



Finance and Administration Advisory Committee

Virtual Meeting BY ZOOM

10:00 am

April 29, 2022

<https://us06web.zoom.us/j/83198580242>

by Phone: 1-780-666-0144

Meeting ID: 831 9858 0242

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Approval of Minutes – April 11, 2022, Page #2
2. Per Diems & Honoraria, Report 3220/22 (S. McIntyre), Page #7
3. Managing Stress in the Workplace, Report 3221/22 (S. McIntyre), Page #10

Other Business

ADJOURNMENT



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

April 11, 2022

MEMBERS PRESENT:

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

MEMBERS ABSENT:

J. Atkinson
A. Tennant

STAFF PRESENT:

S. McIntyre, General Manager
R. Fergusson, Operations Supervisor
A. Millar, Treasurer
E. Levi, Recording Secretary

GUESTS PRESENT:

G. & M. Bucci, Resident North Frontenac
K. Greaves, County of Lanark
R. Allen, County of Frontenac

C. Lowry called the meeting to order at 10:32 a.m.

FAAC04/11/22-1

MOVED BY: B. King
SECONDED BY: P. Kehoe

Resolved, That the Agenda for the April 11, 2022 Finance & Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

BUSINESS

1. Approval of Minutes

After a brief discussion regarding mileage rate, the committee agreed there was conflicting intent of how the revised mileage rate was to be applied for Board members versus MVCA staff. The

committee agreed the motion in the minutes of February 8, 2022 should be amended to reflect use of the provincial "Travel, Meal, Hospitality Expenses Directive" for Board member mileage and approve an increase in the corporate mileage rate to \$0.57/km effective January 1, 2022.

FAAC04/11/22-2

MOVED BY: P. Sweetnam

SECONDED BY: P. Kehoe

Resolved, That the Minutes of the Finance & Administration Advisory Committee meeting held February 8, 2022 be received and approved as amended.

"CARRIED"

2. Election of Officers

FAAC04/11/22-3

MOVED BY: B. King

SECONDED BY: J. Mason

Resolved, That Sally McIntyre be appointed as Chair for the Election of Chair for 2022

"CARRIED"

S. McIntyre declared all offices vacant. P. Kehoe nominated Christa Lowry for the position of Chair of the Finance & Administration Advisory Committee for 2022. S. McIntyre asked three times for further nominations. No further nominations were received.

FAAC04/11/22-4

MOVED BY: P. Sweetnam

SECONDED BY: J. Mason

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

"CARRIED"

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

J. Mason nominated Phil Sweetnam for the position of Vice-Chair of the Finance & Administration Advisory Committee in 2022. C. Lowry asked three times for any further nominations. No further nominations were received.

FAAC04/11/22-4

MOVED BY: B. King

SECONDED BY: J. Mason

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

"CARRIED"

P. Sweetnam agreed to let his name stand for the position of Chair. He was duly elected by acclamation.

3. Bucci Offer to Purchase

S. McIntyre reviewed Glen & Marthe Bucci's offer to purchase a segment of the K&P Trail as outlined in Staff Report 3212/22. She reviewed history of the property and interactions between MVCA and Bucci's to date, including court proceedings and Minutes of Settlement. Bucci's have yet to acknowledge the validity of the 2017 Reasons for Judgment, the Survey and the resulting Reference Plan, and to fulfill the terms of the Reasons for Judgment and Minutes of Settlement.

Sale of the land to Bucci's was not recommended as the Board has already approved, and the counties of Lanark, Renfrew and Frontenac are actively pursuing purchase of MVCA's section of the K&P Trail to facilitate a continuous ring trail in Eastern Ontario so that it remains in public hands, for public use. Additionally, precedent of a private sale could set negative feedback from a multitude of trail users and partner organizations.

K. Greaves and R. Allen both confirmed that they were actively working on files to acquire the entire parcel of K&P owned by MVCA to preserve this recreational asset.

G. Bucci spoke to the committee. He stated they were disappointed in the negative tone of the report just presented, that there was no discussion regarding the financial consequences of refusing the offer, and that they were offering twice the appraised value.

G. Bucci stressed that they have stipulated on numerous occasions that it is not their intention to block the trail and they haven't done so for the past 60 years. He feels that the staff report is defamatory and bordered on slander. He noted that the draft easement document provided by MVCA was totally unacceptable.

J. Mason asked why they wish to purchase the property. G. Bucci advised that they wish to end the legal back and forth with MVCA which has been ongoing for 10 years. He stated if they aren't able to purchase the property, they will return to court to appeal the current judgement.

After 12 minutes, C. Lowry informed G. Bucci that he had been given more than double the allotted time and that the meeting would now move In Camera for discussion.

FAAC04/11/22-5

MOVED BY: P. Kehoe

SECONDED BY: P. Sweetnam

Resolved, That the Finance & Administration Advisory Committee move to in-camera discussion to address a proposed or pending acquisition or disposition of land by the Authority; and further

Resolved, That staff remain in the room.

