



## Board of Directors Meeting

By Zoom  
<https://us06web.zoom.us/j/85485878053>  
Meeting ID: 854 8587 8053

1:00 pm

October 20, 2021

### **AGENDA**

#### **ROLL CALL**

#### **Declarations of Interest (written)**

#### **Agenda Review**

#### **Approve Consent Agenda**

#### **Main Business**

1. Approval of Minutes:
  - a) Board of Directors, September 15, 2021, Page #2
  - b) Board of Directors, October 7, 2021, Page #7
2. Watershed Condition Report, Report #3173/21 (J. North), Page #10
3. Update: New Regulations under the *Conservation Authorities Act*, Report #3174/21 (S. McIntyre), Page #12

#### **Finance & Administration Committee**

4. Workforce Plan, Report #3168/21 (S. McIntyre), Page #17
5. 2022 Budget Assumptions, Report #3167/21 (S. McIntyre), Page #54
6. 2022 Fee Schedule Update, Report #3166/21 (M. Craig/A. Millar), Page #57
7. Nature Smart Climate Solutions Fund Grant, Report #3165/21 (S. McIntyre), Page #67

#### **Policy & Priorities Committee**

8. COVID-19 Vaccination Policy, Report # 3169/21 (S. McIntyre), Page #70
9. Stewardship Plan, Report #3170/21 (J. Falsetti), Page #75

#### **Consent Agenda**

10. Update re: Mill of Kintail Museum, Report #3172/21, Page #103
11. IPCC Report on Climate Change and MVCA, Report #3171/21, Page #107
12. Consent Agenda Procedure Update, Report #3175/21, Page #113
13. General Manager Update, Report #3176/21, Page #114

#### **ADJOURNMENT**



**Board of Directors**

**MINUTES**

Via Zoom

September 15, 2021

**MEMBERS PRESENT**

J. Atkinson, Chair  
J. Mason, Vice-Chair  
F. Campbell  
R. Darling  
E. El-Chantiry  
G. Gower  
B. Holmes  
J. Karau  
C. Kelsey  
B. King  
C. Lowry  
C. Rigelhof  
P. Sweetnam

**MEMBERS ABSENT**

J. Inglis  
P. Kehoe  
A. Tennant  
K. Thompson

**STAFF PRESENT**

S. McIntyre, General Manager  
A. Millar, Treasurer  
M. Craig, Manager of Planning and Regulations  
J. Cunderlik, Director, Water Resource Engineering  
R. Fergusson, Operations Supervisor  
J. North, Water Resource Technologist  
L. Williams, Recording Secretary

**VISITORS PRESENT**

Laura Cummings

J. Atkinson called the meeting to order at 1:01pm.

J. Atkinson respectfully recited the following Land Acknowledgement Statement:

*September 30 marks our country's first National Day for Truth and Reconciliation. A day to remember, to learn, and to work for change.*

*As the descendant of people who settled and prospered on the lands of many First Nations I, like so many others, was raised without knowing the history of the land and the people who have cared for it since the beginning. My own path toward learning that history and the truth of my people's relationship with that land and the people we displaced remains long. But I commit to making that journey. And I know that I will not be alone.*

*In that spirit, I want to respectfully acknowledge that the Board of the Mississippi Valley Conservation Authority meets on the traditional and unceded territory of the Algonquin Anishinaabeg people and is charged by the Crown with the conservation of the watersheds of the Mississippi and Carp rivers, both of which flow through that land, as well as the traditional territories of the Huron-Wendat and Michi Saagiig Nishnaabeg.*

*We offer our gratitude to the first peoples for their care for and teachings about our earth and our relations. As we move together along the path of reconciliation, may we relearn and once again honour those teachings and bring them into the work that we do here.*

*As we meet today, and I reflect on the meaning behind our new National Day for Truth and Reconciliation, I observe that voices are missing from our table.*

*That lands of cultural significance are not included among the lands we are charged to protect and conserve by the Crown.*

*That vital and traditional species have and continue to be put at risk by the work that we do.*

*And that waterways named to recognize the first people who lived on them at the time of settlement still do not bear their true names.*

*We have much work to do.*

*Thank you and Miigwech.*

R. Darling made a personal statement following the Acknowledgement.

**B09/15/21-1**

**MOVED BY: F. Campbell**

**SECONDED BY: B. King**

**Resolved, That the Agenda for the September 15, 2021 Board of Directors meeting be adopted as presented.**

**“CARRIED”**

**B09/15/21-2**

**MOVED BY: E. El-Chantiry**

**SECONDED BY: B. King**

**Resolved, That the Consent Agenda for the September 15, 2021 Board of Directors meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS**

**1. a) Approval of Minutes – Board of Directors**

**B09/15/21-3**

**MOVED BY: J. Karau**

**SECONDED BY: F. Campbell**

**Resolved, That the Minutes of the Mississippi Valley Board of Directors Meeting held on July 21, 2021 be received and approved as printed.**

**“CARRIED”**

**b) Approval of Minutes – Special Meeting of Board of Directors**

**B09/15/21-4**

**MOVED BY: C. Rigelhof**

**SECONDED BY: G. Gower**

**Resolved, That the Minutes of the Mississippi Valley Board of Directors Special Meeting held on September 9, 2021 be received and approved as printed.**

**“CARRIED”**

**2. Watershed Condition Report**

J. North advised that current conditions were consistent with normal, historic levels. August was a hot and dry month, however, lake levels in the main river system flows are fairly stable and remain at normal levels for this time of year. The level at Crotch Lake levels is above average and is supplementing downstream flows. Annual draw down of some of the upper lakes has begun with most beginning after Thanksgiving weekend. The slide presentation will be circulated to members following the meeting.

**3. Proposed Fee for MZO Permit Applications, Report 3157/21**

M. Craig explained that the creation of a new fee for issuing regulatory permits for developments approved via Minister’s Zoning Order (MZO) under the *Planning Act*, Bill 197, 2020 is recommended due to the complexity of the requirements of these applications. It is

recommended that the MVCA Fee Schedule be updated to include a fee specifically for MZO with an additional fee for technical reviews.

E. El-Chantiry clarified that fees that are imposed by the Authority are typically set on a cost recovery basis - the fee covers the cost of providing the service. E. El-Chantiry was interested to learn how the new proposed fee would be determined as well as how many MZO's MVCA anticipates processing in the fees.

M. Craig explained that due to the complexity of the MZO processes versus a traditional application process the cost difference could be significant. The new fee will also need to be consistent with the other Conservation Authorities within our servicing area. There have been no MZO applications processed to date in MVCA's jurisdiction, although determining a fee before an application is received is recommended.

E. El-Chantiry suggested that once an MZO has been processed that staff evaluate the actual time and resources spent on the process to determine if the newly imposed fee is adequate and provide this information to the Board.

S. McIntyre agreed that the October report that will set 2020 fees will include the proposed MZO fees along with the rationale for the proposed amounts.

J. Karau made comment that the MZO process focussed on mitigation and proposed that the process consider adaptation as another means of negotiation with the developer.

M. Craig explained that MVCA would provide guidance documents and that the developer / property owner can always appeal if they are not satisfied with the recommendations. MVCA is learning from other Authorities on their experiences with MZO processes and outcomes and anticipate using this information to develop guidance documents to assist with the process.

P. Sweetnam questioned if the estimated fee would cover any future challenges of MZO processes. M. Craig responded that due to the complexity of reviewing an MZO process that it would not take long to absorb the fee as proposed.

**B09/15/21-5**

**MOVED BY: C. Lowry**

**SECONDED BY: E. El-Chantiry**

**Resolved, That the Board direct staff to add a new fee during the next update of the MVCA Fee Schedule for the processing of applications under Section 28.0.1 of the *Conservation Authorities Act* to recover the higher costs associated with projects approved by Ministerial Zoning Order.**

**"CARRIED"**

**4. Timeline Performance Report for Section 28 Applications, Report 3158/21**

Staff Report 3158/21 was provided for information. M. Craig explained that the purpose of the report is to document and publish the performance of MVCA in complying with Conservation

Ontario council-approved timelines for the issuance of permits under the *Conservation Authorities Act*. The report reflected that MVCA processed most of the permit applications within the target timelines with the exception of a few applications. Reporting of results is intended to occur twice annually with results posted and provided to Conservation Ontario.

J. Karau suggested that this positive information be shared with MVCA partners. S. McIntyre will include these positive results in her regular Board Update that is circulated to all municipal partners following each meeting.

C. Lowry asked if applications are reviewed for completeness when they are submitted to avoid delays. M. Craig encourages anyone considering building or alterations to arrange a pre-consultation meeting to review and discuss the requirements so that the applicant is clear on what is required for their application to be deemed complete. This pre-consultation meeting will identify if professional services are required for aspects of their application process at the onset.

F. Campbell enquired if there was a checklist or guideline to provide to applicants to assist with the permit process. M. Craig responded that there are checklists and guidelines, that are in the process of being updated, to aid applicants.

5. Ontario Regulation 153/06 Permit Activity, Report 3159/21

Staff Report 3159/21 was provided for information. The report showed that permit activity has been high and is anticipated to remain above normal for the balance of 2021.

J. Atkinson asked for the reasoning for the increased activity in 2021. M. Craig reported rebuilds, shoreline building, and building on properties that are marginal (adjacent to wetlands) has increased. Building on marginal lands results in more complex application review processes and increased staff time due to their complexity.

6. Drainage Grading Presentation

Provided for information. M. Craig explained that the number of rebuilds increased following the 2017 flooding of Dalhousie Lake, Mississippi Lake and Constance Bay. M. Craig described the importance of property drainage and grading as well as the impacts of adding fill to one property can impact the neighbouring properties. Grading plans that are required by each jurisdiction are completed by qualified professionals and include floodproofing requirements, access, extent of fill, drainage and swales, retaining walls, location of house/structure and septic system.

**ADJOURNMENT**

The meeting was adjourned at 2:01 p.m.

**B09/15/21-6**

**MOVED BY: B. King**

**SECONDED BY: R. Darling**

**Resolved, That the Board of Directors meeting adjourned.**

**“CARRIED”**

**“L. Williams, Recording Secretary**

**J. Atkinson, Chair”**



**MINUTES**

Via Zoom

October 7, 2021

**MEMBERS PRESENT**

J. Atkinson, Chair  
J. Mason, Vice-Chair  
F. Campbell  
E. El-Chantiry  
B. Holmes  
J. Inglis  
J. Karau  
P. Kehoe  
C. Kelsey  
B. King  
C. Lowry  
C. Rigelhof  
P. Sweetnam  
A. Tennant

**MEMBERS ABSENT**

R. Darling  
G. Gower  
K. Thompson

**STAFF PRESENT**

A. Millar, Treasurer  
J. Cunderlik, Director, Water Resource Engineering  
C. McGuire, Water Resources Engineer  
E. Levi, Recording Secretary

J. Atkinson called the meeting to order at 9:00 a.m.

**B10/07/21-1**

**MOVED BY:** J. Inglis

**SECONDED BY:** C. Lowry

**Resolved, That the agenda for the October 7, 2021 meeting of the Mississippi Valley Conservation Authority Board of Directors be adopted as presented.**

**“CARRIED”**

MVCA Special Board of Directors Meeting  
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## **BUSINESS**

### **1. Shabomeka Lake Dam Contract Awards**

J. Cunderlik presented the Board with Staff Report 3164/21 outlining three Phase 1 tender bids received in October 2021 for the Shabomeka Lake Dam Rehabilitation Project. The bids were reviewed for errors and omissions. The lowest bid submission was found non-compliant with respect to project schedule and previous project experience. The second lowest bid, submitted by Louis W. Bray Construction Ltd., is recommended for contract award. Additionally, The MVCA requires a consultant to complete contract administration and inspection services for the project. A request for proposals was issued to three service providers and a proposal was received from D.M. Wills Associates Ltd. in the amount of \$60,840 plus HST.

J. Cunderlik commented that once the contracts were awarded, construction may begin as soon as possible. He noted there may be a need to extend some of the permits. A structure assessment for safety of access will be required and the following step would be to develop a plan for Phase 2 which is for the replacement / rehabilitation of the structure.

There was a brief discussion regarding access to the dam by the North Shore residents and where they were to be redirected during construction. J. Cunderlik advised J. Inglis that temporary access will be provided at times during construction when it is deemed safe to do so and that advanced notification would be provided to the area residents.

A. Tennant inquired as to whether a penalty clause was included for any potential delays in the project due to contractor over-commitments. J. Cunderlik confirmed a penalty clause was included in the contract.

P. Sweetnam received confirmation from J. Cunderlik that the contract administration costs would be eligible for WECl funding.

### **B10/07/21-2**

**MOVED BY: P. Kehoe**

**SECONDED BY: E. El-Chantiry**

**Resolved, That the Board endorse award of the Shabomeka Lake Dam construction services to Louis W. Bray Construction Ltd. in the amount of \$1,129,700 plus HST and contract administration and inspection services to D.M. Wills Associates Ltd. In the amount of \$60,840 plus HST.**

**“CARRIED”**

## **ADJOURNMENT**

The meeting was adjourned at 9:25 a.m.

### **B10/07/21-3**



MVCA Special Board of Directors Meeting

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**MOVED BY: F. Campbell**

**SECONDED BY: B. King**

**Resolved, That the Board of Directors meeting be adjourned.**

**“CARRIED”**

‘E. Levi, Recording Secretary

J. Atkinson, Chair’

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## REPORT

3173/21

TO:	Sally McIntyre, General Manager
FROM:	Jennifer North, Water Resource Technologist
RE:	<b>State of Mississippi Watershed</b>
DATE:	October 14, 2021

### For Information.

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In late September the Mississippi River system received over 250 mm of rainfall, which has caused higher than normal flows and levels for this time of year throughout the watershed. Flows in the main river have been increased to 20 cubic meters per second (cms) to accommodate and move excess water through the system.

Crotch Lake is currently one meter above its historical average for this time of year with a current outflow of approximately 15 cms. Inflow from the upper lakes has impacted water levels on Crotch Lake which continue to build. OPG has not begun to operate the dam to refill the lake from the discharge from the upper lakes as the lake has been building on its own. Crotch Lake will continue to build through to early January and then will be drawn down to provide maximum storage in the system by early to mid-March.

We anticipate flows in the main stem of the Mississippi River to be slightly higher than normal through the remainder of the fall as this additional water moves through the system. All dams will be operated through the fall and winter to try to maintain levels within the normal operating rule curves for the structures as set by the *Water Management Plan*.

Drawdown of Shabomeka Lake began in early September to accommodate reconstruction of the dam. Logs were removed at Mazinaw dam to stabilize lake levels from the increased inflows from Shabomeka. Drawdown on Mazinaw Lake will start as normal in early November to allow for boat traffic during hunting season.

Draw down of Kashwakamak and Big Gull started earlier than normal due to the significant rainfall; 6 logs have already been removed from Kashwakamak dam and 4 logs have been pulled from Big Gull dam.

Draw down of Mississagagon, Summit and Widow lakes started after the Thanksgiving weekend, and levels are expected to drop over the next two months as is typical for this time of year.

Kashwakamak Lake levels will stabilize in early November as the fall drawdown of Mazinaw Lake begins. Mississagagon and Big Gull Lakes are expected to be at their winter holding level by early November. Levels on Kashwakamak and Mazinaw Lakes normally reach their winter holding levels between early January and early February.

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## REPORT

3174/21

TO:	Board of Directors, MVCA
FROM:	Sally McIntyre, General Manager
RE:	<b>New Regulations under the CA Act</b>
DATE:	October 14, 2021

### For information.

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#### 1.0 PURPOSE

On October 7, 2021, the province released the new regulations under the Conservation Authorities Act.<sup>1</sup> The purpose of this report is to provide a preliminary summary and assessment of the impact of the regulations on the Authority. Further information may be presented in future as details become better understood.

#### 2.0 BACKGROUND

In June 2019 and again in December 2020 the province made changes to the *Conservation Authorities Act*. Most amendments were *not* enacted pending the development of regulations. Elements that were enacted have already been addressed by MVCA (e.g. length of Chair term.) The following new regulations were released earlier this month:

**O. Reg. 686/21: Mandatory Programs and Services.** This regulation prescribes the mandatory programs and services CAs are to provide. (Effective January 1, 2022.)

**O. Reg. 687/21: Transition Plans and Agreements** for Programs and Services Under Section 21.1.2 of the Act. This regulation requires each CA to have a ‘transition plan’, to develop an inventory of programs and services, and to enter into agreements with participating municipalities to fund non-mandatory programs and services. (Now in effect.)

**O. Reg. 688/21: Rules of Conduct in Conservation Areas.** This regulation consolidates numerous regulations made under Section 29 of the *Conservation Authorities Act* into one Minister’s regulation that governs public use of all CA-owned land. (To take effect when

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<sup>1</sup> <https://ero.ontario.ca/notice/019-2986>

unproclaimed provisions of the *Conservation Authorities Act* that deal with development permissions come into effect, tbd.)

Further regulations are expected over the coming months that will deal with financial matters such as fee setting, and Section 28 of the Act that deals with permits and permitting authority.

### **3.0 HIGHLIGHTS**

A *Regulatory Proposal Consultation Guide*<sup>2</sup> published in May 2021 contained several matters of significant concern to conservation authorities. The following points summarize the province's decisions on those matters:

- Passive recreational programs and services at conservation areas will remain eligible for funding by the municipal levy, however activities like the MOK Museum will not.
- Due to delays in issuing the regulations, changes to the municipal levy will take effect January 1, 2024. MVCA has two years to transition the museum off of the general levy.
- What was previously referred to as Memoranda of Understanding (MOUs) with municipalities are now called a Cost Apportioning Agreement (CAA).
- CAs must collect and submit surface and ground water samples to the province, calibrate equipment, and related activities at their expense. The province will only share in costs related to well establishment and decommissioning.
- Source Protection Authority responsibilities remain mandatory. The document is silent on cost sharing with the province. Future downloading is possible.
- CAs continue to have delegated authority from the province to comment on its behalf on planning applications for compliance with natural hazard policies contained in provincial policy statements. Costs for this service will continue to be borne by the municipal levy.
- An Advisory Committee to the Board will not be mandatory but the Minister may appoint an agricultural representative to the Board.
- Watershed planning is mandatory, however, the scope of expenses that can be recovered via the municipal levy will be reduced.

### **4.0 TRANSITION PLANS AND AGREEMENTS**

By the end of this year, Conservation Authorities are to prepare and submit a Transition Plan to member municipalities that identifies its approach and timelines to complete the following:

Phase 1 – Categorize and cost existing and planned programs and services.

Phase 2 – Seek execution of Cost Apportioning Agreements.

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<sup>2</sup> [https://prod-environmental-registry.s3.amazonaws.com/2021-05/CAA\\_Phase%201\\_Reg.%20Posting%20Consultation%20Guide\\_FINAL.pdf](https://prod-environmental-registry.s3.amazonaws.com/2021-05/CAA_Phase%201_Reg.%20Posting%20Consultation%20Guide_FINAL.pdf)

## Phase 1

The regulations identify three categories of programs and services:

Category 1 – mandatory programs and services eligible for the general municipal levy

Category 2 – non-mandatory programs and services that a municipality could deliver (largely related to responsibilities under the *Planning Act*.)

Category 3 – other programs and services.

Conservation Authorities are to complete categorization and costing of existing and proposed programs by February 28, 2022. MVCA has largely completed this task except for calculation of the 5-year average costs prescribed by the regulation. Some minor adjustments amongst the categories may be needed.

## Phase 2

All Category 2 and 3 programs and services that will require municipal funding to be implemented will require agreements with funding municipalities. All agreements are to be in place by January 1, 2024 to allow for implementation by the 2024 Budget. Quarterly progress reports are to be submitted to province commencing July 2022. If needed, a CA may request an extension to the deadline no later than October 1, 2023.

The regulation is silent on whether conservation authorities may enter into agreements with counties in lieu of multiple municipal agreements. Further clarification on this matter will be sought. MVCA is collaborating with other Eastern Ontario CAs on this work to ease the burden on member municipalities.

## 5.0 OTHER NEW REGULATORY REQUIREMENTS

The regulations prescribe six new mandatory deliverables to be completed by December 31, 2024:

1. Ice management plan(s), to include:
  - how ice may increase the risk of natural hazards; and
  - the steps need to mitigate these risks, and associated equipment/other resources.
2. Natural hazard infrastructure operational management plan(s).
3. Natural hazard infrastructure asset management plan(s).
4. A conservation area strategy, to include:
  - objectives related to land it owns and controls, including policies governing the acquisition and disposition of land.
  - list of mandatory and non-mandatory programs and services that are provided at those sites.

- an assessment of how the lands owned and controlled by the authority may,
    - augment any natural heritage located within its area of jurisdiction, and
    - integrate with other publicly owned lands or other publicly accessible lands and trails within its jurisdiction.
  - land use categories for the purpose of classifying lands in the land inventory (see below.)
  - a process for the periodic review and updating of the strategy that includes stakeholder and the public consultation.
5. A conservation land inventory, to include:
- the location and date of acquisition of the parcel, and how it was acquired.
  - registered legal interest in the parcel, and associated mapping.
  - Land use on the site including recreational uses and commercial logging.
6. A watershed-based resource management strategy, to include:
- guiding principles and objectives.
  - a summary of existing technical studies, monitoring programs and other information on the natural resources.
  - a review of the authority's programs and services provided for the purposes of:
    - determining if the programs and services comply with the regulations.
    - identifying and analyzing issues and risks that limit the effectiveness of the delivery of these programs and services, and
    - identifying actions to address the issues and mitigate the risks identified by the review, and providing a cost estimate for the implementation of those actions.
  - a process for the periodic review and updating of the strategy that includes stakeholder and the public consultation.

## **6.0 IMPACTS TO MVCA**

MVCA is well positioned to implement the new requirements as several elements already exist, are under development, or plans are in place to complete them. However, more information is required, for example, regarding the scope and level of detail to be required by the Operating Plans and Asset Management Plans. As details become known, staff will be in a better position to know whether new regulatory requirements will place significant burdens on existing resources and if completion by the deadlines is feasible.

## **7.0 CORPORATE STRATEGIC PLAN**

Work on this initiative will be carried out in support of the following goals under the *Corporate Strategic Plan*:

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

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



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## REPORT

3168/21

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>Workforce Plan</b>
DATE:	October 5, 2021

### RECOMMENDATION

That the Finance and Administration Committee recommend that the Board:

- a) Receive the attached *Workforce Plan*.
- b) Adjust the 2022 Operating Budget Assumptions to increase the municipal levy ~~by an additional \$87,036~~ **in the amount as prescribed by Table 2** to provide for workforce adjustments.

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### 1.0 PURPOSE

At the April 9, 2021 meeting of the Board of Directors, the General Manager received direction to prepare a proposal for addressing workload and succession planning needs of the organization. Key concerns discussed at the time included the following:

- inadequate staff resources to meet increased workloads;
- stress and morale issues in the workplace due to the above and other factors;
- inadequate resiliency to accommodate staff departures and extended leaves; and
- the need to provide a desirable work place with competitive wages and benefits.

The purpose of this report is to table the attached *Workforce Plan* and obtain budget direction regarding proposed actions to improve workplace health and resiliency.

