



Agenda: Board of Directors

October 20, 2025

1:00 p.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

Roll Call

Declarations of Interest

Adoption of Agenda

Main Business

1. Approval of Minutes: Board of Directors Meeting Minutes, September 8, 2025, Page 2
2. Receive Draft Finance & Administration Minutes, September 15, 2025, Page 16
3. Staff Presentation: Virtual Tour of the Mill of Kintail Museum, Scott Lawryk
4. Watershed Outlook, Report 3518/25, Kathryn Starratt, Page 26
5. GM Update, Report 3519/25, Sally McIntyre, Page 27

Rising from the Finance and Administration Advisory Committee

6. Proposed 2026 Budget Assumptions, Report 3514/25, Sally McIntyre, Page 35
7. Pay Increments & Employee Recognition, Report 3513/25, Sally McIntyre, Page 39
8. Purchasing Policy Update, Report 3515/25, Stacy Millard, Page 51
9. Fee Update, Report 3516/25, Stacy Millard, Page 60
10. August 31, 2025, Investment Update, Report 3517/25, Stacy Millard, Page 67
11. Mill of Kintail Museum Strategic Plan, Report 3520/25, Sally McIntyre, Page 69
12. Corporate Strategic Plan, Report 3521/25, Sally McIntyre, Page 87
13. Open Data Plan, Report 3522/25, Alex Broadbent, Page 104

Adjournment



Minutes: Board of Directors Meeting

September 8, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

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

Members Absent

- Jeff Atkinson
- Wayne Baker

Staff

- Sally McIntyre, General Manager
- Stacy Millard, Treasurer
- Alex Broadbent, Manager of I&CT
- Scott Lawryk, Properties Manager
- Ben Dopson, Manager of Planning & Stewardship
- Kathryn Starratt, Water Resources Specialist
- Brittany Moy, Planning Technician
- Mercedes Liedtke, Environmental Planner (Remote)
- Will Ernewein, Regulations Technician (Remote)
- Elizabeth Clifffen-Gallant, Finance Officer (Remote)
- Kelly Hollington, Recording Secretary

Guests

- Lyndon Slewidge
- Cindy Slewidge
- Christa Lowry, Mayor, Mississippi Mills
- Ken Kelly, CAO, Mississippi Mills
- Jeanne Harfield, Clerk & Deputy CAO, Mississippi Mills
- Brian Dowdall, Deputy Reeve, Beckwith Township
- Michael Riley-Lancaster, Mississippi Valley Textile Museum
- Bonnie McBain
- Kathy Stewart
- Donna Sloan-Treusch
- Bill Treusch
- Marilyn Fraser
- Jeff Fraser
- Jeff Mills
- Ken Kicksee
- Wendy O'Keefe
- Tara Gesner, Media
- Bob McCormich
- Leslie Williams
- Brian Turner, 88.1 myFM news (Remote)
- Kim Drummond, CBC Ottawa (Remote)
- Rick Stow, Ottawa Valley News
- Christine Moses (Remote)
- Jennifer Russel, Planning Technician, Mississippi Mills (Remote)
- Melanie Knight, Director of Development Services & Engineering, Mississippi Mills (Remote)
- Erin Levi, Executive Assistant, Mississippi Mills (Remote)
- Janet Carlile, Heritage Committee Mississippi Mills (Remote)
- John Lamb (Remote)
- Barbara Lamb (Remote)
- Kristen Cavanagh-Ray (Remote)
- Margaret Naismith Jonker (Remote)
- Mary Lumsden (Remote)
- Bruce Elliot (Remote)

R. Huetl noted that Steven Lewis' term has ended as Provincial Agricultural Representative to the MVCA Board of Directors. He read correspondence received from S. Lewis expressing thanks and well-wishes to the Board of Directors and MVCA staff.

R. Huetl called the meeting to order at 1:03 p.m.

Declarations of Interest

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. No declarations were received.

Agenda Review

There were no additions to the agenda.

BOD25/09/08 - 1

MOVED BY: H. Yanch

SECONDED BY: J. Kelso

Resolved, that the agenda for the September 8, 2025, Board of Directors Meeting be adopted as presented.

“CARRIED”

Main Business

1. Approval of Minutes: Board of Directors Meeting, July 14, 2025.

There were no amendments or discussions regarding the minutes.

BOD25/09/08 - 2

MOVED BY: P. Kehoe

SECONDED BY: T. Popkie

Resolved, that the minutes of the Board of Directors Meeting held July 14, 2025, be received and approved as printed.

“CARRIED”

2. Receipt of Draft Minutes: Executive Committee Meeting, August 27, 2025.

The Executive Committee meeting minutes were included for information. There was no discussion regarding the minutes.

3. Delegation Presentation: Mill of Kintail Museum Strategic Plan, Christa Lowry, Mayor of Mississippi Mills.

R. Huetl explained that, during Corporate Planning discussions, the MVCA Board of Directors decided that the management of the current museum collections should be transferred to another organization and the Mill building be repurposed for Category 1 programs and services. He explained that MVCA has made efforts to reduce costs associated with the Museum and to seek alternative funding in response to the new funding model. He stated that to date, no groups have expressed interest in managing the collection and no source of alternative funding has been identified. He highlighted that MVCA and its 11 member municipalities have funded the museum for the past 50 years and that the Board recognizes the significance of the museum and its collections to Mississippi Mills. He explained that Mayor of Mississippi Mills, C. Lowry has

requested a pause in the development of the updated Museum Strategic Plan to consider options other than deaccession and relocation of the museum collections.

R. Kidd asked if a Board motion was passed regarding the management of the museum collection. R. Huetl explained that it was discussed during planning sessions for the *MVCA Corporate Strategic Plan* and that no board motion has been passed at this time.

C. Lowry's presentation highlighted that the museum collection has national and local significance, that members of the Mississippi Mills community have expressed concern regarding the deaccession and relocation of the museum collections, and the public consultation process carried out for update of the Mill of Kintail Strategic Plan. She provided a history of the property and the museum and their importance to the local community and Canada. She stated that the Leys family entrusted MVCA with the property and the museum collections and was under a social contract to keep them together. She highlighted the need to engage with the community, stakeholders, and specifically the Leys and Naismith families. She asked the Board of Directors to:

- Pause on the Museum strategic planning process;
- Commit to meaningful, solution-driven engagement with the Leys and Naismith families, stakeholders and the community at large; and
- Re-establish a special advisory committee to oversee the public engagement process and consider the possibilities for the continued care and stewardship of the Dr. R. Tait McKenzie legacy at the Mill of Kintail.

C. Lowry stated that there has not been sufficient community and stakeholder engagement and consultation. She noted that the Ontario Museum Association and the Lanark County Arts and Heritage Committee have not been consulted. She stated that Mississippi Mills was not adequately consulted.

P. Kehoe explained that the province introduced regulations that impacted the mandate of conservation authorities and funding and policy requirements for museums and other non-core, Category 3, programs and services. He stated that MVCA's 11 member municipalities signed a 5-year service agreement, starting in 2024, to fund the museum under Category 3 programs and services. He noted that the window to address these concerns is tied to finding an organization willing to fund the museum before municipal funding is exhausted. He noted that the Mill of Kintail building is not adequately equipped to house and protect the artifacts in the museum collection; no provincial funding is available to make the necessary upgrades. He commented that C. Lowry has been aware of the necessary changes to the museum because C. Lowry met provincial

decision-makers. He asked that Mississippi Mills make its 2023 Museum Study available to the MVCA Board of Directors for review.

C. Lowry explained that her perception was that a decision regarding the museum was imminent. P. Kehoe explained that this is the beginning of a 3.5-year process because the member municipalities signed a funding agreement that end in 2028.

G. Gower commented that there have been many efforts made over the past 4-years to find potential partners or funding sources for the museum. He commented that there is a need for more awareness regarding the need for funding. He thanked C. Lowry for bringing attention to the matter. He noted that the Board of Directors recognize the importance of the collections. He added that the funding mechanism and legislative framework surrounding museums has changed.

G. Gower asked for the municipality's capacity to fund or operate the museum. C. Lowry responded that municipality has not been asked and that she does not have an answer. She commented that it has not been discussed by council and that Mississippi Mills has not been included in conversations regarding the funding and operation of museum and its collections. She added that she was under the impression that a decision regarding the museum was imminent and would be tabled with the 2026 budget.

C. Lowry explained that Mississippi Mills has completed a Community Services Master Plan at the end of June, that includes cultural and recreational programs and services. She summarized recommendations in the Community Services Master Plan including the creation of a collaborative steering committee, to expand the partnerships between local museums and the municipality, and to remain independent. She highlighted that a goal identified in the Master Plan is to develop a partnership agreement with the three museums in Mississippi Mills.

S. McIntyre stated that the motion passed at the July 14, 2025, Board of Directors meeting sought direction for the development of the Museum Strategic Plan, not the plan itself. She noted that there is still an opportunity to discuss the Museum Strategic Plan and for the Board to determine a preferred direction.

C. Lowry commented that during her membership with the Mill of Kintail Museum Special Advisory Committee in 2021, 3 solutions were tabled with the Board of Directors that kept the collections on-site. She noted that she was made aware of the discussions regarding the Museum Strategic Plan at the MVCA Policy and Planning Advisory

Committee meeting on July 3, 2025. She highlighted the importance of Mississippi Mills and MVCA working together to find a solution.

G. Gower explained that the motion passed by the Board of Directors in July 2025, directed staff to engage with museum users and the broader community. He asked staff for the next steps in the engagement process. S. McIntyre responded that the main tool used to engage the public is a survey focusing on the transition of the collection. The decision made by the Board in July was to transition the museum vision and objectives. The focus of the survey was to consult with the public on the transition. The survey aimed to gain an understanding of the community's Interest and willingness to support fundraising and related efforts. She added that she was not available to attend the Mississippi Mills Council meeting in August but had offered to present to council in September.

R. Kidd asked for confirmation if any decisions have been made. S. McIntyre explained that the report regarding proposed changes to the Museum Strategic Plan was tabled with the Policy and Planning Advisory Committee in early July and rose to the Board at the July 14, 2025, meeting. She highlighted that Board members have communicated to staff that Category 3 programs and services should be fully cost-recoverable by 2028. S. McIntyre noted that when an organization makes any strategic change in direction, time is needed to implement the changes.

R. Kidd commented that a pause is not required because a decision has not been made by the Board. Findings from the public consultation process will be considered by the Board. He expressed his support in forming an advisory committee with members of the Board, the municipality of Mississippi Mills and other stakeholders to consider options moving forward. He commented that there is a possibility of the Museum program being fully cost-recoverable by 2028.

G. Gower commented that a decision will be made by the Board when staff report back with findings from the public consultation process. He recommended that the Board consider whether the public consultation process was comprehensive and appropriate and to allow time to consider opportunities for alternative funding sources or collaboration regarding the management of the museum collection.

B. Holmes asked for details regarding the report that rose to the Board of Directors from the Special Advisory Committee with recommendations regarding the Museum. S.

McIntyre responded that staff presented findings at that time and that she would share the information with B. Holmes after the meeting.

B. Holmes asked if staff considered approaches from other Conservation Authorities in managing similar category 3 services. S. McIntyre explained that she consulted with other General Managers regarding their approaches to managing Category 3 services. She noted that the Essex Region Conservation Authority is going through a similar process at this time. She explained that some other conservation authorities divested their museum assets throughout the 2000s.

B. Holmes highlighted the importance of the current museum collection. She recommended pursuing political interventions. She commented that the museum and the surrounding property are held with great importance by the public and should remain together.

P. Kehoe asked if there is still a Special Advisory Committee overseeing public engagement and considering options for the Museum collection. S. McIntyre confirmed that committee last met in 2021.

P. Kehoe asked about costs and deficit. S. McIntyre responded that the projected funding gap is over \$40,000 because MVCA has been unsuccessful in receiving federal student grants.

P. Kehoe commented that the museum building is not appropriately equipped to store the collections appropriately and funding is not available to invest in upgrades to the facility.

C. Lowry commented that the public consultation survey has not been appropriately publicised and expressed concerns regarding the information that will be retained from the survey. She expressed support to having S. McIntyre present to Mississippi Mills council on the matter and collaborating on the future direction of the Museum. She noted that Michael Riley-Lancaster, Curator of the Mississippi Mills Textile Museum and president of the Ontario Museum Association and Lanark County Arts and Heritage have reached out with support.

C. Lowry read correspondence received from Charles Hill, Historian of Canadian Art and curator of the National Gallery of Canada for 42 years noting his offer of support and expressing his disagreement with the divestment of the collection. She highlighted the responsibility of proper stewardship of the collection.

R. Kidd asked if next steps will be discussed at this meeting. S. McIntyre explained that there is a plan to present findings from the public consultation process and to discuss next steps at the October Board of Directors meeting.

4. Delegation Presentation: Regulatory Limit on Property, Lyndon Slewidge.

J. Mason asked why this presentation is coming to the Board of Directors rather than the Regulations Committee. S. McIntyre explained that though the presentation is regarding a regulatory matter, no permit application had been submitted that was appealable to the Regulations Committee. Rather, L. Slewidge has requested removal of the regulation limit on the property in the absence of any sort of development proposal.

L. Slewidge explained that a letter and corresponding supporting documentation were provided and made available to the Board of Directors in the agenda package. He reviewed his letter and supporting documentation. His letter summarized a series of communications and interactions with former MVCA Staff regarding regulatory limitations on his property. He asked the Board to consider removal of the 54-foot regulatory setback.

S. McIntyre explained that MVCA floodplain mapping is updated periodically to capture changes due to development. Where most of the property lies within a regulated area, staff make best efforts to work with landowners to find a suitable building site with appropriate permit conditions. She further explained that when for every floodplain limit there is a regulatory set-back or limit that is used is to identify areas of potential risks. When permit applications are received, the specifics of the property are considered. She emphasized that the developmental potential of the Slewidge property remains, but that MVCA does not alter regulatory limits without detailed information that is required by permit applications. Staff work with landowners to develop permits with conditions that consider hazards. If a landowner does not agree with the conditions of a permit, it is tabled with the Regulations Committee for consideration.

R. Kidd asked why the presentation is coming to the Board of Directors. R. Huetl explained that the Board is not considering the item for any decisions at this time, and that he had approved the delegation in accordance with the approach typically taken by North Frontenac Township. He noted that L. Slewidge is presenting to the Board for information.

C. Kelly asked if there is room for continued conversations with the applicant to determine a feasible solution for development of the property. S. McIntyre explained

that there is no permit application in process and no proposals have been submitted for consideration. If a proposal is tabled, conversations can proceed between MVCA and the applicant. A viable solution cannot be developed without first receiving a proposal.

C. Kelly asked L. Slewidge if there is potential for a permit application to be submitted and to work with staff to find a solution. L. Slewidge responded that they are not prepared to move forward with an application at this time.

C. Kelly asked if MVCA has ever removed a regulatory limit on a property. S. McIntyre responded that MVCA has never removed a regulatory limit in the absence of substantiating information.

B. Holmes asked if there was any advice from staff for L. Slewidge. S. McIntyre responded that a permit application with details regarding a proposed development must be submitted to move the process forward.

R. Kidd commented that a permit application must be submitted to have the matter considered by the Regulations Committee.

5. Staff Presentation: Parklands and Trails Mini-Conference, Brittany Moy & Kelly Hollington

K. Hollington and B. Moy presented a summary of the Parklands & Trails Mini-Conference hosted by MVCA on May 28, 2025. They summarized the organizational process behind the event, the presentations provided during the event, the informational posters created by staff for the event, and feedback received from attendees. They highlighted that the next steps in the process are to develop a discussion paper to share with attendees of the event, to continue to grow the network of organizations involved, and to facilitate conversations regarding parkland and trail policy and planning within the watershed.

M. Souter asked to be included in the network of contacts when a discussion paper is developed and when the paper will be completed. K. Hollington responded that a timeline has not been developed for the completion of a discussion paper. There are plans to develop in the future dependent on staff availability. She confirmed that M. Souter would be included in the distribution of the discussion paper once completed.

M. Souter expressed support in bringing organizations together to discuss approaches to conservation.

R. Kidd asked why MVCA hosted the mini conference. S. McIntyre responded that during discussions about the *Land Conservation and Resource Strategy* the Board discussed the role that MVCA should play in trail planning and development. It was determined that MVCA should play a facilitator role to initiate conversations and information sharing amongst groups. Results from the discussion paper survey showed that people wanted MVCA to share policy and planning approaches. She confirmed that MVCA is not in the trail planning business.

