



## Policy & Priorities Committee

Virtual Meeting

10:00 am

February 17, 2022

<https://us06web.zoom.us/j/86804818273>

or by Phone 1-778-907-2071

Meeting ID: 868 0481 8273

### **AGENDA**

#### **ROLL CALL**

#### **Adoption of Agenda**

#### **Declaration of Interest (written)**

1. Approval of Minutes – October 19, 2021, Page #2
2. Election of Committee Chair and Vice Chair (S. McIntyre)
3. Review of Committee Structures, Report 3204/22 (S. McIntyre), Page #6
4. Carp River Conservation Area Master Plan Background Report, Report 3205/22 (S. McIntyre), Page #19
5. Corporate Strategic Plan – Implementation Plan, Report 3206/22 to follow (S. McIntyre)

#### **ADJOURNMENT**



**POLICY AND PRIORITIES ADVISORY COMMITTEE**

Via Zoom

**MINUTES**

October 19, 2021

**MEMBERS PRESENT:**

F. Campbell, Chair  
J. Inglis, Vice-Chair  
J. Atkinson  
R. Darling  
B. Holmes  
J. Karau  
J. Mason

**MEMBERS ABSENT:**

C. Kelsey  
K. Thompson

**STAFF PRESENT:**

S. McIntyre, General Manager  
A. Millar, Treasurer  
J. Falsetti, Educational Stewardship Technician  
E. Levi, Recording Secretary

**OTHERS PRESENT:**

J. Atkinson called the meeting to order at 2:00 p.m.

**PPAC10/19/21-1**

**MOVED BY:** C. Rigelhof

**SECONDED BY:** J. Inglis

**Resolved, That the Agenda for the October 19, 2021 Policy and Priorities Advisory Committee meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS:**

1. Minutes – Policy & Priorities Advisory Committee Meeting – June 4, 2021

**PPAC10/19/21-2**

**MOVED BY:** J. Karau

**SECONDED BY:** B. Holmes

**Resolved, That the Minutes of the Policy & Priorities Advisory Committee meeting held on June 4, 2021 be received and approved as printed.**

**“CARRIED”**

2. Election of 2021 Officers

**PPAC10/19/21-3**

**MOVED BY: G. Gower**

**SECONDED BY: B. Holmes**

**Resolved, That Sally McIntyre be appointed as Chair for the Election of Chair for 2021.**

**“CARRIED”**

S. McIntyre declared all offices vacant. J. Atkinson nominated Faye Campbell for the position of Chair of the Policy & Priorities Committee for the remainder of 2021. S. McIntyre asked three times for further nominations. No further nominations were received.

**PPAC10/19/21-4**

**MOVED BY: J. Atkinson**

**SECONDED BY: B. Holmes**

**Resolved, That nominations for the position of Chair be closed.**

**“CARRIED”**

F. Campbell agreed to let her name stand for the position of Chair. She was duly elected by acclamation.

J. Atkinson nominated John Inglis for the position of Vice-Chair of the Policy & Priorities Committee. F. Campbell asked three times for any further nominations. No further nominations were received. J. Inglis agreed to let his name stand for the position of Vice-Chair. He was duly elected by acclamation.

3. COVID-19 Vaccination Policy

S. McIntyre presented Staff Report 3169/21 proposing a vaccination policy to mitigate the risk of COVID-19 transmission among employees. The policy would require employees to provide proof of vaccination by October 29, 2021 or provide documented accommodation for medical reasons or protected grounds set out in the Ontario Human Rights Code. Regular rapid antigen testing would be required of employees who are not fully vaccinated. MVCA does qualify to receive free testing kits from the Province. Lab analysis of the tests would cost \$40 per test.

G. Gower noted the proposed policy differs from the City of Ottawa's in that there is no exemption for personal preferences and singular beliefs. He commented his preference would be to allow medical exemption only. S. McIntyre conveyed that legal counsel had advised under human rights and the definition of 'creed', such an exemption needed to be included. J. Mason, R. Darling and J. Inglis echoed G. Gowers concerns about allowing more than a medical exemption. It was suggested to remove reference to 'human right' from item 6 and entirely remove item 8(b) from the proposed policy as outlined in the staff report. S. McIntyre was directed to contact legal counsel to determine possible legal implications of the removal of these items from the proposed policy. She will provide results of that counsel to the Board of Directors for consideration of the policy.

**PPAC10/19/21-4**

**MOVED BY: J. Atkinson**

**SECONDED BY: R. Darling**

**Resolved, That the Committee recommend that the Board of Directors approve the mandatory COVID-19 vaccination policy as set out in Report 3169/21, as amended.**

**"CARRIED"**

4. **Stewardship Plan**

J. Falsetti gave a presentation of the Stewardship Plan in Staff Report 3170/21.

J. Mason commented on the excellent plan and asked that Friends of the Carp River be added to the list of current and potential Non-government Organization partnerships.

J. Karau suggested highlighting wetland conservation in the upper, middle and lower watersheds and also including Ducks Unlimited as a potential partnership opportunity.

J. Falsetti commented that there would be social media educational promotion for the plan as well as a watershed roadshow expanding more into the western watershed. J. Inglis commented that reaching the community through Lake Associations would be beneficial.

5. **IPCC Report on Climate Change and MVCA**

S. McIntyre reviewed Report 3171/21. The report outlines actions planned and underway at MVCA to contribute to mitigating and adapting to climate change based on the Intergovernmental Plan on Climate Change (IPCC) released August 6, 2021.

6. Update – Mill of Kintail Museum

S. McIntyre provided an update regarding the museums at the Mill of Kintail Conservation Area as outlined in Staff Report 3172/21. The report provides key points from public consultation and the clear preference for MVCA to maintain ownership of the R. Tait McKenzie and Dr. James Naismith collections. Recently released regulations state that the museum building and any operations are ineligible for municipal levy funding, therefore operating and maintenance funding would need to be sought from one or more municipalities by way of a Cost Apportioning Agreement which is reviewed every five years, and a stable source of revenues must be secured through major sponsors or ongoing fundraising. She advised that Requests for Expression of Interest are going to be issued this fall soliciting interest from other organizations to manage or own the two collections. S. McIntyre suggested re-engaging the Special Advisory Committee to help determine viability of options once the results of the REOI are received.

B. Holmes commented that long-term stability is key to maintaining the collections and the site.

J. Atkinson noted that relationships-in-the-making were halted due to COVID and former discussions were focused on collections, not the building assets. He agreed that re-engaging the committee would be the best way to move forward with this new information and possible new direction.

J. Atkinson commented that 2023 marks the 50th year since MVCA acquired the property. B. Holmes advised that 2023 was also the bi-centennial of Mississippi Mills. The committee agreed that these dates provided opportunities to work towards a goal with the site.

**ADJOURNMENT**

The meeting was adjourned at 10:41 a.m.

**PPAC10/19/21-5**

**MOVED BY: B. Holmes**

**SECONDED BY: C. Rigelhof**

**Resolved, That the meeting be adjourned.**

**“CARRIED”**

“E. Levi, Recording Secretary

F. Campbell, Chair”

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## REPORT

3204/22

TO:	MVCA Policy & Priorities Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>MVCA Committees</b>
DATE:	February 10, 2022

### RECOMMENDATION

**That the Policy & Priorities Committee recommend that the Board of Directors direct staff to draft and table amendments to MVCA's *Administrative By-law* to address the recommendations contained in this report.**

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#### 1.0 PURPOSE

The purpose of this report is to identify options for amending MVCA committee structures and to recommend potential amendments.

#### 2.0 BACKGROUND

Currently, MVCA has the following committees<sup>1</sup> (refer to Attachment 1 for Terms of References):

- Finance and Administration Advisory Committee (board members only)
- Policy and Priorities Advisory Committee (board members only)
- Regulations Committee (Section 28 tribunal comprised of board members with delegated powers)
- Executive Committee<sup>2</sup> (Chair, V. Chair, and Committee Chairs; struck during pandemic)
- Mill of Kintail Museum Advisory Committee (primarily members of the public with representation from the Board and the MVC Foundation)

In November 2020 and March 2021 respectively, the Board directed staff to consider establishment of a Public Advisory Committee (PAC) for implementation of the Watershed Plan;

<sup>1</sup> Section 12 of MVCA's *Administrative By-laws* allows the Board to "establish such advisory boards as required by regulation and may establish such other advisory boards or committees as it considers appropriate to study and report on specific matters."

<sup>2</sup> Executive Committees are permitted under section 19 (1) of the Conservation Authorities Act, with section 19 (2) prescribing that the chair and vice-chair of the authority shall be the chair and vice-chair of the executive committee.

and to clarify the Terms of Reference of the P&P Committee to state that it held responsibility to review and make recommendations regarding committee structures.<sup>3</sup>

While by-law amendments were made to clarify the scope of P&P Committee responsibilities, consideration of a PAC was parked until provincial regulations were released, as PACs were expected to be made mandatory with prescribed membership and responsibilities. Regulations released last fall did *not* make PACs mandatory, therefore staff have now conducted a review of this matter. As well, options to address issues raised regarding Board and Committee workload management and the future role of the Executive Committee were reviewed.

### 3.0 COMMITTEES AT OTHER CONSERVATION AUTHORITIES

Over the past month, staff researched Eastern Ontario conservation authorities and a selection from south-western Ontario regarding committees used by their Boards. A variety of committees were found; and it was not unusual to learn that committee structures evolved over time to adapt to changing needs.<sup>4</sup>

The ASAE Center for Association Leadership identifies the following as typical organizational committees<sup>5</sup>:

- **Standing committees** that a board uses on a continual basis. Typical standing committees include: Executive, Program, Governance, Finance, and Audit committees. Some organizations have Board Development Plans where members alternate committees to gain a broad understanding of their organization.
- **Ad hoc committees** are formed for a limited time to address a specific need and are dissolved when work is completed. Example uses include to amend corporate bylaws, develop a strategic plan, and to study and find creative solutions to a particular challenge.
- **Advisory councils** assist boards in carrying out their work by providing expertise and advice in selected areas. Advisory councils do not have any governance responsibilities and are a good way to include stakeholders, potential board members, subject matter experts, and others in the work of the board without placing them on the board.

The following sections summarize research findings for each type of committee. Note: what was stated in Administrative By-laws posted to CA websites was often found to *not* reflect current practice during subsequent interviews/correspondence. And, not all Administrative By-laws posted on websites could be verified through interviews/correspondence.

<sup>3</sup> Refer to staff reports 3108/20 and 3120/21.

<sup>4</sup> Refer to Staff Report 3120/21 for a discussion on this topic.

<sup>5</sup> ASAE. [The Basics of Board Committee Structure](#), 2015.

### 3.1 Standing Committees of the Board

Most CAs consulted make relatively limited use of standing committees compared to municipalities—preferring to take all matters directly to the full Board (for example Nottawasaga and Credit Valley.) The main reason given (which tended to be from boards with < 10 Members) was that Members saw no need or advantage to having committees. In one case, the Board felt that committee meetings allowed for too much discussion.

While several authorities like Lower Trent have an Executive Committee, the mandate seems largely confined to the role served by MVCA's and Quinte's Regulations Committees, which consider appeals under Section 28 of the CA Act on behalf of the Board.

At Otonabee and Rideau Valley (RVCA) the Executive Committee is also responsible for conducting an annual performance appraisal of the General Manager and collaborating with the GM to set annual performance objectives. And at Otonabee, the Executive Committee also has delegated authority to approve agreements that may be urgent and time sensitive in months that the Board does not meet.

Toronto Region CA was the only authority contacted that had an Executive Committee with expansive powers. This appears to be, in part, because of the size of the Board at 28 members. Half of those Members (14) form an Executive with a wide range of delegated powers.

Some CAs identify an Executive Committee in their by-laws but when contacted stated that it was largely inactive (e.g. Lake Simcoe Region CA.)