### 2.0 CURRENT STATE

#### 2.1 Workload

As identified in April, MVCA staff have seen a significant increase in workload in recent years without an adequate increase in resources. Workload increases have been largely due to the following:

- Implementation of projects designed to future-proof member municipalities and land owners from the impacts of climate change. This includes implementation of the asset management plan, development of a watershed model, and update of flood plain mapping as set out in the 2020 *Interim Financial Plan*.
- Increases in planning and permit applications due to land development pressures and reconstruction demands associated with the 2017 and 2019 floods that are ongoing. The combined value of lots and units approved in 2020 alone is estimated to exceed \$1.1 billion.
- Increases in engineering requirements due to the above growth and reconstruction coupled with the demands of the Authority's asset renewal capital program.
- Increasingly complex applications due to the presence of hazards adjacent to or within designated urban areas.<sup>1</sup>
- Legislative changes and regulatory consultations and associated organizational impacts such as defunding of museum operations and a 50% drop in provincial funding.

To address these needs, some vacancies were not filled and resources that were previously used to address summer workloads and provide vacation coverage were converted to full-time contract positions to support delivery of planning and regulations services and other priorities of the organization. There is no remaining ability to reallocate compensation dollars within the operating budget to meet workload demands.

## **2.2 Workplace Health**

An independent psycho-social survey of MVCA employees carried out in August, 2021 found a high degree of workplace stress and dissatisfaction. Key findings included:

- 78% feel that MVCA has inadequate staff resources.
- 60% feel that MVCA has an unhealthy psychological climate.
- 43% are experiencing symptoms of burnout.
- 40% feel that their work at MVCA interferes with their private life.
- 37% feel that MVCA does not provide good job security.

Survey results point to potential risks to employee health, corporate financial health, and to organizational capacity and functioning. The management team is working with the Joint Health & Safety Committee (JH&SC) to better understand and address these matters, but it is clearly

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<sup>1</sup> For example, the number of wetland permits has steadily increased from an average of 12 per year (2015-2018) to 39 per year (2019-2021 YTD.) Similarly, applications requiring Environmental Impact Statements (EIS) have increased from an average of 18 per year (2016-2018) to an average of 29 per year (2019-2021 YTD.)

understood by both that insufficient staff resources is the root cause for many of the issues identified in the survey.

## **2.3 Corporate Resiliency**

The following service delivery areas have limited to no duplication in skills and knowledge:

- Capital project planning and management;
- Watershed modeling and flood plain mapping;
- Financial management; and
- IT, data security and web management.

Additional resources and, where appropriate, cross-training are needed to reduce vulnerabilities in these areas.

While there is good duplication of skills and knowledge in the Planning & Regulations group, this is undermined by the sheer volume of work. Improvements are needed in organizational design to effect improved workload management and succession planning, and the capacity to accommodate employee absences from the workplace.

## **2.4 Workplace Culture and Performance**

While performance results tabled in September 2021 indicate a high degree of success in meeting planning and permit service levels, they belie the impact that workloads are having on staff and the organization as a whole. Conservation Ontario standards are being met and the capital program delivered largely due to employee dedication, a significant increase in overtime<sup>2</sup>, and a reduction in other levels of service.

For example, MVCA has a tradition of providing applicants with the support needed to ensure that proposed plans meet regulatory requirements while mitigating financial impacts. This has been achieved through pre-consultation meetings, site visits, phone conversations, and email correspondence. It is no longer possible to provide this level of service to landowners on a consistent basis. Furthermore, it is often difficult for staff to accommodate requests for support from each other, with consequent impacts on team spirit, and workplace cohesion, satisfaction and morale.

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<sup>2</sup> Overtime increased from 1856 hours in 2016 to 2584 hours in 2020. MVCA does not pay for overtime but provides Time-off-in-Lieu (TOIL) which must be taken by fiscal year-end. For this reason, staff tend to take TOIL before taking vacation, and there is an increasing liability associated with unused vacation banks.

### 3.0 PROPOSED CORRECTIVE ACTIONS

A variety of actions are identified in Table 1 and described more fully in the attached *Workforce Plan*.

**Table 1: Three-year Implementation Plan**

Action	2021	2022	2023	2024
1. Develop and implement plan for addressing psycho-social issues in the workplace				
2. Management and supervisor training				
3. Explore shared service opportunities				
4. Determine approach to H&S Coordinator role				
5. Clarify roles and responsibilities for ICT				
6. Update/Create new Job Descriptions				
7. Job Evaluation and Market Assessment				
8. Budget incr. to accommodate new positions				
9. Budget incr. to enable wage adjustments				
10. Budget incr. to make contract pos. permanent				
11. Carry-out fee study				
12. Adjust Fee Schedule to incr. cost recovery				
13. Establish reserve for planning and regulations				
14. Cross-train staff in key functions				
15. Review Employee Manual policies				
16. Review education programming approach				
17. Implement automated timesheet and payroll systems				
18. Develop and implement volunteer program				

Some of the above actions are intended to offset budget pressures. For example, a Fee Study and adjustments to the fee schedule are proposed post implementation of the new regulations to fully recover costs for some positions, moving them off of the levy. Proposed positions represent the additional resources required to meet volume demands in planning and regulations applications.

## 4.0 FINANCIAL IMPACTS

Financial impacts are summarized in Table 2. The first line shows what was presented in Report 3167/21 for the 2022 Operating Budget, and includes previously approved wage adjustments and their phasing onto the municipal levy.

New Pressures are categorized as follows:

- Wages and Benefits – new unbudgeted positions, conversion of contract to permanent positions, and net reassignment of vacant positions.
- HR Support – costs to carry out job evaluations, market assessments, and review and update Employee Manual policies.
- Training – technical cross-training of staff, and management and supervisory training.
- Alternative Service Delivery – accessing support from contractors and other CAs for low-volume high-specialty work.

The table also shows Offsetting Revenues to be achieved through the following:

- Enhanced Cost Recovery – designate some positions as full-cost recovery and transfer those costs onto planning and regulation fees.
- Grants – 50% offset for new student positions.
- Shared Service Delivery – sharing staff/expertise with other conservation authorities, Mississippi Valley Conservation Foundation (MVCF), and Mississippi Madawaska Land Trust on a cost recovery basis.

The financial impact of proposed actions on the 2022 Operating Budget is \$348,143, of which 25% or \$87,036 is proposed to be placed on the municipal levy in addition to what has already been approved. The balance would be paid from the Operating Reserve, as shown in Table 2.<sup>3</sup>

The Operating Reserve is projected to have a 2021 Year-end balance of \$924,595, or approximately 34.5% of the 2021 Annual Operating Budget. The proposed withdrawal of \$261,107 would reduce this to \$663,488, or approximately 3 months cash flow.

Ideally, the Operating Reserve should have no less than 3-months operating funds.<sup>4</sup> While this target can be met in 2022, based upon the phase-in schedule contained in Table 2, it will be challenging in 2023 and 2024 and will depend upon whether there are year end surpluses.

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<sup>3</sup> The General Manager of Planning, Infrastructure, and Economic Development at the City of Ottawa has been briefed on this potential additional pressure on the municipal levy.

<sup>4</sup> <https://www.propelnonprofits.org/resources/nonprofit-operating-reserves-policy-examples/>

Currently, the Authority does not have a policy regarding minimum and maximum operating reserve balances.

### **CORPORATE STRATEGIC PLAN**

Preparation and implementation of the *Workforce Plan* supports Goal 3: People and Performance, which is to “support the operational transformations required to achieve MVCA’s priorities and to address legislative changes.

- a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.
- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.
- c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.”

**Table 2: Financial Impacts / Implementation Plan (\$2021)**

Item	2022	2023	2024
<b>Previously approved increases to the levy<sup>5</sup></b>	<b>\$30,583</b>	<b>\$57,699</b>	<b>\$69,457</b>
<b>New Pressures</b>			
Wages and Benefits <sup>6</sup>	\$278,194	\$261,080	\$261,080
HR Support <sup>7</sup>	\$30,000	\$10,000	\$10,000
Training <sup>8</sup>	\$5,000	\$5,000	\$5,000
Alternative Service Delivery <sup>9</sup>	\$72,132 <sup>10</sup>	\$72,132 <sup>11</sup>	\$57,132
Subtotal	\$415,909	\$405,911	\$402,669
<b>Offsetting Revenues</b>			
Enhanced Fee Recovery			\$39,492 <sup>12</sup>
Grants	\$67,766	\$67,766	\$67,766
Shared Service Delivery		\$41,723	\$41,723
Subtotal	\$67,766	\$109,489	\$148,981
<b>NET IMPACT</b>	<b>\$348,143</b>	<b>\$296,422</b>	<b>\$253,688</b>
<b>Municipal Levy</b>	25% (\$87,036)	50% (\$148,211)	100% (\$253,688)
<b>Operating Reserve</b>	75% (\$261,107)	50% (\$148,211)	0%

<sup>5</sup> Wage increases approved by reports 3102/20 and 3125/21 for phasing onto the municipal levy in 2023 and 2024.

<sup>6</sup> Net staffing pressures including overhead and computer set-up.

<sup>7</sup> Includes average of \$10k for HR support services.

<sup>8</sup> Technical cross-training and management/supervisor training.

<sup>9</sup> Incl. recurring cost for outsourcing specialized communications services, health and safety services, administration of summer camp program, and implementation of payroll and timesheet solutions.

<sup>10</sup> Incl. review of the Education program.

<sup>11</sup> Incl. Fee Study in partnership with RVCA and SNC.

<sup>12</sup> 100% of base pay for designated positions, minus 5-year average annual P&R fees.



## Workforce Plan

**October, 2021**

**DRAFT**



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## 1.0 INTRODUCTION

At the April 9, 2021 meeting of the Board of Directors, the General Manager received direction to prepare a proposal for addressing workload and succession planning needs of the organization. Key concerns discussed at the time included the following:

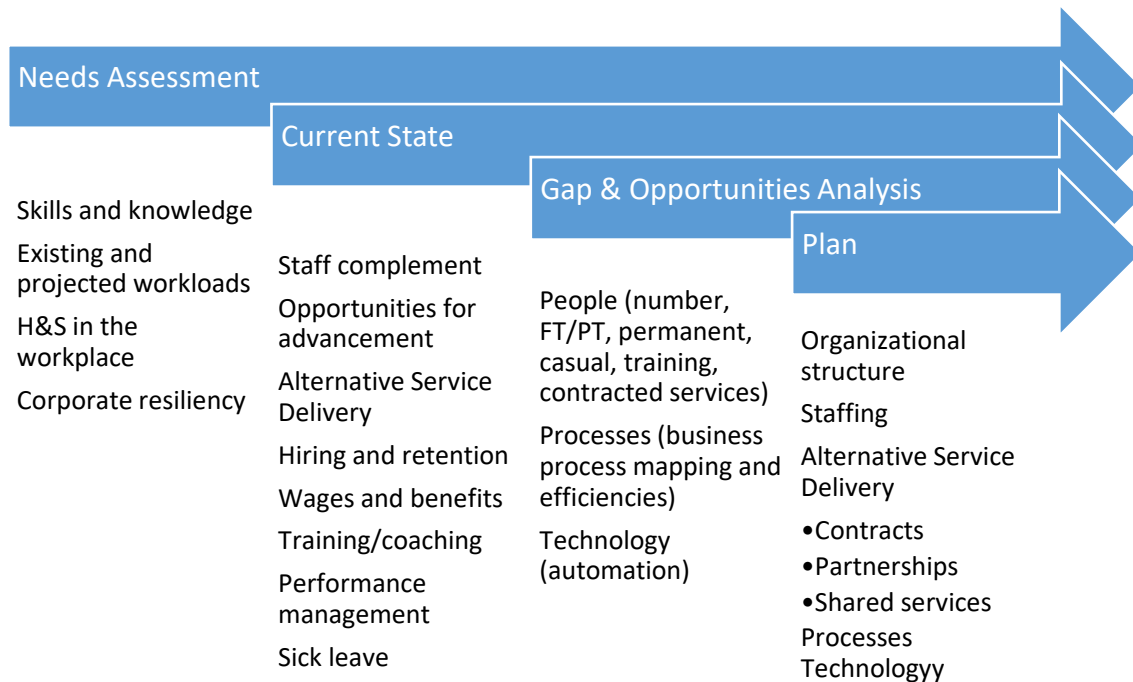
- inadequate staff resources to meet increasing workloads;
- stress and morale issues in the workplace due to the above and other factors;
- inadequate resiliency to accommodate staff departures and extended leaves; and
- the need to provide a desirable work place with competitive wages and benefits.

The objective of this Workforce Plan is to establish an approach to organizational design, staffing, training and compensation, and contracted and shared services that ensures MVCA is able to attract and retain quality staff, maintain a healthy work environment, and is resilient to staff turn-over and fluctuations in workload.

## 2.0 WORKFORCE PLANNING

This Workforce Plan outlines existing and projected needs and challenges, presents current state and gaps in the workforce complement, and proposes a three-year plan for addressing workforce issues including associated costs and benefits. Figure 1 illustrates the key steps carried out in preparation of this report.

Figure 1: Workforce Planning



## 3.0 NEEDS ASSESSMENT

### 3.1 Skills and Knowledge

The *Conservation Authorities Act*<sup>1</sup> identifies three spheres of responsibilities for conservation authorities:

- risk of natural hazards
- conservation and management of lands, and
- source water protection

Delivery of this **mandate** requires the following fields of expertise:

- Flood forecasting, water management, and asset management: engineering, engineering technology, modeling, programming, GIS, project management
- Administration of Regulation: environmental planning and enforcement
- Dam operations and maintenance of conservation areas: skilled labour
- Resource planning: environmental planning, GIS, resource management
- Source water protection: environmental technology<sup>2</sup>

The Authority also has **delegated powers from the province** to review and comment on planning applications for compliance with provincial policy<sup>3</sup> concerning natural hazards. In the County of Lanark and City of Ottawa, the Authority has **memoranda of understanding** to review and comment on planning applications on matters related to provincial policy.<sup>4</sup> These services necessitate skills and knowledge in the fields of environmental planning, engineering, hydrogeology, and field ecology.

MVCA also delivers outreach programs and ecological monitoring that require the following skills: field ecology, resource management, project management, and communications.

The Authority is administered by a Board of Directors and two standing committees and is subject to a variety of legal requirements. Areas of expertise required to ensure proper corporate governance and administration include: financial management, information and communications technology and data management, human resources, records management, facilities management, communications, legal, and operations management.

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<sup>1</sup> Section 20.1.1 per Bill 108/19 and 229/21, awaiting enactment as of writing this report.

<sup>2</sup> Overall program management is led by RVCA on behalf of the MRSPR, however, new regulations are expected to require MVCA to provide field support for the monitoring of surface and ground water.

<sup>3</sup> Section 3.1 of the Provincial Policy Statement.

<sup>4</sup> Sections 2.1 and 2.2, specifically: natural heritage, hydrogeology, and stormwater management.

A comprehensive list of the programs and services delivered by the Authority is contained in Appendix A.

### 3.2 Existing and Projected Workloads

Workloads at MVCA have increased significantly in recent years, particularly in two units: Water Resource Engineering, and Planning and Regulations. Current and projected pressures are due to the following:

- Embarkment of a capital renewal program to address ageing assets to ensure their integrity and continued operability to mitigate risks to the public.
  - Works-in-progress (WIP) are the Shabomeka Lake Dam, review of the Kashwakamak Lake Dam, and an erosion control project on the Carp River.
- Due to increasing development and the impacts of climate change, it is necessary to review and update existing flood plain mapping:
  - WIP are update of flood plain mapping for the Casey Creek, upper and lower Carp River, and review and update of the Lower Mississippi River; and a watershed-wide flood risk assessment study being carried out in partnership with Rideau Valley and South Nation conservation authorities.
- The *2020 Interim Financial Plan*, *2021 Corporate Strategic Plan*, and *2021 Mississippi River Watershed Plan* identify areas of risk and strategic importance, and several priority projects are now underway. For example, changing climate patterns necessitate modelling of the watershed to aid in flood forecasting and warning, and to identify options for mitigating the impacts of extreme floods and droughts, the earlier onset of the spring freshet, and changing ice regime.
- The lower Mississippi and the Carp watersheds are two of the fastest growing areas in Canada resulting in a steady increase in planning and permit applications. Recent population growth in Beckwith, Drummond/North Elmsley, Carleton Place, and Mississippi Mills has ranged from 6.5 to 14.8%—well above the provincial 5-year average of 4.6%. Staff receive on average more than 60 queries a month regarding proposed developments.
- Natural features abut most urban boundaries and are under development pressure, resulting in more complex planning and permit applications. For example, the number of wetland permits has steadily increased from an average of 12 per year (2015-2018) to 39 per year (2019-2021 YTD.) Similarly, applications requiring Environmental Impact Statements have increased from an average of 18 per year (2016-2018) to an average of 29 per year (2019-2021 YTD.)

- Works associated with the restoration and surrounding development related to the Upper Carp River are complex<sup>5</sup>, involving phased construction of multiple cut and fill projects and stormwater management (SWM) facilities across several landowners and subdivisions that require careful review at each stage to ensure no loss of flood plain storage capacity as Kanata and Stittsville are developed.
- Impacts from the 2017 and 2019 floods continue to exacerbate workloads due to ongoing home-raising and reconstruction projects and shoreline repairs.<sup>6</sup>

Other factors that have compounded workload demands include the following:

- Provincial budget cuts implemented in 2019 resulted in a reduction of ~1.5 FTE (full-time equivalent) employees as the Board did not want to download that cost to municipalities via the levy.
- New benchmarking and reporting requirements were introduced by the province and Conservation Ontario in 2021.
- A general decline in the quality and completeness of planning and permit applications has impacted the amount of time required to review, and re-review applications.
- Protracted consultations by the province regarding proposed regulatory changes has added to administrative burdens.
- Work related to implementation of new provincial legislation.<sup>7</sup>
  - WIP include development of a Request for Expression of Interest for the Mill of Kintail Museum, and development of a Transition Plan to address changes in the CA funding model.
- Major federal grant programs were extended or introduced that provided an opportunity to offset major spending for planned activities under the *Interim Financial Plan*.
  - WIP include flood risk assessment of the Mississippi River watershed, and LiDAR data acquisition.
- Additional administrative burden during the pandemic associated with workplace health and safety, hardware and internet support for remote workers, property management, and human resources management.

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<sup>5</sup> Per the *Implementation, Plan Kanata West Development Area*, 2010

<sup>6</sup> There have been 114 rebuilds since 2017. These are some of the most complex applications to administer, in part due to small lot sizes and the duration to resolve as people explore different rebuild options. Shoreline permits peaked at 76 applications in 2019. Though not as complex, these applications typically require on site consultation to review and assess proposals with landowners. Given the size of the watershed, they are time onerous to administer.

<sup>7</sup> Bill 108/19 and Bill 229/20.

- Persistent and increasing information technology risks and demands associated with data availability and dissemination.

While some workload pressures are temporary or cyclical, a net increase in base workload has been observed since 2017 that shows no sign of abating.

### 3.2.1 Mississippi Valley Conservation Foundation (MVCF)

The Foundation is an unstaffed volunteer organization that does fundraising for the Authority. The Foundation is currently carrying out a governance review to address the lack of resources and the impact on organizational and fundraising performance. MVCA staff support work of the Foundation on an in-kind basis, and only charge the Foundation for out-of-pocket expenses. However, work volumes in recent years have meant there is little to no capacity to address the needs of the Foundation. One of the proposals set out in this plan is for the sharing of a resource between MVCA and MVCF to support the needs of both organizations.

## 3.3 Workplace Health and Safety

### 3.3.1 Physical

Some jobs at the Authority pose physical risks to employees and should only be carried out in teams of two or more, as specified in standard operating procedures. There are also issues of personal security for staff that work independently that necessitate specific measures to monitor their safety. By and large, management of these risks have negligible impact on the staff complement.<sup>8</sup> The Authority has an engaged Joint Health & Safety Committee (JH&SC), and management and the Committee collaborate on dealing with workplace safety issues and enhancing health and safety in the workplace.

### 3.3.2 Psycho-social

Shortly before the pandemic, the Joint Health & Safety Committee (JH&SC) raised concerns to management regarding stress in the workplace. Actions carried out to date include the following:

- Two key vacancies were filled in Spring 2020, and contract staff were extended and reassigned to address workload demands in Planning and Regulations.
- Managers and members of the JH&SC received training on recognizing and managing psycho-social hazards and stress in the workplace.
- Managers now have bi-weekly 1:1 meetings with direct reports.

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<sup>8</sup> Risks to physical safety are managed using contracted security services and Standard Operating Procedures (SOPs) governing field crews, site visits, and after-hours work.

- Bi-weekly staff meetings in two units are used to review and distribute workload.
- A system for coordinating reviews was introduced between the Planning & Regulations and the Water Resources Engineering groups.
- Staff were reminded to obtain permission for and to record overtime to help management monitor work loads.
- Managers and the GM regularly monitor vacation balances to identify potential areas of concern.
- The Annual Performance Review template was updated to facilitate discussion of a wider scope of matters including career development.
- A staff appreciation event was held in Fall 2020 and a monthly *Water Cooler Update* was introduced to share news and celebrate successes of the organization.
- Accommodations have been made during the pandemic for staff experiencing childcare and other challenges.
- Staff were engaged during development of the *Corporate Strategic Plan*.

Most recently, a **third-party psycho-social survey** was conducted by Occupations Health Clinics for Ontario Workers Inc. (OHCOW) in August 2021<sup>9</sup>. The OHCOW survey found widespread concerns regarding workload and workplace stress, including<sup>10</sup>:

- 78% feel that MVCA has inadequate staff resources.
- 60% feel that MVCA has an unhealthy psychological climate.
- 43% are experiencing symptoms of burnout.
- 40% feel that their work at MVCA interferes with their private life.
- 37% feel that MVCA does not provide good job security.

A key workload challenge at MVCA has been an unprecedented lack of recovery time. Most workplaces experience daily, weekly, monthly and seasonal cycles in workloads, with periods of less demand that allow for personal and corporate recovery. This has not been the case at MVCA since 2017<sup>11</sup>.

It is also important to recognize that MVCA has undergone significant changes in management and the work environment<sup>12</sup> in recent years; and, that all conservation authorities have been in a perpetual state of uncertainty since approval of Bill 108 in June 2019 due to repeated delays

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<sup>9</sup> Board members may contact the GM to obtain the complete report.

<sup>10</sup> It was also interesting to note that 25% of employees have a second job outside MVCA.

<sup>11</sup> Since the 2017 flood at Constance Bay, Planning and Regulations has seen an incessant growth in workload; and additional resources were never secured to support capital projects and flood plain mapping commitments of the Water Resources Engineering group.

<sup>12</sup> Many have commented that the move from the Village of Lanark to Carleton Place had unintended consequences on workplace cohesion and collaboration that have been exacerbated by excessive workloads and the pandemic.



by the province to issue regulatory requirements. These changes and the on-going state of regulatory limbo have undermined previous working relationships and methods, and have been demoralizing for several staff who believe their jobs to be in potential jeopardy.

Lastly, it is important to recognize that the pandemic has affected workers world-wide. A survey of 5,000+ employees completed by McKinsey & Co. earlier this year<sup>13</sup> found elevated levels of anxiety and burnout, and a greater emphasis by employees on workplace flexibility, compensation, and personal well-being. This trend is very much evident at MVCA.

From a workforce management perspective, the MVCA psycho-social survey clearly indicates that workloads, the pace of work, and the work environment are affecting employees, with consequent risk of increased sick leave, workplace injuries, performance impacts, HR litigation, and staff resignations that would further strain human and financial resources, and risk the Authority's effectiveness and reputation in the community.