6. Watershed Outlook, Report 3508/25, Kathryn Starratt.

K. Starratt provided a presentation on current watershed conditions. The Mississippi River watershed is at a Level 2 low water status, and the Carp River watershed was declared to be at a level 3 low water status on September 5th. Level 2 status indicates the potential of serious problem with water supply and level 3 status indicates that the water supply is not meeting demand. She reviewed streamflow data illustrating that 2025 levels were below the historical average. She noted that streamflow data is tied to precipitation levels. She reviewed temperature and precipitation forecasts highlighting the probability of above normal temperatures and significant uncertainty in precipitation levels for the Fall. Sustained and substantial rainfall is needed to move out of the current low water status. She explained that staff are preparing for the Fall drawdown and that levels are so low that the drawdown may be deferred.

M. Souter asked how significant the Fall drawdown will be. K. Starratt responded that some of the lakes may already be at their Fall target levels and not see a significant drawdown. She noted that there are still planned operations to allow for more space in the Spring 2026 Freshet.

R. Huetl commented that levels on Buckshot Lake have been at a historic low. He noted that recent precipitation raised levels slightly. K. Starratt responded that she is hopeful for more precipitation in the future.

7. GM Update, Report 3509/25, Sally McIntyre.

S. McIntyre provided the GM Update. She highlighted:

- MVCA received federal funding (FHIMP) for the first phase of the Upper Mississippi River Regulatory Flood and Erosion Hazard Mapping project.
- Year-to-date budget and actuals for the MVCA Education Program.
- The summer of 2025 saw a significant increase in planning and permit applications; approximately 1 permit every 1.3 workdays.

- MVCA's group insurance annual premium increased by 9.5% or \$18,190.32.

J. Mason asked if she could share the information regarding the Carp River Tributaries Floodplain Mapping on the Friends of the Carp River social media. S. McIntyre confirmed.

J. Mason asked if any of 9 ALUS Mississippi-Rideau projects were in the Carp River watershed. S. McIntyre responded that she would give J. Mason an answer offline.

R. Kidd asked if the ALUS program is only in Lanark County. S. McIntyre responded that the ALUS program was recently expanded to all of MVCA's jurisdiction.

R. Kidd expressed concerns regarding expenditures and revenues of the education program. He highlighted that \$20,000 is coming from Category 3 programs and services agreement. S. McIntyre explained that the Board approved \$20,000 to fund the education program. Staff have been mandated by the Board to work toward full cost-recoverability over time. She highlighted that the program is seeing increased enrollment and staff are making efforts toward the goal of full cost-recoverability.

R. Kidd asked for a financial breakdown and details of the education program to be tabled with the Board for consideration during discussions regarding the 2026 budget. S. McIntyre asked R. Kidd to provide an example from Beckwith showing the level of detail he is seeking. R. Kidd stated that he would like details regarding the costs of the program.

8. Draft Corporate Strategic Plan, Report 3510/25, Sally McIntyre.

S. McIntyre provided the draft Corporate Strategic Plan that addresses issues discussed during planning sessions and previous meetings. S. McIntyre solicited feedback from the Board regarding an appropriate vision statement. She highlighted a modification to an initiative to clarify MVCA's role as it relates to watershed wide surface water quality and quantity studies. She noted that G. Gower suggested an amendment to one of the key objectives to say *that the public view the Authority as more than an enabler of sustainable growth*. S. McIntyre encouraged the Board to provide any comments regarding the Corporate Strategic Plan prior to being tabled at the October Board meeting.

9. Unexpected Expenditures, Report 3511/25, Stacy Millard

S. Millard reviewed unexpected expenditures that require drawdown of reserves and approval from the Board including a Species at Risk Study for the Kashwakamak Lake

Dam replacement and 2 office copiers/printers. She noted that it is more cost-effective approach to purchase new copiers/printers rather than leasing because of the length of time MVCA keeps and uses equipment.

R. Kidd asked if the Species at Risk Study was budgeted for 2026. S. Millard confirmed.

R. Kidd asked if the \$15,700 will go back into reserves in 2026. S. Millard confirmed. She noted that the project will drain reserves over the next few years, depending on financing and grants.

J. Mason asked why the funds for the copiers/printers is coming from the Operating Reserve rather than the Information and Technology Reserve. S. Millard explained that the Information and Technology Reserve does not have the funds to support the replacement due to recent upgrades to the Boardroom audio system.

J. Kelso expressed her dissatisfaction with the upgraded audio system in the boardroom. She noted that she has difficulty hearing what others are saying whether on Zoom or in the room.

H. Yanch added that she also has difficulty hearing certain individuals in the boardroom.

R. Huetl noted that staff will investigate improvements to the audio.

C. Kelly expressed dissatisfaction with the audio quality. He noted that the sound cuts out during presentations.

BOD25/09/08 - 3

MOVED BY: P. Kehoe

SECONDED BY: R. Kidd

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.*

“CARRIED”

10. Financial Update – YTD June 30, 2025, Report 3512/25, Stacy Millard.

S. Millard provided a financial update. She noted that expenses are on track and sitting at 44% of the operating budget overall. She projected a \$64,000 reduction in use of the operating reserve. She noted efforts have been made to be as accurate as possible with staff time allocation to specific areas and projects. She highlighted that the delay of the HQ Water & Sewer connection has a significant impact on financial projections.

11. In-Camera – Draft Employee Settlement Package, Verbal Report, Sally McIntyre.

Discussions were held in-camera.

BOD25/09/08 - 4

MOVED BY: P. Kehoe

SECONDED BY: B. Holmes

Resolved, That the Board of Directors move in-camera for discussions regarding labour relations or employee negotiations; and

Further resolved, That Sally McIntyre and Stacy Millard remain in the room and all other MVCA Staff leave the room.

“CARRIED”

BOD25/09/08 - 5

MOVED BY: T. Popkie

SECONDED BY: J. Mason

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

“CARRIED”

BOD25/09/08 - 6

MOVED BY: T. Popkie

SECONDED BY: J. Mason

Resolved, That the Board of Directors authorize the General Manager to execute the recommended settlement package.

“CARRIED”

Adjournment

BOD25/09/08 - 7

MOVED BY: P. Kehoe

SECONDED BY: J. Kelso

Resolved, That the Board of Directors meeting be adjourned.

“CARRIED”

The meeting adjourned at 3:04 p.m.

K. Hollington, Recording Secretary



Minutes: Finance and Administration Advisory Committee

September 15, 2025, 12:00 p.m.

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Janet Mason, Chair
- Roy Huetl, Vice Chair
- Allan Hubley (Joined remotely 12:44 pm)
- Cathy Curry (Remote)
- Jeannie Kelso
- Jeff Atkinson (Remote until 12:55 pm)
- Mary Lou Souter (Joined remotely 12:46 pm)
- Paul Kehoe
- Richard Kidd (Joined 12:09 pm)

Staff

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

Guests

- Joanne Glaser, Cornerstones Management Solutions Ltd. (Remote)

J. Mason called the meeting to order at 12:01 p.m.

Declarations of Interest

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. No declarations were received.

Agenda Review

There were no amendments or discussion regarding the agenda.

FAAC25/09/15 - 1

MOVED BY: J. Kelso

SECONDED BY: P. Kehoe

Resolved, that the agenda for the September 15, 2025, Finance and Administration Advisory Committee Meeting be adopted as presented.

“CARRIED”

MAIN BUSINESS

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting, June 26, 2025.

There were no amendments or discussion regarding the minutes.

FAAC25/09/15 - 2

MOVED BY: J. Atkinson

SECONDED BY: R. Huetl

Resolved, that the minutes of the Finance and Administration Advisory Committee Meeting held on June 26, 2025, be received and approved as printed.

“CARRIED”

2. Pay Increments & Employee Recognition, Report 3513/25, Sally McIntyre.

S. McIntyre noted that the report was previously tabled with MVCA’s Executive Committee for preliminary review and direction.

S. McIntyre provided an overview of the current pay increment and employee recognition process and the issues with language in the *MVCA Employee Manual*. She reviewed pros and cons of the open pay band and fixed-stepped increment approaches. She identified the current funding gap, and the financial impact of moving to the recommended 3% annual compensation increment versus a fixed stepped-approach on the annual budget envelope.

R. Kidd commented that the financial impacts depend on the number of years the increases in pay are broken down over. S. McIntyre reviewed MVCA’s pay-band structure and the recommended number of years to reach top of pay-band. She confirmed that the dollar value shown would increase over time due to inflation and would depend on the target number of years to reach top of band. She explained that the graph demonstrating financial impacts assumed that all current employees stay in their position and reach top of band within 6 years.

P. Kehoe commented that the graph is inaccurate because it does not consider bonuses for staff at the top of pay-band. S. McIntyre responded that if staff stay, in theory, all will reach top of pay-band by 2030 and would be eligible for a bonus. P. Kehoe commented that a stepped increase would ultimately be cheaper in the end.

P. Kehoe commented that bonuses are not included in the graph demonstrating financial impacts. S. McIntyre explained that the graph demonstrates the financial impact of increasing the annual compensation budget envelope from 2% to 3%, both of which include an allowance for merit bonuses.

J. Mason commented that pay increments and employee recognition are separate topics. R. Kidd asked if the topics should be dealt with separately. J. Mason commented that while the topics are separate, they are both part of the compensation strategy and should be addressed and evaluated as a whole. P. Kehoe commented that he and R. Kidd are looking at the concept through the lens of a municipal strategy. J. Mason commented that MVCA must compete with both municipalities and the private sector.

S. McIntyre reviewed the current bonusing and compensatory leave process.

R. Kidd asked how Time off in lieu (TOIL) compares to vacation and how much can be carried over annually. S. McIntyre explained that any carry-over must be approved by the General Manager and is generally limited to 1-week. Staff are paid out for TOIL at the end of the year to avoid accruing a financial liability and in accordance with the *Employment Standards Act*.

J. Mason commented that bonuses are not automatic, they are earned based on performance and under the proposed approach would be reviewed by the Executive Committee. S. McIntyre confirmed.

S. Millard explained that the scale used on the graph assumes that all staff stay with MVCA for the next 5 years and does not consider staff leaving and new hires. J. Mason commented that there is a dynamic element that the scale does not represent.

S. McIntyre commented that amongst those surveyed, MVCA is unique in taking a fixed percentage budget envelope approach to compensation. She noted increasing the annual budget increment from 2% to a 3% would allow for staff to be moved up within pay-bands at a more competitive pace, and that the recommended target years to reach top of pay-band is consistent with industry practice.

R. Kidd asked why the report is being tabled with 3 MVCA committees. J. Mason noted that the report was tabled with the Executive Committee which includes R. Huetl, P.

Kehoe, Bev Holmes and herself. The Executive Committee determined that the report should be tabled with the Finance and Administration Advisory Committee for discussion.

R. Huetl added that it was the direction of the Board of Directors in December 2024 for staff to report to the Executive Committee with recommendations regarding a compensation strategy. At the Executive Committee Meeting it was determined the report should be tabled at the Finance and Administration Advisory Committee for consideration before rising to the Board of Directors.

P. Kehoe expressed his disagreement with the presented approaches to compensation and bonusing. He noted that there is flexibility with the fixed stepped approach—a double merit increase would allow for progression through a pay-band. He commented that a stepped approach provides financial assurance. He commented that a bonusing structure creates staff conflict. He reiterated that he would not support the proposed approach.

J. Kelso asked how many staff are employed at MVCA. S. McIntyre explained that there are 33 employees at MVCA.

R. Kidd expressed his disagreement with the presented approaches. He agreed with recommendations from P. Kehoe. He recommended a fixed stepped approach over an 8-year period and that double merit increase recommendations could be tabled with the Board of Directors for consideration. He noted that staff receive an annual cost-of-living increase.

C. Curry commented that the City of Ottawa is experiencing issues with staff retention and talent acquisition. She expressed support to a more flexible compensation approach and highlighted the importance of incentivising staff to stay with the organization. She commented that a compensation strategy does not solve staff conflicts regardless of the approach. She expressed her support of the recommendations.

J. Mason asked for input from J. Glaser regarding market trends and for background on her advice to staff.

J. Glaser explained that there is a trend of employees bouncing from public to private sector and back. She noted that a more flexible compensatory approach allows for internal equity in recognizing individual performance, promotes sustained performance and makes positions more attractive to potential talent.

R. Kidd expressed his disagreement with issues regarding staff retention and talent acquisition and expressed the feeling that all staff are replaceable. He highlighted that the proposed approach is complicated and too flexible. He recommended a simplified and transparent pay-grid approach.

S. McIntyre commented that since 2019 only ~4 original staff remain with MVCA in 2025. (Correction: 8) R. Kidd asked how many MVCA staff made the personal choice to leave. S. McIntyre responded that all but 3 staff members left for another organization. R. Kidd asked how many staff retired since 2019. S. McIntyre estimated 7 employees retired since 2019.

J. Mason commented that historically, MVCA has had issues with staff acquisition and retention. She noted that the Board of Directors have approved hiring of talent at a higher rate than their position pay band due to market conditions. S. McIntyre provided an example of an employee hired at a competitive rate based on the market who returned to their previous position due to a more competitive wage. She described historical issues finding talent in the engineering and planning departments. She highlighted that MVCA is in a highly competitive market. She noted that there are costs associated with training new staff when experienced staff leave for other organisations.

P. Kehoe commented that a bonus will not solve staff acquisition/retention issues. He expressed disagreement with J. Glaser's analysis. He commented that the proposed approach is not transparent. He asked what the increase to a 3% pay increment annual budget envelope represents in a dollar amount. S. Millard responded stated the increase would be ~\$38,000 in 2026. J. Mason clarified that at the Executive Committee meeting it was discussion that the amount is inclusive of the entire compensation package (including merit increases.)

J. Kelso asked how often the pay-grid is evaluated and revised. S. McIntyre responded that the pay grid underwent a comprehensive review within the past year. She noted that it is recommended to be reviewed every ~5-10 years.

J. Kelso commented that there is a certain percentage of the workforce that will leave naturally. She commented that organizations go through cycles relating to staff retention and acquisition. She added that it is not appropriate to compare MVCA to the City of Ottawa due to the difference in size of workforce. She highlighted that the proposed approaches will not solve the issue of staff retention and acquisition.

R. Huetl commented that it is unacceptable for it to take 10-11 years to reach top of grid for a position in any organization, large or small. He expressed support for increasing the compensation budget to 3% per year. He noted that bonuses are common in his experience in the private sector. He asked for staff to include the cost to replace experienced staff and retrain new staff for their positions. He expressed his support of the proposed compensation strategy.

J. Mason commented that there is further opportunity to discuss this topic when it is tabled with the Board of Directors.

R. Kidd asked, other than the pay increment budget envelope, what is changing from the current process. S. McIntyre responded that the recommended amendments to the *MVCA Employee Manual* are included in the agenda package. She highlighted the key change is related to a line that states staff are entitled to an increase of up to 8% for exceeding expectations, which has never been affordable to implement. She noted that this would be replaced with the table that indicates the target number of years to reach top of pay-band for each position.

R. Kidd asked for wage details to be added to the pay-band chart when the report is tabled with the Board of Directors. S. McIntyre confirmed.

FAAC25/09/15 - 3

MOVED BY: R. Huetl

SECONDED BY: C. Curry

Resolved, That MVCA's Finance and Administration Advisory 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.*

J.Mason, R. Huetl, A.Hubley, C. Curry, J. Atkinson voted IN FAVOUR

M. Souter ABSTAINED

J. Kelso, P. Kehoe, R. Kidd OPPOSED

"CARRIED"

3. Proposed 2026 Budget Assumptions, Report 3514/25, Sally McIntyre.

S. McIntyre reviewed the annual budget process, and the recommended assumed growth rate, operating levy increase, and capital levy increase. She explained that traditionally, MVCA looks to the City of Ottawa for growth and operating assumptions because they represent 90% of the MVCA levy. She highlighted that the three Conservation Authorities operating within the City of Ottawa jurisdiction try to maintain consistency in their budget ask of the City. She noted that the only municipality within MVCA jurisdiction that has established their growth and operating assumptions is Central Frontenac.

S. McIntyre highlighted that the main pressure on the Operating Levy is from transfer of the final outstanding amount under the 2021 *Workforce Plan* from Operating Reserves. The final installment to be transferred onto the levy in 2026 is \$64,663. She reviewed the schedule of levy increases approved by the Board of Directors in December 2024.

R. Kidd asked if the assessment growth rate of 1.6% approved by the City of Ottawa is accurate. S. McIntyre asked for clarification from the City of Ottawa Councillors. C. Curry responded that the assumed assessment growth rate is a conservative estimate as determined by the Chief Financial Officer for the City of Ottawa. She noted that the final number is not confirmed until December. She commented that the assumed assessment growth rate is estimated based on monthly projections and is as accurate as possible.

S. McIntyre outlined the recommended cost-of-living increase to the pay scale as compared to CPI. She highlighted financial impacts to the levy are broken down by municipality on page 22 of the agenda package. She noted that the change in percentage of assessment includes the recommendations set out in the report as well as the relative assessment values as determined by the province.

R. Kidd asked if the 1.6% assumed assessment growth is the average of the entire watershed. S. McIntyre explained that the budget envelope would increase by 1.6% and be shared amongst the 11 member municipalities based on their percentage assessment. She noted that the 1.6% is the best estimate at this time for the purpose of budget development.

