



Raisin Region Conservation Authority

Board of Directors Meeting Agenda

September 4, 2025

RRCA Administration Building – 18045 County Rd. 2, Cornwall, ON

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1. Call to Order	
2. Land Acknowledgement	
3. Approval of Agenda	
4. Declaration of Conflict of Interest	
5. Delegations / Presentations	
a) RRCA Project Update – Power Point Presentation (Staff)	
6. Approval of Minutes	
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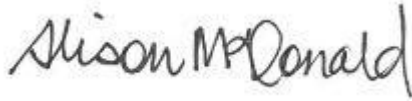
9. Future Meetings

RRCA Board of Directors starting at 9:00 am - Oct 2, Nov. 6, Jan. 8

10. Closed Session

- a) Proposed or pending acquisition or disposition of land by the Authority
- b) For Discussion: Negotiations, Charlottenburgh Park

11. Adjournment

A handwritten signature in dark ink that reads "Alison McDonald". The signature is written in a cursive, flowing style.

Alison McDonald
General Manager / Secretary-Treasurer

RAISIN REGION CONSERVATION AUTHORITY
BOARD OF DIRECTORS
MINUTES
JUNE 5, 2025

COOPER MARSH VISITORS CENTRE
20020 County Rd. 2, Summerstown, ON

- PRESENT: Bryan McGillis, South Stormont, Chair
Andrew Guindon, South Stormont
Jacques Massie, North Glengarry
Carilyne Hebert, City of Cornwall
Claude McIntosh, City of Cornwall
Martin Lang, South Glengarry
Lachlan McDonald, South Glengarry
- STAFF: Alison McDonald, General Manager / Secretary-Treasurer
Josianne Sabourin, Administrative Assistant
Phil Barnes, Team Lead, Watershed Management
Annabelle Beaudry, Nature Interpreter
Scott Braithwaite, Project Coordinator
Cheyene Brunet, Stewardship Coordinator (A)
Sandy Crites, Finance Officer
Lissa Deslandes, Regulations Officer
Brandon Jacobs, Stewardship Specialist
Caroline Kupczyk, Conservation Technician
Vincent Pilon, Communications Specialist
Pete Sabourin, Team Lead, Field Operations
Jason Symington, Source Protection Project Manager
Lisa Van De Ligt, Team Lead, Communications and Stewardship
- REGRETS: Adrian Bugelli, North Stormont
- GUEST: Jamie Pollock, MNP

CALL TO ORDER

Bryan McGillis, Chair, called the meeting to order at 9:00 am.

LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read, recognizing that the meeting is taking place on the traditional territory of the Haudenosaunee peoples, the Mohawks of Akwesasne, original keepers of this land, past and present. The acknowledgment included gratitude for the opportunity to gather and thanks to all generations who have cared for the land for thousands of years.

APPROVAL OF AGENDA

RESOLUTION #42/25

Moved by: Martin Lang
Seconded by: Claude McIntosh

That the agenda be approved as presented.

CARRIED

DECLARATION OF CONFLICT OF INTEREST

None

DELEGATIONS / PRESENTATIONS

Staff presented Project Updates through a PowerPoint presentation.

APPROVAL OF MINUTES

RESOLUTION #43/25:

Moved by: Andrew Guindon
Seconded by: Carilyne Hebert

That the minutes of May 1, 2025, meeting of the Raisin Region Conservation Authority be approved.

CARRIED

NEW BUSINESS

2024 FINANCIAL STATEMENT

Jamie Pollock from MNP presented the 2024 Audited Financial Statement.

RESOLUTION #44/25:

Moved by: Claude McIntosh
Seconded by: Martin Lang

THAT the Board of Directors approve a net transfer from reserves of (\$145,111) and,

THAT special benefitting area surpluses and deficits be added to, or taken from the appropriate reserves as part of end of year municipal levies settlements; and,

THAT the Board of Directors approve the 2024 Financial Statements

CARRIED

STATEMENT OF OPERATIONS

The General Manager presented the Board with the Statement of Operations for the period ending April 30, 2025

RRCA STRATEGIC ACTION PLAN – FINAL REPORT

RESOLUTION #45/25:

Moved by: Jacques Massie
Seconded by: Martin Lang

THAT the Board of Directors approve the 2025 Strategic Action Plan Final Report.

CARRIED

FORMATION OF CORPORATE SERVICES WORKING GROUP

Following a discussion among members regarding interest and suitability for participation, the Board appointed three members to serve on the Corporate Services Working Group. The members appointed to this group are Lachlan McDonald, Martin Lang and Jacques Massie.

RESOLUTION #46/25:

Moved by: Lachlan McDonald
Seconded by: Andrew Guindon

THAT the Board of Directors appoint three members to sit on the Corporate Services Working Group to begin working on the topics included in this report.

CARRIED

2024 RRCA ANNUAL REPORT

RESOLUTION #47/25:

Moved by: Jacques Massie
Seconded by: Lachlan McDonald

THAT the Board of Directors approve the 2025 RRCA Annual Report.

CARRIED

WETLAND ESTABLISHMENT AND ENHANCEMENT PROJECTS

RESOLUTION #48/25:

Moved by: Martin Lang
Seconded by: Carilyne Hebert

THAT the Board of Directors approve contracting 2025-26 fiscal year wetland establishment and enhancement projects to ARL Land Improvements Limited, Edwin's Excavating Services, Pasco Excavation Inc., and Mike Redpath Dragline Services to a combined upset limit of \$1,200,000 plus tax.

CARRIED

GRANT SUBMISSIONS

RESOLUTION #49/25:

Moved by: Carilyne Hebert
Seconded by: Lachlan McDonald

THAT the Board of Directors approve requesting up to \$250,000 from the Federation of Canadian Municipalities to support tree planting projects in partnership with its member municipalities;

AND FURTHER THAT the Board of Directors approve requesting \$8,000 from the River Institute to provide technical support towards their project to develop and evaluate nature-based solutions for coastlines protection and stabilization in the Upper St. Lawrence River;

AND FURTHER THAT the Board of Directors approve entering into an agreement with funders, as required.

CARRIED

FUTURE MEETINGS

RRCA Board of Directors starting at 9:00 am – Sept 4, Oct. 2, Nov. 6

ADJOURNMENT

RESOLUTION #50/25:

Moved by: Carilyne Hebert

Seconded by: Andrew Guindon

THAT the Board of Directors Meeting of June 5, 2025 be adjourned.

Bryan McGillis
Chair

Alison McDonald
General Manager / Secretary-Treasurer

CORPORATE SERVICES WORKING GROUP

JULY 3, 2025 AT 9:00 AM

RRCA ADMINISTRATION OFFICE, 18045 COUNTY RD 2, CORNWALL, ON

The purpose of the working group is to collaborate with management to provide recommendations to the Board on accounting, finance, and human resources-related processes, and to ensure these areas operate effectively, transparently, and in alignment with organizational policies and best practices.

PRESENT: Alison McDonald, General Manager (Chair)
Sandy Crites, Finance Officer
Josianne Sabourin, Executive Assistant
Martin Lang, South Glengarry
Lachlan McDonald, South Glengarry
Jacques Massie, North Glengarry

The first meeting of the Corporate Services Working Group was held on July 3, 2025, at the RRCA Administration Office.

AGENDA ITEMS

1. Background and context
2. Scope issues and deliverables
3. Asset Management Plan overview
4. Reserve history (5-10 years)
5. Reserve policy example
6. Review budget components
7. General updates and meeting schedules

DISCUSSION:

During the meeting, several key topics were discussed. Emphasis was placed on strengthening the organization's financial foundation, highlighting the need for a reserve policy, comparing expenses to revenue, and emphasizing the need for a comprehensive long-term financial plan focused on capital development and reserve management. Additionally, it was noted that the existing Asset Management Plan covers only water control structures.

Staff updated the working group on several HR initiatives, including the review of RRCA's Employee Manual, the re-establishment of the Health & Safety Committee, and the development of a comprehensive staff onboarding checklist and training program. Additionally, they reported that the audited financial statements have been submitted to the province and uploaded to RRCA's website. A new template and process for journal entries have been implemented to enhance financial documentation, and collaboration is underway for pre-budget meetings with municipalities.

RECOMMENDATIONS:

1. The monthly Statement of Operations Report will be replaced with a quarterly Variance Report which will be broken down by program areas, will show net requirements, and will include a staff report with explanation of any significant variances.
2. Staff will create a draft reserve policy based on recommendations provided by the working group as follows:
 - Create reserves for each asset with some flexibility to move money around when required
 - Review the allocation of revenue from the Park and Marina - set amount to be transferred to reserve with and excess going back to general levy
3. Staff will create a preliminary 2026 budget that includes estimates for capital requirements under asset management; when the asset management plan is fully updated in 2026 it will be used to refine these estimates and inform the 2027 budget.
 - a. Staff will use the insurance breakdown to start assigning asset management categories.
4. Preliminary direction was given to staff to ensure that the levy can fully fund all core (Category 1) programs without relying on grants.
5. Direction was given to ensure any surplus facility revenue is only allocated back to the levy the following year.
6. Staff will ensure the recommendations from the Water Control Structure Asset Management Plan (engineering review of water control structures) are included in the 2026 budget.
7. The budget will refer to levy increases using dollar amounts and not a percentage.
8. Explore more staff sharing opportunities with the Counties.