### 3.4 Corporate Resiliency

In 2019, four of seven senior managers retired and two frontline-staff accepted positions elsewhere. This caused significant strain on the organization as key documentation was lacking in some areas, and gaps in corporate memory made management transitions prolonged and difficult. Since 2019, steps have been taken to address these gaps/issues including the following:

- Documented work planning and tracking systems;
- Documented workflows and work instructions for some business processes;
- Documented check-lists to facilitate training of new staff and cross-training of others;
- Documented asset inventory and replacement plans;
- Centralized electronic filing system for key corporate records;
- Overhaul of website and posting of key documents;
- Cross-training of staff in flood forecasting and warning and the use of WISKI; and
- Cross-training of staff in regulatory permit and plan review functions.

Efforts continue to address documentation gaps, and management is now working to ensure that staff training and the organizational structure provide appropriate opportunities for advancement in support of employee career development and corporate resiliency objectives.

The following skills/positions are considered critical to corporate operations:

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<sup>13</sup> <https://www.mckinsey.com/business-functions/organization/our-insights/what-employees-are-saying-about-the-future-of-remote-work>

- Flood forecasting and system operations;
- Modeling, GIS and flood plain mapping;
- Environmental planning;
- Water resource engineering;
- Regulatory enforcement;
- Information technology and security; and
- Financial management.

These are core functions of the organization not just under the *CA Act*, but also under Memoranda of Understanding with member municipalities. Resiliency and succession planning in these fields is needed as they entail significant risk and legal liability if not performed consistently and properly.

An annual training plan is prepared by the management team that captures both regulatory and professional development training objectives. This is developed in consultation with staff through the annual performance review process and in consultation with the JH&SC as it pertains to mandatory training requirements.

## 4.0 CURRENT STATE, GAPS and OPPORTUNITIES

### 4.1 Workforce

Table 1 presents summary statistics regarding MVCA staffing.

TABLE 1: Staffing (funded as of September, 2021)

<b>Number of Employees</b> Full-time equivalents (FTEs)	<b>Full-time</b>	<b>Part-time / Casual</b>	<b>Permanent</b>	<b>Contract</b>	<b>Subsidized<sup>14</sup></b>	<b>Vacancies</b>	<b>Total</b>
<b>Site and Facility Operations</b>	6	0.66	5.66	1	1.5		6.66
<b>Water Resource Engineering</b>	8		7	1	1.8		8
<b>Planning &amp; Regulations</b>	9	1.33	7	3.33	.15	1	10.33
<b>Finance, IT, Museum &amp; Administration</b>	8	0.33	7	1.33	0.35	1	8.33
<b>TOTAL</b>	<b>31</b>	<b>2.33</b>	<b>26.66</b>	<b>6.66</b>	<b>3.8</b>	<b>2</b>	<b>33.33</b>

#### 4.1.1 Site and Facility Operations

This group comprises two 2-person crews to operate dams and to maintain conservation areas, a supervisor who plans and administers field work and provides field support, and a manager that addresses ownership, regulatory, and planning matters at all properties and the operation and maintenance of specialized equipment such as the HVAC system, a UV drinking water system, electronic parking meters, and emergency generators. A part-time Custodian and casual Forestry Technician<sup>15</sup> round out the group.

This group is adequately staffed, however, there are concerns regarding succession planning as the Supervisor and Manager are nearing retirement. While the Supervisor position recently underwent job evaluation and market assessment, the Manager and Maintenance Technician job descriptions have not been reviewed in 10-years and should be evaluated and market assessed in 2022. Contracting-out specialized services performed by the Manager is possible and can help provide resiliency in an emergency. Knowledge transfer is underway.

<sup>14</sup> Subsidies that offset pressures on the municipal levy include the Section 39 provincial transfer (~1.5 FTE), MOU/shared service revenues, and one-time grants and Board-approved payments from operating reserves.

<sup>15</sup> This position is 100% funded by the County of Lanark to provide forest management services.

#### 4.1.2 Water Resources Engineering

This group consists of the Director of Engineering, two Water Resources (WR) Engineers, an Engineer in Training (EIT)<sup>16</sup>, a Civil Engineering Technologist (CET), a Water Resource Technologist, a GIS Specialist<sup>17</sup>, and a Full Stack Developer<sup>18</sup>. These positions entail highly sought-after skills and significant effort is needed to attract and retain employees. Due to the high degree of specialisation and workloads of these positions, there are limits to our ability to cross train staff. Cross-training has already occurred for flood forecasting and system operations, planning and regulation reviews, and system monitoring and surveying, and further is planned.

At present, ~1.8 FTE in this group is underwritten by MOUs and/or the operating reserve. It is recommended that affected positions be transitioned to the Municipal Levy. This will provide employees with greater job security, and management with the confidence to invest time and resources in cross-training staff in support of corporate resiliency and succession planning.

Due to the relatively junior level of most staff, and the flat reporting structure, there is insufficient capacity at the management level to adequately oversee all projects and tasks. Experienced engineering support is needed to support oversight of the capital program and other special projects to help ensure reasonable workloads and competent delivery of current and planned projects over the next 10 years.

The CET position should be designated as a full-cost recovery position as its primary function is to review planning and regulation applications that cannot be handled by the water resource engineers due to volume.

Lastly, the Water Resource Engineer job description should undergo job evaluation and market assessment as it has not been updated since 2015; and, the Full Stack Developer (FSD) position should be market assessed as it has never been reviewed.

#### 4.1.3 Planning & Regulations

This group consists of the Manager, two Environmental Planners, a Watershed Planner, a Regulations Officer, a Regulations Technician, a Biologist, and the following contract positions: Planning Assistant, Planning Technician, and Stewardship Coordinator. Shared-service support

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<sup>16</sup> Temporary position.

<sup>17</sup> The GIS specialist prepares flood plain mapping and is able to write and run programs to determine cut and fill requirements. This position is underwritten in part by the Ottawa Floodplain Mapping MOU, at \$43,785.

<sup>18</sup> A Full Stack Developers is a computer programmer capable of designing web interfaces as well as back-end data collection and management systems.

is obtained from RVCA for administration of the septic program and for carrying-out hydrogeological reviews.

It is estimated that the collective value of all approvals issued in 2020 exceeded \$1.1 billion.<sup>19</sup> As such, key positions in this group should be made “full-cost recovery” to reflect the value they provide to landowners benefiting from their services. To that end, a fee review is recommended in partnership with RVCA and SNC once new regulations are in effect in 2023. Furthermore, due to fluctuations in demand, it is recommended that a dedicated reserve be established that can be used to offset wages in years when revenues are lower, or to phase-in new staffing costs should planning and regulation demands continue to rise.

Applications and workload distribution is generally divided between the City of Ottawa and the other 10 municipalities. As noted previously, the lower watershed is experiencing significant growth and the technicians and assistant were brought on to address workload demands. While this strategy has worked, it has created a situation where the Manager has nine direct reports. To balance workload distribution and support resiliency and succession planning, technical support positions should be made permanent and report to other team members. These positions were created using budgets previously dedicated to funding temporary student positions. It is recommended that two student positions be reinstated and funded from the municipal levy as they support delivery of stewardship and monitoring programs, provide back-up to allow for staff vacations, and have good access to employment subsidies. It is also proposed that a Junior Planner position be added to support policy work and provide additional support to the Planners when required. It is proposed that the new Junior Planner position be funded by a combination of grants and levy.

The following positions have not undergone job evaluation and should be reviewed to ensure proper compensation: Planning Technician, Regulations Technician and Junior Planner.

#### 4.1.4 Administration

Positions under this heading are the following: General Manager, Treasurer, Information Technology Supervisor, two Administrative Assistants, Community Relations Coordinator (vacant), Education Coordinator (vacant), the Museum Curator, and a Museum Assistant (PT/seasonal/vacant and unfunded in 2021). This team delivers corporate governance, financial management, communications, hardware and software services, space rentals and event management, education and museum programs and services.

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<sup>19</sup> Based upon market value of lots/units approved or reconstructed;

### *Community Relations*

As museum operations are likely to be reassigned to another entity in 2023, the supervisory and executive director roles of the Community Relations Coordinator will become redundant. In July 2021, the Community Relations Coordinator resigned and responsibilities either reassigned or contracted out. Based upon experience to date, the plan is to create a Community Liaison position that can manage events and bookings at the Mill of Kintail, develop and deliver a volunteer program, support fundraising activities of the Foundation, and provide some communications support. Specialized communications skills such as graphic design, video, and copy writing will be contracted out as needed either to another CA or to a private firm.

In August 2020, the education program at the Mill of Kintail Conservation Area (MOK) was suspended due to the pandemic; and funds were reassigned to support delivery of the 3-year Stewardship Pilot. In 2022, a review of MVCA's approach to education should be carried out to determine how best to meet the education objectives of the Authority, the needs and constraints of local school boards, and the financial imperatives of MVCA.

An approach to CA education is being carried out for the Carp River Conservation Area (CRCA) under the banner "the Carp River Living Classroom". It is hoped that this work can be expanded to include the education objectives of the Authority in its entirety. Thereafter, potential staffing can be considered and the best service delivery approach determined. In the meantime, discussions have commenced with RVCA to coordinate delivery of summer camps and school programming at the MOK.

### *Financial & Human Resource Management*

There is no succession plan for the Treasurer and limited resiliency to a protracted absence. A recent change to our group health and dental insurance contract has resulted in downloading of some HR functions to conservation authorities. Increased planning, regulations, and capital projects workloads have increased demands on financial record keeping, reconciliations and payment activities, that have been exacerbated by the pandemic because funding, human resources, and budgets were all impacted.

As there is currently no career path for administrative staff to move into this position, and there is a need to create resiliency in financial management, one of the Administrative Assistant positions will be amended to become a Finance Assistant. As well, a review of contracting-out payroll responsibilities should be carried out to mitigate potential interruptions in service delivery. Lastly, automation of the timesheet project that was parked in 2020 should proceed in 2022.

### *Information and Communications Technology (ICT)*

The Lead of ICT is the only person at MVCA that has a complete understanding of computer assets and peripherals, software, the local and cloud networks, and computer security systems of the Authority. This position also acts as the point of entry for many data service requests and acquisitions; and provides GIS services across the corporation.

MVCA has a 3-year contract with a private contractor that is knowledgeable of MVCA's systems and is able to provide IT support during emergencies and short-term absences of the Lead. This service delivery model is working well, however, there remains a need for cross-training of some staff in basic technical support and data service functions; and enhanced documentation of the current system and business processes.

At present, knowledge and oversight of communications equipment is shared amongst the Lead-ICT, the Operations Manager, and one of the Water Resource Engineers. Effort is required to clarify roles and responsibilities and ensure appropriate resiliency. Website management and updates are also shared amongst several staff with a need for clarified roles and responsibilities. Once completed, the Lead-ICT position should be re-evaluated and market assessed, and other JDs updated as needed.

### *General Manager's Office*

Due to the significant and diverse demands of the position, on-going regulatory and internal change initiatives, and increased tracking and reporting requirements of the organization, a rotating intern position is needed to support the GM. As a student co-op position, needs can be reassessed each term, and the position will have good eligibility for job subsidies.

## **4.2 Alternative Service Delivery (ASD)**

Alternative Service Delivery reviews consider how an organization can deliver programs and services and access specialized skills and knowledge through means other than hiring staff. The two most common approaches are to retain contractors and to enter into partnerships with other organizations.<sup>20</sup> Where funding is limited, volunteer programs can be used to enhance capacity and deliver optional programming.

### **4.2.1 Contracted Services**

MVCA makes extensive use of contractors for specialized services, including the following:

- Snow removal – all properties open during winter season

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<sup>20</sup> For more information on ASD visit: [https://www.oag-bvg.gc.ca/internet/English/meth\\_gde\\_e\\_10195.html](https://www.oag-bvg.gc.ca/internet/English/meth_gde_e_10195.html)

- Landscape and maintenance at the Works Yard / Admin office
- Engineering reviews and designs – e.g. dams, bridge, other structures, modeling
- Human resources – e.g. job evaluations, policy development
- Legal – e.g. regulatory enforcement, land management, human resources
- Vehicle and equipment repair
- HVAC, plumbing, electrical trades
- Hazard tree removal
- Computer and other hardware maintenance and data security

It is unlikely that the volume of work associated with the above will ever warrant hiring staff for these activities.

#### *Public-Private Partnership (P3)*

A subset of contracted services are P3s, where a private firm or consortium performs a variety of services, typically involving two or more of the following: design, build, operate, finance. This approach to capital works and system operations has met with varied success in Canada and to the best of our knowledge has never been used by a conservation authority. This approach has no obvious application at MVCA, and typically takes significant staff and legal oversight to ensure it is administered properly.

#### 4.2.2 Shared Services

MVCA has ongoing partnerships with other CAs for a variety of services, namely: delivery of the septic inspection program<sup>21</sup>, ground water science services, project management<sup>22</sup>, WISKI system administration<sup>23</sup>, and IMS administration<sup>24</sup>. MVCA provides Full Stack Developer services to other Eastern Ontario CAs, CET support to Otonabee Conservation, and is exploring opportunities to provide flood plain mapping support on a cost-recovery basis. Other shared-service delivery opportunities being explored with other CAs are the following:

- Health and Safety Coordinator and audit functions (SNC).
- Delivery of educational programming (RVCA).
- Specialty communication/design skills (SNC and RVCA).

Sharing resources amongst conservation authorities helps to offset costs of specialty staff, retain expertise within the CA-family, and mitigates the higher costs of private contractors.

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<sup>21</sup> Rideau Valley Conservation Authority. The RVCA Inspector provides ~30 shoreline and septic permits outside the City of Ottawa on behalf of MVCA/year.

<sup>22</sup> South Nation Conservation is coordinating the LiDAR and Risk Management joint-CA initiatives.

<sup>23</sup> Quinte Conservation hosts the WISKI platform and provides technical support.

<sup>24</sup> Central Lake Ontario Conservation Authority hosts the IMS platform and provides technical support.



Partnering is also an excellent tool for accessing grants and leveraging resources. Recently, MVCA received approval for almost \$2 million in funding for carbon sequestration work through partnering and leveraging financial commitments from the City of Ottawa, Ducks Unlimited Canada, the RVCA, Friends of the Carp, and the Mississippi Madawaska Land Trust. These types of partnerships will continue to be pursued as needs and opportunities present.

#### 4.2.3 Volunteers

Volunteers are not used extensively by the Authority. Pre-pandemic, volunteers provided curatorial support at the Museum, and during development of the Watershed Plan a Public Advisory Committee (PAC) was established made-up of volunteers. As well, the Mississippi-Rideau Source Protection Committee (administered by RVCA) is comprised of volunteers. Most recently, MVCA engaged with the Men's Shed operating at the MOK to perform small projects for the Authority such as the construction of nesting boxes.

Volunteer management takes resources to perform well and, to date, there has not been sufficient organizational capacity. As noted in the Administration section, the Community Liaison position is to be tasked with volunteer management. The objective will be to identify areas where volunteer support is desirable and to prioritize activities in those areas. At present, greatest potential is seen in the following:

- Property Enhancement – discrete projects: Men's Shed, Friends of the Carp,
- Education – program development and delivery: RVCA, Lanark Field-Naturalists, Ottawa Field-Naturalists.

Some community organizations such as Friends of the Carp have expressed interest in supporting Authority work. These and other partnerships will be pursued as the program unfolds.

In the near-term, MVCA will be forming a Partnership Advisory Committee (PAC) for administration of grants under the upcoming ALUS Ontario program to be established in partnership with RVCA and the County of Lanark.

### 4.3 Hiring and Retention

MVCA has had reasonably good success in filling recent vacancies, however, it is a very tight market. Key variables to attracting and retaining quality talent include the following:

- Meaningful interesting work;
- Quality leadership and management;
- Permanent positions with competitive wages and benefits;

- Opportunities for training and advancement;
- Workplace flexibility; and
- Positive workplace culture/environment.

Most people who work at conservation authorities are committed to environmental protection and feel positive about working for an organization that contributes to that outcome. Employees tend to see a strong connection between the work they perform and their personal values and educational background. Anecdotally, conservation authorities are viewed as a positive place to work.

However, it is believed that CA reputations have diminished in recent years due to regulatory changes and uncertainty, audit findings at Niagara Region CA, increasing regulatory conflicts as development moves into marginal areas, and a series of retirements across conservation authorities that has seen changes in management approaches to meet current public administration standards and practices. These variables may be impacting the ability of conservation authorities to attract talent, but as importantly, the ability to retain existing staff who have experienced these events and their impacts. Action is needed to recover the morale of the workplace.

#### 4.3.1 Leadership, Management, and Corporate Culture

People need to have a good sense of where an organization is going, the purpose and value of their work, have the tools and support needed to perform well, be treated fairly and respectfully, receive recognition for their efforts, and know that their voice is heard and considered.

The recent psycho-social survey identified concerns regarding staff relationships with their supervisors and the corporation at large. This stems in part from workload issues but other factors as well. The management team and Joint Health & Safety Committee are collaborating to pinpoint specific concerns and identify appropriate actions. As noted previously, several measures have already been put in place, many of which were recommended by OHCAW.

For example, targeted training/coaching is needed to address some concerns. Conservation authorities like many organizations have a history of promoting technically competent people into supervisory and management positions without training them to assume those responsibilities. Even those with appropriate training can struggle with interpersonal communications, and to meet the wants and needs of a diverse workforce. Opportunities for management training will be investigated with other CAs and local municipalities.

In the near-term, a staff event is planned for mid October at the Mill of Kintail to provide an opportunity for staff to meet after many months apart, to share news, celebrate successes, and have fun.

#### 4.3.2 Jobs, Wages and Benefits

MVCA's Employee Manual was drafted in 2006 and has been updated several times since. It is a comprehensive document that demonstrates a high degree of concern and support for employees. Overall, benefits negotiated through Conservation Ontario and available through the Authority are generous. That said, there are several policies that should undergo review, particularly given trends that have emerged during the pandemic including:

- Flexible work arrangements, which have become a major issue during the pandemic.
- Related to the above, the Code of Conduct, personal appearance policies, internet policies, and inclement weather policies.
- Annual wage adjustment policies, which have never been implemented as described.
- Waiting periods/years-of-service required to access some benefits.
- Potential paid leave for September 30, the National Day for Truth and Reconciliation.
- Outside employment, given results of the psycho-social survey.
- Performance evaluation policies and procedures.
- Reimbursement of professional accreditations/membership fees.

All job descriptions were reviewed, updated and evaluated in 2011. Since then, new jobs have been created or amended, not all of which have been evaluated or undergone market assessment. Several were reviewed in 2020, and the goal going forward will be to review a selection of jobs on a bi-annual basis to ensure that all job descriptions remain current and competitively priced<sup>25</sup>. This report identifies several positions that should be reviewed in the near-term.

#### 4.3.3 Training, Professional Development and Opportunities for Advancement

MVCA maintains a training plan for all staff that identifies required regulated training as well as professional development commitments. It has been difficult to implement the training plan during the pandemic and this has been recognized by regulators.<sup>26</sup> That said, work volumes are such that some staff are reticent to attend training as it exacerbates workload stress. As indicated previously, excessive workloads and burnout are having far reaching impacts on the

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<sup>25</sup> Ideally, should reviews occur in odd-numbered budget years, with any financial impacts implemented in even years to align with municipal council cycles.

<sup>26</sup> JHSC training.

organization, and effort is needed to ensure that staff feel good about attending training and professional development events.

This report identifies opportunities for career training, cross-training, and career advancement. There may also be opportunities to job shadow, provide formal mentoring, acting assignments, and special projects to enable further professional growth. This will be explored with staff during annual performance reviews.

#### 4.4 Customer Service & Performance Management

Many organizations establish service commitments/standards for internal and external facing services. For example, all public agencies operating under the *Planning Act* have regulated timelines they must adhere to, including MVCA. In addition, all conservation authorities are now subject to planning and permit review timelines and reporting requirements established by Conservation Ontario. And, MVCA has self-imposed standards related to timelines for responding to email and telephone messages; and contracted timelines for operating OPG facilities.

The corporate culture at MVCA is to make every effort to meet timelines and for staff to be available to landowners to work through project challenges using pre-consultation meetings and site visits, and by responding to telephone queries and emails. Maintaining this level of service is desirable to ensure proper development and good community relations.

While staff continue to be supportive of this approach, it is increasingly difficult to implement as workloads have increased. Standards for returning phone calls and emails are not consistently met, and staff can no longer accommodate all requests for site visits and pre-consultation meetings. This means that many incoming applications do not meet submission requirements, and consequently require modification, additional information, and subsequent reviews. This *to and fro* adds to workload burdens and undermines customer satisfaction.

These challenges extend to service expectations and delivery within and amongst MVCA work units. Historically, what may have seemed like a simple request between colleagues cannot be easily accommodated due to current workloads. And, staff providing shared services can find it difficult to prioritize work and meet everyone's expectations. This work environment is undermining workplace cohesion, satisfaction, and morale, and impacting the ability to implement priority projects identified in the *Corporate Strategic Plan*, *Interim Financial Plan*, and *Mississippi River Watershed Plan*.

## 4.5 Overtime and Sick Leave

Overtime and Sick Leave can be good indicators of employee and workplace health. Table 2 provides results for the past five years, and clearly shows a marked increase in overtime. The lower sick leave in 2020 is consistent with what other organizations have seen due to a combination of reduced exposure to germs and tendency to work through illness while working from home during the pandemic. That said, it should be recognized that the level of reported sick leave at MVCA is well below other governmental organizations, and indicates both strong sense of commitment by staff and a generally healthy workforce.<sup>27</sup>

This information was compiled manually. Implementation of automated time sheet and payroll systems will help employees to better manage leave balances, and management to identify and respond to trends in a timely manner.

**Table 2: Reported Sick Leave and Overtime**

Days <sup>28</sup>	Sick Leave	Average Sick Leave Per Employee <sup>29</sup>	Overtime <sup>30</sup>
<b>2016</b>	143	4.8	247
<b>2017</b>	144	4.8	251
<b>2018</b>	165 <sup>31</sup>	5.5	254
<b>2019</b>	148	4.9	344
<b>2020</b>	133	4.4	346

<sup>27</sup> Refer to federal government analysis of sick leave for period March 15, 2020 to April 30, 2021  
<https://www.canada.ca/en/government/publicservice/covid-19/employee-illness-leave/other-leave-with-pay-699-usage-in-the-public-service.html>

<sup>28</sup> Asterisks indicate time attributable in part to one or two employees with prolonged time-off.

<sup>29</sup> Assumes an average staff complement of 30 employees.

<sup>30</sup> This is overtime earned, not paid. Staff take time-off-in lieu (TOIL), and if any remains at year-end it is only carried over and taken in the following year with the permission of the General Manager.

<sup>31</sup> Attributable in part to prolonged illness of one employee.

## 5.0 IMPLEMENTATION PLAN

This document identifies a variety of actions to address workload, morale, and service delivery and related workforce challenges and opportunities at the Authority. Table 3 provides a summary of all actions and proposed timing.

Table 3: Implementation Plan

Action	2021	2022	2023	2024
1. Develop and implement plan for addressing psycho-social issues in the workplace				
2. Management and supervisor training				
3. Explore shared service opportunities				
4. Determine approach to H&S Coordinator role				
5. Clarify roles and responsibilities for ICT				
6. Update/Create new Job Descriptions				
7. Job Evaluation and Market Assessment				
8. Budget incr. to accommodate new positions				
9. Budget incr. to enable wage adjustments				
10. Budget incr. to make contract pos. permanent				
11. Carry-out fee study				
12. Adjust Fee Schedule to incr. cost recovery				
13. Establish reserve for planning and regulations				
14. Cross-train staff in key functions				
15. Review Employee Manual policies				
16. Review education programming approach				
17. Implement automated timesheet and payroll systems				
18. Develop and implement volunteer program				

## 6.0 FINANCIAL IMPACT ASSESSMENT

As outlined previously, workload relief is needed at both the staff and management level of the organization. While some of the actions identified in Section 5 can be completed with limited to no financial investment, most are predicated on the assumption that resources are provided to create additional capacity. Table 4 shows estimated savings and costs associated with implementing the Workforce Plan. Figure 2 illustrates key organization and staffing actions.

