Mississippi Valley Conservation Authority

Agenda: Finance and Administration Advisory Committee Meeting

November 27, 2025

10:00 a.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

Roll Call

Declarations of Interest (written)

Adoption of Agenda

Main Business

1. Approval of Minutes: Finance and Administration Advisory Committee Meeting Minutes, September 15, 2025, Page 2
2. In Camera – Land Title Issues Surrounding Kashwakamak Lake Dam, Report 3523/25, Scott Lawryk, Page 12
3. In Camera – Section 29 Encroachment Issues at a Conservation Area, Report 3524/25, Scott Lawryk, Page 13
4. Bill 68 & Conservation Authority Amalgamation, Report 3525/25, Sally McIntyre, Page 14
5. Financial Update – YTD September 30, 2025, Report 3526/25, Stacy Millard, Page 25
6. Draft 2026 Budget, Report 3527/25, Sally McIntyre & Stacy Millard, Page 35
7. Duty Officer Compensation, Report 3528/25, Sally McIntyre & Juraj Cunderlik, Page 87

Adjournment

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
- Paul Kehoe, 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)
- Richard Kidd (Joined 12:09 pm)
- Roy Huetl

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.

<u>FAAC25/09/15 - 1</u>

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

Mississippi Valley Conservation Authority

Land Title Issue Surrounding Kashwakamak Lake Dam

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

FROM: Scott Lawryk, Property Manager

REPORT: 3523/25, November 27, 2025

RECOMMENDATION:

That the Finance and Administration Advisory Committee recommend that the Board of Directors authorize staff to initiate negotiations with adjacent landowners for the purpose of completing outstanding land title reconciliation matters.

1.0 BACKGROUND

In February 2020, the Board approved work to commence replacement of Kashwakamak Lake Dam. During the early planning stages, staff identified potential land title issues affecting the property surrounding the structure and spillway.

To address those concerns, staff retained Egis Surveying Inc. (now Callon Dietz Inc.) in July 2024 to prepare a registered plan of the land parcels in question. The survey required extensive field work to retrace lot and concession lines dating back to the 1800s, and after significant effort, a draft R-Plan has now been completed.

Survey findings indicates that negotiations will be required with adjacent landowners to address ownership and access matters.

2.0 CORPORATE STRATEGIC PLAN

This recommendation supports achievement of the following strategic priority and initiative:

1. Invest in infrastructure renewal

a) Complete the Kashwakamak Lake Dam project.

Mississippi Valley Conservation Authority

Section 29 Encroachment Issues at a Conservation Area

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

FROM: Scott Lawryk, Property Manager

REPORT: 3524/25, November 27, 2025

FOR DISCUSSION

The purpose of this report is to solicit feedback from the Committee regarding management of an encroachment issue at a conservation area under Section 29 of the *Conservation Authorities Act*, with the objective of identifying and advancing viable solutions.

Mississippi Valley Conservation Authority

Bill 68 and Conservation Authority Amalgamation

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

FROM: Sally McIntyre, General Manager

REPORT: 3525/25, November 21, 2025

FOR INFORMATION

The purpose of this report is to provide a summary of changes proposed by the Government of Ontario to the structure, governance and oversight of conservation authorities (CAs); and to provide draft analysis and comments.

1.0 BACKGROUND

On October 31, the Minister of Environment, Conservation and Parks announced proposed consolidation of the 36 CAs into 7 regions, and the formation of a new crown Agency to oversee them. On November 6, the province tabled Bill 68, *Plan to Protect Ontario Act* that if approved will amend the *Conservation Authorities Act* to allow for creation of the Ontario Conservation Authorities Agency. And, on November 7, information was posted on the Environmental Registry of Ontario (#025-1257) regarding the seven proposed conservation authority regions, with comments due by December 22, 2025. Since then, the province has hosted three information sessions: for CA leadership, for CA staff, and for municipalities. Bill 68 is currently undergoing 2nd reading and is anticipated to be approved before the legislature breaks for the holidays.

2.0 PROPOSED CHANGES

Key details are the following:

- MVCA is proposed to be consolidated with the Rideau, South Nation, Raisin, and Cataraqui conservation authorities, an area of ~18,500 km^2 comprising 46 municipalities.
- MVCA is the only one of the five CAs with significant infrastructure used to manage water levels and flows across an entire watershed.

- Regional "conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the *Conservation Authorities Act*, as administered by the Ministry of the Environment, Conservation and Parks."[1] Note: it is assumed that *CA Act "*requirements" would need to change because a board of over 70 representatives (based upon relative assessment value) could not function properly.
- The proposed scope and powers of the proposed Ontario Conservation Authorities Agency include:
    - "Oversee the transition to a regional watershed-based framework"
    - "Oversee the governance of authorities and other aspects of authorities such as their operations, including the programs and services they provide"
    - the power to "issue directions" to Regional CA on matters such as:
        - Strategic Planning
        - Budgeting
        - Asset Management
        - Procurement
        - Information Technology
        - Targets and performance indicators
        - Service standards
        - Member and staff training
    - "Lead the development and implementation of digital strategies"
    - "Require the payment of fees in respect of any matter related to the performance of its duties".
- To recover its costs and expenses the Agency could also:
    - "Determine the amounts…that the <u>authorities collectively owe</u> to the Agency;
    - <u>Apportion</u> those amounts to the authorities."
- "An authority shall comply with every direction of the Agency."

3.0 RISK ANALYSIS

No funding announcements have been made regarding the proposed Agency or the variety of initiatives it proposes to undertake such as implementation of a province-wide permitting system and other digital strategies. As important, no details have been provided regarding municipal governance and the division of responsibilities between the proposed Agency and Regional Boards. These combined unknowns constitute significant risk to member municipalities, particularly in the following areas:

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[1] https://ero.ontario.ca/notice/025-1257

- **Municipal Representation, Control and Liability** – how would the 46 municipalities of the proposed St. Lawrence Region retain meaningful oversight over the monies they contribute and the assets within their local watersheds? There are several areas of overlap between existing Board governance responsibilities and those of the proposed Agency.
- **Future Agency Fees** – what “costs and expenses” would Regional CAs (i.e. member municipalities) be required to pay to the proposed Agency? Does the MOU with the Deputy Minister and Chief Conservation Executive state funding commitments and a timeframe within which the Agency is to be fully self-funded? If so, details should be shared to provide clarity in what is being proposed.
- **Amalgamation costs** – would the Agency pay for the cancellation of any affected contracts and leases, and buy-out packages to employees deemed redundant?
- **Project Implementation** – if Regional CAs are “directed” to implement digital solutions, would the Agency fund those initiatives?
- **Technical Support** – introduction of a province-wide online permitting system would invariably have implementation issues and ongoing operational requirements. Would the Agency provide (and charge for) ongoing technical support and address (and charge for) applicant and CA user support? Or would this be managed by a third-party contractor, paid by and answerable to whom?
- **CA Reserves** – would MVCA’s existing reserves remain tied to its watersheds or be redistributed across the new Regional CA by the new Regional Board? This is particularly critical for MVCA’s water control infrastructure.
- **Future Regional Levies** – would future dollars contributed by the City of Ottawa be spent outside the Ottawa River drainage basin? Similarly, will levies paid by MVCA’s smaller municipalities be redistributed outside of their watersheds?
- **Category 2 and 3 MOUs** – How would cost increases associated with amalgamation impact municipal MOUs? For example, MVCA’s 2026 Draft Budget proposes only 5% of the Municipal Levy be used for Category 2 and 3 programs, whereas some CAs within the proposed St. Lawrence region are higher.

The above risks do not include potential impacts on local permit applicants and others during the inevitable disruption that would occur during amalgamation; and who could lose in-person access to CA staff and field visits in the event that the Regional CA Board or the Agency chose to close MVCA’s office.

4.0 PROPOSED BOUNDARY CRITERIA AND REGIONS

The Province has proposed the following criteria for establishing the proposed Regions. Attachment 1 illustrates the proposed boundaries of the proposed St. Lawrence Regional Conservation Authority.

1. **Maintaining watershed-based jurisdictions** – aligning with natural hydrological boundaries… consistent with drinking water Source Protection Areas and Regions.
2. **Relationships between CAs and municipalities** – reducing duplication and overlap for municipalities.
3. **Balancing expertise and capacity across CAs** – enhancing technical skills and resources across CAs.
4. **Service continuity** – ensuring uninterrupted delivery of local CA programs.

If amalgamation is to occur, the following additional criteria are needed to properly undertake reorganization on such a massive scale:

5. **Financial fairness**—currently all municipalities support watersheds within their geographic boundaries. How with transfers amongst watersheds be managed (municipal levies, capital reserves, grant distributions, and asset investments.)
6. **Operational effectiveness**—travel times to sites, spans of control, management supervision over large distances, maintaining/enhancing customer service.
7. **Governance effectiveness**—ability of Board members to meet, develop Board cohesion, and effectively represent the interests of their municipalities.
8. **Existing partnership agreements**—many CAs already collaborate on a wide variety of matters in the absence of amalgamation.
9. **Regulatory differences**—the Ottawa River and St. Lawrence River are managed differently and operated under different transboundary agreements.

5.0 COST BENEFIT ANALYSIS

Regionalization is proposed as a means to equalize funding and levels of service across a variety CA functions, reduce corporate overhead costs, and improve consistency and reduce processing time in the administration of provincial regulations and thereby achieve provincial housing objectives. Experience has shown that the amalgamation of organizations can take years and millions of dollars to implement, are disruptive to daily and organizational workflows, and often result in the loss of corporate knowledge and business continuity due to employee departures and reassignments with consequent impacts on customer service, workloads, and morale. Therefore, the question must be asked whether there are less costly and disruptive ways to achieve the same outcomes.

Attachment 2 sets out the concerns raised by the province and identifies remedial actions taken by MVCA since the passing of Bill 108 in 2019, as well as additional actions that could be taken to close remaining gaps. It is believed that these additional actions would achieve the same objectives in less time, at significantly less cost and disruption to taxpayers and staff, while maintaining the fundamental principle of conservation authorities being municipally governed organizations as guaranteed by amendments made to the *Conservation Authorities Act* by this government in 2020:

- *Members of an authority shall be appointed by the respective councils…*
- *Participating municipality shall ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council…*
- *chairs and vice-chairs…(to be appointed)…on a rotating basis so as to ensure that a member appointed to the authority by a particular participating municipality cannot be appointed to succeed an outgoing chair or vice-chair appointed to the authority by the same participating municipality.*

As reported at the October Board of Director's meeting, MVCA was able to meet and exceed the strategic objectives set for the period 2021-2025 while addressing all of the numerous changes and regulatory requirements issued by the province over that period. MVCA is an adaptive and responsive organization with a fiscally responsible and customer oriented Board. MVCA has consistently demonstrated a commitment and ability to implement provincial objectives in an affordable manner, without the need for regionalization.

6.0 CORPORATE STRATEGIC PLAN

This report is prepared to support implementation of the following corporate priority and initiatives:

Priority 4: Plan for long-term viability

a) Invest in employees and succession planning.