R. Kidd asked why an assumed value is used for growth rate. S. McIntyre explained that the process is common amongst municipal organizations; an assumed rate of growth is determined and worked into the budgeting process.

R. Kidd expressed concerns in the actual assessment growth rate being different from the assumed rate.

J. Mason explained that the assessment process has been the same for decades. She noted that historically, MVCA has aligned budget assumptions with the City of Ottawa because they contribute 90% of MVCA's levy. She recommended that R. Kidd follow up with S. Millard and S. McIntyre offline for clarification surrounding the process.

C. Curry explained that the assumed assessment growth rate is not a guess, it is based on data regarding new property taxpayers and occupation records. She noted that the actual value is often higher than the assumed rate. She highlighted that the 1.6% assumed assessment growth rate is a safe and conservative value.

FAAC25/09/15 - 4

MOVED BY: R. Huetl

SECONDED BY: P. Kehoe

Resolved, That the Finance and 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.*

"CARRIED"

4. Purchasing Policy Update, Report 3515/25, Stacy Millard.

S. Millard presented recommendations of amendments to the *MVCA Purchasing Policy*. She highlighted key changes including splitting *Purchasing Limits and Authorizations* into three areas: *Planned Approved Spending, Unbudgeted Expenditures and Budget Reallocations* and *Emergency Purchases*. She reviewed details regarding the recommended tiers of approval each area.

J. Mason asked for clarification if unbudgeted expenditures and budget reallocations work within the approved annual budget. S. Millard explained that they are labelled as 'unbudgeted' because they represent items that were not planned and are added after

budget approval; funds would come from elsewhere within the approved operating budget.

R. Kidd asked if there is any language relating to the procurement process in the case of emergency purchases. He noted that in an emergency, being required to procure bids would limit the ability to move forward quickly. S. Millard explained that there is language relating to procurement requirements including the need to document the rationale for not accepting the lowest quote. S. Millard noted that a clause could be added to clarify the details regarding the procurement process in the case of emergency purchases.

R. Huetl asked if values demonstrated in the tiers of approval are standard across other Conservation Authorities. S. Millard responded that it is within the same range as other Conservation Authorities and percentage of budget.

FAAC25/09/15 - 5

MOVED BY: J. Kelso

SECONDED BY: R. Huetl

Resolved, That the Finance and Administration Advisory Committee recommend that the Board of Directors approve amendment of the Purchasing Policy as set out in report # 3515/25.

“CARRIED”

5. **Fee Update, Report 3516/25, Stacy Millard.**

S. Millard reviewed the proposed fee updates to schedules D, E, F and G for 2026. She noted that across all the draft schedules the recommended 5.35% levy increase has been applied. The recommendations do not address planning and permit fees that are subject to a provincial freeze. She noted that staff and other Conservation Authorities are expecting an extension of the provincial fee freeze.

FAAC25/09/15 - 6

MOVED BY: P. Kehoe

SECONDED BY: M. Souter

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

1. *2026 Update of Schedules D through G of MVCA's Fee Schedule as set out in this report;*
2. *Posting of the new fees in accordance with MVCA's Fee Policy; and*
3. *That the new fees take effect January 1, 2026, pending no major concerns regarding the proposed changes.*

"CARRIED"

6. August 31, 2025, Investment Update, Report 3517/25, Stacy Millard.

S. Millard presented an update on MVCA's Investments since the approved *Investment Policy and Strategy* was adopted by the board in March 2025. She noted that moving forward updates will be presented quarterly.

ADJOURNMENT

FAAC25/09/15 - 7

MOVED BY: J. Kelso

SECONDED BY: R. Huetl

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

"CARRIED"

The meeting adjourned at 1:20 p.m.

K. Hollington, Recording Secretary



Watershed Conditions

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

FROM: Kathryn Starratt, P.Eng., Water Resources Specialist

REPORT: 3518/25, October 20, 2025.

FOR INFORMATION

The Carp River Watershed was declared to be in Level 3 (Severe) low water conditions on September 5, 2025, and remains in that state. This designation is based on 30-day precipitation and streamflow indicators, which are currently below 40% and 30% of average, respectively.

The Mississippi River Watershed was declared to be in Level 3 (Severe) low water conditions on September 24, 2025. Since then, short-term precipitation trends have improved with recent rainfall. However, seasonal (3-month) precipitation remains below 60% and streamflow has not seen much improvement, generally below 30% of average across the main stem and major tributaries. Water levels across the watershed are starting to approach seasonal averages as the targets drop for fall drawdown. Fall drawdown is currently underway but the typical schedule is delayed due to the ongoing drought conditions.

Similar severe low water conditions (Level 3) have been reported by nearby conservation authorities, including RVCA, SNCA, Quinte, Cataraqui, Crowe Valley, and Lower Trent.

Weather Outlook:

- Short-term forecasts indicate 15-20 mm of rainfall and cooler daytime temperatures.
- Long-term forecasts from ECCC and MNR suggest that above-average temperatures are likely to continue through December. Precipitation forecasts are uncertain but suggest seasonal to drier than normal conditions with low confidence.
- This winter is expected to see conditions similar to last year (2024/2025).



GM Update

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

FROM: Sally McIntyre, General Manager

REPORT: 3519/25, October 10, 2025

FOR INFORMATION

Internal

1. Palmerston Beach Property

Staff procured an updated draft R-plan for the property to allow its transfer to North Frontenac Township. The survey company has determined that a segment of land owned by MVCA is now permanently flooded. Staff have made several attempts to obtain direction from MNR as to whether that segment should be transferred back to the Crown before being MVCA completes the land transfer to the Township.

2. Palmerston Pit Rehabilitation

Rehabilitation of the sand pit was completed at the end of September in partnership with the Ontario Aggregate Resource Corporation. The area was hydroseeded using a Northern Ontario and Native seed mix with a Biotic Erosion Control Matrix (BECM) to improve soil health and help control erosion. An erosion control blanket was installed in the washed-out section to help prevent further erosion.

3. Fall River Floodplain Mapping

The consultant is currently finalizing the draft Regulatory Flood Hazard maps. Draft maps are scheduled to be presented to the public at a Public Open House on November 27th, 2025, after which the mapping will be finalized and tabled at the Board for approval. In the meantime, staff will be scheduling a briefing for Board representatives and planning staff from the affected townships. MVCA is exploring notification options in response to the Canada Post rotating strike.

4. Carp Tributaries Floodplain Mapping

Draft floodplain mapping results (models, maps, report) are currently undergoing third-party technical review. Draft maps are scheduled to be presented to the public in Winter 2026 after which mapping will be finalized and tabled at the Board for approval.

5. Upper Mississippi River Floodplain Mapping

MVCA received federal funding (FHIMP) for the Upper Mississippi River Regulatory Flood and Erosion Hazard Mapping project. This past summer engineering staff performed bathymetric field surveys of the river between Dalhousie and Mississippi lakes. Surveying water crossing structures will commence this fall. Engineering study is anticipated to commence in Spring 2026.

6. Lanark Dam Public Safety Improvements

In September, MVCA initiated installation of a new permanent public safety boom across the Clyde River upstream of the Lanark Dam. The boom will provide the opportunity for swimmer and boater self rescue as per the MNR guidelines for public safety around dams. The consultant, DM Wills, is currently in the final design phase for the new chain-link fence which will be installed around the Dam structure. MVCA plans to issue an RFQ later this month with the objective of installing the new fence by the end of 2025. A ribbon cutting event is to be scheduled for later this fall.



Image 1 - Lanark Dam & barge

7. Monitoring

With the help of Liam Hunt, a Canadore College co-op student, the team has been successfully completing fall season program requirements. Liam has been enjoying learning the variety of things we do while getting to know our diverse watershed.

The lake monitoring program wrapped up sampling in early October. Data analysis and report writing will be a winter project.

Stream water temperature loggers have been collected for winter storage. While several sites had low or no water during late summer, there is a good amount of usable data to assess stream conditions.

In early October the monitoring team began sampling our groundwater sites in partnership with the MECP. There are 2 sites and 3 wells left to visit in late October or early November.

8. Stewardship – Tree and Shoreline Planting

This year we distributed almost 3,400 plants between our Shoreline Naturalization program (1,113), Lake Tree Days (773), Poole Creek Naturalization (145), and ALUS plantings (1,320). Interest in participating in these programs continues to grow and is already shaping our project list for 2026.

9. Stewardship – Invasive Species Removal

MVCA staff, with the help of community volunteers, have worked together to monitor and remove several shoreline invasive species (garlic mustard, dog strangling vine, Himalayan balsam, poison parsnip, etc.). After the invasive species are removed native trees and shrubs have been planted to help restore and stabilize the site. We plan to continue to apply for this funding so we can revisit this site in the future and manage the potential for regrowth of these target species.



Image 2 - Watt's Creek Invasive Species Removal

Inside Ottawa Valley published an article on October 1, 2025, highlighting work that the Invasive Species Centre is funding in our jurisdiction. The article featured MVCA's work along Watt's Creek in Kanata: [Funding for Ottawa Valley groups to handle invasive species](#).

Starting this fall, MVCA will be leading a new Invasive Phragmites working group with funding from the Invasive Species Centre. The working group is to collaborate on the development of a shared approach to mapping, managing, and educating the public about Invasive Phragmites across our watersheds. The first working group meeting will take place in November and is open to any interested stakeholder.

10. Stewardship – ALUS

ALUS projects are finishing up for the year with 4 wetlands, 2 pollinator grasslands, 5 riparian plantings, 2 tree plantings, and 2 delayed-haying initiatives in our watersheds. ALUS partnered with Watersheds Canada in 2025 to fund three of our riparian plantings.

11. Community Outreach

MVCA staff attended the Beckwith Harvest festival in September. The event was well attended, and staff received many inquiries regarding our stewardship and education programs.

MVCA's Education and Stewardship groups are collaborating to host Moodwalks at the Mill of Kintail. The first event was held on September 27 and a second is planned for October 30th.

MVCA in partnership with RVCA, CRCA, and Watersheds Canada will be hosting Lake Links in Elgin on October 18th. This is an annual workshop that brings together lake associations with the conservation authorities, academics, and other groups to share knowledge and encourage continued care for the lakes and shorelines. This year's theme is "Me, My Lake, My Watershed - Living Lakeside, Thinking Watershed Wide". (<https://watersheds.ca/lake-links-2025/>)

External

12. Conservation Ontario Council Meeting

Vice Chair Paul Kehoe and I attended the September meeting and were able to meet the evening before with MVCA's first ever Resource Manager (precursor to GM position) Alex Ansell. At that time, these were MNR positions/employees who were sent to support fledgling conservation authorities. Alex's name is all over MVCA documents from the period 1968-1975, and we were able to ask him all sorts of questions and enjoy several stories he had to share. See Attachment 1 for the Council Meeting Agenda.



Image 3 – Left to right: Sally McIntyre, Alex Ansell & Paul Kehoe

13. Source Protection Program Update

MVCA received notice from the province that recent updates to the *Mississippi Valley and Rideau Valley Assessment Reports* and the *Mississippi-Rideau Source Protection Plan* were approved. See Attachment 2.

14. South Nation Conservation and City of Ottawa restoration partnership

South Nation Conservation and the City of Ottawa launched three restoration projects to protect forests and wetlands in their shared jurisdiction. The project will begin with a \$285,000 investment at the Findlay Creek Conservation Area where work will restore habitats, improve biodiversity, and make natural areas more accessible to residents.

15. Ontario Expanding Provincial Parks and Conservation Reserves

The Ministry of the Environment, Conservation and Parks expanded the boundaries of 19 protected areas (15 provincial parks and 4 conservation reserves), increasing Ontario's protected area system by 8,603 hectares. Changes in park management will be considered through separate park management planning processes. A list of affected provincial parks and conservation reserves and additional details are available [here](#).

16. Webinar: OWWA Source Water Protection, October 28

On October 28, 2025, 12 p.m. the Ontario Water Works Association will be hosting a source water protection webinar on *Road Salt and Water Quality: Legal, Environmental and Technical Perspectives*. The webinar will be hosted on Microsoft Teams. [Register here](#).

Attachments

1. Conservation Ontario September 2025 Council Meeting Agenda
2. Letter from Minister Todd McCarthy re: Source Water Protection program

CONSERVATION ONTARIO COUNCIL

MEETING TIMELINE

September 22, 2025 | Meeting Time: 10:00 a.m. – 3:00 p.m.

Sheraton Parkway North Hotel & Suites

600 Highway 7, Richmond Hill, ON L4B 1B2

AGENDA ITEMS

- 1. Welcome from the Chair**
- 2. Adoption of the Agenda**
- 3. Declaration of Conflict of Interest**
- 4. Request for Approval: Conservation Ontario Council Minutes for June 23, 2025** 1 - 8
Business Arising from the Minutes of the Previous Meeting

5. Agenda Items

DISCUSSION ITEMS

- | | |
|---|---------|
| a) Receive and File: Correspondence - Conservation Ontario Council Meeting Invitation Extended to Honourable Todd McCarthy, Minister of Environment, Conservation and Parks | 9 |
| b) Update: Beard Winter LLP – Recent Conservation Authority Decision for Discussion (Verbal Update) | |
| c) Request for Approval: Budget Status Report: As of August 31, 2025 | 10 - 13 |
| d) Request for Approval: Conservation Ontario's Proposed 2026 Annual Workplan | 14 - 24 |
| e) Request for Approval: 2026 Operating Budget & CA Levy | 25 - 29 |
| f) Update: Conservation Ontario's 2025 and 2026 Federal Pre-Budget Submission | 30 - 37 |
| g) Update: Strategic Plan 2026-2030 | 38 - 39 |
| h) Update: 25 Years of Source Protection in Ontario | 40 - 42 |
| i) Update: Pilot Conservation Authority Lean Reviews of CA Permitting Processes (Client Service and Streamlining Initiative 2.0) | 43 - 44 |
| j) Update: Resilient Agricultural Landscape Program (RALP) – Marginal Lands Initiative | 45 - 47 |
| k) Update: Adapting to Coastal Hazards Across the Great Lakes | 48 - 51 |

l) Update: Great Lakes St. Lawrence Cities Initiative Mayors' Commission on Coastal Resilience/Conservation Ontario Memorandum of Collaboration	52 - 54
m) Update: Climate Proof Canada – National Resilience Recommendations 2025	55 - 58
n) Update: Tree Planting Partnerships Update	59 - 60

CONSENT ITEMS

o) Receive and File: Municipal Resolutions Received by Conservation Ontario on Matters of Interest (Municipal Resolutions received, June – September, 2025)	61 - 63
p) Update: Conservation Ontario's comments "Proposed changes to provide flexibility for water taking activities" (ERO# 025-0730)	64 - 65
q) Program Updates	
i. Update: Policy & Planning Program	66 - 69
ii. Update: Business Development & Partnerships Program	70 - 73
iii. Update: Drinking Water Source Protection Program	74 - 75
iv. Update: Marketing and Communications Program	76 - 79
v. Update: Information Management Program	80 - 83

ATTACHMENTS:

Attachment 1: Conservation Ontario's comments on "Proposed changes to provide flexibility for water taking activities" (ERO#025-0730).	84 - 85
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6. New Business

7. Adjournment

Ministry of the Environment,
Conservation and Parks

Ministère de l'Environnement,
de la Protection de la nature et des
Parcs

Office of the Minister

Bureau du ministre

777 Bay Street, 5th Floor
Toronto ON M7A 2J3
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357-2025-1788

September 23, 2025

Ms. Diane Smithson
Acting Chair
Mississippi-Rideau Source Protection Committee
Email: dsmithson@carletonplace.ca

Mr. Gary Waterfield
Chair, Rideau Valley Conservation Authority
Email: gwaterfield@perth.ca

Mr. Roy Huetl
Chair, Mississippi Valley Conservation Authority
Email: royfhuetl@gmail.com

Dear Ms. Smithson, Mr. Waterfield and Mr. Huetl:

It is a pleasure to inform you that the Ministry of the Environment, Conservation and Parks has completed the review of the updated Mississippi Valley and Rideau Valley Assessment Reports and the Mississippi-Rideau Source Protection Plan.

I approve the amendments pursuant to section 36 of the *Clean Water Act, 2006*. These amendments will take effect on the day a notice of this decision is posted to Ontario's Environmental Registry.

I appreciate the dedication of the local municipalities, source protection authorities and committees, and all our partners and stakeholders for their work and contributions to these amendments to ensure that Ontario's municipal drinking water sources continue to be protected.

Our strong protection framework will continue to help ensure Ontario's drinking water is held to high safety standards and that sources of drinking water in the province are protected for future generations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd McCarthy".

