



## Raisin Region Conservation Authority

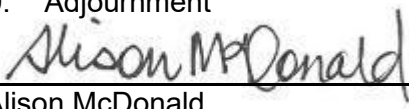
### Board of Directors Meeting Agenda

December 4, 2025

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

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|                                                                                           | Page  |
|-------------------------------------------------------------------------------------------|-------|
| 1. Call to Order                                                                          |       |
| 2. Land Acknowledgement                                                                   |       |
| 3. Approval of Agenda                                                                     |       |
| 4. Declaration of Conflict of Interest                                                    |       |
| 5. Approval of Minutes                                                                    |       |
| a) Minutes of October 2, 2025 Board Meeting                                               | 1-4   |
| b) Minutes of November 5, 2025 Special Board Meeting                                      | 5-6   |
| 6. New Business                                                                           |       |
| a) Update: Bill 68 and Proposed Regional Consolidation of Conservation Authorities        | 7-14  |
| b) Draft Budget – Approval for Consultation                                               | 15-17 |
| c) Memorandum of Understanding with Stormont, Dundas and Glengarry County for IT Services | 18-37 |
| d) Grant Submissions                                                                      | 38-40 |
| e) 2026 Tree Planting and Spot Spray Contracts                                            | 41-42 |
| 8. Future Meetings                                                                        |       |
| RRCA Board of Directors starting at 9:00 am - Jan. 15, Feb 5, Mar 5                       |       |
| 9. Adjournment                                                                            |       |

  
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Alison McDonald  
General Manager / Secretary-Treasurer

RAISIN REGION CONSERVATION AUTHORITY  
BOARD OF DIRECTORS  
MINUTES  
RRCA ADMINISTRATION BUILDING  
18045 County Rd. 2, Cornwall, 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  
Adrian Bugelli, North Stormont

STAFF: Alison McDonald, General Manager / Secretary-Treasurer  
Josianne Sabourin, Administrative Assistant  
Phil Barnes, Team Lead, Watershed Management  
Sandy Crites, Finance Officer  
Brandon Jacobs, Stewardship Specialist  
Pete Sabourin, Team Lead, Field Operations  
Lisa Van De Ligt, Team Lead, Communications and Stewardship

**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 acknowledgement included gratitude for the opportunity to gather and thanks to all generations who have cared for the land for thousands of years.

**APPROVAL OF THE AGENDA**

RESOLUTION #70/25: Moved by: Jacques Massie  
Seconded by: Adrian Bugelli

THAT the agenda be approved as presented, with the addition of a Closed Session item, following Delegations/Presentations.

CARRIED

## **DECLARATION OF CONFLICT OF INTEREST**

None

## **DELEGATIONS / PRESENTATIONS**

Staff presented Project Updates through a power point presentation.

## **CLOSED SESSION**

RESOLUTION #71/25:

Moved by: Lachlan McDonald

Seconded by: Martin Lang

THAT the Board of Directors move into Closed Session to discuss personnel matters.

CARRIED

RESOLUTION #72/25:

Moved by: Adrian Bugelli

Seconded by: Andrew Guindon

THAT the Board of Directors move to Open Session.

CARRIED

RESOLUTION #73/25:

Moved by: Andrew Guindon

Seconded by: Martin Lang

THAT the Chair be authorized to finalize the General Manager's performance review.

CARRIED

## **APPROVAL OF MINUTES**

RESOLUTION #74/25:

Moved by: Adrian Bugelli

Seconded by: Jacques Massie

THAT the minutes of September 4, 2025, meeting of the Raisin Region Conservation Authority be approved.

CARRIED

## **NEW BUSINESS**

### **STRATEGIC ACTION PLAN ACTION ITEM 1.3 A) NEW CONSERVATION AREA**

RESOLUTION #75/25:

Moved by: Andrew Guindon

Seconded by: Adrian Bugelli

THAT the Board of Directors direct staff to develop a conservation area business case for Lakeview Marsh, as per the 2025-2028 RRCA Strategic Action Plan action item 1.3 a).

CARRIED

#### STRATEGIC ACTION PLAN ACTION ITEM 2.1 A) PUBLIC EVENTS LIST

RESOLUTION #76/25:

Moved by: Carilyne Hebert

Seconded by: Andrew Guindon

THAT the Board of Directors receive a list of annual priority community events for RRCA staff to participate in, as per the 2025-2028 RRCA Strategic plan action item 2.1 a).

CARRIED

#### DRAFT BUDGET - OVERVIEW

RESOLUTION #77/25:

Moved by: Claude McIntosh

Seconded by: Carilyne Hebert

THAT the Board of Directors accept the 2026 draft budget overview.

CARRIED

#### RRCA FEE POLICY AND FEE SCHEDULE

RESOLUTION #78/25:

Moved by: Lachlan McDonald

Seconded by: Martin Lang

THAT the Board of Directors approve the 2026 Fee Schedules, as presented.

CARRIED

#### SEED MIX PURCHASE FOR GRASSLAND AND WETLAND PROJECTS

RESOLUTION #79/25:

Moved by: Lachlan McDonald

Seconded by: Martin Lang

THAT the Board of Directors approve the purchase of grass seed for the RRCA's 2025 and 2026 stewardship services to an upset limit of \$150,000 plus delivery and HST.

CARRIED

#### **FUTURE MEETINGS**

RRCA Board of Directors starting at 9:00 am – Nov. 6 (TBD), Dec. 4, Jan 8, Feb 5

**ADJOURNMENT**

RESOLUTION #80/25:

Moved by: Martin Lang

Seconded by: Lachlan McDonald

THAT the Board of Directors meeting of October 2, 2025, be adjourned.

CARRIED

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Bryan McGillis,  
Chair

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Alison McDonald,  
General Manager / Secretary-Treasurer

RAISIN REGION CONSERVATION AUTHORITY  
BOARD OF DIRECTORS  
NOVEMBER SPECIAL MEETING  
MINUTES  
VIRTUALLY – VIA TEAMS

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  
Adrian Bugelli, North Stormont

STAFF: Alison McDonald, General Manager / Secretary-Treasurer

**CALL TO ORDER**

Bryan McGillis, Chair, called the meeting to order at 1:30 pm.

**APPROVAL OF THE AGENDA**

RESOLUTION #81/25:

Moved by: Carilyne Hebert

Seconded by: Lachlan McDonald

THAT the agenda be approved as presented.

CARRIED

**DECLARATION OF CONFLICT OF INTEREST**

None

**CLOSED SESSION**

RESOLUTION #82/25:

Moved by: Adrian Bugelli

Seconded by: Andrew Guindon

THAT the Board of Directors move into Closed Session to discuss the following items:

- a) Proposed or pending acquisition or disposition of land by the Authority
- b) Personal matters about an identifiable individual, including staff of the Authority

CARRIED

RESOLUTION #83/25:

Moved by: Jacques Massie

Seconded by: Andrew Guindon

THAT the Board of Directors move to Open Session.

CARRIED

PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE AUTHORITY

RESOLUTION #84/25:

Moved by: Martin Lang

Seconded by: Andrew Guindon

THAT the Board of Directors authorize staff to pursue items of action dealing with the property matter discussed in Closed Session.

CARRIED

**ADJOURNMENT**

RESOLUTION #85/25:

Moved by: Claude McIntosh

Seconded by: Adrian Bugelli

THAT the Board of Directors special meeting of November 5, 2025, be adjourned.

CARRIED

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Bryan McGillis,  
Chair

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Alison McDonald,  
General Manager / Secretary-Treasurer



**To:** Board of Directors  
**From:** Alison McDonald, General Manager  
**Date:** November 27, 2025  
**Subject:** Update: Bill 68 and Proposed Regional Consolidation of Conservation Authorities

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## RECOMMENDATION:

THAT the Board of Directors receive the update on proposed regional consolidation and amendments to the Conservation Authorities Act and provide input and direction on formal submissions.

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## BACKGROUND AND DISCUSSION:

### *Ontario Provincial Conservation Agency (Bill 68)*

On November 6, 2025, the Government of Ontario introduced Bill 68 *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)* ("Bill 68"). The Bill was expedited through the Legislative Assembly of Ontario and received royal assent on November 27<sup>th</sup>.