ACTIONS:

1. Lachlan to provide guideline for reserves from the municipality.
2. Staff will bring a draft reserve policy to the July 28th meeting.
3. Staff will prepare a first draft of the 2026 budget with staffing costs
4. Staff will complete a preliminary 2026 budget recommendation for the August 21st meeting and will include estimates for planning support and succession planning.
5. Staff will coordinate and schedule presentations to municipalities before the draft budget is circulated (Dec).

NEXT MEETING: July 28 at 9:00 am

CORPORATE SERVICES WORKING GROUP

JULY 28, 2025 AT 9:00 AM

RRCA ADMINISTRATION OFFICE, 18045 COUNTY RD 2, CORNWALL, ON

The Corporate Services Working Group collaborates with management to provide recommendations to the Board on accounting, finance, and human resources-related processes, and to ensure these areas operate effectively, transparently, and in alignment with organizational policies and best practices.

PRESENT: Alison McDonald, General Manager (Chair)
Sandy Crites, Finance Officer
Martin Lang, South Glengarry
Lachlan McDonald, South Glengarry
Jacques Massie, North Glengarry

ABSENT: Josianne Sabourin, Executive Assistant

AGENDA ITEMS

1. Review the Draft Reserve Policy
2. Draft recommendations for named reserves and reserve target amounts
3. Review preliminary budget direction
4. Review next steps and meeting dates

DISCUSSION:

A PowerPoint presentation was delivered by staff.

The Working Group offered comments on the investment of reserves and agreed that the interest should be allocated based on the percentage invested from each individual reserve. Sandy confirmed that approximately 50% of the reserve funds are invested in a three-tiered ladder GIC. There was some discussion of opportunities to invest additional funds short term (1-year). The Working Group also discussed borrowing from reserves in relation to the SUV purchase; in the future this could be recommended to wash out in the year-end surplus/deficit versus borrowing from reserves.

Charlottenburgh Park revenue was discussed and the Group agreed that the first priority be funding the reserve; once the target balance was reached there should be flexibility for the Board to either use the revenue to invest in other reserves or offset future levy requirements. There was a suggestion to use the 2025 operating surplus to re-establish the \$70,000 that was taken from Park revenue to refund the 2025 levy.

Several reserves were combined where they had similar purpose (see recommendations). The water control structure reserves were segregated based on municipality. There was discussion on the Martintown Dam; an update on ownership was requested for the next meeting. Gray's Creek Marina and Conservation Area were merged into one reserve and there was discussion on the need to quantify tree management needs in the capital plan.

Overall there was discussion about funding a 10-year Capital Plan and what needs to be invested year-over-year through the operating budget versus planned transfers to reserves.

Lachlan recommended connecting with Tyler Nelson (South Dundas) regarding practical approaches for developing the Asset Management Plan.

The Working Group also reviewed preliminary 2026 budget impacts and discussed deliverables for the next meeting.

RECOMMENDATIONS:

1. The Working Capital, Operating, and River Clean Up reserves will be amalgamated into one General Reserve.
2. The Equipment Reserve will include equipment and fleet.
3. The Long Sault Diversion reserve and St. Andrews Dyke reserve will be combined. The target balance for this reserve will be reviewed with the municipality following engineering assessment in 2026.
4. The Gray's Creek reserve and Gray's Creek Marina reserve will be combined.
5. Ghambir Forest reserve can be reviewed based on donations from the family.
6. The Fly Creek reserve will be reviewed with City of Cornwall staff to determine the target balance.
7. The targeted reserve balances will be reviewed once the 10-year Capital Plan is complete (2027).
8. Costs related to floodplain mapping will be included in the operating budget and will not have a dedicated reserve fund.

ACTIONS:

1. Sandy to provide an estimate of the investment income/return from the last three years and seek an opinion on investing in additional short-term funds.
2. Alison to send the Auditor's recommendations with the minutes from the meeting.
3. Alison to provide an update on the Martintown Dam (ownership, age, history) at the next meeting.
4. Alison to engage with the Team Leads and respective municipalities on the target balances for the Garry River reserve and the Fly Creek reserve.
5. Alison to determine the amount of funding needed in 2026-2028 for investment in Charlottenburgh Park.
6. Alison to bring back final Reserve Policy (circulated with the minutes for review and comments).
7. Sandy to bring the 2025 operating surplus/deficit update to the August 21st meeting.

NEXT MEETING: August 21st at 9:00 am

CORPORATE SERVICES WORKING GROUP

AUGUST 21, 2025 AT 9:00 AM

RRCA ADMINISTRATION OFFICE, 18045 COUNTY RD 2, CORNWALL, ON

The Corporate Services Working Group collaborates with management to provide recommendations to the Board on accounting, finance, and human resources-related processes, and to ensure these areas operate effectively, transparently, and in alignment with organizational policies and best practices.

PRESENT: Alison McDonald, General Manager (Chair)
Sandy Crites, Finance Officer
Josianne Sabourin, Executive Assistant
Martin Lang, South Glengarry
Lachlan McDonald, South Glengarry
Jacques Massie, North Glengarry

AGENDA ITEMS

1. General updates
2. Final draft reserve policy
3. Quarterly variance
4. Preliminary 2026 budget

DISCUSSION:

A PowerPoint presentation was delivered by staff.

Staff summarized the recommendations from the last two Working Group meetings; this summary will be presented at the September Board of Directors meeting. Recommendations from today's meeting will be added to the summary.

Members were advised that budget presentations to municipalities are booked with the City of Cornwall, Township of North Glengarry, and Township of North Stormont.

The review of the employee manual is nearing completion; a summary highlighting the major changes will be prepared and presented to the board at an upcoming meeting.

An update on the Martintown Dam was provided, informing members the dam was reconstructed in 1984 by RRCA and the local roads department. Based on records from the Ministry of Natural Resources, their opinion was the RRCA is the owner/operator of the dam. The SDG Counties bridge is integrated with the dam; RRCA will connect with the United Counties to discuss asset management responsibilities. Further updates will follow as these initiatives progress.

The draft reserve policy was review including the recommended changes from MNP. An updated draft will be forwarded to the auditors for their information. Staff scheduled meetings with the auditors in October for a pre-audit and booked the full audit for February (provided our books are closed and all documentation is ready on our end).

A new sample of the Quarterly Variance Report was presented to the working group. This version builds off the old Statement of Operations and details surplus or deficit figures by department and program.

Additionally, it incorporates notes highlighting significant differences between budgeted and forecasted amounts. It was suggested that a similar report for capital projects be prepared.

There is a forecasted year end surplus of \$83,714. Staff provided an overview of the surplus and recommended that it be used to re-establish reserves or fund projects where reserves are currently low. The Board of Directors would have the final authority to determine the allocation of the surplus, based on staff recommendations.

The Charlottenburgh Park lease was discussed with a request for guidance regarding ongoing negotiations between the RRCA and SLPC.

Staff provided an update on the 2025 Strategic Action Plan deliverables, confirming the group is on track. An overview of the 2026 deliverables was presented, with plans to discuss these in detail with the Corporate Services Working Group in the new year.

RECOMMENDATIONS:

1. Update draft reserve policy to set target reserve amounts as follows:
 - a. General Benefitting Reserve be set at \$1,200,000
 - b. Equipment Reserve be set at \$125,000
 - c. Charlottenburgh Park Reserve would stay at \$80,000 but would be reviewed once an agreement is in place with SLPC
2. New quarterly variance report should clearly indicate if numbers are actuals or forecasted
3. Update the Forecast column on the variance report to: Progress/Completed
4. Staff to provide more detail in the variance report on any significant changes from the budget
5. Unbudgeted transactions (i.e. the 2025 SUV purchase) should be recorded immediately not left until year end
6. Staff should include Capital Budget items in the quarterly variance report
7. At the October board meeting, staff will deliver a presentation outlining completed initiatives, ongoing activities, and upcoming projects
8. Staff to include more details in the 2026 budget presentation and ensure the formatting is easy to read

ACTIONS:

1. Alison to provide a new draft reserve policy to MNP
2. Alison to contact financial staff at Township of North Glengarry for examples of updated budget format.
3. Alison met with CAO from North Glengarry who recommended that the Garry River reserve be eliminated; they will add this to their asset management plan. Any operational costs can be budgeted for in-year.

NEXT MEETING: TBD - 2026



To: Board of Directors
From: Alison McDonald, General Manager
Date: August 22, 2025
Subject: Recommendations from the Corporate Services Working Group

RECOMMENDATION:

THAT the Board of Directors receive and approve the recommendations of the Corporate Services Working Group, as presented.

BACKGROUND:

The Corporate Services Working Group provides recommendations to the Board on accounting, finance, and human resources-related processes and to ensures these areas operate effectively, transparently, and in alignment with organizational policies and best practices.

DISCUSSION:

The Group met three times to discuss a range of strategic topics, including several HR initiatives, the development of a reserve policy, and the importance of establishing a comprehensive long-term financial plan focused on capital development and reserve management. Additional discussions covered Charlottenburgh Park, asset management, succession planning, and key deliverables from the Strategic Action Plan.