Several CAs have an Audit Committee that reviews annual Financial Statements, monitors spending of senior management and Board members, and ensures the auditor can consider and discuss governance and audit issues with parties not directly responsible for operations.

Some CAs identified Budget Committees that set parameters for budgeting and comment on draft budgets, however this was not common. Lake Simcoe Region's budget committee was disbanded because Members found that input did not differ substantially from the Board.

Quinte Conservation has a Land Management Committee to review draft strategic plans, policy documents and discussion papers; and to make recommendations regarding capital improvements, property acquisitions & disposals, leases to outside agencies/ groups, and general land uses of the property holdings.

Quinte Conservation also had an Executive Personnel Committee to deal with personnel issues, but it is not in use having retained a consultant to perform specific tasks and report to the full Board.



Otonabee Conservation has a Nomination Committee that brings forward a slate of officers and appointments for approval at the AGM each year to support succession planning and governance at the Board level.

### **3.2 Ad Hoc Committees**

Lower Trent stated that it establishes *ad hoc* committees as needed to address short-term projects, and prepares terms of reference that include the committee's mandate, membership, frequency of meetings and the anticipated delivery date. MVCA established an *ad hoc* Building Committee during the planning, design, and construction of the HQ/Works Yard facility.

Both Kawartha CA and RVCA have an *ad hoc* Policy Committee that meets as required to assist staff in a review and advisory capacity in drafting updates to planning and regulations policies—a more scoped mandate than MVCA's Policy & Priority Committee.

### **3.3 Public Advisory Committees (PACs)**

Most PACs identified are comprised of community stakeholders, often with business, First Nation, and environmental sector representatives, and one or two representatives from the Board. While many conservation authorities have contemplated establishing PACs, few have them, and generally they are established to support a specific program/initiative.

For example, CAs that deliver ALUS or a Rural Clean Water program establish PACs with the expertise needed to support staff during the review of applications and to provide on-the-ground support to applicants. Both South Nation Conservation (SNC) and RVCA have Clean Water Committees, and MVCA is collaborating with RVCA to establish a PAC for the new Lanark County ALUS program.

SNC also has a Communications Committee that provides stakeholder input to programs designed to increase public awareness of landowner stewardships initiatives and stakeholder groups; and a Fish and Wildlife Committee to help increase public awareness of local fisheries and wildlife initiatives by supporting youth fish camps and wildlife education programs.

Toronto Region CA (TRCA) has three very large advisory committees:

- the Regional Watershed Alliance Committee advocates for sustainability, regional biodiversity and healthy rivers/shorelines by sharing knowledge with the Board;
- the Partners in Project Green Executive Committee oversees the Partners in Project Green Initiative and promotes innovation and improved environmental impact by organizations in TRCA's jurisdiction; and

- the Natural Science and Education Committee advises the TRCA Board of Directors and partner agencies on the implementation and advancement of the recommendations of the Outdoor Education Task Force.

Sault Ste. Marie Conservation Authority established a Forest Management Committee to support development of objectives for its *Forest Management Plan* and supported the CA in consultant selection. And, as noted previously, MVCA established a Watershed Plan PAC to support development of the Mississippi River Watershed Plan.

#### **4.0 DISCUSSION**

##### **4.1 Standing Committees**

Given the nature of discussions that has occurred at standing committees over the past three years, it is felt that they have allowed complex items to be given an appropriate amount of attention and to be dealt with expeditiously when considered by the full Board.

Typically, standing committees deal with up to four items per meeting, which allows matters to be presented, understood and discussed to a greater degree than is typically desired at a Board meeting. They have also been instrumental in providing management with guidance as well as the opportunity to obtain additional information before a matter is tabled to the full Board. In order to provide for the same level of consideration at Board meetings would require longer Board meetings; with the added disadvantage that management would not have the opportunity to investigate questions raised by Members prior to final debate of a matter.

Table 1 summarizes committee activity over the past three years.

**Table 1: Standing Committee Meetings 2019-2021**

<b>No. of Meetings/year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Policy & Priorities	6	4	4
Finance & Administration	2	3	7 <sup>6</sup>
Executive	-	4	1
Regulations	1	1	0

Major items dealt with during this period included the following: Mississippi River Watershed Plan; Bills 108, 229 and associated regulatory changes; the Interim Financial Plan; capital works at Shabomeka and Kashwakamak Lake Dams; the Corporate Strategic Plan; Job Evaluation; the

<sup>6</sup> Three of these meetings dealt with the Draft 2022 Budget.

Workforce Plan; the pandemic and related administrative policies and HR matters; policy changes to the Administrative By-laws; and changes to regulated flood plain mapping.

Some of these items were major corporate planning documents that took significant time to prepare and consider. Going forward, the intent is to update these once per election cycle, so the level of consideration should be less onerous. However, major pieces of work on the horizon include the following:

- Implementation of the Transition Plan per O.Reg. 687/21;
- Completion of several projects prescribed by O.Reg. 686/21 (e.g. Land Conservation Strategy);
- Implementation of projects under the Nature Smart Climate Solutions Fund;
- Sale of the K&P;
- Completion of the Carp River Flood Plain mapping;
- Phase 2 of the Job Evaluations; and
- Amendments to the Administrative By-laws to address financial matters (e.g. administration of Reserves and regulatory changes.)

Until the Authority is through implementation of the *Transition Plan*, continued use of the Finance & Administration and Policy & Priorities advisory committees is recommended. There is an opportunity, however, to clarify roles and responsibilities between the two committees, and to make more effective use of the Executive Committee. The following changes and clarifications are recommended:

#### 1. Optimizing use of the Executive Committee

The Executive Committee was struck due to the pandemic and the Administrative by-law allows the Committee to “carryout items ii, iv, vi, and xv above on behalf of the Board until such time as MVCA moves out of Emergency Operations.”

- ii. Appointing a Chief Administrative Officer and/or Secretary-Treasurer;
- iv. Approving, establishing and implementing regulations, policies and programs;
- vi. Awarding contracts or agreements where the approval of the Authority is required under the Authority’s purchasing policy.
- xv. Appointing a Regulations Committee (see Terms of Reference in Appendix 4) to conduct hearings for the purpose of reviewing permit applications pursuant to any regulations made under Section 28 of the Act, to deliberate on the evidence presented at the hearing, grant or deny such permission on behalf of the Authority and provide the applicant with reasons in writing thereof.

The following roles are recommended for the Executive Committee outside of emergency operations:

- review and provide guidance regarding the legislative agenda. Specifically, a quarterly meeting would allow the Executive to understand items on the horizon and to support the GM in managing upcoming Committee and Board workloads.
- annual work planning and performance review of the General Manager. This would codify current practice.
- approve the tender and award of WECl-funded contracts falling within budgets approved by the Board. This is particularly desirable as timelines to tender, award, and carry-out WECl projects are short, and delays in approvals impede timely completion and could compromise receipt of provincial funding.

Given the role that Executive members play on the Board and Committees, no further expansion of their responsibilities is recommended. Specifically, it is *not* recommended that the Executive take on the role of the Regulations Committee. While the Board Chair and Vice Chair must sit on the Regulations Committee, all other positions are open to the General Membership, which is viewed as good for the distribution of power, transparency of the Board, and succession planning.

## 2. Clarifying Roles amongst the F&A and P&P Committees

The most significant recommendation is to change the name of the Policy & Priority committee to the Policy & Planning committee, with elevation of all priority-setting discussions to the full Board.

Priority setting at the Authority is very much risk-based and financially driven, with future Category 3 programs and services to be subject to MOUs and Cost Apportionment Agreements (CAAs), and more complex approval processes under *O.Reg. 687/22* and cost recovery regulations (expected later this year.) With corporate planning documents now in place, it is recommended that update to priority-setting documents be tabled directly to the full board, or if appropriate before both committees.

Table 2 identifies proposed changes and clarifications in responsibilities in *italics* and strike-out. The third column is provided simply to show the removal of priority setting from the P&P committee.

Nothing in Table 2 prescribes that an item must go before a committee before it goes to the Board. It is intended to show where an item *may* be directed when desirable due to complexity, scope, or potential controversy. As well, the bulleted lists are not intended to be exhaustive but are provided to support legislative agenda decision-making.

**Table 2: Recommended Clarifications in Committee Mandates**

Finance & Administration	Policy & <u>Planning</u> Priorities	Full Board
<ul style="list-style-type: none"> <li>• consider short and long range financial requirements to implement Mississippi Valley Conservation Authority programs <u>and services, borrowing, and reserve fund management</u></li> <li>• consider and provide recommendations with respect to annual budgets, <u>audits and financial statements</u></li> <li>• provide guidance with respect to wages, benefits and personnel administration</li> <li>• organizational structure and operation</li> <li>• <u>Employee Manual and H&amp;S Manual policies</u></li> <li>• <u>Purchasing/Procurement by-law policies</u></li> <li>• <u>Per diems, honorariums, mileage, fee setting and other cost recovery</u></li> </ul>	<ul style="list-style-type: none"> <li>• Policies <u>and plans</u> to guide <del>administration of the Section 28 (Flood plain) Regulations Program</del> <u>implementation and application of the Conservation Authorities Act and regulations thereunder that are not finance-based.</u></li> <li>• <del>current and future program priorities</del></li> <li>• emerging resource management/conservation related issues</li> <li>• <del>maintenance/rehabilitation of Mississippi Valley Conservation Authority structures and facilities</del></li> </ul> <p>(The above is too limiting and is made redundant by revising the first bullet.)</p> <ul style="list-style-type: none"> <li>• <u>Administrative by-law policies that do not relate to compensation and benefits.</u></li> </ul>	<ul style="list-style-type: none"> <li>• <i>All reports/plans having to do with priority setting, e.g.:</i> <ul style="list-style-type: none"> <li>○ Corporate Strategic Plan</li> <li>○ Interim Financial Plan</li> <li>○ 10-year Capital Plan</li> <li>○ Workforce Plan</li> </ul> </li> </ul> <p>(These matters have both policy and financial implications and will be subject to MOUs and CAAs in future. It is recommended that they go to both committees in future <b>or</b> directly to the full Board.)</p>

**4.2 Ad hoc Committees**

There are no *ad hoc* committees currently in place at MVCA, and none are proposed at this time. Section 12 of MVCA’s Administrative By-laws provide for striking of other committees, including ad hoc committees, if needed.

**4.3 Public Advisory Committee**

In Fall 2019, a Public Advisory Committee was established to work with MVCA on development of the *Mississippi River Watershed Plan*. The committee worked well as a group and was of

significant help during the project. The committee has since disbanded, however, there was strong interest amongst several members to continue to engage with the Authority on watershed planning and implementation matters.

Staff have reviewed the matter and recommend that MVCA establish a PAC with a focus on watershed planning and implementation for the following reasons:

- Watershed planning has the potential to impact all residents, businesses and landowners within a watershed;
- Many of the actions identified in watershed plans are community-based, require the support of the local municipality, and will require the negotiation of Category 3 agreements and other partnership agreements to execute;
- PAC members could help gauge public interest in specific actions, to disseminate and collect information, and provide critical feedback on the design and implementation of specific programs and services;
- Membership could be designed to obtain a cross-section of interests, expertise, and experience not available amongst staff;
- As such, members could support prioritization of actions and liaise with member municipalities on implementation in their communities; and
- Lastly, a PAC would help maintain and improve relationships with the community as identified per Goal 2 of the *Corporate Strategic Plan*.

Regarding governance, it is recommended that:

- The PAC meet a least twice annually: in the summer to support priority setting and fall budgeting; and following budget approval to support annual design and delivery of approved programs of services, where appropriate.
- The PAC have the power to create subcommittees to work with staff on specific initiatives where appropriate.
- Two Board members representing the Mississippi and Carp watersheds respectively, co-chair the PAC.
- Recruitment be through a public recruitment/selection process.
- Members are paid for out-of-pocket expenses.

