



## Board of Directors Meeting

By Zoom & In-Person  
<https://us06web.zoom.us/j/87249445466>  
1 647 558 0588  
Meeting ID: 872 4944 5466

1:00 pm

May 18, 2022

### AGENDA

#### ROLL CALL

**Welcome** - Steven Lewis, new Agricultural Representative

#### **Agenda Review**

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

#### **Main Business**

1. Approval of Minutes: Board of Directors, April 20, 2022, Page 2
2. Receipt of Approved Minutes: Executive Committee – November 12, 2021, Page 10
3. Watershed Conditions Report, Report 3223/22 (J. North), Page 14
4. Action Plan for Reducing & Mitigating Workplace Stress, Report 3221/22 (S. McIntyre, with guest Christine Joli-Coeur, PSHSA), Page 15
5. Employee Manual Amendment – new Disconnect from Work policy, report 3224/22 (S. McIntyre), Page 34
6. Administrative By-law Amendments, Report 3222/22 (S. McIntyre), Page 37
7. Per Diems & Honoraria, Report 3220/22 (S. McIntyre), Page 83
8. Appointment of new Regulations Official, Report 3225/22 (S. McIntyre), Page 86

#### **Information Items**

9. Staff Presentation – Compliance Management Updated (Andy Moore & Tatyana Vukovic)
10. Conservation Ontario Annual Report and Update (J. Atkinson), Page 87
11. Budget Control Report, Report 3226/22 (A. Millar), Page 103
12. General Manager Update & 2021 Annual Report, Report 3219/22, Page 105

#### **Other Business**

#### ADJOURNMENT



**MINUTES**

Via Zoom

Board of Directors

April 20, 2022

**MEMBERS PRESENT**

J. Atkinson, Chair  
J. Mason, Vice-Chair  
F. Campbell  
G. Gower  
J. Karau  
P. Kehoe  
C. Lowry  
P. Sweetnam  
A. Tennant  
R. Darling  
J. Inglis

**MEMBERS ABSENT**

E. El-Chantiry  
B. Holmes  
C. Kelsey  
B. King  
C. Rigelhof  
K. Thompson

**STAFF PRESENT**

S. McIntyre, General Manager  
E. Levi, Recording Secretary  
M. Craig, Manager of Planning and Regulations  
J. Cunderlik, Director of Water Resources Engineering  
R. Fergusson, Operations Supervisor  
A. Millar, Treasurer  
D. Reid, Environmental Planner  
E. Ogden, Environmental Planner  
J. North, Water Resources Technologist

J. Atkinson called the meeting to order at 1:00 pm

**B04/20/22-16**

**MOVED BY: J. Karau**

**SECONDED BY: R. Darling**

**Resolved, That the agenda for the April 20, 2022 Board of Directors Meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS ARISING**

1. Amendment to Finance & Administration Advisory Committee Minutes dated February 8, 2022

S. McIntyre explained that following the last meeting, members asked for clarification regarding the mileage rate proposed by the Finance & Administration Advisory Committee—specifically, whether the change was intended for the Board and Committee members only, or would also apply to MVCA employees.

**B04/20/22-17**

**MOVED BY: P. Sweetnam**

**SECONDED BY: P. Kehoe**

**Resolved, That the Board of Directors:**

- a) **Approve maintenance of current (2020/2021) per diem and honorarium rates for 2022.**
- b) **Approve an increase in the corporate mileage rate for staff to \$0.57/km effective January 1, 2022.**
- c) **Direct that mileage rates set out in the provincial “Travel, Meal and Hospitality Expenses Directive” be used for Board member mileage effective January 1, 2022.**
- d) **Direct staff to conduct a review of per diems and honorariums and to table results for consideration before municipalities commence recruitment of Board members for the 2022-2026 term of council.**

**“CARRIED”**

**MAIN BUSINESS**

2. Approval of Minutes – Board of Directors

**B04/20/22-18**

**MOVED BY: F. Campbell**

**SECONDED BY: P. Kehoe**

**Resolved, That the Minutes of the Mississippi Valley Board of Directors Meeting held on March 16, 2022 be received and approved as printed.**

**“CARRIED”**

3. Receipt of Draft Minutes (for information purposes only):
  - a. Executive Committee – November 12, 2021
  - b. Policy & Priorities Advisory Committee – February 17, 2022
  - c. Finance & Administration Advisory Committee – April 11, 2022

4. Watershed Conditions Report, Report 3216/22

J. North spoke to current water level conditions in the watershed outlined in Staff Report 3216/22. There is currently no snow left on the ground over much of the eastern part of the watershed and the snow pack in the upper part of the watershed is diminishing quickly. There are no specific indicators at this time for flooding, however rainfall will be closely monitored.

5. Offer to Purchase K&P, Report 3212/22

**B04/20/22-19**

**MOVED BY: J. Atkinson**

**SECONDED BY: F. Campbell**

**Resolved, That Board of Directors 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”**

**B04/20/22-20**

**MOVED BY: J. Inglis**

**SECONDED BY: G. Gower**

**Resolved, That the Board of Directors move out of in-camera discussion.**

**“CARRIED”**

**B04/20/22-21**

**MOVED BY: J. Karau**

**SECONDED BY: P. Sweetnam**

**Resolved, That the Board of Directors decline the Bucci offer.**

**“CARRIED”**

6. Deferred item - Review of Committee Structure, Report 3204/22

S. McIntyre outlined the concerns and comments received regarding Report 3204/22 that was deferred by the Board on March 16<sup>th</sup>, 2022. Concerns were brought forward regarding having the legislative agenda terminology used for the executive function. Staff was directed to change the first recommended role to indicate that the Executive Committee would hold meetings “as needed” and that a Mississippi River Public Advisory

Committee be formed with a MVCA Board Member serving as the Chair. The Public Advisory Committee would be formed to provide advice and support only.

Staff was directed to return to the Board with draft language for amendments to the Administrative By-law.

J. Karau expressed concern for the workload of the Policies and Priorities Advisory Committee (PPAC) were not equally distributed with the Finance and Administration Advisory Committee (FAAC). He suggested that the administration and employee manual matters be directed to the Policies and Priorities Committee when restructuring to even the workload between the two committees.

S. McIntyre expressed that the Policy and Priorities Committee will have an increased amount of work due to the new regulations being released. As well, often there are financial impacts that coincide with employment matters therefore, it may be appropriate to leave personnel and employee matters to the FAAC.

C. Lowry appreciated the intent of the proposed amendment but felt that the workload of the FAAC the past year was an anomaly and that adjustments in the assignments were not necessary.

P. Kehoe agreed that the workload of the FAAC over the past year was heavier than normal and was an anomaly and not requiring the responsibilities to be changed. He felt the PPAC responsibilities are more external policy related and the FAAC is responsible for more internal policies.

P. Sweetnam appreciated the proposed amendment but felt that the workload has been assigned appropriately in the staff report.

A. Tennant asked if the assignments can be changed at a later time if deemed necessary.  
S. McIntyre stated that the Board can approve any changes to the Administrative By-law.

**B04/20/22-22**

**MOVED BY: J. Karau**

**SECONDED BY: R. Darling**

**Resolved, That the Board of Directors direct staff to amend Table 2, as presented, to transfer the personnel administration and employee manual responsibilities to the Policy & Priorities Committee from the Finance and Administration Advisory Committee.**

**“DEFEATED”**

**B04/20/22-23**

**MOVED BY: A. Tennent**

**SECONDED BY: F. Campbell**

**Resolved, That the Board of Directors direct staff to draft and table amendments to MVCA's *Administrative By-law* to address the recommendations contained in Report 3204/22.**

**"CARRIED"**

J. Karau thanked everyone for their input on the matter and was reassured that the workloads of each committee are deemed manageable by the members.

**7. Lower Mississippi Flood Plain Mapping Update, Report 3217/22**

J. Cunderlik described the process used to update the Lower Mississippi Flood Plain Mapping, which included a third-party review of the 2019 study in accordance with current standards (Technical Guide River & Stream Systems: Flooding Hazard Limit (MNDMNR, 2002).) Work carried out included: topo-bathymetric data gap analysis to improve model accuracy; field survey of areas of concern; model update with additional data, calculations, and assumptions; model validation against observed flooding information; and updated the flood plain maps and regulation limit. The resulting Regulatory (1:100 year) flood plain and Regulation Limit delineation is suitable for use in MVCA's Regulation mapping as well as for municipal land use planning purposes.

After the adoption by the MVCA Board of Directors the report, maps and Regulation Limit will be used in the implementation of Ontario Regulation 153/06 and forwarded to the local municipalities for inclusion in their Zoning By-law document.

J. Mason enquired if there are other areas of concern that a similar review should be completed in the future. J. Cunderlik explained that flood plain mapping should receive a cursory review every 10 years to ensure that elevation and other information reflects current conditions and suggested that Mississippi Lake would likely be the next, most suitable area to be reviewed.

**B04/20/22-24**

**MOVED BY: J. Inglis**

**SECONDED BY: P. Sweetnam**

**Resolved, That the Board of Directors:**

- a) adopt Report 3217/22 and the associated GIS-based flood hazard limits and flood plain maps as the delineation of areas along the Lower Mississippi River that are susceptible to flooding during the Regional flood standard as defined in Schedule 1 of Ontario Regulation 153/06, and**

- b) direct that the report, maps and Regulation Limit be used in the implementation of Ontario Regulation 153/06.**

**“CARRIED”**

**8. Management of Reserves, Report 3213/22**

S. McIntyre reviewed the current state and historical trends of MVCA reserves, the policies of other jurisdictions, and identified risks to revenues and expenditures to identify an appropriate target operating reserve balance of approximately \$700,000. Staff will prepare draft policies to guide management of the Operating Reserve and restricted Reserve Funds and report on the state of the reserves as compared to the benchmark / targets each fall concurrent to seeking annual levy / budget direction. The 5-year Capital Needs Assessment and 10-year Capital Plan are to be updated to include future impact on reserves, explaining that completion of Dam Safety Reviews at Kashwakamak and Shabomeka dams will enable staff to reassess and prioritize capital works.

