



Finance and Administration Committee

Virtual Meeting BY ZOOM

1:00 pm

February 8, 2022

<https://us06web.zoom.us/j/84221404279>

or Dial: 1-778-907-2071

Meeting ID: 842 2140 4279

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Approval of Minutes:
 - a) Finance and Administration Committee – December 9, 2021, Page #2
 - b) Finance and Administration Committee – November 18, 2021, Page #5
 - c) Finance and Administration Committee – November 25, 2021, Page #9
2. 2021 Draft Financial Statements, (Glenn Street, auditor)
3. 2021 Audit Findings Letter (A. Millar)
4. 2022 Per Diem and Mileage Rates, Report 3190/22 (A. Millar), Page #12
5. Draft 2022 Budget – Comments and Adjustments, Report 3191/22 (A. Millar), Page #14
6. Update – City of Ottawa Loan for Shabomeka Lake Dam, Report 3192/22 (A. Millar),
Page #15
7. Programs & Services Inventory and Cost Recovery, Report 3193/22 (S. McIntyre), Page #16

Other Business

ADJOURNMENT



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

December 9, 2021

MEMBERS PRESENT:

C. Lowry, Chair
P. Sweetnam, Vice-Chair
J. Atkinson
E. El-Chantiry
J. Mason
B. King
P. Kehoe
A. Tennant
J. Atkinson

STAFF PRESENT:

S. McIntyre, General Manager
A. Millar, Treasurer
L. Williams, Recording Secretary
J. Cunderlik
M. Craig

C. Lowry called the meeting to order at 2:34PM.

FAAC12/09/21-1

MOVED BY: P. Sweetnam

SECONDED BY: P. Kehoe

Resolved, That the Agenda for the December 9, 2021 Finance & Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

BUSINESS

1. **Revised Draft 2022 Budget, Report 3189/21**

S. McIntyre presented Report 3189/21 regarding the Revised Draft 2022 Budget.

The Committee reviewed and discussed the proposed 2022 Budget, focusing on main concerns.

C. Lowry asked the Committee for the passing of the recommendation presented in Report 3189/21. P. Kehoe stated his disapproval of item #4 which read:

“allocate \$10,000 from the year-end operating surplus to the development of policies and procedures governing the management of reserve funds”.

He expressed his desire for further discussion on the matter. C. Lowry sought clarification on item #4. A. Millar and S. McIntyre explained seeking guidance from an alternative source results in fees of minimum \$5,000 – the proposed \$10,000 expenditure was felt to be a fair budget based on the required effort. A. Tennant raised the concern that the advice from a secondary source may not be used, which would be a waste of funds. P. Kehoe was unsupportive of the use of outside source, feeling the matter could be handled internally by consulting with member municipalities.

J. Atkinson sought clarification as to whether or not this expense is represented in the proposed budget. S. McIntyre clarified that there was nothing in the budget related to this expenditure. She further explained that by earmarking the funds this would allow staff to move forward with the procurement of advice from a secondary source for the development of policies and procedures governing the management of reserve funds without the need for another meeting to obtain direction from the Board of Directors regarding the use of the Operations Reserve. J. Atkinson shared his support for item #4.

After discussion, the Committee decided to omit item #4 from the recommendation, and gave direction that the item to be brought back for discussion at future date. The Committee thanked staff for their hard work on the Draft 2022 Budget.

The Finance & Administration Advisory Committee amended the motion as presented in Report 3189/21.

FAAC12/09/21-2

MOVED BY: P. Sweetnam
SECONDED BY: P. Kehoe

Resolved, That the Finance & Administration Advisory Committee recommend that the Board of Directors:

- 1. approve the Revised Draft 2022 Budget v.3 as presented in this report for circulation to member municipalities for comment; and**
- 2. transfer any unspent levied capital dollars as of December 31, 2021 to their respective capital reserves to meet future capital needs;**
- 3. fund any operating deficit for the year ending December 31, 2021 from the Operating Reserve; and**

4. transfer any remaining year-end operating surplus to the Operating Reserve.

“CARRIED”

E. El Chantiry requested the Treasurer to periodically report to the Finance & Administration Committee regarding the projected year-end operating surplus/deficit.

