through self-funded and third-party sources.
- The threshold imposed by the Board on increases to the Municipal General Levy.

As the City of Ottawa is our primary municipal funder, it has been the practice of MVCA and the Rideau Valley and South Nation conservation authorities to follow the annual

budget direction set by the City, and to consult with City financial staff when deviations are required.

The City recently informed MVCA, RVCA, and SNC that a budget direction report was tabled at Finance and Corporate Services Committee on September 2, 2025 that approved a property tax increase of 3.75%, an assumed growth in assessment of 1.6%, and a combined rate for water, wastewater and stormwater of 4.5%.

2.0 MVCA 2026 Budget Pressures

2.1 Capital

The main budget pressure for 2026 is the continued building of MVCA's capital reserves to pay for planned asset renewals set out in the *10-year Capital Plan* such as replacement of the Kashwakamak Lake Dam.¹ The Plan includes a schedule of levy increases that was approved by the Board in November 2024. The capital levy increase identified for 2026 is 8.5% plus growth. This would represent a capital levy pressure to the City of Ottawa of approximately \$69,197 with the remaining \$9,656 pressure to be shared amongst the other ten municipalities based upon their percentage assessment value. City financial staff have indicated that this amount can be accommodated under current projected increases to the 2026 Rate Budget.

2.2 Operating

There are two primary operating pressures:

- Annual cost of living increase
- Balance of workforce adjustment approved in 2021

A cost-of-living payroll increase of 2.5% is recommended for 2026. This amount is 0.8% above the July CPI of 1.7% and is intended to partially offset the impact from 2023 when actual CPI was 7% and only a 3.5% COLA salary adjustment was approved by the Board. The COLA increase on salaries is *included* within the proposed Operating Levy.

Workforce adjustments made in 2021 were approved to be phased onto the Municipal Levy over three years ending fiscal year 2024. Since then, the Operating Reserve was used to off-set levy increases. In 2025, staffing was cut by 1.0 FTE to reduce the outstanding amount to be transferred onto the levy. The remaining balance of \$64,663

¹ Refer to Staff Report . 3455/24

in operating costs should no longer be paid using Operating Reserves and should be transferred onto the Municipal Levy. This equates to approximately a 1.9% increase in the Operating Levy.

2.3 Net Impact

The combined impact of these increases is a 7.81% increase to the Municipal Levy.

Details for each municipality are shown in Table 1.

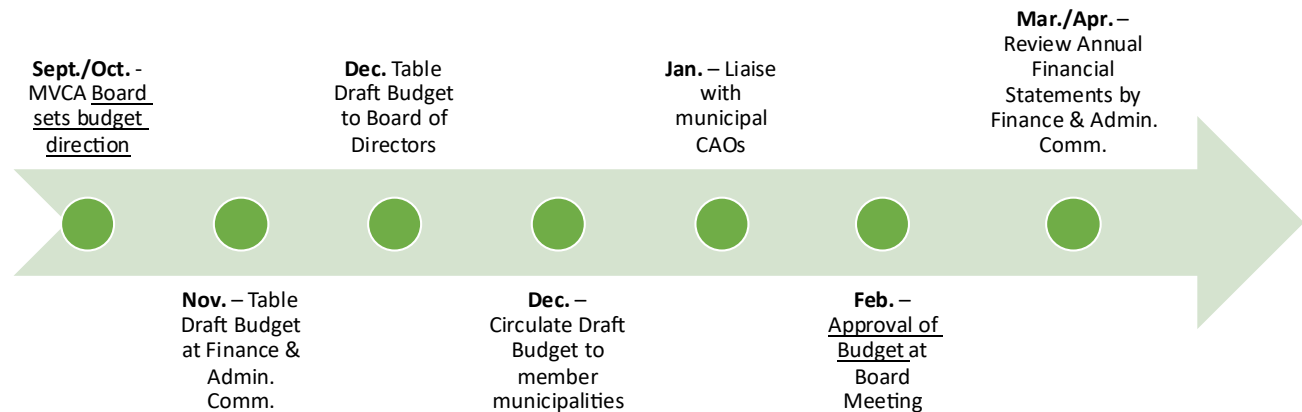
Table 1: Draft 2026 Budget Assumptions – Impact by Municipality