The working group members provided recommendations, which have been compiled into a summarized list for review and approval. Once approved, staff will implement the recommendations.

Summary of Recommendations

Reserve Policy

1. Staff will create a draft reserve policy based on the following recommendations provided by the working group:
 - a. The Working Capital, Operating, and River Clean Up reserves will be amalgamated into one General Reserve.
 - b. The Equipment Reserve will include equipment and fleet.
 - c. The Long Sault Diversion reserve and St. Andrews Dyke reserve will be combined. The target balance for this reserve will be reviewed with the municipality following engineering assessment in 2026.
 - d. The Gray's Creek reserve and Gray's Creek Marina reserve will be combined.
 - e. Ghambir Forest reserve can be reviewed based on donations from the family.
 - f. The Fly Creek reserve will be reviewed with City of Cornwall staff to determine the target balance.

- g. Costs related to floodplain mapping will be included in the operating budget and will not have a dedicated reserve fund.
- 2. The target reserve balances will be reviewed once the 10-year Capital Plan is complete (2027).
- 3. Revenue from the Park and Marina to be transferred to reserve; once the reserve is fully funded, the Board can decide to use excess to offset the general levy. This will have an impact on the 2026 levy requirement but should be offset in future years.
- 4. Update draft reserve policy to set target reserve amounts as follows:
 - a. General Benefitting Reserve be set at \$1,200,000.
 - b. Equipment Reserve bet set at \$125,000.
 - c. Charlottenburgh Park Reserve to be reviewed once an agreement is in place.
- 5. That the Garry River reserve be closed at the request of North Glengarry; all operating expenses for these structures will be budgeted in-year.

2026 Budget

- 6. Preliminary 2026 budget to include estimates for capital requirements under asset management.
- 7. Staff must ensure that levy can full fund all core (Category 1) programs without relying on grants.
- 8. Staff will ensure the recommendations from the Water Control Structure Asset Management Plan (engineering review of water control structures) are included in the 2026 budget.
- 9. The budget will use dollar amounts (not percentages) when referring to levy increases.
- 10. Staff to include more details in the 2026 budget presentation and ensure the formatting is easy to read.
- 11. Unbudgeted transactions (i.e. the 2025 SUV purchase) should be recorded immediately not left until year end.
- 12. At the October board meeting, staff will deliver a presentation outlining completed initiatives, ongoing activities, and upcoming projects to prepare for draft budget approval in November.

Statement of Operations

- 13. That the monthly Statement of Operations be replaced with a Quarterly Variance Report
 - a. New quarterly variance report will indicate if numbers are actual or forecasted.
 - b. Update the Forecast column on the variance report to: Progress/Completed.
- 14. Staff should include capital budget items in the quarterly variance report.

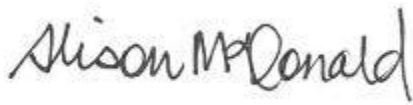
15. Staff to provide more detail in the variance report on any significant changes from the budget.

RELATIONSHIP TO THE STRATEGIC PLAN:

Goal 3: Financial Stability

3.1 Demonstrating financial accountability

- c) Form a board sub-committee – Corporate Services Working Group – to work with RRCA management to review and provide recommendations to the Board on accounting/finance and human resources-related processes.



Alison McDonald, General Manager



To: Board of Directors
From: Alison McDonald, General Manager
Date: August 8, 2025
Subject: Strategic Action Plan – Q3 Progress Update

RECOMMENDATION:

THAT the Board of Directors receive the Strategic Action Plan – Q3 Progress Update.

BACKGROUND:

The 2025 Strategic Action Plan was approved by the Board at the June meeting. Since then, staff have created workplans and assigned tasks for each strategic action.

Staff will bring quarterly updates to the Board on the progress for each strategic action.

DISCUSSION:

The communications team has finalized a public version of the Strategic Action Plan for the public. The Plan will be circulated to Board members, member municipalities, and partners.

Staff have prepared workplans to accompany the Strategic Action Plan priorities. Staff have prioritized the following actions as they have deliverables by the end of this year:

Goal 1: Environmental Conservation & Healthy Living

- Improve the online geoportal by expanding available data and making it more user-friendly (in-progress).
- Complete a business case - with location options, timelines, and costing – for the creation of a new conservation area (in-progress).
- Establish a list of annual priority community events for RRCA staff to participate in (in-progress).

Goal 2: Strong Partnerships & Engaged Residents

- Facilitate annual engagement sessions with each member municipality to identify their needs/priorities and explore partnering opportunities (including Category 2 agreements) for the upcoming year (in-progress).

Goal 3: Financial Stability

- Form a board sub-committee - Corporate Services Working Group - to work with RRCA management to review and provide recommendations to the Board on accounting/finance and human resource-related processes (complete).
- Provide detailed statement of operations at monthly Board meetings (complete).

- Submit joint grant application with the Township of North Glengarry to rehabilitate Garry River water infrastructure (complete).

Goal 4: Organizational Excellence

- Enhance the Frequently Asked Questions checklist to support front-line staff in responding to common inquiries (in-progress).
- Enhance opportunities for training and professional development by developing annual career planning/development plans for RRCA employees (in-progress).
- Introduce an annual Board-staff session to celebrate wins and encourage collaboration (in-progress).

RELATIONSHIP TO THE STRATEGIC PLAN:

This report summarizes the quarterly progress on the Strategic Actions.



Alison McDonald,
General Manager



To: Board of Directors
From: Alison McDonald, General Manager
Date: August 8, 2025
Subject: Reserve Policy

RECOMMENDATION:

THAT the Board of Directors receive and approve the Reserve Policy, as presented.

BACKGROUND:

A Corporate Services Working Group was formed in June as part of the Strategic Action Plan; one of the deliverables of this group was the development of a Reserve Policy for Board approval. The Working Group met three times over the summer to prepare a draft Reserve Policy based on examples from local Conservation Authorities (Cataraqui), neighbouring municipalities, and the Municipal Finance Officers training material.

DISCUSSION:

The Raisin Region Conservation Authority (RRCA) uses reserves as part of a financial system that includes an annual operating budget, 10-year capital forecast, regular variance reporting, and an annual third-party audit. Reserves are used to fund capital projects and to address needs that are not anticipated by operating budgets.

The purpose of this policy is to establish consistent standards and guidelines for the management and accounting of reserves. In addition, it delineates the responsibilities of Conservation Authority staff for the management and administration of reserves.

RELATIONSHIP TO STRATEGIC PLAN:

Goal 3: Financial Stability

3.1 Demonstrating financial accountability

- c) Form a board sub-committee – Corporate Services Working Group – to work with RRCA management to review and provide recommendations to the Board on accounting/finance and human resources-related processes.

A handwritten signature in black ink that reads "Alison McDonald". The signature is written in a cursive, flowing style.

Alison McDonald,
General Manager

Attachment: Raisin Region Conservation Authority Reserve Policy prepared July 24, 2025

Reserve Policy

July 24, 2025



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Policy Statement

The Raisin Region Conservation Authority (RRCA) uses reserves as part of a financial system that includes an annual operating budget, 10-year capital forecast, regular variance reporting, and an annual third-party audit.

Reserves are used to fund capital projects and to address needs that are not anticipated by operating budgets.

RRCA may establish a reserve for any purpose for which it has the authority to spend money.

Definitions

In this policy the following definitions are used:

Board means the Board of the RRCA.

Conservation Authority means RRCA.

Deferred revenue means revenue that is considered a liability on the Conservation Authority's financial statements, until such time it becomes relevant to current operations. Deferred revenue is set aside for specific purposes by legislation, regulation, or agreement. Deferred revenue shall not attract interest, unless otherwise specified by a funding provider.

Department means a functional unit within RRCA's annual operating budget.

Discretionary reserve means a reserve that is created and managed at the discretion of the Conservation Authority. Discretionary reserves shall attract interest.

General Levy means the funds that are levied across all RRCA participating municipalities for operating purposes on an annual basis.

General Manager means the General Manager, Secretary/Treasurer.

Obligatory Reserve means a reserve that is required by legislation, regulation, or agreement to be segregated from the Conservation Authority's general revenues. Obligatory reserves can only be used for their prescribed purpose. Obligatory reserves shall attract interest.

Reserve means funds that have been set aside for future purposes for which the Conservation Authority has the authority to spend money.

Special Levy means funds that are levied to a RRCA participating municipality for a defined purpose.

Purpose

The purpose of this policy is to establish consistent principles, standards and guidelines for the maintenance, management, and accounting of reserves. In addition, it delineates the responsibilities of Conservation Authority staff for the management and administration of reserves.

As a responsible steward of public funds, RRCA shall:

- a) Ensure that monies are set aside for RRCA's long-term goals to be available when needed;
- b) Adhere to statutory requirements, strategic goals and other policies of the Conservation Authority;
- c) Promote financial stability and flexibility;
- d) Provide for major capital expenditures and projects in RRCA's 10-year capital forecast; and,
- e) Take advantage of financial opportunities.

Where applicable, the specific purpose of each reserve is included in Schedule 'A' to this policy.