FAAC12/09/21-3

MOVED BY: E. El Chantiry

SECONDED BY: P. Kehoe

That Staff bring forward further information regarding development of policies and procedures governing the management of reserve funds.

“CARRIED”

ADJOURNMENT

The meeting was adjourned at 3:10PM.

FAAC12/09/21-4

MOVED BY: A. Tennant

SECONDED BY: P. Sweetnam

Resolved, That the Finance and Administration Advisory Committee meeting be adjourned.

“CARRIED”

“L. Williams, Recording Secretary

C. Lowry, Chair”



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

November 18, 2021

8:30 am

MEMBERS PRESENT:

C. Lowry, Chair
P. Sweetnam, Vice-Chair
J. Atkinson
E. El-Chantiry
J. Mason
B. King
P. Kehoe
A. Tennant

MEMBERS ABSENT:

J. Atkinson

STAFF PRESENT:

S. McIntyre, General Manager
A. Millar, Treasurer
L. Williams, Recording Secretary

P. Sweetnam called the meeting to order at 08:36 AM.

FAAC11/18/21-1

MOVED BY: J. Mason

SECONDED BY: P. Sweetnam

Resolved, That the Agenda for the November 18, 2021 Finance & Administration Advisory Committee meeting be adopted as amended.

“CARRIED”

BUSINESS:

1. Minutes – Finance & Administration Advisory Committee Meeting – October 12, 2021

FAAC11/18/21-2

MOVED BY: E. El-Chantiry

SECONDED BY: A. Tennant

Resolved, That the minutes of the Mississippi Valley Finance & Administration Advisory Committee meeting held on October 12, 2021 be received and approved as printed.

“CARRIED”

2. Draft 2022 Budget, Report 3178/21

S. McIntyre presented Report 3178 regarding the 2022 Draft Budget.

In reference to the Communications Department budget, B. King sought clarification as to whether the proposed budget reflects the future hiring of a consulting firm, or, if a firm is currently fulfilling the responsibilities of the Communications position. He requested further information regarding the name and selection process of the firm. S. McIntyre confirmed that following the resignation of the Community Relations Coordinator, the consulting firm MediaStyle was retained on a month-to-month basis, which provides the flexibility to rehire a full-time employee if necessary. Pointing to the cost savings, positive past experience with the firm, and to flexible contract terms, S. McIntyre explained that the firm had been sole-sourced.

J. Mason clarified that the \$3,500 EcoTrek annual fee was not intended to impact MVCA budget and instead be offset via money transfer from the Mississippi Valley Conservation Foundation (MVCF). S. McIntyre agreed to pursue the matter at the next MVCF meeting to confirm revenues are available and appropriately dedicated.

E. El-Chantiry expressed concerned about the use and balance of the reserve funds, and sought clarification as to MVCA’s policy regarding the limitations of withdrawing funds from reserves. S. McIntyre informed the Committee that there is no policy regarding making contributions to or withdrawals from reserves. She noted that staff took direction from the Board in October to develop such a policy, however, recognizing the short time frame she explained that the policy could not be completed before the delivery of this year’s budget. S. McIntyre explained the importance of the creation of such a policy and assured the Committee that staff will be working toward this in consultation with MVCA’s auditor.

E. El-Chantiry reiterated his concern regarding using operating reserves to balance the budget; thanked staff for their work on the budget; and excused himself to attend another meeting.

P. Sweetnam sought clarification regarding the objectives of the proposed fundraising campaign with an expenditure of \$15,000. S. McIntyre noted that this expenditure is offset under revenues from Mississippi Valley Conservation Foundation (MVCF). The distribution of funds was explained, noting that the campaign is to fund the Carp Wetland Restoration Project

and the Conservation Area Strategy. Discussion ensued regarding the proposed \$15,000 fundraising campaign, which is planned to be carried out with Mississippi Madawaska Land Trust (MMLT) and other partners.

P. Sweetnam requested that acronyms used in the budget be defined, particularly for revenue sources.

J. Mason raised the issue of staff using monies from the "Operating Reserve" as opposed to the "Glen Cairn Reserve" as the Board had previously approved. A. Millar explained that staff chose to draw from Operating Reserve because of the lack of restrictions concerning withdrawal permissions.