Schedule 3 of Bill 68 amended the *Conservation Authorities Act* to create a new crown corporation: the Ontario Provincial Conservation Agency.

- **Centralized Oversight:** The Agency will provide leadership and oversight of conservation authorities, including managing the transition to consolidated regional CAs.
- **Governance:** It will be overseen by the Minister and governed by a provincially appointed board, with authority to issue directives on strategy, budgeting, and performance measurement.
- **Directive Powers:** The Minister may issue directions to the Agency, which in turn can issue binding or non-binding directives to conservation authorities.
- **Digital Modernization:** The Agency will lead development of digital strategies and shared services, including a single provincial permitting platform.
- **Cost Recovery:** The Agency is authorized to recover its costs, including from CAs. Ministry staff have indicated that initial operating costs will be covered by the province.

### *Analysis:*

Municipalities, including SDG County, questioned the necessity of creating a provincial agency to oversee conservation authorities. The province has legislative authority to direct CA

operations, as demonstrated by recent changes to budgeting, program categories, administrative bylaws, planning review scope, board composition, and mandatory inventories, plans, and strategies.

There is ongoing concern that Agency costs could eventually be added to municipal levies. While MECP staff have indicated that the province will cover Agency expenses for the first few years, the long-term funding model is unknown. Partners have also expressed concern that the Agency's oversight and authority could reduce the scope and effectiveness of conservation authority board governance.

Staff recommend submitting comments to the Agency emphasizing:

1. The Agency should be fully funded by the province.
2. Collaboration with municipalities, CAs, and stakeholders is essential to achieve outcomes without eroding local governance.
3. The Agency Board of Directors should include municipal and CA representatives from urban and rural communities across the province.

***ERO #025-1257: proposed boundaries for the regional consolidation of conservation authorities***

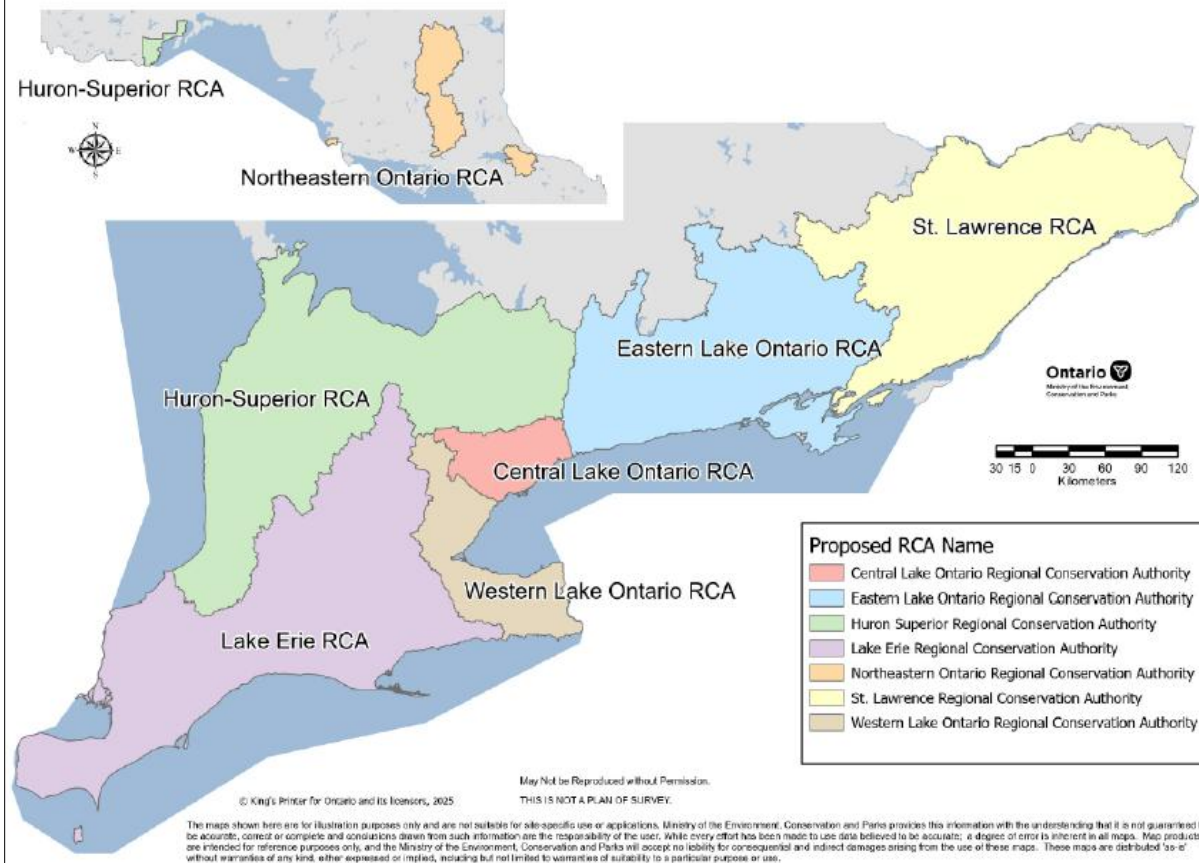
On November 7, 2025, the Ministry of the Environment, Conservation and Parks posted a proposal on the Environmental Registry of Ontario (ERO) titled "Proposed boundaries for the regional consolidation of Ontario's conservation authorities". The proposal recommends consolidating Ontario's 36 conservation authorities into seven regional authorities, each operating as an independent organization under municipal oversight.

The proposal includes the Raisin Region Conservation Authority (RRCA) within the St. Lawrence Regional Conservation Authority ("SLRCA") along with Cataraqui, Mississippi Valley, Rideau Valley, and South Nation. The proposed jurisdiction would include 46 municipalities including 10 upper-tier and single-tier municipalities.

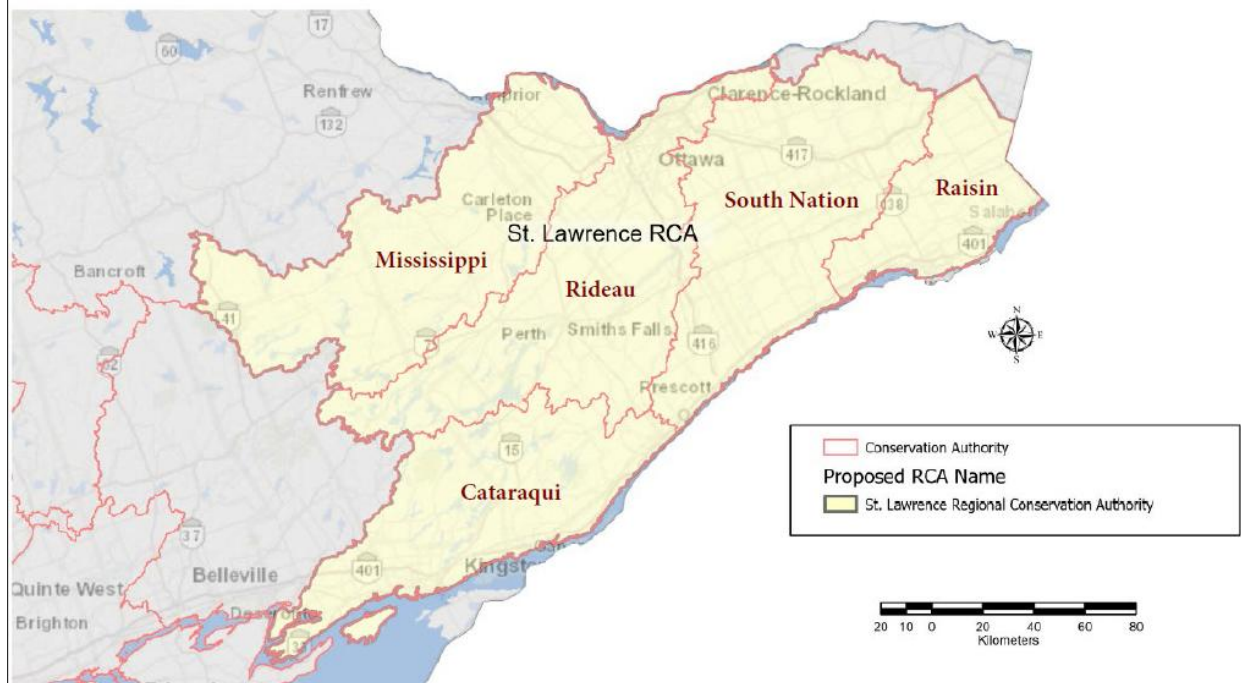
The proposal is open on the ERO for a 45-day consultation period ending December 22, 2025. Consultation topics include delineation of regional CA boundaries, the governance model for regional CA boards of directors, and strategies to ensure program and service continuity during the governance transition to regional CAs.