## ATTACHMENT 1: Committee Terms of Reference

(excerpts from the 2018 Administration By-law, as amended)

### FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

#### 1. *General Terms*

The Finance and Administration Advisory Committee will concern itself with matters of internal administration of MVC, financial planning and budgeting. At the first meeting of the Committee, a Committee Chair and Committee Vice-Chair will be elected from among the members of the Committee.

The Committee will meet at the call of the Committee Chair and will likely be limited to 2 – 3 meetings per year.

The Committee will consider a variety of issues and provide recommendations for consideration by the Board of Directors.

#### 2. *Duties of the Committee Chair and Committee Vice-Chair*

The Committee Chair, or in his/her absence the Committee Vice-Chair will:

- preside over the meetings of the committee
- in conjunction with the General Manager, prepare and distribute agendas and other items of business
- report to the Board of Directors as appropriate.

#### 3. *Specific Terms*

The following items of business are provided for consideration by the Committee:

- consider short and long range financial requirements to implement Mississippi Valley Conservation Authority programs
- consider and provide recommendations with respect to annual budgets
- provide guidance with respect to wages, benefits and personnel administration
- organizational structure and operation

### POLICY AND PRIORITIES ADVISORY COMMITTEE

#### 1. *General Terms (Amended by Resolution B06/16/21-9)*

The Policy and Priorities Advisory Committee will concern itself with matters of internal policy development and **establishing** **priority setting** related to **the committees**, programs, and, **activities services** of Mississippi Valley Conservation **Authority**. At the first meeting of the Committee, a Committee Chair and Committee Vice-Chair will be elected from among the members of the Committee.

The Committee will meet at the call of the Committee Chair and will likely be limited to 2 – 3 times per year.

The Committee will consider a variety of issues and provide recommendations for consideration by the Board of Directors.

### ***2. Duties of the Committee Chair and Committee Vice-Chair***

The Committee Chair, or in his/her absence the Committee Vice-Chair will:

- preside over meetings of the Committee
- in conjunction with the General Manager, prepare and distribute agendas and other items of business
- report to the Board of Directors as appropriate

### ***3. Specific Terms***

The following items of business are provided for consideration by the Committee:

- policies to guide administration of the Section 28 (Flood plain) Regulations Program
- current and future program priorities
- emerging resource management/conservation related issues
- maintenance/rehabilitation of Mississippi Valley Conservation Authority structures and facilities

## **MILL OF KINTAIL MUSEUM ADVISORY COMMITTEE**

### ***1. General Terms***

The Mill of Kintail Museum Committee will advise Mississippi Valley Conservation Authority on the protection, promotion and presentation of the Dr. R. Tait McKenzie Collection and Museum, and help to facilitate the development of the Mill of Kintail site and programming. At the first meeting of the Committee, a Committee Chair and Committee Vice-Chair will be elected from among the members of the Committee.

### ***2. Duties of the Committee Chair and Committee Vice-Chair***

The Committee Chair, or in his/her absence the Committee Vice-Chair will:

- preside over meetings of the Committee
- in conjunction with the General Manager, prepare and distribute agendas and other items of business
- report to the Board of Directors as appropriate

### ***3. Specific Terms***

The Committee will work specifically on:

- assisting in developing recommendations and strategies to improve Museum operating standards
- initiate projects and activities that will help to implement the development plans
- assist staff with special and regular programming
- consult with outside agencies, groups and individuals as appropriate



- review annual budget requirements and provide recommendations to the Board of Directors
- investigate additional funding sources

#### **4. Committee Membership**

Membership on the Committee will be appointed annually by the Mississippi Valley Conservation Authority Board of Directors and consist of:

- one Mississippi Valley Conservation Authority member from the Board of Directors
- one representative of the Mississippi Valley Conservation Foundation
- public representatives, six of whom are voting members

### **REGULATIONS COMMITTEE**

#### **1. General Terms**

The Mississippi Valley Conservation Authority has enacted regulations pursuant to Section 28 of the *Conservation Authorities Act*. Section 28(3) of the Act requires that the applicant be party to a hearing by the local Conservation Authority before an application made under the regulation is refused. The Mississippi Valley Conservation Authority has delegated this responsibility to a Hearing Board and more specifically referred to as a Regulations Committee. The Regulations Committee is an Administrative Tribunal within the definitions of the *Statutory Powers Procedure Act*. It is the purpose of the Regulations Committee to evaluate the information presented at the hearing by both Conservation Authority staff and the applicant and to decide whether the application will be approved or refused.

The Regulations Committee membership will consist of the Chair and Vice-Chair of the Board of Directors of the Mississippi Valley Conservation Authority and three additional members from the Board of Directors. The Chair and Vice-Chair of the Board of Directors shall be the Chair and Vice-Chair of the Regulations Committee.

#### **2. Specific Terms**

The role of the Regulations Committee will be to:

- hear applications pursuant to Ontario Regulation 153/06
- deliberate on the evidence presented at the hearing
- grant or deny such permission on behalf of the Mississippi Valley Conservation Authority and provide the applicant with reasons, in writing, thereof.

#### **3. Prehearing Procedures**

In considering the application, the Regulations Committee is acting as a decision making tribunal. The tribunal is to act fairly. Under general principles of administrative law relating to the duty of fairness, the tribunal is obliged not only to avoid any bias but to avoid the appearance or apprehension of bias. The following steps will be taken by the members of the Regulations Committee to avoid apprehension of bias where it is likely to arise:

- no member of the Regulations Committee who will take part in the decision regarding the permit should be involved, either through participation in committee or intervention on behalf of the applicant or other interested parties with the matter, prior to the hearing
- if material relating to the merits of an application that is the subject of a hearing is distributed to Regulations Committee members before the hearing, the material should be distributed to the applicant. The applicant may be afforded an opportunity to distribute similar pre-hearing material.
- In instances where the Regulations Committee has doubts as to whether it can accept a staff recommendation to grant a permit, care must be taken to avoid making a final decision until such time as a hearing is held.

#### 4. *Hearing Procedures*

The following is the set-up for a Regulations Committee hearing pursuant to the *Statutory Powers Procedure Act*:

- Chair of the Regulations Committee opens the hearing
- Secretary-Treasurer (recording secretary) takes the roll call
- Chair of the Regulations Committee introduces the hearing format
- Staff presents evidence
- Applicant presents evidence
- After each witness has given evidence the members of the Regulations Committee or the applicant/staff may question the presenter. The questions must be relevant to the application
- Once all evidence is given, the Regulations Committee adjourns. All but the members of the Regulations Committee and the recording secretary must leave the room to allow for deliberation on the application. Discussion of the application privately between individual Committee members must not occur until a decision has been finalized. All discussion must be in an open forum.
- Once the decision is made the motion is tabled

The Regulations Committee votes on the motion and the resolution is recorded.

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## REPORT

3205/22

TO:	MVCA Policy & Priorities Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>Carp River Conservation Area Background Document</b>
DATE:	February 9, 2022

### RECOMMENDATION

**That the Policy and Priority Committee recommend that the Board approve finalization of the *Background Report* in partnership with the City of Ottawa and release to the public as part of a coordinated public engagement process; and to report back to the Board with details.**

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### 1.0 BACKGROUND

In April 2018<sup>1</sup>, the Board approved entering into a Licence of Occupation Agreement with the City of Ottawa to enhance and use the northern portion of the Carp River Restoration Project as a nature interpretation/education facility. Since execution of the Licence, several signs have been installed, a phone app has been developed--Ecotrek<sup>2</sup> to allow for independent exploration of the site, and several other enhancements have been proposed by volunteers under the leadership of Janet Mason acting in her capacity as a member of the Ottawa Stewardship Council. MVCA recently received verbal approval to install elevated platforms at the site to encourage osprey nesting. Design and fundraising for the platforms were carried out by the volunteers of the Friends of the Carp River.

In order to facilitate coordinated and timely delivery of other proposed enhancements and programming, most of which require approval of the City, it is desirable to develop a shared plan for the property with the City of Ottawa and area residents. The *Background Report* represents the first step in the planning process (see Attachment 1.)

<sup>1</sup> Refer to Staff Report #2951/18. The Licence was updated in October 2020 to clarify limits to MVCA's responsibilities.

<sup>2</sup> For details, visit: <https://mvc.on.ca/conservation-areas/carp-river/>

## 2.0 KEY ISSUES

In preparing the *Background Report*, several matters came to light that impact the ability of MVCA and volunteers to realize the nature interpretation/educational vision for the site:

- The property is not a designated a “park” within the City’s October 2021 *Parks and Recreation Facilities Master Plan*. As such, it is not an actively managed property, and there is no designated group at the City responsible for daily operations at the site.
- The City’s 2006 *Greenspace Master Plan*<sup>3</sup> provides for development of a “management plan” for the site, and City staff are supportive of this idea, however, there are no resources currently available at the City to prepare such a plan.
- For the site to be used by school groups, safe drop-off and pick-up is required as well as toilet facilities. The location and approval for these facilities remains undetermined.
- While the site is branded a Conservation Area, the Licence of Occupation Agreement is clear that MVCA does not have day-to-day operational responsibilities for the property. This could lead to confusion in the public’s mind for matters such as litter and noxious weed control, and it is important that operational groups at the City and MVCA have a shared understanding that is communicated to Ottawa’s 311 group for the handling of questions and service requests.

## 3.0 DISCUSSION

The *Background Report* summarizes the history and current state of the Carp River Conservation Area (CRCA) as well as opportunities for future use and enhancements. City staff have received the report and have been asked to provide comment so that the document can be finalized and shared with the public.

The project has seen significant delays over the past year due to limited resources both at MVCA and the City. It was the intention that a draft plan would have been prepared by this time, however, this has not been possible. At present, staff’s objectives are to confirm the following with the City:

- the scope of City involvement, particularly at it relates to public engagement<sup>4</sup>;
- a plan for public engagement; and
- the availability of City funds to retain a consultant to help prepare a joint planning document that would serve both organizations.

<sup>3</sup> <https://ottawa.ca/en/planning-development-and-construction/official-plan-and-master-plans/greenspace-master-plan>

<sup>4</sup> The City’s communications group has been taken off normal duties to focus on Convoy matters, and will be unavailable to comment for at least 2-3 weeks.

At this time, finalization of the *Background Report* and confirmation of a public engagement plan are not anticipated before the end of April. In order to mitigate further delays it is recommended that the Board direct staff to finalize the *Background Report*, and to finalize and implement a public engagement plan in partnership with the City and report back with details.



# Carp River Conservation Area

## Background Report

### 1.0 INTRODUCTION

The Carp River Conservation Area (CRCA) is a 31.4 ha. site located in suburban Kanata in the City of Ottawa. The conservation area was established in 2018 as a result of a collaborative effort between Mississippi Valley Conservation Authority (MVCA), the City of Ottawa, and local community partners<sup>1</sup> that began in 2016. The conservation area forms part of a large-scale restoration project that transformed a heavily degraded flood plain into a naturalized wetland and river system. The restored site includes an engineered waterway and stormwater facilities that serve surrounding communities, and provides 4 km of accessible pathways and unique wildlife habitat within an urban setting.

The entirety of the restored lands, including the conservation area, are owned and maintained by the City of Ottawa. In September 2020, the City updated the License of Occupancy that allows MVCA to use the site for conservation and educational purposes including the placing of interpretive signage along recreational pathways to allow the public and schools to learn about the site history, wildlife, and habitat and stormwater and watershed management.

As the surrounding neighbourhoods are developed and partners work to enhance the site for educational purposes, there is a need to prepare a plan to guide development and management of the conservation area. A Master Plan will guide and facilitate site resource management, enhancements and interpretation of the site, and clarify roles and responsibilities.

This Background Report represents the first step in the master planning process, and outlines the history of the site, its current features and functions, and other information that is relevant to planning for its use. The objective of the master planning project is to ease future decision-making, approval processes, and investments as MVCA, the City and community partners collaborate to enhance and manage the conservation area for public use.