J. Mason questioned whether or not staff had discussed which proposed discretionary budget items could be removed to alleviate pressures on the Operating Reserve, focusing specifically on items unrelated to the implementation of the Workforce Plan. S. McIntyre explained that most budget pressures are related to the Workforce Plan that includes more staff, which in turn creates a need for higher budgeting in computers, mileage, among other resources. Committee members expressed concerns about the use of reserve funds to support Workforce Plan implementation.

J. Mason suggested that the Finance and Administration Committee consider an allocation of 50% of levies to the Workforce Plan instead of 33% shown in the Draft 2022 Budget. P. Kehoe noted that now is not a good time for municipalities to commit to this expenditure as there are many other expenses being brought forward this year (2021) in particular. Discussion took place regarding allocation of levies. B. King expressed his disapproval of a future increase of levies, suggesting MVCA cut out unnecessary projects. A. Tennant suggested informing municipalities about the proposal before making a formal request, continuing positive relationships between the Conservation Authorities and municipalities.

P. Sweetnam suggested that staff hold back on unnecessary projects. More specifically, for staff to seek expert advice on proposed repair work and timelines related to safety. A. Tennant endorsed the suggestion of P. Sweetnam, adding that construction costs are high at the moment. He reminded the Committee that larger projects MVCA has tried to pursue recently have been met with difficulties due to cost and availability of materials. A. Tennant asked Staff to present a breakdown of construction costs.

The Committee discussed ways in which staff may alleviate pressures on reserve funds such as fundraising cost of minor repair work, raising user fees, and scrutinizing cost centers for operations expenses.

Staff expressed the desire to seek direction on the financial priorities of the Board of Directors.

C. Lowry directed Staff to amend the 2022 Budget to ensure a minimum year-end balance in the Operations Reserve of \$600,000.

FAAC11/18/21-3

MOVED BY: J. Mason

SECONDED BY: P. Sweetnam

Resolved, That the Finance & Administration Advisory Committee recommend the Draft 2022 Budget be revised and brought back to the Finance & Administration Advisory Committee before being brought to the Board of Directors for consideration and circulation to member municipalities for comment.

“CARRIED”

ADJOURNMENT

The meeting was adjourned at 10:50AM.

FAAC11/18/21-4

MOVED BY: B. King

SECONDED BY: P. Sweetnam

Resolved, That the Finance and Administration Advisory Committee meeting be adjourned.

“CARRIED”

“L. Williams, Recording Secretary

C. Lowry, Chair”



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

November 25, 2021
Noon

MEMBERS PRESENT:

C. Lowry, Chair
P. Sweetnam, Vice-Chair
J. Atkinson
E. El-Chantiry
J. Mason
B. King
P. Kehoe
J. Atkinson

MEMBERS ABSENT:

A. Tennant

STAFF PRESENT:

S. McIntyre, General Manager
A. Millar, Treasurer
L. Williams, Recording Secretary

C. Lowry called the meeting to order at 12:01 PM.

FAAC11/25/21-1

MOVED BY: P. Sweetnam

SECONDED BY: B. King

Resolved, That the Agenda for the November 25, 2021 Finance & Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

1. **Revised Draft 2022 Budget, Report 3179/21**

S. McIntyre presented Report 3179/21 regarding the Revised Draft 2022 Budget.

J. Mason questioned the budgeting of fewer summer students than recommended in the Workforce Plan. S. McIntyre explained that the Workforce Plan recommended funding of these positions because subsidies are not guaranteed yet the students enable MVCA to fulfill MOU agreements (e.g. water quality monitoring for MNRF), make progress on strategic initiatives (e.g. field monitoring program), and backfill permanent staff during summer vacations that are

essential to staff morale and health. A. Miller explained student wages, mileage, and associated costs.

E. El-Chantiry asked if a cost analysis of paying staff overtime versus having summer students had been conducted. S. McIntyre explained that students largely work on special projects and that permanent staff focus on core, usually time sensitive tasks such as planning reviews and permit applications. Paying staff overtime would not alleviate the need for summer students. Analysis completed for the Workforce Plan showed unsustainable levels of overtime.