Responsibilities

Board Members

Board members shall:

- a) Develop and evaluate policies, ensure that practices and procedures are in place to maintain the financial integrity of the Conservation Authority; and,
- b) Approve transactions to and from reserves through the budget process or by specific resolution.

General Manager

The General Manager shall:

- a) Ensure the principles and mandatory requirements contained in this policy are applied consistently across all departments.
- b) Develop and update this policy as necessary and report to the Board; and,
- c) Report to the Board the reserve balances and forecast as part of the year end audit process.

Finance Officer

The Finance Officer shall:

- a) Ensure that the principles and requirements contained in this policy are applied consistently across all departments;
- b) Perform the transfers to and from reserves as authorized by the Board;
- c) Recommend strategies for the adequacy of reserve levels; and,
- d) Invest reserves for a term that will not exceed the expected date of need, and in accordance with Board direction.

Team Leads

The Team Leads that prepare operating budgets and oversee capital projects shall:

- a) Provide the General Manager with the most current capital asset information to be used in the assessment of the adequacy of capital lifecycle reserves;
- b) Consult with the General Manager when transfers to reserves are required; and,
- c) Consult with the General Manager when reserve funds are required for unbudgeted transactions.

Establishment of Reserves

Board Approval

Reserves can be established through a Board resolution to amend Schedule 'A' to this policy:

- a) In conjunction with the annual operating budget or 10-year capital forecast which is approved by the Conservation Authority; or,
- b) At other times of the year.

Information Requirements

The establishment of a new reserve will address the following information:

- a) Reserve name;
- b) Intended purposes;
- c) Funding sources;
- d) Desired minimum reserve balance; and,
- e) Conditions and/or restrictions that would require the funds to be managed as deferred revenue or as an obligatory reserve.

To achieve maximum flexibility, when establishing a reserve, the intended purposes should be defined in general terms (e.g. “facilities” rather than “administration building” or “outdoor centre”).

The Finance Officer will establish tracking procedures to ensure that funds in the reserve that are earmarked for a specific project are easily identifiable to management and the Board.

Approval of Funding Allocations to and From Reserves

Approval of funding to and from reserves will be approved by the Board through a report with recommendations from the General Manager.

Closing Reserves

If the purpose or purposes for which the reserve was created have been accomplished and the reserve is determined to be no longer necessary, then staff will prepare a report to the Board with recommendations regarding:

- a) The closure of the reserve;
- b) The disposition or reallocation to another reserve of any remaining funds; and,
- c) Necessary amendments to Schedule ‘A’ to this policy.

A Board resolution is required to close a reserve.

Management of Annual Operating Surpluses/Deficits

Year-end General Levy

- a) Subject to a Board resolution under Section 6 of this policy, RRCA shall transfer funds to and from reserve to achieve an overall zero balance between actual revenues and expenses in the sum of all operating departments which are primarily funded by General Levy.
- b) Year-end General Levy surpluses shall normally be allocated as follows:
 - a. Funds shall be transferred from the operating accounts to the General Reserve, depending on the balance of those reserves and anticipated needs; and,
 - b. Any remaining surplus will be transferred from the operating accounts to other reserves, with consideration for the latest 10-year Capital Forecast and a prioritization of needs.
 - c. For Charlottenburgh Park, the operating surplus will be used as follows:
 - i. To fund the Charlottenburgh Park reserve to the target level;

- ii. Once the reserve is fully funded, the surplus can be allocated to other reserves or used to offset the municipal levy requirements for the following year based on Board direction.
- c) Year-end General Levy deficits shall normally be addressed as follows:
 - a. Funds shall be transferred to the operating accounts from the Operating Reserve; and,
 - b. If necessary, any remaining operating deficit will be addressed using funds from other reserves, with consideration for the latest 10-year Capital Forecast and a prioritization of needs.

Interest Allocation

- a) Reserves may be invested in accordance with Board direction. Earnings shall be credited to each separate reserve from which the funds were invested.
- b) Where multiple reserves are included in one bank account, interest shall be allocated to reserves on an annual basis based on the percentage invested from each reserve.
- c) Deferred revenue shall not be invested and is not allocated interest, unless otherwise specified by a funding provider.

Minimum Reserve Balances

- a) A target balance for a reserve may be identified in Schedule 'A' to this policy.
- b) The Finance Officer will review the desired minimum balances annually with the Leadership Team and will seek approval from the Board for any proposed changes.

Temporary Reserve Borrowing

Temporary borrowing to cover a reserve short-term deficit, interim servicing requirements, or internal financing may be permitted, when justified, adequately supported and documented, and authorized through a Board resolution.

However, borrowing from reserves is conditional on the following:

- a) Borrowing must not adversely affect the intended purpose of the reserve; and,
- b) A plan to repay the reserve within a reasonable timeframe is required and must be documented.

Annual Reporting

- a) Year-end audit and audited financial statements - balances of reserves will be presented with note disclosure and comparative figures to meet Canadian Public Sector Accounting Board reporting standards.
- b) Reporting to RRCA participating municipalities and other agencies may be required related to grants or other contributed funds.
- c) A summary reserve schedule will be included with the Board report regarding proposed funding allocations to and from reserves on an annual basis.

Name	Purpose(s)	Reserve Type	Funding Source(s)	Current Balance	Target Balance	Rationale for Target Balance
General Benefiting	To reduce or eliminate annual deficits related to unexpected operating revenue shortfalls and/or spikes in expenses. To fund corporate studies, capital projects, and miscellaneous corporate priorities including river maintenance where natural hazards could be impacted. Financial buffer to ensure smooth day-to-day operations, maintain fiscal stability.	Discretionary	General Levy, Grants, Operating Surplus	\$463,652.76	\$1,200,000	Financial stabilization for three months of operating expenses
Equipment	To fund capital purchases of equipment including fleet vehicles.	Discretionary	General Levy, Operating Surplus, and facility revenue	\$40,560	\$125,000	To support a 10-year replacement plan for equipment and vehicles
Charlottenburgh Park	To fund capital projects, land improvement, or initiatives related to the facility	Discretionary	Charlottenburgh Park Surplus	\$6,885.29	\$80,000	Total amount needed for upgrades to the park (20 years) – <i>to be reviewed once contract is complete</i>

Long Sault Diversion and St. Andrew's Dyke	To fund capital projects or initiatives related to the water control structure	Discretionary	General Levy, Grants, Operating Surplus	\$34,295.57	\$50,000	Fund 10-year Capital Plan
Gray's Creek	To fund capital projects, land improvement, or initiatives related to the Marina, Administration Building, and Conservation Area	Discretionary	Surplus revenue from the Marina, Donations, General Levy, Grants, Operating Surplus	(\$1,565.71)	\$250,000	Fund 10-year Capital Plan
Gambhir Forest	To fund capital projects or initiatives related to Gambhir Forest property	Obligatory	Donations (Ghambir Family)	\$3,022	\$5,000	\$1,500 per year donated from Dr. Ghambir
Cooper Marsh	To fund capital projects, land improvement, or initiatives related to Cooper Marsh	Discretionary	Donations, General Levy, Grants	\$9,793	\$200,000	Fund 10-year Capital Plan
Fly Creek	To fund capital projects, land improvement, or initiatives related to Fly Creek	Discretionary	City of Cornwall Special Benefitting Levy	\$161,787.89	\$500,000	Need to meet with Cornwall to discuss plan to fund reserve for capital projects

Quarterly Variance Report
For the period ending June 30, 2025

	Final Budget 2025	Updated Forecast Jun 30	Actual as of Jun 30	% of Progress Completed
<u>REVENUE</u>				
Provincial	846,957	764,944	314,467	41%
Federal	382,500	422,500	165,563	39%
Authority Generated	1,188,530	1,203,940	566,206	47%
Partners	709,982	725,720	148,729	20%
Reserve	0	0	0	0%
Municipal	967,596	966,122	483,798	50%
TOTAL REVENUE	4,095,564	4,083,226	1,678,763	41%
<u>EXPENDITURES</u>				
Watershed Monitoring				
Flood Forecasting & Low Water Response	63,230	63,527	28,368	45%
Surface Water Quality Monitoring	6,909	7,112	3,141	44%
Groundwater Quality Monitoring	5,882	5,866	2,666	45%
Watershed Management				
Fly Creek System	263,421	226,417	105,123	46%
Garry River System	59,436	59,461	25,425	43%
Long Sault Water Diversion	4,925	4,925	1,458	30%
St. Andrews Dyke	2,073	2,074	874	42%
Watershed Planning & Regulations				
Plan Input & Review	169,519	130,419	75,350	58%
CA Regulations	193,717	189,037	89,952	48%
Source Water Protection	340,275	340,714	145,521	43%
Watershed Stewardship				
Forestry Programs	130,762	116,393	139,654	120%
ALUS Program	445,915	440,781	65,911	15%
St. Lawrence River Remedial Action Plan	549,872	538,538	155,622	29%
Contracted Services	40,282	37,293	17,724	48%
Special Projects	143,006	141,920	13,805	10%
Conservation & Recreation				
Cooper Marsh Conservation Area	97,593	99,287	43,974	44%
Gray's Creek Conservation Area	81,425	82,252	30,591	37%
Gray's Creek Marina	176,281	180,273	56,300	31%
Charlottenburgh Park	572,276	576,213	197,525	34%
Conservation Lands	82,934	89,846	29,948	33%
Corporate Services				
Administration and Finance	430,903	434,023	179,939	41%
Communications	114,202	114,260	55,238	48%
Information Management	42,450	40,599	19,047	47%
Vehicle & Equipment	73,000	73,000	24,442	33%
TOTAL EXPENDITURE	4,090,288	3,994,231	1,507,597	38%
Net surplus (deficit)	0	83,714		