Table 4: Financial Impacts / Implementation Plan (\$2021)

Item	2022	2023	2024
<b>Previously approved increases to the levy<sup>32</sup></b>	<b>\$30,583</b>	<b>\$57,699</b>	<b>\$69,457</b>
<b>New Pressures</b>			
Wages and Benefits <sup>33</sup>	\$278,194	\$261,080	\$261,080
HR Support <sup>34</sup>	\$30,000	\$10,000	\$10,000
Training <sup>35</sup>	\$5,000	\$5,000	\$5,000
Alternative Service Delivery <sup>36</sup>	\$72,132 <sup>37</sup>	\$72,132 <sup>38</sup>	\$57,132
Subtotal	\$415,909	\$405,911	\$402,669
<b>Offsetting Revenues</b>			
Enhanced Fee Recovery			\$39,492 <sup>39</sup>
Grants	\$67,766	\$67,766	\$67,766
Shared Service Delivery		\$41,723	\$41,723
Subtotal	\$67,766	\$109,489	\$148,981
<b>NET IMPACT</b>	<b>\$348,143</b>	<b>\$296,422</b>	<b>\$253,688</b>
<b>Municipal Levy</b>	33% (\$114,887)	66% (\$195,639)	100% (\$253,688)
<b>Operating Reserve</b>	67% (\$233,256)	34% (\$100,783)	0%

<sup>32</sup> Wage increases approved by reports 3102/20 and 3125/21 for phasing onto the municipal levy in 2023 and 2024.

<sup>33</sup> Net staffing pressures including overhead and computer set-up.

<sup>34</sup> Includes average of \$10k for HR support services.

<sup>35</sup> Technical cross-training and management/supervisor training.

<sup>36</sup> Incl. recurring cost for outsourcing specialized communications services, health and safety services, administration of summer camp program, and implementation of payroll and timesheet solutions.

<sup>37</sup> Incl. review of the Education program.

<sup>38</sup> Incl. Fee Study in partnership with RVCA and SNC.

<sup>39</sup> 100% of base pay for designated positions, minus 5-year average annual P&R fees.

## APPENDIX A: Programs and Services

### **Mandate: Risk of Natural Hazards**

#### **Asset Management**

- Develop and maintain inventory of water control structures (WCS) and other hazard management and flow augmentation assets including all monitoring equipment and associated assets (e.g. gates, fences, signs)
- Plan and conduct Dam Safety Reviews (DSRs), condition and other assessments and inspections of property, equipment, structures, and surroundings
- Prepare and update maintenance plans, annual and short-term capital plans, and long-term lifecycle replacement and asset management plans and associated policies and procedures
- Plan and implement systems to monitor, transmit, store, analyze, and share operating conditions at WCS, other assets, and across the watershed broadly; and to allow for remote operations
- Monitor and track equipment performance and develop, implement and update preventative maintenance plans
- Buy, sell and lease land and secure easements, permits, approvals (including environmental assessments) to build, alter, or dispose of WCS and other hazard management assets and related infrastructure
- Plan, design, construct, commission, and decommission assets

#### **Operations**

- Monitor existing and projected system conditions and assess risks and operational needs, notify public of risks (FFW and other risks)
- Operate WCS, carryout routine maintenance, repairs, and minor capital improvements of structures, monitoring and communications equipment, and associated assets
- Assess and document site conditions and issues.
- Share conditions/issues and operating information with other operators and key stakeholders.
- Develop, implement, and update Health and Safety Plans for each site/structure.

#### **Engineering Services**

- Develop and update models that facilitate complex analyses for the production of flood plain mapping, other hazard land mapping and the development of plans, policies, programs, and services.
- Conduct field investigations, document incidents of flooding, landslides and other natural hazard events, and monitor and measure changes in the watershed that could alter the location, type, and magnitude of natural hazards
- Develop and implement plan for the production and update of flood plain mapping, other hazard mapping, and related products
- Develop, implement, and update Operations Plans, Water Management Plans, and Emergency Preparedness and Response Plans
- Identify short, mid and long-term trends in operating conditions and assess potential impacts on the capacity, design, and operations of WCS and other CA infrastructure
- Conduct risk and mitigation studies, and prepare mapping for member municipalities (e.g. for critical infrastructure, roads subject to flooding, official plans)



### **Section 28 Program**

- Develop and update policies and procedures for the implementation of Section 28 of the *CA Act*
- Address queries, attend pre-consultation meetings, register and track applications, conduct site visits, liaise with municipal staff and applicants, conduct analyses, assess options and potential conditions/offsets/compensation, document findings and recommendations, prepare Section 28 permits, process fees.
- Develop and implement Section 28 Compliance Promotion and Enforcement Plan including: educate the public, promote and monitor compliance, respond to complaints, conduct investigations and prosecutions, secure expert advice, negotiate/seek restitution/compensation, process fees.

### **Mandate: Management of Conservation Authority Land**

#### **Asset Management**

- Prepare and implement Land Acquisition/Securement strategy
- Buy, sell, and lease land, and secure easements and related approvals
- Develop and maintain *natural asset* inventory.
- Develop and maintain inventory of assets associated with perimeter security, maintenance access, outhouse facilities, and assets used to manage *natural assets* including storage shed and related equipment and tools
- Develop and maintain inventory of assets that support *public health and safety* such as communal wells and septic systems, water testing equipment and personal protective equipment
- Develop and maintain inventory of *recreational assets* including picnic tables, benches, docks, shelters, parking meters, fire pits, play structures, parking lots
- Develop and maintain inventory of *cultural/ heritage assets* including buildings, artifacts and records, and custodian/curatorial related tools and equipment
- Develop and maintain inventory of *educational* facilities including structures, tables and chairs, and related educational tools and equipment
- Develop and maintain inventory of *convenience/rental/gift shops* (e.g. art, food, books, mementoes)
- Prepare, implement, and update Site Management Plan(s) including how CA sites and leased properties and easements will be operated and maintained
- Plan and conduct inspections, condition assessments, and testing of equipment in accordance with regulatory requirements and CA policies and procedures
- Plan, design, construct, commission, and decommission assets

#### **Stewardship**

- Monitor, assess, and care for *natural assets* in accordance with regulatory requirements, the Site Management Plan and associated plans, policies and procedures

#### **Operations**

- Operate and maintain *other site assets* in accordance with regulatory requirements, the Site Management Plan and other applicable CA policies and procedures
- Plan, design, promote, and deliver public-facing programs and services such as special events, educational programs, summer camps, and rentals

### **Section 29 Program**

- Establish policies governing site preservation and use, occupation, etc. and set and collect visitor fees

- Develop, implement, and monitor effectiveness of site Compliance Promotion and Enforcement Plan

### **Mandate: Core Watershed-based Resource Management Strategy<sup>40</sup>**

#### **Planning and Development**

- Prepare and update a *Core Watershed-based Resource Management Strategy* based upon review and analysis of existing information and evaluation of management approaches in consultation with stakeholders
- Deliver provincially delegated responsibilities under the *Planning Act* and *Provincial Policy Statement*
- Provide natural heritage mapping services
- Provide stormwater management services
- Provide development advisory services

#### **Monitoring**

- Deliver provincial monitoring programs (PWQMN & PGMN)
- Plan and implement monitoring at sites and for parameters outside the scope of the provincial surface and groundwater programs
- Assess and develop hydro and other power production opportunities

#### **Stewardship Program (not eligible for Levy)**

- Prepare resource management plans and deliver resource management services
- Plan and implement septic inspection and approval programs
- Plan and implement monitoring programs to be carried out by residents, lake associations, schools
- Plan and implement programs for shoreline clean-ups and invasive species removal
- Plan and implement habitat restoration projects

#### **Communication Program (not eligible for Levy)**

- Develop and implement Communications Plan including informational and outreach activities regarding native and invasive species, bilge water and boat hygiene, habitat protection and enhancement, sources of pollution and how to control them, ANSIs and other unique features of the watershed

#### **Education Program (not eligible for Levy; currently suspended)**

- Develop and implement programs that teach children and youth about native and invasive species, bilge water and boat hygiene, habitat protection and enhancement, sources of pollution and how to control them, ANSIs and other unique features of the watershed

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<sup>40</sup> Anticipated new regulatory requirement per consultation documents released by the province.

## **Mandate: Governance and Administration**

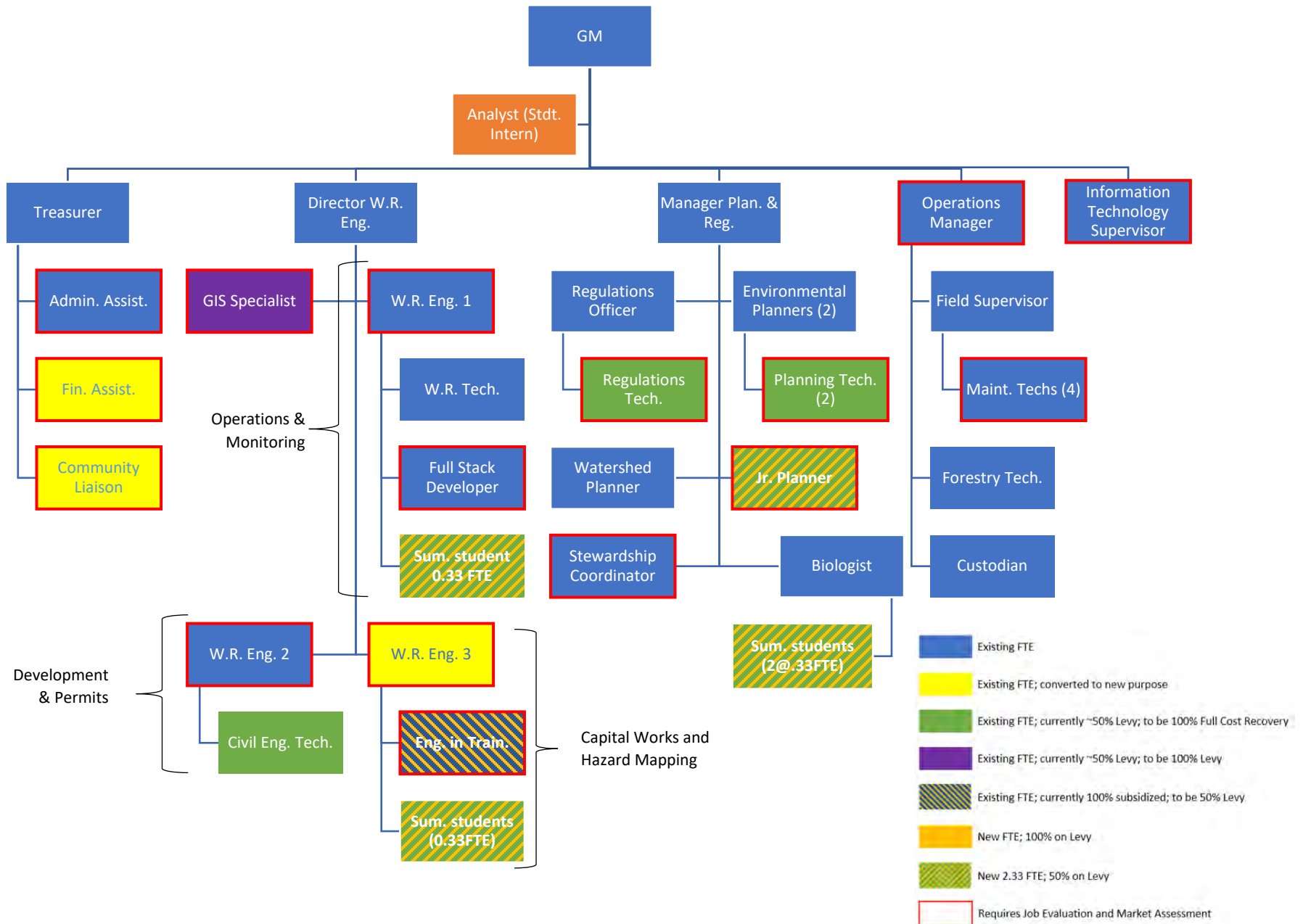
### **Business services**

- HR management
- Staff training and development
- Health and safety programs
- Finance and payroll services
- Grant applications and administration
- Service standard tracking and reporting
- Procurement and contract management
- Strategic and work planning
- Information and communication services
- GIS services
- Website and app services
- Legal services
- Accounting services
- Records/data management services
- Municipal, public and media relations
- Partnership development and management
- Issues management
- Emergency management (collaboration with other agencies)









### **FOUNDATION (not core)**

- The above governance and administrative services
- Prepare and implement Development Plan
- Plan and implement individual fundraising campaigns

**Figure 2**



- Existing FTE
- Existing FTE; converted to new purpose
- Existing FTE; currently ~50% Levy; to be 100% Full Cost Recovery
- Existing FTE; currently ~50% Levy; to be 100% Levy
- Existing FTE; currently 100% subsidized; to be 50% Levy
- New FTE; 100% on Levy
- New 2.33 FTE; 50% on Levy
- Requires Job Evaluation and Market Assessment

	Existing FTE
	Existing FTE; converted to new purpose
	Existing FTE; currently ~50% Levy; to be 100% Full Cost Recovery
	Existing FTE; currently ~50% Levy; to be 100% Levy
	Existing FTE; currently 100% subsidized; to be 50% Levy
	New FTE; 100% on Levy
	New 2.33 FTE; 50% on Levy
	Requires Job Evaluation and Market Assessment

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## REPORT

3167/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>2022 Budget Assumptions</b>
DATE:	October 3, 2021

### Recommendation:

**That the Board of Directors direct staff to develop the 2022 Budget and related documents in accordance with the following parameters:**

1. An assumed growth in tax assessment of 1.4%.
2. A municipal levy increase of 3% to the operating budget **as well as the amount prescribed in Table 2 of the Workforce Plan Staff Report 3168/21**
3. A municipal levy increase of 4.5% to the capital budget

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### 1.0 BACKGROUND

Regulatory changes expected since early 2021 under Bill 229 did not materialize and the Authority remains in a position of uncertainty heading into the 2022 budget planning cycle. Given the financial pressures facing MVCA, it is prudent to continue to transition the organization to focus on “mandatory” programs under the new legislation and to implement a workforce plan to meet the current and future staffing needs.

### 2.0 BUDGET PROCESS

The following budget review process is proposed:

- 1) October 12, 2021 – Finance & Administration Committee:
  - reviews and endorses/amends budget assumptions contained herein;
  - considers and makes recommendation regarding budget pressures identified in Workforce Plan (Report 3168/21)
- 2) October 20, 2021 – Board considers Committee recommendations and sets 2022 budget direction.
- 3) October/November – Staff prepare draft budget.

- 4) November 10, 2021 – Finance & Administration Committee review and comments on the draft 2022 Budget and work plan;
- 5) December 1, 2021 – Board to endorse Draft 2022 Budget for municipal circulation.
- 6) Mid-February 2022 (date tbc) – Finance & Administration Committee to receive 2021 Audited Financial Statements.
- 7) February 2022 AGM – Board to approve Final 2022 Budget, the Interim Financial Plan, and updated 10-year Capital Plan.

### **3.0 2022 Budget Assumptions**

#### **3.1. 2021 Wage and Wage Band Adjustments**

In December 2020, the Board approved<sup>1</sup> wage band adjustments and wage increases totaling \$47,031 to be phased onto the municipal levy over four years (2021-2024.) For 2022, the Board approved a \$19,370<sup>2</sup> pressure on the municipal levy (an equivalent amount is to be drawn from the Operating Reserve.)

In April 2021, the Board approved further wage band adjustments and wage increases<sup>3</sup> totalling \$22,426 to be phased in over two years (2022-2023.) For 2022, the allocation on the levy is \$11,213<sup>4</sup>.

Combined, these increases constitute a \$30,583 or a 1.14% increase to the base Operating Budget for 2022. This budget pressure is discussed most fully in Report 3168/21 on Workforce Planning and Adjustments. The General Manager of Planning, Infrastructure, and Economic Development has been informed of pressures to MVCA's compensation budget.

#### **3.2. Growth and Inflation**

Due to the significant contribution of the City of Ottawa to the municipal levy, the three local CAs: MVCA, Rideau Valley Conservation Authority (RVCA), and South Nation Conservation (SNC) follow the direction of the City in establishing growth and inflation allowances. Last month, the City of Ottawa set the following directions for development of its 2022 Budget:

- taxation revenues generated from new properties (assessment growth) to be estimated at 1.4 per cent of current taxation for 2022; and
- a municipal levy increase not to exceed 3.0%.

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<sup>1</sup> Report 3102/20

<sup>2</sup> 2020 dollars.

<sup>3</sup> Report 3125/21

<sup>4</sup> 2021 dollars.

In accordance with the approved *Interim Financial Plan*, November 2020, and 10 Year Capital Plan that identify significant capital budget pressures over the next 10 years, a capital levy increase of 4.5% is required for 2022.

### 3.3. Cost of Living and Mileage Rates

Annually, MVCA references the Consumer Price Index published for August to determine the Cost of Living (COL) rate increase for employee compensation. The 2022 draft budget will include a COL increase of 4.1%. The COL for 2021 was 0.1% based on this same resource. Over the two years, the average COL was ~2% per year.

The mileage rate for 2022 will be \$0.57 per kilometer effective January 1<sup>st</sup>, 2022. The 2021 rate was \$0.55 per kilometer. MVCA references the National Joint Council published rates to determine the mileage rate each year.



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## REPORT

3166/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Matt Craig, Manager, Planning and Regulations, Angela Millar, Treasurer
RE:	Proposed 2022 Fee Schedules
DATE:	October 5, 2021

### Recommendation:

**That the Finance & Administration Committee recommend that the Board approve the 2022 Fee Schedules as presented.**

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### 1.0 PURPOSE

The purpose of this report is to obtain approval for the 2022 Fee Schedules so that new fees can be implemented January 1, 2022. The Board of Directors approves Fee Schedules on an annual basis to support delivery of a selection of programs and services. Staff discuss annual adjustments with Rideau Valley Conservation Authority and South Nation Conservation to ensure consistency in approach across the City of Ottawa.

### 2.0 NEW AND AMENDED FEES

Staff propose a 2% increase across all fees for 2022, which is consistent with previous adjustments and previous Board's decisions. Table 1 summarizes this and the following proposed changes.

#### Major Project Fee

Staff updated the Board on Ministerial Zoning Orders (MZOs) in September and recommended implementation of a new fee to enable the Authority to recover the significant consultation and technical review costs<sup>1</sup> associated with MZOs. The proposed "Major Project" fee is double the normal fee, and would also apply to complex development projects where costs are expected to be above average due to extensive technical reviews, site visits, and complex stakeholder

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<sup>1</sup> For example, at Toronto Region Conservation Authority MZO costs have ranged from \$25,000 - \$75,000.

engagement. Only a select number of CA's have implemented an MZO fee and all have implemented a 100% surcharge to the fee as proposed.

### Digital Services

Both Rideau Valley Conservation Authority and South Nation Conservation charge a flat fee for providing digital and hard copies of reports that includes allowance for staff time to fulfill the request. Proposed changes to Schedule D are consistent with fees charged by the other CAs.

### Education Centre

Due to suspension of the education program during the pandemic, there is an opportunity to rent out this space in compliance with regulations set by the province. Several queries have been received regarding use of this facility, and renting the building will help to offset basic maintenance costs.

### Mill of Kintail Site Rentals

Fees for renting the Mill of Kintail site have been outlined in rental agreements which the Site Supervisor provides to the public at the time of booking. These fees, although not new, have now been included in Schedule D attached, and are highlighted in blue.

**Table 1: Proposed Changes to MVCA Fee Schedules**

2022 Schedule	Changes
Schedule A: Planning	<ul style="list-style-type: none"> <li>2% adjustment</li> </ul>
Schedule B: Conservation Permits	<ul style="list-style-type: none"> <li>2% adjustment to fees</li> <li>Hearing fee increase \$200 - \$250</li> <li>Major Project fee of \$5260</li> <li>Expedited review \$100</li> <li>Issuance of new permit \$125 - \$250</li> </ul>
Schedule C: Technical Reviews	<ul style="list-style-type: none"> <li>2% adjustment</li> </ul>
Schedule D: Information, Professional Services	<ul style="list-style-type: none"> <li>2% adjustment</li> <li>Reports - Base Cost (digital &amp; paper) <ul style="list-style-type: none"> <li>Small 1-30 pages \$140</li> <li>Medium 31-100 pages \$275</li> <li>Large 100+ pages \$405</li> </ul> </li> </ul>
Schedule D: Mill of Kintail Rentals	<ul style="list-style-type: none"> <li>Education Centre rental <ul style="list-style-type: none"> <li>Hourly - \$23</li> </ul> </li> </ul>

	○ Full day - \$130
Schedule D: Conservation Areas	• Staffing Fee for Rentals Per Hour \$30

### 3.0 STRATEGIC PLAN

Proposed amendments to the Fee Schedule support the following strategic objectives by providing for cost recovery for these services:

**Goal 1: Asset Management** b) Strengthen our risk analysis and management capacity to include climate change and development impacts.

**Goal 3: People and Performance** – a) Staff the organization to allow for: delivery of mandatory programs and services, priority projects, and fulfillment of commitments made under memoranda of understanding (MOUs) and other agreements.

#### ATTACHMENTS:

Proposed Fee Schedules:

Schedule A: Planning

Schedule B: Conservation Permits

Schedule C: Technical Reviews

Schedule D: Conservation Areas, Rentals, Programs and Administration

## Proposed Fee Schedule: 2022

### Schedule "A" Fees - Planning Advisory Program

Planning Application Type	Fee for "natural hazards", "natural heritage" & water quality and quantity matters & on-site services review (when required)
<b>Official Plan Amendments (OPA)</b>	
Minor	\$785
Major (private applications associated with urban expansion and/or major development application)	\$3920
<b>Zoning By-law, Amendments, Minor Variance Applications</b>	
<b>Site Plan</b> — Single Residential	\$400
<b>Site Plan</b>	
Minor (Small commercial less than 0.8 ha, additions up to 200 sq. m.)	\$1065
Major (Multiple Res., Commercial, Industrial, Institutional)	\$2655
<b>Consent to Sever</b> (per application)	\$490
Clearance of Conditions (Severance or Variance)	\$175
<b>Plan of Subdivision/Condominium</b> (To provision of Conditions of Draft Approval)	\$3,920
<b>Clearance of Conditions for Subdivision Registration</b> (per phase)	\$1,970
<b>Draft Plan Approval Revisions</b> (alterations to site/plan layout)	\$1,970
<b>Draft Plan Extensions</b> (original conditions about to lapse)	\$3,920

- Reactivation (all application types) – 50% reactivation fee based on the current schedule after two years of dormancy
- A screening fee of \$120.00 will be charged for written responses to address minor issues.
- Fees are associated with Municipal Memorandums of Understanding and the Provincial One Window review service for natural hazards, natural heritage, water quality and quantity issues.
- All fees are exclusive of the Technical Review Fees (see Schedule C) which are charged on a per issue basis in addition to the fees outlined in Schedule A.
- All fees must be received PRIOR to the release of written comments to an approval authority.
- The CA reserves the right to charge additional fees in the event that the review requires a substantially greater level of effort than normal, additional site visits etc. OR where additional processing past the initial submission period is required.