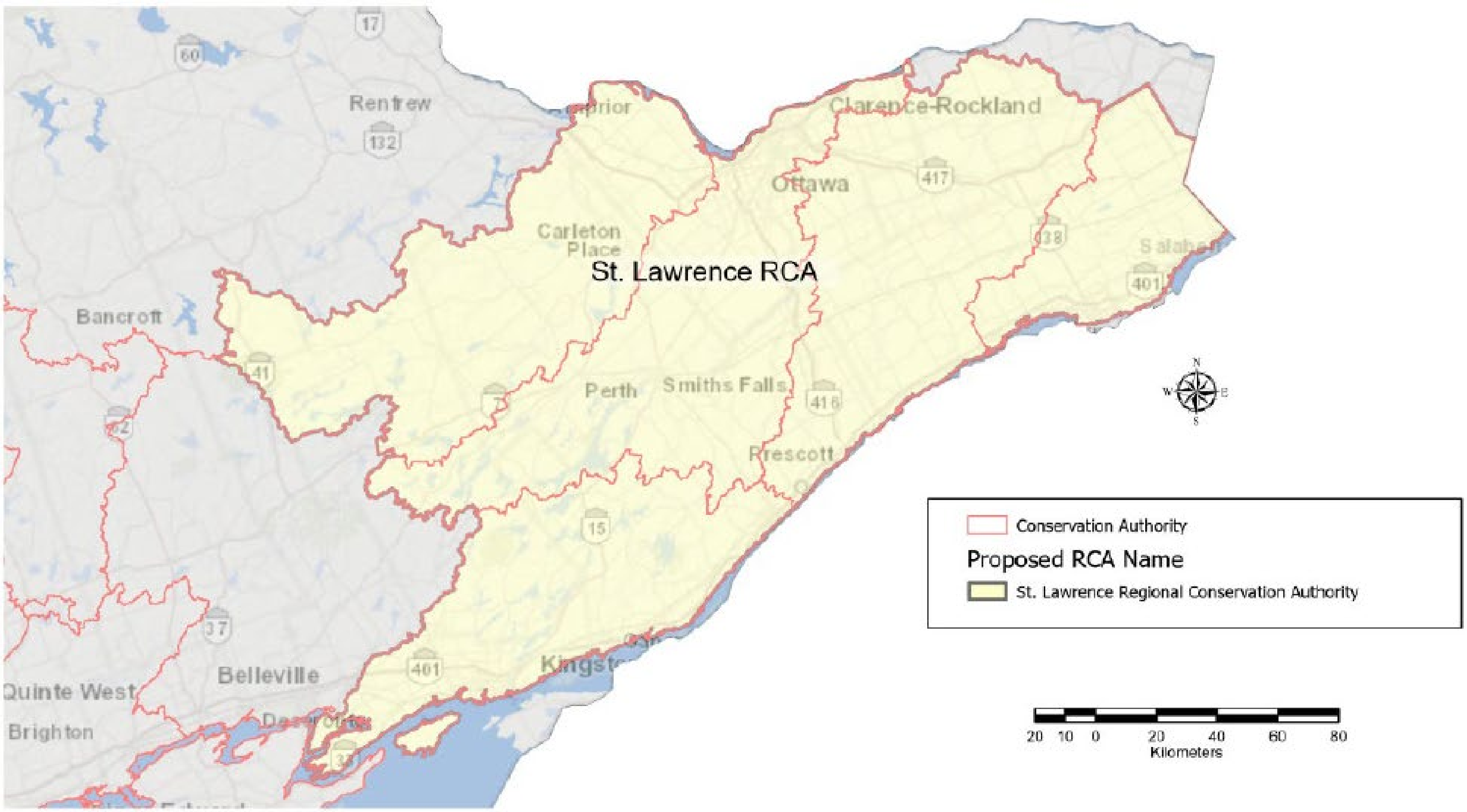
b) Develop and assess options for sustainable program delivery.

c) Partner with others to pool resources for mutual success.

ATTACHMENTS:

1. Proposed St. Lawrence Regional Conservation Authority Boundaries
2. Alternative Actions to Close the Gap on CA Efficiency, Effectiveness and Consistency

Attachment 1: Proposed St. Lawrence Regional Conservation Authority Boundaries



Attachment 2: Alternative Actions to Close the Gap on CA Efficiency, Effectiveness and Consistency

MVCA ACTIONS TAKEN 2019-2025	RECOMMENDED ADDITIONAL ACTIONS
Issue 1: Improve Consistency amongst CAs in the Implementation of Provincial Regulations	
• Updated policies, business processes, technical guidelines, regulatory mapping, website, informational brochures, and templated documents to address legislative and regulatory changes to definitions, wetland setbacks, and the scope of planning and permit reviews. • Provided staff training on the above. • Ongoing coordination meetings with RVCA and SNC and City of Ottawa re current policy updates.	• The Province could update its provincial hazard mapping implementation guidelines that date to the early 2000s. Those guidelines inform CAs how to mitigate risks under differing geographic and development conditions. Currently, CAs must develop local policies to deal with local circumstances in the absence of clear direction from the province.
Issue 2: Reduce planning and permit processing times	
• Implemented review tracking system to ensure timely assignment and completion of planning and engineering reviews to meet regulatory and non-regulatory targets. • Developed templates and checklists to streamline engineering reviews. • Enhanced pre-consultation services to support the submission of complete and compliant permit applications. • Secured shared service agreements with 3 other CAs to support each other to meet staffing needs. • Currently meet targets 97% of the time (139/144 applications YTD).	• The province could undertake its own planning reviews instead of delegating that function to CAs. • The Province could do a bulk purchase of off-the-shelf software on behalf of the 36 CAs to facilitate implementation of online portals for the submission and tracking of CA permit applications. • Alternatively, the Province could establish a dedicated fund to support a broad range of digital solutions where needed recognizing that some CAs already have these in place.

MVCA ACTIONS TAKEN 2019-2025	RECOMMENDED ADDITIONAL ACTIONS
• Currently updating screening process to mitigate unnecessary engineering reviews.	
Issue 3: Enhance Hazard Monitoring and Mapping Capacity	
• Significantly expanded the monitoring network across the watershed. • Acquired state-of-the-art streamflow, topo-bathymetry, and aerial (drone) monitoring tools. • Developed models, real-time monitoring and reporting tools to inform dam operations and FFW activities. • Undertook comprehensive risk analysis and prioritized areas requiring new or updated hazard mapping. • Secured federal and City of Ottawa funding agreements to update or prepare floodplain mapping for several watercourses: Lower and Upper Mississippi, Clyde River, Carp River, Fall River, Harwood Creek, Casey Creek and several smaller but significant tributaries.	• The Province could start to fund these studies. Currently, there is limited investment by the province in the preparation of hazard mapping. • The Province could facilitate the development of centres of expertise through the identification of baseline technical needs and service levels and provision of transitional funding to help establish them.
Issue 4: Increase Investment in Infrastructure to Mitigate Risks	
• Completed three Dam Safety Reviews and two condition assessments of MVCA Assets. • Built capital reserve fund from $1,132,857 to $2,175,888. • Secured loan from member municipalities to rebuild embankments of Shabomeka Lake Dam.	• The Province could increase funding of its Water & Erosion Control Infrastructure (WECI) grant program which has remained static at $5 million/year for almost 20 years. This envelop funds all CAs across Ontario and is insufficient to the need. MVCA’s Kashwakamak Lake Dam replacement alone will cost an estimated $6 million.

MVCA ACTIONS TAKEN 2019-2025	RECOMMENDED ADDITIONAL ACTIONS
• Undertaking detailed design for replacement of Kashwakamak Lake Dam. • Secured federal and provincial grants to support those projects. • Complete regular inspections and carryout annual maintenance and corrective works. • Prepared an Asset Management Plan for Water Control Infrastructure setting out service standards.	• The Province could improve administration of the WECI program by providing CAs more than 8 months to tender and complete projects. Program administration does not allow for timely bidding, which reduces the field of bidders and drives up costs.
Issue 5: Equalize Baseline Operational Capacity Amongst Conservation Authorities	
• Entered into service contracts with RVCA, SNC, and TRCA to address gaps in capacity. • Completed Workforce Plan and secured Board approval to increase staffing to meet baseline needs. • Phased additional costs onto the Municipal Levy over five years.	• For all CAs, the Province could increase and redistribute annual Section 39 operating grants based upon a transparent funding model; and compensate CAs for mandatory services provided to the Province. • Some CAs are entirely comprised of small municipalities with limited assessment base. Those situations could be examined in detail to determine the most appropriate option for amalgamation.
Issue 6: Reduce Overhead Costs	
• Implemented digital tools to improve tracking of time and resources, billing and collections, and asset management. • Carried out HR studies and policies to attract and retain quality staff and mitigate the costs of turn-over.	• The Province could establish a dedicated fund to support a broad range of digital solutions where needed recognizing that some CAs already have these in place. • The Province could facilitate the development of centres of expertise or regional Service Corporations to handle financial, IT, and HR services for CAs.

MVCA ACTIONS TAKEN 2019-2025	RECOMMENDED ADDITIONAL ACTIONS
	• The costs that would be incurred by amalgamating, both in terms of buy-outs and the harmonization of wages, will likely exceed any short-term savings.
Issue 7: Ensure Implementation of Provincial Policies	
• Complied with regulated changes within mandatory timelines. • Consistently adhere to the 2024 *Provincial Planning Statement.*	• If there is over-reach in some jurisdictions, the Province could investigate and take appropriate action as it has done previously with success.
Issue 8: Enhance Public Accountability and Transparency	
• Implemented 70% membership rule and the biennial rotation of Chair and Vice Chair positions amongst municipalities. • Documented and priced all “optional” programs and secured municipal agreements to deliver their desired suite of optional programs and services. • Published MVCA’s Administrative By-law, Financial Statements, and Budget and 10-year Capital Plan. • Provide draft Board minutes to municipalities within 30 days, and provide annual reports on results. • Post all the above documents, as well as Board agenda packages, meeting videos, and many others.	• Municipalities are the front line responders to emergencies and work closely with conservation authorities in the communication of risks, the coordination of response to floods and drought, and the planning and permitting process used to mitigate those risks. MVCA dams in their backyards. • In 2025, the Municipal Levy constituted ~68% of MVCA’s operating budget. Every municipality has a financial and legislative right and operational need to sit on the Board of their conservation authority. • Maintain current level of municipal involvement in watershed management.

Mississippi Valley Conservation Authority

Financial Update – YTD September 30, 2025

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

FROM: Stacy Millard, Treasurer

REPORT: 3526/25, November 21, 2025

FOR INFORMATION.

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

1.0 OPERATING

Year-to-date expenditures and revenues are on track. As of September 30th, we were at 71.95% of the budget as shown in Table 1. As seen in Attachment 1 we were at 74.1% of revised projection. We are projecting a $81,827 reduction in our operating budget, and consequently reduced use of operating reserves. Details are provided in Attachments 1 and 2.

2.0 CAPITAL BUDGET

Year-to-date capital expenditures were at 34.47% of budget as shown in Table 2. As seen in Attachment 3 we were at 57.12% of the revised projection. There is a significant amount of work being done over the fall and early winter. The most significant change in projections is the delay of the HQ Water & Sewer connection project. Other changes relating to WECI Capital projects and corporate projects have been explained previously as unplanned expenditures and we are projecting increased use of restricted reserves to cover.

Details of the Capital Budget are provided in Attachment 3.

3.0 RESERVE BALANCES

We are projecting approximately $81,000 decreased use of operating reserves and an increase of approximately $89,000 in use of restricted reserves. The total projected use of reserves for 2025 is approximately $231,500.