Todd McCarthy
Minister of the Environment, Conservation and Parks

c: Kirsten Service, Director, Conservation and Source Protection Branch, MECP
Marika Livingstone, Program Manager, Mississippi-Rideau Source Protection Region



Proposed 2026 Budget Assumptions

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

FROM: Sally McIntyre, General Manager

REPORT: 3514/25, September 10, 2025.

RECOMMENDATION:

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.

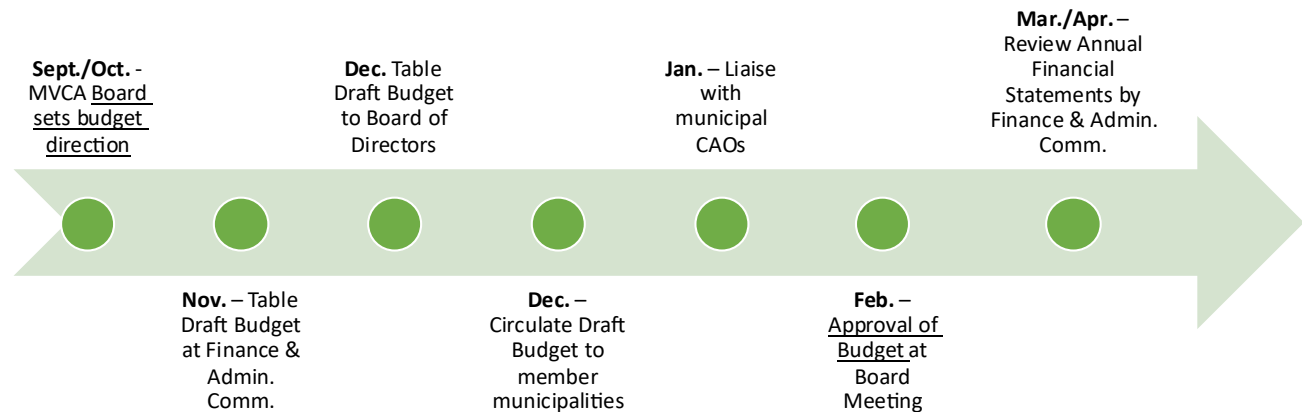
Table 1: Draft 2026 Budget Assumptions – Impact by Municipality

	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.



Pay Increments & Employee Recognition

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

FROM: Sally McIntyre, General Manager

REPORT: 3513/25 September 10, 2025 (amended per disc. at F&A Committee)

RECOMMENDATION:

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	
• Full flexibility in: ○ negotiating starting salaries ○ determining annual wage increments ○ budgeting • Allows wages to reflect improved skills and knowledge. • Provides flexibility in navigating inconsistent performance and recognizing exceptional performance. • Performance motivator.	• Employees can be hired at any one of the steps. • Discretion can be used in response to good/poor performance by providing a ‘0’ or a double-step increment. • 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	

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

Open Pay-band	Fixed Steps within Pay-band
• Employees have limited basis for determining how long it will take to achieve top-of-band (<u>in the absence of a stated target, as proposed.</u>) • Where the compensation budget and annual increases are fixed (e.g. 2% or 3%) individual increments cannot vary significantly above this amount without others receiving less.	• Salaries reach the maximum more quickly with consequent impacts on budgets. • Levels may restrict hiring salary. • 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. **MVCA could alter its budgeting approach to assume that all staff are at the top of band to address the constraints of the current approach. That change is not proposed at this time as it is believed that an increase to 3% will significantly mitigate current constraints on progressing employees through their pay-bands.**

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

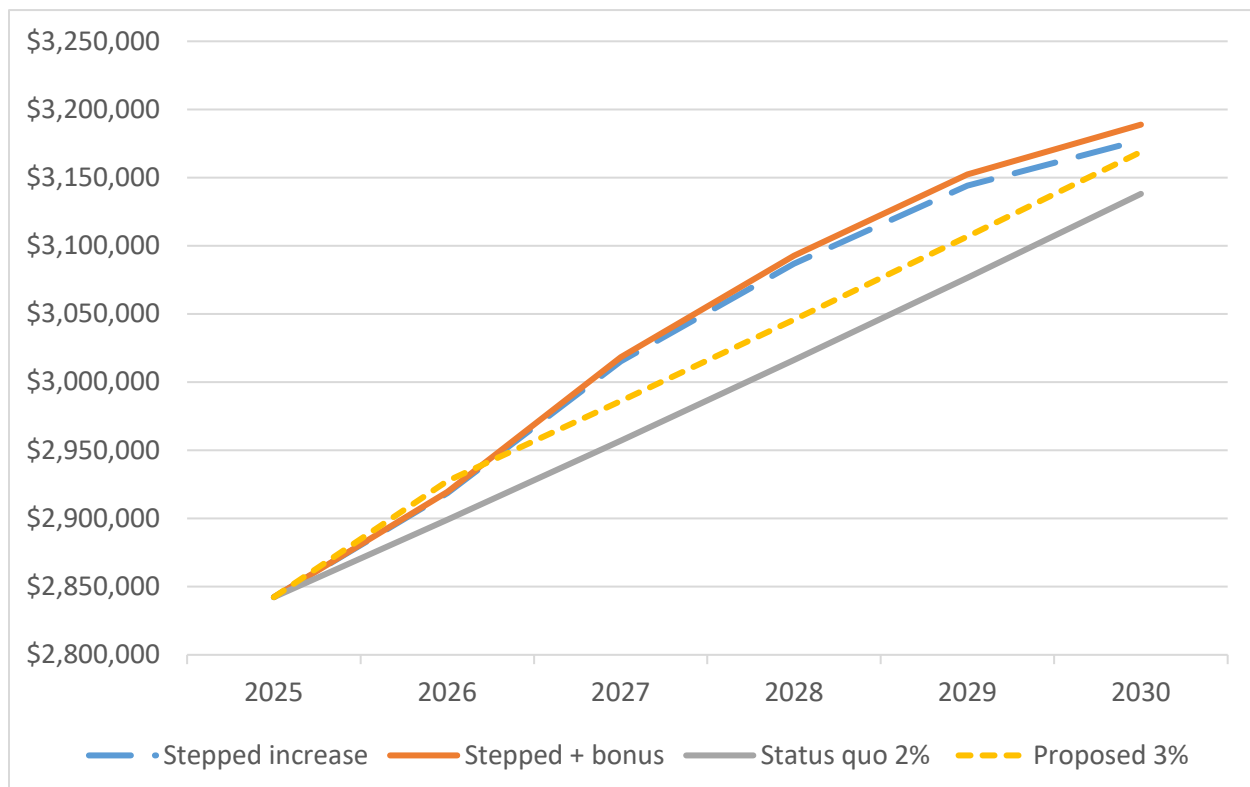


Figure 1 assumes 100% staff retention and, under the Stepped scenario, that all employees reach top of band within 4-6 years. The gap between the lines shows that employees are not progressing through their pay-bands in a timely manner under the current funding approach. The cost difference between the Stepped and Proposed 3% approaches is ~\$107,000. Both the 2% to 3% scenarios include funds for merit bonuses. The stepped approach is shown with and without an allowance for merit bonuses (0.5%).

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.

Refer to Attachment 1 for alternative fixed-stepped approach.

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.

4.4 Staff Replacement Costs

In Ontario, the average cost to replace an employee is ~\$29,000 including recruiting costs and onboarding and training, but varies by role.⁵

ROLE TYPE	ESTIMATED REPLACEMENT COST (% OF SALARY)
Entry-level	30–50%
Clerical/Admin	50–80%
Skilled Hourly	75–100%
Professional/Technical	100–150%
Supervisor/Manager	100–213%

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.

Attachments

1. Fixed Stepped Scale
2. Proposed Amendments to MVCA’s *Employee Manual*

⁵ Refer to [Employee turnover is costing Canadian companies big this year - Talent Canada](#), [The True Cost of Losing an Employee](#), and [Calculating The Cost Of Employee Turnover](#)

Attachment 1: Fixed Stepped Scale

Pay-band* (Annual increase)	Entry Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
1 (\$1.34/hr)	\$21.37	22.71	24.05	25.39	26.73		
2 (\$3,255.75)	\$52,093	55,349	58,605	61,860	65,116		
3 (\$3,021.40)	\$60,428	63,449	66,471	69,492	72,514	75,535	
4 (\$3,504.80)	\$70,096	73,601	77,106	80,610	84,115	87,620	
5 (\$3,388.00)	\$81,312	84,700	88,088	91,476	94,864	98,252	101,640
6 (\$3,930.17)	\$94,321	38,251	102,181	106,112	110,042	113,972	117,902
7 (\$4,598.33)	\$110,356	114,954	119,553	124,151	128,749	133,348	137,946
8 (\$5,379.83)	\$129,117	134,497	139,877	145,256	150,636	156,016	161,396

* Some salaries are subject to market rates. Actual pay may differ from those shown.

Attachment 2: 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 develop~~s~~ from entry level to seasoned performer~~s~~, ~~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 Midpoint¹
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>
<u>1</u>	<u>Cleaner/Custodian</u>	<u>4-5</u>
<u>2</u>	<u>Administrative Assistant</u>	<u>4-5</u>
	<u>Finance Assistant</u>	
	<u>Maintenance Technician</u>	
	<u>Planning Technician</u>	
<u>3</u>	<u>Stewardship Technician</u>	<u>5-6</u>
	<u>Executive Assistant</u>	
	<u>Finance Officer</u>	
	<u>Junior Planner</u>	
	<u>Lead Hand - MOK</u>	
<u>4</u>	<u>Stewardship Coordinator</u>	<u>5-6</u>
	<u>Civil Engineering Technologist</u>	
	<u>Data Systems Lead</u>	
	<u>Education Program Coordinator</u>	
	<u>GIS Specialist</u>	
<u>5</u>	<u>Engineer-in-Training</u>	<u>6-7</u>
	<u>Biologist</u>	
	<u>Environmental Planner</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.

	<u>Field Operations Supervisor</u>	
	<u>Info. & Comms. Technology Manager</u>	
	<u>Regulations Officer</u>	
	<u>Water Resources Specialist</u>	
<u>6</u>	<u>Mgr. - Planning and Stewardship</u>	<u>6-7</u>
	<u>Property Manager</u>	
	<u>Treasurer</u>	
	<u>Water Resources Engineer</u>	
<u>7</u>	<u>Director – Engineering</u>	<u>6-7</u>
<u>8</u>	<u>General Manager</u>	<u>6-7</u>

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 is 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.



Purchasing Policy Update

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

FROM: Stacy Millard, Treasurer

REPORT: 3515/25, September 10, 2025

RECOMMENDATION:

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

- Draft Updates to MVCA's *Purchasing Policy*



PURCHASING POLICY

Approved: December 2006

Draft Update: ~~September~~ October 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:

Given the urgent nature; requirement for multiple quotes and bids is suspended with understanding that staff will always respect the goals of the policy.

- 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 Board of Directors

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

REPORT: 3516/25, September 15, 2025.

RECOMMENDATION:

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 \$0.625 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 Board of Directors

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.

* HISA – High Interest Savings Account

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)



Mill of Kintail Museum Strategic Plan

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

FROM: Sally McIntyre, General Manager

REPORT: 3520/25, October 14, 2025

RECOMMENDATIONS:

1. *That the Board of Directors approve:*
 - a. *The Mill of Kintail Museum Transition Plan set out in this report.*
 - b. *The Terms of Reference for the Mill of Kintail Museum Working Group attached to this report.*
 - c. *The assumptions set out in this report to be used during the development and evaluation of options.*
 - d. *A budget of \$15,000 plus HST to retain a consultant to facilitate the activities of the Working Group.*
 2. *That the Board of Directors approve in-principle the reassignment of the R. Tait McKenzie Memorial Trust to a community-based group, with details to be provided to the Board prior to execution.*
 3. *That the Board of Directors direct staff to:*
 - a. *pause work on updating the Mill of Kintail Museum Strategic Plan and*
 - b. *notify the Ministry of Tourism, Culture and Gaming of the above activities and request an extension to submit an update of the plan to August 31, 2026 without penalty.*
-

1.0 Background

Staff tabled a report in July 2025 that outlined the financial challenges facing the Mill of Kintail Museum and the need to consider transitioning its focus before Category 3 agreements expire the end of 2028. A decision regarding the museum's future is needed to update of the museum's 5-year *Strategic Plan*, which is due June 2026.

The July report recommended that MVCA engage with the community regarding the proposed new focus and return with findings and recommendations for update of the strategic plan.

2.0 Community Engagement

Several activities were carried out on this matter:

- MVCA met with the Municipality of Mississippi Mills to discuss its concerns and opportunities to collaborate.
- A survey was prepared and promoted on MVCA's website and in social media.
- The Museum home page was updated to improve user access to posted documents and updated to include FAQs, a timeline, the draft Transition Plan, and other items being requested via emails etc.
- The Draft Transition Plan and associated documents were promoted via a social media push and distributed via MailJet to 1,178 registered recipients.
- Met with the Museum Advisory Committee.
- Requested an expression of interest from the Mississippi Mills Textile Museum that had expressed interest in assuming collection management.
- Over the period August 1 – September 30 MVCA responded to ~10 media requests.

2.1 Survey Results

Over 300 surveys were received with approximately 66% submitted from residents of Mississippi Mills. Most were against a moving the collections to another location and transitioning the museum to another purpose. Approximately 80 people indicated willingness to help support the current museum. Roughly an equivalent number indicated willingness to support transitioning the museum to a water and watershed focus. See Attachment 1 for a summary of survey results.

2.2 Promotional & Informational Enhancements

MVCA's Museum home page saw a significant uptick in traffic following the July Board report, more than doubling last year's total number of page visits. Attachment 2 provides details regarding the promotions carried out and statistics regarding traffic to MVCA's website and posted documents.

2.3 Correspondence

MVCA received directly or was copied correspondence from 15 individuals or organizations petitioning MVCA management and the Board of Directors to retain the museum, or at minimum work towards keeping the collections at the Mill of Kintail Conservation Area. One letter was received from a museum in New Brunswick expressing interest in the Naismith collection should it become available.

2.4 Municipality of Mississippi Mills

Several conversations and meetings were held with staff and decision-makers from the municipality. Following the Mayor's presentation to the Board in September, a request was officially submitted to the municipality requesting it to consider increasing its annual grant and/or assuming management of the collection. On October 7, the Chair of the Board and GM presented to Council. The key message received was that a longer timeframe would be helpful for staff and decision-makers to address the issue. Attachment 3 contains the motions approved by the Committee of the Whole. Most recently, MVCA received comments from the Municipality on the Draft Working Group Terms of Reference.

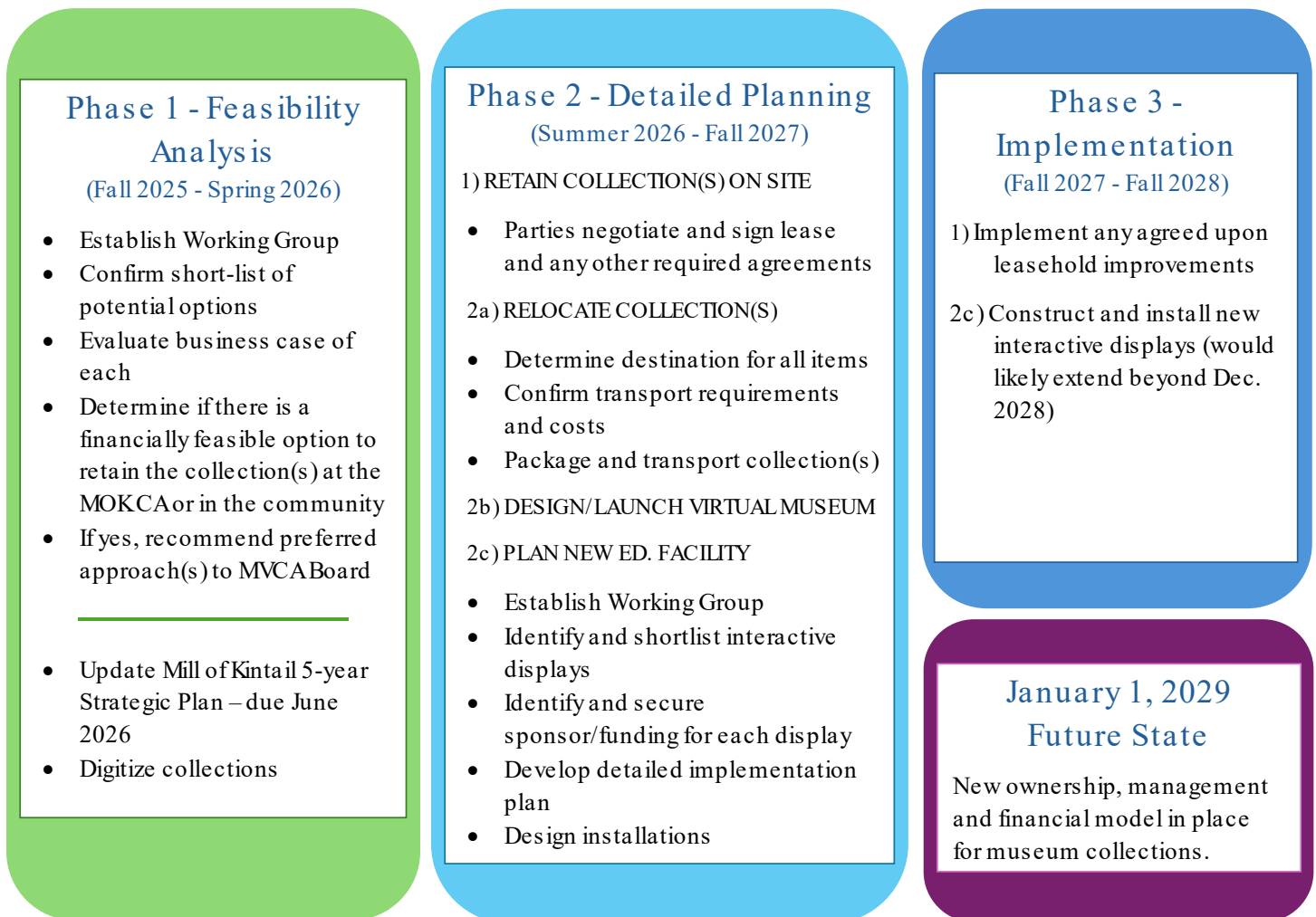
2.5 Museum Advisory Committee

Committee members were against any relocation of the collections and indicated that they are working to form a not-for-profit organization that could fundraise and potentially operate the museum.