E. El-Chantiry spoke in favour of the approach and asked how quickly staff could return with detailed policy recommendations. S. McIntyre responded that it would be in July.

J. Inglis sought clarification between Capital Needs and the Capital Plan. S. McIntyre explained that the needs assessment is largely based upon the condition of assets, whereas the plan prioritizes recommended works to meet the affordability limits of the Authority based upon risk variables.

**B04/20/22-25**

**MOVED BY: C. Lowry**

**SECONDED BY: G. Gower**

**Resolved, That the Board of Directors 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”**

**9. Managing Stress in the Workplace, Report 3218/22**

J. Atkinson explained Report 3218/22 was provided for information purposes as staff wanted the Board to have this information to review prior to tabling of an Action Plan at the May meeting.

**B04/20/22-26**

**MOVED BY: J. Karau**

**SECONDED BY: A. Tennant**

**Resolved, That Board of Directors move to in-camera discussion to address personal matters about an identifiable individual, including employees of the Authority; and further Resolved, That Sally McIntyre remain in the room.**

**“CARRIED”**

**B04/20/22-27**

**MOVED BY: J. Karau**

**SECONDED BY: R. Darling**

**Resolved, That the Board of Directors move out of in-camera discussion.**

**“CARRIED”**

No decisions were taken in-camera.

**10. Staff Presentation – Planning Department**

D. Reid and E. Ogden outlined the advisory role that MVCA plays in reviewing planning applications submitted to municipalities for approval. The Authority assists municipalities in meeting their obligations under the *Provincial Policy Statement, 2020* by advising on how a proposal impacts fish habitat, Areas of Natural and Scientific Interest (ANSI), water quality and quantity, and drainage and stormwater. This aligns with the Authority’s regulatory role to review and issue permits in a manner that mitigates risks from Natural Hazards, and to Provincially Significant Wetlands, adjacent lands, and other wetlands.

Some of the challenges outlined included the following: development pressure on marginal lands that are constrained and more complex to assess; resistance to minimum standards; limited review timelines; submissions lacking required or sufficient detail or diagrams; lack of understanding our advisory versus our regulatory role; and a record number of inquires, permits, applications and violations.

G. Gower asked about timelines and deadlines and the ability to meet those deadlines. E. Ogden responded that communication with municipalities is important to ensure deadlines are met and that required information is received in a timely manner.

J. Karau asked if the Mississippi Watershed Plan has assisted the Environmental Planners when reviewing applications. M. Craig responded that the documents have been useful and referenced on certain applications. S. McIntyre added that the Watershed Plan has been a great resource when commenting on Official Plan updates and other municipal policy and planning documents.



11. General Manager Update, Report 3219/22

J. Inglis expressed concerns on the pending Water Resources Engineer vacancy. S. McIntyre shared that the position has been advertised and that the Operations Supervisor will also be retiring this spring.

Several members indicated that they were unaware of the establishment of a new Drinking Water Committee and raised concerns regarding the Authority participating in a committee that may be a duplication of the MRSPC. S. McIntyre indicated that it was her understanding the new committee was designed to address matters not covered by the *Clean Water Act* and committed to sharing further information with members following the meeting.

**ADJOURNMENT**

The meeting was adjourned at 3:03p.m.

**B04/20/22-27**

**MOVED BY: R. Darling**

**SECONDED BY: P. Kehoe**

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

**“CARRIED”**

“E. Levi, Recording Secretary

J. Atkinson, Chair”



EXECUTIVE COMMITTEE

Via Zoom

**MINUTES**

November 12, 2021

**MEMBERS PRESENT:**

J. Atkinson, Chair  
J. Mason, Vice-Chair  
F. Campbell  
C. Lowry

**STAFF PRESENT:**

S. McIntyre, General Manager  
E. Levi, Recording Secretary

**OTHERS PRESENT:**

J. Atkinson called the meeting to order at 3:05 p.m.

**EC11/12/21-1**

**MOVED BY:** C. Lowry

**SECONDED BY:** J. Mason

**Resolved, That the Agenda for the November 12, 2021 Executive Committee meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS:**

1. **Psycho-social Survey Results and Action Plan**

S. McIntyre reviewed attached Staff Report 3177/21 and the Psycho-Social Stress Assessment Survey Results provided by Occupational Health Clinics for Ontario Workers Inc (OHCOW). There was 100% staff participation in the survey and the following five key issues were identified requiring redress:

- Emotional demands
- Work pace
- Predictability of work
- Role conflicts
- Vertical trust

She advised that Management recently presented a *Workforce Plan* to the Board of Directors and obtained approval to prepare a 2022 Budget to meet workload needs. However, there are other operational matters that need to be resolved to achieve desired improvements in workplace and workforce health.

S. McIntyre advised that a consultant will be retained to facilitate a series of small focus groups to help flesh out the five key issues and identify specific actions that will help to reduce or resolve workplace stress and points of friction. Confidential email and phone support will also be provided to employees wishing to share issues or ideas privately. Ultimately, a report is to be completed that identifies specific issues and potential remedies that staff believe will improve their work environment. Terms of Reference for the consultant assignment have been issued and work is hoped to be completed by the end of February.

J. Atkinson commented that he has previously reviewed the results with the General Manager and was concerned about the amount of red flagging and dissatisfaction. He was glad to see the work done to date with the workforce plan and is looking forward to the next phase being completed so the results and a plan to proceed can be presented to the Board of Directors.

J. Mason stated that the results of the survey were consistent with input she has received from staff over the past two years. She commented she was glad the survey was undertaken and the consultant hired so staff can feel their concerns are being addressed.

J. Atkinson noted the importance that staff are aware they can approach the Chair if need be. Getting to the bottom of the violence and harassment claims, whether new or old, will certainly be addressed, as will the bullying. He noted it's challenging in a small office but confidentiality is utmost importance.

The committee discussed having the results of the working group sessions presented to the Finance and Administration committee for review and recommendation prior to tabling it at the Board of Directors in March.

C. Lowry commented that some steps within the workplan will form part of the answer to some of the areas of concern in the survey, however the justice and respect pieces and recognizing if the issues are current or longstanding is important. She stated the importance of giving staff the opportunity to share to gain a better understanding, while also being aware that there could be difficulty obtaining comments from people depending on the make-up of the focus groups and lack of vertical trust identified.

S. McIntyre advised that the focus groups are to consist of five groups of 5-6 staff, and a separate group for the managers so everyone feels they have a safe space to share. The General Manager will not participate in any of the groups.

## 2. Transition to Hybrid Meetings

The committee discussed whether MVCA meetings should continue to be held remotely or if consideration should be given to having in-person meetings with the option to attend remotely, if required.

J. Mason stated she liked the option of participating remotely for larger meetings, given that masking is still required and booster shots may not start happening until January.

S. McIntyre confirmed that the MVCA boardroom can house 13 people with social distancing in place and that the audio system has been tested and works well for hybrid meetings with people in the room or connecting virtually.

The committee agreed to poll the Board after the December meeting to gain a better understanding of member meeting preference.

3. 2022 Watershed Tour

J. Atkinson proposed the possibility of moving ahead with a watershed tour in 2022, recognizing that this will take staff time and resources. He commented that he missed having the tour as it was a great opportunity to learn about the conservation authority, socialize with members and the community as well as interact with staff outside of the office dynamic. He raised the possibility of putting an Indigenous focus on the tour to provide the opportunity to meet people in person and have conversations about what is important to that community.

J. Mason commented that the work being done on Shabomeka and Kashwakamak water control structures would be a good combination of elements with the Indigenous Peoples focus.

The committee noted that transportation would be one area of difficulty, but that bus groups were running and members/staff could use their own vehicles as well if need be.

The committee agreed to proceed with the tour. J. Atkinson will reach out to RoxAnne Darling to see if she would be able to provide some insight into ways to best approach communication with the Indigenous community given her status as Mohawk.

4. Review of General Manager 2021 Increment

EC11/12/21-2

**MOVED BY: J. Atkinson**

**SECONDED BY: F. Campbell**

**Resolved, That the committee move to in-camera session for discussion of the following matter:**

- **Personal matters about an identifiable individual, including employees of the Authority**

**“CARRIED”**

EC11/12/21-3

**MOVED BY: J. Atkinson**

**SECONDED BY: J. Mason**

**Resolved, That the Committee move out of in-camera discussions.**

**“CARRIED”**

The Executive Committee provided instruction to the Chair how to proceed regarding Agenda item #4 (Review of General Manager 2021 Increment).

**ADJOURNMENT**

The meeting was adjourned at 4:37 p.m.

**EC11/12/21-4**

**MOVED BY: F. Campbell**  
**SECONDED BY: C. Lowry**  
**Resolved, That the meeting be adjourned.**

**“CARRIED”**

“E. Levi, Recording Secretary

J. Atkinson, Chair”

Approved by e-circulation on May 5, 2022.

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## REPORT

3223/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Jennifer North, Water Resource Technologist
RE:	<b>Watershed Conditions</b>
DATE:	May 11, 2022

### For Information.

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The majority of our lakes are at their summer target levels, we are currently trying to maintain stable levels and flows over the next few weeks to meet the requirements of fisheries while ensuring summer levels are set for the long weekend of May.

Due to construction, Shabomeka Lake is 15 cm below the summer target, but continues to climb and is expected to reach target by early June.

Levels on Crotch Lake have been slowly declining the last few weeks, with logs being reinstalled to stabilize levels.

Water levels and flows on the main stem of the Ottawa River are decreasing and are expected to continue declining over the next few days due to declining spring runoff and no significant precipitation forecast.

Rain will continue to be the controlling factor for high and low water conditions on our lakes and rivers going into the summer months. Long term forecasts for June are suggesting slightly above normal temperatures and slightly below normal precipitation.