## Proposed Fee Schedule: 2022

### Schedule "B" - Development, Interference with Wetlands and Alterations to Shorelines and Watercourses

Application Type	Description	Fee
<b>Culvert/Bridge</b>	Replacement (same dimension) $\leq 30$ m and $\leq 1$ m diameter	\$275
	Replacement (different dimension) or new $\leq 1$ m diameter	\$650
	1 m diameter - 3 m diameter	\$1,020
	> 3 m diameter	\$2,010
	Infrastructure Modification (bridges with span <25 m)	\$1,020
	Infrastructure Modification (bridges with span >25 m, storm water management pond)	\$2630
	Resurfacing	\$275
	Superstructure or abutment works	\$650
	New bridge	\$2,630
<b>Fill Placement</b>  Fill Placement (m <sup>3</sup> ) (including septic beds)	Fill placement < 100 m <sup>3</sup>	\$275
	Fill placement > 100 m <sup>3</sup> – 500 m <sup>3</sup>	\$650
	Fill placement > 500 m <sup>3</sup> - 2000 m <sup>3</sup>	\$1,020
<b>Buildings</b>	Auxiliary building/structures and additions with a total gross floor area <20 m <sup>2</sup>	\$275
	Auxiliary buildings/structures and additions with a total gross floor area between 20 m <sup>2</sup> and 100 m <sup>2</sup>	\$650
	Auxiliary buildings/structures and additions with a total gross floor area >100 m <sup>2</sup>	\$1,020
	New residential dwellings	
	New single unit commercial/institutional building	\$2,630
	Multiple Residential units, Institutional, Industrial or Commercial Building	

## Proposed Fee Schedule: 2022

<b>Shoreline Work &amp; Watercourse Alteration</b>	Shoreline alterations, erosion protection, channelization ≤ 30m	\$275
	Shoreline alterations/protection >30m and < 100 m Private residential and/or non-municipal agricultural drain cleanout	\$650
	Shoreline alterations/protection, channelization 100 m - 500 m	\$1,020
<b>Docks</b>	Shoreline disturbance > 2 m and/or total surface > 20 m <sup>2</sup>	\$275
<b>Wetland</b>  Development/Interference within 30m and 120m of a Provincially Significant Wetland or non-evaluated wetland	Minor review	\$275
	Area affected ≤ 0.5 ha	\$650
	Area affected > 0.5 ha and ≤ 1.0 ha	\$1,020
	Area affected > 1.0 ha and ≤ 2.0 ha	\$2,010

Municipal Drain Maintenance (DART Protocol)	\$90
Screening Fee & Written Advice	\$120
Issuance of new permit within 6 months of expiry date with no changes to proposal or site conditions with exception of routine permits (\$130)	\$250
S. 28 Application Review Hearing	\$250
Major Projects (ex. Minister's Zoning Order, applications that include several technical studies, >500 m shoreline work or watercourse realignment, development or interference with >2 ha wetland, subdivisions over 10 lots, fill placement over > 2000 m <sup>3</sup> / > 2.0 ha).	\$5,260
Note: Additional charges for legal or technical peer-review may be applicable.	

## Proposed Fee Schedule: 2022

<b>Security Deposit</b>	Minor	\$1,000
	Major	\$2,000
<b>Property Inquiry</b>  For written responses to legal, real estate and related financial (including CMHC) inquiries by landowners or others on their behalf for property inquiry letter; includes flood plain map (where applicable) and photocopy costs.	File Search Only	\$265
	Expedited Search (3 business days)	\$365
	With Site Inspection	\$440

**Notes:**

- Permit Application fees where the only change in the original application is the time frame will be reduced by 50%



## Proposed Fee Schedule: 2022

### Schedule "C" - Technical Report Review

Technical reports are routinely prepared by qualified professionals in the fields of water resources engineering, hydro-geological investigation, site servicing, geotechnical engineering, environmental assessments, ecology and planning. Such experts are familiar with profession standards and provincial and local requirements in such matters.

Report Review	Development Type	2022 Fees
<b>Normal Review (20 business days)</b> <ul style="list-style-type: none"> <li>- Flood plain hydrology analysis</li> <li>- Geotechnical reports (unstable soils and slopes)</li> <li>- Wetland hydrology impact analysis</li> <li>- Environment impact studies</li> <li>- Stormwater management</li> <li>- Grading and drainage plan</li> <li>- Aquatic habitat assessment/fish habitat impact</li> <li>- Hydrological assessment</li> <li>- Groundwater and terrain analysis</li> <li>- Headwater Drainage Feature Assessment</li> </ul>	Development area ≤ 0.5 hectares	\$450
	Development area 0.5 hectares - ≤ 2 hectares	\$880
	Development area > 2 hectares - ≤ 5 hectares	\$1,850
	Development area > than 5 hectares	\$2,885
<b>Major Projects</b>		Hourly
<b>Aggregate Resources Act Application Reviews (plus Schedule C fees as applicable)</b>		\$3,920

#### NOTE:

- Technical report review services are tracked per file on an hourly basis. Where reviews exceed the standard allocation review time, or require multiple submissions and re-reviews, MVCA reserves the right to change an hourly professional rate in addition to the initial fee.
- Major projects are those with a high level of concern about the local environment, complex ecological, ground water and surface water interactions and which may require MVCA staff attendance at multiple meetings with proponents, consultants or public meetings to satisfy regul



## Proposed Fee Schedule: 2022

### Schedule "D" – Conservation Areas, Rentals, Programs and Administration (HST is in addition to all fees unless otherwise specified)

Conservation Area Use Type	2022 Fee
<b>Conservation Area Use</b>  *Day Pass Purdon *Day Pass Morris Island <sup>3</sup> *Day Pass Mill of Kintail <sup>3</sup>  Seasonal Pass General <sup>1</sup>  Additional Car Pass  Lost General Pass	Donation Only \$6 \$6  \$48  \$11  \$11
<b>Mill of Kintail Rentals</b>  <b>Cloister Area (Weddings)</b>  Picnic Shelter Per Day Hourly  <b>Education Centre</b> Per Day Hourly  Gatehouse Per Day Hourly Community Groups  <b>Museum Tour Groups (per person)<sup>4</sup></b>  Night Sky Observatory (annual fee)	<b>\$765</b>   \$130 \$23  <b>\$130</b> <b>\$23</b>  \$208 \$37 50% of rental fees  <b>\$3</b>  \$150 (2022) \$200 (2023) \$200 (2024)
<b>Office Rentals</b>  Boardroom and Meeting Rooms Per Day Affiliated Groups  Office Space Work Station Per Month	\$130 FREE  \$104
<b>Staffing Fee for Rentals Per Hour</b>	<b>\$30</b>

## Proposed Fee Schedule: 2022

Administrative Task Type	2022 Fee
<b>Photocopies</b>	
Per page 8.5" x11" (Black and White)	\$0.34
Per page 8.5" x 11" (Colour)	\$1.23
Faxes	\$0.32

Education Type	Fee
<b>**Program Currently Suspended**</b>	
On-site Education Programs (MOK) (2 hours)	
In-School Education Programs (2 hours)	
Cancellation Fee	
Wildlife Watches Day Camp (per week) <sup>4</sup>	
Cancellation Fee <sup>4</sup>	
	<b>**Program Currently Suspended**</b>

Information and Professional Services	2022 Fee	
<b>Reports</b>	Small: 1-30 pages	\$140
Base Cost (Digital and Paper)	Medium: 31-100 pages	\$275
	Large: 100 + pages	\$405
	Minimum Processing Fee <sup>4</sup>	\$51
	Administrative Rate <sup>4</sup>	\$67/hr
	Professional Rate <sup>4</sup>	\$102/hr
	Management Rate <sup>4</sup>	\$128/hr
<b>Models – digital copies</b>		\$2,100 plus staff time
Hydrologic Model (HEC-HMS, SWMHYMO, PCSWMM) <sup>4</sup>		
Hydraulic Model (HEC2, HEC-RAS) <sup>4</sup>		\$2,100 plus staff time

\* Day Pass Limited to 4 hours

<sup>1</sup> Seasonal Pass – only one vehicle pass be provided per annual pass

<sup>2</sup> Affiliated Groups = meetings held at MVCA where MVCA staff participation/involvement is required and the Group objectives are in-line with MVCA goals and visions

<sup>3</sup> HST Included

<sup>4</sup> HST Exempt

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## REPORT

3165/21

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>Nature Smart Climate Solutions Fund Grant</b>
DATE:	October 5, 2021

### RECOMMENDATION

**That the Finance and Administration Committee recommend that the Board:**

- a) **Endorse the three projects that have received draft approval under the Nature Smart Climate Solutions Fund, as presented in this report.**
- b) **Direct staff to work with Mississippi Valley Conservation Foundation and the Mississippi-Madawaska Land Trust to develop and implement a fundraising campaign to secure the \$133,000 cash contribution by MVCA.**
- c) **Approve borrowing of up to \$133,000 from the Glen Cairn Reserve, or Operating Reserve, which shall be replenished as monies are donated.**

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### 1.0 BACKGROUND

In December 2020, the federal government announced an updated climate plan and committed to invest up to \$631 million over 10 years to work with provinces, territories, “conservation organizations”, Indigenous communities, private landowners, and others to “restore and enhance wetlands, peatlands, grasslands and agricultural lands to boost carbon sequestration.”

In March 2021, Environment & Climate Change Canada (ECCC) approached Conservation Ontario (CO) to administer \$9 million over 3 years to help achieve the above objective. Conservation Ontario reached out to the 36 CAs for project ideas. MVCA submitted the following draft proposals with very high-level descriptions and cost estimates, and identified a host of potential partners.

- Develop and implement a “Land Conservation and Acquisition Plan”, per our new Mississippi River Watershed Plan and Corporate Strategic Plan.
- Restore two sections of wetland habitat along the Carp River, as identified in the Carp River Action Plan.

- Deliver a stewardship program focused on agricultural land (ALUS project) per the Board approved 3-year Stewardship Pilot.

In August, MVCA learned that all three projects, with a combined value of ~\$3.8 million, had been accepted in-principle. Projects delivered under the Nature Smart Climate Solutions Fund require proponent and partner organizations to contribute cash or in-kind services with a value of at least 50% of the total project cost. During August and September, MVCA worked with the following partner organizations to secure financial and in-kind commitments to meet the 50% requirement:

- City of Ottawa
- Ducks Unlimited Canada
- Rideau Valley Conservation Authority
- Mississippi Madawaska Land Trust
- Friends of the Carp

## **2.0 PROJECT DESCRIPTIONS**

### **Land Conservation and Acquisition Plan**

The objective of this project is to examine and prioritize land for potential stewardship and acquisition across the Mississippi and Carp watersheds; and where possible, to use grants and contributions to secure particularly valuable parcels from a carbon sequestration, and flood and drought mitigation perspective. This project was identified in the 5-year *Corporate Strategic Plan* and the *Mississippi River Watershed Plan*. This project will be led by Ducks Unlimited Canada and the City of Ottawa.

### **Carp River Restore Project**

The objective of this project is to naturalize a section of the Carp River immediately south of the Village of Carp, and to reinstate wetland habitat for the purpose of carbon sequestration and natural ecological purposes. This project is to be led by Ducks Unlimited Canada with permit approvals and implementation support from MVCA.

### **ALUS Agricultural Stewardship Project**

The ALUS program is designed to support farmers in carrying out changes in agricultural and livestock practices to reduce negative impacts and to provide ecological services to their communities. Federal program funds will be used for projects that have a recognized impact on carbon sequestration. The program is to be delivered by MVCA in partnership with ALUS Ontario and the Rideau Valley Conservation Authority.

### 3.0 FINANCIAL AND STAFF IMPACTS

Table 1 summarizes federal, MVCA, and partner contributions for the three projects over the period April 2021 - March 2024 as approved by ECCC last month. MVCA's cash contribution represents ~3.5% of the total value of these projects, and is proposed to be paid through fundraising in partnership with Mississippi-Madawaska Land Trust and Mississippi Valley Conservation Foundation.

However, it will take time to develop and implement the fundraising campaign, so it is recommended that cash flow be managed by borrowing, as needed, up to \$133,000 from the Glen Cairn Reserve Fund. The Reserve has a current balance of \$341,732. The Reserve would be replenished by funds raised through the campaign before any other distributions are made.

**Table 1: Cash and In-Kind Contributions**

Project	ECCC Cash	MVCA Cash	Other Cash	MVCA In-Kind	Other In-kind	TOTAL
<b>ALUS Program</b>	\$185,975	0	\$195,000	\$2,987	\$2,987	\$386,950
<b>Land Conservation &amp; Acquisition</b>	\$1,193,711	\$116,500	\$1,118,211	\$31,750	\$81,610	\$2,541,783
<b>Wetland Restoration</b>	\$453,130	\$16,500	\$363,510	\$36,750	\$42,900	\$912,790
	<b>\$1,832,816</b>	<b>\$133,000</b>	<b>\$1,676,721</b>	<b>\$71,487</b>	<b>\$127,497</b>	<b>\$3,841,523</b>

Work on the ALUS and Land Conservation & Acquisition Plan are already included in the draft 2022 workplan. However, work on the Land Conservation Plan will need to be accelerated in order to capitalize on the federal funds. This will be monitored and assessed as the project progresses.

### 4.0 CURRENT STATUS

CO is the process of negotiating a bilateral agreement with ECCC. Thereafter, CO will require bi-lateral agreements with each of the CAs receiving funding, which is anticipated to occur in November.

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## REPORT

3169/21

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	COVID-19 Vaccination Policy
DATE:	October 19, 2021

### **Recommendation:**

**That the Committee recommend that the Board of Directors approve the mandatory COVID-19 vaccination policy set out in this report.**

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### **1.0 PURPOSE**

MVCA is responsible for maintaining a safe work environment for employees and Board members, and implementing safety measures to mitigate risks to visitors to our properties. The purpose of this report is to set out and obtain approval for a vaccination policy that mitigates the risk of COVID-19 transmission.

### **2.0 BACKGROUND**

On August 24, 2021 the provincial government amended *Ontario Regulation 364/20* to require businesses and organizations to comply with any advice, recommendations and instructions issued by the Office of the Chief Medical Officer of Health that:

- (a) requires the business or organization to establish, implement and ensure compliance with a COVID-19 vaccination policy; or
- (b) sets out the precautions and procedures that the business or organization must include in its COVID-19 vaccination policy.

Ottawa Public Health has issued a guide to support workplace vaccination policies:

Ottawa Public Health strongly recommends businesses and employers develop and implement workplace vaccination policies for their employees and workforce, and that all those eligible receive a complete series of the COVID-19 vaccine. Supporting employees to get fully vaccinated is the best way to help protect them from the risks of COVID-19,

prevent outbreaks and build confidence in the health and safety of the workplace as we face a Delta variant-fueled resurgence in our community.

While strongly encouraged, these recommendations are voluntary, and are not intended to be legally enforceable under the Reopening Ontario (A Flexible Response to COVID-19) Act, 2020.

The Leeds, Grenville and Lanark District Health Unit also issued guidance:

There are many benefits for all workplaces to have an organization specific COVID-19 vaccine policy. It can be part of the COVID-19 Workplace Safety Plan considering specific risks in the organization for COVID-19 transmission, provide an opportunity to provide education and awareness to all employees, and promote higher levels of vaccination in the workplace to increase the safety of employees and the public.

In workplaces, vaccination adds to, rather than replaces, the strict adherence to established COVID-19 public health measures. Employers must continue to implement all COVID-19 prevention measures for their sector outlined in Ministry of Labour and provincial regulations and guidelines: screening for symptoms, physical distancing, wearing of masks, hand washing, regular environmental cleaning, and a COVID-19 safety plan.

In recent weeks, the federal, provincial, and several local governments have announced implementation of mandatory COVID-19 vaccination policies. To our knowledge:

- The Government of Canada is requiring all federal departments, federally regulated sector and crown corporation employees to be fully vaccinated (unless they have a medical exemption).
- The Province of Ontario is requiring all Ontario Public Service employees as well as those working in long-term care, hospitals, schools, home care service providers and paramedics to be fully vaccinated (unless they have a medical exemption). Unvaccinated employees will have to undergo a vaccine education course and regular antigen testing.
- The City of Ottawa is requiring all employees, councillors, contractors, volunteers and students to be fully vaccinated (unless they have a medical exemption). Unvaccinated employees will be required to complete a vaccine education session. Employees who do not comply with the policy will not be permitted in the workplace and may be subject to a variety of consequences, which can include leave without pay or discipline, up to and including dismissal.

- On September 10, 2021, OPG (for whom MVCA provides contracted services) issued a notice requiring all OPG employees and contractors to be fully vaccinated; and that contractors doing business with OPG implement vaccination standards that meet or exceed OPG's requirements.
- Effective September 22, 2021, Ontarians must now be fully vaccinated to access certain public settings and facilities including the Gate House at MVCA's Mill of Kintail CA.

### **3.0 RISK ASSESSMENT**

Various safety measures have been instituted during the pandemic to protect against casual transmission of the virus. However, as the economy opens up and expectations increase for in-person interactions, the potential to be exposed to and pass on the disease will increase.

The Delta variant is "more highly transmissible, more virulent, cases are more likely to be highly infectious, is more likely to cause breakthrough infections, and when breakthrough cases occur they have similar levels of infectiousness as unvaccinated cases."<sup>1</sup> Therefore, where masking, social distancing, and good ventilation are not readily and consistently available or possible, there is risk of transmission amongst employees, Board members, and the public. Such is the case at some of our facilities, and in carrying out some field activities.

MVCA's Joint Health & Safety Committee (JHSC) has reviewed this matter and recommend that full vaccination be required by all employees and Board members as is now required of visitors to our Gate House facility.

### **4.0 PROPOSED POLICY**

Mississippi Valley Conservation Authority (MVCA) has an obligation to take all necessary precautions to protect the health and safety of its workforce, and recognizes the importance of immunization to reducing the risk of serious infection and transmission of the COVID-19 virus among employees and those it supports.

#### **APPLICATION**

1. This policy applies to all MVCA employees, Board and Committee members, contractors, volunteers and students (herein referred to as "employees".)
2. All new hires will be required to be fully vaccinated as a condition of employment, subject to the duty to accommodate under the *Ontario Human Rights Code*.

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<sup>1</sup> Refer to: [https://www.publichealthontario.ca/-/media/documents/ncov/phm/2021/09/mitigating-risks-breakthrough-transmission-delta.pdf?sc\\_lang=en](https://www.publichealthontario.ca/-/media/documents/ncov/phm/2021/09/mitigating-risks-breakthrough-transmission-delta.pdf?sc_lang=en)



## EFFECTIVE DATE

3. This Policy is to take effect immediately upon approval by the Board of Directors.

## VACCINATION REQUIREMENTS

4. On or before October 29, 2021 current employees must:
  - a. Confirm they are fully vaccinated against COVID-19; or
  - b. Provide a documented medical reason for not being fully vaccinated against COVID-19; or
  - c. Provide a documented personal sincerely held religious or creed-based reason for not being fully vaccinated against COVID-19.
5. Proof of vaccination will consist of the documentation issued by the Ontario Ministry of Health, other province or territory or international equivalent indicating individual immunization status against the COVID-19 virus with vaccines approved by Health Canada or the World Health Organization.
6. Employees that do not provide proof of full vaccination and that have not advised MVCA of a medical or human rights exception for not being vaccinated by October 29, 2021 will be required to provide proof of their first dose no later than November 12, 2021.
7. As of December 13, 2021, it will be mandatory for all employees to have received their first and second doses of an approved COVID-19 vaccine.

## ACCOMMODATION

8. MVCA acknowledges its obligations under the *Ontario Human Rights Code* and will comply with its duty to accommodate in appropriate cases.
  - a. Current employees and candidates for employment who are not vaccinated due to a medical reason are to provide written proof from a physician or registered nurse in the extended class supporting the medical exemption.
  - b. Current employees and candidates for employment who are not vaccinated due to another protected ground as set out in the *Ontario Human Rights Code* should advise the General Manager, and the employee and MVCA will follow the requirements of the *Ontario Human Rights Code* with respect to the accommodation process.
  - c. Employees are expected to cooperate in this process and provide necessary documentation.

## TESTING

9. Effective, December 13, 2021, employees who are unvaccinated for any reason will be required to participate in regular rapid antigen testing for COVID-19, and provide a digital image of a negative test result to the General Manager via email every Monday and Thursday morning before 8:30 a.m. regardless of the days of the week that the employee is on site that week.
10. Those who receive a “positive” rapid antigen screening result must not report to work and must immediately inform the General Manager of the result. The employee is required to immediately self-isolate, book a nasopharyngeal swab (PCR) test at one of the local community testing sites and call the General Manager to report the results upon receipt and to allow the General Manager to begin the contact tracing process as needed. Employees will thereafter follow the direction of the General Manager in terms of next steps depending on the results of the PCR test.
11. Employee test results will be kept confidential to the CAO/Secretary-Treasurer (and in limited need to know circumstances to key managers) and will not be disclosed except as required for the purposes of implementing and enforcing this Policy, staffing, meeting Public Health requirements, and complying with partner directives.

Failure by employees to adhere to the requirements of this Policy may result in discipline up to and including termination.

This Policy and these measures will remain in place until further notice and are subject to change in accordance with Public Health guidelines and directives.

## 5.0 CORPORATE STRATEGIC PLAN

Implementation of the vaccine policy will support health and safety in the workplace and achievement of **Goal 3: People and Performance** c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and contributions.

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## REPORT

3170/21

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Julie Falsetti, Stewardship Technician
RE:	Stewardship Plan
DATE:	October 19, 2021

### For information.

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## 1.0 BACKGROUND

In recent years, MVCA has undertaken limited stewardship activities due to budgetary and staffing constraints. In November 2020, the Board of Directors approved the *2021-2023 Interim Financial Plan* that recommended implementation of a 3-Year Stewardship Pilot Program using funds reallocated from the suspended Education Program. The *Mississippi River Watershed Plan* (MRWP) approved in July 2021, also recommended establishment of a 3-year stewardship pilot for the protection of water quality, wetland cover, forest cover, and other environmental features.

The attached *Stewardship Plan* has been drafted to direct and guide implementation of the pilot. The goals of the Stewardship Plan are:

- To maintain, enhance, and restore natural features and systems so that they may continue to provide ecological services to communities.
- To mitigate the impacts of urban and rural settlement and climate change.
- To engage communities and landowners in effecting improvements to publicly- and privately-owned lands.

## 2.0 PROGRAM SUMMARY

MVCA has very different geographic regions, each with unique challenges and needs. Stewardship programming is to be tailored to meet the different needs and priorities of MVCA's three geographical regions:

- **The Upper Watershed (wooded uplands):** Township of Addington Highlands, Township of North Frontenac, Township of Central Frontenac, and Township of Greater Madawaska.
- **The Middle Watershed (transition zone):** Township of Lanark Highlands, Tay Valley Township, and Township of Drummond/North Elmsley.
- **The Lower Watershed (agricultural/urban):** Municipality of Mississippi Mills, Town of Carleton Place, Township of Beckwith, and City of Ottawa.

Design and administration of the program in this manner will also aid future discussions with member municipalities regarding funding of the program.

The most notable program element is delivery of an ALUS Program in the County of Lanark and the Carp River watershed. The objectives of the ALUS program are to create habitat on marginal farmland, sequester carbon, and reduce greenhouse gases in the atmosphere.