	Watershed Monitoring	Watershed Management	Watershed Planning & Regulations	Watershed Stewardship	Conservation & Recreation	Corporate Services
<u>REVENUE</u>						
Provincial	16,144.00	34,972.00	360,075.65	298,250.00	0.00	55,602.00
Federal	0.00	82,500.00	0.00	251,000.00	83,436.50	5,563.00
Authority Generated	0.00	0.00	163,000.00	43,956.57	782,000.00	215,483.84
Partners	0.00	59,333.34	0.00	553,724.54	65,540.00	47,122.00
Municipal	59,877.31	252,555.50	184,132.10	0.00	106,108.29	364,922.34
	<u>76,021.31</u>	<u>429,360.84</u>	<u>707,207.75</u>	<u>1,146,931.11</u>	<u>1,037,084.79</u>	<u>688,693.18</u>
<u>EXPENDITURES</u>						
	<u>76,504.66</u>	<u>434,797.09</u>	<u>665,451.04</u>	<u>1,133,005.63</u>	<u>1,027,870.89</u>	<u>661,882.71</u>
	<u>76,504.66</u>	<u>434,797.09</u>	<u>665,451.04</u>	<u>1,133,005.63</u>	<u>1,027,870.89</u>	<u>661,882.71</u>
Surplus/Deficit	-483.35	-5,436.25	41,756.71	13,925.48	9,213.90	26,810.47

Explanation of Significant Differences

Salary costs in Watershed Planning and Regulations are down due to the vacancy in Planning

Expenses in Forestry Programs are up due to the reliance on consultants (SNC and external); this is offset by a decrease in RRCA salary

Some capital projects have been paused due to the decrease in reserves; these will be revaluated in the fall based on surplus

Two sewage pumps failed at Charlottenburgh Park and needed to be replaced immediately

We received a WSIB refund in the amount of \$27,000

Received funding for all student positions from Canada Summer Jobs



To: Board of Directors
From: Phil Barnes, Team Lead, Watershed Management
Date: September 4, 2025
Subject: Water Control Structures – Asset Management Strategy

RECOMMENDATION:

That the Board of Directors receive the water control structure asset management strategy report;

And further that; the Board of Directors direct staff to include engineering inspections of water control structures in the 2026 budget.

BACKGROUND:

Ontario Regulation 686/21 required all conservation authorities to prepare asset management plans for water control and erosion control infrastructure which the authority owns and operates.

Structures and facilities that the RRCA owns and operates include:

1. Long Sault Diversion
2. St. Andrews Dyke
3. Fly Creek Flood Control
4. Martintown Dam

The three dams in North Glengarry (Loch Garry, Middle Lake, and Mill Pond) are not owned by the authority; however, these structures are subject to regular inspections and maintenance is planned and forecasted as needed. The municipality of North Glengarry has included these structures in their asset management planning.

DISCUSSION:

An internal review of the RRCA's structures and their respective components was completed in 2024 (see attached report). RRCA staff are qualified to review most asset components.

The following items in the RRCA's review are noted for external Engineering Inspection.

Structure	Component	Current Condition
Long Sault Diversion	Concrete Inlet Structure	Good
	Valve and assembly	Good
	Culvert under road	Good
St. Andrew's Dyke	Berm structure	Good

Fly Creek	Building – Outer	Good
	Diesel Generator	Good
	Transfer Switch	Fair
	Main Pumps x 3	Good
	Main Motors x 3	Good
	Motor Control Panels x 3	Good
	Main Motor Control Center	Good
	Pond / Wetland / Channels etc.	Good
	Outlet Pipe	Good
	Overflow Culvert	Good
	3000m Box Culvert	Good
Martintown Dam	Dam Structure	Good
	Dam Spillway	Good
	Energy Dissipators	Good

External engineering inspections will evaluate the structural, mechanical, and electrical components of the water control structures. Based on these assessments, maintenance activities, repairs, and replacement schedules will be prioritized to ensure the structures function properly and protect people and property from natural hazards.

This process also provides a clear understanding of future costs, allowing for accurate budgeting, better infrastructure reserve planning, and stronger grant applications.

RELATIONSHIP TO STRATEGIC PLAN:

Goal 3: Financial Stability

3.1 Demonstrating financial accountability

- c) Develop a long-term financial plan that includes an asset maintenance/replacement strategy and an infrastructure reserve policy.



Phil Barnes, P.Eng.
Team Lead, Watershed Management

Attachment:

Raisin Region Conservation Authority. November 2024. Asset Management Plan for Water Control Infrastructure, Pursuant to O. Reg. 686/21.

Asset Management Plan for Water Control Infrastructure

Pursuant to O. Reg. 686/21



18045 County Road 2
PO Box 429
Cornwall, ON K6H 5T2

November 26, 2024

Final Report

Abstract

The Raisin Region Conservation Authority was established and operates under the *Conservation Authorities Act*. This act and the regulations under the act are subject to revisions from time to time. Ontario Regulation 686/21 made under the *Conservation Authorities Act* requires the preparation of an Asset Management Plan for water control and erosion control infrastructure for which the authority owns and operates.

This document serves as the Raisin Region Conservation Authority's Asset Management Plan for the following structures: Long Sault Diversion, St. Andrew's Dyke, Fly Creek and Martintown Dam.

Suggested Citation

Raisin Region Conservation Authority. November 2024. Asset Management Plan for Water Control Infrastructure, Pursuant to O. Reg. 686/21.

For Internal Use

Primary Author(s): Phil Barnes.

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Introduction

Ontario Regulation 686/21, Mandatory Programs and Services highlights the requirement for the Raisin Region Conservation Authority (RRCA) to prepare several documents by the December 31, 2024. One of these documents is an Asset Management Plan for water control and erosion control infrastructure which the authority owns and operates.

This document serves as the Asset Management Plan for the following structures: Long Sault Diversion, St. Andrew's Dyke, Fly Creek and Martintown Dam. The RRCA operates the Garry River Dams (Loch Garry Dam, Kenyon Dam/Middle Lake Dam, and Mill Pond/Alexandria Dam) on behalf of the Township of North Glengarry under agreement. As such, the RRCA is not required to prepare asset management plans for these structures. Nonetheless, these structures are subject to regular inspections and maintenance is planned and forecasted as needed.

This document is not subject to public consultation or provincial approval. Provincial guidelines for the preparation of this document, outside of the text of this regulation, has not been provided. The structure and content of the documents is left to the discretion of each Conservation Authority.

Regulatory References

Section 5 of Ontario Regulation 686/21 is quoted below.

Infrastructure

5. (1) Subject to subsection (3), an authority shall provide programs and services that support the operation, maintenance, repair and decommissioning of the following types of infrastructure the authority owns or manages:

1. Any water control infrastructure, the purpose of which is to mitigate risks to life and damage to property resulting from flooding or to assist in flow augmentation.
2. Any erosion control infrastructure.

(2) Programs or services provided under subsection (1) shall include the following components:

1. The development and implementation of an operational plan on or before December 31, 2024.
2. The development and implementation of an asset management plan on or before December 31, 2024.
3. The undertaking of any technical or engineering studies necessary to ensure the proper operation and maintenance of the infrastructure to which the program or service applies.

(3) If an authority enters into an agreement with an owner of infrastructure mentioned in paragraph 1 or 2 of subsection (1) to manage the infrastructure on the owner's behalf, the authority shall provide the programs and services to operate, maintain, repair and decommission the infrastructure only in accordance with its obligations under the agreement.

(4) An authority may update the plans mentioned in paragraphs 1 and 2 of subsection (2), from time to time, as the authority considers it advisable.

O.Reg. 686/21, s. 5.

Assets and Components

The Raisin Region Conservation Authority owns and operates the following water control structures: Long Sault Diversion, St. Andrew's Dyke, Fly Creek Flood Control System, and Martintown Dam.

An itemized list of asset components for each structure has been prepared. The current condition, the replacement or major maintenance indicator, and the estimated timeline for replacement or maintenance for each component has been prepared.

Current Condition

The current condition of each asset's components has been established based on recent (2024) evaluations and inspections and has been categorized as either Good, Fair, or Poor as follows:

1. Good
 - The component is functioning as intended; and/or,
 - The component has recently been replaced or refurbished; and/or,
 - The component is still operating within its expected lifespan.
2. Fair
 - The component is showing signs that it is subject to failure (within 2-years); and/or,
 - The component is showing signs that it may be subject to maintenance.
3. Poor
 - The component has been evaluated as not meeting the requirements of the structure; and/or,
 - The component may be subject to imminent failure or has already failed.