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## REPORT

3221/22

TO:	Finance & Administration Advisory Committee, Mississippi Valley Conservation Authority
FROM:	Sally McIntyre, General Manager
RE:	<b>Managing Stress in the Workplace</b>
DATE:	April 22, 2022

### RECOMMENDATION

That the Finance & Administration Advisory Committee recommend that the Board:

- a) approve the Action Plan for reducing and mitigating workplace stressors;
- b) direct the General Manager to provide a status update in October with any potential budget implications for 2023; and
- c) direct that the *StressAssess* survey be carried out in spring 2023 to re-evaluate workplace psycho-social health.
- d) receive quarterly minutes of the JH&SC as part of the General Manager's Update; and
- e) receive an annual report from the JH&SC in Spring 2023 concurrent to receiving the second psycho-social survey results. (As amended by the Finance & Administration Committee, April 29, 2022.)

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### 1.0 BACKGROUND

Shortly before the pandemic outbreak, members of the Joint Health & Safety Committee (JH&SC) raised concerns regarding the psycho-social health of the organization. Several actions were carried out to address issues raised, and a commitment was made to take further actions including completion of a psycho-social survey of employees by a third party.

In August 2021, a confidential psycho-social survey of employees was carried out by Occupational Health Clinics for Ontario Workers Inc. (OHCOW). Employees were provided a month to complete the survey and all communications with staff were from OHCOW.

Subsequently, a Work Plan was developed by the Management Team and JH&SC that included retaining a Public Services Health & Safety Association (PSHSA) to facilitate a series of small focus groups to flesh out key issues and identify specific actions to reduce workplace stressors. As well,

the PSHSA contract provided for a confidential email and phone support to employees wishing to share issues, concerns, or ideas privately.

The November 2021 Work Plan and survey results were shared with the Authority's Executive Committee that month, with members expressing concern regarding the degree of stress and the issues identified by employees. The Committee supported implementation of the Work Plan and directed the GM to return to the Board with an Action Plan following the workshops.

Five workshops were held with employees over a 1-week period in February. As with the on-line survey, workshop results were shared with all employees; and the consultant met with the JH&SC and management team to discuss results and potential next steps. Workshop and survey results were provided in-camera at the April Board meeting, with members expressing concern and support for tabling an Action Plan at the F&A Committee for elevation to the Board in May.

## **2.0 DRAFT ACTION PLAN**

The Draft Action Plan (Attachment 1) was prepared in consultation with the JH&SC and the management team, and was circulated to all employees for comment. It is structured around the following key issues that bridged several of the themes identified during the employee survey and subsequent workshops:

- Communications
- Roles and responsibilities
- Task and workload management
- Social cohesion

Though "vertical trust" was a theme identified by the consultants, it is not listed because it is what is earned, or lost, through a host of actions by employees, supervisors, all levels of management, and members of the Board. All of the actions identified in the Plan will help to support trust in the workplace.

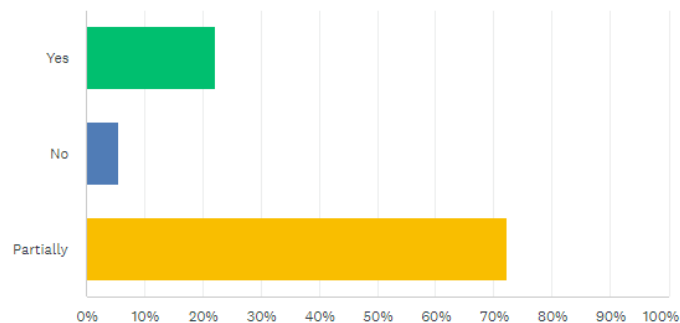
### **2.1 Employee Feedback regarding the Draft Action Plan**

Survey Monkey was used to obtain input from staff regarding the draft plan, specifically to identify gaps and help set priorities. Approximately 55% of employees responded.



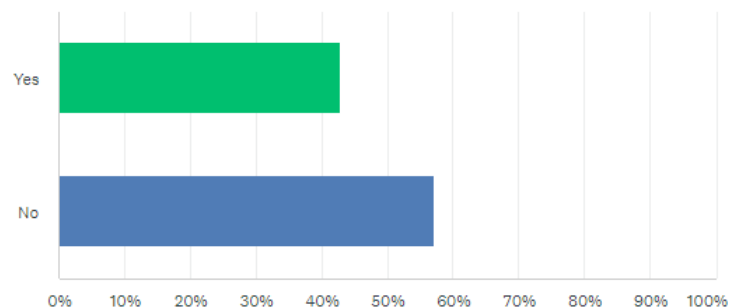
Do you feel the actions outlined the Action Plan adequately address the psychosocial issues identified in the workplace

Answered: 18 Skipped: 0



Are there additional actions you wish to see included in the Action Plan?

Answered: 14 Skipped: 4



While 43% of responding employees felt additional actions should be included in the Plan, only four suggestions/comments were received via the survey plus one email (see Attachment 2 for details.) Concerns raised were the following:

**There is not a section called Vertical Trust.** The actions set out in the Action Plan are designed to address root cause issues that can cause psycho-social stress and a decline in vertical trust. Trust within the organization will improve by addressing root cause stressors.

**The Plan includes actions already being carried out.** Where existing actions have been identified as mitigating measures, they have been included because time and resources will be required to maintain and build-on them; and, to ensure they are not lost over time.

**The Plan does not address the lack of a H&S Coordinator.** This is not a regulatory requirement but is recognized as a valuable aid to management, the JH&SC, and employees. The size and resources of the MVCA do not support a full-time position. None of the staff have sufficient available time to do it as a secondary responsibility, which is why the former Coordinator requested to be relieved of that responsibility.

The Authority has just begun trialing a partnership with South Nation Conservation and it is premature to say it won't work. Discussions with the Town of Carleton Place are planned for May to learn about how they manage H&S Coordinator functions; and other options will be investigated that have been added to the Action Plan such as contracting to a specialty firm.

**The Plan contains actions that are considered bureaucratic and unnecessary.** Discussions with staff indicate that the lack of corporate documentation is the root cause of much of the stress in the workplace because it leads to misunderstandings in roles and responsibilities and how things are to be done. This can cause confusion, lead to errors and feelings of unease. It also places a burden on more senior employees to explain matters and answer questions to new and less experience staff. There is also concern that inadequate documentation and consistency in approach could lead to liability in the delivery of programs and services.

Corporately, there is little documentation of business processes, work flows, work instructions, and check-lists to ease work and the training and integration of new employees. Efforts to implement have been met with resistance, in part, due to the perception that documented processes etc. are unnecessarily bureaucratic and constitute micro-management. It is hoped that by including these measures in the Action Plan that everyone will recognize the connection between good documentation and managing stress in the workplace.

**The Plan does not address concerns regarding micro-management.** Concerns regarding micro-management are shared by both managers/supervisors and employees alike. Given work volumes and deadlines, work planning tools are needed to allocate and monitor work. Some staff view use of these tools as micro-management, however, their intent is to facilitate discussion of work priorities, time management, and level of effort expected. Work planning and time management training will be provided to staff and management to support a shared understanding of the tools and how to use them effectively.

### **3.0 NEXT STEPS**

The management team will implement the Action Plan and continue to monitor workplace stressors and psycho-social health. An interim report will be provided to the Committee and Board in the fall, at which time any potential budget implications will be identified for 2023. Where possible, any cost pressures experienced this year will be managed in accordance with the spending authority of the GM. The *StressAssess* survey will be retaken in Spring of 2023 to assess and report on progress.

### **4.0 STRATEGIC PLAN**

Development and implementation of the attached Action Plan supports achievement of Goal 3: People and Performance of the *Corporate Strategic Plan*:

Support the operational transformations required to achieve MVCA's priorities and to address legislative changes.

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

## 1.0 PURPOSE

In February 2020, several issues were raised by the JH&SC regarding stress in the workplace. Over subsequent months, a variety of actions were taken to help understand the issues and to mitigate stressors, as summarized in Schedule 1. Building on the results of a 2021 *StressAssess* survey, and recent workshops facilitated by Public Services Health & Safety Association (PSHSA), this Action Plan sets out next steps for addressing stressors in the workplace.

## 2.0 KEY ISSUES

Discussions held between the Joint Health & Safety Committee and Management Team identified the following key issues that bridged several of the themes identified by the employee survey and subsequent workshops:

- Communications
- Roles and responsibilities
- Task and workload management
- Social cohesion

Work in all of these areas will help to support trust in the workplace.

## 3.0 ACTIONS

The following are key issues raised and actions to be taken. Items that are **bolded and shaded** represent the top-10 actions identified by the 18 out of 32 staff that participated in the survey (actions that received between 6 and 12 votes.) Actions that received 4-5 votes are **bolded only**. *Italicized* actions have already been initiated and will continue.

### 3.1 Communications

Interpersonal communications and information sharing are by far the areas requiring greatest attention. These actions are the core of the plan as they will help to improve awareness, understanding, and trust in the workplace.

Issue	Action
Awareness and understanding of corporate direction, special projects, changes within the organization	1. <i>GM is attending Unit/Department team meetings in April and May to ensure common level of understanding of the Corporate Strategic Plan, the Implementation Plan, and next steps in the Transition Plan mandated by Regulation 687/21.</i>
	2. <b>Following each bi-weekly Management Team meeting, a summary will be prepared for managers to share at subsequent Department meetings.</b>

Issue	Action
	<b>3. Every spring and fall, a staff meeting will be held specifically to review the annual work plan, changes in the organization, and to answer questions of staff.</b>
	4. <i>E-mails to all staff, and the Water Cooler Update will continue to be used to provide updates on key matters and celebrate successes.</i>
	5. All staff will be copied on Board and Committee agenda packages.
Context for directions and opportunity to provide feedback	<b>6. The management team and supervisors have been sensitized to this need and will make greater effort to ensure that work directions include context / “the why” for the assignment / requested approach.</b>
	7. New staff orientation will include a discussion on how to elevate questions, and dealing with uncertainty and problem solving.
	8. <i>Continue holding 1:1 bi-weekly meetings and expand to Operations Unit.</i>
	9. Develop sample agenda for 1:1 and Unit Meetings that prompt and facilitate 2-way communication.
Language, tone, body language, delivery method	<b>10. All employees to attend training in “Respect in the Workplace”, “Telephone, email &amp; Social Media Etiquette”, “Workplace Diversity &amp; Inclusion”, “Workplace Violence and Harassment”, “Conflict Resolution”, and “Effective Communication”.</b>
	<b>11. Managers and Supervisors to attend “Providing Effective Feedback”, “Handling Difficult Conversations”, “Coaching and Mentoring” and “Progressive Discipline” training.</b>
	12. <i>All annual performance reviews will continue to consider and evaluate how an employee’s communications affect others.</i>
Inconsistent employee engagement and development	<b>13. Management Team to attend “Leadership Essentials”, “Supervisor Essentials”, “Remote HR Management” and “Managing a Distributed Workforce” training.</b>
	14. Supervisors to attend “Supervisor Essentials” and “Remote HR Management” training.
	15. <i>Continue to use bi-weekly meetings and Annual Performance Reviews to allow for two-way communication regarding work assignments, desired outputs and outcomes, and training/development and growth opportunities.</i>

### 3.2 Roles & Responsibilities

Changes in organizational design and staff turn-over have led to situations where there is uncertainty regarding who is to carry out certain tasks. While some business processes have been mapped, significant additional work is needed in this area. As well, some feel that they are being asked to perform work outside their designated responsibilities and comfort level.