	Operating Levy Increase	Capital Levy Increase	Total Increase	2025 % of Assessment	2026 % of Assessment	Change in % of Assessment
Addington Highlands, Township of	\$342	\$110	\$452	.1535%	0.1526%	-0.58%
Beckwith Township	\$1,556	\$503	\$2,058	.6987%	0.6947%	-0.58%
Carleton Place, Town of	\$7,921	\$2,408	\$10,329	2.7932%	2.8244%	1.12%
Central Frontenac, Township of	\$946	\$307	\$1,253	.4284%	0.4257%	-0.63%
Drummond/North Elmsley, Twp. of	\$1,097	\$353	\$1,451	.4849%	0.4825%	-0.48%
Greater Madawaska, Township of	\$85	\$27	\$112	.0352%	0.0352%	-0.04%
Lanark Highlands, Township of	\$2,304	\$759	\$3,063	1.1065%	1.0956%	-0.98%
Mississippi Mills, Municipality of	\$6,717	\$2,129	\$8,847	2.8059%	2.8027%	-0.11%
North Frontenac, Township of	\$1,859	\$614	\$2,473	.8997%	0.8905%	-1.03%
Ottawa, City of	\$219,310	\$69,197	\$288,507	89.9756%	89.9814%	0.01%
Tay Valley Township	\$1,377	\$445	\$1,822	.6183%	0.6147%	-0.58%
TOTAL	\$243,515	\$76,853	\$320,368	100%	100%	

3.0 Next Steps

Figure 1 illustrates the standard budget process at MVCA. Direction received from the F&A Advisory Committee will be elevated to the Board in October.

Figure 1: Budget Process



4.0 Corporate Strategic Plan

Implementation of the proposed 2026 budget assumptions will allow for continued progress on the following strategic goals and objectives:

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

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

- a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.



Purchasing Policy Update

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

FROM: Stacy Millard, Treasurer

REPORT: 3515/25, September 10, 2025

RECOMMENDATION:

That the Finance & Administration Advisory Committee recommend that the Board of Directors approve amendment of the Purchasing Policy as set out in this report.

In June, the Committee considered proposed amendments to the *Reserve Policy*. At that meeting the Committee deferred consideration of the sections related to unplanned/unbudgeted expenditures and directed staff to return with amended text following further research and consideration. The Committee also directed that staff review the spending authority of the General Manager, and the ability of the GM to make in-year adjustments.

Staff reached out to several conservation authorities and confirmed that most other CAs provide for emergencies within their purchase policy. And, that the spending authority of the General Manager and senior management ranges from \$25k to \$100k amongst those that shared their documentation.

To provide clarity, proposed updates to the *Purchasing Policy* divide the existing spending limit section into three:

- Planned Approved Spending – baseline limits with no changes from existing.
- Unbudgeted Expenditures & Budget Reallocations – designed to provide operational flexibility and increase GM authority from \$10k to \$25k.
- Emergency Purchases – establish circumstances and process requirements.

The recommended updates improve the policy to allow for both Board oversight as well as improved operational flexibility. The recommended updates are shown in the attached Policy in edit mode.

1.0 Corporate Strategic Plan

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

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

- 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.

Attachment 1: Draft Updates to MVCA's *Purchasing Policy*



PURCHASING POLICY

Approved: December 2006

Draft Update: September 2025

Amended: July 2023

GOALS

1. To ensure openness, fairness, and transparency while protecting the financial best interests of Mississippi Valley Conservation Authority (MVCA).
2. To set out guidelines for the Authority to ensure that the total cost of all purchases of materials, supplies and services provide the lowest total costs, including lifecycle costs that are consistent with the required quality, service, product delivery, efficiency and effectiveness.
3. To promote and maintain the integrity of the purchasing process and protect the Board, vendors and staff involved in the process by providing clear direction and accountabilities and by reviewing the policy every five years or earlier to evaluate its effectiveness.

PRINCIPLES

Accountability – Staff authorized to undertake purchasing functions on behalf of the MVCA should at all times be cognizant of their responsibility to the Board of Directors, funding partners and other members of staff.

All Costs Considered – In evaluating bid submissions from responsible and responsive bidders all purchasing shall be completed in a manner which considers all costs, including acquisition, operating, residual and disposal costs rather than a manner which bases a decision solely on the lowest bid price.

Canadian Products – Preference may be given to the purchase of Canadian Goods and/or Services and Consulting Services when all else being equal, it is reasonable in the circumstances to do so.

Cooperative Purchasing – Where the best interest of the MVCA will be served, MVCA may participate with other Conservation Authorities, other Governments or their agencies or public authorities in cooperative purchasing ventures or joint contracts.