On November 21<sup>st</sup>, staff issued a press release directing the public to the ERO posting for comments.

## PROPOSED 7 REGIONAL CONSERVATION AUTHORITIES (RCA)



## PROPOSED ST. LAWRENCE REGIONAL CONSERVATION AUTHORITY



## ***Provincial Reasons for Proposed Changes***

The province has outlined several reasons for consolidating conservation authorities:

- **Inconsistent Service Standards:** Each CA currently operates with different policies, customer service standards, fees, processes, and staffing capacity, which can result in uncertainty and delays for builders, landowners, and farmers seeking permits.
- **Technology Disparities:** Variations in tools and data systems compromise province-wide flood risk management and evidence-based decision-making.
- **Duplicate Corporate Functions:** Municipalities are required to fund overlapping administrative functions, diverting resources from frontline conservation and service delivery.
- **Limited Transparency:** Lack of performance monitoring and reporting.

Insights from Provincial Information Sessions:

- Ontario's population is projected to grow by more than six million people over the next 20 years, increasing pressures from climate change, development, and infrastructure demands.
- The proposed changes aim to strengthen the capacity and influence of CAs in watershed management, flood protection, and transparent service delivery.
- With centralized tools and resources, CAs can operate more consistently and efficiently, improving services for municipalities and permit applicants while aligning with provincial priorities on housing, economic growth, and resilient infrastructure.

Implementation Timeline:

The new regional CA framework is expected to take effect after the 2026 municipal elections. Current CA Boards will remain in place until regional authorities are formally constituted. Details regarding municipal governance and the division of responsibilities between the Agency and regional boards have not yet been provided.

## ***Analysis: Common Issues and Concerns***

### **Big Benefits Come From 'Small' Offices**

RRCA currently delivers among the fastest permit timelines in Ontario - averaging six calendar days in 2025, with routine permits often issued within 24 hours. Staff maintain close collaboration with municipal planners, building officials, and infrastructure teams, attending meetings with developers to expedite projects. Our permitting costs are comparatively low, and analysis shows our levy provides exceptional value due to tailored programs, lean corporate services, working managers, and efficient staff-sharing agreements (e.g., drinking water risk management, forestry planning, County IT).

## **Municipal Representation, Control and Liability**

Municipal representation and watershed scale decision-making are essential to effective natural hazard management and local accountability. Under the proposed model, current municipal representatives would have a smaller voice within a 46-member region, raising concerns about responsiveness to local watershed issues. The proposal does not yet include cost estimates, risk analysis, or transition planning tailored to Ontario's diverse watersheds.

## **Local Service**

Our speed and personalized customer service is a great benefit to residents and municipal partners. Staff are highly accessible through walk-ins, meetings, events, and site visits. Consolidation could cause service delays as new teams, processes, and expectations are established. Given the geographic size of the proposed region, the feasibility of maintaining local offices is unclear, creating uncertainty for in-person access and field inspections.

CAs are organized along watershed boundaries to address natural hazard and resource issues specific to their drainage basins. Local familiarity with the watershed is fundamental for timely and accurate permitting decisions; centralization could impact responsiveness and negatively impact housing and infrastructure timelines.

## **Amalgamation Costs**

Merging five CAs would require extensive integration across staffing structures, compensation frameworks, union environments, corporate policies, information systems, financial systems, communications, branding, facilities, fleet, asset management, performance measurement, government relations, and strategic planning. Transition funding should be provided by the province to ensure municipalities do not bear these costs.

## **CA Assets and Reserves**

MECP staff have indicated that land title would reside with the proposed regional CA, not the province. However, legal, administrative, and financial risks remain regarding title transfers and liability for conservation lands. Information is needed on how budgets will be developed within regional CAs, given the program variation between watersheds and tax bases.

## ***Alternative Proposals***

The province has indicated they are interested in hearing feedback on the regions including alternative proposals, including smaller regions based on additional criteria.

Staff can recommend additional criteria including:

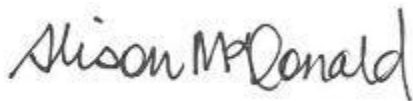
1. Financial fairness (levies, reserves, grants, assets)
2. Operational effectiveness (customer service, travel times, management and supervision)
3. Governance effectiveness (ability for the board to meet, work together, and represent their residents)
4. Existing partnerships (staff sharing agreements in place)
5. Regulatory differences (Ottawa river vs. St. Lawrence River)

### ***Engagement and Next Steps***

Following the release of the proposals, staff have actively engaged with conservation authorities and municipal stakeholders through:

- MECP pre-announcement call
- Conservation Ontario General Managers meeting
- MECP Information Sessions
- Conservation Ontario Council
- SDG County Council Meeting
- SDG Planners Meeting
- ALUS Ontario East Program Advisory Committee
- Eastern GMs meetings (3)
- Regional Engagement Session with MECP (December 5<sup>th</sup>)
- Eastern Drainage Supers of Ontario (December 10<sup>th</sup>)

Staff are proposing to draft an ERO comment letter based on board discussions and upcoming engagement opportunities.



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Alison McDonald  
General Manager, Secretary/Treasurer

**Attached:** SDG County Resolution on CAs



United Counties of  
**Stormont, Dundas & Glengarry**

**RESOLUTION**

**MOVED BY** Councillor Densham

**RESOLUTION NO 2025-** 159

**SECONDED BY**

**DATE** November 17, 2025

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses;

AND WHEREAS the municipalities within Stormont, Dundas and Glengarry (SDG) established South Nation Conservation (SNC) in 1947 and the Raisin Region Conservation Authority (RRCA) in 1963;

AND WHEREAS local municipalities currently provide between 25% and 50% of total conservation authority funding, while the Province of Ontario provides approximately 3%;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS conservation authorities collectively own and manage thousands of acres of land, much of which was donated by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities;

AND WHEREAS Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Stormont, Dundas and Glengarry calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local

representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT while the United Counties of SDG supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND FURTHER THAT the United Counties of SDG supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives.

AND FURTHER THAT a copy of this resolution be sent to the Ontario Minister of Environment, Conservation, and Parks, to the local MP and MPPs, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, and all municipalities and Conservation Authorities in Ontario.

☒ CARRIED

☐ DEFEATED

☐ DEFERRED

  
\_\_\_\_\_  
WARDEN

Recorded Vote:

|                       |       |
|-----------------------|-------|
| Councillor Bergeron   | _____ |
| Councillor Broad      | _____ |
| Councillor Densham    | _____ |
| Councillor Fraser     | _____ |
| Councillor Guindon    | _____ |
| Councillor Landry     | _____ |
| Councillor MacDonald  | _____ |
| Councillor McDonald   | _____ |
| Councillor McGillis   | _____ |
| Councillor St. Pierre | _____ |
| Councillor Williams   | _____ |
| Warden Lang           | _____ |



**To:** Board of Directors  
**From:** Alison McDonald, General Manager, Secretary Treasurer  
**Date:** October 24, 2025  
**Subject:** Draft Budget – Approval for Consultation

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## RECOMMENDATION:

THAT the Board of Directors approve the 2026 Draft Budget for circulation to member municipalities for review, as presented; and,

FURTHER THAT the 2026 Draft Budget be posted on RRCA's website.