Issue	Action
Health & Safety Coordinator	16. <i>Trial and assess H&amp;S Coordinator support from South Nation Conservation or other partner organization.</i>
	17. Explore options for obtaining private sector H&S support.
	18. Explore potential creation of a new position to support H&S matters.
	19. Prepare RACI <sup>1</sup> table for H&S tasks.
Communications Support	20. Management to work with Rideau Valley Conservation Authority to confirm scope of services and propose business processes.
	21. Prepare RACI table for Communication matters
GIS Support	22. Management and GIS staff to review and update previous task schedule.
	23. Prepare RACI table for GIS matters.
Managing staff turn-over	24. <i>Meet with affected staff to identify potential gaps and need for work reassignment.</i>
	<b>25. Develop transition plans to discuss and clarify short and long-term changes in roles and responsibilities.</b>
New staff on-boarding and training	26. <i>Prepare check-list that identifies roles and responsibilities for supporting new staff to the organization.</i>
Procurement	27. Prepare RACI model and where required business process that clarifies roles and responsibilities and expectations for each purchasing level.
Core Operations	<b>28. List and prioritize core business and project activities.<sup>2</sup></b>
	29. Prepare RACI models for core business functions.
	30. Prepare detailed business processes where appropriate.

<sup>1</sup> RACI stands for Responsible, Accountable, Consulted, Informed. The table helps to define how people will be engaged in a project/process and set expectations regarding levels of effort and involvement. The Co-op Business Analysis will support permanent employees in documenting current state to mitigate additional workload burden.

<sup>2</sup> Refer to 2021-2025 Corporate Strategic Plan Implementation Plan. Further annual priority setting needed.

Issue	Action
Change initiatives and special projects	31. A RACI model will be used to indicate how stakeholders within and outside the Authority are to be engaged for key types of initiatives and special projects.
	32. Project Charters <sup>3</sup> will be used more consistently to ensure that all stakeholders are identified and appropriately engaged.
	33. Review and amend approach to Annual Performance Reviews and provide training to managers, supervisors, and functional supervisors to ensure consistent understanding and application.
	34. <i>Continue to use Annual Performance Reviews to review employee skill set and abilities/opportunities to support or lead special assignments.</i>
Annual Training Plan	<b>35. Expand use of the Annual Training Plan to ensure it captures growth opportunities for staff, and not just mandatory job-specific training.</b>
	36. Investigate use of Cognitive Demand Risk Assessment and Psychological Safe Leaders Assessment to support identification and mitigation of job-specific stress hazards.

### 3.3 Task and Workload Management

Workloads have been increasing each year since the 2017 flood. Changes in staffing were made to address this need (e.g. conversion of summer student positions to full-time contract technical support, and most recently the hiring of additional staff per the *Workforce Plan*) however challenges remain with ensuring the fair distribution and completion of work and an appropriate pace of work.

Amongst employees, there are concerns regarding the level of oversight to some activities/tasks and autonomy and trust in their work. Amongst supervisors, there are concerns about meeting regulatory and other deadlines while meeting quality and other performance standards. Work management tools facilitate discussions between employees and supervisors and amongst departments by documenting a shared understanding of priorities, timelines, and other matters.

Issue	Action
Changing priorities within Water Resources (WR) and Planning &	37. <i>The Director of WR and Manager of P&amp;P will continue to meet a minimum of once per week to document and review applications, set priorities, and allocate assignments.</i>

<sup>3</sup> Project Charters set out the background, purpose and scope, major tasks and milestones, schedule, and project team and stakeholders.

Issue	Action
Regulatory (P&R) groups	38. A process will be put in place to allow for timely and efficient response to pre-consultation questions and small follow-up queries regarding active files.
	39. <i>Work assignments will continue to be shared for staff to view.</i>
Workloads and pace	40. <i>Management are working to fill current vacancies by the end of May / early June (WR Engineer, EIT, and Property Manager.)</i>
	41. Review standard task timelines with affected staff for standard types of work to assess reasonableness.
	<b>42. Review and compare per employee workloads and outputs and reassign workloads where appropriate.</b>
	43. <i>Expand use of check-lists and templates to document standard expectations for outputs and timelines.</i>
	44. <i>Website messaging and social media posts will continue to inform applicants of workloads and potential timelines.</i>
	<b>45. Management will monitor the impact of additional staff on workloads, pace, and distribution.</b>
	46. <i>Conservation Ontario and Planning Act timelines will continue to be used to monitor overall workloads and the ability to meet regulated and unregulated timelines.</i>
Micromanagement and Quality Control	<b>48. Work plans will continue to be used to set priorities, document and track progress of assignments, and to identify points of oversight and input.</b>
	49. Management/supervisors and staff will be trained in the use of work plans and time management.
	50. A RACI model will be developed to document quality assurance and quality control responsibilities for key external facing activities.
Succession Planning	<b>51. The Annual Training Plan will be expanded to include cross-training opportunities to improve overall corporate resiliency and facilitate promotion from within where appropriate.</b>



Issue	Action
	52. <i>Co-op students will continue to be used to support staff in the documentation of current business activities and processes.</i>
Work-life balance	<b>53. Continue to trial work-at-home and other alternative work arrangements.</b>
	54. Draft policies and procedures, and amend the <i>Employee Manual</i> to modify the approach in consultation with legal counsel.

### 3.4 Social Cohesion

Social disconnection has been a growing issue since 2014 when the Authority changed offices, and has been exacerbated due staff turnover and the pandemic. This has been felt amongst all employees, but also between staff and the Board. The following actions will be carried out to facilitate social interaction and fun in the workplace.

Issue	Action
Staff interaction	<b>55. Reinstate summer BBQs.</b>
	<b>56. Facilitate reformation of a Social Committee to organize fun events.</b>
	<b>57. Hold 2 staff events off-site per year.</b>
	58. Identify special assignment that can be used as team builders.
Board interaction	<b>59. Reinstate the June Board tours and allow varying levels of staff to participate; and plan joint events—e.g. Christmas luncheon, BBQs.</b>
	60. Investigate opportunity for “Rapid Fire” staff presentations at the beginning of each Board meeting (per SNC approach.)
	61. Ensure that each department is given the opportunity to present to the Board regarding its work at least once per year.
Management cohesion	62. Hold at least one management retreat per year.
Celebrating successes / special dates	63. Celebrate work anniversaries and birthdays each month.
	<b>64. Continue and expand celebration of successes in the Water Cooler Update and at staff meetings/events.</b>
Caring organization	65. Issue regular reminders regarding the scope of EAP (employee assistance program) services available to all employees.
	<b>66. Ensure staff lunchroom has basic selection of standard beverages, milk and cream now that normal operations are resuming.</b>



#### 4.0 IMPLEMENTATION PLAN

The following actions will be carried out in addition to those already underway, identified in italics above.

Task	Q2	Q3	Q4	Q1	Q2
1. Circulate Draft Action Plan to staff for comment	✓				
2. Amend Action Plan and table at F&A Committee.	✓				
3. Amend as needed and table Action Plan at May Board meeting					
<b>4. Priority actions - Communications</b>					
a) Implement Mgt Team Highlights for Dept mtgs					
b) More consistently explain “why” regarding methodologies/tasks to provide more context					
c) Hold Spring Staff Meeting					
d) Identify priority training for first 6-months					
e) Training delivery					
<b>5. Priority actions – Roles &amp; Responsibilities</b>					
f) Identify and document changes in job roles and responsibilities occurring as a result of changes in the organization					
g) Prioritize 2022-23 business and project activities					
h) Identify priorities for documenting business processes and RACI for first 6-months					
i) Document priority processes and RACI matrices					
<b>6. Priority actions – Task &amp; Workload Management</b>					
j) Monitor impact of new positions on workload volumes, pace, and allocation					
k) Limit grant applications to work that can be performed by existing staff or that fund additional positions to complete the project.					
l) Expand <i>Training Plan</i> to include cross-training					
m) Update the <i>Employee Manual</i> to provide for alternative work arrangements					

Task	Q2	Q3	Q4	Q1	Q2
<b>7. Priority actions – Social Cohesion</b>					
n) Plan off-site staff event for June					
o) Restock and maintain kitchen supply					
8. Monthly review of progress by Management Team with JH&SC.					
9. Six-month review and report to the F&A Committee and Board					
10. Plan next 6-months' activities					
11. Continue to implement					
12. Repeat the <i>StressAssess</i> survey, evaluate impact of Action Plan, and identify next steps					
13. Report to F&A Committee and Board with findings and recommendations					

## **SCHEDULE 1**

### **Actions taken February 2020-February 2022**

#### **2020**

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1. Two vacancies were filled by April 2020: Director of Water Resources and an Environmental Planner.
2. Bi-weekly 1:1 meetings began to be held between most staff and their managers to discuss current and assigned tasks and to regularly review deadlines and update work priorities.
3. Managers and the GM receive updates of overtime, TOIL, and vacation leave balances to identify potential areas of concern.
4. Meetings end at 4:30 pm unless there is a deadline and/or mutual agreement to continue.
5. *Delay Send* is used wherever possible to minimize after hours email.
6. Any emails sent after hours that require attention will be marked as Urgent, with the expectation that all others can be dealt with during normal working hours.
7. The GM and Managers share their Outlook schedules with each other and front desk staff to support awareness of schedules.
8. Annual Performance Review forms were updated to facilitate discussion of a wider scope of matters than simply work performance e.g. career objectives.
9. An Annual Training Plan was developed (though challenging to implement during the pandemic.)
10. All-staff email updates have been provided throughout the pandemic regarding changes in time tracking, office attendance, screening, masking and vaccination policies, etc.
11. Erin and Sally meet weekly to review meeting schedules, upcoming agenda, deliverables and deadlines and associated administrative needs.
12. Staff have received reminders regarding the Employee Assistance Program (EAP) to obtain counselling support for workplace and other stressors.
13. The Director of Water Resources and Manager of Planning & Regulations began meeting at least weekly to review workloads, set priorities, and identify potential issues.
14. Fall staff event held at the Mill of Kintail.
15. Updated staff on contents of Bill 228/21.
16. The 0.5-day vacation that had traditionally been given Christmas Eve was reinstated.