Table 1: Operating Budget

Budget Item	2025 Budget	Sept 30, 2025 YTD actuals	YTD % of Budget	Revised Projection
Expenditures				
Corporate Services	$1,283,917	$968,566	75.44%	1,281,052
Watershed Management	$1,480,170	$1,009,849	68.23%	1,403,865
Flood and Erosion Control	$995,615	$799,850	80.34%	1,057,687
Conservation Services	$373,249	$286,818	76.84%	393,604
Category 2 Programs	$161,017	$66,104	41.05%	$107,450
Category 3 Programs	$585,463	$379,593	64.84%	$553,946
Total Operating	**$4,879,431**	**$3,510,780**	**71.95%**	**$4,797,604**
Revenues				
Municipal Levy	$3,343,030	$2,608,140	78.02%	3,343,030
Reserve Funds	$191,464	$0	0.00%	$131,610
Provincial & Federal Grants	$267,157	$64,975	24.32%	$257,876
Fees for Service	$840,559	$654,845	77.91%	$813,251
Other Revenue	$237,221	$182,820	77.07%	$251,836
Total Revenues	**$4,879,431**	**$3,510,780**	**71.95%**	**$4,797,604**

Table 2: Capital Budget

Budget Item	2025 Budget	Sept 30, 2025 YTD actuals	YTD % of Budget	Revised Projection
Expenditures				
WECI Capital Projects	$360,244	$242,367	67.28%	$486,000
Conservation Areas	$61,100	$20,351	33.31%	$26,250
Corporate Projects	$860,750	$134,289	15.60%	$165,362
Tech Studies – Capital	$78,745	$21,648	27.59%	$45,000
Debt Repayment	$328,669	$165,062	50.22%	$312,417
Category 3 Capital	$52,050	$16,522	31.74%	$15,750
Total Operating	**$1,741,288**	**$600,237**	**34.47%**	**$1,050,779**
Revenues				
Municipal Levy	$760,919	$371,046	48.76%	$760,919
Reserve Funds	$59,744	$68,966	115.44%	$99,860
Provincial & Federal Grants	$193,125	$160,225	82.96%	$190,000
Fees for Service	$0	$0		$0
Other Revenue	$727,500	$0	0.00%	$0
Total Revenues	**$1,741,288**	**$600,237**	**34.47%**	**$1,050,779**

Table 3: Reserve Balances

Reserves	Dec 31, 2024 Balance	Revised Projected Net Reserve Allocation	Revised Projected Dec 31, 2025 Balance	Target Balance	% of Target Balance
Operating – Cat. 1	$905,307	-$78,628	$826,679	$724,731	114%
Operating – Cat. 2	$89,000	$53,567	$142,567	$ 55,000	259%
Operating – Cat. 3	$91,017	-$12,082	$78,935	$237,500	33%
Sub-total Operating Reserves	**$1,085,324**	**-$37,142**	**$1,048,182**	**$1,017,231**	**103%**
Category 3 Capital	$0	$0	$0	$242,535	0%
HQ Building	$534,701	$0	$534,701	$1,849,921	29%
Conservation Areas	$185,700	$0	$185,700	$469,976	40%
Information & Communication Technology	$65,956	-$10,212	$55,744	$165,089	34%
Vehicles & Equipment	$253,537	$0	$253,537	$620,430	41%
Water Control Structure	$916,925	-$89,116	$827,809	$1,941,307	43%
Priority Projects	$413,397	-$95,000	$318,397	$318,397	100%
Sick Pay	$73,843	$0	$73,843	$73,843	100%
Sub-total Restricted Reserves	**$2,444,059**	**-$194,328**	**$2,249,731**	**$5,681,498**	**40%**
TOTAL	**$3,529,383**	**-$231,470**	**$3,297,913**	**$6,698,729**	**49%**

4.0 CORPORATE STRATEGIC PLAN

This report is prepared to support achievement of the following Corporate Priorities and Initiatives:

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

ATTACHMENTS

1. September 30, 2025, Total Operating Summary
2. September 30, 2025, Programs and Services Summaries
3. September 30, 2025, Capital Budget Summary

Total Operating Summary	2025 APPROVED BUDGET	YTD SEPT 30 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET	YTD PERCENTAGE OF PROJECTION
Category 1						
Category 1 Programs						
Compensation	$3,185,390	$2,445,498	76.77%	$3,272,000	$86,610	74.74%
Operating Expenses	$764,061	$545,438	71.39%	$749,208	-$14,853	72.80%
Special Projects	$183,500	$74,147	40.41%	$115,000	-$68,500	64.48%
TOTAL	**$4,132,951**	**$3,065,083**	**74.16%**	**$4,136,208**	**$3,257**	**74.10%**
Category 2						
Category 2 Programs						
Compensation	$97,817	$39,464	40.34%	$60,500	-$37,317	65.23%
Operating Expenses	$45,700	$25,488	55.77%	$45,700	$0	55.77%
Special Projects	$17,500	$1,152	6.58%	$1,250	-$16,250	92.12%
TOTAL	**$161,017**	**$66,104**	**41.05%**	**$107,450**	**-$53,567**	**61.52%**
Category 3						
Category 3 Programs						
Compensation	$359,163	$263,628	73.40%	$359,000	-$163	73.43%
Operating Expenses	$77,800	$50,780	65.27%	$70,446	-$7,354	72.08%
Special Projects	$148,500	$65,186	43.90%	$124,500	-$24,000	52.36%
TOTAL	**$585,463**	**$379,593**	**64.84%**	**$553,946**	**-$31,517**	**68.53%**
Total Operating - Expenses	**$4,879,431**	**$3,510,780**	**71.95%**	**$4,797,604**	**-$81,827**	**73.18%**

CATEGORY 1: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD SEPT 30 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET	YTD PERCENTAGE OF PROJECTION
Watershed Management						
Techncial Studies						
Compensation	273,055	187,747	68.76%	263,000	-$10,055	71.39%
Operating Expenses	8,200	3,473	42.36%	7,700	-$500	45.11%
Special Projects	152,000	72,378	47.62%	111,000	-$41,000	65.21%
Subtotal	**433,255**	**263,599**	**60.84%**	**381,700**	**-$51,555**	**69.06%**
Planning & Regulations						
Compensation	950,402	676,075	71.14%	923,000	-$27,402	73.25%
Operating Expenses	96,513	70,175	72.71%	99,165	$2,652	70.77%
Special Projects	-	-		-	$0	
Subtotal	**1,046,915**	**746,250**	**71.28%**	**1,022,165**	**-$24,750**	**73.01%**
TOTAL	**1,480,170**	**1,009,849**	**68.23%**	**1,403,865**	**-$76,305**	**71.93%**
Flood & Erosion Control						
Flood Forecasting & Warning						
Compensation	742,694	636,117	85.65%	839,000	$96,306	75.82%
Operating Expenses	58,820	45,751	77.78%	62,320	$3,500	73.41%
Special Projects						
Subtotal	**801,514**	**681,868**	**85.07%**	**901,320**	**$99,806**	**75.65%**
Dam Operations & Maintenance						
Compensation	132,784	81,887	61.67%	103,000	-$29,784	79.50%
Operating Expenses	61,317	36,094	58.86%	53,367	-$7,950	67.63%
Special Projects						
Subtotal	**194,101**	**117,981**	**60.78%**	**156,367**	**-$37,734**	**75.45%**
TOTAL	**995,615**	**799,850**	**80.34%**	**1,057,687**	**$62,072**	**75.62%**
Conservation Areas						
Conservation Areas						
Compensation	246,140	236,925	96.26%	322,000	$75,860	73.58%
Operating Expenses	66,480	47,745	71.82%	67,104	$624	71.15%
Special Projects						
Subtotal	**312,620**	**284,671**	**91.06%**	**389,104**	**$76,484**	**73.16%**
Technical Studies						
Compensation	29,129	378	1.30%	500	-$28,629	75.57%
Operating Expenses	-	-		-	$0	
Special Projects	31,500	1,769	5.62%	4,000	-$27,500	44.23%
Subtotal	**60,629**	**2,147**	**3.54%**	**4,500**	**-$56,129**	**47.71%**
TOTAL	**373,249**	**286,818**	**76.84%**	**393,604**	**$20,355**	**72.87%**
Corporate Services						
Corporate Services						
Compensation	811,186	626,368	77.22%	821,500	$10,314	76.25%
Operating Expenses	472,731	342,199	72.39%	459,552	-$13,179	74.46%
Special Projects	-	-		-	$0	
TOTAL	**1,283,917**	**968,566**	**75.44%**	**1,281,052**	**-$2,865**	**75.61%**
Total Category 1 - Expenses	**4,132,951**	**3,065,083**	**74.16%**	**4,136,208**	**$3,257**	**74.10%**
REVENUE						
Municipal Levy	3,103,585	2,483,452	80.02%	3,103,585	$0	80.02%
Reserve Fund	191,464	-	0.00%	173,628	-$17,836	0.00%
Provincial/Federal Grants	229,168	64,975	28.35%	244,431	$15,263	26.58%
Fees for Services	467,734	416,252	88.99%	477,064	$9,330	87.25%
Other Revenue	141,000	100,404	71.21%	137,500	-$3,500	73.02%
Total Category 1 - Revenues	**4,132,951**	**3,065,083**	**74.16%**	**4,136,208**	**$3,257**	**74.10%**

CATEGORY 2: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD SEPT 30 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET	YTD PERCENTAGE OF PROJECTION
Techncial Studies						
Compensation	97,817	39,464	40.34%	60,500	-$37,317	65.23%
Operating Expenses	45,700	25,488	55.77%	45,700	$0	55.77%
Special Projects	17,500	1,152	6.58%	1,250	-$16,250	92.12%
TOTAL	161,017	66,104	41.05%	107,450	-$53,567	61.52%
Total Category 2 - Expenses	**161,017**	**66,104**	**41.05%**	**107,450**	**-$53,567**	**61.52%**
REVENUE						
Municipal Levy	90,017	(4,896)	-5.44%	90,017	$0	-5.44%
Reserve Fund	-	-		(53,567)	-$53,567	0.00%
Provincial/Federal Grants	-	-		-	$0	
Fees for Services	71,000	71,000	100.00%	71,000	$0	100.00%
Other Revenue	-	-		-	$0	
Total Category 2 - Revenues	**161,017**	**66,104**	**41.05%**	**107,450**	**-$53,567**	**61.52%**

CATEGORY 3: PROGRAMS & SERVICES	2025 APPROVED BUDGET	YTD SEPT 30 2025	YTD PERCENTAGE OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET	YTD PERCENTAGE OF PROJECTION
Stewardship Programs						
Compensation	136,325	105,107	77.10%	151,000	$14,675	69.61%
Operating Expenses	5,500	4,806	87.39%	5,746	$246	83.64%
Special Projects	143,500	62,186	43.34%	121,500	-$22,000	51.18%
TOTAL	**285,325**	**172,099**	**60.32%**	**278,246**	**-$7,079**	**61.85%**
Education Services						
Education Services						
Compensation	112,244	75,357	67.14%	101,000	-$11,244	74.61%
Operating Expenses	21,800	7,697	35.31%	9,350	-$12,450	82.32%
Special Projects	-	3,000		3,000	$3,000	
TOTAL	**134,044**	**86,054**	**64.20%**	**113,350**	**-$20,694**	**75.92%**
Vistor Services						
Vistor Services						
Compensation	35,594	32,145	90.31%	43,000	$7,406	74.76%
Operating Expenses	33,430	21,712	64.95%	27,600	-$5,830	78.67%
Special Projects	5,000			-	-$5,000	
TOTAL	**74,024**	**53,857**	**72.76%**	**70,600**	**-$3,424**	**76.28%**
Museum						
Compensation	75,000	51,019	68.03%	64,000	-$11,000	79.72%
Operating Expenses	17,070	16,564	97.04%	27,750	$10,680	59.69%
Special Projects					$0	
TOTAL	**92,070**	**67,584**	**73.40%**	**91,750**	**-$320**	**73.66%**
Total Category 3 - Expesnes	**585,463**	**379,593**	**64.84%**	**553,946**	**(31,517)**	**68.53%**

Total Capital Summary	2025 APPROVED BUDGET	YTD SEPT 30 2025	YTD % OF BUDGET	REVISED PROJECTION	VARIANCE PROJECTION TO BUDGET	YTD ACTUAL % OF PROJECTION
Category 1						
WECI Capital Projects	$360,244	$242,367	67.28%	$486,000	$125,756	49.87%
Conservation Areas	$61,100	$20,351	33.31%	$26,250	-$34,850	77.53%
Corporate Projects	$860,750	$134,289	15.60%	$165,362	-$695,388	81.21%
Tech Studies - Capital	$78,475	$21,648	27.59%	$45,000	-$33,475	48.11%
Debt Repayment	$328,669	$165,062	50.22%	$312,417	-$16,252	52.83%
Total Category 1	**$1,689,238**	**$583,715**	**34.55%**	**$1,035,029**	**-$654,209**	**56.40%**
Category 3 Capital	$52,050	$16,522	31.74%	$15,750	-$36,300	104.90%
Total Capital Program	**$1,741,288**	**$600,237**	**34.47%**	**$1,050,779**	**-$690,509**	**57.12%**
FUNDING						
Municipal Levy	$760,919	$371,046	48.76%	$760,919	$0	48.76%
Reserve Fund	$59,744	$68,966	115.44%	$99,860	$40,116	69.06%
Provincial/Federal Grants	$193,125	$160,225	82.96%	$190,000	-$3,125	84.33%
Fees for Services	$0	$0		$0	$0	
Other Revenue	$727,500	$0	0.00%	$0	-$727,500	
Total Category 3 - Revenues	**$1,741,288**	**$600,237**	**34.47%**	**$1,050,779**	**-$690,509**	**57.12%**

Mississippi Valley Conservation Authority

Draft 2026 Budget

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

FROM: Sally McIntyre, General Manager and Stacy Millard, Treasurer

REPORT: 3527/25, November 20, 2025

RECOMMENDATION:

That the Finance & Administration Advisory Committee recommend that the Draft 2026 Budget be tabled with the Board of Directors for consideration and circulated to member municipalities for comment.