P. Kehoe questioned the budget for summer camp programming amounting to \$2,500. S. McIntyre clarified that this was the estimated cost for RVCA to administer a program on behalf of MVCA, and that the expense would be much greater if MVCA were to run the program directly. Discussion took place regarding cost recovery programming. P. Kehoe concluded by stating his belief that optional programs and services should be full user-pay as had been implemented for a variety of programs in DNE.

J. Mason asked if there was any examination on the ability to increase fees from the Planning and Regulations department. S. McIntyre explained that because of harmonized fee schedules in the City of Ottawa with South Nation Conservation and Rideau Valley Conservation Authority, the fees cannot be easily changed. Rather than changing fees, the draft budget had been adjusted to be less conservative by showing greater planning and permit revenues. C. Lowry supported S. McIntyre drawing attention to and discussing their meeting with the other conservation authorities in question.

J. Mason stated that she would like MVCA to complete a fee study in 2022, and for fee increases to be implemented in 2023. S. McIntyre explained that the three CAs had agreed to conduct the study in 2023 due to ongoing regulatory changes and pressures; and that there would be further budgetary implications if MVCA conducted a study independently in 2022.

E. El-Chantiry expressed the importance of continuing education programs as it clarifies the role of MVCA to the public, pointing out the cost benefit of positive public exposure. B. King expressed his concerns about levy increases. He also expressed the view that MVCA should be working with full cost recovery programs only.

J. Mason noted that education programs will not be viable for levy funding in 2023 *sic*¹ due to the new regulation. She stated her acceptance of this year's budget, but asked staff to proceed with caution and frugality in the future. J. Atkinson echoed J. Mason's comments and discussed the implications of future cost increases of core services as it pertains to municipal levies.

E. El-Chantiry suggested that the Board hold a meeting to discuss and come to agreement on what MVCA's core services are to help staff better understand the particular budgeting expectations of the Board. S. McIntyre agreed that this discussion will be important to have as the organization must define its core services and costs as part of its Transition Plan.

¹ 2024

ADJOURNMENT

The meeting was adjourned at 1:06 PM.

FAAC11/25/21-3

MOVED BY: J. Atkinson

SECONDED BY: B. King

Resolved, That the Finance and Administration Advisory Committee meeting be adjourned.

“CARRIED”

REPORT

3190/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Per Diem/Honorarium and Mileage Increase for 2022
DATE:	February 2, 2022

Recommendation:

That the Finance & Administration Committee recommend that the Board of Directors approve:

- a) An increase of 4.1% over Board Member 2020/2021 per diems and honorariums.
- b) An increase in the corporate mileage rate to \$0.57/km effective January 1, 2022.

1.0 BACKGROUND

Section 13 of the MVCA 2018 Administrative By-Law, 2018 states the following:

The general membership shall pass a motion annually at the Annual General Meeting specifying a per-diem rate to be paid to members for attendance at general meetings and advisory board or committee meetings and at such other business functions as may be from time to time requested by the Chair, through the Secretary-Treasurer. In addition, an honorarium may be approved by the Authority for the Chair and Vice-chair as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day.

The Authority shall reimburse members' reasonable travel expenses incurred for the purpose of attending meetings and/or functions on behalf of the Authority. A per kilometer rate to be paid for use of a personal vehicle shall be approved by resolution of the general membership from time to time.

2.0 DISCUSSION

In February 2021, the Board froze member per diems and honorariums at the 2020 rates. Per diems paid to Board members in 2020 and 2021 were \$73.12 for one meeting and \$146.23 for two meetings in one day or for attendance on Authority business. The annual Honorarium payable to the Chair in 2020 and 2021 was \$1,827.84. There is no Honorarium for the Vice-chair position approved at this time.