## 2021

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17. Legislative Agenda schedule prepared to support managers and administrative staff in preparation of Committee and Board reports.
18. Enhanced project tracking tool to better coordinate and track work shared by P&P and WR.
19. A *Water Cooler Update* was introduced that is now regularly used to share news amongst staff and to celebrate achievements and milestones.
20. Shared final Strategic Plan with all employees.
21. Website update completed that allows for easier access to documents by the public and employees.
22. Website messaging added to manage response time expectations.
23. A survey was commissioned and completed by OHCOW in August 2021.
24. The JH&SC and management team met with OHCOW to review results.
25. Meetings of JH&SC and management team were used to develop an interim work plan.
26. Survey results provided to all employees.
27. OHCOW presentation and Q&A for staff.
28. High level results were communicated to the Board with a request for more resources as part of the *Workforce Plan*.
29. Fall staff event held at the Mill of Kintail.
30. The Regulations Officer was relieved of his H&S Coordinator responsibilities and a Regulations Technician hired to ease workload burden.
31. Other CAs contacted to obtain H&S Coordinator support.
32. Updated staff on three new regulations under the CA Act.
33. The Board Chair received a detailed walk-thru of the survey results.
34. Survey results were provided to the Executive Committee with the interim workplan.
35. Procurement was carryout to have a third-party facilitate staff workshops.
36. The Draft 2022 budget was tabled that included 4 additional FTEs to address staff shortages.
37. Commenced discussions of longer-term implementation of alternative work arrangements and began research in opportunities and constraints.
38. Transitioning to lap-top work environment to support long-term move to alternative work arrangements.
39. A thank-you gift voucher was issued to staff in lieu of the annual Christmas luncheon that had to be cancelled due to COVID.

## **2022**

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- 40. A co-op student was hired to support change initiatives including supporting collection of corporate knowledge from the Operations Manager (to retire end of May.)
- 41. Five staff workshops with Public Services Health & Safety Association (PSHSA) were held.
- 42. Shared workshop results with all employees.
- 43. Shared transition plan with all employees.
- 44. Following budget approval, a Junior Planner, Planning Technician, Water Resource Engineer and Co-op student were hired.
- 45. Hired co-op student for summer session to continue to support implementation of this document, H&S matters more broadly, and change initiatives arising from new regulations.

## Attachment 2:

### Employee Comments re: Draft Action Plan (verbatim)

As a result of the comments received, some numbering and descriptors have changed from what are referenced below.

1. The H&S Coordinator vacancy needs to be filled and with a dedicated person. Shared resources with other CAs is not practicable given the workload and what is required. A new H&S Coordinator/Human Resources position should be explored.
2. Overall impression is that the plan reads very much like a corporate strategy for a large firm, rather than a plan suited to a small organization like MVCA. There are so many actions presented it detracts from the key issues that emerged time and again in the consultations leading up to this.
3. Micromanagement don't seem to address the pressure this places on staff or the time consumed by responding to micro-management work tracking activities. Rather it seems to justify micro-management work tracking and reflection requests instead of addressing staff's need to have time to do their work within expected working hours.
4. Many of the items listed in the action plan are things that are already being completed within the office, and aren't new measures to address the ongoing issues.
5. Section 2.0 Key Issues - Vertical Trust – this was identified through the stress assess survey as well as the report from PSHSA; however, it is not included in the action plan. This a huge stressor and issue and one that is resulting in undue stress and staff turnover.
6. Action Point 2 - The "highlights" from the management meetings are not effectively communicated which leaves staff unengaged and unaware of what has actually been decided. Furthermore, individual managers convey concepts and information very differently; this results in unclear directions and possible misinformation being disseminated to staff. Minutes should be taken at the managers meetings and the minutes sent to staff for clear and concise information to ensure staff are all informed in the same manner as to what is happening corporately.
7. Action Point 6 - There also needs to be further attention and an understanding by managers of the fact that the work directions being given to staff may not be fully understood by that staff person. Also, the staff person may have not received the proper training and information to adequately complete the work task; this results in unneeded stress on staff trying to determine what and where is the information needed to complete the assigned information. Work tasks are also "thrown" at staff, mainly new staff, without the proper training and direction on how to undertake the task. This results in frustration, undue stress and an unnecessary dependence on senior staff (not the manager) to assist with what they have been assigned.
8. Action Point 15 – H&S Coordinator - What is the status on this? The vacancy has been there for months with no movement on sharing resources with SNC. With a number of new staff being hired, who is looking after ensuring that are receiving all of the required training, both legislated and corporate, to ensure they will be doing their jobs safely and also to ensure they have access to the required resources.
9. Action Point 21 - Similar comments as Action Point 6 - A clear, concise and documented work flow and organization chart needs to be created and stuck with. Changes to work



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 there 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 ensue 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 form 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 - Comment are similar to what has already been mention 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.

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## REPORT

3224/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>Disconnect from Work Policy</b>
DATE:	May 11, 2022

### Recommendation

#### That the Board of Directors:

- a) approve the “Disconnecting from Work” policy contained herein;
- b) direct staff to amend Section 2.3 Hours of Work of the *Employee Manual* to add a new section 2.3.3: Disconnecting from Work; and
- c) direct that all employees receive a copy of the new policy within 30 days of approval.

---

### 1.0 BACKGROUND

In February, the province updated its guide<sup>1</sup> to the *Employment Standards Act, 2000* to require employers with 25 or more employees to have a written policy on disconnecting from work. Policies must be in place by June 2, 2022. The ESA defines “disconnecting from work” to mean “not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.” The Guide states that this definition is not exhaustive and that other types of work-related communications could also fall under it.

The Guide also states that the “obligation to have a Policy does not require an employer to create a new right for employees to disconnect from work and be free from the obligation to engage in work-related communications in its policies”. The goal is to be explicit in stating when an employee may be required to work outside of normal work hours comparable to other employee rights such as: hours of work, eating periods, vacation with pay, and public holidays.

This policy sets out the actions to be taken to minimize disturbance of employees outside of normal working hours, and when and how they may be asked to work outside of normal working hours. It does not directly address matters related to alternative work arrangements such

<sup>1</sup> <https://www.ontario.ca/document/your-guide-employment-standards-act-0/written-policy-disconnecting-from-work>

working from home, compressed work weeks, and flexible start times. Further work is required in those areas and amendments will be proposed as health and safety and operational matters are fleshed out during the current trial period.

## **2.0 POLICY**

The following policy is recommended to be added to the *Employee Manual* as section 2.3.3.

a) “Disconnecting from work” means not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.

### **b) Work Schedule**

Employee “work schedules” vary in accordance with their roles, their employment contracts, and any relevant MVCA policies. These should be approved in writing and reviewed periodically between employees and their supervisors. Regardless of their work schedules, all employees will receive electronic and telephonic communications and may be required to attend meetings during normal office hours (Monday to Friday, 8:30 am to 4:30 pm.)

### **c) Communications outside of Normal Work Schedule**

The Authority recognizes the importance of every employee disconnecting from work outside of their work schedule, subject to certain exceptions. And, employees recognize that there are circumstances when communications outside of their scheduled work hours may be required. As such, neither this policy nor the *Employment Standards Act* (ESA) create a stand-alone right of employees to be free from the obligation to engage in work-related communications.

Board Members, Supervisors<sup>2</sup>, other public agencies, or a client may contact employees outside of their scheduled hours of work in the following circumstances, including but not limited to:

- a) checking availability for staffing;
- b) to fill in at short notice for a sick colleague;
- c) where unforeseeable circumstances may arise;
- d) where an emergency may arise; or
- e) where business and operational reasons require contact outside of the employee’s normal working hours.

Where such situations occur, MVCA undertakes to comply with the relevant provisions of the ESA, the employee’s employment contract, and/or any relevant MVCA policies.

<sup>2</sup> As defined by the *Occupational Health & Safety Act*, RSO 1990.

In order to respect employees' right to disconnect and to mitigate disturbing employees outside their normal work schedule:

- Where possible, e-communications should be sent during the recipient employee's approved work schedule.
- Tools such as "Delay Send" and voice mailbox messages should be used.
- Response expectations should be clearly stated so that recipients understand whether work outside of their normal work schedule is required.

When an employee receives e-communications marked "Urgent", they shall respond as needed in an expeditious manner regardless of when it is received. In all other circumstances, employees should not feel the need to read or respond to e-communications outside of their normal work schedule.

#### d) Personal Devices

In the course of their duties, some employees may use MVCA-supplied or subsidized electronic devices such as mobile phones, laptops, tablets, etc. These devices are provided to employees to allow flexibility in how employees complete their work and do not necessarily imply that employees must make themselves available for work at all times.