1.0 TOTAL BUDGET

The proposed 2026 budget is $7,094,419 as shown in Table 1. Details of the Draft 2026 Budget are contained in Attachment 2.

Table 1: TOTAL BUDGET	**2024 Actuals**	**2025 Budget**	**2026 Budget**
Operating – Cat. 1 (mandatory)	3,826,605	4,132,951	4,433,235
Operating – Cat. 2 (support municipalities)	150,061	161,017	117,262
Operating – Cat. 3 (other, public facing)	482,290	585,463	579,293
Capital – Category 1	880,276	1,689,238	1,939,329
Capital – Category 3	90,041	52,050	25,300
Total	**$5,429,273**	**$6,620,719**	**$7,094,419**

2.0 MUNICIPAL LEVIES

Of the proposed $473,700 budget increase between 2025 and 2026, $320,368 or 68% will be borne by an increase to the municipal levy. As authorized by the Board of Directors on October 20, 2025, the municipal levy portion of the Draft 2026 Budget will provide for the following:

- An increase of 3.75% plus assessment growth to the Operating Levy;
- An increase of 8.5% plus assessment growth to the Capital Levy;
- An assumed assessment growth rate of 1.6%.
- A cost of living allowance (COLA) increase to the 2025 Pay Scale of 2.5%[1]; and
- Transfer $64,663 onto the Municipal Levy for the balance of *Workforce Plan* adjustments.

Combined, the above increases raise the Total Municipal Levy by 7.8% as shown in Table 2. Impacts on individual municipal levies are provided in Attachment 1.

Table 2: MUNICIPAL LEVIES	**2025**	**2026**
Operating – Cat. 1 (mandatory)	3,105,324	3,407,218
Operating – Cat. 2 (support municipalities)	89,001	35,865
Operating – Cat. 3 (other, public facing)	148,705	143,462
Capital – Category 1	745,701	821,016
Capital – Category 3	15,218	16,755
Total Levy	**$4,103,949**	**$4,424,317**
Special Levy[2]	$71,000	$78,000

$1,964,629

[1] COLA does place further pressure on the Operating Levy and is only noted to inform annual staff increments.

[2] Several years ago, the City contracted-out its city-wide water quality monitoring program to the three local CAs. The City requested that this remain as a special levy as opposed to being considered a Category 2 program.

3.0 BUDGET ALLOCATIONS

The budget was developed in accordance with O. Reg. 402/22 that prescribes how CA budgets are to be apportioned between Category 1, 2, and 3 programs and services.[3] Management has been adjusting how these services are captured within the budget as we have become more familiar with them, with most changes occurring within categories. For example, this year, we have divided Visitor Services to better set out the costs of the operating the Mill of Kintail Museum and revenue distribution between the main site and museum.

The budget also reflects the Category 2 and 3 agreements approved by member municipalities that took effect January 1, 2024, which allow for the following:

- Up to 14% of the Municipal Operating Levy to be allocated to Category 2 and 3 programs and services; and
- Up to 2% of the Municipal Capital Levy to be allocated to Category 3 infrastructure.

Due to the efforts of staff to secure third-party grants, the 2026 Draft Budget only allocates a combined 5% of Operating levies to Category 2 and 3 programs.

The 2026 Draft Budget is organized as follows:

- 2026 Operating Budget Summary
  - Category 1 Programs & Services (mandatory)
  - Category 2 Programs & Services (support municipalities)
  - Category 3 Programs & Services (other, public-facing programs)
- 2026 Capital Budget Summary
  - Category 1 infrastructure sheets
  - Category 3 infrastructure (at the Mill of Kintail)

Figures 1 and 2 summarize the recommended 2026 budgets of MVCA's primary business lines and Category 2 and 3 programs; and how they are proposed to be funded.

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[3] As set out in O. Reg. 686/21 and 687/21.

Figure 1: Draft 2026 Operating Budget by Program & Service Category

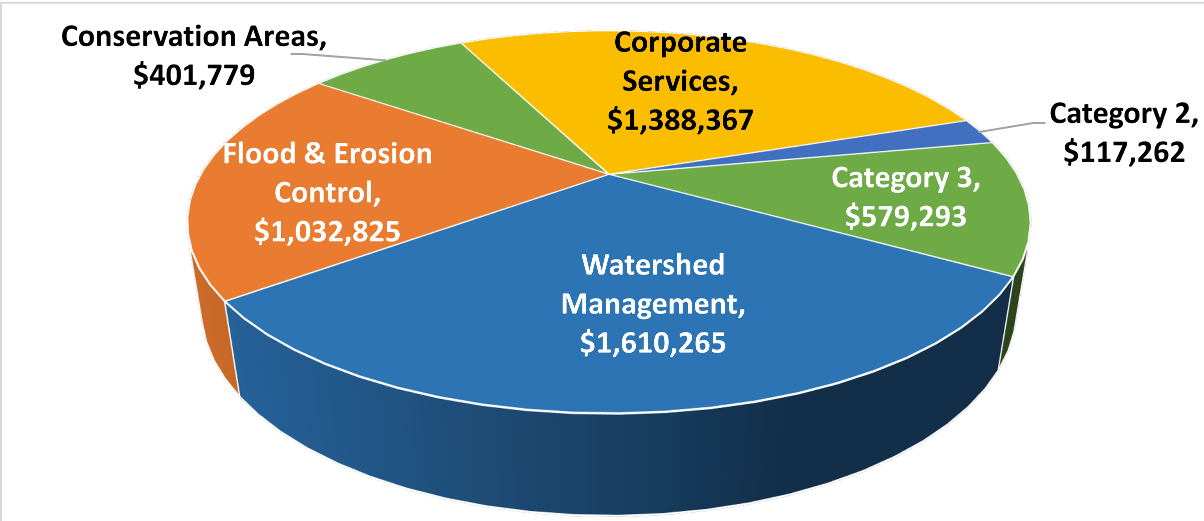
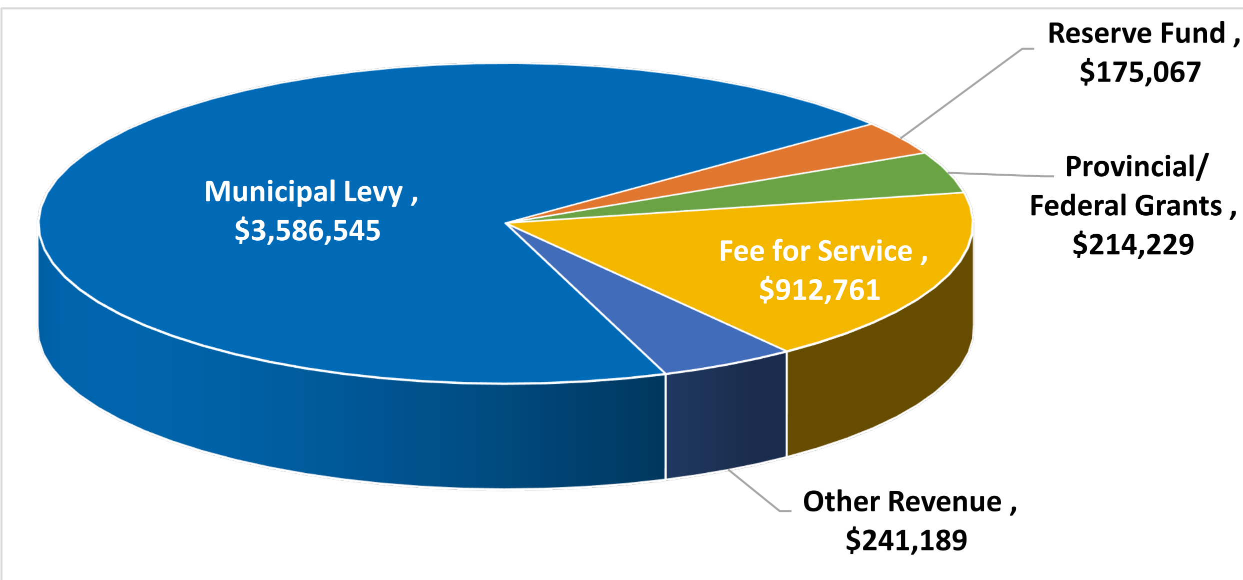


Figure 2: Draft 2026 Projected Operating Revenues



4.0 2026 OPERATING BUDGET

4.1 Assumptions

Employee compensation is the largest cost category, constituting 75% of the Draft 2026 Operating Budget and 13% of the 2026 Capital Budget.[4] MVCA's practice is to use the CPI

[4] MVCA is permitted to charge staff time who work on capital projects. This allows the capture and capitalization of all costs to renew assets such as work on Kashwakamak Lake Dam and reconstruction of boardwalks.

rate that is available in September to inform annual inflationary wage increases. This year the posted rate was 1.7%. The Board approved the use of 2.5% as a COLA salary adjustment to offset prior years below CPI COLA adjustments to help protect the competitiveness of staff wages.[5] Other key operating budget assumptions are the following:

- No changes to the provincial Section 39 grant of $128,436.
- Continued provincial freeze on Planning & Regulation Fees with an opportunity cost of ~$20,000 to be made-up from the Operating Reserve.
- MVCA will obtain approximately 4% of the operating budget from federal/provincial grants.
- MVCA will earn approximately $912,761 (18%) of revenues through fees for service.

The proposed drawdown of the Operating Reserve leaves an account balance that complies with MVCA's Reserve Policy.

4.2 Projects

Year-over-year changes to the operating budget are largely associated with inflationary increases and special projects. The following is a list of key projects proposed to be carried out in 2026. Some projects are contingent upon grants and will only proceed if the necessary funds are obtained. The following project were scheduled for 2025 and were either postponed or are ongoing.

1. City of Ottawa Floodplain Mapping Projects
2. Carp River Climate Change Study
3. K&P land ownership research
4. Upper Mississippi River Floodplain Mapping
5. Enhanced Cat. 1 outreach program
6. Indigenous Engagement
7. Mill of Kintail Masterplan Update

Only three capital projects are planned for water control structures (WCS) in 2026, with required budgets indicated:

- Bennett Lake Dam Safety Review $100,000
- Widow Lake Dam Safety Review $120,000
- Kashwakamak Lake Dam Design $200,000

[5] Refer to Staff Report 3514/25, September 2025.

Capital works to be carried out at conservation areas such as replacement of boardwalks in 2026 are the following:

- Purdon $27,698
- Mill of Kintail $10,000
- Morris Island $31,214
- K&P $17,500[6]
- Palmerston Canonto $23,000

Capital works proposed at the HQ building in 2026 consists of installing the new municipal sewer and water connection and decommissioning the existing well, septic, and water storage systems at an estimated cost of $750,000. This work continues to be on hold pending a cost sharing agreement between the Town of Carleton Place and Cavanagh Construction. Fleet and IT purchases will be made as needed as outlined in the Board-approved *Fleet Management Plan* and *IT Asset Management Plan*.

5.0 RESERVES

Table 3 illustrates how reserve balances are projected to change over the next year.

Table 3: Reserve Balance	**2024 - Year End Actual**	**2025 - Projected**	**2026 - Projected**
Operating Reserve – YE Balance	$1,159,167	$1,122,025	$1,031,958
Capital Reserves – YE Balance	$2,370,216	$2,175,888	$2,029,031
Net Reserve Allocations		-$231,470	-$236,924

[6] This amount is shown in the event that the Lease/Sale Agreement with the counties does not proceed.