<sup>1</sup> The CRCA was the brain child of John Almstedt and David Spence of the Friends of the Carp River (FOCR) who worked with former Kanata mayor and Ottawa city councilor Marianne Wilkinson and city staff to form a Steering Committee with representatives from the FOCR, the Ottawa Stewardship Council (OSC), MVCA and the City. Approval for creation of the conservation area was endorsed by the MVCA Board of Directors in May 2018 and the first license of occupancy signed that year.

## 2.0 PROJECT SCOPE

Where MVCA owns or has full management responsibilities over a property, a Master Plan will address all assets and programming at the site. Because the CRCA is under the management of the City, one of the first questions to be addressed will be the scope of the Master Plan. If the Plan was to align strictly with the terms of the License of Occupancy, it would only focus on educational programming and directly-related site enhancements. However, the CRCA is being supported and enhanced through a number of partnerships in addition to the City of Ottawa, including:

- **Friends of the Carp River (FOCR)**, a not-for-profit group engaged in furthering the health of the Carp River Watershed provides support through promotion and collaboration in fundraising and program planning.
- **The Ottawa Stewardship Council (OSC)** promotes and furthers development of education programs tied to the Carp River Restoration Project and Conservation Area.
- **The Kanata West Owners Group Inc. (KWOG)** is a group of surrounding landowners (developers) who shared in the cost of the restoration and supporting studies. While not linked to the Conservation Area itself, this group funded portions of the Carp River Restoration project to enable reconfiguration of the flood plain, which improved the flow and function of the river while enabling the landowners to undertake development in previously constrained lands.

It is recognized that people visiting the site are largely unaware of these divisions in contributions and responsibilities and want the property to be managed as a cohesive unit for the benefit of those that use it. Therefore, a key step in this project will be to consult with the City and other partners to confirm the scope of matters to be addressed by the Master Plan and their involvement in its development.

## 3.0 PROPERTY OVERVIEW

Shown in **Figure 1**, the Carp River Conservation Area is 31.4 ha and located within the suburban area of Kanata. It is currently bordered by Richardson Side Road to the northwest, Terry Fox Drive to the northeast and the future extension of Campeau Drive to the southeast. The boundaries shown here are those recognized in the City and MVCA License of Occupation Agreement. Consideration may be given to expanding the boundaries of the conservation area to Hwy. 417 in the southeast once pedestrian and related works are completed as part of ongoing land development. Lands south and west of the conservation area include a new residential subdivision and rural farm lands. The Carp River meanders through the center of the Conservation Area, flowing generally from the southeast to the northwest.



**Figure 1: Carp River Conservation Area – Location Map (Aerial Image 2019)**



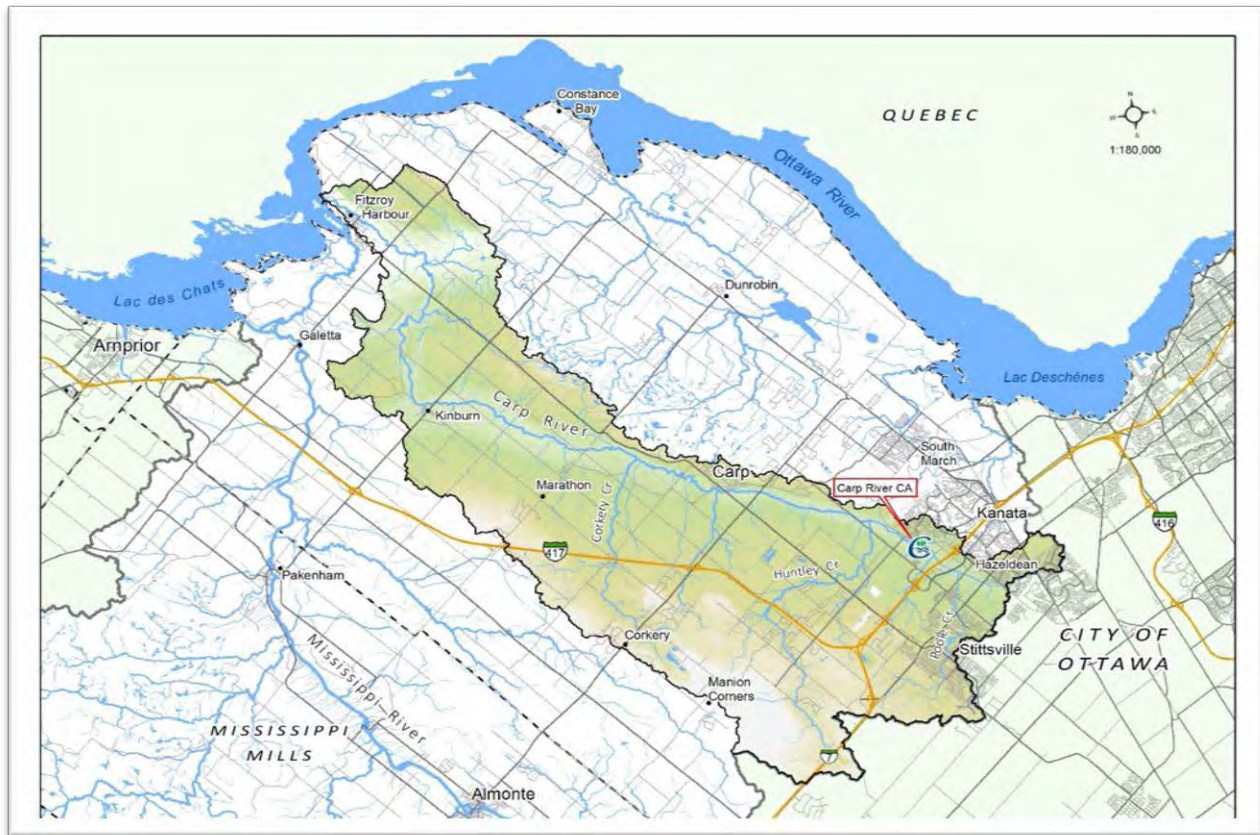
#### 4.0 CARP RIVER

The Carp River watershed, as shown in **Figure 2**, is an important ecosystem that is located entirely within the City of Ottawa. The river is 44 km long and drains a relatively flat area of 360 km<sup>2</sup>. From its headwaters in the community of Glen Cairn, the river flows through urban and rural landscapes in Kanata and West



Carleton areas before it outlets to the Ottawa River at Fitzroy Harbour. The river's upper reaches are fed by several tributaries, including Poole, Feedmill and Huntley Creeks, that flow through a mix of urban and rural landscapes.

*Figure 2: Carp River Watershed*



The river and watershed have undergone many changes over time. The river started as a naturally meandering watercourse flowing through forest and wetland. Indigenous peoples, the **Omamiwinini** Algonquins of Ontario, occupied the region long before being displaced by European colonization, that largely began in the late 1700's - early 1800's. During the 1800s and early 1900s, forest was removed to make way for farmland, and the river was channelized to drain wet areas. For many decades this and the upper sections of the Carp River were managed as Municipal Drain, with ongoing dredging to clear the straightened channel. In the 1960s, the southern reaches of the watershed started to undergo development; and urban expansion has continued ever since. In 2018, 4 km of the river was restored to a natural state in accordance with the Carp River Restoration Plan.

Evolution of the area surrounding the Carp River Conservation Area can be seen in **Figure 3**. In these aerial images, the area transitions from an agricultural landscape as seen in 1976, where Highway 417 has not yet been constructed, to the beginning of suburban development north of the site in 1999 along what would become Terry Fox Drive. Subsequently, development begins expanded to the south of Highway 417 with the first development along Campeau Drive, west of Terry Fox Drive. In 2008, the site preparation



works have begun for the residential subdivision west of the Conservation Area. The implementation of the Carp River Restoration can be seen in 2017 where the Carp River, previously a straight channel surrounded by agricultural and fallow land, now has naturalized meanders and habitat ponds along the eastern banks.

**Figure 3: Historical Aerial Images of the Area Surrounding the Carp River Conservation Area**



1976



1999



2008



2017

## 5.0 THE CARP RIVER RESTORATION PROJECT

The Carp River Restoration is the result of a long-standing partnership between the MVCA and the City of Ottawa. Recognizing the degraded condition of the river and in response to urban growth within the upper reaches of the watershed, the City and the MVCA partnered in preparing a Carp River Watershed

Subwatershed Study. The Study, which received Council approval in 2004, provides environmental direction for land use decisions in the Carp River Watershed. A key recommendation of the Study was to undertake restoration and enhancement of the Carp River, Poole Creek and Feedmill Creek.

As a part of the Kanata West Class Environmental Assessment, a restoration plan for the Carp River was approved. The historic straightening of the river channel to accommodate agriculture and development created a much degraded, slow-moving, sediment filled river with a broad flood plain. The restoration plan was designed to enhance the river with a narrower low flow meandering channel that improves sediment transport. The design included enhanced vegetation along the river banks, and the addition of habitat features, such as fish habitat pools and wetlands. The study was vetted through a Schedule B Municipal Class Environmental Assessment in order to develop, evaluate and recommend preferred alternatives for the restoration.

The full restoration of the Carp River includes a reach of approximately 4 km extending north from Hazeldean Road to Richardson Side Road. The restoration is located within the lands designated by the City as the *Kanata West Concept Plan*<sup>2</sup> area. Shown in **Figure 4**, the Carp River Conservation Area occupies the downstream end of the restoration project, which was largely completed in 2018. The features created within the Conservation Area, including the habitat pond located at the northwest end and wet meadows in the east, are all connected to the realigned river channel. Riparian plantings and riffles were also included in the new meandering channel. An existing stormwater management facility, located in the north central part of the site, was retrofitted during the restoration project but is not part of the conservation area. Following the restoration work, a recreational trail was constructed to connect the restoration area to the surrounding communities. Portions of the recreational trail are still under construction in 2021.

## 6.0 CARP RIVER CONSERVATION AREA - SITE FEATURES AND AMENITIES

The site includes the natural features that were part of the full restoration design, a pre-existing stormwater feature and some initial recreational amenities that may be expanded over time.

### 6.1 River Restoration Features

The reconfiguration of the river channel and floodplain included the following design elements:

**Realigned Channel:** a meandering channel helps to prevent shoreline erosion by slowing the water's flow rate. Recreating a narrowed meandering channel has allowed the river to achieve a more natural stable condition by increasing the distance that water travels and lowering the channel slope. This reduces the water's velocity and tendency to erode the river banks and bed.

<sup>2</sup> In 2002, the City of Ottawa expanded the urban area to include the lands known as Kanata West and in 2003 approved the general land use and development principles of the Kanata West Concept Plan (KWCP). The Plan provides for a population of approximately 17,000 persons in 6,300 households, and for 24,000 jobs and approximately 1 million square metres of commercial space. [http://webcast.ottawa.ca/plan/All\\_Image Referencing\\_OP Amendment Application\\_Image Reference\\_Kanata West Implementation Plan \(Section 2-2-1-1\\_Floodplain Policies\)\\_D01-01-11-0006.PDF](http://webcast.ottawa.ca/plan/All_Image Referencing_OP Amendment Application_Image Reference_Kanata West Implementation Plan (Section 2-2-1-1_Floodplain Policies)_D01-01-11-0006.PDF)



**Riparian Zone:** extending from waters' edge to top of bank, provides a buffer to protect the quality of stream water from adjacent runoff, and to reduce river bank erosion. A vegetated riparian zone is essential to the health of aquatic life and the river. This area has been seeded with a mix of native grasses and wild flowers.

*Figure 4: Carp River Restoration with the Carp River Conservation Area*



**Habitat Pond:** located near the intersection of Richardson Side Road and Terry Fox Drive, one of several features designed to convey and store water, mitigating flooding and erosion, and improving the natural function of the river. It also creates a more varied aquatic habitat. It has both shallow and deep cells that are permanently connected to the new river channel in a way that promotes both summertime and wintertime circulation in the pond and provides overwintering habitat for resident fish.