Replacement / Major Maintenance Indicator

The Replacement/Major Maintenance Indicator is based on one of three options:

1. Engineering Inspection

- The RRCA will by the end of 2026 undertake the services of an engineering firm to review the condition of the asset and provide a recommendation on the state of the asset and provide a maintenance and replacement schedule with costing.
- This is typically assigned to high-cost or major components where a qualified professional is better suited to provide an expert opinion.

2. 10-Year Plan

- The RRCA will by the end of 2026 review and document the condition of the asset and determine a maintenance and replacement schedule with costing.
- The 10-year plan will be updated as needed and officially reviewed after 5-years.
- This is typically assigned to components where RRCA staff have the expertise to evaluate the condition and life expectancy.

3. As required

- The RRCA will replace or provide maintenance to the component when required.
- This is typically assigned to consumable components; those that have relatively low replacement low cost; or those components which are ancillary to the overall function of the structure.

Estimated Timeline

The timeline for replacement or major maintenance has been estimated based on 2024 evaluation and inspections of the components and categorized as follows: 15 Years+, 10 Years, 5 Years, 2 Years or by a listed replacement year (e.g. 2025).

Long Sault Diversion

Component	Current Condition	Replacement / Major Maintenance Indicator	Estimated Timeline
Concrete Inlet Structure	Good	Engineering Inspection	15 Years+
Metal Screen at Inlet	Good	Engineering Inspection	15 Years+
Valve and assembly	Good	Engineering Inspection	15 Years+
Metal grating above opening	Good	Engineering Inspection	15 Years+
Staff gauge	Good	As required	10 Years
Cluvert under road	Good	Engineering Inspection	15 Years+
Fencing	Good	10-Year Plan	10 Years
Wooden deck at outlet	Good	10-Year Plan	10 Years
Flow monitor and accessories	Good	As required	2 Years
Computer	Good	As required	2 Years
Signage	Good	As required	5 Years

St. Andrew's Dyke

Component	Current Condition	Replacement / Major Maintenance Indicator	Estimated Timeline
Berm structure	Good	Engineering Inspection	15 Years+
Culverts	Fair	10-Year Plan	2025
Flap gates	Fair	10-Year Plan	2025

Fly Creek

Component	Current Condition	Replacement / Major Maintenance Indicator	Estimated Timeline
Building – Shell	Good	Engineering Inspection	15 Years+
Building – Roof	Good	10-Year Plan	15 Years+
Building – Doors and openings	Good	10-Year Plan	15 Years+
Building – Lighting / Heating	Good	10-Year Plan	15 Years+
Building – Exhaust System	Fair	10-Year Plan	5 Years
Diesel Generator	Good	Engineering Inspection	15 Years+
Diesel Fuel System	Good	10-Year Plan	5 Years
Diesel Generator Accessories (Battery etc.)	Good	As required	2 Years
Transfer Switch	Fair	Engineering Inspection	5 Years
Dewatering pump, motor, valve	Fair	10-Year Plan	2025
Main Pumps x 3	Good	Engineering Inspection	5 Years
Main Motors x 3	Good	Engineering Inspection	5 Years
Motor Control Panels x 3	Good	Engineering Inspection	5 Years
SCADA system / HMI Controls	Good	10-Year Plan	5 Years
Main Motor Control Center	Good	Engineering Inspection	5 Years
Internet / LAN / Firewall Hardware	Good	As required	5 Years
Remote Access Computer	Good	As required	5 Years
Security Cameras	Good	As required	5 Years
Pond / Wetland / Channels etc.	Good	Engineering Inspection	5 Years
Outlet Pipe	Good	Engineering Inspection	15 Years+
Overflow Culvert	Good	Engineering Inspection	15 Years+
3000m Box Culvert	Good	Engineering Inspection	15 Years+
Inlet Grate	Good	10-Year Plan	15 Years+
Fencing and Gate	Good	10-Year Plan	15 Years+
Roadway	Good	10-Year Plan	15 Years+
Signage	Good	As required	5 years

Martintown Dam

Component	Current Condition	Replacement / Major Maintenance Indicator	Estimated Timeline
Dam Structure	Good	Engineering Inspection	15 Years+
Dam Spillway	Good	Engineering Inspection	15 Years+
Energy Dissipators	Good	Engineering Inspection	15 Years+
Stop Logs	Good	10-Year Plan	5 Years
Decking	Good	10-Year Plan	15 Years+
Fencing	Good	10-Year Plan	15 Years+
Gantry	Good	10-Year Plan	15 Years+
Signage	Poor	As required	2026

Summary

All of the RRCA water control structures are generally in good condition. Most of the components for these assets are also in good condition. The following assets have been flagged as being Fair or Poor:

1. St. Andrew's Dyke Culverts and Flap Gates (Scheduled to be refurbished in 2025)
2. Fly Creek Transfer Switch (Recommended to be inspected in 2025)
3. Fly Creek Building Exhaust System (Recommended to be inspected in 2025)
4. Fly Creek dewatering pump (Scheduled to be restored in 2025)
5. Martintown Dam Signage (Recommended to be replaced in 2026)

Recommendations

1. By the end of 2026, contract an Engineering firm to review the components of each structure where the RRCA does not have the internal capacity to evaluate the condition.
2. By the end of 2026, evaluate the condition of the various components for each structure which the RRCA has the internal capacity to do so, and prepare a 10-Year budget/forecast for maintenance activities and replacement.
3. Continue annual monitoring and inspection of each facility's components and update the asset management strategy as required.
4. Budget for future component replacements and refurbishments as indicated in this report.
5. Undertake the maintenance work as identified in this report.
6. Review and update this document as required.



Raisin Region Conservation Authority

18045 County Road 2, P.O. Box 429, Cornwall, ON K6H 5T2

Tel: 613-938-3611 www.rrca.on.ca

To: Board of Directors
From: Josianne Sabourin, Administrative Assistant
Date: August 13, 2025
Subject: 2026 Camping and Marina Fees

RECOMMENDATION:

That the Board of Directors approve RRCA Fee Schedule 6 and Fee Schedule 7, effective January 1, 2026, as presented.

BACKGROUND:

The RRCA operates both Charlottenburgh Park and Gray's Creek Marina. Rates for these facilities are reviewed annually and adjusted based on comparison with neighbouring facilities.

DISCUSSION:

To keep with the cost of living and to remain comparable with rates used by similar facilities in the area, staff is proposing a 4% increase to most of the 2025 Charlottenburgh Park Camping fees and a 3% increase to most of the 2025 Gray's Creek Marina Fees. Other fees are increased by a flat rate.

The following tables shows the proposed rates for each facility (HST included).

Schedule 6: Gray's Creek Marina

Seasonal Dock Rental	May to October	2025 Fee (\$)	Proposed 2026 Fee (\$)
17' & Under		742.65	764.95
Over 17' to 20'		832.80	857.80
Over 20'		1047.00	1078.40
Cancellation Fee	Before June 30	60.00	75.00
	June 30 to July 31	115.00	125.00
	No refunds after July 31		
Transient Dock Rental	May to October	2025 Fee (\$)	Proposed 2026 Fee (\$)
Daily		27.00	27.80
Weekly		133.95	137.95
Monthly		336.20	346.30
Marina Services		2025 Fee (\$)	Proposed 2026 Fee (\$)
Daily Launch		15.00	16.00
Seasonal Launch		150.00	160.00
Storage (Boat Trailers)	During marina season only (monthly rate)		30.00

Notes for Schedule 6:

- Seasonal rates are not pro-rated once marina season opens.
- Storage for boat trailers available in limited quantities. Location – upper compound near Rogers tower. Owner can only access during office hours and must be accompanied by staff member.
- For cancellations on or before July 31 customers are provided a refund on a pro-rated basis but are subject to the cancellation fee.

Schedule 7: Charlottenburgh Park

Seasonal Camping Lot		2025 Fee (\$)	Proposed 2026 Fee (\$)
Basic Lot		3,088.95	3212.50
20 amp lot w/water		3,243.40	3373.15
30 amp lot w/water		3,470.80	3609.65
Cancellation Fee	Before January 4	450.00	450.00
	January 4 to April 10	800.00	800
	April 11 to May 17	1,200.00	1200.00
	No refunds after May 17		
Seasonal Boat Dock		425.00	445.00
Cancellation Fee	Before May 17		75.00
	After May 17		125.00
Additional Vehicle (seasonal)		63.55	66.00
Transient Camping Lot		2025 Fee (\$)	Proposed 2026 Fee (\$)
Basic Lot		47.50	49.40
Basic Lot - Waterfront			57.50
20 amp lot w/water		62.05	64.55
30 amp lot w/water		64.50	67.10
Basic Lot (monthly)		See Note	See Note
Basic Lot - Waterfront (Monthly)		See Note	See Note
20 amp lot w/water (monthly)		See Note	See Note
30 amp lot w/water (monthly)		See Note	See Note
Cabin (daily)		126.60	135.00
Cabin (weekly)		See Note	See Note
Reservation Fee		14.00	14.00
Booking Transaction Fee		4.00	4.00
Changes (Reservations)			13.00
Additional Vehicle (transient)		13.00	14.00
Overnight Visitor		17.00	18.00
Trailer Water Dump (external)		22.00	23.50
Day Use Fees		2025 Fee (\$)	Proposed 2026 Fee (\$)
Beach Adult (age 16 – 65)		11.00	12.00
Beach Senior (age 65+)		9.00	10.00
Beach Minor (age 15 & under)		Free	Free
Vehicle (3 or more occupants)		27.00	27.00
Walk-in/Cyclist		4.00	5.00
Seasonal Beach Pass		95.00	100.00

Day Use Fees (cont'd)		2025 Fee (\$)	Proposed 2026 Fee (\$)
Boat Launch		15.00	16.00
Seasonal Boat Launch		150.00	160.00
Gazebo Rental		50.00	60.00
Non-profit Groups		8.00	10.00
School Groups (per person)		5.00	5.50

Notes for Schedule 7

Seasonal Camping

- Seasonal Camping Lot fees do not include hydro. Hydro deposit (\$300) required at beginning of the season.
- Monthly lot fees are discounted (stay 30 nights, only pay for 26).
- Weekly fee for cabin is discounted (stay 7 nights, only pay for 6).
- New fees added: Seasonal boat dock cancellation fees, Basic – Waterfront, Changes (Reservations).
- Day-use fees: changed to allow kids under the age of 16 free of charge.