7.0 LONG-TERM DEBT

Table 4 shows MVCA's current debt schedule.

Table 4: Debt Schedule	**Principal**	**Interest and Amortization**	**Annual Payments**	**Retirement**
Shabomeka Lake Dam	$700,000	3.0% for 30 years	$35,412	2052
HQ / works yard mortgage	$4,640,000	3.4% for 25 years	$277,005	2040

Annual debt payments are made from the annual capital budget.

8.0 NEXT STEPS

Subject to Committee and Board deliberations, the Draft 2026 Budget will be accepted or revised and circulated to member municipalities for consideration and comment before being approved by the Board in February. In the interim, the GM may recommend another meeting of the Finance & Administration Committee to consider and address comments received and any material changes.

9.0 CORPORATE STRATEGIC PLAN

Implementation of the 2026 Budget will support progress against all four 2026-2030 corporate strategic priorities:

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

Attachment 1: Impact on Municipal Levies

The following table shows the impact of the draft 2026 Budget on projected municipal levies and highlights the one municipality where the annual apportionment has increased.

Municipality	2025 Apportionment %	2026 Apportionment %	2025 Levy	2026 Levy	Variance	% Increase
Addington Highlands	0.1535	0.1526	$6,299	$6,752	$453	7.18%
Beckwith	0.6987	0.6947	$28,676	$30,736	$2,060	7.18%
Carleton Place	2.7932	2.8244	$114,633	$124,960	$10,327	9.01%
Central Frontenac	0.4284	0.4257	$17,579	$18,834	$1,255	7.14%
Drummond/North Elm	0.4849	0.4825	$19,899	$21,347	$1,448	7.28%
Greater Madawaska	0.0352	0.0352	$1,446	$1,557	$111	7.70%
Lanark Highlands	1.1065	1.0956	$45,411	$48,473	$3,062	6.74%
Mississippi Mills	2.8059	2.8027	$115,153	$124,000	$8,847	7.68%
North Frontenac	0.8997	0.8905	$36,925	$39,399	$2,474	6.70%
Ottawa	89.9756	89.9814	$3,692,554	$3,981,062	$288,508	7.81%
Tay Valley	0.6183	0.6147	$25,374	$27,196	$1,822	7.18%
Total	100	100	**$4,103,949**	**$4,424,317**	**$320,368**	7.81%

Mississippi Valley Conservation Authority

DRAFT 2026 BUDGET

November 2025

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

Your partner in natural hazard management, resource conservation, and stewardship

Mississippi Valley Conservation Authority

MVCA was established in 1968 to deliver programs for the **conservation, restoration, development and management of natural resources** in the Mississippi River and Carp River watersheds and in areas draining to the Ottawa River from the outlet of the Mississippi River downstream to Shirley's Bay.

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.

Our annual budget was developed in accordance with Ontario Regulation 402/22 under the *Conservation Authorities Act.*

Our Board of Directors:

Rear: Taylor Popkie, Steven Lewis, Roy Huetl, Wayne Baker, Paul Kehoe

Front: Bev Holmes, Janet Mason, Clarke Kelly, Dena Comley, and Jeff Atkinson

Absent: Allan Hubley, Cathy Curry, Cindy Kelsey, Glen Gower, Helen Yanch, Jeannie Kelso, Mary Lou Souter, & Richard Kidd

What we do

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 operation of conservation areas. Our primary mandate is to deliver the following **Category 1** 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.

These activities constitute the majority of our work and ~86% of the Draft 2026 Operating Budget.

Category 1

- CA programs and services mandated by regulation.

Category 2

- Services that MVCA provides to help municipalities meet their legislated responsibilities.

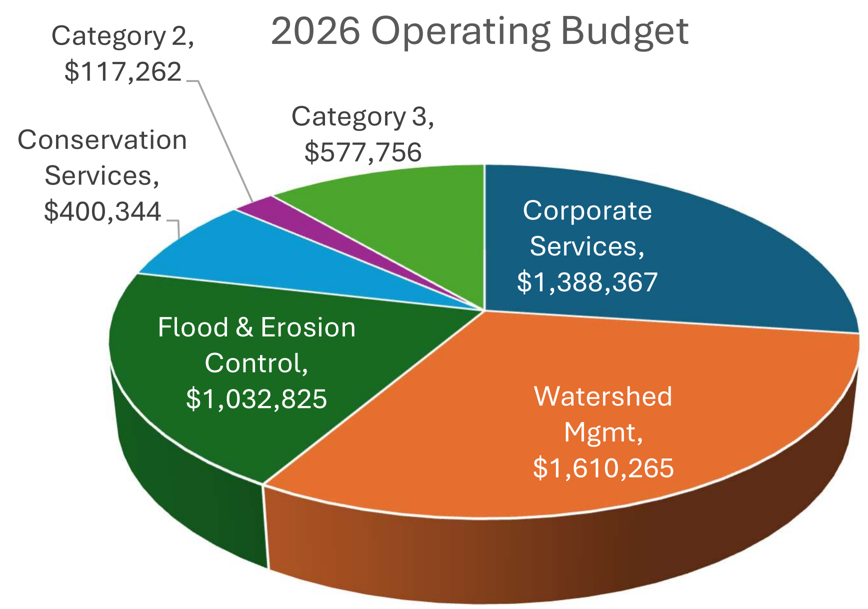
Category 3

Optional, largely community-based programs that MVCA delivers as funding allows

Our eleven municipalities pay an annual levy that covers ~70% of our annual operating costs. Five percent (5%) of the Municipal Levy is budgeted for Category 2 and 3 programs in 2026.

Budget Summary

	2024 Actuals	2025 Budget	2026 Budget
Operating	$4,462,491	$4,879,431	$5,129,790
Capital	$970,317	$1,741,288	$1,964,629
Total	$5,432,808	$6,620,719	$7,094,419



The above chart demonstrates that MVCA in a period of significant capital renewal reserve building to address the needs of water and erosion control structures. In 2026, detailed design for replacement of the Kashwakamak Lake Dam will be completed, and Dam Safety Reviews are planned at two other sites. MVCA is continuing to expand its water gauge system, enhance its predictive modeling capabilities, and implement its hazard identification and mapping program.

Operating budget increases are largely associated with employee wages to address cost of living and market rate conditions, and increasing goods and service costs.

The budget is divided by regulatory category and by program area. Appendix 1 shows the impact of this budget on our operating and capital reserves. Appendix 2 provides a summary of municipal level apportionments. Appendix 3 contains details budget sheets.

Operating Summary: Category 1 and Corporate

Category 1	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	**2026 (Draft Proposed)**	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	**Total Revenue**
Watershed Management								
Technical Studies	$433,255	$461,664	$237,422	$45,000	$67,348	$111,894	$0	$461,664
Planning & Regulations	$1,046,915	$1,148,601	$848,601	$20,000	$0	$280,000	$0	$1,148,601
Subtotal	**$1,480,170**	**$1,610,265**	**$1,086,023**	**$65,000**	**$67,348**	**$391,894**	**$0**	**$1,610,265**
Flood & Erosion Control								
Flood Forecasting & Warning	$801,514	$858,623	$680,187	$40,000	$133,436	$5,000	$0	$858,623
Dam Operations & Maintenance	$194,101	$174,202	$113,695	$0	$0	$60,507	$0	$174,202
Subtotal	**$995,615**	**$1,032,825**	**$793,882**	**$40,000**	**$133,436**	**$65,507**	**$0**	**$1,032,825**
Conservation Areas								
Conservation Areas	$312,620	$379,115	$332,090	$0	$0	$42,025	$5,000	$379,115
Technical Studies	$60,629	$22,664	$7,664	$15,000	$0	$0	$0	$22,664
Subtotal	**$373,249**	**$401,779**	**$339,754**	**$15,000**	**$0**	**$45,025**	**$5,000**	**$401,779**

O.Reg. 686/21 defines mandatory Category 1 programs and services, and O.Reg. 402/22 sets out how they and corporate (general) services are to be recovered.

General / Corporate Services								
Subtotal	**$1,283,917**	**$1,388,367**	**$1,183,869**	**$55,360**	**$0**	**$13,325**	**$135,813**	**$1,388,367**
TOTAL	**$4,132,951**	**$4,433,235**	**$3,407,218**	**$171,670**	**$200,784**	**$512,751**	**$140,813**	**$4,433,235**

Operating Summary: Categories 2 & 3

CATEGORY 2	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	**2026 (Draft Proposed)**	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	**Total Revenue**
Watershed Management								
Monitoring & Watershed Planning	$161,017	$117,262	$35,865	$3,397	$0	$78,000	$0	$117,262
TOTAL	**$161,017**	**$117,262**	**$35,865**	**$3,397**	**$0**	**$78,000**	**$0**	**$117,262**

CATEGORY 3	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	**2026 (Draft Proposed)**	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	**Total Revenue**
Stewardship								
Stewardship	$285,325	$301,274	$74,774	$0	$0	$155,000	$71,500	$301,274
Education								
Education	$134,044	$111,291	$7,971	$0	$0	$99,320	$4,000	$111,291
Visitor Services								
Visitor Services	$74,024	$63,843	$1,056	$0	$0	$56,700	$6,087	$63,843
Museum								
Museum	$92,070	$102,886	$59,662	$0	$13,445	$10,990	$18,789	$102,886
TOTAL	**$585,463**	**$579,293**	**$143,462**	**$0**	**$13,445**	**$322,010**	**$100,376**	**$579,293**

O.Reg. 687/21 defines Category 2 programs and services and sets out how they and Category 3 programs and services are to be cost recovered.

2026 Budget

MVCA has just over 30 full-time employees who are responsible for delivering a combination of Category 1, 2, and 3 programs and services.

The following budget sheets indicate the break-down in costs between payroll compensation, program expenses, and costs to be incurred to implement special projects. A list of projects is provided where applicable.

The budget also shows how each program is funded through a combination of municipal levy, reserves, fees for service, federal and provincial grants, and other contributions.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies								
Compensation	$273,055	**$252,464**						
Operating Expenses	$8,200	**$7,200**						
Special Projects	$152,000	**$202,000**						
Subtotal	**$433,255**	**$461,664**	**$237,422**	**$45,000**	**$67,348**	**$111,894**	**$0**	**$461,664**
Planning & Regulations								
Compensation	$950,402	**$1,056,882**						
Operating Expenses	$96,513	**$91,719**						
Special Projects	$0	**$0**						
Subtotal	**$1,046,915**	**$1,148,601**	**$848,601**	**$20,000**	**$0**	**$280,000**	**$0**	**$1,148,601**
TOTAL	**$1,480,170**	**$1,610,265**	**$1,086,023**	**$65,000**	**$67,348**	**$391,894**	**$0**	**$1,610,265**

Scope

Watershed management activities focus on the identification and management of natural hazards by:

- Monitoring water flows and levels, ice, surface and ground water quality, and changes in hydrologic and hydraulic conditions.
- Carrying out field investigations and developing predictive tools to identify, map, and managing natural hazards.
- Administering the regulatory permitting system to direct development away from hazards.
- Reviewing and commenting on planning applications on behalf of the province for compliance with provincial policy and regulations.

2026 Special Projects

- Ottawa Floodplain Mapping Update (Carp Tributaries, Kinburn Drain, Upper Shirley’s Brook)
- Unstable soils hazard identification and mapping
- Upper Mississippi River floodplain mapping
- Climate change analysis (Carp River watershed)

Details

Refer to sheets 1 thru 4 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Flood & Erosion Control								
Flood Forecasting & Warning								
Compensation	$742,694	**$794,908**						
Operating Expenses	$58,820	**$63,716**						
Special Projects								
Subtotal	**$801,514**	**$858,623**	$680,187	$40,000	$133,436	$5,000	$0	$858,623
Dam Operations & Maintenance								
Compensation	$132,784	**$117,850**						
Operating Expenses	$61,317	**$56,351**						
Special Projects								
Subtotal	**$194,101**	**$174,202**	$113,695	$0	$0	$60,507	$0	$174,202
TOTAL	**$995,615**	**$1,032,825**	**$793,882**	**$40,000**	**$133,436**	**$65,507**	**$0**	**$1,032,825**

Scope

Flood & Erosion control activities focus on the following:

- Monitoring and analysis of current water levels and flows and weather conditions.
- Using predictive tools to identify short and medium-term risks of flooding and the potential need to operate control structures.
- operating water control structures to mitigate potential flooding and comply with Mississippi River Watershed Management Plan.
- notifying the public and key stakeholders of potential flood risks and coordinating drought response.
- collaborating with partner organizations such as OPG and MNRF for overall river management.