"CARRIED"

5 in favour, 1 opposed

FAAC04/11/22-6

MOVED BY: E. El-Chantiry

SECONDED BY: B. King

Resolved, That the Finance & Administration Advisory Committee move out of in-camera discussion.

“CARRIED”

C. Lowry reported the committee was in closed session to discuss potential disposition of land.

FAAC04/11/22-7

MOVED BY: P. Kehoe

SECONDED BY: P. Sweetnam

Resolved, That the Finance & Administration Advisory Committee recommend that the Board decline the Bucci offer.

“CARRIED”

5 in favour, 1 opposed

4. Management of Reserves

S. McIntyre presented staff report 3213/22 regarding the current state of MVCA reserves, policies of other jurisdictions, and MVCA’s Operating Reserve in particular. She reviewed a risk-based approach to setting a minimum Operating Reserve balance. Using this approach a targeted level of \$700,000 was identified. Going forward the same approach to calculating the target would be used, with the actual value changing as the Authority’s depending upon the outcome of the risk assessment. This minimum balance in the Operating Reserve combined with healthy capital reserve funds provide the Authority with good financial buffer against the most likely risks to face the organization.

E. El-Chantiry asked about timing to approach the Board with recommendation of the new strategy. S. McIntyre stated that staff would aim to table draft policies at the Committee and then to the Board in July.

P. Sweetnam commented that MVCA takes a very conservative approach when it comes to investment returns. He suggested looking at community-based investment approaches.

FAAC04/11/22-8

MOVED BY: J. Mason

SECONDED BY: P. Sweetnam

Resolved, That the Finance and Administration Committee recommend that the Board direct staff to:

- 1. Prepare and table draft policies governing the Operating Reserve and restricted Reserve Funds.**
- 2. Report to the Board each Fall on the state of the Operating Reserve and Reserve Funds concurrent to seeking budget/levy direction.**
- 3. Update the 5-year Capital Needs Assessment and assess the health of Reserve Funds.**

4. **Update the 10-year Capital Plan including a schedule of projected capital levies and reserve contributions.**

“CARRIED”

5. Insurance Inspection

S. McIntyre commented on Staff Report 3214/22 apprising the committee of key findings and opportunities for improvement based on the December 6, 2021 visit from Marsh Canada to Morris Island, the Mill of Kintail, and Purdon Conservation Areas.

S. McIntyre highlighted a table in the report referencing a plan to mitigate liability. She noted it will likely take 3-4 years to address all identified risks.

6. Grants

S. McIntyre discussed Staff Report 3215/22 reviewing the approach the Authority is going to implement moving forward with respect to grants.

ADJOURNMENT

The meeting was adjourned at 12:23 pm.

FAAC04/11/22-9

MOVED BY: B. King

SECONDED BY: E. El-Chantiry

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

“CARRIED”

“E. Levi, Recording Secretary

C. Lowry, Chair”

REPORT

3220/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Member Per Diems and Chair Honorarium
DATE:	April 22, 2022

RECOMMENDATION:

That the Finance & Administration Committee recommend that the Board continue to pay per diems to all Board Members, and an honorarium to the Board Chair.

1.0 BACKGROUND

It has been the tradition of MVCA to provide per diems to Board Members and an honorarium to the Chair. 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.

In February, the Board directed staff¹ to bring forward a report regarding per diems and honoraria paid at conservation authorities for consideration. Table 1 provides the results of an informal survey conducted of other conservation authorities earlier this month regarding the rates paid to Board Members for participating in meetings, and chairing or vice chairing the Board. It shows that while most conservation authorities pay a per diem for Members to attend meetings, there is significant variation in the value. And, of the 25 CA that responded, just over half provide an honorarium to their Board Chairs, and only 5 to their Vice Chairs.²

¹ Staff Report 3190/22 as amended.

² Outliers highlighted.