3.0 Draft Transition Plan

As noted in the July 2025 Board report, due to the time required to implement any major changes at the museum, work on transitioning to a new service delivery model should begin now. Figure 1 provides the recommended Transition Plan.

The purpose of **Phase 1** is to determine if there is a financially feasible service delivery option to retain the museum on site or locally. It is recommended that six months be allowed for one or more options to be assessed and a recommendation to be made. While several have asked for more time, it is felt that the recommended period provides for focused, motivated, collaborative action, the lack of which is one cause of the current financial challenge. The Board can extend this period if desired in future.

Figure 1: Draft Transition Plan

Depending on the outcome of Phase 1, **Phase 2** would either focus on legal matters to enable the collections to remain on site under the management of others; or focus on transferring the collections offsite and planning for repurposing the mill building. Based upon recent experiences, timelines are not unrealistic time for legal details to be worked out and may, in fact, be too little to complete detailed planning.

Phase 3 is primarily contemplated for undertaking physical works in the mill building should it be repurposed. While lease hold improvements are identified as a possibility, none have been spoken of to date.

4.0 Working Group

A Working Group is proposed to identify and conduct a feasibility analysis of options for retaining the collections on site or locally. The complete draft Terms of Reference are contained in Attachment 4.

Since Phase 1 is focused on conducting feasibility analysis, we cannot presume that a solution will be found to retain the collections on site. For this reason, it is prudent to allow for concurrent consideration of other solutions should the desired outcome not be realized. It is recognized that an off-site option(s) will not be the focus of most group members.

Since the group's focus is to be on the current collections and associated financial matters, it is recommended that membership be limited to those with a direct financial and/or management interest in the collections and to the greatest extent possible on those with decision-making power or a potential role in implementation. Keeping the group relatively limited in size will facilitate team formation and functionality. Should all the organizations identified agree to participate, the group as proposed sits at 14 members.

To optimize group functionality, it is recommended that a consultant be retained to facilitate meetings, option identification and analysis. In order for the work of the group to be successful, it is expected that all participants will need to make time outside of Working Group meetings to investigate and pursue information and solutions. To that end, the Terms of Reference provide for secretariate support such as documenting and distributing group decisions and follow-up actions.

A budget of \$15,000 plus HST is proposed to be added to MVCA's 2026 Budget to enable retention of the consultant. Participating organizations/individuals are expected to provide in-kind support to this effort.

Several modifications to the draft Terms of Reference were made to address matters raised by the Municipality. See Attachment 5 for comments received on an earlier draft.

5.0 Base Assumptions

In order to facilitate the development of feasible options, it is important that MVCA establish its own base assumptions going into the Working Group. The following assumptions are recommended to clarify the Board's position and regulatory constraints:

1. A third-party will assume ownership of the collections, which may choose to contract with others to manage the collections and operate the museum.
2. Use of MVCA facilities will be subject to a lease agreement.
 - a. At minimum, the lease will contemplate use of the Grist Mill, the adjacent lawn to the east, and the Gate House Archive.
 - b. As with other Mill of Kintail CA tenants, any proposed activities to occur outside those areas or outside MVCA's normal working hours will be subject to the lease agreement and/or MVCA site rental agreements and fees.
 - c. A portion of capital renewal costs will be factored into lease costs.
 - d. Sharing of promotional costs may be considered.
 - e. Sharing of MVCA gate fees may be considered.
 - f. Sharing of Tenant revenues may be considered.
3. A lease agreement in excess of 5-years will require provincial approval.

6.0 Museum Strategic Plan Update

It is recommended that further work on the strategic plan update be paused to allow the activities of the Working Group to take place. Furthermore, it is recommended that staff be directed to write the province to request an extension of the June 30, 2026, deadline to end of August 2026 without penalty (specifically, that MVCA still receive its annual CMOG grant for the 2026 operating season.)

7.0 R. Tait McKenzie Memorial Trust

The R. Tait McKenzie Memorial Trust was set up following acquisition of the Mill of Kintail property in the early 1970s to raise funds for the operation of the new conservation area. It appears that at some point its activities were subsumed by the Mississippi Valley Conservation Foundation (set up in the 1990s) and is no longer active. Despite this, staff have submitted updates and reported to CRA every year. Therefore, the Trust retains its federal charitable status and could be reinvigorated to focus on fundraising for the museum.

Per the Trust's By-laws, MVCA's Executive Committee is the *defacto* Board of the Trust. If the Board desired, it could transfer responsibility for the Trust to others, such as a new

not-for-profit as may be established by members of the Museum Advisory Committee. There are no assets associated with the Trust and a change in the directorship and mandate can be completed online. This action could ease and accelerate the fundraising ability of the community.

8.0 Next Steps

Upon Board approval, staff will undertake the following:

- Write to the Minister.
- Solicit Working Group participation from the approved list of organizations.
- Secure a consultant.
- Schedule meetings for the new year.
- Host a virtual meeting in November to identify information needs of those looking to develop one or more options for consideration by the Working Group.
- Obtain and publish requested information where available.

9.0 Corporate Strategic Plan

This report supports implementation of the following corporate strategic goals and objectives:

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

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

Attachments

1. Survey Results
2. E-Comms Results
3. Mississippi Mills Committee of the Whole motions recommended to Council
4. Recommended Working Group Terms of Reference
5. Mississippi Mills comments regarding earlier draft of the Terms of Reference

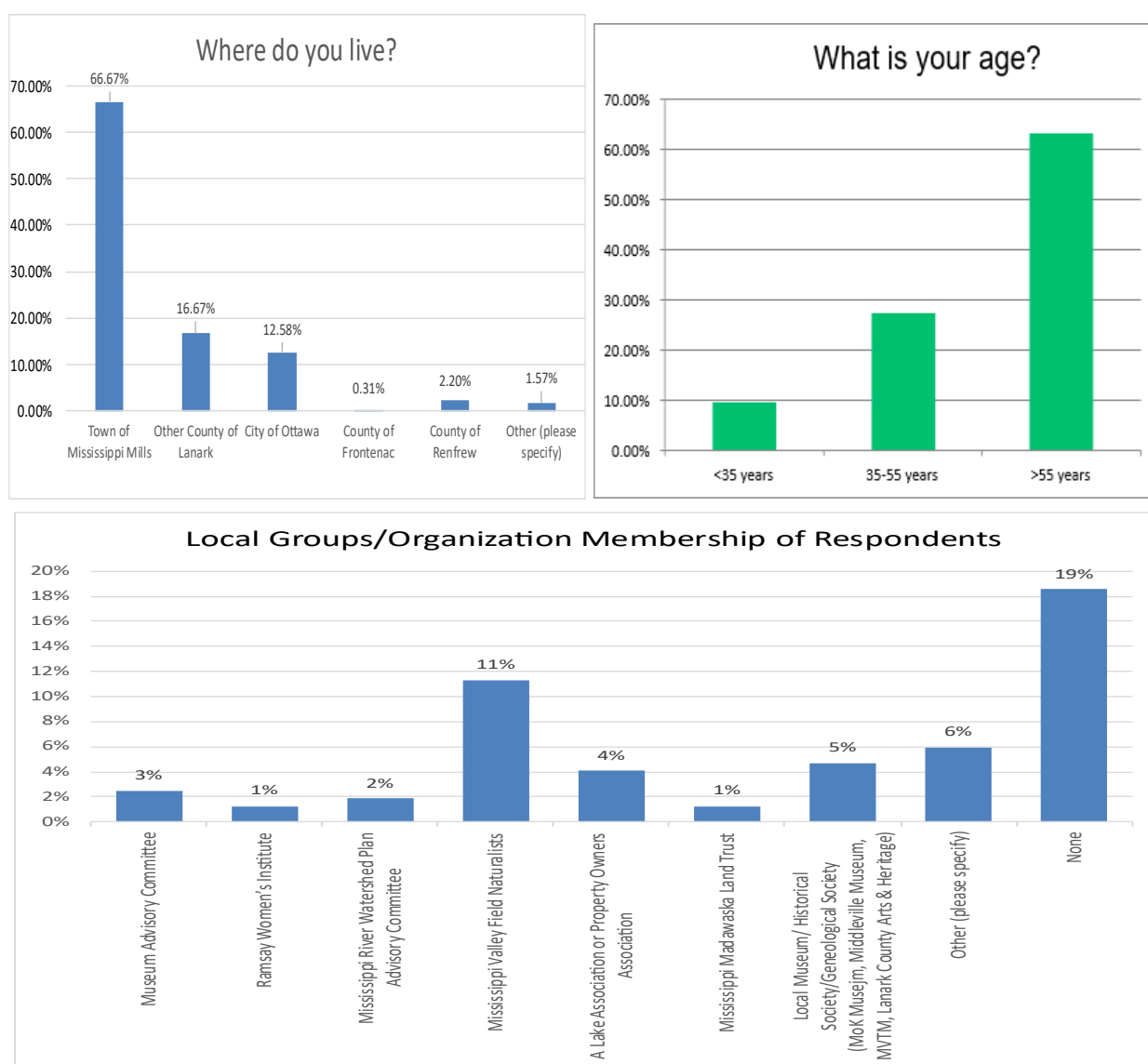


Mill of Kintail Museum Survey Results

August 6 – September 15, 2025

1. Who Responded

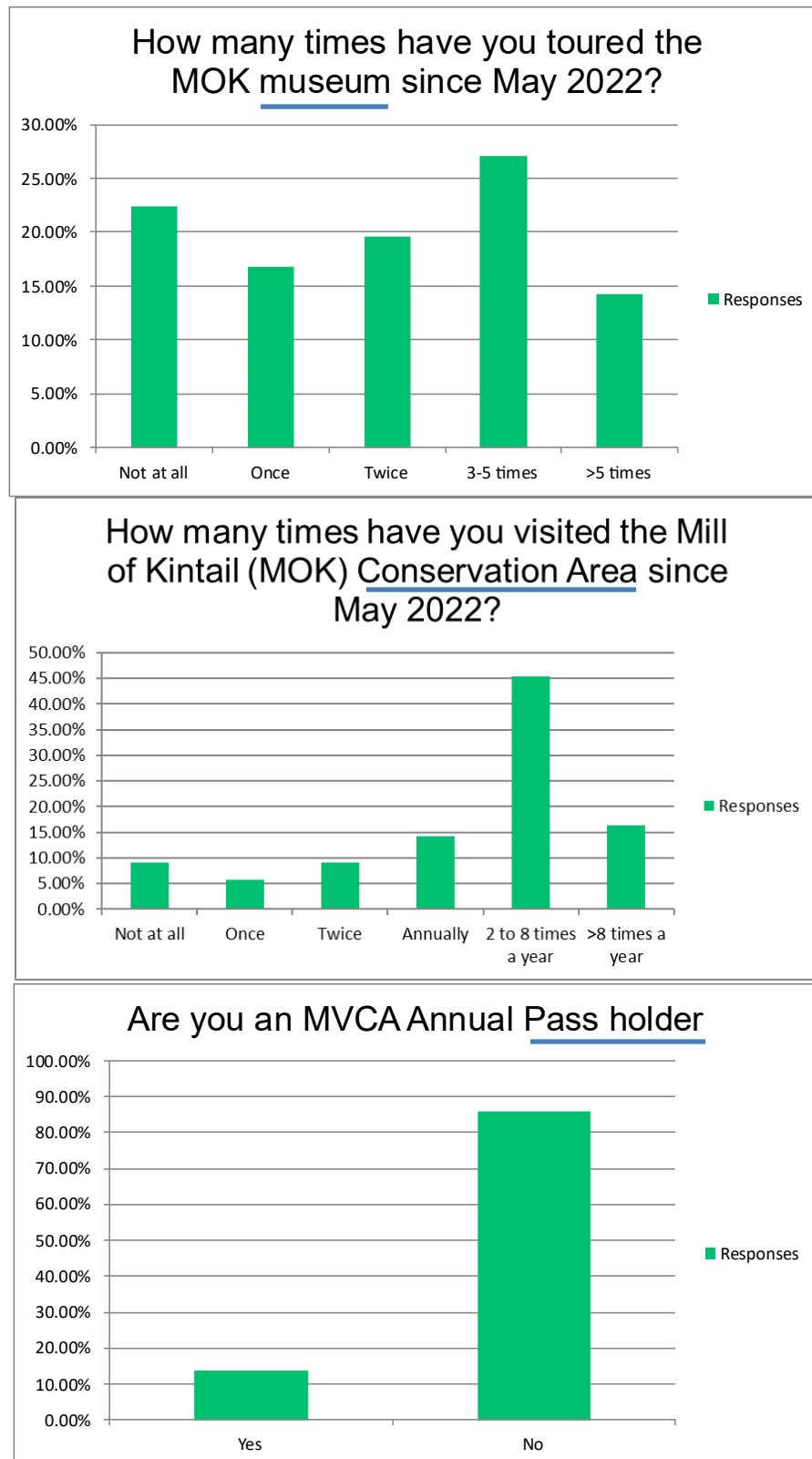
A total of 318 complete or partial surveys were submitted. Most respondents were over the age of 55 and live in the Municipality of Mississippi Mills. Approximately 20% have an association with the site, the museum, or museums generally.



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2. Attendance History



3. Willingness to Support Current Museum or Transition to New Museum

Where 1 is *Very Likely* and 5 is *Very Unlikely*, the vast majority of respondents were unwilling to volunteer time towards either the current museum or a future museum. However, in raw numbers, there is a group of ~80 people that indicates that would likely volunteer time to support one or the other directions.

SUPPORT FOR THE CURRENT MUSEUM	1 & 2	3	4 & 5
Do grant writing or other fundraising for the museum	28.28%	20.69%	51.03%
Act as a museum guide 4-8 hours per week May-October	21.95%	13.59%	64.46%
Help plan and undertake annual updates to the exhibits	29.76%	14.19%	56.05%
Help plan and prepare social media for the museum	24.91%	17.54%	57.54%
Help relocate and/or house the exhibits locally	26.13%	14.63%	59.23%
Help digitize the museum and collections	25.44%	13.24%	61.32%
Help manage a website to host a virtual museum for the current collections	20.07%	9.15%	70.78%
Make an endowment donation towards the long-term sustainment of the collections at the MOK or other local site.	27.83%	19.59%	52.57%
SUPPORT FOR TRANSITION	1 & 2	3	4 & 5
Do grant writing or other fundraising to help repurpose the museum	13.85%	6.76%	79.39%
Sit on an advisory committee to help plan the new museum	15.60%	8.47%	75.93%
Help plan and/or build exhibits	15.82%	7.74%	76.43%
Donate or otherwise help supply or relocate exhibits locally	18.52%	7.41%	74.07%
Help plan and prepare social media for the museum	14.23%	5.76%	80.00%
Help digitize the new exhibits and collections	15.60%	6.44%	77.96%
Help manage a website to host a virtual museum for the collections	14.62%	2.72%	82.65%
Make an endowment donation towards the long-term sustainment of the museum	13.99%	9.22%	76.79%

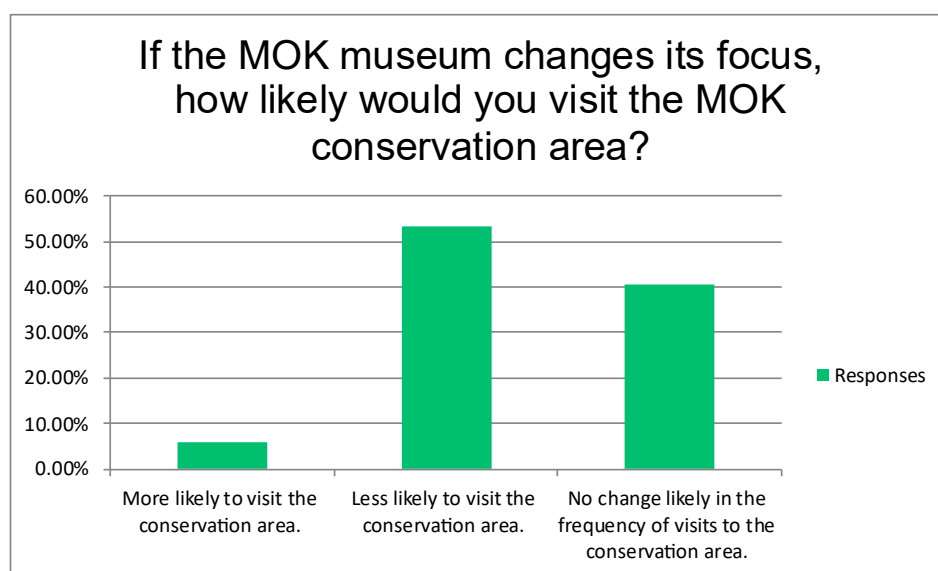
4. Water & Watershed Museum Objectives

While the majority of respondents were clearly in favour of keep the museum as is, almost all (308) responded to the question regarding potential objectives for a new museum, with the average rating for coming in around 3, where 1 is *Totally Agree* and 5 is *Totally Disagree*.