2026 Special Projects

No special projects are planned.

Details

Refer to sheets 5 and 6 in Appendix 3.

CATEGORY 1: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Conservation Areas								
Conservation Areas								
Compensation	$246,140	**$310,485**						
Operating Expenses	$66,480	**$68,629**						
Special Projects								
Subtotal	$312,620	**$379,115**	$332,090	$0	$0	$42,025	$5,000	$379,115
Technical Studies								
Compensation	$29,129	**$5,814**						
Operating Expenses	$0	**$350**						
Special Projects	$31,500	**$16,500**						
Subtotal	$60,629	**$22,664**	$7,664	$15,000	$0	$0	$0	$22,664
TOTAL	**$373,249**	**$401,779**	**$339,754**	**$15,000**	**$0**	**$42,025**	**$5,000**	**$401,779**

Scope

MVCA has six conservation areas: four that it owns, and two at City of Ottawa properties. Operational activities at these sites include the following:

- Year-round site maintenance (parkingareas, trails and bridges, washrooms, signage, grass).
- Hazard tree, drinking water and other health and safety inspections and measures.
- Public notifications and other communications.

2026 Special Projects

- K&P ownership project
- Mill of Kintail Masterplan Update

Details

Refer to sheets 7 and 8 in Appendix 3.

	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Corporate Services								
Corporate Services								
Compensation	$811,186	**$897,592**						
Operating Expenses	$472,731	**$490,775**						
Special Projects	$0	**$0**						
TOTAL	**$1,283,917**	**$1,388,367**	**$1,187,559**	**$51,670**	**$0**	**$13,325**	**$135,813**	**$1,388,367**

Scope

Corporate services refers to the variety of services used to support delivery of our mandate and includes the following activities:

- Board administration and corporate governance.
- Financial management.
- Fleet management.
- Information and communication technology support.
- Communications.
- Utility and other operating expenses at our office on Highway 7.

2026 Special Projects

No special projects are planned.

Details

Refer to sheets 9 thru 13 in Appendix 3

CATEGORY 2: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Watershed Management								
Technical Studies								
Compensation	$97,817	**$53,912**						
Operating Expenses	$45,700	**$48,350**						
Special Projects	$17,500	**$15,000**						
TOTAL	**$161,017**	**$117,262**	**$35,865**	**$3,397**	**$0**	**$78,000**	**$0**	**$117,262**

Scope

Approximately ~1% of the Annual Operating Levy goes towards the following technical supports to our eleven member municipalities:

- Field monitoring of surface water bodies that are not captured in the provincial monitoring program and for parameters not captured under that program.
- Watershed planning and implementation of watershed plans.
- Public engagement including administrative support to the Mississippi River Watershed Plan Implementation Public Advisory Committee.

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2026 Special Projects

- Facilitation of Large Park Planning
- Indigenous Engagement

Details

Refer to sheets 14 and 15 in Appendix 3

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Stewardship								
Stewardship								
Compensation	$136,325	**$153,634**						
Operating Expenses	$5,500	**$5,890**						
Special Projects	$143,500	**$141,750**						
TOTAL	**$285,325**	**$301,274**	**$74,774**	**$0**	**$0**	**$155,000**	**$71,500**	**$301,274**

Scope

MVCA administers a variety of programs to help property owners, community groups and the public at large take action to prevent soil erosion, maintain and restore ecological features and functions, including:

- County of Lanark Program - Community Forest
- Ottawa Clean Water Program
- Shoreline Naturalization
- ALUS Project Delivery
- City Stream Watch
- Trees Canada Program (RVCA Partnership)

2026 Special Projects

- Invasive Phragmite Control

Details

Refer to sheet 16 in Appendix 3

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Education								
Education								
Compensation	$112,244	**$97,804**						
Operating Expenses	$21,800	**$13,488**						
Special Projects	$0	**$0**						
TOTAL	**$134,044**	**$111,291**	**$7,971**	**$0**	**$0**	**$99,320**	**$4,000**	**$111,291**

Scope

The Education Program will be entering its third year since being reinstated post the COVID pandemic. School-aged and adult programming are primarily offered at the Mill of Kintail, as well as at schools and in the broader community.

2026 Special Projects

No special projects are planned.

Details

Refer to sheet 17 in Appendix 3

CATEGORY 3: PROGRAMS & SERVICES	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Visitor Services								
Visitor Services								
Compensation	$35,594	**$35,553**						
Operating Expenses	$33,430	**$28,290**						
Special Projects	**$5,000**	**$0**						
Subtotal	$74,024	**$63,843**	$1,056	$0	$0	$56,700	$6,087	$63,843
Museum								
Compensation	$75,000	**$71,536**						
Operating Expenses	$17,070	**$31,350**						
Special Projects	**$0**	**$0**						
Subtotal	$92,070	**$102,886**	$59,662	$0	$13,445	$10,990	$18,789	$102,886
TOTAL	**$166,094**	**$166,728**	**$60,717**	**$0**	**$13,445**	**$67,690**	**$24,876**	**$166,728**

Scope

Our Mill of Kintail site has been developed over the years to provide a variety of community-based services including the following:

- The Mill of Kintail Museum – displays artifacts from the lives of James Naismith and R. Tait McKenzie, renowned Canadians.
- Gate House – rented by community groups and individuals; houses our museum archives.
- Cloister and Picnic Shelter – rented by community groups and individuals for special events.
- This budget provides for museum and site management. MVCA is working towards full cost-recovery of these programs.

2026 Special Projects

No special projects are planned.

Details

Refer to sheet 18 and 19 in Appendix

Capital Budget	BUDGET		2026 REVENUE (Draft Proposed)					
	2025 (APPROVED)	2026 (Draft Proposed)	Municipal Levy	Reserve Fund	Provincial/ Federal Grants	Fee for Service	Other Revenue	Total Revenue
Capital Budget								
Category 1								
WECI Capital Projects	$360,244	**$480,000**	$185,000	$45,000	$250,000	$0	$0	$480,000
Conservation Areas	$61,100	**$109,412**	$94,412	$0	$0	$0	$15,000	$109,412
Corporate Projects	$860,750	**$968,000**	$218,000	$0	$0	$0	$750,000	$968,000
Tech Studies - Capital	$78,475	**$69,500**	$48,055	$21,445	$0	$0	$0	$69,500
Debt Repayment	$328,669	**$312,417**	$277,005	$35,412	$0	$0	$0	$312,417
Category 3								
Mill of Kintail	$52,050	**$25,300**	$15,300	$0	$0	$0	$10,000	$25,300
TOTAL	**$1,741,288**	**$1,964,629**	**$837,772**	**$101,857**	**$250,000**	**$0**	**$775,000**	**$1,964,629**

Water & Erosion Control Infrastructure (WECI) projects:

- Widow Lake Dam Safety Review
- Bennett Lake Dam Safety Review
- Kashwakamak Lake Dam Design
- Kashwakamak Lake Dam access road work

Conservation Area projects:

- CA Site signage
- Purdon Stairs
- MOK – Workshop Site
- MICA bridge improvements
- Morris Island washroom holding tank
- Palmerston Canonto Parking

Category 3:

- Accessibility improvements at Education Centre

Other projects:

- MVCA FFW System Model
- Water & Sewer connection at HQ

Details

Refer to sheets 20-25 in Appendix 3.

Appendix 1: Impact on Reserves

	Dec 31 2024 Balance	2025 Projected Net Reserve Allocation	Projected Dec 31 2025 Balance	2026 Budgeted Net Reserve Allocation	Projected Dec 31 2026 Balance
Capital Reserves					
Building (HQ) Reserve	$534,701	$0	$534,701	$0	$534,701
Conservation Areas Reserve	$185,700	$0	$185,700	$0	$185,700
Information & Communication Technology Res.	$65,956	-$10,212	$55,744	$0	$55,744
Priority Projects (Formerly Glen Cairn)	$413,397	-$95,000	$318,397	-$66,445	$251,952
Sick Pay (STD) Reserve	$73,843	$0	$73,843	$0	$73,843
Vehicles & Equipment Reserve	$253,537	$0	$253,537	$0	$253,537
Water Control Structure Reserve - MVCA	$916,925	-$89,116	$827,809	-$80,412	$747,397
Category 3 Capital Reserve	$0	$0	$0	$0	$0
Total	**$2,444,059**	**-$194,328**	**$2,249,731**	**-$146,857**	**$2,102,874**
Operating Reserves					
Operating Reserve	$905,307	-$78,628	$826,679	-$86,670	$740,009
Category 2 Operating Reserve	$89,000	$53,567	$142,567	-$3,397	$139,170
Category 3 Operating Reserve	$91,017	-$12,082	$78,935	$0	$78,935
Total	**$1,085,324**	**-$37,142**	**$1,048,182**	**-$90,067**	**$958,115**
TOTAL	**$3,529,383**	**-$231,470**	**$3,297,913**	**-$236,924**	**$3,060,989**

Appendix 2: 2026 Total Municipal Levy (General Benefiting)

Municipality	2025 Apportionment %	2025 Levy	2026 Apportionment %	2026 Levy	Variance	% Ch.
Addington Highlands	0.1535	$6,299	0.1526	$6,752	$453	7.18%
Beckwith	0.6987	$28,676	0.6947	$30,736	$2,060	7.18%
Carleton Place	2.7932	$114,633	2.8244	$124,960	$10,327	9.01%
Central Frontenac	0.4284	$17,579	0.4257	$18,834	$1,255	7.14%
Drummond/North Elmsley	0.4849	$19,899	0.4825	$21,347	$1,448	7.28%
Greater Madawaska	0.0352	$1,446	0.0352	$1,557	$111	7.70%
Lanark Highlands	1.1065	$45,411	1.0956	$48,473	$3,062	6.74%
Mississippi Mills	2.8059	$115,153	2.8027	$124,000	$8,847	7.68%
North Frontenac	0.8997	$36,925	0.8905	$39,399	$2,474	6.70%
Ottawa*	89.9756	$3,692,554	89.9814	$3,981,062	$288,508	7.81%
Tay Valley	0.6183	$25,374	0.6147	$27,196	$1,822	7.18%
Total	**100**	**$4,103,949**	**100**	**$4,424,317**	**$320,368**	**7.81%**

* Plus special levy of $78,000 for City of Ottawa Baseline Monitoring Program

Appendix 3: Budget Details

Category 1: Watershed Management - Technical Studies

Expenditures	2025 Budget	2026 Budget	Variance
Wages/Benefits	$22,407	7,114	(15,293)
Mileage & General Expenses	$350	350	-
Materials/Supplies/Gen Expenses	$350	350	-
Ice Monitoring Program Costs			-
Technical Studies			-
Carp River Climate Change Study	$15,000	15,000	-
Mississippi River Climate Change Study	$15,000		(15,000)
Total	**$53,107**	**22,814**	(30,293)
Revenues	**2025 Budget**	**2026 Budget**	
Municipal Levy - Operating	**$18,107**	**2,814**	(15,293)
Reserve Funds	**$30,000**	**20,000**	(10,000)
Special Reserves - Priority Projects (formerly Glen Cairn	$30,000	20,000	
Provincial and Federal Grants	**$0**	**-**	
Fees for Service	**$5,000**	**-**	(5,000)
Other -Professional Services / Staff Time	$5,000		
Other Revenue	**$0**	**-**	-
Total	**$53,107**	**22,814**	(30,293)