It is proposed that the per diem and honorarium be increased by 4.1% which is the cost of living allowance (COLA) assumed by the Draft 2022 Budget (per report 3167/21.) The new amounts would be effective as of the Annual General Meeting, February 16, 2022 and would be as follows:

- \$76.12 for one meeting;
- \$152.23 for two meetings in one day or for attendance on Authority business;
- Chair Honorarium would be \$1902.78

The current mileage rate paid to staff and Board members is \$0.55/km. Traditionally, MVCA uses mileage rates obtained from the National Joint Council website which provides “provincial rates payable in cents per kilometer for the use of privately-owned vehicles driven on authorized government business travel”. Per report 3167/21, the rate for Ontario effective January 1, 2022 is \$0.57/km, which was used in the drafting of the 2022 Budget.

Strategic Plan

Cost of living increases align with the following Strategic goal and objective.

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

- a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner.

REPORT

3191/22

TO:	Finance & Administration Advisory Committee
FROM:	Angela Millar, Treasurer
RE:	Draft 2022 Budget – Comments & Adjustments
DATE:	February 2, 2022

For information

The Draft 2022 Budget as approved December 16, 2021 was circulated for comment to the eleven member-municipalities and posted on the Authority’s website. As of the writing of this report, no comments have been received regarding the draft budget.

No changes to the budget are recommended at this time.

Strategic Plan

Preparation and circulation of the 2022 Budget is required under the Conservation Authorities Act, and aligns with the following Strategic goal and objectives.

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

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

REPORT

3192/22

TO:	Finance & Administration Advisory Committee
FROM:	Angela Millar, Treasurer
RE:	Update – City of Ottawa Loan for Shabomeka Lake Dam
DATE:	February 2, 2022

For information

In May 2021, City of Ottawa council approved provision of a loan to MVCA of up to \$1 million for reconstruction of the Shabomeka Lake Dam. MVCA staff and legal counsel have reviewed and commented on the draft agreement prepared by the City, which continues to provide better terms than what is currently available from Infrastructure Ontario and financial institutions. It is anticipated that the agreement will be signed prior to the AGM per direction received from the Board in March 2021.

The following are key terms of the loan agreement:

- Principal of \$900,000
- Interest rate of 3% calculated bi-monthly¹
- Period of 30 years
- Payable by MVCA monthly (deducted from City's monthly levy payment)

Strategic Plan

The Shabomeka Lake Dam project and securement of the above loan aligns with the following Strategic goal and objective.

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

- a) Implement the five-year capital program.

¹ City staff have indicated that this rate will be held until execution of the agreement.

REPORT

3193/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Programs & Services Inventory and Cost Recovery
DATE:	February 2, 2022

For information

1.0 BACKGROUND

Per the *Transition Plan* approved by the Board in December¹, staff is in the process of drafting an “Inventory of Programs and Services” to be submitted to member municipalities by the end of February per *O.Reg. 687/21 – Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act*. A draft inventory will be tabled at the Annual General Meeting for review and approval to circulate.

Last week, the province issued a *Consultation Guide*² that proposes an approach to the setting and approval of the annual levy, the apportionment of the levy, the establishment of fee classifications, and the recovery of overhead costs. This report summarizes the programs and services under each category, and the cost recovery method for each.

2.0 PROGRAM AND SERVICE CATEGORIES

O.Reg. 687/21 sets out three categories of programs and services:

Category 1 – Mandatory under the *Conservation Authorities Act*.

Category 2 – Delegated municipal responsibilities that require Memoranda of Understanding (MOUs) with one or more municipalities within the CA’s jurisdiction.

Category 3 – Optional to both CAs and municipalities, and requiring Cost Apportionment Agreements (CAAs) with one or more municipalities within the CA’s jurisdiction.

¹ Report 3182/21

² <https://ero.ontario.ca/notice/019-4610>

The following sections show that most MVCA activities fall under Category 1 or 2.

2.1 Category 1 Mandatory Programs and Services

The following activities are eligible for full cost recovery via the municipal levy. Section 3 identifies limited areas where fees may be charged.