SUPPORT WATERSHED MUSEUM OBJECTIVES	1 & 2	3	4 & 5
Water, as a source of life, power, and enjoyment and the need to protect it.	33.11%	20.13%	46.76%
Watersheds, how they function, and how they shape our communities.	34.96%	21.04%	44.02%
Natural hazards and the work of MVCA to protect people and property from harm.	30.94%	20.85%	48.21%
Conservation and stewardship and what people can do to manage water and land responsibly now and for future generations.	38.06%	19.68%	42.26%

5. Potential Impact on Attendance

Just over 50% of respondents indicated that they would be less likely to visit the conservation area if the museum focus changed. Nineteen respondents said they would likely visit the conservation area more frequently if the museum changed focus.





Mill of Kintail Museum e-Communications Analytics

As of October 15, 2025

1. Meta Boosted Post (Facebook/Instagram)

Target Audience

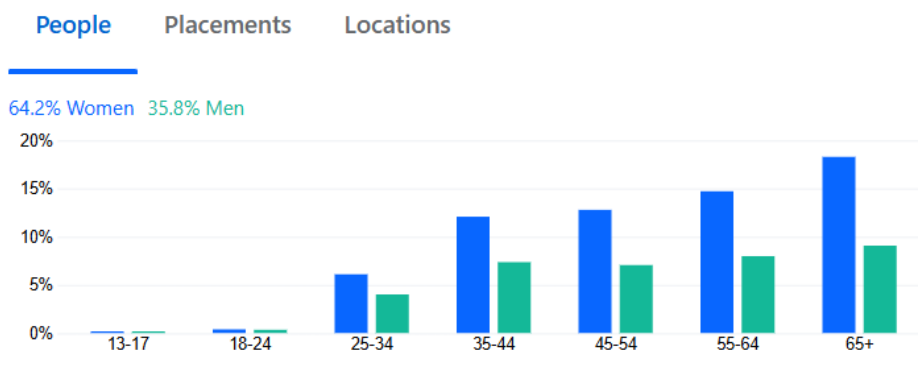
- 30-mile radius from MVCA HQ, Age 18-65+
 - *Advantage+* detailed targeting employed - Allows system to reach broader group of people than what is defined in detailed targeting. Shows ad to additional people who are likely to get more results against optimization goals.

Performance

- 24,366 Total Views of the post (sponsored and non-sponsored) - number of times the post was displayed on user screens
 - 89% non-followers & 11% followers
 - 13,155 Views of the sponsored ad specifically
- 235 Landing Page Views - Number of times a click on the ad resulting in loading of our destination webpage
- 138 Post reactions – Likes, comments, saves, shares

Audience

This ad reached **7,354 Accounts Center accounts** in your audience.



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2. MailJet Mass Email Campaign

- Successfully delivered to 1,178 Contacts
 - 59.52% (700 emails) opened the email
 - 7.86% (55 emails) of recipients who opened this email clicked it at least once

URL	Total Clicks	Unique Clicks
Transition Plan	67	37
Museum Home Page	26	21
MOK Strategic Plan	18	14
Frequently Asked Questions	17	14
Museum Timeline (2019-2025)	11	10

3. Website Traffic - Mvc.on.ca

[Museum Home Page](#)

- 2024 – 2866 views
- 2025 YTD – 6570 views
 - June – 335 views
 - July - 455 views
 - August – 1,360 views
 - September – 1,967 views
 - October - 343 views

[MVCA News item - Draft Transition Plan](#)

- ~550 views since posting
 - September – 231 views
 - October – 316 views



From Committee of the Whole Meeting October 7, 2025

Resolution No CW192-25

Moved by Councillor Souter

Seconded by Mayor Lowry

THAT Committee of the Whole recommend that Council direct staff to provide feedback on the terms of reference to include the guiding principle of stewardship over the collection;

AND THAT the municipality recommend that the working group be made up of representatives from the municipality, Mississippi Valley Textile Museum, the MVCA and interested and committed individuals, which may include those with financial interests;

AND THAT Committee of the Whole recommend that Council direct staff to request clarification on the following:

- Justification for the \$50,000 and what it does and does not cover
- Additional details regarding ownership of the artifacts and lease terms

AND THAT Committee of the Whole recommend that Council indicate their commitment to the MVCA to identify a viable ownership and/or management solution.

CARRIED

Resolution No CW193-25

Moved by Mayor Lowry

Seconded by Councillor Souter

THAT Committee of the Whole recommend that Council direct staff to initiate the Museum recommendations from the 2025 Community Services Master Plan, recognizing that museums should remain independent (not municipally owned):

1. Develop partnership agreements for MM museums to define, at minimum, the responsibilities of the Municipality and each Museum, space and staff allocation per Museum, funding allocations, etc., including a shared pool of Museum staff to strengthen the collaboration between museums;
2. Create a collaborative steering committee for museums including members of each museum and the municipality to work collaboratively to formalize joint actions and initiatives

AND THAT staff report back to Committee of the Whole with a process and next steps, and report back at the first meeting in November.

CARRIED

MOK Museum Working Group

Draft Terms of Reference

October 16, 2025

1. Mandate

Identify and conduct a feasibility analysis of options for retaining the collections of R. Tait McKenzie and James Naismith at the Mill of Kintail Conservation Area or locally.

2. Objectives

- A. Determine if there is a financially sustainable business case for a third-party entity/consortium to assume one or both collections no later than January 1, 2029 and:
 - a. Manage the museum at the Mill of Kintail, or
 - b. House one or both collections elsewhere in Lanark County, or
 - c. House one or both collections elsewhere in Canada.
- B. Document the assumptions of each business case and the financial and administrative analysis carried out.
- C. Where a financially sustainable option is identified, document:
 - a. all organizations that are part of the solution;
 - b. all written financial/other commitments secured from those parties;
 - c. assumed financial or other resources to be provided by MVCA before and after December 31, 2028; and
 - d. other business case assumptions that could affect current or future operations of the Mill of Kintail Conservation Area by MVCA.
- D. Table findings by May 30, 2026 so that they may be shared with the public and considered by MVCA's Board of Directors by June 30, 2026.

3. Group Members

- Motivated to find a local solution.
- Bring museum expertise, financial and/or other resources to the table.
- Have decision-making authority or can act autonomously (preferred).
- Committed to the process and timelines.

In addition to Scott Lawryk of MVCA, it is recommended that the following groups have a representative on the Working Group:

- a) Municipality of Mississippi Mills
- b) Mill of Kintail Museum Advisory Committee
- c) Mississippi Mills Textile Museum
- d) North Lanark Regional Museum
- e) Lanark County Arts & Heritage Committee
- f) City of Ottawa
- g) Mississippi Mills Community Foundation
- h) Ottawa Community Foundation
- i) Ontario Heritage Trust
- j) National Capital Commission
- k) Leys and Naismith families
- l) PHE Canada Alumni

4. Group Facilitation

It is recommended that an independent third-party with a background in organizational management and finance be retained to:

- a) guide the process
- b) set meeting agenda
- c) facilitate the meetings
- d) confirm next steps and individual commitments
- e) support drafting of findings and recommendations.

5. Meetings

- a) A full-day kick-off meeting to be held at the Mill of Kintail Conservation Area in January 2026.
- b) Subsequent meetings to be held twice monthly at MVCA's head office in Carleton Place or remotely.

6. Administrative Support

MVCA will provide administrative support by:

- a) Scheduling meetings
- b) Issuing agenda
- c) Drafting minutes
- d) Formatting and circulating documents
- e) Issuing reminder emails

MVCA will support financial data analysis where required but will have limited resource availability during the annual audit period.

Mississippi Mills Comments on Draft Terms of Reference for the proposed Working Group

October 15, 2025

1. Mandate

Remove “or locally”. We do not support investigating options to remove the collections from the MOK lands. That is not a shared objective.

2. Objectives

Remove b and C for same reason as above.

2C: Confirm meaning of (C) sub c – that the option does not have to be revenue neutral to MVCA – please confirm that MVCA recognizes that they still have a role in funding some portion of the collections staying at MOK.

2D: May 30, 2026, may be a challenging timeline if the expectation is that all findings/business case(s) are to be final/complete

3. Group Members

Please explain bullet 2 and 3 – specifically how do members have decision making authority and act autonomously?

Members – what about specific subject matter experts beyond local organizations –

- professional fund-raising experience
 - (Mary Miller??)
- governance exp,
- marketing exp,
- multi-facility exp (Brohm??).
- Also include indigenous representation – consider Ginawaydagunuc Village or an elder.
- Others to be considered –
 - Ottawa Museum network Sarah McKenzie,
 - Ottawa Community Foundation,
 - MM Community Foundation.
 - Ontario Museum Association

- or is the expectation that Michael Rickley-Lancaster fulfill this role?
- There are other non-museum people and organizations that are interested in assisting
 - will they be incorporated or is this something for the working group to include in their workplan?

General

What about consultant cost, legal cost, other? Is there a budget?

Corporate Strategic Plan Update

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

FROM: Sally McIntyre, General Manager

REPORT: 3521/25, October 14, 2025

RECOMMENDATIONS

That the Board of the Directors approve the 2026-2030 Corporate Strategic Plan attached to this report.

1.0 Closing out the 2021-2025 Corporate Strategic Plan

MVCA undertook a major strategic planning initiative during the winter of 2020-21 involving interviews and surveys with staff, managers, board members and key stakeholders in the community. The organization was in a state of flux and uncertainty due to retirement of most members of the management team and the world at large was dealing with the COVID-19 pandemic with societal shifts occurring in where and how work took place, and employees' life priorities and work expectations.

Compounding these challenges, MVCA was dealing a labour shortage during a period of above average permit requests arising from the 2017 and 2019 floods and a housing boom.

Despite these conditions, and with the support of the Board of Directors, MVCA was able to achieve all of its stated corporate goals and objectives. Of the 27 projects identified as Performance Indicators under the [2021-2025 Implementation Plan](#):

- 24 were completed.
- 1 is a work in progress with plans to complete this year.
- 1 was placed on hold due to a lack of capacity by a partner organization.
- 1 was cancelled due to withdrawal by a partner.

In addition, each year staff updated and prioritized the corporate *Needs Assessment* and were able to complete a further 78 initiatives during this period with another 39 in various stages of completion (see Attachment 1.) All of these projects represent work

undertaken by staff in addition to their day-to-day operational activities and reflect the incredible effort made by employees to achieve MVCA's goals by securing and leveraging provincial and federal grants, private sector and institutional grants, and the support of partners such as the City of Ottawa. It also reflects the agility of the organization to adapt to challenging circumstances and the excellence of its employees.

2.0 Approving the 2026-2030 Corporate Strategic Plan

In June 2025, the Board held a half-day facilitated discussion regarding update of the Corporate Strategic Plan. Results were discussed at the July 2025 Board meeting during which several matters were raised. Following a survey of board members and further update, the draft strategy was tabled in September for final review and comment. No comments have been received since the last board meeting, and the attached *2026-2030 Corporate Strategic Plan* is recommended for approval.

Following approval of the Plan, staff will draft an Implementation Plan with Performance Indicators as was done for the 2021-2025 plan, and table it and an updated *Needs Assessment* document for Board consideration in Q1 2026.

Attachment

1. Operational and Capital projects carried out under the *2021-2025 Corporate Strategic Plan*
2. Recommended *Corporate Strategic Plan, 2026-2030*

Table 1: Operational projects carried out under the 2021-2025 Strategic Plan

Program / Service Project	Driver	Risk	Scheduled Start Date	Status	Comments
Governance and Administration					
1. Prepare and submit Transition Plan	CA Reg 686/21		2021	Completed	
2. List & Cost Ex. & Fut. Programs & Services	CA Reg 686/21		2022	Completed	
3. Negotiate Cost Apportionment Agreements	CA Reg 686/21		2022	Completed	
4. Interim Reporting to the Province	CA Reg 686/21		2022	Completed	
5. Prepare Conservation Area Strategy	CA Reg 686/21		2023	Completed	
6. Prepare Watershed-based Resource Management Strategy	CA Reg 686/21		2023	Completed	
7. Address Mental health / stress in workplace	Workplace health/resiliency; Strat. Plan Goal 3		2021	Maint.	Ongoing implementation and monitoring
8. Resolve Land Ownership Conflicts/Uncert.	CA Reg 686/21 and BMP		2021	WIP	At dams and along K&P ongoing
9. Carryout Strategic Land Disposals	Financial/Board Dir.		2021	WIP	K&P and Palmerston Beach
10. Job Evaluation and Market Assessments	Employee attraction and retention; Strategic Plan Goal 3		2021	Maint.	All positions assessed. Updates will be carried out as needed.
11. Salary Scale/band review	Pay equity within organization		2023	Completed	
12. Business Automation - timesheets	CA Reg 686/21 & Corp. Rptg.		2021	Completed	
13. Integrate payroll and timesheet systems	Admin. BMP		2021	Completed	
14. Electronic payables invoice approvals	Admin. BMP		2025	Completed	
15. Redesign of Annual Budget Documents	Admin. BMP		2024	Completed	
16. Business process mapping/documentation	Admin. BMP		2021	WIP	Continuing across business lines
17. Develop intranet site	BMP		2023	Maint.	Ongoing update and refinement
18. Update <i>Corporate Strategic Plan</i> ('21-25)	Board of Directors / BMP		2021	Completed	
19. Prepare CSP Implementation Plan	Board of Directors / BMP		2021	Completed	
20. Update <i>Corporate Strategic Plan</i> ('26-30)	MVCA LC&RS; BOD		2024	Completed	
21. Prepare Supervisor H&S Guide	BMP		2024	Completed	
22. Goods & Serv. Warranties Monit. Program	BMP		2025	WIP	Business process under development

Program / Service Project	Driver	Risk	Scheduled Start Date	Status	Comments
Flood Forecasting and Warning (FFW) and Water Control Structures (WCS) Operations					
23. Carp Watershed Model Development	Strat. Plan Goal 1 – climate ch.		2021	Completed	
24. Mississippi Watershed Model Development	Strat. Plan Goal 1 – climate ch.		2021	Completed	
25. Carp Watershed Model Calibration	Strat. Plan Goal 1 – climate ch.		2022	Completed	
26. Mississippi Watershed Model Calibration	Strat. Plan Goal 1 – climate ch.		2022	Completed	
27. Document current assets and procedures	Strat. Plan Goal 1 – asset mgt.		2024	Completed	
28. Develop automated data QA/QC procedure	Climate Ch Adaptation; LC&RS		2024	WIP	
29. Cross-training on system operations	MVCA LC&RS		2025	WIP	On the job training ongoing.
30. Prepare Natural Hazard Infrastructure Asset Management Plan	CA Reg 686/21 and BMP		2023	Completed	
31. Update Natural Hazard Infrastructure Operational Management Plans (OMS Manuals)	CA Reg 686/21 and BMP; MNRF/CDA; MVCA LC&RS		2022	Completed /Maint.	Plans for each structure require annual update.
32. Update Public Safety Plans for structures	MNRF/CDA		2021	Maint.	To be completed per <i>10-year Capital Plan</i>
33. Low Water Response Plan			2025	Completed	
34. Annual municipal awareness program	MVCA LC&RS		2025	Maint.	Late February / early March
35. Ice Monitoring Program (Ice Mgt Plan)	Strat. Plan Goal 1; Reg. 686/21		2023	Maint.	Prepared Ice Mgt Plan. Implem. annually
36. Develop digital forms for data collection and dam operation, inspection and maintenance	Operational efficiency and data accessibility		2022	Maint.	Forms prepared and in use; enhanced and improved as needed.
37. Enhanc. rptg protocols w other fac. owners	MVCA LC&RS		2025	WIP	Improved comms with OPG. Need to expand to other facility owners
38. Estb. public query tracking system	MVCA LC&RS		2025	Maint.	Completed and cross training staff to use
39. Update Registry of Hazardous Events	MVCA LC&RS		2025	Maint.	At year-end w links to rel. data and media
Conservation Areas / HQ Facility					
40. Transition Museum to new Fin. Model	Bill 108/229; CA reg 687/21		2019	Completed /WIP	Secured Cat. 3 Agreements to the end of 2028. Post '28 Serv. Del. under review.
41. Prepare Conservation Land Inventory	CA Reg 686/21; MVCA LC&RS		2022	Maint.	Inventory completed. Requires annual update.
42. Disposition of K&P Trail			2021	WIP	P&S agreement near complete