**Wet Meadows:** a type of wetland with soils that are saturated for at least part of the year. Here, the ground fluctuates between brief periods of inundation and longer periods of saturation. The water in a wet meadow is too shallow for fish, so it provides safe breeding sites for frogs and salamanders. They are also designed to increase water storage capacity in the corridor during major storm events. The wet meadows have been seeded with a wide variety of wetland plant species to attract a variety of birds, mammals and insects and to improve water quality by filtering sediments and removing nutrients, such as phosphorus.

## **6.2 Stormwater Management Ponds**

The upper portion of the Carp River flows through the suburban communities of Kanata and Stittsville which generate urban water runoff from businesses, residences and streets. Stormwater management ponds are engineered structures that have been designed to receive this runoff for temporary storage before releasing it at a controlled rate back to a natural watercourse. These ponds offer numerous benefits: they allow heavier contaminants to settle out of the runoff before the water is released; they protect land downstream from erosion and flooding; they enhance water quality through UV radiation from the sun; and, because they are designed to be surrounded by natural vegetation, they provide habitat for wildlife.

## **6.3 Songbirds, Shorebirds & Waterfowl**

The Carp River CA provides a natural sanctuary in a largely urban/suburban landscape and offers varied habitats for a range of bird species. The restoration was specifically designed to provide habitat for a variety of aquatic birds, a number of which have been spotted at the site since the restoration work took place.

Shorebirds, such as herons, egrets, bitterns, plovers and sandpipers make use of the site. Waterfowl, such as ducks, geese, cormorants, loons and swans are typically found swimming and diving in deeper water. Many shorebirds and waterfowl will also use this area as a stop-over during migrations.

The site is becoming an attractive destination for birders and wildlife photographers and has been identified as a “Hotspot” on eBird – an online platform developed by the Cornell Lab of Ornithology that enables people to report and share bird sightings. An osprey tower, bat boxes and duck/bird boxes are currently being planned for the site and are proposed to be located at strategic locations on the property.

## **6.4 Fish & Turtles**

The restoration also incorporated elements designed to create suitable fish habitat. This included adding fish friendly riffles and pools to the re-channelized river, creating the habitat pond, planting a variety of trees, shrubs and riparian plants to shade and cool the water and providing fish spawning and nursery areas. It is anticipated that fish and other aquatic organisms from Poole Creek, Feedmill Creek and the rural part of the river downstream of Richardson Side Road will repopulate the new channel and habitat pond.

Early monitoring of fish species within tributaries to this reach of the Carp River (including Poole Creek and Feedmill Creek) and the section of the Carp River south of Highway 417 indicate that the fish are successfully using and navigating the restored habitat. Of note, northern pike was not found in the area before or during the restoration, however in 2019 after the restoration, young northern pike have been observed in the outlets of both Poole and Feedmill Creek. Additionally, in 2018, an American eel (listed as an endangered Species at Risk in Ontario) was recorded near the outlet of Poole Creek.

Turtles are making use of the property with both snapping turtles and painted turtles observed on site.

Adult and hatchling snapping turtles have been observed at several locations, and painted turtles can also be seen making use of the most easterly wet meadow where they bask on woody debris (logs and tree stumps) located in the open water area. There is potential to provide for enhanced turtle habitat throughout parts of the property. Blandings Turtle habitat lies within the vicinity of the property.

## **6.5 Access Points, Pathways & Signage**

The Carp River Conservation Area has a paved four-kilometer “River Walk” path that will eventually encircle the site (once construction work at the south end of the site is complete). On the northeast side, the path can be accessed from Terry Fox Drive at three locations: Kanata Avenue, between Kanata Avenue and Tillsonburg Street, and at Richardson Side Road. On the south side, the path can be accessed from Campeau Drive. There is a footbridge crossing the river where the path loops to the south close to the Kanata Drive access. A second footbridge has been constructed south of Campeau Drive near Highway 417 but the path system in the south west is not complete.

The Arcadia residential development that is currently under construction to the immediate southwest of the Carp River CA, will include the development of a city owned park and stormwater management facility. The park and stormwater management facility will directly border the Conservation Area, and could provide an additional access to the site.

The site currently has two trailhead signs that orient visitors to the site: one located at Terry Fox Drive and Kanata Drive and the other at Terry Fox Drive and Richardson Side Road. In 2021, eight interpretive signs were installed at strategic locations along the pathway. They highlight aspects of the site’s flora, fauna, physical features, and services to the community. The locations of the signs are shown on **Figure 5**. As the site is built-out, new trailhead signage will be needed at key access points that are opened up by Campeau Drive and at the Arcadia subdivision City park site. Additional interpretive signage will also be needed along the pathway south of Campeau Drive and at other locations throughout the property.

## **7.0 OPPORTUNITIES, CHALLENGES and CONSIDERATIONS**

The site has the potential for a variety of uses. The most obvious are the traditional recreational activities associated with trail use, wildlife viewing, and general enjoyment of the outdoors. The site could also be used as a monitoring and research centre for learning about wetland and river restoration function and design. It is also a place where people can learn about water resources and ecosystems through self-guided learning or through more formalized educational programs.

There are a number of site limitations, management challenges and logistical constraints that will have to be considered in the development of the Carp River CA Master Plan. Some relate to the geography of the site itself, some reflect its infancy as a naturalized area, and some pertain to questions about how the site is to be promoted and used. The following sections summarize opportunities and challenges identified to date.

*Figure 5: Signage at the Carp River CA*



## 7.1 Monitoring & Research Centre

As one of the largest wetland and river restoration projects to have taken place in the City, the site could be used as a centre for long-term monitoring and research to measure and learn about the hydrologic and ecosystem conditions in a restored environment. There is opportunity for research and monitoring partnerships with the academic community (universities and colleges) to provide learning for the environmental sector.

Monitoring (pre and post restoration work) was a key component of the required approvals for the restoration project. The site could be used to facilitate ongoing monitoring and research of flow/erosion dynamics, the long-term efficiency of the hydrologic design, and the condition of the ecosystem (habitat quality, species survival and reproduction, species response in an urban landscape, etc.).

## 7.2 Educational Opportunities

The combination of natural and restored features and storm water elements at the site offers an ideal venue to deliver educational programming that highlights MVCA's watershed management objectives such as flood mitigation, managing the impacts of climate change and urban development, and the protection of water quality.

In 2017, several community members involved in promoting the conservation area formed a committee to provide leadership in developing a "living classroom" at the site in partnership with MVCA. The "Carp River Living Classroom" (CRLC) Committee envisions an urban wetland education and discovery experience for schools, residents, visitors, and researchers where people enjoy learning about watershed science, green

infrastructure, and living in unison with nature in a high intensity development area. The Committee is developing a “Carp River Living Classroom Program” aimed at creating and promoting a variety of tools to enable school groups to use the site for outdoor education; and has established a Fundraising Committee and a Schools Engagement Advisory Committee<sup>3</sup> to support and assist in their development.

As noted in **Figure 5**, a series of informational signs were planned for the site and have been installed as development and funds permit. As well, the FOCR have set up a Carp River Conservation Area project in *iNaturalist*<sup>4</sup> to promote citizen science at the site. And, MVCA in partnership with the CRLC Committee and Mississippi Valley Conservation Foundation has developed “EcoTrek” a downloadable mobile app that uses GPS reference points to guide on-site visitors with smart-phones, through games, quizzes and informational prompts.

### **7.3 Flood Plain**

The Carp River Conservation Area is within the flood plain of the Carp River. The 1:100-year flood line extends to the outer boundaries of the property, meaning that during extreme flood events the entire site would be under water. Each year, during the spring freshet, the river will overtop the channel bank, inundating a large area and making pathways and parts of the park completely inaccessible. The impacts of seasonal and periodic inaccessibility during flood events must be taken into consideration in planning and designing conservation area programming and facility amenities. Development within the flood plain will require approvals under MVCA policies and Regulations.

Provincial planning policy restricts development in flood plain areas. The *Provincial Policy Statement* (PPS, 2020) requires that, “development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards”. Passive recreational uses may be permitted along with low-impact amenities, such as trails and park benches. Any permitted uses would have to be designed so that they are not vulnerable to damage during a flood event (e.g. park benches anchored to the ground). Details about such planning considerations and restrictions are presented later under the section Planning Context.

### **7.4 Invasive Species**

As part of the restoration design, the site has been seeded and planted with a wide variety of carefully chosen native grasses, sedges, wildflowers, shrubs and trees. Native species are organisms that have lived in an ecosystem long enough to have established a beneficial role in the local web of life and are dependent on each other for survival. Unfortunately, numerous invasive species<sup>5</sup> are already present and are rapidly

<sup>3</sup> The Schools Engagement Advisory Committee, that draws on the expertise of representatives from the local education community, is working on developing a Carp River CA Schools Engagement Strategy.

<sup>4</sup> <https://www.inaturalist.org/projects/carp-river-conservation-area>

<sup>5</sup> An invasive species is an introduced organism that becomes overpopulated and negatively alters its new environment. Although their spread can have beneficial aspects, invasive species tend to spread aggressively, choking out the desired native species, and causing problems for the local plants and wildlife.



taking hold throughout the site. Terrestrial invasive species, such as Wild Parsnip, Purple Loosestrife, Burdock, and many more, appear to be proliferating mostly in the higher-ground drier areas. In addition to pushing out native plants, Wild Parsnip poses a public health risk and requires the posting of notices and in some cases active control measures.

The lower areas that remain damp in the wet meadow and around the habitat pond, appear to have more native vegetation with fewer invasive species, however aquatic invasive species including non-native Phragmites, Flowering Rush and Purple Loosestrife are present in many of the wetter parts of the site. Both of these species are of particular concern as they spread very rapidly and are difficult to remove once established. Non-native Phragmites and Flowering Rush will not only out-compete the native species, but will also rapidly fill and choke watercourse channels; slowing flow and counteracting the desired hydrologic benefits of the restoration design.

The presence and proliferation of invasive species will be a major challenge in preserving the biological and hydrologic integrity of this site. While there are no easy solutions, planning considerations will need to be assessed in ways to combat the problem to the greatest extent possible.

#### **7.5 Lack of Shade Trees, Rest Spots and Shelter**

An overall lack of shade and shelter has also been identified as an issue within the site. The vegetation along the pathways currently offer very little protection from the sun. With the restoration in its infancy, it will take time for planted trees to grow large enough to provide shade. It is also noted that few trees have yet been planted close to the pathway itself. There may be opportunity to provide for more shade trees, while still providing site viewing opportunities, by planting clumps of fast-growing trees at staggered and strategic locations.

There may be opportunity to also add trees along Terry Fox Drive in order to provide acoustic buffering from the busy roadway. The location of hydro lines, sanitary lines, and city roadway maintenance requirements are key considerations that may limit the location and extent of roadway buffer plantings.

The site also currently has no facilities that provide rest spots along the pathways. This could be easily addressed through the addition of some permanent benches at appropriate locations. Benches would have to be anchored to the ground to protect against vandalism and flooding. In the event that outdoor education programming for school groups is identified as a recommendation of the Master Plan, other amenities to provide gathering areas, sit-down areas and shelter for larger groups may need to be considered. Other amenities for potential consideration include a gazebo near the habitat pond and viewing platforms at strategic locations along the pathway.

#### **7.6 Lack of Parking and Public Facilities**

The Carp River CA currently has no formal parking area directly tied to the site. The property can be easily accessed by foot or by bicycle from the surrounding communities, but visitors who are driving to the site must find parking at nearby off-site locations. The need for parking is largely dependent on how the site is

proposed to be used and promoted. The provision of drop-off locations and parking for school buses and/or larger groups will be a key requirement for school groups to use the site for outdoor education programming.<sup>6</sup>

There are also currently no public washroom facilities on or near the site. Again, the need for such facilities is dependent on the uses that are to be promoted. Public washrooms would be essential for school groups to make use of the site. The flood plain may be a limiting factor in the addition of public washroom facilities. Seasonal porta-potties at River Chase Park site and at key locations on the CRCA site could support public and student use.