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## BACKGROUND:

The preparation of the annual budget is governed by the Conservation Authorities Act Regulations 402/22 (Budget and Apportionment) and 401/22 (Determination of Amounts). These regulations outline the following phased process for annual budgeting:

- **Phase 1 – Draft Budget Preparation:** October 2025
- **Phase 2 – Draft Budget Approval:** December 2025
- **Phase 3 – Approval of Municipal Levy Amounts:** January 2026
- **Phase 4 – Final Budget Approval:** January 2026

Staff have completed the draft 2026 budget and seek Board approval to circulate it to member municipalities for the required 30-day consultation period. A detailed draft budget presentation, including operating expenses and revenue breakdowns by program area, was provided in advance for review.

Please note: The provincial proposal to consolidate local Conservation Authorities by the end of 2026 will be addressed in a separate report titled “**Update: Bill 68 and Proposed Regional Consolidation of Conservation Authorities.**”

## DISCUSSION:

The draft budget is divided into two components:

- **Operating** – Planned revenues and estimated costs for day-to-day operations.
- **Capital/Projects** – Planned expenditures for asset acquisition, replacement, or maintenance (life cycle over one year) and special projects.

## *Operating Budget*

The proposed operating budget for 2026 is \$4,311,515.15 with 24% of the budget funded by municipal levy. This is a levy increase of \$51,815.07 compared to 2025.

Key drivers and changes include:

- **Salary and Benefits:** Increased due to salary step progression and a 2.2% cost-of-living adjustment. Benefit costs are projected to rise by 10% (~\$10,500).
- **Insurance and Utilities:** Insurance costs remain stable; utilities have increased slightly.
- **Staffing:** Levels remain consistent except for a new Risk Management Advisor position, fully cost-recovered through municipal agreements (Category 2). Vacant positions (e.g., Watershed Planner) have been restructured and filled within existing resources.
- **Seasonal Workforce:** Applications submitted for Canada Summer Job Grants to support seasonal staffing.
- **Planning & Regulations:** Revenues remain stable, but cost recovery is negatively impacted by the ongoing fee freeze (since 2023) and the elimination of natural heritage planning review agreements.
- **IT Services:** Transitioning from mixed internal/external support to a consolidated contract with SDG Counties, reducing staff workload with similar costs.
- **Operational Efficiencies:** Strong performance at parks, WSIB rebates, and staffing efficiencies have generated an operating surplus, which will help offset 2026 levy requirements and refresh reserves under the new Reserve Policy.

Staff continue to pursue grants and funding opportunities for Category 1 and 3 services.

Confirmed funding sources include:

- Flood Hazard Identification and Mapping Program
- Remedial Action Plan Program
- Source Water Protection partnerships
- ALUS Canada collaborations

Staff have proposed to **remove** items from the 2025 operating budget including:

- Organizational Review (2026 Strategic Action): \$50,000
- 0.5 FTE for succession planning: \$60,000
- Marina dredging: \$50,000

Staff have proposed to **add** one item following Board direction in October:

- Lakeview Marsh, Conservation Area Development: \$50,000

### *Capital Budget*

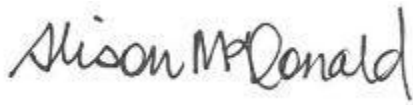
The proposed capital/project budget for 2026 is \$273,500. Key highlights include:

- Cornwall Fly Creek Pump Retrofit Study
- Improvements to Cooper Marsh and Gray's Creek
- Potential Land Acquisition
- Martintown Dam Lifting System
- Hazardous Tree Management
- Asset Maintenance at Charlottenburgh Park

The capital/project budget is 42% funded by municipal levy with the remaining balance coming a mix of reserves and provincial grants.

Staff have proposed to **defer** one item to a future budget year:

- Engineering Assessment of Water Control Structures – \$75,000



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Alison McDonald  
General Manager, Secretary, Treasurer



**To:** Board of Directors  
**From:** Phil Barnes  
**Date:** November 28, 2025  
**Subject:** Memorandum of Understanding with Stormont, Dundas and Glengarry County for IT Services

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## **RECOMMENDATION:**

THAT the Board of Directors approve entering the Memorandum of Understanding with SDG County for IT Services.

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## **BACKGROUND:**

The Raisin Region Conservation Authority's IT Services includes management of the authority's computers, devices, operating systems, software, and firewall; management of offline backups; and cyber security. Historically, IT support was provided by in-house staff as a secondary duty. Last year, an independent contractor provided cyber security support.

## **DISCUSSION:**

The RRCA has an opportunity to partner with the United Counties of SDG whereby the Counties can provide IT services to the RRCA.

The RRCA and SDG Counties serve the local municipalities and their residents with the common goal of providing efficient services with respect to sustainable development, environmental stewardship, and public safety. RRCA and SDG Counties are funded by the same residents they serve. Given this shared responsibility and common funding it is logical for SDG Counties to provide IT Services to RRCA.

The Counties have a team of dedicated IT professionals who competently deliver IT services to their organization and local municipalities. This collaboration ensures consistency, cost-effectiveness, and improved service delivery.

Services will be provided on a full cost recovery basis. The annual cost to the RRCA for the first year of service is \$30,000 (plus HST). A draft memorandum of understanding outlining the terms and conditions of service is attached.

## RELATIONSHIP TO STRATEGIC PLAN:

### Goal

4.1 Continuously improving day-to-day operations to become more effective, efficient and customer focused.

A handwritten signature in black ink, appearing to read "Phil Barnes", is positioned above a horizontal line.

Phil Barnes, P.Eng.

Team Lead, Watershed Management

### Attachment:

Draft Memorandum of Understanding for Service Agreement for IT Services

Memorandum of Understanding  
(or Service Agreement)  
For  
IT Services Between:

United Counties of Stormont Dundas and Glengarry (SDG Counties)

And

Raisin River Conservation Authority (RRCA)

## 1. Introduction

- 1 The Raisin River Conservation Authority (RRCA) and The United Counties of Stormont, Dundas and Glengarry (SDG Counties) both serve the same local municipalities and their residents with the common goal of providing efficient services with respect to sustainable development, environmental stewardship and public safety.
- 2 RRCA and SDG Counties are funded by the same residents they serve. Given this shared responsibility and common funding source it is logical for SDG Counties to provide IT Services to RRCA. SDG Counties currently provides IT Services to the local municipalities and supporting RRCA is an extension of services we already provide. This collaboration ensures consistency, cost-effectiveness and improved service delivery for the communities we serve.
- 3 The purpose of this MoU is to put in place clear arrangements and practices that will promote an effective and cooperative working relationship between the RRCA and SDG Counties ensuring reliable, secure and cost-effective IT support that enhances efficiency and service delivery.

## 2. Memorandum of Understanding (MoU)

- 1 This MoU between the RRCA and SDG Counties (the parties), is effective from January 3, 2026, and shall remain in force for a period of five years, until December 31, 2031; unless otherwise terminated according to the termination clause.
- 2 The MoU shall be reviewed annually to address any necessary adjustments or modifications.
- 3 The MoU may be terminated by either party by providing 6 months written notice to the other party.
- 4 If SDG Counties terminates this MoU, SDG Counties will assist RRCA with the orderly termination of services, including timely transfer of the services to another designated provider.
- 5 If RRCA terminates the MoU, the transfer of services will be treated as a project and a Statement of Work will be prepared by the SDG Counties and approved by RRCA.
- 6 This MoU will automatically renew for an additional five-year term commencing immediately after the initial term unless either party

provides the other with at least six (6) months written notice of its intention not to renew.

- 7 This MoU is not intended to create a binding contract. Its purpose is to establish a collaborative framework for the provision of IT Services by SDG Counties to RRCA, fostering cooperation between the parties to achieve agreed upon performance targets.

### 3. Accountability and Transparency

- 1 To ensure clear direction, SDG Counties Director of IT Services is accountable for the delivery of the IT Service.
- 2 The RRCA General Manager and SDG Counties Director of IT Services will meet quarterly to review the delivery of the IT Service.
- 3 Service delivery performance will be reported on a regular basis as agreed to and will be an integral part of the annual review of the IT Service.