Program / Service Project	Driver	Risk	Scheduled Start Date	Status	Comments
43. Asset Management Plan – Phase 2	Strat. Plan Goal 1 – Asset Mgt.		2020	Maint.	Documented PM activities and annual maint. req'ts; estbl. Bus. Process for annual work planning. in implem. phase.
44. Prepare CRCA Master Plan	New asset needs a Plan		2021	ON HOLD	Completed Background Study. City has insufficient resources at this time.
45. Present Rec. Study findings to partners	BMP		2025	Completed	
Planning Review and Regulations					
46. Review guidelines and submission checklists for planning/permit applications	Regulation changes		2021	Completed	
Update Reg. policies					
47. Wetlands	O. Reg. 41/24 and BMP			Completed	
48. Slopes – riverine	Regulation changes and LC&RS		2021	WIP	Doct. methodology and mapped where info. avail.; need to expand west.
49. Slopes/soils – non-riverine (criteria set by the province)	Regulation changes / City of Ottawa issues		2021	WIP	MVCA mapped unstable soils; City of Ottawa and 3 CAs collaborating on policies for greenfields development.
50. HIS requirements	Regulation changes		2021	WIP	Collaborating with other CAs.
51. Update permitting documents	BMP		2021	WIP	Inter CA review 2024 - 2025
52. Prepare Compliance Strategy	Regulation changes		2021	Completed	
53. Prepare Enforcement Strategy	Regulation changes		2024	Completed	
54. Track and report CO service standards	Strat. Plan – Goal 2 Public Cred.		2024	Maint.	Ongoing / maintenance CO changes
55. Cost of Service Study (P&R)	Regulatory changes		2023	WIP	Adjusted timesheet system to improve/refine analysis; Need to benchmark against other CAs/munic.
56. Planning & Regulation Fee Study	MVCA LC&RS		2024	ON HOLD	Due to provincial Freeze on fees
57. Digitize historical records for easy retriev.	MVCA LC&RS		2025	WIP	Occurring as resources allow
58. Implement CO service standards	Strat. Plan – Goal 2 Public Cred.		2021	Maint.	Tracking and reporting implementation
Hazard Identification & Mapping					
59. Carp Flood Plain Mapping (FPM)	City of Ottawa – Agreement 2		2020	Completed	
60. Casey Creek Flood Plain Mapping	City of Ottawa – Agreement 2		2020	Completed	
61. Carp River - Additional Products	City of Ottawa – Agreement 3		2024	Completed	
62. Upper Shirley's Brook FPM Update	City of Ottawa – Agreement 3		2024-25	WIP	Phase 1 Complete

Program / Service Project	Driver	Risk	Scheduled Start Date	Status	Comments
63. Carp Tributaries FPM	City of Ottawa – Agreement 3		2024	WIP	Nearing completion
64. Kinburn FPM	City of Ottawa – Agreement 3		2024	WIP	Nearing completion
65. Upper Feedmill Creek FPM	City of Ottawa – Agreement 3		2024	Completed /ON HOLD	Field work completed; modeling on hold pending City's CDP project
66. NDMP Flood Risk Assessment	Strat. Plan Goal 1 – climate ch.		2021	Completed	
67. Lower Mississippi FPM Update	Strat. Plan Goal 1 – climate ch.		2021	Completed	
68. Lower Clyde River FPM	Strat. Plan Goal 1 – climate ch.		2023	Completed	
69. Fall River and Bennett Lake FPM	Strat. Plan Goal 1 – climate ch		2025	WIP	Nearing completion
70. Lower Mississippi River FPM	Strat. Plan Goal 1 – climate ch		2022	Completed	
71. Annual FPM reporting	CA Reg 686/21		2025	Maint.	At April AGM
72. Upper Mississippi River - Dalhousie Lake to Mississippi Lake FPM	Strat. Plan Goal 1 – climate ch		2025	WIP	Field work completed;
73. Upper Mississippi River - Crotch Lake to Dalhousie Lake FPM	Strat. Plan Goal 1 – climate ch		2025	WIP	Field work completed;
74. Delineate new sub catchment areas	BMP		2025	WIP	Completed where FMP prepared.
Technical Studies and Watershed Planning					
75. Carp Creek Erosion Control project	City of Ottawa - MOU		2020	Completed	
76. Role of Upper Poole Creek Wetlands	Strat. Plan Goal 1 – climate ch.		2023	Completed	
77. Clyde River Storage Study	Strat. Plan Goal 1 – climate ch.		2023	Completed	
78. Carp River Climate Change Study	Strat. Plan Goal 1 – climate ch.		2025	WIP	Design storms & flows completed
Implement Watershed Plan Projects					
79. Land Conservation & Acquisition Strategy	Strat. Plan Goal 1 - MRWP		2021	Completed	
80. Carp River Wetland Restoration Project	Carp River Action Plan		2021	Cancelled	Landowners didn't sign-up
81. Enhan. Community/First Nations Liaison	Strat. Plan – Goal 2 Relat'p Bldg.		2020	WIP	Newsletter issued periodically and Indig. engagement page on website created. AGM ceremony.
82. Mississippi Lake Water Quality Study	Strat. Plan Goal 1 – climate ch.		2020	Completed	
83. Review of wetlands in growth areas	Regulatory / Foundation		2020	Completed	
84. Review and update of field monitoring program	Strat. Plan – Goal 1 core mandate and Goal 2 Public Eng.		2021	Completed	

Program / Service Project	Driver	Risk	Scheduled Start Date	Status	Comments
Information and Communications Technology					
85. SOP - Computer/Internet Use	Strat. Plan – Goal 1 Asset Mgt.		2020	Completed	
86. Document Naming and Filing Standards	Strat. Plan – Goal 1 Asset Mgt.		2020	Completed	
87. File and Process - DRAPE 2019 data	Growth		2021	Completed	
88. ICT Plan and policies	Strat. Plan – Goal 1 Asset Mgt.		2021	Completed	
89. Cyber Security Review	Strat. Plan – Goal 1 Asset Mgt.		2021	Maint.	Investments ongoing.
90. Open data strategy	Strat. Plan – Goal 2 Public Eng't		2022	WIP	Pending Board approval
91. Develop Network Plan	Strat. Plan – Goal 1 Asset Mgt.		2022	Completed	
92. Windows 11 Upgrades	Admin. BMP		2025	Completed	
93. MS Office 365 (cloud computing)	Staff collaboration / enhanced email security / data loss mitig.		2022	Completed	
94. Data Storage Strategy	Strat. Plan – Goal 1 Asset Mgt.		2022	Completed	
95. Phone service strategy/VOIP	Admin. BMP		2025	WIP	To scope and conduct cost/benefit analysis.
Education and Stewardship					
96. Develop and implement pilot stewardship program	Strategic Plan – Goal 2; MRWP		2021	Completed	
97. Implement ALUS project	Strat. Plan Goal 2 – Stakeh. Rel.		2021	Maint.	Program established and operating
98. Conduct alternative service delivery review for education program	Bill 108/229; CA reg 687/21		2022	Completed	
99. Pilot Summer Camp Program	Board Direction		2024	Completed	
100. Reinstitute Education Program	Board Direction		2025	Completed	
101. Pilot use of Eco Trekr	Strat. Plan – Goal 2 Public Eng't		2021	WIP	There are operational challenges with the app. to be addressed.
Communications (External)					
102. Complete update of corporate website	Strat. Plan – Goal 2 Public Eng't		2020	Maint.	Updated as required and resources allow
103. Prepare and implement Corp. Communications Plan	Strat. Plan – Goal 2 Public Eng't		2021	Maint.	Plan developed; implementation as resources allow
104. Prepare and implement social media plan	Strat. Plan – Goal 2 Public Eng't		2022	Maint.	Implemented as resources allow

Table 2: Capital projects carried out under the 2021-2025 Strategic Plan

Capital Project	Driver	Risk	Scheduled Start Date	Status	Comments
Water Control Structures (WCS)					
1. Shabomeka Dam replacement	MNRF, CDA		2021	Completed	
2. Kashwakamak Dam Safety Review (DSR)	MNRF, CDA		2021	Completed	
3. Shabomeka Public Safety Measures	MNRF, CDA		2021	Completed	
4. Carleton Place DSR	MNRF, CDA		2022-23	Completed	
5. Carleton Place Public Safety Measures	MNRF, CDA		2023-24	Completed	
6. Kashwakamak Dam Class EA	MNRF, CDA		2023-24	Completed	
7. Kashwakamak Dam Design	MNRF, CDA		2025	WIP	30% complete
8. Lanark DSR	MNRF, CDA		2024	Completed	
9. Lanark Dam Safety Measures	MNRF, CDA		2025	WIP	Near completion
10. Farm Dam Risk Assessment Study	MNRF, CDA		2025	Completed	
11. Pine Dam Minor Repair	MNRF, CDA		2024	Completed	
12. Mississagagon Dam Minor Repair	MNRF, CDA		2024	Completed	
Flood Forecasting and Warning (FFW)					
13. Watershed LiDAR acquisition	Climate change adapt.		2021	Maint.	
14. Topo-bathymetric data collection	Climate change adapt.		2021	WIP	Ongoing
15. Expansion of monitoring network	Climate change adapt.		2021	WIP	Ongoing
16. Depth & Flow meter acquisition (ADCP)	Climate change adapt.		2022	Completed	Equipment selection in progress
Conservation Areas / HQ Facility					
17. Purdon - Replace sections on Boardwalk	Safety - Lifecycle replacement		2021	WIP	Nearing completion.
18. HQ Sewer and water connection	Agreement with C.P.		2021	WIP	Awaiting final cost share agreement for existing infrastructure.
19. Gate house - accessibility doors and ramps	AODA compliance		2022	Completed	
20. Replace riverside look-out	Building Code Structural concerns		2022	Completed	
21. MICA Trail Bridge repairs	Safety - structural		2022	WIP	Three of nine completed.

Capital Project	Driver	Risk	Scheduled Start Date	Status	Comments
22. CA entrance signage- review and update for regulatory consistency	Recommendation from 3 rd party risk assessment		2022-2023	WIP	Structures in place. Signage to be completed 2025.
23. Gatehouse – Paint ext. window/door trim			2021	Completed	
24. Gatehouse - Replace veranda joists and flooring	Heritage Act. Prev. Maint.		2021	Completed	
25. Purdon stair replacement	Lifecycle replacement		2024	WIP	2/5 completed.
26. HQ - Condition Assessment	Asset management BMP & ARO audit req.		2025	WIP	TBC 2025.
27. MoK Buildings Assessment (all)	Asset management BMP & ARO audit req.		2025	WIP	TBC 2025.
28. Ed. Centre - security and access. upgrades	AODA compliance		2025	WIP	Permits in process
29. Museum – Roof replacement	Heritage Act, prev. maint.		2023	Completed	
30. Museum - Repaint windows & trim	Heritage Act		2024	Completed	
31. Museum & Gatehouse repointing	Heritage Act, prev. maint.		2024	Completed	
32. MOK Construct flush washrooms	MOK Master Plan		2023	ON HOLD	Pending matching grant funding.
33. Education Centre - Replace siding	Prev. Maint.		2025	Completed	
34. Updates to Generator at HQ	CSA-282-15/ CSA B139-19		2023	Completed	
35. K&P Trail Condition Assessment	Asset Mgt BMP		2025	Completed	
Vehicles & Equipment					
36. Vehicle purchases	Lifecycle replacement		2024	Completed	1 in 2023, 2 in 2024, 1 in 2025.
37. Tandem utility trailer	Dam Ops		2023	Completed	
Information and Communications Technology					
38. Increase Storage	Growth		2021	Completed	
39. Replace Servers	Lifecycle replacement		2023/25	Completed	
40. Corporate data acquisition	To meet technical study needs		n/a	Maint.	Updated as new data becomes avail.
41. Integrate GIS & F. Plain mapping	Transparency		2021	Completed	
42. Audio Visual Improvements	Remote & hybrid meetings		2021	WIP	New audio system installed; working to enhance functionality
43. Purchase SAAS MS Exchange 365 back-up	Data management		2023	Completed	



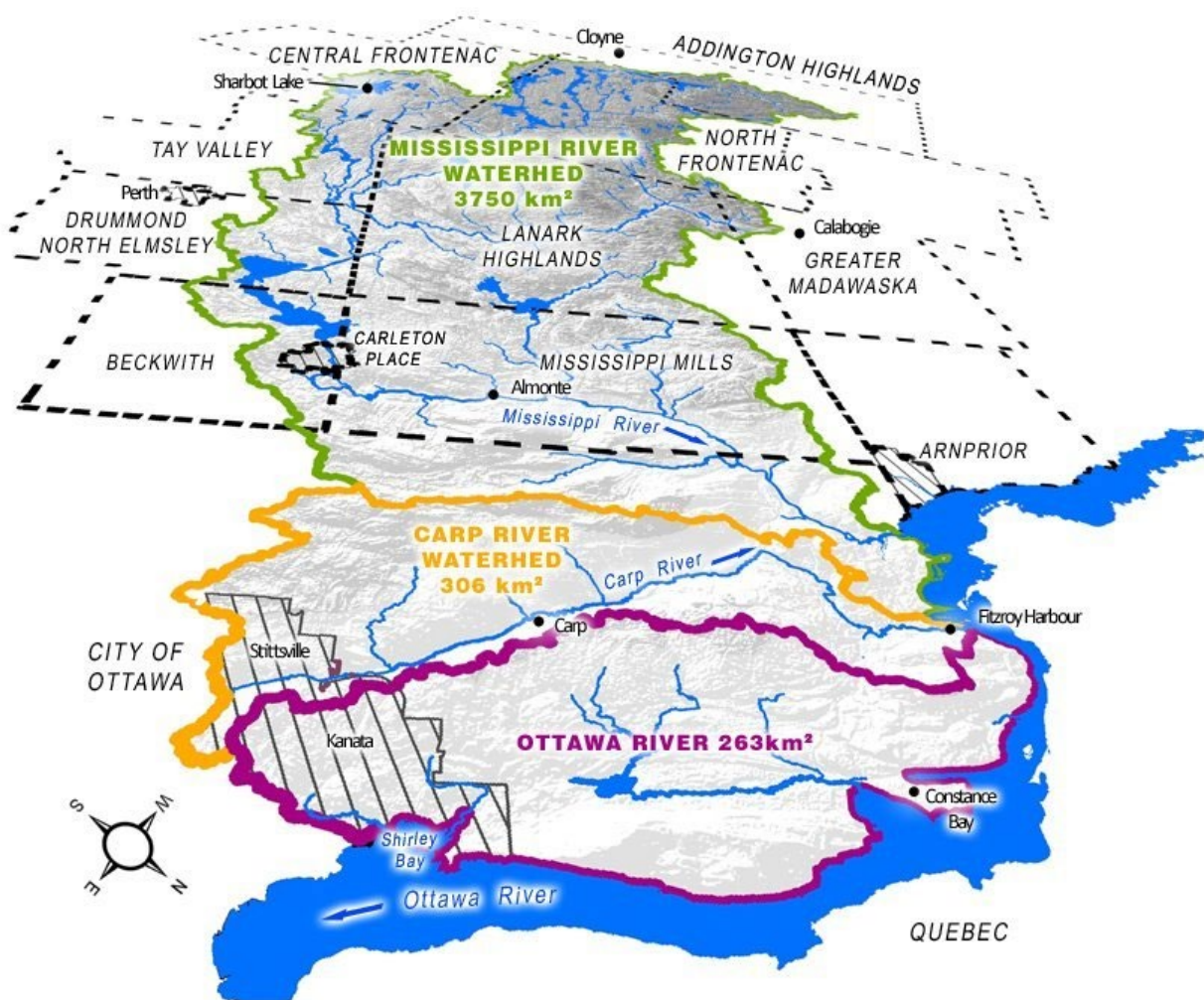
Corporate Strategic Plan 2026-2030

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

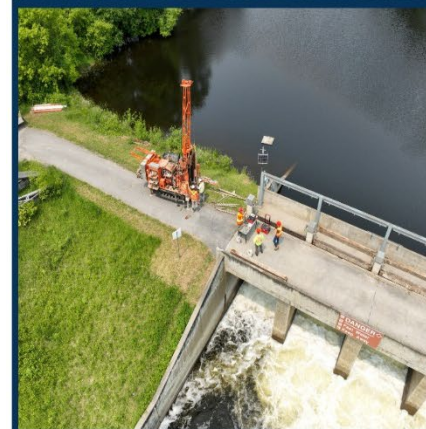
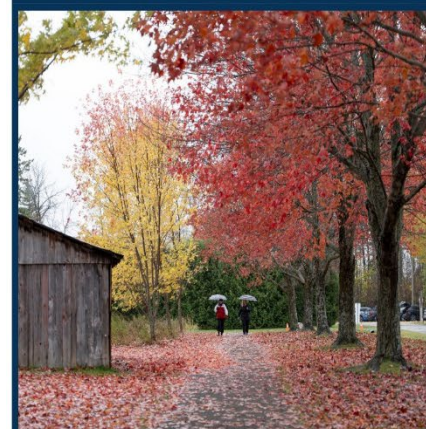
The Board of Directors has set the following corporate priorities for the planning period:

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 an enabler of sustainable 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/objectives are planned for the period 2026-2030.