## **8.0 Planning Context**

The Carp River Conservation Area is located immediately adjacent to the urban boundary for the City of Ottawa. Lands north and west of the Conservation Area are rural in nature and used for agricultural practices. East of Terry Fox Drive is the existing community of Kanata North, which was developed in the late 2000s. To the south is future proposed mixed-use development along the extension of Campeau Drive. And, to the southwest is residential development within the Kanata West Concept Plan.

### **8.1 Greenspace Master Plan & Parks Planning**

The 2006 *Greenspace Master Plan*<sup>7</sup> categorizes greenspace according to its purpose:

- Provision of recreation and leisure opportunities for the use and benefit of the public; or
- Preservation of the natural environment and environmental systems.

Recreational and leisure lands are managed in accordance with the City's *Parks and Recreation Facilities Master Plan* by the City's public works and recreation & parks departments. And, natural areas are managed in accordance with policies set out in the *Greenspace Master Plan* including the following:

- *Prepar(e) management plans and policies for City-owned natural lands. These will focus on the protection of environmental features and functions while accommodating public access and leisure uses where appropriate. Plans and policies for natural lands will:*
  - *Identify measures to preserve, enhance and manage natural lands in a manner consistent with the purpose for which the land is acquired*
  - *Inventory and update the City's information on the environmental assets of the land and identify potential issues and opportunities, both on and off-site, for the ongoing management of the land*
  - *Incorporate opportunities for public access and recreation*
  - *Identify the bodies responsible for the implementation of the management plans and the ongoing cost of doing so incorporate opportunities for community participation in the*

<sup>6</sup> River Chase Park west of the CRCA was identified as a potential location for parking buses, however, the parking lot on Winterset Road is too small. However, it may be suitable for drop-off and pick-up of school groups.

<sup>7</sup> <https://ottawa.ca/en/planning-development-and-construction/official-plan-and-master-plans/greenspace-master-plan>

*preparation of the management plan and identify opportunities for community partnerships in the ongoing implementation of the plan*

- *The City will prepare a management plan for any newly acquired natural land where the size or management requirements warrant. Where the land does not warrant an individual plan, the City will incorporate the land within an existing management plan or common management process that addresses a number of sites with common characteristics.*

Given the size of the property, its shared management and use with MVCA, and the interest of community groups in enhancing the property, it may be appropriate to have the proposed Master Plan also serve as the management plan described above.

Map 1<sup>8</sup> of the *Greenspace Master Plan* identifies a narrow strip on either side of the Carp River in its “pre-restoration” state as a “Primary natural land”. Map 3<sup>9</sup> of the Plan shows a strip of land immediately to the east of the river as “Connecting open space/leisure land.” These, of course, do not reflect what was subsequently approved and constructed at the site. One objective of the Master Plan may be to have these classifications revised during update of the *Greenspace Master Plan*, and in related planning documents.

The only “park” in the vicinity of the CRCA is the new River Chase Park to be developed to the southwest in the Arcadia subdivision. The City’s *Parks and Recreation Master Plan* identifies the River Chase site as a Neighbourhood Park which are to:

- *serve as the focal point of a neighbourhood;*
- *provide active and passive recreation opportunities, and*
- *offer a local gathering space within walking distance of local residents.*

Neighbourhood parks range from 1.2 to 3.2 hectares in size and typically do not house washroom facilities or the size of parking lot required for school buses.

## **8.2 Official Plan**

The property is divided between the Urban and Rural areas of the City as delineated by the 2003 City of Ottawa *Official Plan*, as amended. The 2003 Plan designates the restoration site a combination of “General Urban” and “Mixed Use Centre”<sup>10</sup>, “Agricultural Resource”<sup>11</sup>, “Carp River Restoration Policy Area” on both Schedules A and B, and as a “Flood Plain” on the Natural Systems<sup>12</sup> and Environmental Constraints<sup>13</sup> schedules. The City’s new 2021 Official Plan<sup>14</sup> is currently undergoing provincial review. **Figure 6** shows proposed designations, which do not provide the level of granularity needed to capture current use.

<sup>8</sup> Map 1 - [https://documents.ottawa.ca/sites/documents/files/map1\\_gmp\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/map1_gmp_en.pdf)

<sup>9</sup> Map 3 - [https://documents.ottawa.ca/sites/documents/files/map3\\_gmp\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/map3_gmp_en.pdf)

<sup>10</sup> Schedule B - [https://documents.ottawa.ca/sites/documents/files/scheduleb\\_officialplan\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/scheduleb_officialplan_en.pdf)

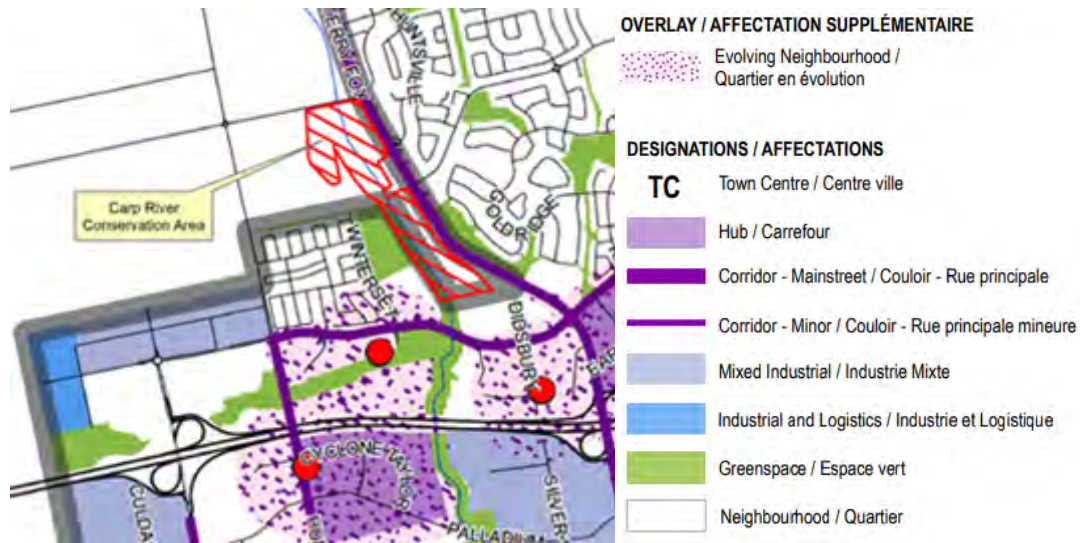
<sup>11</sup> Schedule A - [https://documents.ottawa.ca/sites/documents/files/schedulea\\_officialplan\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/schedulea_officialplan_en.pdf)

<sup>12</sup> Schedule L3 - [https://documents.ottawa.ca/sites/documents/files/schedulel3\\_nhswest\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/schedulel3_nhswest_en.pdf)

<sup>13</sup> Schedule K - [https://documents.ottawa.ca/sites/documents/files/schedulek\\_officialplan\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/schedulek_officialplan_en.pdf)

<sup>14</sup> 2021 Official Plan - <https://engage.ottawa.ca/the-new-official-plan>

**Figure 6: 2021 City of Ottawa Official Plan Designations (Schedule B5)**



### 8.3 Zoning By-law

In the City of Ottawa Zoning By-law<sup>15</sup>, the subject lands are zoned Agricultural Zone (AG), Parks and Open Space Zone (O1), Development Reserve Zone (DR), and has Flood Plain Overlay (Section 58). The portions of the property zoned DR and O1 permit both an environmental preserve and educational area as well as a park, whereas the portions zoned AG permit only an environmental preserve and educational area.

As per the definitions of the zoning by-law an environmental preserve and educational area means a natural area used for environmental research, observation and education that does not include a building, but may include weather protection shelters, boardwalks, observation platforms, pedestrian bridges, educational displays as well as other similar outdoor structures provided for incidental or complementary leisure activities, such as hiking and bird watching. Whereas a park includes a playground, sports field, botanical garden, outdoor public swimming pool or parkway, and may also include accessory buildings or structures, such as a maintenance building, washroom or canteen.

The flood plain overlay takes precedence over the provision of the underlying zone and applies to lands in order to restrict development in a flood plain to minimize the threat of injury or loss of life; or where flooding may cause unacceptable risk of property damage. Development is prohibited within any area subject to a flood plain overlay, with the exception for an accessory building or structure to a use permitted in the underlying zone which does not exceed a gross floor area of 50 square metres and a height of one storey.

<sup>15</sup> <https://ottawa.ca/en/planning-development-and-construction/maps-and-zoning-0/zoning-law-no-2008-250/zoning-law-2008-250-consolidation>

## 9.0 Next Steps

The following are key next steps in the planning process:

1. **Table the Draft Background Report** with MVCA's Policies & Priorities Committee and Board of Directors for information (by the end of March 2022.)
2. **Confirm scope of the Master Plan.** The City will need to decide whether it wants this plan to also serve as its management plan per Ottawa's *Greenspace Master Plan*.
3. **Circulate and Finalize a Community Consultation Plan.** The City will need to determine how involved it will be in the consultations.
4. **Circulate and finalize the Background Report.** An earlier version was previously circulated to both the City and members of the CRLC Committee. This version reflects comments received from the Committee, but no comments have been received from the City. The amount of changes required will likely be tied to the agreed upon scope of the Master Plan.
5. **Finalize and implement the Consultation Plan.**
6. **Receive and review comments.** This may take several weeks depending upon the scope of the Plan and the need to involve several groups at the City of Ottawa.
7. **Draft Master Plan and submit** to MVCA's Policies & Priorities Committee and Board of Directors for approval to release.
8. **Circulate/publish Draft Plan for comment.**
9. **Finalize Plan and submit** to MVCA's Board of Directors for approval.

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## REPORT

3206/22

TO:	MVCA Policy & Priorities Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>2021-2025 Strategic Plan – Implementation Plan</b>
DATE:	February 13, 2022

### RECOMMENDATION

**That the Policy & Priorities Advisory Committee recommend that the Board of Directors approve the *Draft Implementation Plan* as set out in this report.**

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### 1.0 BACKGROUND

In May 2021, the Board approved a new *Corporate Strategic Plan* for the period 2021-2025.<sup>1</sup> The Plan was drafted to address the changing mandate, governance, and funding of conservation authorities per Bill 108 and Bill 229, and other key pressures facing MVCA and the communities it serves.

At that time, a commitment was made to return to the Board with an implementation plan containing specific actions once draft regulations were released and funding constraints better understood. The first set of regulations regarding mandatory and other programs and services was released in October; and a *Consultation Guide* regarding proposed cost recovery was released in late January, 2022.<sup>2</sup> The implementation plan was also to include a method for monitoring and reporting on progress towards achievement of Strategic Plan goals and objectives.

### 2.0 IMPLEMENTATION PLAN

The *Draft Implementation Plan* has four components:

- Table of Priorities and Performance Indicators. This is a list of key projects to be accomplished during the 2021-2025 planning period, and to be used to assess progress towards achievement of corporate goals and objectives.

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<sup>1</sup> Refer to Staff Report 3133/21.

<sup>2</sup> O.Reg. 686/21 and 687/21, and <https://ero.ontario.ca/notice/019-4610> respectively.

- Programs & Services Work Plan 2021-2025 – This is an update to the list provided in the *2021-2023 Interim Financial Plan*<sup>3</sup> and represents the long-list of initiatives that have been identified for completion over the planning period. These will be carried out as resources permit.
- Capital Work Plan 2021-2025 – This is an update to the list provided in the *2021-2023 Interim Financial Plan*<sup>4</sup> and aligns with the 10-year Capital Plan updated for the 2022 Budget. Many of these projects are dependent on grants to complete.
- The Schedule for Corporate Documents provides a timeline for the preparation, review and update of key corporate documents, including those now prescribed by provincial regulation.

One or more of these documents may require update as MVCA implements its *Transition Plan*<sup>5</sup> over the next two years.