The following tables identify regional objectives and proposed program focus. There is significant overlap in programming, and the tables highlight unique elements.

Upper Watershed Objectives	Program Focus
<ul style="list-style-type: none"> <li>Enhance management of forested lands</li> </ul>	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Distribute educational material from Forest Health Network</li> </ul>
<ul style="list-style-type: none"> <li>Improve waterbody, watercourse, and wetland health</li> <li>Increase knowledge of lake health</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Septic Re-inspection Program (per MOUs)</li> <li>Promote and deliver Shoreline Naturalization Program<sup>1</sup></li> <li>Participate in Lake Associations meetings</li> <li>Support Lake Links annual meeting</li> <li>Promotion and tracking of the Water Rangers water testing program</li> </ul>
<ul style="list-style-type: none"> <li>Prevent and reduce the introduction and spread of invasive species</li> </ul>	<ul style="list-style-type: none"> <li>Distribute educational materials, e.g. <i>Grow Me Instead</i> publication (Ontario Invasive Plant Council, 2020).</li> <li>Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

Middle Watershed Objectives	Program Focus
<ul style="list-style-type: none"> <li>Enhance management of forested lands</li> </ul>	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Distribute educational material from Forest Health Network</li> </ul>
<ul style="list-style-type: none"> <li>Improve waterbody, watercourse, and wetland health</li> <li>Increase knowledge of lake health</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Septic Re-inspection Program (per MOUs)</li> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Participate in Lake Associations meetings</li> <li>Support Lake Links annual meeting</li> <li>Promotion and tracking of Water Rangers water testing program</li> </ul>
<ul style="list-style-type: none"> <li>Habitat enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Promote and deliver ALUS in Lanark County</li> </ul>
<ul style="list-style-type: none"> <li>Prevent and reduce the introduction and spread of invasive species</li> </ul>	<ul style="list-style-type: none"> <li>Distribute educational materials, e.g. <i>Grow Me Instead</i> publication (Ontario Invasive Plant Council, 2020).</li> <li>Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

Lower Watershed Objectives	Program Focus
<ul style="list-style-type: none"> <li>Enhance management of forested lands</li> </ul>	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Distribute educational material from Forest Health Network</li> </ul>

<sup>1</sup> Where plantings exceed capacity, projects will be referred to Watersheds Canada.

Lower Watershed Objectives	Program Focus
<ul style="list-style-type: none"> <li>Improve waterbody, watercourse, and wetland health</li> <li>Increase knowledge of lake health</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Participate in Lake Associations meetings</li> <li>Support Lake Links annual meeting</li> <li>Promotion and tracking of the Water Rangers water testing program</li> <li>Promote and deliver Ottawa Rural Clean Water Program (per MOU)</li> <li>Promote and deliver City Stream Watch Program (per MOU)</li> <li>Identify opportunities for river and stream restoration</li> <li>Promote Low Impact Development and participation in water storage programs, e.g. Rain Ready Ottawa</li> <li>Promote and deliver stream clean-up events using volunteer efforts</li> </ul>
<ul style="list-style-type: none"> <li>Habitat enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Promote and deliver ALUS in Lanark County and Carp River watershed</li> <li>Promote and deliver Ottawa Rural Clean Water Program (per MOU)</li> <li>Identify, investigate, and facilitate habitat enhancement of public lands</li> </ul>
<ul style="list-style-type: none"> <li>Prevent and reduce the introduction and spread of invasive species</li> </ul>	<ul style="list-style-type: none"> <li>Analyze City Stream Watch data and prioritize removal of invasive species</li> <li>Organize and deliver volunteer invasive removal events</li> <li>Distribute educational materials, e.g. Grow Me Instead publication (Ontario Invasive Plant Council, 2020).</li> <li>Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

The Stewardship Plan is to be implemented in partnership with the following organizations:

- Fellow conservation authorities
- Local municipalities
- ALUS Canada
- Local agricultural organizations (e.g. 4H Ontario, Lanark Federation of Agriculture, National Farmers Union, Ontario Soil and Crop Improvement Association, Ontario Federation of Agriculture, OMAFRA)
- Local Environmental/Stewardship Organizations (e.g. Climate Network Lanark, Water Rangers, and Ottawa Riverkeeper)
- Academia (University of Ottawa, Carleton University)

### 3.0 FINANCIAL CONTRIBUTIONS

Staff will seek various grants and work with partners to support delivery of the above programs. MVCA will receive funds from ALUS Canada and Environment & Climate Change Canada for delivery of the ALUS program in Lanark County and the Carp watershed. Funding periods and amounts differ as shown in the following tables.

#### ALUS Canada Funding

Aug 2021 - July 2022	Aug 2022 - July 2023	Aug 2023 - July 2024
\$41,300.00	\$35,400.00	\$29,500.00

#### ECCC Funding

Sept 2021 - Mar 2022	Apr 2022 - Mar 2023	Apr 2023 - Mar 2024
\$21,820.00	\$66,167.50	\$97,987.50

It is important to note that Environment and Climate Change Canada provides dollar-matching funds only. Therefore, the amount received will be based upon the actual amounts expended during the eligible period, up to the maximum shown.

MVCA also receives financial support under a Memorandum of Understanding with the City of Ottawa to deliver a Rural Clean Water Program within city limits.

#### City of Ottawa

Rural Clean Water Program
\$3,000/year

## 4.0 CORPORATE STRATEGIC PLAN

Delivery of a stewardship program will support achievement of:

**Goal 2: Community Building** – engage local partners to foster connections, leverage our resources, and strengthen our “social license” to operate.

- Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.
- Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.



**Stewardship Plan  
2021 - 2024**

October 2021

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## ABBREVIATIONS

ALUS – Alternative Land Use Services	MNR/MNRF – Ministry of Natural Resources/Ministry of Natural Resources and Forestry
CA – Conservation Authority	MOU – Memorandum of Understanding
CIPS – Cambium Indigenous Professional Services	MRSSO – Mississippi Rideau Septic System Office
CRCA – Carp River Conservation Area	MRW – Mississippi River Watershed
CRW – Carp River Watershed	MRWP – Mississippi River Watershed Plan
CSW – City Stream Watch	MVCA – Mississippi Valley Conservation Authority
CWF – Canadian Wildlife Federation	NGO – Non-Governmental Organization
EDDMapS – Early Detection and Distribution Mapping System	ORCWP – Ottawa Rural Clean Water Program
FHN – Forest Health Network	PLF – Private Lands Forestry
FOCR – Friends of the Carp River	RCWP – Rural Clean Water Program
IEP – Indigenous Engagement Plan	RVCA – Rideau Valley Conservation Authority
LID – Low Impact Development	SNC – South Nation Conservation
MECP – Ministry of Environment, Conservation and Parks	SWM – Stormwater Management
MICA – Morris Island Conservation Area	

## 1.0 INTRODUCTION

The objects of a conservation authority are “to provide...programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals.”<sup>1</sup> A crucial course of action in achieving conservation and restoration goals is that of land stewardship: the act of caring for the land, air, water, and biodiversity in order to maintain collective ecological, social, and cultural benefits. The development and implementation of a Stewardship Plan are key steps to fulfilling this responsibility. This document marks the current phase of implementation of MVCA’s Stewardship Program: Program Development and Planning (Figure 1).



*Figure 1. The key steps in development and implementation of a Stewardship Program.*

The goals of this Stewardship Plan are:

- To maintain, enhance, and restore natural features and systems so that they may continue to provide ecological services to communities.
- To mitigate the impacts of urban and rural settlement and climate change.
- To engage communities and landowners in effecting improvements to publicly- and privately-owned lands.

### 1.1 Three-Year Stewardship Pilot Program

The Mississippi River Watershed Plan (MRWP) prescribed the establishment of a Stewardship Strategy.

To achieve the goal to support learning and environmental stewardship, the MRWP suggested the development and implementation of a Three-Year MVCA Stewardship Program Pilot for the protection of water quality, wetland cover, forest cover, and other environmental features. Such a plan is needed to provide long term guidance for MVCA’s Stewardship activities within the Mississippi River and Carp River Watersheds and to address other goals set by the MRWP, including:

- Minimize risks to human life and property due to flooding, erosion, and unstable slopes and soils.

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<sup>1</sup> [Conservation Authorities Act, R.S.O. 1990, c. C.27 \(ontario.ca\)](#)

- Sustain or improve water quality for all users.
- Increase our resiliency and adaptive response to climate change.
- Maintain, enhance, or restore natural features and systems for all users, and
- Support learning and environmental stewardship.

This Program Pilot aligns with the 2021-2025 Corporate Strategic Plan and will achieve community building by engaging local partners to foster connections, leverage resources, and strengthen our “social license” to operate. A Stewardship Strategy that outlines intentions to engage and educate community stakeholders through stewardship initiatives would help MVCA obtain the following objectives:

- To demonstrate MVCA to be a trusted, client-centred, resourceful, and helpful partner.
- To strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia.

MVCA has been engaged in limited stewardship but has not been able to commit to the implementation of a full-time Stewardship Program due to budgetary and staffing constraints. The Three-Year Stewardship Program Pilot is an approved board initiative and a commitment that allows MVCA to establish a foundation of stewardship.

## 1.2 History of Stewardship Program

Shortly after the termination of the MNR’s Private Land Extension Programs around the year 2000, MVCA initiated a stewardship program to address the service gap, which was comprised of the following programs:

- **Rural Clean Water Program:** Currently only delivered within the City of Ottawa.
- **Ministry of Environment Source Water Protection:** Discontinued by MECP.
- **Lanark County Forest Management Program:** MVCA still delivers this program.

In recent years, MVCA has been engaged in Stewardship on a part-time basis through the delivery of the following programs that have either been MVCA initiatives or shared with other partners, which were funded as resources allowed:

- **Shoreline Naturalization Program:** Offers native planting of riparian areas on private properties. Tree/shrub giveaways/sales are provided in coordination with lake associations.<sup>2</sup>

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<sup>2</sup> Initially, there was a small amount of municipal levy allocated to this program. Currently, MVCA is implementing a cost-sharing model consistent with what other Conservation Authorities have already implemented.

- **Private Lands Forestry (PLF):** MVCA provides RVCA with \$5,500 towards implementing the Green Acres Program (City of Ottawa) and the Trees for Tomorrow Program. This includes large-scale tree plantings that are not necessarily within watercourse buffers.
- **Special, Site-by-Site Projects:** “One-off” projects generally funded through grants from various government and non-government sources. They range from large shoreline plantings on public properties to in-stream restorations and fish habitat enhancement projects.
- **Ottawa Rural Clean Water Program (ORCWP):** A collaboration between the City of Ottawa, MVCA, RVCA, and SNC that delivers grants to rural property owners for a variety of stewardship activities primarily aimed at protecting water quality.<sup>3</sup>
- **City Stream Watch (CSW):** A stream monitoring program that enlists volunteers to help staff monitor environmental conditions in streams within the City of Ottawa.<sup>4</sup>
- **Septic Re-inspection Program:** Delivered by the MRSSO to certain municipalities, this program combines homeowner education about septic system operation and maintenance with an inspection component.<sup>5</sup>
- **Education and Outreach:** MVCA’s educational programming was suspended due to the COVID-19 pandemic. This program consisted of outdoor education programming, curriculum-based classroom presentations, guided field trips, and outreach events.<sup>6</sup>
- **Planning and Regulations:** MVCA contributes to aquatic and terrestrial health through the planning and regulations process, allowing MVCA to recommend best management practices to landowners and municipalities.

In 2020<sup>7</sup>, the Board approved a Three-Year Stewardship Pilot Program to enable assessment of program interest and viability.

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<sup>3</sup> This program is currently only available within the City of Ottawa.

<sup>4</sup> This program is supported through external funding, and includes an education and stewardship component implemented through volunteer engagement events (e.g. stream litter clean-ups, invasive species removals). Data collected through CSW has been used to direct Stewardship efforts.

<sup>5</sup> The program aims to help protect drinking water, the natural environment, and support the implementation of the Clean Water Act. We work cooperatively with Tay Valley Township, Township of North Frontenac, and Township of Drummond/North Elmsley to establish a voluntary septic re-inspection program. Alternatively, Bennett Lake in Tay Valley Township is subject to a mandatory re-inspection program. Educational and promotional presentations and workshops are hosted occasionally to encourage participation.

<sup>6</sup> A Living Classroom is being developed at CRCA, with MVCA and FOCR working with educators to develop a curriculum to be used by visiting local schools. MVCA launched EcoTrekr, an educational and interactive mobile app that allows visitors to learn about the river and wetlands at the CRCA.

<sup>7</sup> Interim Financial Plan. <https://mvc.on.ca/wp-content/uploads/2021/02/20no13-Interim-Financial-Plan-Append-A-FINAL-v4.pdf>.

### 1.3 Environmental Scan

The MVCA jurisdiction is comprised of three distinct watersheds: The Mississippi River Watershed (MRW), the Carp River Watershed (CRW), and part of the Ottawa River Watershed. Below are key attributes of the MVCA jurisdiction:

- The jurisdiction is a mix of rural and urban land use, with urban development concentrated in and around the City of Ottawa, Carleton Place, and Almonte, and rural estate-lot growth in the surrounding municipalities.
- The west end mostly consists of contiguous expanses of natural areas.
- The east end has smaller, fragmented pockets of natural area.
- The MRW has two distinct physiographic regions: The Canadian Shield in the west and the St. Lawrence lowlands in the east.
- The Shield area has shallow soils and rocky outcroppings, which is a constraint for agricultural land use.
- The Lowlands area is flatter with deeper, more fertile soils is more suited to agricultural land use.
- Forest cover comprises 28% of the CRW (59% interior forest canopy [Robinson Consultants, Inc., 2004]) and 65% of the MRW (23% forest interior).<sup>8</sup>
- There is a disparity in both forest cover and forest interior between the Shield (27% forest interior) and the Lowlands (6% forest interior).
- Agricultural land use makes up 56% of the CRW and 11.5% of the MRW.<sup>9</sup>

These areas face the stresses of climate change, rural and urban settlement, and related challenges with flooding and droughts, impairment of water quality and impacts to natural features and systems. The projected local impacts of climate change are as follows:

- Increased flooding and erosion, and early spring flooding (freshet)
- More frequent and prolonged drought conditions
- More frequent severe weather
- Reduced winter snow cover and river/lake ice
- Water quality changes (e.g. warming and increased algae blooms)
- Decreased soil moisture during the growing season
- Reduction in (drying of) wetland areas
- Increases in invasive species, plant pests and diseases

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<sup>8</sup> 70% of the forest cover is on private land, 28% on crown land, and 2% on municipal/county lands and land trust managed properties.

<sup>9</sup> Agriculture in the Mississippi River Watershed is predominantly located in the lower watershed downstream of Mississippi Lake, where one-third of the land is used for farming (Robinson Consultants, Inc., 2004).

- Changes in aquatic species (more warm water/less cool water species).
- Changes to forest composition and species, affecting ecosystem processes and the forest industry.

Local municipal Official Plans designate areas where future growth is to be permitted. The 2011 and 2016 Statistics Canada Census data for several municipalities show growth rates at three times the Provincial average. The growth is expected to continue, with Carleton Place and Beckwith populations projected to almost double between 2016 and 2038 and Drummond/North Elmsley and Mississippi Mills increasing 60% over that same period. The impacts of urban and rural settlement are as follows:

Impacts	Implications
Reduction in permeable surfaces	<ul style="list-style-type: none"> <li>▪ Reduced infiltration of precipitation and snowmelt</li> <li>▪ Increase in stormwater</li> <li>▪ Overwhelms drainage systems (storm sewers and roadside ditches) and contributes to urban and rural flooding</li> <li>▪ Water pollution</li> </ul>
Removal of riparian buffers, remnant forests, and other natural features	<ul style="list-style-type: none"> <li>▪ Increased soil erosion</li> <li>▪ Water quality impairment</li> <li>▪ Reduced terrestrial and aquatic habitat</li> <li>▪ Impaired ecological functioning<sup>10</sup></li> </ul>
Draining and filling of wetlands <sup>11</sup>	<ul style="list-style-type: none"> <li>▪ Loss of water storage during wet periods</li> <li>▪ Increased risk of flooding and flood damage<sup>12</sup></li> <li>▪ Loss of groundwater and aquifer recharge during droughts</li> <li>▪ Habitat loss</li> </ul>
Increased dependence on private services (well and sewage systems) <sup>13</sup>	<ul style="list-style-type: none"> <li>▪ Reduced groundwater availability</li> </ul>

<sup>10</sup> Forest and riparian cover in the east are nearing the minimum thresholds for a healthy environment recommended by Environment Canada (Environment Canada, 2013).

<sup>11</sup> Since European settlement, an estimated 65% of wetlands in the eastern watershed have been drained or filled. Moreover, a local vulnerability assessment predicts that most watershed wetlands are at risk of shrinking or drying due to climate change (Ontario Ministry of the Environment and Climate Change, 2014).

<sup>12</sup> Studies show that wetlands left in their natural state can reduce the cost of flood damage by 29% in rural areas and 38% in urban areas (Moudrak et al., 2017).

<sup>13</sup> Not every area projected to have future growth has municipal water and sewer systems.

Impacts	Implications
	<ul style="list-style-type: none"> <li>Potential groundwater and aquifer contamination<sup>14</sup></li> </ul>

#### 1.4 Stewardship Programming at other CAs

Almost all the CAs in Ontario offer stewardship programming to some degree. Comparative analysis of these programs revealed various program elements are offered and a disparity exists in their delivery. The following list summarizes the percentage of CAs that offer each program element:

Stewardship Program Elements	Percentage of CAs that Offer Element
Large-scale tree planting/reforestation	76%
Plant sales/tree giveaways	58%
Rural clean water	58%
Habitat restoration/enhancement	45%
Agriculture-specific program (funding or otherwise)/ALUS	39%
LID/SWM promotion	24%
Workshops	21%
Shoreline planting	15%
Volunteer events	15%
Ash tree replacement	12%
Species at risk	12%
Invasive species management	12%
Educational/advice-based site visits	12%
Association with native plant nursery	9%
Trees for Rural Roads	6%
Loan equipment to volunteers for independent monitoring	3%

MVCA has offered many of these programs on a limited basis. The development of a Stewardship Plan allows MVCA to determine the most appropriate bundle of programs for this jurisdiction.

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<sup>14</sup> In rural parts of the watershed, an estimated 63% of the permanent population uses groundwater wells for their drinking water. The high growth areas also contain some of the largest wetlands and groundwater recharge areas of the eastern end of the Mississippi River Watershed, where development can negatively impact hydrologic conditions.

## 1.5 Target Stakeholders

MVCA will strive to engage municipalities, owners of both small and large landholdings, homeowners, businesses, institutions, recreational water users, and all residents of the jurisdiction to learn about and implement stewardship best practices, as well as for inclusion in the implementation of an assessment program for post-effectiveness monitoring. The design and elements of the Stewardship Program will be refined as these relationships develop and new priorities are identified.

## 1.6 Indigenous Engagement

When work began on the MRWP, MVCA undertook to prepare an Indigenous Engagement Plan (IEP) under the guidance of Cambium Indigenous Professional Services (CIPS). Research conducted by CIPS identified twenty-eight First Nations Communities/groups that hold interest within the MVCA watershed. MVCA, through CIPS, will engage with all twenty-eight Indigenous Communities/groups to discover any stewardship initiatives that they wish to undertake for which MVCA can provide support. As initiatives are identified, MVCA will recommend amendments of the Stewardship Plan to the Board as well as seek funding to support these initiatives.

## 2.0 CHALLENGES AND OPPORTUNITIES

The following sections outline the stewardship challenges and opportunities present within the Mississippi River and Carp River Watersheds.

### 2.1 Forestry

Challenges	Objectives	Program Opportunities
<ul style="list-style-type: none"> <li>Forest fragmentation</li> <li>Decrease in forest density</li> <li>Lack of interior forest</li> </ul>	<ul style="list-style-type: none"> <li>Increase forest connectivity</li> <li>Increase forest cover (overall and interior forest)</li> <li>Carbon sequestration</li> </ul>	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Educate communities about ecological services provided by forests</li> <li>Distribute educational material from FHN</li> </ul>

### 2.2 Waterbody, Watercourse, and Wetland Health

Challenges	Objectives	Program Opportunities
<ul style="list-style-type: none"> <li>Impacts to surface and groundwater quality (pollution, nutrient runoff, leaching sewage)</li> </ul>	<ul style="list-style-type: none"> <li>Decrease pollution entering waterways and waterbodies</li> <li>Improve on-site water storage to prevent runoff and flooding</li> </ul>	<ul style="list-style-type: none"> <li>Septic Re-inspection Program</li> <li>Relationships with Lake Associations</li> <li>Shoreline Naturalization Program</li> <li>ORCWP</li> <li>CSW</li> <li>Seek out opportunities for river and stream restoration</li> </ul>



Challenges	Objectives	Program Opportunities
<ul style="list-style-type: none"> <li>Stormwater management</li> <li>Erosion and siltation</li> <li>Loss of wetlands</li> </ul>	<ul style="list-style-type: none"> <li>Stabilize soils and shorelines</li> <li>Increase number of wetlands</li> </ul>	<ul style="list-style-type: none"> <li>Stormwater management education</li> <li>Promote and encourage LIDs and participation in water storage incentive programs, e.g. Rain Ready Ottawa</li> <li>Work with municipalities in implementing LIDs on municipal land</li> <li>Introduction of ALUS Lanark Program to facilitate the restoration of wetlands on marginal farmland</li> <li>Use data collected through CSW and volunteer efforts to control litter entering waterways</li> </ul>

### 2.3 Habitat Loss

Challenges	Objectives	Program Opportunities
<ul style="list-style-type: none"> <li>Fragmentation and loss of natural areas</li> <li>Habitat loss</li> </ul>	<ul style="list-style-type: none"> <li>Increase connectivity of natural areas</li> <li>Increase habitat opportunities for fish and wildlife</li> </ul>	<ul style="list-style-type: none"> <li>Shoreline Naturalization Program</li> <li>Introduction of ALUS Lanark Program to support the use of stewardship best practices among farmers and to facilitate the restoration of wetlands, tallgrass prairies, and riparian areas on marginal farmland</li> <li>Identify opportunities to implement habitat enhancement projects on municipal or CA-owned lands (e.g. building turtle nesting mound at MICA and CRCA; snake hibernaculum and nesting boxes at CRCA; pollinator habitat at MVCA office)</li> </ul>

### 2.4 Invasive Species

Challenges	Objectives	Program Opportunities
Introduction and spread of invasive species	Prevent and reduce introduction and spread of invasive species	<ul style="list-style-type: none"> <li>Coordinated management program using data collected through CSW and volunteer efforts in tandem with replanting work</li> </ul>

Challenges	Objectives	Program Opportunities
		<ul style="list-style-type: none"> <li>▪ Annual monitoring of managed populations to prevent re-establishment</li> <li>▪ Use and promotion of EDDMapS tool to identify, document, and monitor the introduction and spread of invasives</li> <li>▪ Educate the community; promote tools such as <i>Grow Me Instead</i> publication (Ontario Invasive Plant Council, 2020).</li> </ul>

### 3.0 PROGRAM APPROACH

MVCA's jurisdiction has been divided into three geographic regions for the purposes of this Stewardship Plan (Figure 2):

- **The Upper Watershed (wooded uplands):** Township of Addington Highlands, Township of North Frontenac, Township of Central Frontenac, and Township of Greater Madawaska.
- **The Middle Watershed (transition zone):** Township of Lanark Highlands, Tay Valley Township, and Township of Drummond/North Elmsley.
- **The Lower Watershed (agricultural/urban):** Municipality of Mississippi Mills, Town of Carleton Place, Township of Beckwith, and City of Ottawa.