Efficient/Effective Purchasing – Staff will procure the necessary quality and quantity

of goods and services, including professional and technical consulting services in the most efficient and cost-effective manner feasible.

Exemption from Procedure – The General Manager may request an exemption from any procedure outlined in this Policy by obtaining approval from the Board of Directors through a motion recorded in the MVCA minutes.

Occupational Health & Safety – All contractors required to do work for the MVCA will be required to comply with the Occupational Health & Safety Act.

Sustainability Ethic – The MVCA will procure necessary goods and services with due regard to the preservation of the natural environment, will encourage vendors to supply goods made by a method resulting in the least damage to the environment and vendors will be encouraged to supply goods incorporating recycled materials where possible.

DEFINITIONS AND INTERPRETATION

Authorized Buyers means those senior staff members or designated buyers purchasing goods and services on behalf of the MVCA.

Bid means an offer or submission from a vendor in response to a request for quotation, tender or proposal, which is subject to acceptance or rejection.

Board of Directors refers to all those appointed members appointed by the member municipalities to act as representatives to the MVCA and subsequently form the Board of Directors for the MVCA.

Contract means a binding agreement between two parties.

Contractor means the party responsible for providing the service.

Disposal is an act through which MVCA gives up title to real property, and includes a sale, a gift, or the discarding of an item for purposes of this policy, excluding land.

Goods and/or Services mean any one or more of: supplies, materials, maintenance and service contracts.

Non-Responsive Bids – Bids which are late, illegible, unsigned, do not contain a deposit or are in any other way incomplete shall be rejected as non-responsive.

Proposal means an offer from a vendor in response to a request for proposal,

acceptance of which may be subject to further negotiation.

Purchase Order means a written offer to purchase goods and/or services or a written acceptance of an offer submitted in an approved form sent to the accounting department.

Quotation means an offer from a bidder to buy or sell goods and services at a specified rate or price.

Re-allocation means:

Operating - moving funds amongst expense line items without altering the overall approved value of the annual Operating Budget.

Capital – adjusting the timing of expenditures without altering the overall approved value of the 10-year Capital Plan.

Reallocations shall not occur between Category 1, 2, and 3 budget envelopes.

Signing Officer means persons authorized with the bank to sign cheques or legal contracts on behalf of the MVCA. Currently MVCA's authorized signing officers are the Chair, Vice-Chair, General Manager and the Treasurer.

Tender means an offer received from a supplier of goods and/or services in response to a formal request for tenders, the acceptance of which will result in the formation of a bidding contract between the MVCA and the person submitting the tender.

PURCHASING LIMITS AND AUTHORIZATION

For purchases of goods and/or services where delivery is expected over a long period of time, or at irregular intervals (under contract, blanket or open orders), the purchase amount is deemed to be the total estimated cost for the contract period. In addition, purchases should not be subdivided to affect purchasing limits. This excludes utility services such as hydro, gas, phone and internet.

Dollar amounts are the total cost before taxes.

Purchase Orders will only be used when specifically requested by staff or the vendor. On all other purchases, the invoice will be approved directly in accordance with limits.

PLANNED APPROVED SPENDING

Purchases less than \$1,000:

- No quotations required.
- Approval of the Program Supervisor is required.

Purchases between \$1,000 and \$10,000:

- Competitive quotes are preferred, but not required as long as Policy Goals are adhered to.
- Approval of the Department Manager is required.
- ~~Approval of the General Manager is required if the expenditure was not originally included in the approved annual budget for the MVCA.~~

Purchases ~~between over~~ \$10,000 and ~~less than~~ \$100,000:

- Three written quotations required and retained on file for audit purposes. When three quotations are not available the reasons must be documented.
- Reasons for accepting other than the lowest quotation must be documented and retained on file for audit purposes.
- Approval of the Department Manager and the General Manager is required.
- ~~Approval of the Board of Directors is required if the expenditure was not originally included in the approved annual budget for the MVCA.~~

Purchases \$100,000 and above:

- Goods and/or services exceeding \$100,000 must be obtained by public bid process.
- The appropriate Department Manager is responsible for preparing the bid package, including detailed terms of reference, and specifications where appropriate.
- Bids must be routed to the appropriate Department Manager or his/her designate who will log and safeguard all bids received.
- Bids shall be opened in the presence of a Bid Opening Committee comprised of the Department Manager, General Manager, one additional staff person at the level of senior staff and an administrative support person.
- Approval of the Board of Directors is required before awarding of the successful bid and a motion to approve must be recorded in the MVCA's official minutes.
- Reasons for accepting other than the lowest bid must be documented.
- A summary of the bids and the reasons for accepting other than the lowest bid must be retained on file with the Treasurer for post-audit purposes.
- MVCA Signing Officers shall sign the appropriate documents as required.