### 4. Cost Recovery

- 1 Services will be provided on a full cost recovery basis. The cost for the first year of service is \$30,000.00 plus applicable HST. This amount will be adjusted each year based on Consumer Price Index (CPI) as calculated by SDG Counties Finance Department.
- 2 The resources required to deliver these services will be reviewed annually. Any resulting cost adjustment will be made only if necessary and agreed to by both parties in writing.
- 3 Costs incurred for special projects and work outside the agreed scope will be invoiced at the prevailing rates. Prior to commencing such work, a scope of work will be provided and must be agreed to in writing.
- 4 Third party costs and all costs for hardware, software and other services are the responsibility of RRCA.

### 5. Services

- 1 IT Support Desk: Any issues related to in scope services will be addressed through the support desk (i.e. Windows issues, email, hardware issues). The initial attempt to fix the issue will be made remotely. If the issue cannot be resolved remotely, either the equipment can be delivered to the SDG Counties building, or an SDG Counties IT staff member can go to the RRCA offices.

- 2 Employee onboarding/offboarding: Performing IT tasks related to employees like creating or disabling computer and email accounts.
- 3 Hardware life cycle management: Source and deploy new computer and related equipment. Securely dispose of end-of-life equipment. Provide list of equipment to be replaced annually for budget consideration.
- 4 Backups: SDG Counties IT will manage the current backup system.
- 5 Network management: ensure network devices are updated regularly and make configuration changes when required.
- 6 Application Support: assist with setting up business applications. Support from software vendor may be required to resolve issues. Deployment of patches and updates is considered part of the Service. RRCA will need to maintain software support contracts with the vendors of applications.
- 7 Projects involving enhancements, new components, major upgrade or the replacement of an IT system will be treated as a project under separate arrangements. SDG Counties does not guarantee the availability of resources to complete major projects. In such cases, SDG Counties IT will be consulted to ensure that any new system aligns with the IT environment.

## 6. Minimum Standards

In order to be supported by SDG Counties IT, the following requirements must be met:

- 1 All computer equipment must be running a supported version of Microsoft Windows Operating Systems, and have the latest Microsoft Service Packs and Critical Updates installed. Limited support can be provided for Mac or Linux systems on a best effort basis.
- 2 All software must be genuine, licensed and vendor supported.
- 3 The environment must have a currently licensed, up-to-date and vendor supported server-based antivirus solution protecting all computers.
- 4 The environment must have a currently licensed, vendor supported server-based backup solution that can be monitored, and send notifications on job failures and successes.
- 5 All supported devices must have the Counties IT systems management client installed to allow for remote administration.

- 6 The environment must have a currently licensed, Vendor Supported Hardware Firewall between the Internal Network and the Internet.
- 7 There must be a mechanism in place to allow secure external access to systems in order to facilitate remote support.

\*Note that costs required to bring the environment up to these Minimum Standards are the responsibility of RRCA.

## 7. Exclusions

Services rendered under this MoU do not include:

- 1 Parts, equipment, software or 3<sup>rd</sup> party labour not covered by vendor/manufacturer warranty or support.
- 2 The cost of any parts, equipment, or shipping charges of any kind.
- 3 The cost of any Software, Licensing, or Software Renewal or Upgrade Fees of any kind.
- 4 The cost of any 3rd Party Vendor or Manufacturer Support or Incident Fees of any kind.
- 5 The cost to bring RRCA's environment up to minimum standards required for Services.
- 6 The cost of RRCA staff time to assist in the delivery of Services.
- 7 Failure due to acts of god(s), building modifications, power failures or other adverse environmental conditions or factors.
- 8 Service and repair made necessary by the alteration or modification of equipment other than that authorized by SDG Counties, including alterations, software installations or modifications of equipment made by RRCA employees or anyone other than the Counties IT staff.
- 9 Project Services, work outside the scope of core tasks will be considered a project.

## 8. Coverage

- 1 Remote Service desk support and management of RRCA networks and systems will be provided by the Counties through remote means between the hours of 8:00 am - 4:30 pm Monday through Friday, excluding public and Counties-designated holidays.
- 2 Regular maintenance of systems may occur during scheduled periods of time outside of normal working hours where systems may become

unavailable during the maintenance window. This includes on-site exchange of equipment.

- 3 Support for special events outside of normal business hours will be considered a project and provided depending on resource availability.

## 9. Support and Escalation

- 1 Any RRCA staff member or designate may submit a request for support with the Service Desk.
- 2 RRCA will provide a list of staff that are authorized to request IT services outside of normal working hours.
- 3 Any requests that have cost or security implications will be reviewed with the RRCA designated contact before being enacted.
- 4 Service Desk Requests may be opened via email to the Service Desk, or by phone if email is unavailable. Each call will be assigned a Service Desk Request Number for tracking purposes.
- 5 The Counties will respond to RRCA's Service Desk Requests according to the targets set out in Appendix C, and under the provisions of Appendix B. Out of normal hours or on holidays, the Counties will respond on a best effort basis.
- 6 The escalation process, where RRCA is dissatisfied with the resolution or speed thereof, is detailed in Appendix D.

## 10. Onsite Services

- 1 In some cases, it will not be possible to resolve issues and problems remotely. In such cases an onsite visit by a Counties IT technician will be required. Any items that are deemed to be Impact A and B, as defined in Appendix C, that require onsite support will be dealt with according to the response and resolution times outlined.
- 2 A Counties IT Technician can visit RRCA site on a regular time and day each month. Service Desk Requests that cannot be resolved remotely and are coded as C, D and E shall be handled during this onsite visit. These onsite support visits shall be coordinated with the RRCA Contact or designate, who shall ensure that the Technician has access to hardware, software and staff required to complete the work.

## 11. Authentication and Authorization

- 1 Where Service Desk requests are made to add new users, to change or grant new access permissions, approval will be required to ensure that RRCA authorizes access to services, files and folders.
- 2 Counties IT will ensure that these types of requests are appropriately authorized and documented in the service desk system so that requests can be audited.

## 12. Work Orders

- 1 Work Orders are used to track work that is not a break-fix type of request. Work Orders typically require discussion and negotiation with the RRCA about what is required to determine the most appropriate solution. Work Orders may involve hardware, software and 3rd party costs being charged to the Participant.
- 2 When Work Orders are requested, Counties IT will agree to an estimated completion date with the RRCA. This information will be added to the work order in the Service Desk system.
- 3 Any costs required to fulfill a Work Order, such as the purchase of a new PC, will be reviewed and approved by the RRCA Contact prior to procurement.
- 4 Note that in some cases Work Orders may be out of scope of the Service. In such cases, RRCA will require project services to cover the requirement. In cases where it is not clear whether a Work Order is in or out of scope, Counties IT staff will refer to the Counties IT Director to resolve with RRCA Contact.

## 13. Poor Performance and Dispute Resolution

- 1 RRCA and SDG Counties agrees that in the event that services are interrupted by reason of an Excusable Delay (defined in Appendix F), that such delays shall not constitute poor performance.
- 2 Should performance of the Counties IT not be to the RRCA's satisfaction, the RRCA Contact should first discuss the problem with the Counties IT Director.
- 3 If performance is not satisfactorily resolved, the RRCA Contact may escalate the concern to the RRCA General Manager which shall then discuss the performance directly with SDG Counties CAO, who will work

with the Counties IT Director and RRCA to resolve the issue satisfactorily.

- 4 Any issue that cannot be resolved between RRCA General Manager and SDG Counties CAO can be brought to the RRCA Board or SDG Counties Council for review.

#### 14. Ongoing Service Management

- 1 The Counties IT Director will meet with the RRCA General Manager on a quarterly basis to review services, work completed, work planned, and issues. The performance metrics and KPI's documented in Appendix E will also be reviewed.
- 2 For annual budget planning the Counties IT Director will work with RRCA's Management Team as required.