## **2.1 Priority Projects & Performance Indicators (Attachment 1)**

Priority Projects/Initiatives are key projects needed to make progress against the stated goal and objective. They represent the projects most likely to have the greatest impact on achieving the goals or objective and are a short-list of projects to be carried out over the planning period.

Performance Indicators are identified as “Outputs” and “Outcomes”: the first generally reflecting yes/no completion of the project/initiative; the second indicating the impact of the initiative, which is often more difficult to measure.

The last column in Attachment 1 summarizes the Inputs/conditions required for project success. These are coded with colour/bold/italics to indicate the degree to which MVCA has control and influence over them and, therefore, the degree to which it is a fair indicator of corporate performance. Three projects on this list are shaded because they reflect the required action but are not within the control of management and staff at MVCA. Consideration should be given whether to keep these in the Implementation Plan.

## **2.2 Work Plans (Attachments 2 and 3)**

Work Plans developed for the *2021-2023 Interim Financial Plan* have been extended out to 2025; updated to reflect current information regarding risk (e.g. further work at Kashwakamak has been deferred based upon results of the Dam Safety Review carried out late 2021); and now

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<sup>3</sup> Refer to Staff Report 3099/20.

<sup>4</sup> Refer to Staff Report 3099/20.

<sup>5</sup> Refer to Staff Report 3182/21.

include a “Planned Start Date” as well as a “Status” column to provide for easy annual updates and reporting.

### **2.3 Schedule of Corporate Documents (Attachment 4)**

This schedule identifies when documents should be prepared to ensure compliance with regulatory requirements, as well as an approach to updating other key corporate documents. It captures the following new documents that are prescribed per O. Regs. 686/21 and 687/21, some of which must be reviewed and updated at regular intervals\*:

- Conservation Land Inventory
- Conservation Area Strategy\*
- Watershed-based Resource Management Strategy\*
- Memoranda of Understanding (MOUs) and Cost Apportionment Agreements (CAAs)\*
- Ice Management Plan(s)
- Natural Hazard Infrastructure Asset Management Plan
- Natural Hazard Infrastructure Operational Management Plans

The schedule is based upon the municipal election cycle, and the assumption that new members join the Board at the February AGM following the election.

While events outside the control of staff prevented timely update of the *Corporate Strategic Plan* in 2019, it is recommended that such updates occur each term of the Board, and be adopted at or before the subsequent AGM.

Future Category 2 and 3 Agreements (MOUs and CAAs) will dictate financial requirements including future staffing needs. Therefore, both the *Interim Financial Plan* and the *Workforce Plan* will require update at intervals as shown in the Schedule.





## 2021-2025 Corporate Strategic Plan

### Implementation Plan: Priorities and Performance Indicators

Good - we have reasonably good control and influence

Poor - we have limited control or influence

Strategic Goals and Objectives	Priority Projects/Initiatives	Outputs (Numerical/Absolute)	Outcomes (Trends/Conditions)	REQUIRED INPUTS
<b>1. Asset Management - Revitalize</b>	<b>Watershed Management Activities and invest in our Legislated Mandate</b>			
<b>a) Implement the five-year capital program.</b>	1 Phase 1 of Shabomeka Lake Dam rehabilitation	Rehabilitated structure by 2022 year-end	Prolonged life of asset	Budget, design, construction, monitoring
	2 MOK Riverside Lookout Restoration	Handrails and structure meet <i>OBCode</i> by 2022 year-end	Reopen for use by public; public satisfaction; site image	Consultant time and municipal building permits
	3 Purdon CA interpretive signage	Missing/damaged signs replaced by 2022 year-end	Improved site image, public image; reduced risk of vandalism	time of staff and design consultant
<b>b) Strengthen our risk analysis and management capacity to include climate change and development impacts.</b>	4 Lower Mississippi flood plain mapping	Updated regulatory hazard mapping completed by 2022 year-end	Improved ability to protect life/property per Sec. 28 of the CA Act	Budget, staff resources, data collection
	5 Watershed LiDAR acquisition	High-resolution topographic data received by 2022 year-end	Data supporting planning/permit applications, flood plain mapping projects, and watershed studies	Fed., County, Munic. funding, suitable weather, staff/consultant time for data validation
	6 Flood risk assessment study	Delineation of high flood risk areas by 2022 year-end	Information needed to develop 10-year flood plain mapping strategy	Budget, staff resources, data, methodology
	7 Carp River flood plain mapping	Updated regulatory hazard mapping by 2023 year-end	Improved ability to protect life/property per Sec. 28 of the CA Act	Budget, staff resources, data collection, public consultation, <i>third party review; gaps in data and need for add'l field work</i>
	8 Phase 1 of watershed model development	Complete calibrated numerical models of Carp and Mississippi watersheds by 2023 year-end	Tool supporting flood/drought forecasting, flood plain mapping projects, planning/permit applications, and watershed studies	Budget, staff resources, data collection, monitoring, methodology
<b>c) Implement priority actions identified in the Mississippi River Watershed Plan.</b>	9 Land Conservation Plan	Complete Plan by 2022 year-end	Priority areas identified for stewardship, enhanced management, acquisition by MVCA or partners	Fed. Grant, staff time, participation of partner organizations
	10 Wetland inventory	Identify sites at greatest risk by Aug. 2022	Identified opportunities for targeted stewardship program	Funding from the Foundation to secure technical support
<b>d) Work with the City of Ottawa towards update of the Carp River Watershed Plan.</b>	11 Carp Subwatershed Plan Update	<i>Project is identified and initiated by Ottawa as a Term of Council Priority 2022-2026</i>	Land use plans, EIS, and remedial actions that reflect current conditions and the impacts of climate change	<i>City of Ottawa funding / approval to proceed ;</i> internal resources to support City initiative
<b>e) Plan for the next phase of asset development and management.</b>	12 Dam Safety Reviews	DSRs completed in accordance with 10-year Capital Plan as funding allows	Risk assessments based upon most current data	Staff/management/consultant time/price; Dependent upon receiving WECCI funding
	13 Risk Analysis	Update risk analysis annually	Informed priority setting	Staff/management time
	14 10-year Capital Plan	Update 10-year Capital Plan annually	Plan addresses priorities in accordance with financial capacity	Staff/management time

2. Community Building - Engage local partners to foster connections, leverage our resources, and strengthen our "Social License" to operate					
<p><b>a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.</b></p>	15	Website	<b>New corporate records are updated monthly 90% of the time.</b>	Reliable access by Board Members, member municipalities, and the public to agenda, minutes, budgets, and corporate plans.	<b>Staff time; documented business process; training</b>
	16	Gatehouse Door Upgrade	<b>Door replaced to be AODA compliant</b>	Gatehouse building can be designated "accessible".	Municipal Building-Heritage Committee and Electrical permits
	17	Open Data Plan	<b>Plan and implement technical tools to enable Open Data by 2023 year-end</b>	Ease access to MVCA data by others	Staff time; Board approval; budget
	18	Transition Plan	Implement Plan, and MOUs and CAAs in place for 2024 Budget.	Confirmed scope of programs and services, revenues, and compliance with O.Reg. 687/21	Dependent upon member municipalities and decisions of the Board
	<p><b>b) Strengthen relationships with municipalities and community stakeholders, First Nations, the agricultural sector, developers, not-for-profits, and academia</b></p>	19	Indigenous Engagement Plan (IEP)	Complete IEP by June 2023; Update Watershed Plan to reflect IEP input by 2023 year-end.	Watershed Plan actions that can serve as avenues for ongoing engagement and partnership
20		ALUS program	ALUS program launched by May 2022	Year over year increase in uptake	<b>Partnership with RVCA and ALUS Canada</b>
<p><b>c) Rejuvenate the Mississippi Valley Conservation Foundation (MVCF) into a highly functional and effective fundraising organization.</b></p>	21	Governance Review	<b>Corporate by-laws updated and new Board in place by June 2023.</b>	Improved operational effectiveness, public image, and fundraising capacity.	<b>Management time, Foundation Board engagement, partner organization participation</b>
3. People and Performance - Support the operational transformations required to achieve MVCA's priorities and to address legislative changes					
<p><b>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></p>	22	Staffing	Fully staffed by 2022 year-end	Improved workforce capacity and reduced workload stress on existing staff	<b>Management/staff time; job market place</b> ; staff turn-over
	23	Job Evaluation - Phase 2	<b>All remaining positions evaluated by 2022 year-end</b>	Up-to-date job descriptions and ratings	Staff, management and consultant time
	24	Wages	<b>All wage adjustments phased-in by 2024 Budget</b>	Competitive pay in place to support employee retention and recruitment	<b>Budget approval from Board; levy increases from municipalities</b>
<p><b>b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness.</b></p>	25	Permit and planning timeline tracking	Meet Cons. Ont. performance standards 85% of the time	Partner and client satisfaction.	<b>P&amp;P work volume; number of complex applications.</b>
<p><b>c) Promote an engaging and inclusive environment that attracts and retains passionate and highly skilled people, and optimizes their expertise and</b></p>	26	Workplace Psycho-social Health	<b>Work plan prepared by April 2022.</b>	Set of actions to address priority issues identified by staff	<b>Management and consultant time to prepare and implement</b> ; staff input/uptake
	27	Automated Timesheets	<b>Implement system by 2022 year-end.</b>	Ease analytics and access to data	<b>Management/staff/consultant time</b> ; budget

## Attachment 2:

### Program & Services Work Plan 2021-2025

Programs and Services	Driver	Risk	Scheduled Start Date	Status
<b>Governance and Administration</b>				
Update Corporate Strategic Plan	Board of Directors / BMP		2021	Completed
Prepare CSP Implementation Plan	Board of Directors / BMP		2021	WIP
Prepare and submit Transition Plan	CA Reg 686/21		2021	Completed
List & Cost Ex. & Fut. Programs & Services	CA Reg 686/21		2022	WIP
Negotiate Cost Apportionment Agreements	CA Reg 686/21		2022	
Resolve Land Ownership Conflicts/Uncert.	CA Reg 686/21 and BMP		2021	WIP
Prepare Conservation Area Strategy	CA Reg 686/21		2023	
Prepare Watershed-based Resource Management Strategy	CA Reg 686/21		2023	
Interim Reporting to the Province	CA Reg 686/21		2022	
Address Mental health / stress in workplace	Workplace health/resiliency; Strat. Plan Goal 3		2021	WIP
Carryout Strategic Land Disposals	Financial/Board Dir.		2021	WIP
Job Evaluation and Market Assessments	Employee attraction and retention; Strategic Plan Goal 3		2021	WIP
Business Automation - timesheets	CA Reg 686/21 & Corp. Rptg.		2021	WIP
Integrate payroll and timesheet systems	Admin. BMP		2021	WIP
Business process mapping	Admin. BMP		2021	WIP
<b>Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)</b>				
MVCA Watershed Model	Strat. Plan Goal 1 – climate ch.		2021	WIP
Model data collection and calibration	Strat. Plan Goal 1 – climate ch.		2021	WIP
Prepare Natural Hazard Infrastructure Asset Management Plan	CA Reg 686/21 and BMP		2023	
Update Natural Hazard Infrastructure Operational Management Plans	CA Reg 686/21 and BMP		2024	
Update OMS manuals	MNRF/CDA		2020	WIP
Update Public Safety Plans	MNRF/CDA		2021	WIP
Develop raster tools for flood forecasting and low flow response	Strat. Plan Goal 1 – climate change		2021	WIP
Ice Monitoring Program (Ice Management Plan)	Strat. Plan Goal 1 – climate ch.; CA Reg. 686/21		2023	
Develop digital forms for data collection and dam operation, inspection and maintenance	Operational efficiency and data accessibility		2023	
Develop automated data QA/QC procedure	Climate Change Adaptation		2024	
<b>Conservation Areas / HQ Facility</b>				
Transition Museum to new Fin. Model	Bill 108/229; CA reg 687/21		2019	WIP
Prepare Conservation Land Inventory	CA Reg 686/21		2022	WIP
Asset Management Plan – Phase 2	Strat. Plan Goal 1 – Asset Mgt.		2020	WIP