UNBUDGETED EXPENDITURES & BUDGET REALLOCATIONS

The following additional approvals are required for unbudgeted expenditures and the

reallocation of funds within the approved annual budget.

Purchases/reallocations less than \$5,000:

- Approval of the Treasurer is required.

Purchases/reallocations between \$5,000 and up to \$25,000:

- Approval of the General Manager is required.

Purchases/reallocations between \$25,000 and up to \$50,000:

- Approval of the General Manager and either the Board of Directors Chair or Vice Chair.

Purchases/reallocations over \$50,000

- Require approval of the Board of Directors.

EMERGENCY PURCHASES

Unplanned Emergency Purchases

Unplanned expenditures and timely purchases may be needed to mitigate health or safety and property damage risks during an emergency and could include, without limitation:

- an imminent or actual danger to the life, health or safety of an MVCA employee or official;
- an imminent or actual danger to the life, health, or safety of the public due to a flood or other extreme weather event or other occurrence;
- an unexpected and serious failure of a flood or erosion control structure owned or operated by the MVCA;
- an unexpected interruption of an essential public service that poses a serious risk to the public (e.g. flood forecasting and warning system); or
- an imminent or actual danger of destruction of real property belonging to the MVCA or others.

The following policies apply to unplanned expenditures during emergency conditions:

- Emergency Purchases < \$25,000 – require GM or designate authorization.
- Emergency Purchases \$25,000 or greater – require approval of the Board Chair or Vice Chair.
- As soon as possible after the work or purchase has been authorized:
 - The purchaser shall document the nature of the emergency, the goods and services purchased under this exception, and the process followed.
 - If the value of the purchase exceeds \$25,000, the above report shall be provided to the Board of Directors at the next regularly scheduled meeting.

USE OF CORPORATE CREDIT CARDS

The use of corporate credit cards issued to Authorized Buyers provides the following main benefits:

- efficient, flexible and convenient means for purchasing low value goods and services;
- replaces costly labour intensive and paper-based processes;
- speedier order fulfillment resulting from immediate supplier payment;
- empowerment of employees;
- reduce the need for petty cash; and
- to avoid employee out of pocket expenses for business purposes.

Corporate credit cards are not intended to avoid or bypass appropriate purchasing or payment procedures, but to complement existing procedures. Corporate credit cards are issued to the General Manager and Department Managers. Credit cards issued to other Staff will be approved by the General Manager based on a recommendation by the respective Department Manager. Credit limits for all cards will be determined by the General Manager.

Each credit card has a unique number and will be issued both in the name of the Mississippi Valley Conservation Authority and the name of the employee who has been authorized to use the card. The card is not transferable to, or to be used by, any other person including other employees.

Cardholder responsibilities include:

- Using the credit card in accordance with the guidelines set out in this policy.
- Security of the card and ensuring that documents bearing the card number are kept in a secure location with controlled access.
- Taking every precaution to avoid unauthorized use of the card. The credit card number must not be faxed or emailed at any time and the credit card number is only to be provided for internet purchases if it is known to be a secure site.
- The cardholder must immediately notify the Treasurer if the credit card is lost or stolen.
- Obtaining original receipts for each purchase.
- The Cardholder is responsible for the vendor search and selection, product/service specification, quality, quantity, price negotiation and resolving any problems arising from the purchase including returns and disputed charges.
- Upon transfer of position with the Conservation Authority or termination from the Conservation Authority, the cardholder shall return the credit card to the Treasurer for immediate cancellation of the card.

DISPOSAL OF SURPLUS GOODS

The General Manager or designate shall have the authority to sell, exchange or otherwise dispose of goods declared as surplus to the need of the MVCA and where it is cost effective and in the interest of the MVCA to do so, items or groups of items may:

- Be offered to other public agencies.
- Be sold by external advertisement, formal request, auction or public sale.
- Be advertised internally to employees for sale and sealed bids will be received with award to the highest bidder.

Obsolete or surplus goods may be sold or traded to the original supplier or others in that line of business where it is determined that a higher net return will be obtained.

A reserve price may be established where it is deemed appropriate.