#### e) Raising Concerns

Should an employee have any issues with disconnecting from work under this Policy, they should raise this with their Supervisor immediately to resolve the matter on an informal basis. Where the matter is unresolved or an agreement cannot be reached, the matter can be formally raised with the General Manager.

#### f) Amendments

A copy of the written policy shall be issued to all employees within 30 calendar days of the policy being changed.

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## REPORT

3222/22

TO:	MVCA Policy & Priorities Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>MVCA Administrative By-law Amendments</b>
DATE:	May 4, 2022

### RECOMMENDATION

That the Policy & Priorities Advisory Committee recommend that the Board of Directors approve:

- a) amendment of MVCA's *Administrative By-law* as set out in Attachment 1.
- b) recruitment of members to the new Mississippi Watershed Public Advisory Committee.

---

### 1.0 BACKGROUND

In May 2022, the Board approved an approach to delineating roles and responsibilities amongst current committees and the creation of a new Public Advisory Committee (PAC) to support implementation of the Mississippi River Watershed Plan.<sup>1</sup> The attached by-law shows proposed amendments to effect these changes as well as housekeeping amendments to address the following:

- MVCA's new Mission and Vision;
- Redundant or dated content; and
- Standard language that does not apply to MVCA to prevent confusion.

Previously approved amendments are shown in grey.

### 2.0 DISCUSSION

#### 2.1 Committee amendments

The following is a summary of proposed changes that are highlighted in yellow in Attachment 1:

- An introductory section has been added to Appendix 4 that makes clear distinction between the different types of committees in use by the Authority.

<sup>1</sup> Refer to Report 3204/22.

- Some text has been repositioned for flow, namely, the Regulations Committee Terms of Reference (TOR) were moved forward.
- Some text is repealed that is no longer relevant due to proposed changes (primarily as they relate to the Executive Committee.)
- The Executive, Finance & Administration (F&A), and Policy and Planning (P&P) committees are grouped under a new section called Standing Advisory Committees, meaning they are comprised entirely of Board Members. Repetitive language in how these committees are to operate has been eliminated.
- Further refinement of the roles and responsibilities of the Finance and Administration and Policy and Planning committees are proposed in this new section and should be reviewed in detail.
- The new Watershed Plan PAC is grouped with the existing Museum PAC under a new section called Public Advisory Committees.
- The Watershed Plan PAC is recommended to have Co-chairs, one from the Board and one elected from the Committee membership.
- The Museum PAC mandate was amended to include the Naismith collection.

## **2.2 Housekeeping amendments**

It is recommended that Appendix 5 be removed as it contains verbatim copies of regulations that are in the process of being amended. It is unnecessary to attach regulations to the by-law when the most current versions are readily available on line.

Due to ongoing changes to conservation authority legislation and regulation, a small number of numeric references were amended in the by-law.

It is recommended that the standard agenda contained in Section C be amended to remove “Correspondence” and replaced with “Consent Agenda”. Correspondence addressed to the Board is typically circulated upon receipt (for example from the Minister’s office), or tabled with the GM’s Update or attached to a relevant report.

It is recommended that a phrase in Section C pertaining to Quorum be deleted as it is standard language that was intended for conservation authorities with smaller boards and could lead to confusion.

## **3.0 STRATEGIC PLAN**

The proposed amendment support achievement of the following corporate goals 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.
- **Goal 3: People and Performance** – support the operational transformations required to achieve MVCA’s priorities and to address legislative changes.
  - b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness



## **Administrative By-Law**

**Adopted September 19, 2018**

**Amended:**

April 2019

April 2020

February 2021

June 2021

**DRAFT amendments May 2022**



## MISSISSIPPI VALLEY CONSERVATION AUTHORITY

### Administrative By-Law

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## Introduction

Mississippi Valley Conservation Authority is a non-share corporation, established under Section 3 of the *Conservation Authorities Act*, with the object to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, coal and minerals.

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Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. The purpose of the Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario. The Authority is comprised of its Members, appointed as representatives by the Participating Municipalities:

- Township of Central Frontenac
- Township of Addington Highlands
- Township of Greater Madawaska
- Tay Valley Township
- Township of Beckwith
- Town of Carleton Place
- Township of Drummond/North Elmsley
- Township of Lanark Highlands
- Town of Mississippi Mills
- Township of North Frontenac
- City of Ottawa

### Vision Statement:

*"MVCA has as its vision a watershed in which ecological integrity is maintained and human needs are met, now and in the future, in balance with the needs of the natural environment."*

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### Mission Statement:

*"MVCA will assume a leadership role in the conservation, enhancement and development of the Mississippi Valley by way of watershed planning and integrated resource management programs."*

The Members of the Mississippi Valley Conservation Authority form the General Membership of the Conservation Authority. The Members are bound by the Act and other applicable legislation. The Authority must always act within the scope of its powers. As a non-share corporation, the Authority has the capacity and, subject to the Act and other applicable legislation, the rights, powers and privileges of a natural person. The powers of a conservation authority to accomplish its objects are set out in the Act, including those identified under subsection 21(1):

## Powers of authorities

21 (1) For the purposes of accomplishing its objects, an authority has power,

~~(a) to study and investigate the watershed and to determine programs and services whereby the natural resources of the watershed may be conserved, restored, developed and managed;~~ to research, study and investigate the watershed and to support the development and implementation of programs and services intended to further the purposes of this Act;

(b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land, with consent of the occupant or owner, and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;

(c) to acquire by purchase, lease or otherwise ~~and to expropriate~~ any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;  
**(Amended by Resolution B02/17/21-4)**

(d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;

(e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;

(f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;

(g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;

(h) to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;

(i) to erect works and structures and create reservoirs by the construction of dams or otherwise;

(j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;

(k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;

(l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;

(m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;

(m.1) to charge fees for services approved by the Minister;

*Note: On a day to be named by proclamation of the Lieutenant Governor, clause 21 (1) (m.1) of the Act is repealed. (See: 2017, c. 23, Sched. 4, s. 19 (3))*

(n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;

(o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;

~~(p) to cause research to be done; (Amended by Resolution B02/17/21-4)~~

(q) generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority.

In 2021, the Board approved the following mission and vision for MVCA to address changes occurring in the legislative framework, climate, urban and rural development, and other current issues.

#### **Mission**

MVCA delivers programs and services that further the conservation, restoration, development and management of natural resources in the Mississippi and Carp watersheds and areas draining directly to the Ottawa River for the protection of people, property and ecological functions and services.

#### **Vision**

Watershed stakeholders working together to foster a sustainable landscape where ecological integrity is maintained and community needs are met.

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## A. Definitions

“**Authority**” means the Mississippi Valley Conservation Authority

“**Act**” means the *Conservation Authorities Act*, R.S.O. 1990, chapter C.27

“**Chair**” means the Chairperson as referenced in the Act as elected by the General Membership of the Authority.

“**Elector**” means a person who has the right to vote in a participating municipality.

“**General Manager**” means the Chief Administrative Officer of the Authority, and which may, by resolution of the Authority, include the responsibilities of the Secretary-Treasurer if so designated by resolution of the Authority.

“**Fiscal Year**” means the period from January 1 through December 31.

“**General Membership**” means all of the Members, collectively.

“**Levy**” means the amount of costs apportioned to participating municipalities in accordance with the Act and Regulations under the Act.

“**Majority**” means half of the votes plus one.

“**Members**” shall mean the members appointed to the Authority by the participating municipalities in the Authority’s area of jurisdiction.

“**Non-matching Levy**” means that portion of an Authority’s levy that meets the definition of non-matching levy as found in Ontario Regulation 139/96. **See Appendix 5.**

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“**Officer**” means an officer of the Authority empowered to sign contracts, agreements and other documents on behalf of the Authority in accordance with section 19.1 of the Act, which shall include the Chair, Vice-Chair(s) the Chief Administrative Officer and the Secretary-Treasurer (or the CAO/Secretary-Treasurer, if applicable).

“**Participating Municipality**” means a municipality that is designated by or under the Act as a participating municipality in a conservation authority.

“**Pecuniary Interest**” includes the financial or material interests of a Member and the financial or material interests of a member of the Member’s immediate family.

“**Secretary-Treasurer**” means Secretary-Treasurer of the Authority with the roles specified in the Act.

“**Staff**” means employees of the Authority as provided for under Section 18(1) of the Act.

“**Vice-Chair**” means the Vice-Chairperson as elected by the General Membership of the Authority. If a first and second Vice-Chair are elected, they shall be called First Vice-Chair and Second Vice-Chair.

“**Weighted Majority**” means the votes of 51 per cent of those represented after the votes are weighted by the percentage that applies under Ontario Regulation 139/96 for Municipal Levies. **See Appendix 5.**

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## B. Governance

### 1. Members

#### a) Appointments

Participating Municipalities within the jurisdiction of the Mississippi Valley Conservation Authority may appoint Members in accordance with Section 14 of the Act.

Appointed Members must be an elector in a Participating Municipality within the Authority's area of jurisdiction and may include citizens as well as elected members of municipal councils.

Collectively, the appointed Members comprise the Authority, and for the purposes of this by-law are also referred to as the General Membership.

At least 70 per cent of a municipality's appointees must be selected from among the members of the municipal council, unless the municipality obtains permission from the Minister to select less than 70 per cent of its appointees from among the members of the municipal council. (Amended by Resolution B02/17/21-4)

#### b) Term of Member Appointments

In accordance with Section 14 of the Act, a Member shall be appointed for a term of up to four years at the discretion of the appointing municipal council; such term beginning at the first meeting of the Authority following his or her appointment and ending immediately before the first meeting of the Authority following the appointment of his or her replacement. The Secretary-Treasurer shall notify the appropriate municipality in advance of the expiration date of any Member's term, unless notified by the municipality of the Member's reappointment or the appointment of his or her replacement. A Member is eligible for reappointment. A Member can be replaced by a Participating Municipality at the municipality's discretion prior to the end of their term.