#### 15. Annual Review

- 1 The RRCA General Manager and SDG Counties IT Director shall meet annually to review the performance of the SDG Counties IT Service and to discuss any amendments to this MoU. KPIs and metrics in Appendix E will be used to support the annual review process.
- 2 Any of the Appendices may be amended to reflect changes in service provision during the annual review.

#### 16. Independent Contractors

- 1 When independent contractors are required to perform work related to IT Services, RRCA is responsible for entering into any necessary agreements with the contractor. SDG Counties IT will assist with procurement of a contractor and will monitor or supervise the work to ensure it meets required standards.

#### 17. Confidentiality and Privacy

- 1 SDG Counties shall provide the IT Service in accordance with all applicable privacy legislation and will maintain appropriate security procedures to protect personal and other Confidential Information provided by the RRCA to the Counties.
- 2 SDG Counties will comply with the RRCA's direction in updating or destroying personal information provided by the RRCA to SDG Counties.

- 3 Each party shall keep confidential all Confidential Information and documentation relating to the other party. Each party shall not disclose or divulge information to any third party unless otherwise required by law.
- 4 SDG Counties will only use the Confidential Information for the purposes of discharging its responsibilities under this MoU. SDG Counties will divulge such Confidential Information only to the necessary employees, agents and contractors on a strict need to know basis in connection with such purposes.
- 5 SDG Counties will take appropriate action to ensure that all persons who are given access to any Confidential Information are bound by the obligations of this Privacy and Confidentiality clause.
- 6 RRCA agrees that, if they inadvertently receive from SDG Counties any data relating to another customer of SDG Counties or SDG Counties itself, in any form, the RRCA shall immediately advise SDG Counties, and shall make no use of the data for its own benefit.
- 7 SDG Counties and RRCA shall keep confidential any personal information that either party may be privy to as a part of delivering or receiving the services outlined in this MoU.
- 8 The terms of this Section shall survive termination of this MoU.

## 18. Insurance

The Counties shall maintain insurance for the duration of the contract as follows:

- 1 Municipal Liability Insurance issued on an occurrence basis for an amount of not less than \$5,000,000.00 per occurrence / \$5,000,000.00 annual aggregate for any negligent acts or omissions by SDG Counties relating to their obligations under this MoU. Such insurance shall include, but is not limited to bodily injury and property damage including loss of use; personal injury; contractual liability; premises, property & operations; non-owned automobile; broad form property damage; owners & contractors protective; occurrence property damage; products; broad form completed operations; employees as Additional Insured(s); contingent employers liability; tenants legal liability; cross liability and severability of interest clause.
- 2 Professional Liability insurance covering the work and services described in this MoU for an amount not less than five million (\$5,000,000) per occurrence. If such insurance is issued on a claims made basis, coverage

shall be maintained for a period of two years subsequent to conclusion of services provided under this MoU or contain a 24 month extended reporting period.

- 3 Cyber Liability for an amount of not less than \$1,000,000 Per Claim / Aggregate. If such insurance is written on a claims made basis, the insurance shall be maintained for not less than 2 years or contain a 24 month extended reporting period.
- 4 Automobile liability insurance with respect to owned or leased vehicles used directly or indirectly in the performance of the services covering liability for bodily injury, death and damage to property with a limit of not less than \$5,000,000 inclusive for each and every loss.
- 5 Workplace Safety Insurance Board Certificate Clearance or its equivalent.
- 6 Any and all deductibles applicable to the above noted insurance shall be the sole responsibility of SDG Counties.
- 7 RRCA shall maintain insurance on their assets and operations.
- 8 The Policies shown above shall not be cancelled unless the Insurer notifies SDG Counties in writing at least thirty (30) days prior to the effective date of the cancellation.

## 19. Indemnification

- 1 The Counties shall defend, indemnify and save harmless RRCA, the Board, officers, employees and agents from and against any and all claims, actions, losses, expenses, fines, costs (including legal costs), interest or damages of every nature and kind whatsoever, including but not limited to bodily injury or to damage to or destruction of tangible property including loss of revenue arising out of or allegedly attributable to the negligence, acts, errors, omissions, whether willful or otherwise by SDG Counties, their officers, employees, agents, or others who SDG Counties is legally responsible.

## Appendix A: Parties to the MoU

United Counties of Stormont Dundas and Glengarry

Per: Maureen Adams

SDG Counties Contact: Michel St-Onge

Phone: 613.662.3665

Email: [mstonge@sdgcounties.ca](mailto:mstonge@sdgcounties.ca)

Raisin River Conservation Authority

Per: Alison McDonald

RRCA Contact:

Phone:

Email:

## Appendix B: In Scope Services

The following table documents the services covered in this MoU, and in some cases identify services explicitly not included in the scope of the MoU.

This may be amended separate from this overall MoU with the approval of the Governance Committee.

| Description                                                                                                                     | Frequency    | Included |
|---------------------------------------------------------------------------------------------------------------------------------|--------------|----------|
| <b>General</b>                                                                                                                  |              |          |
| IT helpdesk service (requests submitted via phone, email or online). Requests will be tracked and monitored in helpdesk system. | Ongoing      | Yes      |
| Document software and hardware changes                                                                                          | As performed | Yes      |
| Quarterly reports and other KPI's upon work accomplished and work in progress                                                   | Quarterly    | Yes      |
| Inventory tracking and maintenance                                                                                              | Ongoing      | Yes      |
| <b>Microsoft 365</b>                                                                                                            |              |          |
| Manage user accounts, including email                                                                                           | Ongoing      | Yes      |
| Monitor WINS replication                                                                                                        | Ongoing      | Yes      |
| Set up and maintain groups                                                                                                      | Ongoing      | Yes      |
| Administer backup system                                                                                                        | Ongoing      | Yes      |
| Check status of backups                                                                                                         | Daily/Weekly | Yes      |
| <b>Devices</b>                                                                                                                  |              |          |
| Specification and procurement of devices and other hardware                                                                     | As needed    | Yes      |
| Manage desktops and laptops                                                                                                     | Ongoing      | Yes      |
| Manage network and multi-function printers                                                                                      | Ongoing      | Yes      |
| Manage desktop printers                                                                                                         | Ongoing      | Yes      |
| Manage other networked devices, as listed:<br>- Scanners<br>- Security cameras                                                  | Ongoing      | Yes      |
| PC Refresh                                                                                                                      | As Required  | Yes      |
| Fax devices                                                                                                                     |              | Yes      |
| Phone handsets                                                                                                                  |              | Yes      |
| Audio / Visual                                                                                                                  |              | Yes      |
| Bulk New PC installations (> 5 PC's)                                                                                            |              | No       |
| Large PC moves (> 5 PC's)                                                                                                       |              | No       |
| Consumables (print cartridges, etc)                                                                                             |              | No       |

| Description                                                                                                              | Frequency | Included |
|--------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| SCADA                                                                                                                    |           | No       |
| Building Automation Systems                                                                                              |           | No       |
| Network                                                                                                                  |           |          |
| Specification and procurement of network devices and software                                                            | As needed | Yes      |
| Network configuration and administration                                                                                 | Ongoing   | Yes      |
| Performance monitoring / capacity planning                                                                               | Ongoing   | Yes      |
| Check router logs                                                                                                        | As needed | Yes      |
| Monitor switches, hubs and internet connectivity – ensuring availability                                                 | Ongoing   | Yes      |
| Maintain office connectivity to the Internet                                                                             | Ongoing   | Yes      |
| Phone services (extensions, connections)                                                                                 |           | Yes      |
| Network drops and cabling (co-ordinated by Counties IT, contracted out)                                                  |           | No       |
| Security                                                                                                                 |           |          |
| Specification and procurement of security hardware and software                                                          | As needed | Yes      |
| Maintain PC O/S versions up to date, and patched                                                                         | Ongoing   | Yes      |
| Configure firewall and remote access rules                                                                               | Ongoing   | Yes      |
| Monitor firewall logs                                                                                                    | As needed | Yes      |
| Configure antivirus solution                                                                                             | Ongoing   | Yes      |
| Confirm that antivirus definition and antispysware updates have occurred.                                                | Weekly    | Yes      |
| Create new directories, shared and security groups, new accounts, disable / delete old accounts, manage account policies | Ongoing   | Yes      |
| Permissions and file system management                                                                                   | Ongoing   | Yes      |
| Set up new users including login restrictions, passwords, security, applications                                         | Ongoing   | Yes      |
| Set up and change security for users and applications                                                                    | Ongoing   | Yes      |
| Monitor for security breaches and unusual activity among users                                                           | Ongoing   | Yes      |
| Applications                                                                                                             |           |          |
| Provide Exchange services (email, calendaring, messaging)                                                                | Ongoing   | Yes      |