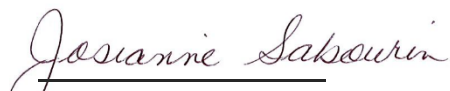
RELATIONSHIP TO STRATEGIC PLAN:

Goal 1: Environmental Conservation & Healthy Living

1.3 Connecting people with nature through positive outdoor experiences.

Goal 3: Financial Stability

3.2 Diversifying our revenue sources.



 Josianne Sabourin,

Administrative Assistant



To: Board of Directors
From: Cheyene Brunet, Stewardship Coordinator (A)
Date: August 7, 2025
Subject: Tree Planting Expenditures

RECOMMENDATION:

The Board of Directors approve the purchase of tree seedlings for the RRCA's 2026 forestry and stewardship services to an upset limit of \$100,000 plus HST.

BACKGROUND:

To increase local forest cover, the Raisin Region Conservation Authority (RRCA) has planted over 1.35 million trees in the jurisdiction through public and private landowner partnerships.

The RRCA places an annual bulk tree seedling stock order to secure the best rates for local projects. The trees are allocated to the RRCA services under Forests Canada's 50 Million Tree Program, ALUS and other stewardship programming, Over-the-Counter sales, tree giveaways, community tree planting events, contracted services, and more.

The tree stock quantities are determined based on site visits, tree planting plans, and past demand. Trees are sourced from multiple nurseries that offer seedlings in bulk that are suitable for the RRCA seed zone.

The majority of the trees are planted under Forests Canada's 50 Million Tree Program, which have approved stock from three Ontario nurseries: Ferguson Tree Nursery, Pineneedle Farms, and Sommerville Nurseries Inc. When needed, staff will also source stock from other local nurseries to meet stock requirements and species diversification.

The total cost of tree orders so far in 2025 is \$74,782 for 50,400 trees.

DISCUSSION:

RRCA staff anticipate supporting the planting of 60,000 seedlings across the jurisdiction through the various spring planting programs in 2026; the cost for this number of trees is

estimated to be \$100,000. The cost associated with the purchase of seedlings is fully recovered through a variety of sources such as subsidies, grants, and landowner contributions:

- Full-Service Program
 - Forests Canada provides a \$2.50/tree subsidy to cover the costs of program coordination and delivery, site preparation/tending (if required), seedlings, planting and survival assessments.
 - Additional secured external funding and landowner contributions offset the remainder of the project costs.
 - Site visits are underway for 2026 projects.
- Tree seedling sales
 - The RRCA offers native tree and shrub seedlings for purchase.
 - The current fee is nursery stock price, plus a 30% service fee.
 - Approximately 100 landowners participate per year; with a combined annual sale of approximately 8,900 seedlings.
- Tree giveaways
 - In 2026, the RRCA will be holding its 27th annual Tree Giveaway providing up to 5,000 free trees to residents in the RRCA's jurisdiction. External funding is secured to offset the cost of this initiative. Member municipalities have the opportunity to fund additional trees for their residents.
- ALUS, Community tree planting events, contracted services, etc.
 - Secured funding and landowner contributions offset the cost of these programs and services.

Staff will secure preliminary tree orders from Forests Canada approved nurseries (Ferguson Tree Nursery, Pineneedle Farms, Somerville Seedlings and PRT) based on lowest price, stock availability, and shipping to an upset limit of \$100,000. Tree orders are subject to change throughout the year based on landowner requests and secured funding.

RELATIONSHIP TO STRATEGIC PLAN:

Goal 1: Environmental Conservation & Healthy Living



Cheyene Brunet,
Stewardship Coordinator (A)



To: Board of Directors
From: Brendan Jacobs, Stewardship Specialist
Scott Braithwaite, Project Coordinator
Date: August 14, 2025
Subject: Invasive Phragmites Management at RRCA Conservation Areas

RECOMMENDATION:

THAT the Board of Directors approve awarding of the invasive Phragmites management contracts to Corput & Wagar Weed Control to an upset limit of \$9,150.00 + tax for herbicide application and Amitonte to an upset limit of \$9,663.45 + tax for livestock grazing.

BACKGROUND:

Invasive Phragmites is a highly aggressive species of grass that has become one of Ontario's most problematic invasive plants. Once established, this invasive plant can be extremely difficult and costly to control. In Eastern Ontario, Phragmites has become a common sight along roadways, in ditches, and natural areas – including all three of the RRCA's Conservation Areas.

Since 2023, the RRCA has collaborated with a number of partners to control invasive Phragmites at Cooper Marsh. Nurse sites for two moth species were established in 2023 at sites approved by the Canadian Food Inspection Agency.

In 2024, the RRCA and other members of the Eastern Ontario Phragmites Working Group received funding through the Ontario Phragmites Action (OPA) program. This funding supported a collaborative initiative to map invasive Phragmites in Eastern Ontario, including at the RRCA's Conservation Areas.

In January 2025, the Board of Directors approved the RRCA's application for additional funding under the OPA program. The RRCA was awarded \$29,540 from this fund to support expansion of mapping efforts and management of invasive Phragmites in Eastern Ontario. The Invasive Phragmites Mapping and Management project will be completed by December 2025.

DISCUSSION:

This initiative is being undertaken as a pilot project to assess the efficacy of different invasive Phragmites control methods on RRCA-managed lands.

In consultation with partners, the goal is to determine which strategies are most effective and practical in the context of our ecosystems, available resources, and long-term management objectives. By trialing multiple approaches, the RRCA will gain valuable insights to guide future control efforts. All control activities for this project will be undertaken in fall 2025.

Two control methods have been selected for this project:

- **Livestock Grazing** – Livestock grazing offers a non-chemical option to reduce Phragmites biomass while minimizing potential impacts on surrounding water and soil quality. Goats can access and consume dense stands of Phragmites, weakening the plants over time and reducing seed production. In September 2025, livestock will be allowed to graze on approximately 1 acre of invasive Phragmites located southeast of the Main Marsh at Cooper Marsh.
- **Herbicide Application** –The Ontario Invasive Plant Council recommends herbicide application as a control technique, as it can address infestations more quickly and thoroughly than most mechanical/manual methods. In September 2025, herbicide will be applied by a licensed contractor to approximately 13.5 acres of invasive Phragmites located at Cooper Marsh (West Marsh berm and roadside) and Gray’s Creek (adjacent to Conservation Rd and central parking lot). Certain walking trails at Cooper Marsh and Gray’s Creek will be closed to the public while spraying operations are underway and for a period of at least 12 hours afterwards. The public will be notified of the work through notices and temporary on-site signage.

Following the RRCA’s Purchasing Policy, three quotes from qualified contractors were sought for each control method.

Quotes received are as follows:

Project Component	Contractor	Cost
Herbicide Application	Corput & Wagar Weed Control	\$9,150.00 + Tax (\$600.00/ac)
	SJM	\$10,125.00 + Tax (\$750.00/ac)
	Greenshield Pest Control Inc.	Did not submit a quote
	Drentex	Did not submit a quote
Livestock Grazing	Amitonte	\$9,663.45 + Tax (15 days grazing – approx. 1 ac)
	The Big Crunch Grazing	\$16,272.00 + Tax (9 days grazing – approx. 2-3 ac)
	Goats in the City	Did not submit a quote

Staff recommend selecting the following contractors to undertake the invasive Phragmites management work:

- Herbicide Application: Corput & Wagar Weed Control to an upset limit of \$9,150.00 + tax.
- Livestock Grazing: Amitonte to an upset limit of \$9,663.45 + tax.

RELATIONSHIP TO STRATEGIC PLAN:

Goal 1: Environmental Conservation & Healthy Living



Brendan Jacobs
Stewardship Specialist



Scott Braithwaite
Project Assistant



To: Board of Directors
From: Lisa Van De Ligt, Team Lead, Communications and Stewardship
Date: August 14, 2025
Subject: Conservation Areas Update

RECOMMENDATION:

THAT the Board of Directors receives the Conservation Areas update.