Priority	Initiative
1. Invest in infrastructure renewal	a) Complete the Kashwakamak Lake Dam project. b) Include all assets within the <i>Asset Management Plan</i>. c) Address gaps in the land inventory. d) Build capital reserves for future sustainability.
2. Expand use of science-based tools	a) Implement a Hazard Mapping and Management Strategy including funding approach. b) Carry out climate scenario watershed impact studies. c) Work with partners to assess trends in surface water quantity and quality and identify mitigating measures. d) Share findings using presentations, web-based dashboards, and enhanced open data.
3. Enhance community awareness & education	a) Implement a comprehensive Communications Plan including corporate branding. b) Implement an Engagement Plan with elected officials. c) Enhance Category 1 education and outreach programming. d) Develop partnerships with targeted groups.
4. Plan for long term viability	a) Invest in employees and succession planning. b) Develop and assess options for sustainable program delivery. c) Partner with others to pool resources for mutual success. d) Develop business plans for Category 3 programs and services.

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.



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(613) 253-0006 | mvc.on.ca



Report on Open Data

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

FROM: Alex Broadbent, Information & Communications Technology Manager

REPORT: 3522/25, October 14, 2025

RECOMMENDATION:

That the Board of Directors approve the attached Open Data Strategy.

The purpose of this report is to table goals, objectives, and an approach to enhancing Open Data at MVCA. Development of an *Open Data Strategy* is Project No. 17 in MVCA's *2021-2025 Strategic Plan, Implementation Strategy*.

1.0 Background

MVCA has a responsibility to collect and ensure proper management of data to meet regulatory requirements, deliver approved programs and services, and support community needs in accordance with the *Municipal Freedom of Information & Personal Privacy Act* (MFIPPA.)

Open Data refers to datasets that are made freely available for anyone to access, use, modify, and share without restrictions. While MVCA has made water level and flow data downloadable on its website for several years, most other data are provided in the form of studies and reports—not in a format that allows for independent analysis and use.

2.0 Open Data Principles

The Open Data Charter (ODC)¹ is a collaboration of over 250 governments and organisations working to open up data based on a shared set of principles:

- **Open By Default:** data is made available without the need to request it.

¹ <https://opendatacharter.org/>

- **Timely & Comprehensive:** data is made available in a timely manner and in an unmodified form.
- **Accessible & Usable:** data is machine readable, easy to find, and in usable file formats.
- **Comparable & Interoperable:** datasets can “talk to each other” for enhanced analysis and usefulness.
- **Governance & Citizen Engagement:** data provides transparency to the work of the organization.
- **Development & Innovation:** data provides opportunities for enhanced research and economic development.

The draft *Open Data Strategy* recommends that MVCA follow these principles to the greatest extent possible within the financial resources it has available.

3.0 Current State

MVCA maintains a broad range of datasets of value to the communities we serve that can be described as follows:

- GIS/Geospatial data
- Report and graphics
- Excel spreadsheets / Tabular time series data
- dbase / associated tables

While MVCA is excellent at sharing documents, data sharing is limited in scope and does not meet the above principles, for example:

- Water Level and Flow Data: Provided as Open Data, these datasets are freely accessible however there are improvement required to meet the intent of open data.
- Water Quality Data: Currently published in summary reports with data unavailable in machine-readable formats, which limits its usability.
- Wetland and Hazard Regulation Mapping Data: Regulation boundaries are available for viewing through interactive GIS platforms, but the data is not downloadable for external analysis.

3.1 Open Data Readiness

To help assess the readiness of MVCA to share data in an open data format, all relevant datasets were reviewed against several key factors to ensure appropriate management, accuracy, and compliance with legislative obligations.

Staff identified challenges with most datasets therefore prioritization and a focus on improved business processes will be critical to successful implementation of the proposed strategy.

4.0 Implementation

A phased implementation approach is recommended due to the volume of data MVCA collects and the need to address one or more challenges with each dataset.

Phase 1: 2026 Establish Governance & Infrastructure

The following key steps outline how governance and infrastructure will be developed to support a sustainable and trusted open data program:

- Formalize open data governance frameworks.
- Screen datasets against policies outlined in Section 5.0
- Apply MVCA's standard for data and metadata (Appendix 2 & 3).
- Establish licenses and governance practices.
- Evaluate options and develop a centralized open data portal.

Phase 2: 2027-2028 MVCA Open data (Beta Launch)

- Release 5–10 high-value datasets.
 - Water levels and flows (available on open data portal)
 - Monitoring data – tied to Geospatial data

Phase 3: 2029-2030 Review and Enhance

- Gather feedback from stakeholders.
- Evaluate Phase 2 processes and outcomes: Assess engagement metrics and feedback.
- Release up to 15 datasets.
- Update governance and infrastructure systems.

5.0 Corporate Strategic Strategy

This report was prepared in fulfilment of the following corporate goal 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.
- b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

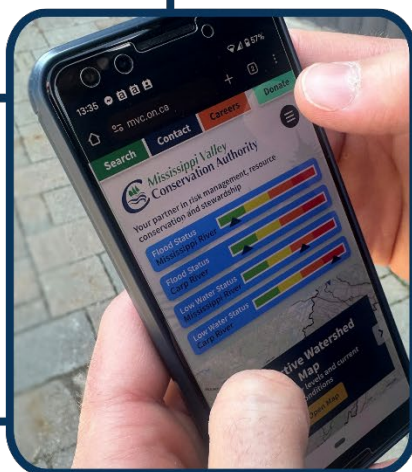
Attachments

1. *Draft Open Data Strategy*, October 2025

MVCA Open Data Strategy

Empowering Transparency, Innovation, and Community Engagement

DRAFT October 2025



Introduction

Open data refers to data that is freely available for anyone to access, use, modify, and share, which is subject to minimal restrictions. Data is typically released by governments, institutions and other organizations to promote transparency, innovation, and collaboration.

Mississippi Valley Conservation Authority (MVCA) collects and manages many types of data. For ~10 years, MVCA has made water management data under the flood forecast and warning program available online, however most other data are contained in reports and are unavailable in a raw format for independent analysis and use.

MVCA's 2021-2025 *Corporate Strategic Plan*¹ identified a need for the Authority to enhance public trust and our social license to operate by being more client-focused, resourceful, and helpful. Open data was identified as one way to enhance transparency, accountability, and trust in how MVCA operates as a public organization, while also supporting research and economic development.

The purpose of the *Open Data Strategy* is to provide the policy framework needed to manage data for public release while meeting the requirements of the *Municipal Freedom of Information & Protection of Privacy Act* (MFIPPA) and enabling adaptative management over time.

¹ <https://mvc.on.ca/wp-content/uploads/2021/07/2021-2025-Corporate-Strategic-Plan.pdf>

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1.0 Vision

A user-friendly open data platform that the public can rely on as an authoritative source of data for research, decision making, and business innovation.

2.0 Key Principles

MVCA's Open Data Strategy follows the internationally recognized *Open Data Charter* (ODC)² principles:

- **Open by Default:** Data is made available without the need to request it.
- **Timely & Comprehensive:** Data is made available promptly and unmodified.
- **Accessible & Usable:** Data is machine readable, easy to find, and in usable formats.
- **Comparable & Interoperable:** Datasets can be integrated for enhanced analysis.
- **Governance & Citizen Engagement:** Data provides transparency to the work of the MVCA.
- **Development & Innovation:** Data provides opportunities for enhanced research and economic development.

3.0 Goals and Objectives

MVCA's Open Data Strategy is guided by three overarching goals. Each goal is supported by specific objectives that define how it will be achieved.

1. [Modernize Data Holdings and Delivery](#)
 - a) Ensure data governance, quality assurance, and standardized metadata.
 - b) Integrate Open Data principles into all data collection and dissemination activities.
2. [Empower the Community and Clients We Serve](#)
 - a) Provide an open data platform that is user friendly to navigate, accessible, and easily understood.

² <https://opendatacharter.org/>

- b) Provide clear licensing language to provide public confidence in how data can be used and shared.
- c) Allow for feedback, monitor platform use, and enhance effectiveness.

3. Support Innovation and Social Development

- a) Prioritize datasets unique to MVCA that support informed decision-making, research, and innovation.
- b) Allow for the creation of new solutions, services, and technologies.

4.0 MVCA Data Sets & Current State

Currently, MVCA releases precipitation, lake level and stream flow data in an open data format to inform the public of current conditions and allow for their comparison to historical data. Tabular time series data is available at all monitored sites and can be accessed via MVCA's web mapping portal.³ MVCA's web map has good interactive and graphic abilities for each monitoring station, and the portal receives an average of 2,000 visits per month.

Known weaknesses with the platform include:

- Data is identified as provisional.
- Metadata is not provided.
- Data is not tied to GIS spatial coordinates.
- A License for use not included in downloads.
- There is no tracking of downloads.

Beyond this, MVCA collects and maintains other data that could be made available in the future, many of which are tied to Geospatial data, including:

- Flood Forecasting & Warning (FFW)
- Geographical features
- Biological
- Board Decisions

³ <https://mvc.on.ca/water-levels/>

- Financial
- MVCA Permits
- Lake Monitoring
- City Stream Watch (CSW)
- Stewardship Programs
- Operational – Dams
- Operational – Conservation Areas
- Compliance & Enforcement

These data vary in quality, format and sensitivity, and most are not yet suitable for sharing on an Open Data platform without further preparation. An initial inventory and classification of potential data holdings identified the following issues:

- Lack of procedures for capturing and managing metadata for each dataset.
- Inconsistent or a lack of QA/QC procedures.
- Lack of a web-based bridge between data custodians (those who manage and control data) and users (those who want to access the data).

An initial review showed strong opportunities to release key Geospatial data and associated environmental monitoring tabular data in the near term.

The evaluated list of dataset formats is shown in Appendix 1.

5.0 Policies

The following policies are designed to ensure the quality and integrity of MVCA's Open Data platform, that data protected by law is not inadvertently disclosed, and to support prioritization of datasets for release as Open Data.

1. Prior to release as Open Data, datasets will be assessed against:
 - a) Period – is the data current? How often is it updated?
 - b) Completeness – are there breaks in the record?
 - c) Accuracy – is the data subject to QA reviews? Over what periods?
 - d) Metadata – is metadata available to inform limitations to its use? For what periods?
 - e) Regulatory – is there a legal requirement to disclose?
 - f) Geospatial – are GIS relatable tables available?
 - g) Demand – how frequently do we receive requests for the data?
 - h) Cost recoverable – do current fees support data collection?
 - i) Confidentiality – is all or part of the dataset subject to *MFIPPA*?
 - j) Security – could release of the data increase security risks?
2. Priority will be given to datasets that are current, updated regularly, have GIS-relatable tables, allow for longitudinal study, enhance transparency, and are of known demand to the public or academia.
3. Data sets will only be released where:
 - a) Release complies with *MFIPPA* and does not pose a public risk or risk to MVCA's assets.
 - b) Metadata is documented with clearly stated limitations.
 - c) The License of Use is downloaded concurrent to the data.
 - d) Datasets that are uploaded at least annually shall have:
 - i) A documented QA/QC procedure.
 - ii) A documented business process for ongoing maintenance and update of the dataset.
4. Appendices may be updated without need of board approval.

6.0 Implementation: Governance and Infrastructure

A clear framework for governance and infrastructure is essential to successfully implement MVCA's Open Data Strategy. This framework will ensure that data is managed consistently, released responsibly, and supported by appropriate and reliable technical tools. MVCA can provide reliable, secure, and user-friendly access to its data holdings by establishing robust governance processes, applying common standards, and building the infrastructure needed to host and maintain datasets.

[Phase 1: 2026 Establish Governance & Infrastructure](#)

The following key steps outline how governance and infrastructure will be developed to support a sustainable and trusted open data program:

- Formalize open data governance frameworks.
- Screen datasets against policies outlined in Section 5.0
- Apply MVCA's standard for data and metadata (Appendix 2 & 3).
- Establish licenses and governance practices.
- Evaluate options and develop a centralized open data portal.

[Phase 2: 2027-2028 MVCA Open data \(Beta Launch\)](#)

- Release 5–10 high-value datasets.
 - Water levels and flows (available on open data portal)
 - Monitoring data – tied to Geospatial data

[Phase 3: 2029-2030 Review and Enhance](#)

- Gather feedback from stakeholders.
- Evaluate Phase 2 processes and outcomes: Assess engagement metrics and feedback.
- Release up to 15 datasets.
- Update governance and infrastructure systems.

Appendix 1: Dataset Formats

	Dataset	Geospatial	Graphics/ Reports	Tabular/Time Series	dbase
Flood Forecasting & Warning (FF&W)	Atmospheric Pressure			x	
	River Discharge			x	
	Precipitation			x	
	Relative Humidity			x	
	Snow Depth			x	
	Snow Mass			x	
	Snow Water Equivalent			x	
	Soil Moisture			x	
	Solar Radiation			x	
	Temperature, Air			x	
	Temperature, Soil			x	
	Temperature, Water			x	
	Water Level			x	
	Wind Direction			x	
	Ice Monitoring			x	
	Wind Speed			x	
Spatial Data	Conservation Areas	x	x		
	Trails	x	x		
	Dams	x			
	Snow Course	x			
	Ice monitoring Sites	x			
	Gauges	x			
	Stream	x	x		
	Waterbodies	x	x		
	MVCA Jurisdiction	x	x		

	Dataset	Geospatial	Graphics/ Reports	Tabular/Time Series	dbase
	Subwatersheds	x			
	Wetlands	x	x		
	Wetland Reg	x	x		
	Land Use Class	x	x		
	Floodplain	x	x		
	High Water Mark	x			
	Hazard Reg	x	x		
	Combined Reg	x	x		
	Flood Zones	x			
	Cross sections	x			
	Spill / Study Limit Lines	x			
	Meander Belt	x			
	Unstable Slopes	x			
Biological	Seining		x	x	
	OSAP		x	x	
	Smarter		x	x	
	Benthics		x	x	
	Water Temp		x	x	
City Stream Watch (CSW)	Water Temp		x	x	
	Conductivity		x	x	
	Dissolved Oxygen		x	x	
	Invasives		x	x	
	Erosion		x	x	
	Other Variables		x	x	
Lake Monitoring (WW)	Calcium		x	x	
	Total P		x	x	
	Sechi		x	x	
	pH		x	x	
	DO/temp		x	x	

	Dataset	Geospatial	Graphics/ Reports	Tabular/Time Series	dbase
ALUS	Shoreline Program		x	x	x
Planning	Permits	x			x
	Regulations				x
Operations	Dam Ops			x	
Admin	Finance		x	x	

Appendix 2: Metadata Standards

Geospatial Data

Geospatial data will be required to use the metadata standard currently implemented by the MVCA: North American Profile of ISO 19115:2013 (Metadata Profile). Legacy data (posted before 2018) may continue to use FGDB metadata standards, which were the corporate standard prior to the current period.

Non-Geospatial Data

Required to include pertinent information, such as:

- Owner
- Data creator.
- Year & month last updated.
- Update frequency, including “none planned” (i.e. snapshot in time).
- Description of the dataset, including important use information.
- Point of contact (email). This may not be publicly available but required for the dataset.

Appendix 3: Data Quality Standards

Geospatial Data

- Data must be topologically correct.
- Polygons must not have slivers, gaps, or overlaps, unless it is a proper representation of the data.
- Lines must not have dangles or self-intersections.

Non-Geospatial Data

- Column names must be decipherable.
- Each column must have a name (header).
- Blank rows or columns for styling purposes are not allowed.