The disposal of goods must be in accordance with current environmental procedures and in a responsible manner. A recommendation for safe disposal shall be obtained from the MVCA's Joint Health and Safety Committee prior to disposal of hazardous materials.

In the event that all efforts to dispose of goods by sale are unsuccessful, the Property Manager will be directed to dispose of such items in an appropriate manner and document the disposition.



Fee Update

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

FROM: Stacy Millard, Treasurer; Marissa Okum, Stewardship Coordinator; and Scott Lawryk, Property Manager

REPORT: 3516/25, September 15, 2025.

RECOMMENDATION:

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

- a) 2026 update of Schedules D through G of MVCA's Fee Schedule as set out in this report;*
 - b) posting of the new fees in accordance with MVCA's Fee Policy; and*
 - c) that the new fees take effect January 1, 2026, pending no major concerns regarding the proposed changes.*
-

The purpose of this report is to set MVCA's fees for 2026 to meet the operational needs of the organization and continue to work towards full cost recovery for Category 3 programs and services. This report does *not* address planning and permit fees that are subject to a provincial freeze, which is set to expire December 31, 2025.

MVCA reviews and updates fees annually. Across the fee schedules, a 5.35% increase is recommended, which aligns with the Levy increase. The only exception to this is Day Use fee at our conservation areas which increased in 2024 from \$6 to \$7. Staff feel there would be public concern with increase in fees at this time and the current rate helps to maintain affordable access to the public.

Revised Fee Schedules D through G are attached. Fees have been rounded for ease of use. In accordance with our *Fee Policies* and the *Programs & Services Agreements* with our member municipalities, staff will be posting proposed fee changes for a period of 30 days upon publication of this Committee report.

If any significant objections are raised by the community, staff will inform the Board in October.

1.0 Corporate Strategic Plan

This recommendation supports achievement of the following strategic 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.

Attachments:

- Fee Update – Fee Schedule D
- Fee Update – Fee Schedule E
- Fee Update – Fee Schedule F
- Fee Update – Fee Schedule G



MVCA Fee Schedule: 2026

Schedule "D" Corporate/Administrative Services Fees

HST is in addition to all fees unless otherwise specified.

Office Rentals	Fee
Boardroom and Meeting Rooms	
Affiliated Groups ¹	FREE
AV Equipment use	\$105
Change Boardroom setup/tear-down	\$105
Office Space Work Station – no service	
Per Month	\$115
Office Space Work Station – serviced²	
Per Month	\$165
Staffing Fee for Rentals	
Hourly	\$52.50

Administrative Tasks	Fee
Photocopies	
Per page 8.5" x 11" (Black and White)	\$0.35
Per page 8.5" x 11" (Colour)	\$1.25
Per page Faxes or Scans	\$0.33

¹ Affiliated Groups = meetings held at MVCA where MVCA staff participation/involvement is required, and the Group objectives are in-line with MVCA goals and objectives.

² Serviced includes phone, internet and network support.

Information and Professional Services		Fee
Reports Base Cost (Digital and Paper)	Small: 1-30 pages	\$160
	Medium: 31-100 pages	\$310
	Large: 100 + pages	\$475
	Minimum Processing Fee	\$70
	Administrative Rate	\$85/hour
	Field Crew (2 staff) plus mileage ³	\$93/ hour
	Technical Rate	\$100/ hour
	Professional Rate	\$121/ hour
	Management Rate	\$158/ hour
Models – digital copies		\$2,320 per model - plus staff time
Hydrological Model (HEC-HMS, SWMHYMO, PCSWMM)		
Hydraulic Model (HEC2, HEC-RAS)		

³ Mileage rate is \$0.XX per kilometre.



MVCA Fee Schedule: 2026

Schedule “E” Education Programs Fees

Watershed Education	Fee
Summer Camp (Mill of Kintail) ¹	
5-day session: 9 am – 4 pm	\$275 per week
4-day session: 9 am – 4 pm	\$220 per week
Before OR After Care: 1 hour (8 am – 9 am or 4 pm – 5 pm)	\$10.50/child/timeslot ²
PA Day Camp¹	
9 am – 4 pm	\$52.50
Before OR After Care: 1 hour (8 am – 9 am or 4 pm – 5 pm)	\$10.50/child/slot ²
March Break Camp¹	
5-day session: 9 am – 4 pm	\$235
Before OR After Care: 1 hour (8 am – 9 am or 4 pm – 5 pm)	\$10.50/child/slot ²
Discount for multiple children enrolled in the same session – 5%	
MVCA Staff discount – 5% on camps/PA Days	
Education Programs	
Full Day Guided Group (4.5h) (first 40 attendees)	\$475
Each additional attendee	\$11.75
Half Day Guided Group (2h) (first 40 attendees)	\$265
Each additional attendee	\$6.50
Visit to School/Other Location (up to 2h)	\$85
Guided Site Tours (all CA sites)	
Adult (2h)	\$10.50
Child (6-17) (2h)	\$5.25
Family (up to 5 people)	\$26.50

¹ HST exempt.