BACKGROUND:

The RRCA owns and manages three Conservation Areas which enable residents and visitors to step into nature through various amenities such as park and picnic areas, wildlife viewing blinds and platforms, a marina, campground, interpretive centre, and trails.

DISCUSSION:

Below is an update on the RRCA's three Conservation Areas:

Gray's Creek Conservation Area

- 2025 Visitation (up to August 25, 2025): 86,492 (2024 total: 113,000)
- Marina open from April 28 to September 28, 2025
- Three Marina Attendants recruited
- Phase 1 completed to turn RRCA's administration office flower beds into a native plant demonstration site; phase 2 is underway (supported by TD Friends of the Environment Foundation)
- TD Tree Days, an annual community tree planting event supported by TD Bank Group, will take place on October 4, 2025
- Security review completed with OPP; additional lighting and surveillance signage to be added
- Meeting with Seaway Valley Soccer Club to discuss parking concerns and current agreement

Charlottenburgh Park Conservation Area

- 2025 Visitation (up to August 25, 2025): 22,890 (2024 total: 26,000)
- Campground open from May 16, 2025 to October 13, 2025
- Nine summer staff were recruited
- Funding secured under the St. Lawrence River Remedial Action Plan to replace the wetland interpretive signage along trails
- Looking into additional lighting for the docks; to be added in 2026
- Replaced two sewage pumps for the main bathroom area

Cooper Marsh Conservation Area

- 2025 Visitation (up to August 25, 2025): 26,123 (2024 total: 34,500)
- One summer staff (i.e. Nature Interpreter) recruited
- Visitors Centre open from May 2 to August 29, 2025
 - Weekend guided walks offered by Nature Interpreter
 - Lending library available (e.g. binoculars, dip nets, species identification guides)
- Spring/summer outreach held in partnership with River Institute:
 - Eco Friends Summer Day Camp
 - July 21-25 and July 28-August 1 (fully subscribed; 42 total campers)
 - School and public workshops: ~550 participants
- Funding secured under St. Lawrence River Remedial Action Plan for wetland outreach (e.g. World Wetlands Day event, Visitors Centre enhancements), biological inventories, and habitat enhancements (e.g. creation of open-water habitat)

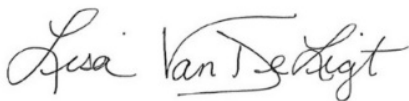
RELATIONSHIP TO STRATEGIC PLAN:

Goal 1: Environmental Conservation & Healthy Living

1.3: Connecting people with nature through positive outdoor experiences.

Goal 2: Strong Partnerships & Engaged Residents

2.2: Embracing meaningful community engagement.



Lisa Van De Ligt,
Team Lead, Communications and Stewardship



To: Board of Directors
From: Lisa Van De Ligt, Team Lead, Communications and Stewardship
Date: August 14, 2025
Subject: Grant Submissions

RECOMMENDATION:

THAT the Board of Directors approve entering into an agreement with the Ontario Ministry of Natural Resources for \$60,000 to update floodplain mapping for the Gray's Creek watershed;

AND FURTHER THAT the Board of Directors approve entering into an agreement with the Ontario Ministry of Natural Resources for \$85,000 to update floodplain mapping for the South Raisin River watershed;

AND FURTHER THAT the Board of Directors retroactively approve requesting \$100,000 from the Ontario Ministry of Environment, Conservation, and Parks for student education and entering into an agreement with the funder if funding is secured;

AND FURTHER THAT the Board of Directors retroactively approve requesting \$60,000 from the Ontario Ministry for Seniors and Accessibility for accessibility enhancements at Gray's Creek Conservation Area and entering into an agreement with the funder if funding is secured;

AND FURTHER the Board of Directors approve including \$35,000 in the 2026 RRCA Capital Budget towards accessibility enhancements at Gray's Creek Conservation Area.

BACKGROUND:

To support and enhance the RRCA's programs and services, staff consistently investigate funding and partnership opportunities and submit grant applications when applicable. Funding opportunities may be annual grants typically secured by the RRCA or new funding opportunities. When a funder offers a different funding amount than the RRCA's original request, staff will adjust the workplan accordingly prior to accepting the funding.

Below is a summary of the 2025 grant application requests:

- Requested: \$594,540
- Approved: \$204,540
- Pending: \$390,000
- Not approved: \$0

DISCUSSION:

The following funding opportunities were identified by staff as a potential source of revenue for RRCA programs and projects:

1. Project Title: Flood Plain Mapping – Gray’s Creek

- **Funder:** Ontario Ministry of Natural Resources
- **Request:** \$60,000 (1:1 matching funds required; matching funds from the City of Cornwall, SDG and RRCA were included in the 2025 RRCA Budget)
- **Summary:** The funding will support updated flood mapping for the Gray’s Creek watershed. This area was identified as a priority update area in a previous flood risk study. The work will be spread over 3 budget years, with a final deliverable in 2027.
- **Submission Deadline:** Funding secured – pending agreement approval

2. Project Title: Flood Plain Mapping – South Branch Raisin River

- **Funder:** Ontario Ministry of Natural Resources
- **Request:** \$85,000 (1:1 matching funds required; matching funds from the City of Cornwall, SDG and RRCA were included in the 2025 RRCA Budget)
- **Summary:** The funding will support updated flood mapping for the South Raisin River watershed. This area was identified as a priority update area in a previous flood risk study. The work will be spread over 3 budget years, with a final deliverable in 2027.
- **Submission Deadline:** Funding secured – pending agreement approval

3. Project Title: Engaging students in St. Lawrence River watershed stewardship activities

- **Funder:** Ontario Ministry of Environment, Conservation, and Parks (MECP)
- **Request:** \$100,000
- **Summary:** Staff were approached to submit a two-year proposal to support MECP with developing a prototype framework to strengthen the connection between school educational objectives and stewardship actions for the Great Lakes and St. Lawrence River watershed.
- **Submission Deadline:** n/a (retroactive approval)

4. Project Title: Enhancing Access to Nature at Gray's Creek Conservation Area

- **Funder:** Ontario Ministry for Seniors and Accessibility - Enhancing Access to Spaces for Everyone (EASE) Grant
- **Request:** \$60,000 (staff are seeking Board approval to include \$35,000 in the 2026 RRCA Capital Budget to be allocated to this project)
- **Summary:** The funding will enhance accessibility to nature at RRCA Gray's Creek Conservation Area for older adults and those with disabilities. Specifically, it will enhance ease of access to the RRCA's newly established native plant gardens and administration building and add an accessible seating area adjacent to the administration building.
- **Submission Deadline:** August 14, 2025 (retroactive approval)

RELATIONSHIP TO STRATEGIC PLAN:

Goal 1: Environmental Conservation & Healthy Living

1.2: Protect from flooding and erosion hazards.

d) Acquire state of the art floodplain mapping for four priority watersheds as identified in the RRCA Flood Priority Report.

1.3: Connecting people with nature through positive outdoor experiences.

Goal 2: Strong Partnerships & Engaged Residents

2.2: Embracing meaningful community engagement.

Goal 3: Financial Stability

3.2: Diversifying our revenue sources.



Lisa Van De Ligt,
Team Lead, Communications and Stewardship



Order in Council 862/2025

On the recommendation of the undersigned, the Lieutenant Governor of Ontario, by and with the advice and concurrence of the Executive Council of Ontario, orders that:

PURSUANT TO the prerogative of His Majesty The King in Right of Ontario to appoint persons to serve His Majesty's Government of Ontario in the discharge of its executive obligations and responsibilities,

Hassaan Basit

be appointed Deputy Minister and Chief Conservation Executive, Cabinet Office, effective August 4, 2025, to serve at the pleasure of the Lieutenant Governor in Council for a period not exceeding three years from the effective date of this appointment.

Premier and President of the Council

Approved and Ordered: June 26, 2025

Updated: July 11, 2025
Published: July 11, 2025

June 27, 2025

**MEMORANDUM TO: Conservation Authority General Managers or Chief
Administrative Officers, Conservation Authority Partners
and Interested Parties**

**FROM: Kirsten Service, Director Conservation & Source
Protection Branch, MECP**

**RE: Transition of Conservation Authority Program from the
Ministry of Natural Resources to the Ministry of the
Environment, Conservation and Parks**

Good morning,

I am writing to advise you that the responsibility for the province's conservation authority program has now transitioned from the Minister of Natural Resources to the Minister of the Environment, Conservation and Parks (MECP) through Orders in Council. Moving forward, the Minister of Natural Resources no longer has legislative duties or functions under the *Conservation Authorities Act* but retains leadership for natural hazard management policy and operations.

Staff supporting the important work of administering this portfolio and delivering on the government's priorities for conservation authorities will be moving to a newly created section named the Conservation Authorities Section within the Conservation and Source Protection Branch in MECP's Land and Water Division.

Stakeholders can continue to reach out to ministry staff as they have done in the past on conservation authority matters via ca.office@ontario.ca.

We thank you for your ongoing support during this time of transition. Please do not hesitate to reach out to me if you have any questions.

Sincerely,



Kirsten Service, Director
Conservation and Source Protection Branch
Ministry of Environment, Conservation and Parks