Rather than delivering all programs to the entire jurisdiction, this Stewardship Plan proposes to target programs suitable to each geographic region. Table 1 (see Appendix) shows the approximate month-by-month delivery of each program for the Upper Watershed, Middle Watershed, and Lower Watershed.



Upper Watershed Objectives	Program Opportunities
	<ul style="list-style-type: none"> <li>Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

### 3.2 Middle Watershed: Areas of Focus

The Middle Watershed features many lakes, rivers, and streams along with both small and large wetlands, many of which are deemed Provincially Significant (PSW). Most notable is the abundance of agricultural land use in the eastern area of this section. The key stewardship objectives for this region are below, paired with program opportunities:

Middle Watershed Objectives	Program Focus
Enhance management of forested lands	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Distribute educational material from Forest Health Network</li> </ul>
<ul style="list-style-type: none"> <li>Improve waterbody, watercourse, and wetland health</li> <li>Increase knowledge of lake health</li> </ul>	<ul style="list-style-type: none"> <li>Promote and deliver Septic Re-inspection Program (per MOUs)</li> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Participate in Lake Associations meetings</li> <li>Support Lake Links annual meeting</li> <li>Promotion and tracking of Water Rangers water testing program</li> </ul>
Habitat enhancement	<ul style="list-style-type: none"> <li>Promote and deliver Shoreline Naturalization Program</li> <li>Promote and deliver ALUS Lanark</li> </ul>
Prevent and reduce the introduction and spread of invasive species	<ul style="list-style-type: none"> <li>Distribute educational materials, e.g. <i>Grow Me Instead</i> publication (Ontario Invasive Plant Council, 2020).</li> <li>Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

### 3.3 Lower Watershed: Areas of Focus

The Lower Watershed is characterized by a high concentration of agricultural land use, limited forested cover that is primarily privately owned and fragmented, large wetland complexes (some PSWs), and a high concentration of rural and urban land use. This region is where the majority of urban growth is projected to take place. The key stewardship objectives for this region are below, paired with program opportunities:

Lower Watershed Objectives	Program Focus
Enhance management of forested lands	<ul style="list-style-type: none"> <li>Promote the development of Forest Management Plans</li> <li>Distribute educational material from Forest Health Network</li> </ul>

Lower Watershed Objectives	Program Focus
<ul style="list-style-type: none"> <li>▪ Improve waterbody, watercourse, and wetland health</li> <li>▪ Increase knowledge of lake health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participate in Lake Associations meetings</li> <li>▪ Support Lake Links annual meeting</li> <li>▪ Promotion and tracking of the Water Rangers water testing program</li> <li>▪ Promote and deliver Shoreline Naturalization Program</li> <li>▪ Promote and deliver Ottawa Rural Clean Water Program (per MOU)</li> <li>▪ Promote and deliver City Stream Watch Program (per MOU)</li> <li>▪ Identify opportunities for river and stream restoration</li> <li>▪ Promote Low Impact Development and participation in water storage programs, e.g. Rain Ready Ottawa</li> <li>▪ Promote and deliver stream clean-up events using volunteer efforts</li> </ul>
Habitat enhancement	<ul style="list-style-type: none"> <li>▪ Promote and deliver Shoreline Naturalization Program</li> <li>▪ Promote and deliver ALUS Lanark</li> <li>▪ Promote and deliver Ottawa Rural Clean Water Program (per MOU)<sup>16</sup></li> <li>▪ Identify, investigate, and facilitate habitat enhancement of public lands</li> </ul>
Prevent and reduce the introduction and spread of invasive species	<ul style="list-style-type: none"> <li>▪ Analyze City Stream Watch data and prioritize removal of invasives</li> <li>▪ Organize and deliver volunteer invasive removal events</li> <li>▪ Distribute educational materials, e.g. <i>Grow Me Instead</i> publication (Ontario Invasive Plant Council, 2020).</li> <li>▪ Use EDDMapS mapping database and app and other tools to log sightings</li> </ul>

#### 4.0 PARTNERING OPPORTUNITIES

MVCA shares environmental protection and resource management interests with many Non-Government Organizations (NGOs), local groups and associations. It has collaborative relationships with universities, many lake associations, and a variety of stewardship organizations. These collaborations become increasingly important as Provincial resources and services continue to diminish at the local level. A detailed description of current and potential partnership opportunities follows.

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<sup>16</sup> Wetland habitat restoration is a new category that will be eligible starting in 2022.

#### 4.1 Conservation Authorities

MVCA has formed strong partnerships with several CAs within Ontario, which are explained below:

Conservation Authority	Partnerships
Rideau Valley Conservation Authority	<ul style="list-style-type: none"> <li>▪ Ottawa Rural Clean Water Program</li> <li>▪ City Stream Watch</li> <li>▪ Ash Tree Replacement Program</li> <li>▪ Private Lands Forestry (Green Acres and Trees for Tomorrow Programs)</li> <li>▪ ALUS Lanark<sup>17</sup></li> </ul>
South Nation Conservation	<ul style="list-style-type: none"> <li>▪ Ottawa Rural Clean Water Program</li> <li>▪ City Stream Watch</li> <li>▪ Ash Tree Replacement Program</li> </ul>
Cataraqui Conservation	<ul style="list-style-type: none"> <li>▪ Source plant material for Shoreline Naturalization Program and other stewardship initiatives from native plant nurseries that are associated with Cataraqui Conservation<sup>18</sup></li> </ul>

#### 4.2 Municipalities

MVCA has been providing planning advice to its member municipalities for many years. By making recommendations for improving and maintaining terrestrial and aquatic health throughout the watershed, MVCA promotes best management practices in a limited nature for properties that are being re-developed.

Along with providing planning advice, MVCA has worked with many of its member municipalities to implement stewardship initiatives within the watershed. Many of these initiatives were shoreline plantings in publicly accessible waterfront locations. Municipal plantings undertaken in recent years are listed below:

Year	Waterfront Site	Municipality
<b>2014</b>	Diefenbunker Site	City of Ottawa
<b>2014</b>	Kinburn Community Centre	City of Ottawa
<b>2014</b>	Poole Creek (Stitt Street Park)	City of Ottawa
<b>2015</b>	Fred Millar Park	Pakenham (Municipality of Mississippi Mills)
<b>2016</b>	Almonte Fairgrounds	Almonte (Municipality of Mississippi Mills)

<sup>17</sup> Starting in 2021, MVCA, RVCA, and Lanark County are partnering with ALUS Canada to deliver an ALUS Lanark program (see below).

<sup>18</sup> This is a potential new partnership that could begin in 2022.

Year	Waterfront Site	Municipality
<b>2016</b>	Metcalfe Park	Almonte (Municipality of Mississippi Mills)
<b>2016</b>	Riverside Park	Almonte (Municipality of Mississippi Mills)
<b>2018</b>	Poole Creek Outlet	City of Ottawa
<b>2018</b>	Carp River Restoration Site	City of Ottawa
<b>2019</b>	Centennial Park	Town of Carleton Place
<b>2019</b>	Pakenham Beach	Pakenham (Municipality of Mississippi Mills)
<b>2019</b>	Palmerston Lake Beach	Township of North Frontenac
<b>2019</b>	Poole Creek	City of Ottawa

Future opportunities for MVCA to partner with its member municipalities are as follows:

- Continue to deliver shoreline naturalization program, with a focus on larger tracts of land
- Continue to deliver Septic Re-inspection Program where MOUs exist

#### 4.3 ALUS Lanark

ALUS Canada is an organization that provides financial and technical support to farmers who deliver ecosystem services in their communities through wetland restoration and construction, tallgrass prairie restoration, or shoreline restoration. ALUS Lanark will expand MVCA's support of agricultural stewardship initiatives on private lands. The Middle and Lower Watersheds will benefit from this program. The key benefits of these habitat restoration projects include:

- Carbon sequestration
- Reductions in greenhouse gas emissions
- Natural disaster risk reduction from floods
- Habitat enhancement for migratory birds and species at risk
- Reduced loss of topsoil
- Reduced downstream siltation

The first step in implementing the ALUS Lanark program is to form a partnership advisory committee (PAC). MVCA will find and work with prominent representatives of the agriculture community to gain their expertise on how to engage and support farmers in implementing stewardship best practices. Ideally, these representatives will include local farmers and farm workers, agricultural business and industry representatives, and municipal representatives. Examples of local organizations to which MVCA could perform outreach for recruiting representatives and for promotion of ALUS Lanark include:

- 4H Ontario
- Lanark Federation of Agriculture
- National Farmers Union
- Ontario Soil and Crop Improvement Association (OSCIA)
- Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Ontario Federation of Agriculture (OFA)

#### 4.4 Local Environmental/Stewardship Organizations

MVCA is currently engaging in a partnership with CWF to enhance turtle habitat via constructing of a turtle nesting mound at the Morris Island Conservation Area. There are opportunities for enhancing wildlife habitat at the Carp River Restoration Area, and therefore potential to continue this partnership.

MVCA will work with local Stewardship Councils to review current stewardship programming needs, overlap, and gaps, as well as promote participation in existing stewardship initiatives by Stewardship Councils and other groups.

#### 4.5 Academia

There are opportunities to collaborate with the University of Ottawa and Carleton University in the pre-treatment and post-effectiveness monitoring of restoration projects (see Section 7.0).

### 5.0 GRANTS

MVCA will seek external funding to support habitat enhancement projects, educational activities, and initiatives that benefit the community. Below are examples of grants that MVCA has had success with in the past, as well as others to consider, with additional information where available:



Grant Source	Grant Name	Amount	Dollar-Matching or In-Kind Requirements
Bass Pro Shops and Cabela's	Outdoor Fund		
Canadian Wildlife Federation	Rights-of-Way Habitat Restoration Program	No maximum amount for projects	Staff wages are considered in-kind.
Enbridge Gas	Enbridge Gas	\$5,000	
Environment and Climate Change Canada (ECCC)	Habitat Stewardship Program	\$25,000 - \$100,000 per project	Non-indigenous applicants are required to obtain a minimum of 1:1 matching contributions. Indigenous applications are required to obtain a minimum of 0.20:1 matching contributions. Leveraging can take the form of either financial or in-kind resources.
Environment and Climate Change Canada (ECCC)	EcoAction Community Funding Program	\$25,000 - \$100,000 per project	ECCC will fund up to 50% of project expenditures.
Government of Canada	Canada Summer Jobs	up to 50% of minimum wage	Approximately \$6,000 cost to MVCA
Government of Ontario	Ontario Trillium Foundation	\$5,000 - \$500,000, depending on project and project category	
Ministry of Environment, Conservation and Parks	Species at Risk Stewardship Program		Applications with matching dollars and/or in-kind contributions are preferred; Matching dollars preferred to in-kind contributions.
Ottawa Community Foundation	Community Grants Program	one-year grants in the order of \$10,000; multi-year grants range from \$3,000-\$24,000 per year	
RBC	RBC Tech for Nature	Received \$4,800 in 2020	RBC will fund up to 50% of a specific project or program budget.
TD Bank	TD Friends of the Environment Foundation	average \$6,900 in Ontario	
TD Bank	TD Tree Days	Received \$5,500 in 2020	
Wildlife Habitat Canada	The Habitat Conservation Stamp Initiative		Minimum 1:1 matching from non-federal sources required.
Ontario Wildlife Foundation	Ontario Wildlife Fund	Received \$2,000 in 2019	

## 6.0 BUDGET

EXPENDITURES	2022	2023	2024
1FTE Wages/Benefits	\$59,652.66	\$60,845.71	\$62,062.63
0.33FTE Wages (summer student)	\$10,000.00	\$10,000.00	\$10,000.00
Rural Clean Water program delivery	\$3,000.00	\$3,000.00	\$3,000.00
Trees Canada program delivery (RVCA Partnership)	\$5,500.00	\$5,500.00	\$5,500.00
County of Lanark Forest Management program delivery	\$6,000.00	\$6,000.00	\$6,000.00
Shoreline Naturalization & Other Watershed Stewardship			
Mileage/Expenses/Prof Development	\$4,000.00	\$4,000.00	\$4,000.00
Mat&Sup/Equip/Gexp/Promotion/Bat Boxes	\$12,000.00	\$12,000.00	\$12,000.00
Publicity	\$1,000.00	\$1,000.00	\$1,000.00
	Sept 2021 - Mar 2022	Apr 2022 - Mar 2023	Apr 2023 - Mar 2024
ALUS Lanark/Carp program delivery	\$16,516.75	\$96,704.79	\$121,407.87
<b>TOTAL</b>	<b>\$117,669.41</b>	<b>\$199,050.50</b>	<b>\$224,970.50</b>
REVENUES	2022	2023	2024
Municipal Levy	\$75,983.00	\$75,983.00	\$75,983.00
User Fees - City of Ottawa RCWP	\$3,000.00	\$3,000.00	\$3,000.00
User Fees - County Forest Management ( County of Lanark)	\$6,000.00	\$6,000.00	\$6,000.00
Other - OWF Grant - Fish Habitat Wolf Grove Creek	\$2,000.00	\$2,000.00	\$2,000.00
Other - Trees/TD Planting Program Grant	\$5,500.00	\$5,500.00	\$5,500.00
Other - Canada Summer Jobs	\$5,000.00	\$5,000.00	\$5,000.00
	Aug 2021 - July 2022	Aug 2022 - July 2023	Aug 2023 - July 2024
Other - ALUS Canada	\$41,300.00	\$35,400.00	\$29,500.00
	Sept 2021 - Mar 2022	Apr 2022 - Mar 2023	Apr 2023 - Mar 2024
Other - ECCC Nature Smart Climate Solutions Fund	\$21,820.00	\$66,167.50	\$97,987.50
<b>TOTAL</b>	<b>\$160,603.00</b>	<b>\$199,050.50</b>	<b>\$224,970.50</b>

## 7.0 MEASURING SUCCESS

### 7.1 Short-term Deliverables

It is important to take measurements for gauging the success of Stewardship initiatives. The following quantifiable measures will be assessed in the short term:

- Number of projects undertaken
- Number of trees/shrubs planted
- Total area of land planted
- Total area of land restored to wetlands
- Total area of land restored to tallgrass prairie
- Length of shoreline restored
- Number of landowners contacted
- Number of landowners involved in projects
- Number of attendees at events, workshop<sup>19</sup>
- Number of community volunteer hours

In the longer term, the following actions can be taken to gauge the outcomes of Stewardship activities:

- Use sub-watershed report cards and aerial imagery to measure changes in the landscape, e.g. trends in deforestation or afforestation.
- Use City Stream Watch data to track changes in water quality and other trends in the watershed.

### 7.2 Post-Effectiveness Monitoring and Assessment

As projects arise, MVCA will enter into discussions with landowners regarding the opportunity to carry out post effectiveness monitoring, where appropriate. MVCA proposes to undertake baseline and post-implementation monitoring to assess the impacts of the program on water quality.

For wetland restoration projects, it is recommended that a year 1, 3, and 5 post effectiveness monitoring program be carried out. The following is a selection of parameters typically used for monitoring project function:

- Water levels (water storage)
- Water temperature
- Dissolved oxygen concentration
- % dissolved oxygen saturation
- pH
- Conductivity
- Specific conductivity
- Vegetation community (aquatic and terrestrial)

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<sup>19</sup> Program participants, including landowners and volunteers, can be surveyed after the fact

to assess the delivery and educational value of the programs.

- Zoological community (fish, birds, reptiles, amphibians, aquatic invertebrates, pollinators, other insects)

## 8.0 FUTURE CONSIDERATIONS

Some potential ideas, strategies, and initiatives for MVCA to consider in the future that are implemented by other Conservation Authorities:

- Expansion of Rural Clean Water Program outside of the City of Ottawa
- Expansion of City Stream Watch into Lanark County
- Acquisition of land to offer carbon offsetting program to commercial industry
- Development and delivery of Landowner Stewardship Workshops
- Delivery of guided, themed hikes in Conservation Areas
- Sale of kits of various themes, e.g. shoreline naturalization starter kits, DIY habitat kits
- Sale of nesting boxes for landowner installation
- Development of educational material/guides for download from MVCA website
- Development of Invasive Species Management Strategy for the MVCA watershed
- Organization and delivery of community science Bio-blitz projects (individual species reporting or events centred around a specific location)

## 9.0 SUMMARY

Land stewardship is one of the keys to providing critical climate change resiliency to municipalities. Stewardship initiatives are integral to reducing and mitigating flooding, water quality improvement, water storage, carbon sequestration, habitat restoration, and the overall benefit of human health and wellness. This Stewardship Plan will allow MVCA to help ensure the aquatic and terrestrial health and drinking water quality of the watershed.

## 10.0 REFERENCES

Conservation Ontario. 2012. Integrated Watershed Management Factsheet.

Environment Canada. 2013. *How Much Habitat is Enough?* 3<sup>rd</sup> Edition. Env Canada. Toronto, Canada.

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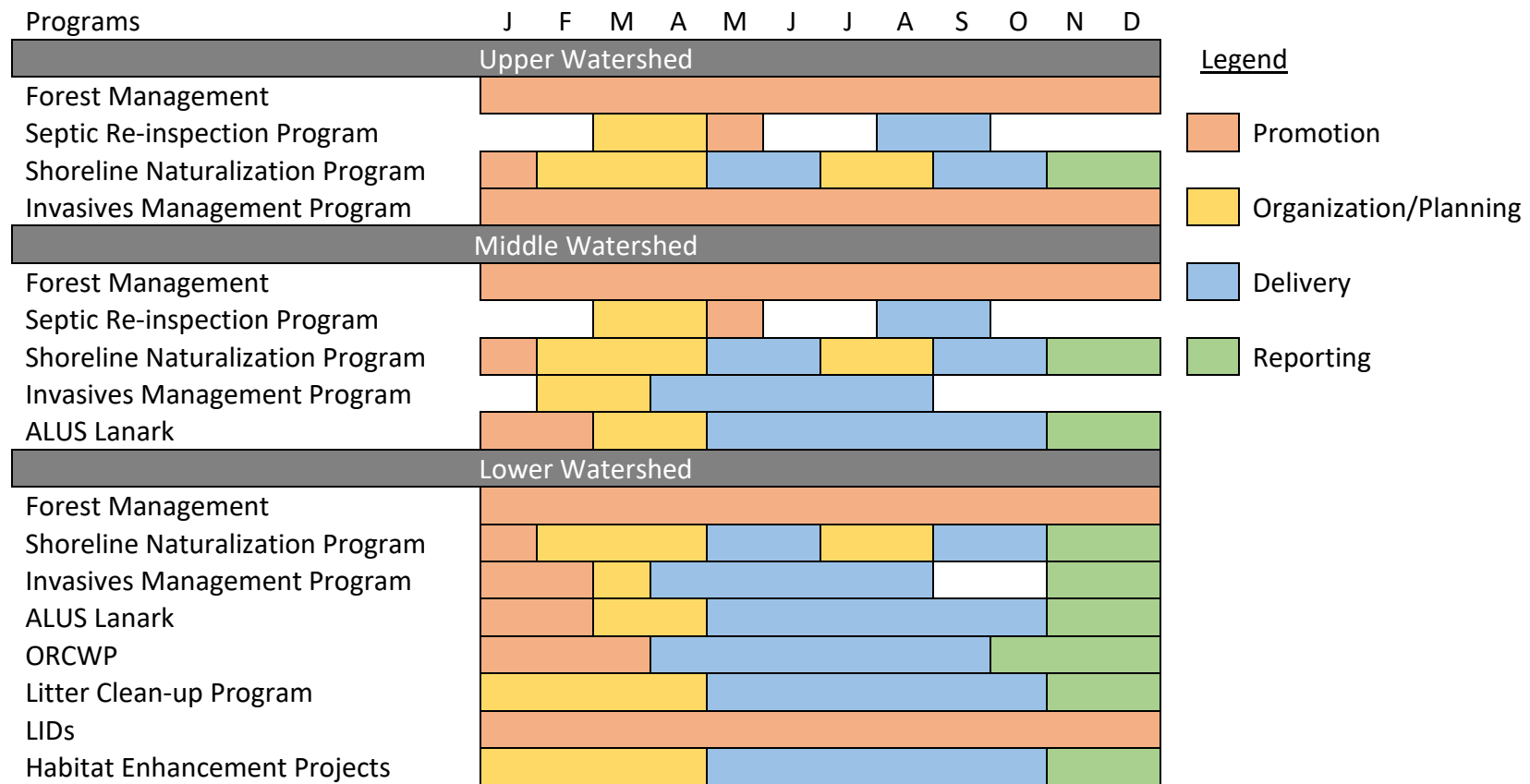
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## 11.0 APPENDIX

Table 1. Seasonal/monthly program delivery for all programs within each region of the watershed.



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## REPORT

3172/21

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Update re: Mill of Kintail Museum
DATE:	October 19, 2021

### For information.

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#### 1.0 BACKGROUND

In June 2019, the province made changes to the *Conservation Authorities Act* that limited the scope of programs and services eligible for funding by the municipal levy. Upon examination, it was concluded that the Mill of Kintail Museum, which pays homage to Dr. R. Tait McKenzie and Dr. James Naismith, would no longer qualify for municipal levy funding. A special advisory committee was struck to examine options that was co-chaired by Board members Christa Lowry and Jeff Atkinson.

In April 2021, the Co-Chairs presented three options recommended by the Special Advisory Committee<sup>1</sup>:

- A. Ownership of the collection transfer to Other Existing Organization
- B. MVCA retain ownership of the collection
- C. Create a new museum corporation

Staff were directed to conduct public consultation regarding the three options, to assess their viability, and to report back to the Board. The purpose of this report is to provide an update on the status of that work.

#### 2.0 PUBLIC CONSULTATION

Public consultation was carried out regarding the three options between April 23 and May 7. A press release and social media notices were published and a webinar<sup>2</sup> was held on April 29, 2021 that was advertised in local papers. Articles were published in *The Millstone* and *Carleton*

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<sup>1</sup> Report 3127/21

<sup>2</sup> Zoom recording: <https://www.youtube.com/watch?v=eNfV39NChnY>

*Place/Almonte Gazette*. The webinar was attended by 107 participants, and the video has been viewed over 100 times on YouTube. Fifty (50) written responses were received during the public consultation period with overwhelming support for Option B: *MVCA maintains ownership of the R. Tait McKenzie and Dr. James Naismith collections and obtains operating and maintenance funding via:*

- *Memoranda of Understanding with local municipalities; and*
- *The Mississippi Valley Conservation Foundation (MVCF)*

The following is a summary of key points raised during the consultations:

- This is an opportunity to breathe new life into a well-loved institution in Lanark County.
- The financial difficulties being experienced by the Mill of Kintail Museum is occurring across small community museums in Ontario.
- Museums in Lanark County should consolidate their management and potentially their collections to reduce overhead and improve their sustainability.
- The biggest potential is the untapped cachet of the James Naismith brand and its world-wide appeal.
- Fundraising efforts should be made to reach out to organizations that are interested in the Naismith and McKenzie stories and legacies.
- Every effort should be made to work with the NBA and the Canadian Basketball Association to secure funding for the museum.
- General fundraising capacity of the Foundation and fundraising specifically for the museum cannot be compared.
- A Mill of Kintail Foundation could be established to fundraise for the upkeep of the artifacts and the curator position.
- An R. Tait McKenzie and Dr. Naismith Museum Management Board should be established as well as a Museum Volunteer Organization.
- This should be a National Museum under the operation of the Federal Government since James Naismith and Robert Tait Mackenzie are of National Historical significance.
- The cultural significance of the Mill of Kintail and its museum is recognized locally as one of the Seven Wonders of Lanark County, with interest nationally and internationally from McGill University to Springfield College to the Olympic Stadium in Stockholm.
- Separating the artifacts and the museum from the Mill of Kintail Conservation Area could reduce opportunities to promote the site and impact visitorship.
- Dividing up of the museum, building, and/or site could create operational confusion amongst the different bodies.
- The maturity of municipality can be judged by their interest and action in preserving it's past.