Category 1: Watershed Management - Hazard Mapping

Expenditures	2025 Budget	2026 Budget
Wages/Benefits	$182,456	155,957
Mileage & General Expenses	$500	500
Materials & Supplies	$500	500
Technical Studies		
City of Ottawa Floodplaing Mapping Projects	$10,000	117,000
City of Ottawa - Landslide	$2,000	
MVCA FPM Projects (Fall River)	$110,000	
FHIMP - Upper Mississippi River FPM		70,000
Total	**$305,456**	**343,957**
Revenues	**2025 Budget**	**2026 Budget**
Municipal Levy - Operating	**$80,977**	**139,716**
Reserve Funds	**$65,000**	**25,000**
Special Reserves - Priority Projects (formerly Glen Cairn	$65,000	25,000
Provincial and Federal Grants	**$87,745**	**67,348**
FHIMP - Fall River FPM	$87,745	10,000
FHIMP - Upper Mississippi River FPM		57,348
Fees for Service	**$71,734**	**111,894**
City of Ottawa Floodplaing Mapping Projects	$66,734	111,894
City of Ottawa Landslide Project	$5,000	-
Other Revenue	**$0**	**-**
Total	**$305,456**	**343,957**

Category 1: Watershed Management - Technical Studies - Monitoring

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$68,192	89,392
Mileage & General Expenses		$5,000	4,500
Materials & Supplies		$1,500	1,000
Lab Analysis (throughout watershed)		$0	-
	Total	**$74,692**	**94,892**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$61,705**	**94,892**
Reserve Funds Priority Funds			
Provincial and Federal Grants		**$12,987**	**-**
Student Grants		$12,987	
Fees for Service			
Other Revenue			
	Total	**$74,692**	**94,892**

Category 1: Watershed Management - Planning & Regulations

Expenditures	2025 Budget	2026 Budget
Wages/Benefits	$950,402	1,056,882
Mileage & General Expenses	$13,500	13,500
Materials & Supplies	$1,500	500
Staff Development	$16,320	16,500
Insurance	$15,193	15,219
Legal Fees	$40,000	41,000
Contracted Services	$10,000	5,000
Consulting - Fee Study	$0	-
Total	**$1,046,915**	**1,148,601**
Revenues	**2025 Budget**	**2026 Budget**
Municipal Levy - Operating	**$750,115**	**848,601**
Reserve Funds	**$16,800**	**20,000**
Operating Reserve (Fee Freeze lost revenues)	**$16,800**	20,000
Provincial and Federal Grants		
Fees for Service	**$280,000**	**280,000**
User Fees - Plan Review	$180,000	120,000
User Fees - Permit Processing Fees	$100,000	160,000
Other Revenue	**$0**	**-**
Total	**$1,046,915**	**1,148,601**

Category 1: Flood Erosion & Control - Flood Forecasting and Warning

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$742,694	794,908
Mileage & General Expenses		$16,500	21,525
Materials & Supplies		$5,000	3,075
Staff Development & Engagement		$21,320	21,853
Equip Rent Purchase Repair & Mtce		$5,500	4,000
Utilities - Telephone & Hydro		$10,500	10,763
Ice Monitoring Expenses			2,500
	Total	**$801,514**	**858,623**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$673,078**	**680,187**
Reserve Funds			**40,000**
Operating Reserve			40,000
Provincial and Federal Grants		**$128,436**	**133,436**
Provincial Grant - Section 39		$128,436	128,436
Student Grants			5,000
Fees for Service			**5,000**
Other -Professional Services / Staff Time			5,000
Other Revenue			
	Total	**$801,514**	**858,623**

Category 1: Flood Erosion & Control - Dam Operations & Maintenance

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$132,784	117,850
Mileage & General Expenses		$21,000	12,300
Materials & Supplies		$5,000	6,150
Taxes/Insurance		$17,817	18,262
Health & Safety Clothing & Equipment		$2,500	3,639
Stop Log Replacement		$15,000	16,000
	Total	**$194,101**	**174,202**

Revenues		2025 Budget	2026 Budget
Municipal Levy - Operating		**$135,101**	**113,695**
Reserve Funds			
Provincial and Federal Grants			
Fees for Service		**$59,000**	**60,507**
User Fees - OPG Contract		$47,000	48,175
Other - MNR Bancroft & Kemptville		$12,000	12,332
Other Revenue			
	Total	**$194,101**	**174,202**

Category 1: Conservation Areas

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$246,140	310,485
Mileage & General Expenses		$23,500	24,088
Materials & Supplies		$11,000	14,350
Staff Development & Engagement		$6,090	6,090
Contractor Services		$10,000	10,250
Service & Maintenance Contracts		$5,000	5,125
Taxes		$6,500	4,613
Insurance		$1,890	1,552
Utilities		$2,500	2,563
	Total	**$312,620**	**379,115**

Revenues		2025 Budget	2026 Budget
Municipal Levy - Operating		**$272,620**	**332,090**
Reserve Funds		**$0**	**-**
Provincial and Federal Grants			
Fees for Service		**$35,000**	**42,025**
Parking Revenue - CAs		$20,000	25,625
Bell Canada - Annual Easement - K&P		$2,000	
CA Passes		$13,000	16,400
Other Revenue		**$5,000**	**5,000**
Donation Boxes - CAs		$4,000	4,000
Charitable Donations		$1,000	1,000
	Total	**$312,620**	**379,115**

Category 1: Conservation Areas - Technical Studies

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$29,129	5,814
Mileage & General Expenses			150
Materials & Supplies			200
Technical Studies			
K&P Ownership Project		$15,000	15,000
Mill of Kintail Masterplan Update		$1,500	1,500
Accessibility Study		$15,000	
	Total	**$60,629**	**22,664**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$45,629**	**7,664**
Reserve Funds		**$15,000**	**15,000**
Operating Reserve (K&P Ownership project)		**$15,000**	15,000
Provincial and Federal Grants			
Fees for Service			
Other Revenue			
	Total	**$60,629**	**22,664**

Category 1: Corporate Services - Admin

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$536,995	618,452
Mileage & General Expenses		$5,000	2,050
Materials & Supplies		$11,000	11,275
Staff Development & Engagement		$15,020	17,396
Member Expenses & Allowances		$17,000	17,425
Banking and Payroll Fees		$18,000	18,450
Equipment and Telephone		$16,000	18,963
Insurance		$51,819	46,870
Professional Services (Legal, Audit etc.)		$50,000	80,000
Human Resources Services		$5,000	10,000
Conservation Ontario Membership		$31,500	32,288
OH&S-Other Costs		$3,500	3,588
Contribution to Operating Reserve		$2,486	-
5 Year Strategic Plan Update		$15,000	-
	Total	**$778,320**	**876,755**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$564,156**	**675,947**
Reserve Funds		**$64,664**	**51,670**
Operating Reserve		$64,664	51,670
Provincial and Federal Grants			
Fees for Service		**$17,000**	**13,325**
Rental Income		$12,000	8,200
Miscellaneous		$5,000	5,125
Other Revenue		**$132,500**	**135,813**
Interest		$130,000	133,250
Donations (General)		$2,500	2,563
	Total	**$778,320**	**876,755**

Category 1: Corporate Services - Communications & Outreach

Expenditures	2025 Budget	2026 Budget
Wages/Benefits	$45,973	49,634
Mileage & General Expenses	$250	565
Materials & Supplies	$500	1,859
Printing	$1,000	1,500
Advertising/Education/Promotion (Category 1)	$10,000	3,325
Eko-Trekr App Annual Fee/Support	$3,500	
Comms Shared Services (RVCA)	$15,000	2,500
Website Expenses	$5,000	5,000
Total	**$81,223**	**64,383**
Revenues	**2025 Budget**	**2026 Budget**
Municipal Levy - Operating	**$77,723**	**64,383**
Reserve Funds		
Provincial and Federal Grants		
Fees for Service		
Other Revenue	**$3,500**	**-**
MVCF - Contribution (Eco-Trekr)	$3,500	
Total	**$81,223**	**64,383**

Category 1: Corporate Services - Information Technology

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$86,786	91,871
Mileage & General Expenses		$1,000	750
Materials & Supplies		$1,000	750
Equipment Purchase, Repair & Mtce		$10,000	7,500
Maintenance/IT Support		$40,000	42,300
Software Licenses		$45,000	45,000
High Speed Internet Access		$7,000	6,900
CADIMS - Contracted Services (CLOCA)		$10,000	10,000
	Total	**$200,786**	**205,071**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$200,786**	**205,071**
Reserve Funds			
Provincial and Federal Grants			
Fees for Service			
Other Revenue			
	Total	**$200,786**	**205,071**

Category 1: Corporate Services - Vehicles & Equipment

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$33,468	24,588
Mileage & General Expenses		$3,000	3,075
Materials & Supplies		$5,000	5,125
Communications - Radios & Pagers		$4,692	4,809
Equipment Purchase - non-capital		$3,000	5,638
Fuel		$30,000	30,750
Maintenance & Repairs		$29,000	21,000
Insurance/Licensing		$11,007	10,250
Vehicle/Equipment Charges		-$110,000	(112,750)
	Total	**$9,167**	**(7,515)**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$9,167**	**(7,515)**
Reserve Funds			
Provincial and Federal Grants			
Fees for Service			
Other Revenue			
	Total	**$9,167**	**(7,515)**

Category 1: Corporate Services - Head Office

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$107,963	113,047
Mileage & General Expenses		$1,500	1,538
Materials & Supplies		$7,000	10,500
Contractor Services		$18,000	26,250
Service & Maintenance Contracts		$24,500	39,900
Taxes		$1,200	1,279
Insurance		$23,257	21,284
Utilities		$31,000	35,875
	Total	**$214,420**	**249,673**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Operating		**$214,420**	**249,673**
Reserve Funds			
Provincial and Federal Grants			
Fees for Service			
Other Revenue			
	Total	**$214,420**	**249,673**

Category 2: Watershed Management - Technical Studies - Watershed Plan

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$14,130	11,403
Mileage & General Expenses		$0	
Materials & Supplies		$10,000	
Technical Studies			
Facilitation of Watershed Park Planning		$2,500	
Indigenous Engagement		$15,000	15,000
	Total	**$41,630**	**26,403**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Category 2		**$41,630**	**23,006**
Reserve Funds			**3,397**
Provincial and Federal Grants		**$0**	**-**
Fees for Service			
Other Revenue			
	Total	**$41,630**	**26,403**

Category 2: Watershed Management - Technical Studies - Monitoring

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$83,687	42,509
Mileage & General Expenses		$6,500	8,200
Materials/Supplies/Gen Expenses		$4,200	4,305
Lab Analysis		$25,000	35,845
	Total	**$119,387**	**90,859**

Revenues		2025 Budget	2026 Budget
Municipal Levy - Category 2		**$48,387**	**12,859**
Reserve Funds			
Provincial and Federal Grants			
Fees for Service		**$71,000**	**78,000**
Special Levy - City of Ottawa		$71,000	78,000
Other Revenue			
	Total	**$119,387**	**90,859**

Category 3: Stewardship Programs

Expenditures		2025 Budget	2026 Budget
Wages/Benefits		$136,325	153,634
Mileage & General Expenses		$2,000	1,195
Materials & Supplies		$2,500	4,100
Publicity /Outreach events		$1,000	595
Program Delivery			
County of Lanark Program - Community Forest		$9,500	9,750
Ottawa Clean Water Prog		$10,000	25,000
Shoreline Naturalization		$14,000	20,000
ALUS Project Delivery		$100,000	80,000
City Stream Watch		$500	
Rural Stream Watch		$4,000	
Trees Canada Program (RVCA Partnership)		$5,500	5,500
Invasive Phragmite Control			1,500
	Total	**$285,325**	**301,274**