Risk of Natural Hazards

- Developing an awareness of natural hazards (wetlands, river and stream valleys, floodplains, erosion hazards, unstable soils and bedrock)
- Delineating and mapping natural hazards
- Studying surface water hydrology and hydraulics, related interactions with groundwater, stream morphology, potential effects of climate change on natural hazards, management of natural hazards
- Managing risks related to natural hazards
- Promoting public awareness of natural hazard risks
- Flood forecasting and warning
- Drought or low water response/Ice management/Infrastructure related to flooding, flow augmentation and erosion
- Plan review related to natural hazards
- Administration and enforcement of Section 28

Conservation and Management of Lands

- Maintenance of facilities, trails or other amenities that support public access and recreational activities in conservation areas that can be provided without direct support or supervision of staff
- Development of a conservation area strategy, land inventory and land acquisition/disposition policies

Other - provincially prescribed

- Participation in the provincial groundwater monitoring network
- Participation in the provincial water quality monitoring network
- Development and implementation of a watershed-based resource management strategy
- Fulfilling drinking water source protection responsibilities

2.2 Category 2 Programs and Services subject to MOU

The following activities are eligible for full cost recovery from municipalities that delegate one or more services to the conservation authority, per the terms of the MOU. As discussed in Section 3, these MOUs may provide for the collection of fees to support cost recovery.

- Plan review *not* related to natural hazards:
 - Natural heritage (all municipalities)
 - Stormwater management (all municipalities)
 - Hydrogeology³ (most Lanark municipalities and limited files in Ottawa)
- Part 8 sewage system services (City of Ottawa and Tay Valley)
- Septic re-inspection program (various municipalities)
- Management of municipal lands/forests (City of Ottawa and County of Lanark)

2.3 Category 3 Programs and Services (non-mandatory, non-municipal)

The following activities are only eligible for cost recovery via the levy where a Cost Apportionment Agreement (CAA) has been signed with one or more municipalities. Per section 3, the CAAs may also provide for the collection of fees to support cost recovery.

- Stewardship
 - ALUS program
 - Tree planting
 - Shoreline naturalization
 - Clean water grants
- Education
 - School programming
 - Summer camps
 - Phone/computer learning apps
- Lake Association support
 - Lake health monitoring
 - Lake plans

³ Note, this service will be phased-out in the County of Lanark per correspondence circulated to member municipalities last month.

3.0 COST RECOVERY

The objective of the Programs & Services Inventory is to document historical average costs under each of the above categories, and thereby allow municipalities to:

- Better understand where levies have and will be applied for mandatory services;
- Better understand cost-sharing elements under existing MOUs where they have delegated one or more responsibilities to a CA; and
- Assess the relative costs and benefits of participating in other programs and services that benefit their constituents (e.g. lake health monitoring.)

The inventory will also support future fee setting. The *Consultation Guide* referred to in Section 1.0 proposes classes of programs and services that closely align with the program and services categories, but divides Category 3 activities into two separate fee categories. The following is a summary of what is proposed in the Guide.

3.1 Category 1 mandatory programs and services

Fees may be charged for “mandatory” programs and services where the “user pay” principle is appropriate such as:

- Administration of s. 28 permits
- Responses to legal, real estate and public inquiries regarding a s. 28 permit
- s. 29 regulation activities (enforcement at conservation areas)
- Review of applications under other legislation – Access to authority owned or controlled land for passive recreation

3.2 Category 2 programs and services requiring an MOU

Fees may be charged where the “user pay” principle is appropriate and the provision for charging fees is set out in the MOU. For example, fees for *Planning Act* applications that provide for MVCA to comment on behalf of a municipality regarding consistency with natural heritage policies under the *2020 Provincial Policy Statement*.

3.3 Category 3 programs and services with Cost Apportioning Agreements

This refers to programs and services where cost recovery is through a combination of user fees and the municipal levy. In this case, fees may be charged where the “user pay” principle is appropriate and the provision for charging fees is set out in the CAA. For example, a tree planting program that is partially funded by the municipal levy under a CAA.

No provision for fees is required in the CAA where it is to fund:

- public access and use (rental) of authority land, facilities and services such as active recreation, and events such as weddings; and
- education and product sales.

3.4 Category 3 programs and services without Cost Apportioning Agreement

These programs and services would be totally self-supporting, which could include through the charging of fees, grants, and donations. Fees may be charged where the 'user' pay principle is appropriate, as set out in section 3.3.

4.0 STRATEGIC PLAN

Preparation and circulation of the Programs and Services Inventory is required under O. Reg. 687/21, and aligns with the following strategic goals and objectives.

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

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

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