| Description                                                                                                                  | Frequency | Included |
|------------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| Ensure backup, antivirus applications are installed and functioning correctly                                                | Ongoing   | Yes      |
| Ensure productivity applications (e.g. Office, Adobe) are functioning appropriately                                          | Ongoing   | Yes      |
| Maintain and upgrade Microsoft Office and other productivity solutions                                                       | Ongoing   | Yes      |
| Liaison with 3rd party vendors for the installation and support of business specific systems as required (e.g. GIS, Finance) | Ongoing   | Yes      |
| Liaison with 3rd party vendors for the resolution of application problems and issues                                         | Ongoing   | Yes      |
| Liaison with 3rd party vendors for the planning and implementation of system updates, upgrades and enhancements              | Ongoing   | Yes      |
| New solutions                                                                                                                |           | No       |
| Training                                                                                                                     |           |          |
| Identify training needs and opportunities                                                                                    | Ongoing   | Yes      |
| Advice on training options                                                                                                   | Ongoing   | Yes      |
| Training delivery                                                                                                            |           | No       |
| Strategy & Planning                                                                                                          |           |          |
| IT Strategic planning                                                                                                        | Ongoing   | Yes      |
| Work with RRCA staff and management to identify and plan required systems upgrades and enhancements                          | Ongoing   | Yes      |
| Work with RRCA staff and management to identify and evaluate new technology opportunities                                    | Ongoing   | Yes      |
| Advice upon annual technology budget requirements                                                                            | Ongoing   | Yes      |
| Advice on business solution procurement                                                                                      | Ongoing   | Yes      |
| Project estimation, SOW development                                                                                          | Ongoing   | Yes      |
| Project implementation services                                                                                              | As needed | No       |
|                                                                                                                              |           |          |
|                                                                                                                              |           |          |
|                                                                                                                              |           |          |
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|                                                                                                                              |           |          |
|                                                                                                                              |           |          |

## Appendix C: Service Levels

The following table identifies the targets of response and resolution times for each impact level. If an alteration to the impact level is required it will be done with agreement between the Counties IT Director (or delegate) and RRCA contact (or delegate).

| Issue                                                                                                               | Impact Code | Target Response Time | Target Resolution Time            | Escalation threshold                                                  |
|---------------------------------------------------------------------------------------------------------------------|-------------|----------------------|-----------------------------------|-----------------------------------------------------------------------|
| Service not available (all users and business critical functions unavailable)                                       | A           | Within 30 minutes    | 98% within 4 hours                | 4 hours                                                               |
| Significant degradation of service (large number of users or business critical functions affected)                  | B           | Within 1 hour        | 98% within 7 hours                | 1 working day                                                         |
| Limited degradation of service (limited number of users (less than 3) or functions affected, business can continue) | C           | Within 4 hours       | 95% within 2 days                 | 2 working days                                                        |
| Small service degradation (business process can continue, one user affected)                                        | D           | Within 1 working day | 95% within 5 working days         | 5 working days                                                        |
| Work order / new request (e.g. new PC, new network connection, moves, adds and changes, new system function)        | E           | Within 1 working day | 95% within agreed completion date | 5 working days<br>New equipment will depend on vendor delivery times. |

## Appendix D: Service Request Escalation

Where a request is not resolved within the escalation threshold, the Service Desk system will automatically flag IT staff, who will contact the RRCA to determine a suitable approach to resolving the problem. This may involve a work-around until a more complete solution can be found.

The RRCA Contact may also contact the IT Director directly to escalate concerns and to discuss progress.

## Appendix E: Performance KPIs

| #     | Area                                                     | Measure                         |
|-------|----------------------------------------------------------|---------------------------------|
| KPI 1 | IT Service Availability                                  | % of IT service availability    |
| KPI 2 | Incident Performance                                     | % of resolutions within targets |
| KPI 3 | Work Order Performance                                   | % of work orders within target  |
| KPI 4 | Customer Satisfaction (actual measures to be determined) | % of customers satisfied        |
| KPI 5 | Project Performance                                      | % of project milestones met     |
| KPI 6 | Overall satisfaction                                     | RRCA assessment of satisfaction |

## Appendix F: Definitions

1. PC: Means a personal computer (desktop computer, laptop, notebook)
2. Device: Means a user based computing device, including tablet, smartphone, laptop
3. User: Means an end user of computing resources and/or IT support – typically represented by a login, an email address / account.
4. Services: Include, but are not limited to, application services, support services, strategy and planning services.
5. IT Service Catalogue: A database or structured document with information about all live services, including those available for deployment, includes information about deliverables, contact points, and request processes.
6. Anti Virus: Means anti-virus software, which is software used to prevent, detect and remove malware (of all descriptions), such as: computer viruses, malicious browser add-ons, hijackers, ransomware, keyloggers, backdoors, rootkits, trojan horses, worms, dialers, fraud tools, adware and spyware.
7. Excusable Delay: Means the inability to provide Services under this MoU by reason of fire, earthquake, explosion, flood, other natural disaster or act of God, participant actions, government entities, war, riot, telecommunications or power interruption, unavailability or failure of third party services that could not be foreseen, or any other cause beyond the reasonable control of the Counties.
8. Confidential Information: Means all confidential or proprietary data and information in any form disclosed by either party to the other whether before or after the Effective Date and includes, but is not limited to,

secrets, trade events, ideas, trade processes, systems, plans, product information, customer information, business and financial information, all data and information concerning either party's software programs and services including the source code, specifications, computer codes, documentation, or any part or component thereof, and any and all proprietary information and information received from third parties to whom a duty of confidence is owed. Confidential Information does not include information that: (i) is in the public domain, or that falls into the public domain other than by disclosure or other acts of the persons to whom the Confidential Information was given in confidence or through the fault of the same persons; (ii) is already in the rightful possession of the receiving party prior to its receipt from the disclosing party; (iii) is independently developed by the receiving party without reference to the Confidential Information of the disclosing party; or (iv) is rightfully obtained by the receiving party from a third party.

9. SOW: Means Statement of Work (SOW), which is a document, that describes project work to be undertaken, including scope and a quotation of costs to complete the work. The SOW must be agreed and authorized by both parties before work can begin.

#### Appendix G: Project Services

1. Should a request fall outside the scope of a Work Order, it will be considered a Project.
2. The Counties will work with the Participant to develop a Statement of Work (SOW) that shall document the scope of work, project approach and provide estimates for time and costs required to complete the work.
3. The following template will be used for Projects:

| Section            | Content                                                                                                                     |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------|
| RRCA Project Owner | RRCA's Project Sponsor / Leader                                                                                             |
| Title              | Project title                                                                                                               |
| Background         | Outline about the initiative, what problems its solving, key goals and objectives                                           |
| Scope of Work      | Describe the scope of the project, what the project will implement. Specifics about what is NOT in scope tend to be useful. |

| Section               | Content                                                                                   |
|-----------------------|-------------------------------------------------------------------------------------------|
| Tasks                 | Outline the key tasks, clearly articulate who's accountable for each task                 |
| Schedule / Milestones | Outline the project schedule, document the key milestones, and when they will be achieved |
| Deliverables          | Document the key project deliverables                                                     |
| Timeframe             | Document the implementation timeframe, with clearly defined target date                   |
| Location of Work      | Document where the work will be completed (e.g. onsite, remotely)                         |
| Project Controls      | Document how project decision making will be handled (e.g. scope changes, etc.)           |
| Acceptance Criteria   | Document how the Participant will review and sign off on the completed project.           |
| Estimated Costs       | Documented estimated costs                                                                |
| Approval              | Sign off from both parties to agreed SOW                                                  |