- MVCA and its member municipalities should assist with transitional funding.
- It may be possible for another existing Museum Board to act on behalf of the MOK museum.
- For Option A to be attractive, there would have to be some assurance that the museum would be financially feasible.
- Because the building belongs to the MVCA, nearly all the costs associated with it, such as maintenance, new roof, septic, building insurance, etc., should not be included in operating costs.
- Future staffing costs should be limited to a curator (with no MVCA responsibilities) and another staff member to assist the curator on occasion. These costs could be offset by existing grants and other income.
- If non-compensation costs (heat, hydro, phone, taxes etc.) and minor capital costs (furnace, septic etc.) to maintain the building are absorbed by MVCA, then the cost of operating the museum should be reasonable.
- Ice cream and beverages could be sold at the gift shop, or site rentals increased to cover the cost of the museum.
- The provincial government should be lobbied to provide an exception to MVCA under the Conservation Authority's Act.
- Many felt that there had been insufficient consultation or research carried out by the Special Advisory Committee, and that there had been limited updates given to the public.
- The Lanark County Museum Network (LCMN) offered MVCA its expertise and support as museum stakeholders.

### **3.0 ASSESSING VIABILITY**

The public has indicated a clear preference for Option B, whereby MVCA would retain control over the collections. Regulations released last week state that museum operations are ineligible for municipal levy funding.<sup>3</sup> Therefore, if the museum is to stay with MVCA, the following will be required:

- One or more municipalities will need to approve a Cost Apportioning Agreement (CAA) and the CAA(s) would need to be reviewed every five years; or
- A stable source of self-sustaining revenues must be secured through a combination of a major sponsor(s) and on-going focused fundraising.

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<sup>3</sup> O.Reg. 687/21.

The CAA option can be explored during the upcoming Transition Phase prescribed by regulation. Further financial analysis will be completed and tabled at the Board before contacting municipalities regarding this option.

There is a strong feeling in the community that there is significant fundraising opportunity, and several in the community indicated that either the Mississippi Valley Conservation Foundation or another organization could and should spearhead that effort. This option will be explored with the Foundation and members of the Mill of Kintail Museum Advisory Committee.

There was also strong feeling that another museum Board could assume responsibility for the collection but that key financial matters would need to be resolved including clarity around what costs would be covered by MVCA and what would be the responsibility of the other museum organization. To this end, staff have been working on a Request for Expression of Interest (REOI) to be issued this fall soliciting interest from other organizations to manage or own the two collections. The REOI will be used to gauge interest and capacity, and identify requirements that organizations may have to assume management or ownership of the organization.

Results of the REOI process will help to determine the viability of Option A.

Following further assessment of Options A and B, staff will be in a better position to engage with the public and the Board about whether there is a need to pursue and assess the viability of Option C.

#### **4.0 CORPORATE STRATEGIC PLAN**

Work on this initiative is being carried out in support of the following goals under the Corporate Strategic Plan:

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

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

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## REPORT

3171/21

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	IPCC Report on Climate Change and MVCA
DATE:	October 13, 2021

### For information.

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#### 1.0 PURPOSE

On August 6, 2021, the Intergovernmental Panel on Climate Change (IPCC) released its latest report with the most current physical science knowledge and projections regarding climate change.<sup>1</sup> The report states the need for all levels of government to act to: reduce greenhouse gases (GHGs) in order to mitigate extreme temperature increases; and modify business policies, plans, and programs to adapt to existing and projected changes in climate. As an organization operating on the front-line of climate change, the purpose of this report is to inform the Board of actions planned and underway at MVCA to contribute to mitigating and adapting to climate change.

#### 2.0 THE IPCC

The United Nations created the IPCC in 1988 to provide policymakers with regular scientific assessments on the state of knowledge about climate change. The IPCC is comprised of representatives from 195-member governments with hundreds of experts that volunteer their time and expertise to conduct reviews and prepare or peer review reports.<sup>2</sup>

In addition to government appointed representatives, there are numerous “Observer Organizations” that attend sessions of the IPCC and provide experts to review draft reports.<sup>3</sup> These groups range from the Organization of the Petroleum Exporting Countries (OPEC) to The Nature Conservancy, and the Royal Meteorological Society.

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<sup>1</sup> <https://www.ipcc.ch/report/sixth-assessment-report-working-group-i/>

<sup>2</sup> <https://www.ipcc.ch/about/>

<sup>3</sup> [https://www.ipcc.ch/site/assets/uploads/2021/07/List\\_of\\_Observer\\_Organizations\\_26\\_July\\_2021.pdf](https://www.ipcc.ch/site/assets/uploads/2021/07/List_of_Observer_Organizations_26_July_2021.pdf)

### 3.0 LATEST IPCC REPORT

The August 2021 report is the sixth in a series—the first published in 1990.<sup>4</sup> It states that there is irrefutable evidence of human induced climate change, that the impacts are now observable world-wide, and that significant action is required now. This conclusion is based upon comprehensive analysis of five future scenarios (referred to as SSP<sub>1</sub> through SSP<sub>5</sub>), each representing a set of socio-economic conditions/behaviours that impact greenhouse gas emissions.<sup>5,6</sup>

The following two figures published by the IPCC help to illustrate their findings.

- Figure 1 shows predicted emissions and the warming potential under each scenario.
- Figure 2 shows predicted impacts on the frequency of specific intense weather events.

In summary, Figure 1 shows that even with significant changes in global socio-economic trends and associated GHG emissions, the planet is going to continue to get warmer (see red circle.)

Figure 2 shows that in the near term we are likely to experience what *was* a 1 in 10-year severe heat event 3 to 4 times more frequently.

### 4.0 WHAT THIS MEANS FOR MVCA

While climatic changes are predicted to be less extreme in eastern North-America compared to other regions, we will still experience changing weather patterns. These kinds of trends will have direct impacts on the planning, design and operation of MVCA's water control structures as well as on the update of our regulation mappings and associated policies. As well, we can anticipate this region to experience increased settlement due to domestic and international migration; and increased use, dependence upon, and export of local natural resources and agricultural products due their changing availability on the national and international market. This will increase demand for surface and ground water, potential water contamination, and risk from natural hazards if not planned and designed in anticipation of the impacts of climate change.

To date, actions by MVCA to address climate change have largely focused on our role in supporting adaptation to changing weather conditions. However, as a public organization on the front lines of climate change it is appropriate that we actively work toward mitigating the worst of climate change.

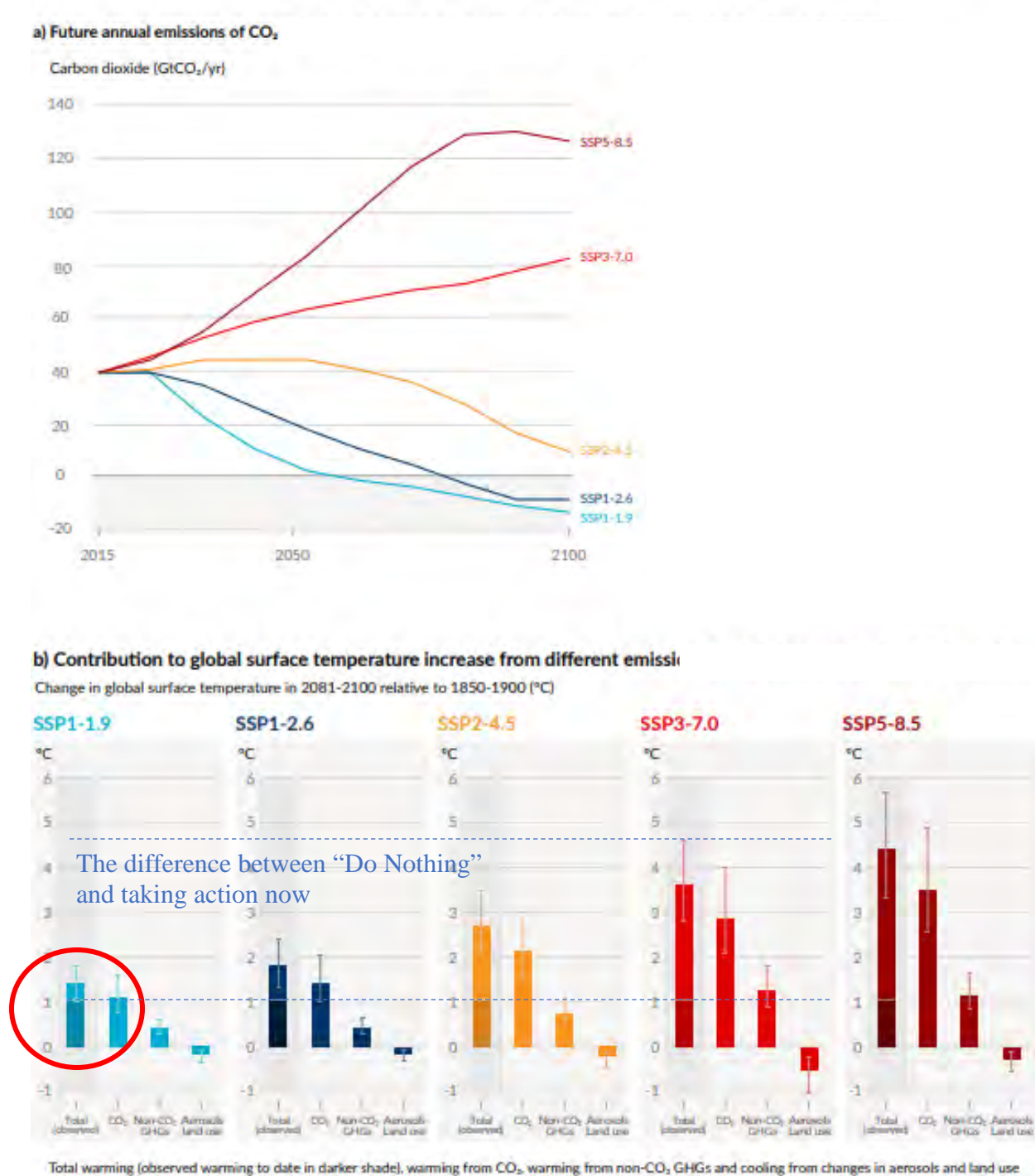
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<sup>4</sup> Previous reports were published in [1990](#), [1995](#), [2001](#), [2007](#), and [2014](#).

<sup>5</sup> SSP refers to the Shared Socio-economic Pathway or [global social-economic trends](#) underlying the scenario.

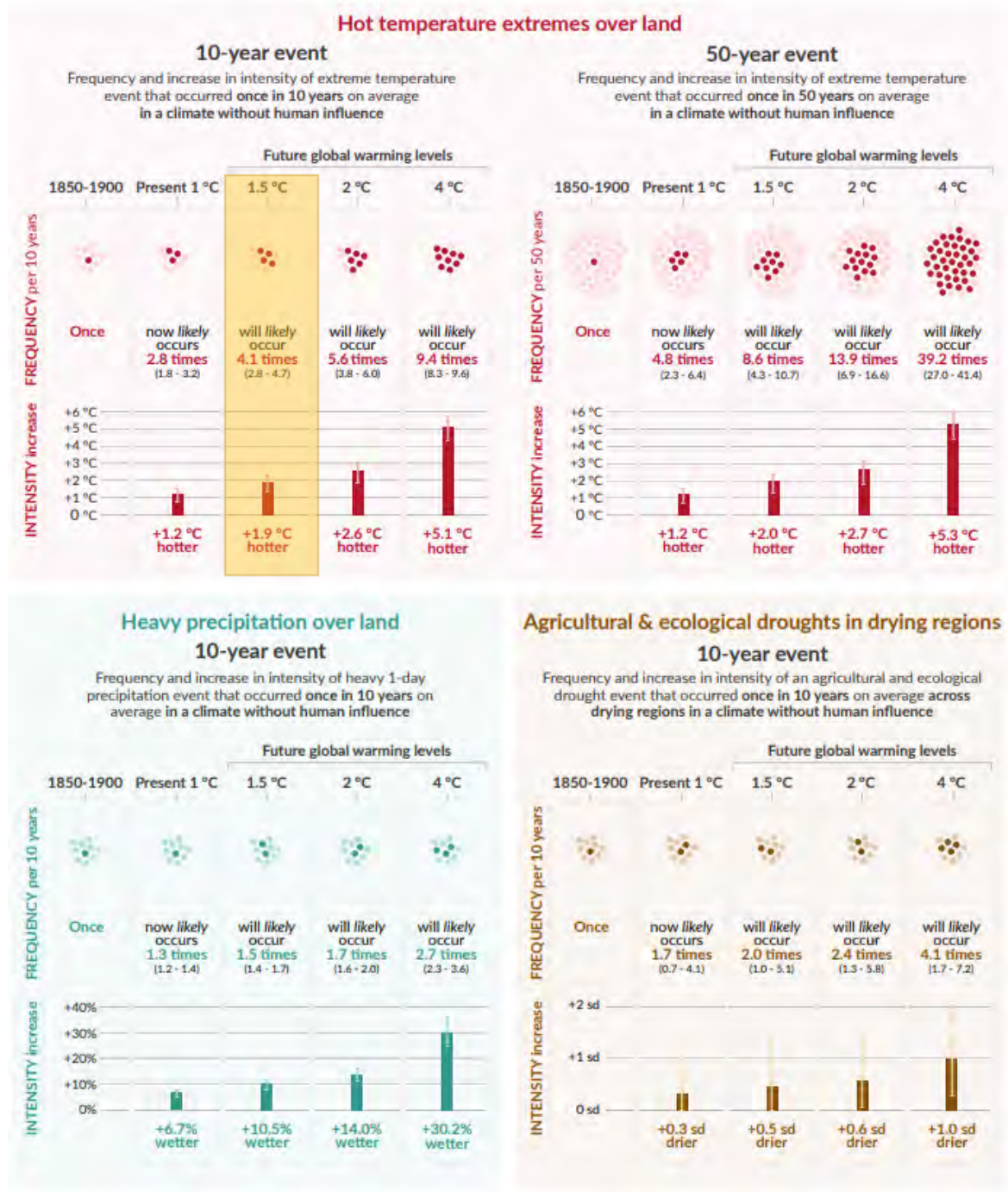
<sup>6</sup> Visit [Reuters.com](#) for a summary of each scenario: "Explainer: The U.N. climate report's five futures – decoded"

Figure 1: IPCC Emission and Warming Projections<sup>7</sup>



<sup>7</sup> Page SPM-16, [https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC\\_AR6\\_WGI\\_Full\\_Report.pdf](https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Full_Report.pdf)

Figure 2: IPCC Precipitation and Temperature Projections<sup>8</sup>



<sup>8</sup> Page SPM-23, [https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC\\_AR6\\_WGI\\_Full\\_Report.pdf](https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Full_Report.pdf)

## 4.1 Adaptation

MVCA is already undertaking several actions towards improving organizational knowledge and readiness to address the impacts of climate change.

- Implementation of the *10-year Capital Plan* that includes conducting Dam Safety Reviews and capital improvements at existing facilities.
- Regular procurement of aerial imagery to monitor and assess changes on the landscape and the impacts of growth.
- Acquisition of LiDAR data to enable mapping and modeling of the upper watershed.
- Acquisition of bathymetric data (underwater contours) to improve modeling and predictive analysis of weather conditions, and how to manage them.
- Regular updating of flood plain mapping to reflect the above evolving knowledge, conditions.
- Participation in multi-jurisdictional working groups on how best to modify current approaches to address greater weather variability in regulatory mapping.
- Preparation of a watershed-wide risk assessment to identify areas required creation or update of flood plain mapping.
- Development of a Land Conservation Plan to identify areas that provide ecological services critical to adapting to climate change.
- Implementation of a Stewardship Program to inform and work with landowners to mitigate their impacts and adapt to the impacts of climate change.
- Working with municipalities to update their official plan policies.

A critical piece of work to be carried out will be update of the *Mississippi River Water Management Plan* in partnership with other dam owners/operators. This document, approved by the province, dictates how each owner is to operate their control structures. The current plan does not consider the impacts of climate change. Staff will recommend update of the Plan once the above noted foundation studies/modeling are completed.

## 4.2 Mitigation

Like most organizations in the area, the majority of MVCA's greenhouse gas emissions come from heating and cooling our facilities and the operation of the corporate fleet.

### Fleet

At present, the Authority has one electric vehicle. There is considerable opportunity for MVCA to transition to an electric powered fleet through its normal vehicle replacement and procurement processes. Most daily trips by staff are under 300 km, which is within the average

range of many electric vehicles. The North-American auto industry is beginning to manufacture commercial vehicles that are electric, and as this becomes more common the price differential will lessen. Staff will follow-up with the Board as needed to implement this approach.

There is also an opportunity to adjust business practices to commuter trips by providing flexible work arrangements for employees. Due to our location, virtually all staff drive to work, many commuting from as far away as Ottawa, Smiths Falls, and Perth. A 25-40% reduction in trips and associated emissions may be possible.

### Heating and Cooling

MVCA uses fossil fuels to heat its buildings, and electricity to cool them. While Ontario's power grid is largely renewable, there is an opportunity for MVCA to manage demand during extreme heat events, and to work towards conversion of its heating system as key components reach the end of their lifecycle. Staff will investigate these opportunities as resources allow with the goal of being ready to pursue a preferred course of action should government subsidies become available that would make replacement feasible, or if there is a critical component failure and replacement is required.

## **5.0 CARBON CAPTURE AND GHG EMISSION OFFSETS**

As an owner of wetland, grassland, and forest habitat, MVCA is in a position to calculate and determine the degree to which these resources help to offset corporate emissions. Furthermore, there is an opportunity for MVCA to work with other corporations looking to secure land for the purpose of carbon capture and storage. This is an evolving area of business for conservation authorities and staff will report back to the Board with potential options as resources allow.

## **6.0 CORPORATE STRATEGIC PLAN**

Mitigating and adapting to the impacts of climate change is integral to the work we do and supports achievement of the following goal and objectives:

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

- a) Implement the five-year capital program.
- b) Strengthen our risk analysis and management capacity to include climate change and development impacts.
- c) Implement priority actions identified in the *Mississippi River Watershed Plan*.



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## REPORT

3175/21

TO:	MVCA Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>Consent Agenda – Procedure Amendment</b>
DATE:	October 13, 2021

### RECOMMENDATIONS:

**That the Board approve a housekeeping amendment of the *MVCA Administrative By-law* Consent Agenda Procedure as set out in this report.**

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In April, 2021, the Board of Directors approved the recommendations of Report 3119/21, as amended, directing that the *MVCA Administrative By-laws* be amended to allow for consent agenda. In June 2021 the Board approved procedures set out in the new Section **C.5 Consent Agenda** as presented in Report 3138/21. After using the new procedures, Board members and staff agreed that amendments were needed to allow for simultaneous approval of the Consent Agenda and the Main Agenda. The following revised procedure is recommended for approval.

### 5. Consent Agenda

#### a) Administrative Procedure

- 1) The Board may use a Consent Agenda to approve report recommendations and receive information items without discussion and debate.
- 2) Consent Agenda may be used at Board meetings and at Standing Committee meetings.
- 3) Meeting Agenda shall identify items to be included in the Consent Agenda at the time of distribution.
- 4) Board members may direct that an item be removed from the Consent Agenda in advance of or during consideration of the Consent Agenda by informing the meeting Chair.
- 5) If a Member declares a pecuniary interest in an item that is on the Consent Agenda, the Chair shall remove it from the Consent Agenda.

#### b) Meeting Procedure

- 1) The meeting Chair will ask for a Motion to adopt the Meeting Agenda.
- 2) At this time, Members will identify any items to be moved from the Consent Agenda to the Meeting Agenda for discussion. If nothing is identified to be moved, it is understood that the items contained in the Consent Agenda have then been approved.

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## REPORT

3176/21

TO:	Board of Directors, Mississippi Valley Conservation Authority
FROM:	Sally McIntyre, General Manager
RE:	<b>GM Update</b>
DATE:	October 15, 2021

### For Information.

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#### EXTERNAL

- 1. Parking Restrictions** – Mississippi Mills will be implementing no-parking limits on Concession 8 outside the Mill of Kintail Conservation Area. MVCA operates an overflow parking lot on site, however, many choose to park on the road instead causing safety issues. MVCA will be publicising the new measure on social media.
- 2. Northern Development, Mines, Natural Resources and Forestry (NDMNRF) Contract** – MVCA has executed a new agreement with NDMNRF to provide oversight and operational control over 5 of its structures in the watershed. Significant amendments were made to the contract to clarify roles and responsibilities and mitigate liability borne by MVCA. The contract is for one year and is valued at \$7,730, with options for renewal.
- 3. Sale of K&P Trail** - Lanark County has confirmed that it is acting as lead with the counties of Frontenac and Renfrew on this matter. Investigations are ongoing and once completed Lanark will contact MVCA regarding their intentions regarding the property.
- 4. Other property sale/easement** – MVCA continues to wait for the landowners at Palmerston Beach to execute the documents that would allow for property swapping and the transfer of MVCA's property to North Frontenac. Similarly, we continue to wait for landowners adjacent to the K&P to agree to easement terms arising from a court order issued September 2017.
- 5. LiDAR cost sharing** – the County of Frontenac is to confirm its intention to provide 50% funding at its October meeting.
- 6. Loan for Shabomeka Lake Dam** – now that actual project costs are known, discussions are underway to confirm loan details with the City of Ottawa.

## 7. Insurance Update

The following information was recently received from our broker at Marsh.



The average renewal increase continues to rise on Cyber Insurance, Excess Liability/Umbrella, and professional lines including Directors & Officers, and Errors & Omissions. The increases on these lines is exacerbated by Insurers reducing their line capacity at the same time as this means seeking additional policies to make up the same limit carried by one Insurer in the past.

### In Canada specifically;

- Public Entity Property pricing increased 15-25%
- Public Entity Liability pricing increased 15-20%
- Increased large judgements and class action lawsuits has pushed Excess/Umbrella Liability to 40%+.
- D&O pricing for Private/Not for Profit Entities increased 25-35%
- Cyber pricing increased 30-50% in the first quarter, then 40-75% by the end of the 2<sup>nd</sup> quarter and has continued to rise from 75% to above 100% in the 3<sup>rd</sup> quarter driven by the frequency and severity of Ransomware claims. In 2020 alone, Cyber Insurers paid 600M in claims and collected only 222M in premium. See attached detailed market update for Cyber including updated Cyber Security measures that have become even more important since last year.

## INTERNAL

- Staff Changes** – This week MVCA welcomed Tatyana Vukovic as our new Regulations Technician. Tatyana received a Bachelor of Science in Environment and Natural Resources from the University of New Brunswick and has been employed by various environmental agencies including two years as a wildland firefighter in Alberta. Tatyana will be supporting Andy Moore with permitting and compliance matters.
- Psycho-social Survey and Future of Work Survey** – Staff surveys were carried out in August that were used in developing the *Workforce Plan*. Several follow-up actions are planned. Please contact the GM if you wish to receive the results of either survey.