² HST exempt. For clarity, before AND after care would cost \$21/child/day.

MVCA Fee Schedule: 2026

Schedule “F” Visitor Services Fees

HST is in addition to all fees unless otherwise specified.

Conservation Area Use Type	Fee
Conservation Area Use	
*Day Pass Purdon	Donation only
*Day Pass Morris Island or Mill of Kintail ¹	\$7
Seasonal Pass General	\$58
Additional Car Pass ²	\$28.5
Lost General Pass	\$16
Bus Tour Groups ³ – all sites (per person)	\$3.25
Mill of Kintail Rentals	
Full Site – any staffing as per Schedule D	\$3,160/day
Cloister Area Weddings (4 Hour Minimum)	\$885
Additional Hourly	\$220
Last Minute Hourly (Less than 30 days)	\$115
Picnic Shelter & Education Centre	
Minimum 2-Hours	\$84.50
Additional Hourly	\$37
Half Day	\$165
Full Day	\$315
Gatehouse	
Minimum 2-Hours	\$142
Additional Hourly	\$70
Half Day	\$280
Full Day	\$525
Community Groups	50% of rental fees

¹ HST Included

² Seasonal Pass – only one vehicle pass be provided per annual pass

³ Any vehicle with greater than 12-person capacity



MVCA Fee Schedule: 2026

Schedule "G" Stewardship Services Fees

HST is in addition to all fees unless otherwise specified.

Stewardship Services	Fee
Seedlings (trees and shrubs) bareroot stock	\$5.25
Potted shrubs (1 or 2 gallon)	\$16
Potted Trees (1 or 2 gallon)	\$21
Plugs/Wildflowers	\$5.25
Coco Disks /Mulch	\$1.60
Pre-consultation, site visit, and planting plans	Free
Planting services – Planting Crew (4 staff) minimum 3 hours + mileage ¹	\$540
Additional Hourly Rate	\$180
Premium charged on the above goods and services when provided to implement <i>Violation Remediation Agreements</i>	50%

¹ Mileage rate is \$0.XX per kilometre.



August 31, 2025, Investment Update

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

FROM: Stacy Millard, Treasurer

REPORT: 3517/25, September 10, 2025.

FOR INFORMATION

In March 2025, the Board approved the *Investment Policy and Strategy*. Accounts with InvestOne were set up and initial transfers made in early June. Based upon the policy and strategy an initial investment of \$3,057,167.30 was made as shown in Table 1.

Table 1 – Initial Investment

Initial Investment		HISA	Cdn Govt Bond	Cdn Corp Bond	Cdn Equity
		25%	50%	20%	5%
Operating (25.72%)	786,448	196,612	393,224	157,289	39,322
Restricted (69.18%)	2,114,918	528,729	1,057,459	422,983	105,745
Cat 2 & 3 (5.10%)	155,800	38,950	77,900	31,160	7,790
Total	3,057,167	764,291	1,528,583	611,433	152,858

In the three months since initial investment, the interest earned on the HISA account was \$6,050.75 and the gain on the fund investments was \$21,502.30 for a combined total of \$27,553.05 with rate of return of 3.65%. The available GIC rate for that period was 2.55% on a three-month investment. The updated balances and allocations are shown in Table 2.

Table 2 – August 31, 2025 Balance

Investments	HISA	Cdn Govt Bond	Cdn Corp Bond	Cdn Equity	August 31 Balance
	25%	50%	20%	5%	
Operating (25.72%)	198,168	395,114	157,581	42,672	793,536
Restricted (69.18%)	532,915	1,062,542	423,766	114,754	2,133,979
Cat 2 & 3 (5.10%)	39,258	78,274	31,218	8,453	157,204
Total	770,342	1,535,930	612,881	165,881	3,084,720

1.0 Corporate Strategic Plan

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

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

- 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.

Attachment:

InvestOne August 31, 2025, Statement (available upon request, 35 pp)