Revenues		2025 Budget	2026 Budget
Municipal Levy - Category 3		**$73,825**	**74,774**
Reserve Funds			
Provincial and Federal Grants		**$0**	**-**
Fees for Service		**$145,000**	**155,000**
Lanark County - Community Forest		$13,500	15,000
Ottawa Rural Clean Water Program'		$13,500	30,000
Shorelne Naturalization		$8,000	30,000
ALUS - Lanark		$110,000	80,000
Other Revenue		**$66,500**	**71,500**
Danbe Foundation		$50,000	50,000
Phragmite Mgmt Area Funding			10,000
Donations		$1,500	1,500
MVCF - Contribution		$7,000	5,000
Micrograants		$8,000	5,000
	Total	**$285,325**	**301,274**

Category 3: Education Services

Expenditures		2025 Budget	2026 Budget
Program Admin		$112,244	43,506
Direct Program Staff			54,298
Mileage & General Expenses		$4,000	3,188
Materials & Supplies		$12,500	6,300
Publicity		$5,300	4,000
	Total	**$134,044**	**111,291**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Category 3		**$19,719**	**7,971**
Reserve Funds			
Provincial and Federal Grants		**$13,000**	**-**
Summer Student Job Grants		$13,000	
Fees for Service		**$96,325**	**99,320**
Camp Fees		$88,825	84,820
Guided Tours		$2,500	1,500
Programs		$5,000	13,000
Other Revenue		**$5,000**	**4,000**
Grants		$5,000	4,000
	Total	**$134,044**	**111,291**

Category 3: Visitor Services

Expenditures	2025 Budget	2026 Budget
Wages/Benefits	$35,594	35,553
Materials & Supplies	$100	103
Mileage & General Expenses	$130	513
Utilities	$10,200	6,150
Insurance & Taxes	$13,000	11,275
Building & Site Maintenance	$2,500	2,563
Special Events	$7,500	7,688
Feasibility Study - Gatehouse Archive	$5,000	
Total	**74,024**	**63,843**
Revenues	**2025 Budget**	**2026 Budget**
Municipal Levy - Category 3	**24,524**	**1,056**
Reserve Funds		
Provincial and Federal Grants	**-**	**-**
Fees for Service	**43,000**	**56,700**
Special Events	$15,000	15,375
Rentals	$8,000	13,000
Weddings	$12,500	15,000
User Fees - MOK	$7,500	13,325
Other Revenue	**6,500**	**6,087**
MVCF - Contribution	$2,500	2,500
Donations Received	$4,000	3,587
Total	**74,024**	**63,843**

Category 3: Museum

Expenditures	2025 Budget	2026 Budget
Wages/Benefits	$75,000	71,536
Materials & Supplies	$1,000	2,500
Mileage & General Expenses	$270	513
Repairs & Maintenance		2,563
Utilities	$4,800	11,275
Insurance & Taxes	$11,000	14,500
Total	**92,070**	**102,886**

Revenues	2025 Budget	2026 Budget
Municipal Levy - Category 3	**$31,360**	**59,662**
Reserve Funds		
Provincial and Federal Grants	**$24,989**	**13,445**
Student Grants	$11,544	
Special Grant - Provincial Grant	$13,445	13,445
Fees for Service	**$17,500**	**10,990**
User Fees - MOK	$17,500	8,610
Gift Shop - sales		2,380
Other Revenue	**$18,221**	**18,789**
Special Grant - Miss Mills Grant - MOK & Naismith	$12,221	13,408
Donations Received	$6,000	5,381
Total	**$92,070**	**102,886**

Category 1 Capital: Water Control Structures

Expenditures		2025 Budget	2026 Budget
Lanark Dam		$206,000	$0
Widow Lake Dam DSR (WECI)		$0	$120,000
Bennett Lake Dam DSR			$100,000
Kash Lake Dam Design		$128,750	$200,000
Kash Lake Dam Other			
Land Issues various dam			$60,000
Contributions to WCS Reserve		$25,494	
	Total	**$360,244**	**$480,000**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital		**$167,119**	**$185,000**
Reserve Funds		**$0**	**$45,000**
WCS Reserve		$0	$45,000
Provincial and Federal Grants		**$193,125**	**$250,000**
WECI Grant		$141,625	$170,000
DMAF Grant		$51,500	$80,000
Fees for Service			
Other Revenue			
	Total	**$360,244**	**$480,000**

Category 1 Capital: Conservation Areas

Expenditures		2025 Budget	2026 Budget
Purdon CA		$26,000	$27,698
MOK CA		$24,100	$10,000
Morris Island CA		$11,000	$31,214
K&P CA		$0	$17,500
Roy Brown CA		$0	
Palmerston Canonto CA			$23,000
	Total	**$61,100**	**$109,412**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital		**$61,100**	**$94,412**
Reserve Funds		**$0**	**$0**
Provincial and Federal Grants			
Fees for Service			
Other Revenue		**$0**	**$15,000**
Other - Def. Revenue -RBC			$15,000
	Total	**$61,100**	**$109,412**

Category 1 Capital: Corporate

Expenditures		2025 Budget	2026 Budget
Head Quarters		$715,000	$765,000
Vehicles		$120,000	$125,000
Equipment		$0	$41,000
Computer Hardware		$25,750	$15,000
Photocopier			
AV Equipment			$22,000
	Total	**$860,750**	**$968,000**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital		**$145,750**	**$218,000**
Reserve Funds		**$0**	**$0**
Reserves - Vehicles & Equipment			
Reserves -Information Technology			
Reserves - HQ Building			
Provincial and Federal Grants			
Fees for Service			
Other Revenue		**$715,000**	**$750,000**
Financing - HQ Sewer		$715,000	$750,000
	Total	**$860,750**	**$968,000**

Category 1 Capital: Tech Studies

Expenditures		2025 Budget	2026 Budget
Gauge Network		$33,475	$31,500
Flow & Survey Equipment		$5,000	$8,000
MVCA FFW System Model		$40,000	$30,000
DRAPE		$0	$0
	Total	**$78,475**	**$69,500**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital		**$78,475**	**$48,055**
Reserve Funds		**$0**	**$21,445**
Reserves- Priority Projects			$21,445
Provincial and Federal Grants			
Fees for Service			
Other Revenue		**$0**	**$0**
	Total	**$78,475**	**$69,500**

Category 1 Capital: Debt Repayment

Expenditures		2025 Budget	2026 Budget
HQ Annual Financing Charge		$277,005	$277,005
WCS Annual Financing Charge		$35,412	$35,412
Water/Sewer Annual Finance Charge		$16,252	$0
	Total	**$328,669**	**$312,417**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital		**$293,257**	**$277,005**
Reserve Funds		**$35,412**	**$35,412**
Special Reserve - WCS		$35,412	$35,412
Provincial and Federal Grants			
Fees for Service			
Other Revenue			
	Total	**$328,669**	**$312,417**

Category 3 Capital

Expenditures		2025 Budget	2026 Budget
MOK - Museum		$27,050	$0
MOK - Gatehouse			
MOK - Ed Centre		$25,000	$25,300
Contributions to Category 3 Capital Reserve		$0	$0
	Total	**$52,050**	**$25,300**
Revenues		**2025 Budget**	**2026 Budget**
Municipal Levy - Capital Category 3		**$15,218**	**$15,300**
Reserve Funds		**$24,332**	**$0**
Reserves- Category 3 Operating		$24,332	
Provincial and Federal Grants			
Self Generated Revenue			
Other Revenue		**$12,500**	**$10,000**
Grants/Donations		$12,500	$10,000
MVCF - Donation			
	Total	**$52,050**	**$25,300**

Mississippi Valley Conservation Authority

Duty Officer Compensation

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

FROM: Sally McIntyre, General Manager and Juraj Cunderlik, Director of Engineering

REPORT: 3528/25, November 21, 2025

RECOMMENDATION

That the Finance & Administration Committee recommend that the Board of Directors approve the update of the MVCA Employee Manual to include the Duty Officer compensation table and related amendments recommended in this report.

1.0 BACKGROUND

The 2023 Provincial Flood Forecasting and Warning Program Implementation Guidelines stateS that "*it is essential that staff are available to receive information, make timely assessments, and issue relevant flood warning messages on a year-round basis. A rotational, on-call Duty Officer system should be implemented to support this need.*"

This objective has not been met on a consistent basis at MVCA and corrective action was taken early this year to ensure 24/7 phone access and 365 daily monitoring of the system. Duty Officer (DO) responsibilities are now shared amongst three staff with the goal of growing the group to six to reduce the burden on those employees.

During this process, several similar conservation authorities were contacted to determine how they administer this responsibility and their approach to appointing, training and compensating Duty Officers. The recommended changes to the *MVCA Employee Manual* are based upon the results of that research and the specific needs and constraints of MVCA.

2.0 KEY RESPONSIBILITIES

Duty Officers are responsible for a variety of activities that can be grouped into two main functions:

- 24-hour phone monitoring (the DO phone number is provided to municipal and other partners for emergencies).
- Weekend and Holiday weather and watershed monitoring (DPC) and operational oversight.

Currently, the three Duty Officers are scheduled for two-week shifts on a rotating basis. During their two-week shift DOs are expected to staff the phone 24/7, to review and document weather and watershed conditions (DPC) and related functions during normal office hours and on weekends and holidays.

3.0 PROPOSED COMPENSATION

The following compensation is recommended to complete this work. This work constitutes ~$40k budget pressure on the 2026 budget.

<table>
<tr><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th><th>Saturday</th><th>Sunday</th></tr>
<tr><td colspan="5">Duty Officer Phone - After-hours (4:30pm – 8:30am)</td><td colspan="2" rowspan="2">Duty Officer Phone – 24/7
and
Daily DPC/Weather Check etc.</td></tr>
<tr><td colspan="5">Daily DPC/Weather check etc.:
To be completed during normal working hours</td></tr>
<tr><td colspan="5">$50/day</td><td colspan="2">Per Day: 3-hours regular hourly rate or TOIL</td></tr>
</table>

The recommended weekend and daily rates align with what is in place at several other conservation authorities.

4.0 PROPOSED AMENDMENTS TO THE MVCA EMPLOYEE MANUAL

The following amendments are proposed to section **2.3.2 Overtime** of MVCA's *Employee Manual:*

The Duty Officer is responsible for remote or onsite monitoring of watershed conditions, liaising with OPG and others, determining the need for dam operations and public notifications, arranging for dam operations, drafting and issuing public notifications when required, and related functions as assigned.

Duty Officer responsibilities are assigned afterhours and on weekends and statutory holidays~~, and typically require no more than 1 hour to complete~~. Employees scheduled to be the Duty Officer shall ensure that during their scheduled shift they have reliable internet and phone service, computer access, are free of other responsibilities, and are fit for work. The Duty Officer will be compensated as set out in Table x.

Table x: Duty Officer Overtime Compensation

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Duty Officer Phone - After-hours (4:30pm – 8:30am)					Duty Officer Phone – 24/7 and Daily DPC/Weather Check etc.	
Daily DPC/Weather check etc.: To be completed during normal working hours						
$50/day					Per Day: 3-hours regular hourly rate or TOIL	

~~• On weekends – 1-hour regular pay/shift.~~ *If system conditions require work beyond ~~1-hour~~ 3-hours, the Duty Officer will be ~~entitled to the statutory minimum 3-hours pay. Any time worked beyond the 3-hours will be~~ compensated as time-in-lieu.*

- *On Statutory Holidays – the employee will receive their regular pay for the statutory holiday, plus 3-hours at the statutory holiday rate. If system conditions require work beyond ~~1-hour~~ 3-hours, ~~the Duty Officer will be entitled to the statutory minimum 3-hours at a rate of 1.5 regular pay.~~ any time worked beyond the 3-hours will be compensated as time-in-lieu* at the statutory rate ~~a rate determined in accordance with statutory requirements.~~
- During the Holiday Office Shutdown – the employee will be compensated at a rate of 1.5 regular pay. If system conditions require work beyond 3-hours, any time worked beyond the 3-hours will be compensated as time-in-lieu at a rate determined in accordance with statutory requirements.

5.0 CORPORATE STRATEGIC PLAN

This report is prepared to support implementation of the following corporate priority and initiatives:

Priority 4: Plan for long-term viability

a) Invest in employees and succession planning.
b) Develop and assess options for sustainable program delivery.