#### c) Powers of the General Membership

Subject to the Act and other applicable legislation, the General Membership is empowered without restriction to exercise all of the powers prescribed to the Authority under the Act. In addition to the powers of an authority under s.21 of the Act for the purposes of accomplishing its object, as referenced in the introduction of this By-law model, the powers of the General Membership include but are not limited to:

- i. Approving by resolution at the Annual General Meeting, the creation of Committees and/or Advisory Boards, the members thereof and the terms of reference for these Committees and/or Advisory Boards;
- ii. Appointing a Chief Administrative Officer and/or Secretary-Treasurer;
- iii. Terminating the services of the Chief Administrative Officer and/or Secretary-Treasurer.
- iv. Approving, establishing and implementing regulations, policies and programs;
- v. Approve the establishment of special reserves for special projects or programs. The minimum amount for a restricted reserve shall be \$25,000.00;
- vi. Awarding contracts or agreements where the approval of the Authority is required under the Authority's purchasing policy.
- vii. Approving by resolution, any new capital project of the Authority;
- viii. Approving by resolution, the method of financing any new capital projects;
- ix. Approving details on budget allocations on any new or existing capital projects;

- x. Approving of the total budget for the ensuing year, and approving the levies to be paid by the Participating Municipalities;
- xi. Receiving and approving the Financial Statements and Report of the Auditor for the preceding year;
- xii. Authorizing the borrowing of funds on the promissory note of the Authority in accordance with subsection 3(5) of the Act;
- xiii. Approving by resolution, any proposed expropriation of land or disposition of land, subject to the requirements under the Act;
- xiv. Delegating to the General Manager or a designate the approval of permits as may be required under any regulations made under Section 28 of the Act.
- 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.

~~xv-xvi. Where an Executive Committee is established under Section C Meeting Procedures subsection 1C Emergency Operations of the MVCA Administrative By-law, the Executive Committee may carryout items ii, iv, vi, and xv above on behalf of the Board until such time as when MVCA moves out of is in a state of Emergency Operations.~~

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#### d) Member Accountability

Participating Municipalities appoint Members to the Authority as their representatives. Members have the responsibilities of Directors of the corporation that is the Authority. While the administration is responsible for the day-to-day operations, the General Membership is responsible for matters of governance, ensuring compliance with applicable legislation, and ensuring appropriate policies are in place and for financial soundness of the Authority.

All Members have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and Conflict of Interest Policy (Appendix 2), as adopted by the Authority.

Members are responsible for:

- i. Attending all meetings of the Authority;
- ii. Understanding the purpose, function and responsibilities of the Authority;
- iii. Being familiar with the Authority's statutory and other legal obligations;
- iv. Setting strategic direction, together with the administration, for the Authority.

#### e) Applicable Legislation

In addition to the Act, the Members are subject to other legislation including, but not limited to:

- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

If any part of the by-law conflicts with any provision of the *Municipal Conflict of Interest Act* or the *Municipal Freedom of Information and Protection of Privacy Act* or a provision of a regulation made under one of those acts, the provision of that act or regulation prevails.

#### f) Relationship Between Members and Staff

The General Membership relies on the General Manager and/or Secretary-Treasurer to manage the operations of the organization, including all employees of the Authority. The General Manager and/or Secretary Treasurer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.



The Chair and Vice-Chair will ensure that a process exists for regular performance evaluations of the General Manager and/or Secretary-Treasurer.

## 2. Officers

The Officers of the Authority, and their respective responsibilities, shall be:

### *Chair*

- Is a Member of the Authority;
- Presides at all meetings of the General Membership;
- Calls special meetings if necessary;
- Acts as a public spokesperson on behalf of the General Membership;
- Serves as signing officer for the Authority;
- Ensures relevant information and policies are brought to the Authority's attention;
- Keeps the General Membership apprised of significant issues in a timely fashion;
- Performs other duties when directed to do so by resolution of the Authority.

### *Vice-Chair(s)*

- Is/are a Member(s) of the Authority;
- Attends all meetings of the Authority;
- Carries out assignments as requested by the Chair;
- Understands the responsibilities of the Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes his/her duties;
- Serves as a signing officer for the Authority.

### *General Manager*

Responsibilities of the General Manager as assigned by the Authority include, but are not limited to the following:

- Is an employee of the Authority;
- Attends all meetings of the General Membership or designates an acting General Manager if not available;
- Works in close collaboration with the Chair and Vice-Chair(s) and keeps them apprised of relevant information and significant issues in a timely fashion;
- Develops a strategic plan for approval by the General Membership and implements short and long-range goals and objectives;
- Is responsible for the management of the operations of the Authority, including all staff and programs of the Authority;
- Ensures resolutions of the Authority are implemented in a timely fashion;
- Develops and maintains effective relationships and ensures good communications with Participating Municipalities, federal and provincial government ministries/agencies, Indigenous communities, other conservation authorities, Conservation Ontario, stakeholders, community groups and associations;
- Serves as a signing officer for the Authority.
- is the official liaison between the MVCA Board and the Mississippi Valley Conservation Foundation Board, and may appoint a designate for this purpose.

(Amended by Resolution B04/17/19-6)

### *Secretary-Treasurer*

- Is an employee of the Authority;
- Fulfills the requirements of the Secretary-Treasurer as defined in the Act;
- Attends all meetings of the General Membership;

- Is the custodian of the Corporate Seal;
- Serves as a signing officer for the Authority.

**Treasurer**

- Is an employee of the Authority;
- Serves as a signing officer for the Authority.

(Amended by Resolution B04/17/19-4)

**General Manager/Secretary-Treasurer**

The duties of the General Manager/Secretary-Treasurer may be combined and assigned to a single position, in which case the person will be an Officer called the General Manager/Secretary-Treasurer.

**3. Absence of Chair and Vice-Chair(s)**

In the event of the absence of the Chair and Vice-Chair(s) from any meeting, the members shall appoint an Acting Chair who, for the purposes of that meeting, has all the powers and shall perform all the duties of the Chair.

**4. Maximum Term for Chair and Vice-Chair(s)**

The term of office for the Authority Chair and Vice-Chair shall be limited to ~~four (4)~~ two (2) consecutive years unless otherwise decided by a resolution of the General Membership and approved by the Minister per Section 17 of the Act. (Amended by Resolution B02/17/21-4)

**5. Representatives to Conservation Ontario Council**

The Authority may appoint up to three Representatives to Conservation Ontario Council ("Council"), designated as Voting Delegate and Alternate(s). Council will consist of the Voting Delegates appointed by each Member Conservation Authority. The Voting Delegate and Alternates shall be registered with Conservation Ontario annually.

**6. Election of Chair and Vice-Chairs**

The election of the Chair and one or more Vice-Chairs shall be held at the first meeting of the General Membership each year or at such other meeting as may be specified in accordance with the Authority's Procedures for Election of Officers (Appendix 3). Successors to the position of Chair shall be a Board Member appointed by a different municipality to the incumbent. Successors to the position of Vice Chair shall be a Board member appointed by a different municipality to the incumbent. (Amended by Resolution B02/17/21-4)

**7. Appointment of Auditor**

The General Membership shall appoint an auditor for the coming year at the Annual General Meeting in accordance with Section 38 of the Act.

**8. Financial Statements and Report of the Auditor**

The General Membership shall receive and adopt the Audited Financial Statements and Report of the Auditor annually for the previous year at the Annual General Meeting.

The Authority shall forward copies of the Audited Financial Statements and Report of the Auditor to Participating Municipalities and the Minister of Natural Resources and Forestry in accordance with Section 38 of the Act and will make the Audited Financial Statements available to the public on the Mississippi Valley Conservation Authority website.

#### 9. Borrowing Resolution

If required, the Authority may establish a borrowing resolution by March 31 of each year and such resolution shall be in force until it is superseded by another borrowing resolution.

#### 10. Levy Notice

The levy due to the Authority from participating municipalities shall be communicated to those municipalities in accordance with the Act and any applicable Regulations.

#### 11. Signing Officers

All deeds, transfers, assignments, contracts, and obligations entered into by the Authority shall be signed by the signing officers of the Authority, as follows:

The signing officers of the Authority shall be the Chair, Vice-Chair, General Manager and the ~~Secretary-Treasurer~~;

The ~~Secretary-Treasurer~~ or General Manager together with the Chair or Vice-Chair shall sign all deeds, transfers, assignments, contracts or legal obligations on behalf of the Authority, and the corporate seal shall be fixed to such instruments as require same;

Financial obligations up to and including \$25,000.00 will require two signatures from any of the following four individuals: Chair; Vice-Chair; General Manager; ~~Secretary-Treasurer~~;

Financial obligations in excess of \$25,000.00 will require two signatures as shown in the following table. ~~in any of the following combinations: Chair/General manager; Chair/Secretary Treasurer; vice chair/General manager; Vice Chair/Secretary Treasurer.~~

One Board Member	One Staff Member
Chair or Vice-Chair	General Manager or Treasurer

(Amended by Resolution B04/17/19-4)

#### 12. Advisory Boards and Other Committees

In accordance with Section 18(2) of the Act, the Authority shall 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.

The General Membership shall approve the terms of reference for all such advisory boards and committees, which shall include the role, the frequency of meetings, and the number of members. The Terms of Reference for each Advisory Board and committee are attached as Appendix 4.

Resolutions and policies governing the operation of the Authority shall be observed in all advisory board and committee meetings.

Each advisory board or committee shall report to the General Membership, presenting any recommendations made by the advisory board or committee.

The dates of all advisory board and committee meetings shall be made available to all Members of the Authority and shall be posted on the Authority website.

#### 13. Remuneration of Members

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(s) 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-kilometre rate to be paid for use of a personal vehicle shall be approved by Resolution of the General Membership from time-to-time. Requests for such reimbursements shall be submitted within a timely fashion and shall be consistent with Canada Revenue Agency guidelines.