Programs and Services	Driver	Risk	Scheduled Start Date	Status
Prepare CRCA Master Plan	New asset needs a Plan	Yellow	2021	WIP
Update MOK Master Plan	O.Reg. 687/21 (Cat. 3 elements)	Yellow	2023	
Update MICA Master Plan	Prepared in 1987	Yellow	2025	
Update Purdon Master Plan	Last updated 2013	Green		
Update Palmerston-Canonto M. Plan	Last updated 2006	Green		
<b>Planning Review and Regulations</b>				
Review guidelines and submission checklists for planning/permit applications	Regulation changes	Red	2021	Completed
Update regulation policies and procedures	Regulation changes	Red	2021	Ph.1 Comp.
Update planning policies	Regulation changes	Red	2021	WIP
Update permitting documents	Regulation changes	Red	2021	WIP
Prepare Compliance Program	Regulation changes	Yellow	2021	WIP
Review hazard mapping criteria	Regulation changes	Yellow	2022	
Track and report CO service standards	Strat. Plan – Goal 2 Public Cred.	Yellow	2021	Completed
Implement CO service standards	Strat. Plan – Goal 2 Public Cred.	Green	2021	Completed
<b>Technical Studies and Watershed Planning</b>				
WECl applications and management	Interim Financial Plan	Red	n/a	Ongoing
Carp Creek Erosion Control project	City of Ottawa - MOU	Red	2020	WIP
Carp Flood Plain Mapping (FPM)	Strat. Plan Goal 1 – climate ch.	Red	2020	WIP
Casey Creek Flood Plain Mapping	Strat. Plan Goal 1 – climate ch.	Red	2020	Completed
NDMP Flood Risk Assessment	Strat. Plan Goal 1 – climate ch.	Red	2021	WIP
Lower Mississippi FPM Update	Strat. Plan Goal 1 – climate ch.	Red	2021	WIP
Watts Creek FPM	Strat. Plan Goal 1 – climate ch.	Red	2024-25	
Shirley's Brook FPM	Strat. Plan Goal 1 – climate ch.	Red	2024-25	
Implement Watershed Plans	Strat. Plan Goal 1 - MRWP	Yellow	2021	
Land Conservation & Acquisition Strategy	Strat. Plan Goal 1 - MRWP	Yellow	2021	Initiated
Carp River Wetland Restoration Project	Carp River Action Plan	Yellow	2021	Initiated
Community/First Nations liaison	Strat. Plan – Goal 2 Rel. Bldg.	Yellow	2020	WIP
Research / knowledge development re: watershed dynamics/climate change	Strat. Plan Goal 1 – climate ch.	Yellow	2020	Ongoing
Review of wetlands in growth areas	Regulatory / Foundation	Yellow	2020	WIP
Review and update of field monitoring program	Strat. Plan – Goal 1 core mandate and Goal 2 Public Eng.	Yellow	2021	WIP
Clyde River FPM	Strat. Plan Goal 1 – climate ch.	Yellow		
Enhance watershed reporting	Strat. Plan – Goal 2 Public Cred.	Green		
Review groundwater monitoring program	Existing sites have limited value	Green		
<b>Information and Communications Technology</b>				
SOP - Computer/Internet Use	Strat. Plan – Goal 1 Asset Mgt.	Yellow	2020	WIP
Document Naming and Filing Standards	Strat. Plan – Goal 1 Asset Mgt.	Yellow	2020	WIP
File and Process - DRAPE 2019 data	Growth	Yellow	2021	Completed
ICT Plan and policies	Strat. Plan – Goal 1 Asset Mgt.	Yellow	2021	WIP
Cyber Security Review/SaaS investment	Strat. Plan – Goal 1 Asset Mgt.	Yellow	2021	WIP
Open data strategy	Strat. Plan – Goal 2 Public Eng't	Green	2022	
Develop Network Plan	Strat. Plan – Goal 1 Asset Mgt.	Green	2022	

Programs and Services	Driver	Risk	Scheduled Start Date	Status
MS Office 365 (cloud computing)	Staff collaboration / enhanced email security			
Data Storage Strategy	Strat. Plan – Goal 1 Asset Mgt.			
Phone service strategy/VOIP	Admin. BMP			
<b>Education and Stewardship</b>				
Develop and implement pilot stewardship program	Strategic Plan – Goal 2; MRWP		2021	Plan completed
Conduct alternative service delivery review for education program	Bill 108/229; CA reg 687/21		2022	WIP
Pilot use of Eco Trekr	Strat. Plan – Goal 2 Public Eng't		2021	WIP
Expand use of Eco Trekr to other sites	Strat. Plan – Goal 2 Public Eng't		2023	
<b>Communications</b>				
Complete update of corporate website	Strat. Plan – Goal 2 Public Eng't		2020	Completed
Prepare and implement Corporate Communications Plan – focused on relationship building and awareness of regulatory changes etc.	Strat. Plan – Goal 2 Public Eng't		2021	WIP
Prepare and implement social media plan	Strat. Plan – Goal 2 Public Eng't		2022	WIP

## Attachment 3: Capital Work Plan 2021-2025

Capital Projects	Driver	Risk	Scheduled Start Date	Status
<b>Water Control Structures (WCS)</b>				
Shabomeka Dam replacement	MNRF, CDA		2021	WIP
Kashwakamak Dam Safety Review (DSR)	MNRF, CDA		2021	WIP
Widow major dam repair	MNRF, CDA		2021	On Hold
Shabomeka Public Safety Measures	MNRF, CDA		2021	WIP
Carleton Place DSR	MNRF, CDA		2022-23	
Carleton Place safety boom (design and installation)	MNRF, CDA		2023-24	
Lanark DSR	MNRF, CDA		2023	
Carleton Place minor dam repair	MNRF, CDA		2024-25	
Lanark minor dam repair	MNRF, CDA		2024-25	
Big Gull DSR	MNRF, CDA		2025	
Kashwakamak Dam Class EA	MNRF, CDA			
Kashwakamak Dam Design	MNRF, CDA			
Farm Dam Class EA	MNRF, CDA			
Kashwakamak Dam replacement	MNRF, CDA			
Farm Dam design	MNRF, CDA			
Pine Dam Class EA	MNRF, CDA			
Big Gull minor dam repair	MNRF, CDA			
Pine Dam design	MNRF, CDA			
Farm Dam replacement/decommissioning	MNRF, CDA			
Mississagagon Dam Class EA	MNRF, CDA			
Bennett DSR	MNRF, CDA			
Pine Dam replacement/decommissioning	MNRF, CDA			
Mazinaw DSR	MNRF, CDA			
Mississagagon Dam design	MNRF, CDA			
Bennett minor dam repair	MNRF, CDA			
Widow DSR	MNRF, CDA			
Mississagagon Dam replacement/decommissioning	MNRF, CDA			
Mazinaw minor dam repair	MNRF, CDA			
<b>Flood Forecasting and Warning (FFW)</b>				
Watershed LiDAR acquisition	Climate change adapt.		2021	WIP
Topo-bathymetric data collection	Climate change adapt.		2021	WIP
Expansion of monitoring network	Climate change adapt.		2021	WIP
Depth & Flow meter acquisition (ADCP)	Climate change adapt.		2022	
<b>Conservation Areas / HQ Facility</b>				
Purdon - Replace sections on Boardwalk	Safety - Lifecycle replacement		2021	WIP
HQ Sewer and water connection	Agreement with C.P.		2021	WIP



Capital Projects	Driver	Risk	Scheduled Start Date	Status
Gate house - accessibility doors and ramps	AODA compliance		2022	
Replace riverside look-out	Building Code Structural concerns		2022	
MICA Trail Bridge repairs	Safety - structural		2022	
CA entrance signage- review and update for regulatory consistency	Recommendation from 3 <sup>rd</sup> party risk assessment		2022-2023	
Review CA Trails for AODA compliance and sign appropriately	Recommendation from 3 <sup>rd</sup> party risk assessment		2024	
Gatehouse – Paint ext. window/door trim			2021	Completed
Gatehouse - Replace veranda joists and flooring	Heritage Act. Prev. Maint.		2021	Completed
Purdon - Replace site signage	Lifecycle replacement		2022	
MOK – Replace site signage	Lifecycle replacement		2024	
HQ - Condition Assessment	Asset management BMP		2025	
MOK Building Condition Assessment	Asset management BMP		2025	
Ed. Centre - security and access. upgrades	AODA compliance			
MOK Top up play structure wood chips	CSA Compliance			
MOK Resurface roadway and parking lot	Preventative Maint. BMP			
Develop MOK site Workshop	Secure Storage of Equip't		2022-2023	
Museum - Repaint windows & trim	Heritage Act		2024	
Purdon - Replace main look-out	Lifecycle replacement		2025	
MICA Signage renewal	Lifecycle replacement		2025	
Roy Brown Park - construct lookout	Park Plan / Agrt w C.P.		2025	
Education Centre - Replace siding	Prev. Maint.			
Gatehouse - Repoint stone work	Heritage Act, prev. maint.			
Museum - Balcony repairs	Heritage Act			
MOK Construct flush washrooms	MOK Master Plan			
K&P Trail Condition Assessment	Asset Mgt BMP			
<b>Vehicles &amp; Equipment</b>				
Vehicle purchase (Pick-up)	Lifecycle replacement		2022	
Riding Lawn mower	Site maintenance		2023	
Tracks for ATV	Dam Ops		2024	
Tandem utility trailer	Dam Ops		2025	
ATV	Dam Ops			
<b>Information and Communications Technology</b>				
Buy/replace Computers	Growth and Lifecycle replacement		Per A. Mgt Plan	
Increase Storage	Growth		2021	WIP
Integrated GIS & F.Plain reports/mapping	Transparency		2021	WIP
Audio Visual Improvements	Remote & hybrid meetings		2021	Completed
Replace Servers	Lifecycle replacement		2023	
Replace Plotter	Lifecycle replacement		2024	
Replace Monitors	Lifecycle replacement			
Data acquisition	Technical study needs			
Purchase SAAS MS Exchange 365 backup	Data management			

## Attachment 4: Schedule for Preparation & Update of Corporate Documents

Term of Board	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>Municipal Election</i>	Q4				Q4				Q4				Q4
<i>Appointment of New Board</i>		Q1				Q1				Q1			
<b>New Regulatory Requirements</b>													
<i>Complete Conservation Land Inventory</i>					Q2								
<i>Prepare/Update Conservation Area Strategy*</i>					Q4						Q1		
<i>Prepare/Update Watershed-based Resource Management Strategy*</i>						Q1					Q1		
<i>Sign/Review MOUs and Cost Apportionment Agreements (CAAs)*</i>						Q3					Q3		
<i>Prepare Ice Management Plan(s)</i>							Q4						
<i>Prepare Natural Hazard Infrastructure Asset Management Plan</i>							Q4						
<i>Update Natural Hazard Infrastructure Operational Management Plans</i>							Q4						
<b>Corporate Plans</b>													
<i>Prepare Annual Budget</i>				Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4
<i>Update Corporate Strategic Plan</i>				Q1			Q1				Q1		
<i>Annual General Meeting / Approval of Budget</i>				Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1
<i>Prepare/Update Workforce Plan</i>				Q3			Q2				Q2		
<i>Prepare/Update Interim Financial Plan &amp; 10-year Capital Plan</i>			Q4				Q3				Q3		
<b>Corporate Reports</b>													
<i>Annual &amp; Interim Reports to the Board (as part of Board agenda)</i>													
<i>Biennial Report (published once every 2 years instead of annually)</i>		Q1			Q1		Q1		Q1		Q1		Q1
<i>Watershed Report Card**</i>	Q4					Q4					Q4		

\* O.Reg. 686/21 and 687/21 require scheduled review and update

\*\* Conservation Ontario coordinated initiative