**To:** Board of Directors  
**From:** Lisa Van De Ligt, Team Lead, Communications and Stewardship  
**Date:** November 18, 2025  
**Subject:** Grant Submissions

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## RECOMMENDATION:

THAT the Board of Directors retroactively approve the following requests:

1. \$360,985 from the Ontario Ministry of Environment, Conservation, and Parks for Cooper Marsh Conservation Area and Lakeview Marsh enhancements and restoration;
2. \$4,500 from Ontario Power Generation to support the 2026 RRCA Tree Giveaway and Family Fishing Day events;
3. \$120,235 from Environment and Climate Change Canada for Lakeview Marsh enhancements and restoration;
4. \$74,545 from the Ontario Ministry of Environment, Conservation, and Parks for Lakeview Marsh enhancements and restoration;
5. \$95,132 from the Government of Canada for summer student employment subsidies;

FURTHER THAT the Board of Directors approve partnering with Ontario Federation of Anglers and Hunters to host up to two invasive species technicians in 2026;

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

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## BACKGROUND:

To support and enhance the RRCA's programs and services, staff investigate funding and partnership opportunities and submit grant applications. Some funding opportunities are recurring annual grants and some are 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 applications made to date:

- Requested: \$1,695,281
- Approved: \$899,540
- Pending: \$940,741
- Not approved: \$0

## DISCUSSION:

The following funding opportunities were identified as potential sources of revenue for RRCA programs and projects:

### 1. Project Title: Restoring Provincially Significant Wetlands Within the St. Lawrence River (Cornwall/Akwesasne) AOC

- **Funder:** Ontario Ministry of Environment, Conservation and Parks – Wetland Conservation Partner Program
- **Request:** \$360,985
- **Summary:** The funding will support environmental enhancements and restoration at Cooper Marsh Conservation Area and Lakeview Marsh (e.g. invasive species management, berm maintenance, creation and enhancement of open water habitat).
- **Submission Deadline:** October 8, 2025 (retroactive approval)

### 2. Project Title: 2026 Family Fishing Day and Tree Giveaway Events

- **Funder:** Ontario Power Generation – Community Investment Program
- **Request:** \$4,500
- **Summary:** Funding will support the 2025 RRCA Tree Giveaway and Family Fishing Day events hosted by the RRCA.
- **Submission Deadline:** November 12, 2025 (retroactive approval)

### 3. Project Title: Lakeview Marsh Enhancements and Restoration

- **Funder:** Environment and Climate Change Canada – Habitat Stewardship Fund
- **Request:** \$120,235
- **Summary:** The funding will support environmental enhancements and restoration at Lakeview Marsh (e.g. invasive species management, creation of open water habitat) with the goal of improving habitat quality for the Blanding's turtle.
- **Submission Deadline:** November 13, 2025 (retroactive approval)

### 4. Project Title: Lakeview Marsh Enhancements and Restoration

- **Funder:** Ontario Ministry of Environment, Conservation and Parks – Species Conservation Program
- **Request:** \$74,545
- **Summary:** The funding will support environmental enhancements and restoration at Lakeview Marsh (e.g. invasive species management, creation of open water habitat) with the goal of improving habitat quality for the Blanding's turtle.
- **Submission Deadline:** November 27, 2025 (retroactive approval)

### 5. Project Title: Summer Staff Employment

- **Funder:** Government of Canada – Canada Summer Jobs
- **Request:** \$95,132
- **Summary:** The funding request will offset wages of up to 18 summer employees at the RRCA's three Conservation Areas (Gray's Creek Marina, Charlottenburgh Park, Cooper Marsh Visitors Centre) and RRCA main office.

- **Submission Deadline:** December 11, 2025 (retroactive approval – submitted November 20, 2025)

## 6. Project Title: Invasive Species Technician

- **Funder:** Ontario Federation of Anglers and Hunters
- **Request:** n/a
- **Summary:** The Ontario Federation of Anglers and Hunters (OFAH) partners with organizations throughout the province to host invasive species technicians. Technicians receive their salaries directly from OFAH. The RRCA has hosted an OFAH invasive species technician since 2024 and proposes to host up to two technicians for up to 16 weeks in 2026.
- **Submission Deadline:** December 11, 2025

## RELATIONSHIP TO STRATEGIC PLAN:

### Goal 1: Environmental Conservation & Healthy Living

- 1.0: Embracing a science-based approach to watershed management and environmental stewardship.
- 1.3: Connecting people with nature through positive outdoor experiences.

### Goal 2: Strong Partnerships and 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



**To:** Board of Directors  
**From:** Cheyene Brunet, Stewardship Coordinator (A)  
**Date:** November 18, 2025  
**Subject:** 2026 Tree Planting and Spot Spray Contracts

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## **RECOMMENDATION:**

THAT the Board of Directors approve awarding 2026 tree planting and tending contracts to SJM Tree Planting and Heritage Reforestation Inc. to a combined upset limited of \$38,000 plus HST.

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## **BACKGROUND:**

To increase local forest cover, the Raisin Region Conservation Authority (RRCA) has planted over 1.35 million trees in its watershed through public and private landowner partnerships. Today, most trees are planted under the RRCA's full-service tree planting program, tree seedling sales, tree giveaways, and community tree planting events. The RRCA is on track to plant 60,000 trees in 2026.

The RRCA provides comprehensive tree-planting services for landowners and member municipalities undertaking large-scale initiatives such as afforestation, riparian, windbreak, and restoration plantings. Working closely with landowners, RRCA offers personalized planting plans and a range of services, including site planning, seedling purchase, site preparation, planting, tending, and assessments.

All tree planting costs are 100% cost-recovered through landowner contributions and secured subsidies (e.g., Forests Canada, ALUS Canada and Forests Canada). The RRCA is on track to plant 36,000 in spring 2026 through this initiative in partnership with 35 local landowners.

## **DISCUSSION:**

To support planned tree planting and tending, staff circulated a request for quotes to eight contractors on October 31, 2025 with a closing date of November 7, 2025 at 4:30pm EDT. Staff received five quotes for tree planting and four quotes for tending (i.e. pesticide application).

The table below outlines the received quotes:

| Contractor                        | Price per tree seedling (planting) | Price per tree seedling (tending) | Total Cost per Tree (planting + pesticide) |
|-----------------------------------|------------------------------------|-----------------------------------|--------------------------------------------|
| SJM Tree Planting                 | \$0.52                             | \$0.44                            | \$0.96                                     |
| Kestrel Silviculture LTD.         | \$1.28                             | No Bid                            | No spray                                   |
| Stick & Hero Woodland Restoration | \$0.72                             | \$0.34                            | \$1.06                                     |
| Heritage Restoration Inc.         | \$0.46                             | \$0.46                            | \$0.92                                     |
| Brinkman Reforestation Ltd.       | \$0.66 - \$1.74                    | \$0.34                            | \$1.00+                                    |
| Mufferaw Forestry                 | No Bid                             | No Bid                            | No Bid                                     |
| AC Trees                          | No Bid                             | No Bid                            | No Bid                                     |
| Allumette Forestry Inc.           | No Bid                             | No Bid                            | No Bid                                     |

Contractors were asked to identify the maximum number of trees they could plant in a 4-week (28-day) period, and the maximum number of trees they could spot spray prior to June 1<sup>st</sup>.

Based on cost, capacity, and proven experience, staff recommend awarding SJM Tree Planting (capacity: 12,000 trees) and Heritage Reforestation Inc. (capacity: 25,000 trees) the tree planting and pesticide application contracts to a combined upset limit of \$38,000 plus HST.

The selected contractors will be assigned to site-specific projects based on geographic location, availability, project needs, and experience. Staff will monitor the planting progress throughout the spring and reallocate trees between contractors, if needed, to ensure the trees are planted in the shortest amount of time possible.

#### **RELATIONSHIP TO THE STRATEGIC PLAN:**

Goal 1: Environmental Conservation & Healthy Living



Cheyenne Brunet,  
Stewardship Coordinator (A)