Table 1: Board Per diems & Honoraria, 2022

Conservation Authority	Per Diems Rate - Meeting	Chair Honorarium	Vice Chair Honorarium	Notes
Niagara Peninsula Conservation Authority	\$76.10			
Long Point Region Conservation Authority	\$100.00	\$2,500.00	\$1,000.00	Single Per diem paid for attendance at more than 1 meeting on the same day
Grand River Conservation Authority	\$156.71	\$156.71	\$156.71	
Central Lake Ontario Conservation Authority	\$50.00	\$2,500.00		
Kettle Creek Conservation Authority	\$86.09	\$1,120.09		
Saugeen Conservation Authority	\$75.00	\$3,000.00		
Redeau Valley Conservation Authority	\$70.00			
Kawartha Conservation	\$60.00			
Otonabee Conservation	\$65.00	\$2,000.00	\$1,000.00	
Hamilton Conservation Authority	\$75.00			
Ausable Bayfield Conservation Authority	\$95.88			
Catfish Creek Conservation Authority	\$50.00			Increase \$20 for second meeting in the same day
Ganaraska Conservation	\$55.00	\$1,600.00	\$550.00	Assuming chair honorarium is a lump sum for the year
Conservation Sudbury	\$72.00	\$4,050.00		Chair does not receive meeting per diems; honourarium only
Grey Sauble Conservation Authority	\$76.00	\$1,500.00		Half day is \$52.25 per diem
Lake Simcoe Region Conservation Authority	\$100.00	\$10,000.00	\$3,000.00	Paid for 15/18 members; 3 don't get benefits at descretion of their municipality
Toronto and Region Conservation Authority	\$86.20			
Nottawasaga Valley Conservation Authority	\$82.03			
Crowe Valley Conservation				No per diem rate
Raisin Region Conservation Authority	\$81.60	\$2,871.60		Chair honorarium is monthly at \$239.30
Quinte Conservation	\$45.00			
Cataraqui Conservation		\$1,200.00		
Sault Ste. Marie Region Conservation Authority	\$40.00	\$350.00		For the chair from Prince Township
Lower Trent Conservation	\$50.00			
South Nation Conservation Authority	\$91.00			
MVCA	\$73.12	\$1,827.84		Same for 2020, 2021, and 2022.
Median (half more than, half less than)	\$75.00	\$2,000.00	\$1,000.00	Excludes organizations that provide no compensation.
Average	\$75.59	\$2,526.80	\$1,141.34	Excludes organizations that provide no compensation.

2.0 DISCUSSION

Good governance requires a competent, active, and representative Board. Elected officials are busy, and public volunteers difficult to secure. For both these reasons, providing compensation helps to attract people to sit on the Board and supports their participation, particularly when they must attend during normal working hours at personal expense to themselves.

Traditionally, nine of MVCA's municipalities have appointed municipal councilors to sit on the Board. Recently, Greater Madawaska appointed a councilor as a result of amendments made to Section 14 of the *Conservation Authorities Act* that requires 70% of a municipality's members to be elected members of council.

In order to fill its five seats, it has been the practice of the City of Ottawa to appoint three members of the public to serve alongside two municipal councilors. Going forward, the City plans to request an exception to the 70% rule³ and hopes to continue to fill two or more of its seats with members of the public.

Continued use of the per diem rates is recommended for the following reasons:

- It will help the City to attract unelected members to sit on the Board;
- It will compensate Members who must leave paid positions to attend Board meetings;
- The current rate is in line with what is in place elsewhere in the province; and
- The province will be paying Agricultural Reps a per diem of \$150/day.

Given the demands of the Chair position, both this past term and anticipated next term, it is recommended that an honorarium continue to be provided. As with the per diem, it is an acknowledgement of the time and effort required to oversee governance of the organization, and to manage the legislative agenda of the Authority.

There is nothing preventing Members from declining the per diem and honorarium.⁴

3.0 STRATEGIC PLAN

Providing fair compensation for governing the organization aligns 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.

³ Per section 14 (1.2) of the Act.

⁴ There is precedent for both being declined by sitting members.

responsibilities, job assignments and tasks need to be updated as soon as the changes are made so staff are aware of who is responsible for what. Work procedures and processes need to be documented and all staff be made aware and known of them. This prevents staff from “doing their own thing” and gaps in information. Concise work processes and procedures will ensure that the corporation is functioning as one cohesive unit and prevent unnecessary work and stress for others.

10. Action Point 22 - Reiterate comments from Point 21. Would also add that documentation of work processes and procedures and all staff adhering to them would result in easier onboarding of new hires. It may also result in a reduction in staff turnover and JR staff training JR Staff with no real experience as to what the Authority even does.
11. Action Point 35 - Implementation of the process for pre-consultation questions and follow-up queries is good; however, how or who will ensure that the staff being tasked with administering the process and answering the questions have the knowledge, resources and expertise to accurately answer and provide information on the subject matters (i.e. tasking jr staff to respond to inquiries/questions from the public in order to just get workload off of others with no indication that the staff person actually knows what they are doing?). The latter can result in misinformation to the public that has the potential to cause major impacts or issues for staff.
12. Action Point 42 - Comments are similar to what has already been mentioned under points 6, 21, 22 and 35. This has an immense impact on Senior Staff that are already overloaded to supervise new hires; IMO the impact it has on Senior Staff (non-management) is not recognized or acknowledged. Furthermore, lack of corporate work procedures can result in varying degrees of information (both accurate and not accurate) being provided to new hires. Additional staff do help with alleviating the workloads (issuance of permits, answering inquiries, etc.) however, there is a large burden and a ton of staff time required to ensure that the new staff are doing the job effectively. A large amount of staff time is required to mentor which adds workload and stress to Senior Staff.