#### **14. Records Retention**

The Authority shall keep full and accurate records including, but not limited to:

- i. Minutes of all meetings of the Authority, including registries of statements of interests in accordance with the *Municipal Conflict of Interest Act*;
- ii. Assets, liabilities, receipts and disbursements of the Authority and Financial Statements and Reports of the Auditors;
- iii. Human Resources Files for all employees and Members as applicable;
- iv. Workplace Health and Safety documents including workplace inspections, workplace accidents, investigations, etc.;
- v. Electronic Communications including emails;
- vi. Contracts and Agreements entered into by the Authority;
- vii. Strategic Plans and other documents providing organizational direction;
- viii. Projects of the Authority;
- ix. Technical Studies and data gathered in support of Programs of the Authority;
- x. Legal Proceedings involving the Authority;
- xi. Incidents of personal injury or property damage involving the Authority and members of the public.

Such records shall be retained and protected in accordance with all applicable laws and the Records Retention Policy of the Authority as approved by the General Membership from time-to-time.

#### **15. Records Available to Public**

Records of the Authority shall be made available to the public, subject to requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The Authority shall designate a Member or a committee of Members to act as head of the Authority for the purposes of MFIPPA.

#### **16. By-law Review**

In accordance with the Act, these by-laws shall be reviewed by the Authority to ensure the by-laws are in compliance with the Act and any other relevant law. The Policy & Priorities Advisory Committee will review the by-laws on a bi-annual basis with recommended updates to the General Membership to ensure best management practices in governance are being followed.

#### **17. By-law Available to Public**

In accordance with the Act, the Authority shall make its by-laws available to the public on the Authority's website. By-laws shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

#### 18. Enforcement of By-laws and Policies

The Members shall respect and adhere to all applicable by-laws and policies (for example, the Code of Conduct and Conflict of Interest). The Authority may take reasonable measures to enforce its by-laws and policies, including the enforcement mechanisms under the *Municipal Conflict of Interest Act*. The procedure includes:

- an investigation being conducted regarding the alleged breach;
- an opportunity being provided to the affected member to respond to the allegation;
- the findings of the investigation and the affected member's response will be communicated to the General Membership in a closed meeting;
- notification to the appointing municipality of the outcome of the investigation.

#### 19. Indemnification of Members, Officers and Employees

The Authority undertakes and agrees to indemnify and save harmless its Members, Officers and Employees and their heirs and legal representatives, respectively, from and against all costs, charges and expenses, including all amounts paid to settle an action or satisfy any judgement, reasonably incurred by any such Member, Officer or Employee in respect of any civil, criminal or administrative action or proceeding to which any such Member, Officer or Employee is made a party by reason of being a Member, Officer or Employee of the Authority (except in respect of an action by or on behalf of the Authority to procure a judgment in its favour) if;

- such Member, Officer or Employee acted honestly, in good faith with a view to the best interests of the Authority and within the scope of such Member's, Officer's or Employee's duties and responsibilities, and,
- in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, that such Member, Officer or Employee had reasonable grounds for believing that the conduct was lawful.

## C. Meeting Procedures

The Meeting Procedures below governing the procedure of the Authority shall be observed in General Membership and Advisory Committee meetings, as far as they are applicable, and the word Advisory Committee may be substituted for the word Authority as applicable.

### 1. Rules of Procedures

#### *General*

In all matters of procedure not specifically dealt with under the Act and this By-law, the current edition of Robert's Rules of Order or other generally accepted rules of procedure shall be binding.

#### ***Declared State of Emergency***

~~During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the Emergency Management and Civil Protection Act (EMCPA), that may prevent the General Membership from meeting in person, a Member may participate in meetings electronically and shall have the ability to:~~

- ~~• register a vote;~~
- ~~• be counted towards determining quorum; and~~
- ~~• participate in meetings closed to the public.~~

~~During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.1 of the Emergency Management and Civil Protection Act, that may prevent the General Membership from meeting in person, any date or timeline requirement established under any Section in this By-law shall be postponed until such time as the General Membership can reasonably address the issue.~~

~~During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.1 of the Emergency Management and Civil Protection Act, the Authority shall implement best practices to make meetings of the Authority open to the public in accordance with Subsection 15(3) of the Act. Where possible, the Authority will provide for alternative means for the public to participate in meetings electronically.~~

~~During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the Emergency Management and Civil Protection Act, that may prevent the General Membership from meeting in person, any hearing or appeal dealt with in this By-law may be conducted electronically with provisions for applicants and their agents to participate if the Authority decides to hold any such hearing or appeal.~~

(Amended April 2020; repealed June 2021)

### **Emergency Operations**

The General Manager, in consultation with the Chair and Vice Chair of the Board of Directors, will determine whether the organization should move into or out of Emergency Operations.

(Amended April 2020)

~~Where it is no longer feasible for the General Membership to meet or the pace of change or other circumstance necessitates, the General Manager will request the Chair and Vice Chair of the Board and Standing Committee Chairs to assume executive functions as set out in Section B 1) c) xvi of the MVCA Administrative By-law. Other members of the Board may be asked to participate if one or more of the aforementioned Board Members is unable to fulfill this role.~~

~~(Amended April 2020, Proposed for repeal)~~

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## **2. Notice of Meeting**

The General Membership shall approve a schedule for regular meetings in advance. The Secretary-Treasurer shall send Notice of regular meetings to all Members at least five calendar days in advance of a meeting. Notice of all regular or special meetings of the General Membership or its committees shall be made available to the public as soon as possible after its delivery to General Membership.

Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting. All meetings shall be posted on the Authority website.

All material and correspondence to be dealt with by the Authority at a meeting will be submitted to the Secretary-Treasurer in advance of the meeting where it is to be dealt with typically 7-14 days, if it is to be included in the published agenda, or 1-4 days if it is to be introduced at the meeting.

The Chair may, at his/her pleasure, call a special meeting of the Authority as necessary on three to five calendar days notice in writing or email. That notice shall state the business of the special meeting and only that business shall be considered at that special meeting. Any member, with 50% support of the other members, may also request the Chair to call a meeting of the Authority and the Chair will not refuse.

The Chair or the Secretary-Treasurer may, by notice in writing or email delivered to the members so as to be received by them at least 12-24 hours before the hour appointed for the meeting, postpone or cancel any meeting of an Advisory Committee or other committee until the next scheduled date for the specific Advisory Board or committee affected.

The Chair or the Secretary-Treasurer may, if it appears that a storm or like occurrence will prevent the members from attending a meeting, postpone that meeting by advising as many members as can be reached. Postponement shall not be for any longer than the next regularly scheduled meeting date.

## **3. Meetings Open to Public**

All meetings of the General Membership, Advisory Committee and Special Committees, if applicable, shall be open to the public.

A meeting or part of a meeting may be closed to the public if the subject matter being considered is identified in the closed meeting section of the Agenda and the subject matter meets the criteria for a closed meeting as defined in this by-law.

#### 4. Agenda for Meetings

Authority staff, under the supervision of the Secretary-Treasurer, shall prepare an agenda for all regular meetings of the Authority that shall include, but not necessarily be limited to, the following headings:

1. Roll Call
2. Adoption of Agenda
3. Declarations of Interest (to be submitted in written format)
4. Delegations
5. Items For Decision
  - Minutes of Previous Meeting
  - Business Arising from the Minutes
  - Reports Requiring Decisions
6. Items for Information – Reports for Information
7. Consent Agenda Correspondence
8. Other Business
9. Adjournment

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The agenda for special meetings of the Authority shall be prepared as directed by the Chair.

Agendas for meetings shall be forwarded to all Members at least five calendar days in advance of the meeting. Such agendas shall be made available to the public on the Authority's website at the same time, unless the meeting is closed to the public in accordance with this by-law. Such agendas shall also be available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

#### 5. Consent Agenda

##### Administrative Procedure

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

##### Meeting Procedure

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

(Approved June 2021)



## 6. Quorum

At any meeting of the General Membership, a quorum consists of one-half of the Members appointed by the Participating Municipalities, ~~except where there are fewer than six such Members, in which case three such Members constitute a quorum.~~ At any Advisory Committee or special committee meeting, a quorum consists of one-half of the Members of the Advisory Committee or special committee.

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If there is no quorum within one half hour after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the recording secretary shall record the names of the Members present and absent.

If during an Authority or Advisory Committee or Special Committee meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law. Agenda items including delegations present may be covered and presented and issues discussed, but no formal decisions may be taken by the remaining Members which do not constitute a quorum.

Where the number of Members who are disabled from participating in a meeting due to the declaration of a conflict of interest is such that at that meeting the remaining Members are not of sufficient number to constitute a quorum, the remaining number of Members shall be deemed to constitute a quorum, provided such number is not less than two.

## 7. Order of Business

The business of the Authority shall be taken up in the order in which it stands on the agenda unless otherwise decided by a majority of those Members present.

No Member shall present any matter to the Authority for its consideration unless the matter appears on the agenda for the meeting of the Authority or leave is granted to present the matter by the affirmative vote of a majority of the Members present.

## 8. Debate

The Authority shall observe the following procedures for discussion/debate on any matter coming before it:

- a) A Member shall be recognized by the Chair prior to speaking;
- b) Where two or more Members rise to speak, the Chair shall designate the Member who has the floor, who shall be the Member who in the opinion of the Chair was first recognized;
- c) All questions and points of discussion shall be directed through the Chair;
- d) Where a motion is presented, it shall be moved and seconded before debate;
- e) No Member shall speak more than once to the same question without leave from the Chair, except in explanation of a material part of the speech;
- f) No Member shall speak more than 10 minutes without leave of the Chair;
- g) Any Member may ask a question of the previous speaker through the Chair;
- h) The Member who has presented a motion, other than a motion to amend or dispose of a motion, may speak again to the motion immediately before the Chair puts the motion to a vote;
- i) When a motion is under debate, no motion shall be received other than a motion to amend, to defer action, to refer the question, to take a vote, to adjourn, or to extend the hour of closing the proceedings;

- j) When a motion is under consideration, only one amendment is permitted at a time.

#### **9. Matters of Precedence**

The following matters shall have precedence over the usual order of business:

- a) a point of order;
- b) matter of privilege;
- c) a matter of clarification;
- d) a motion to suspend a rule of procedure or to request compliance with the rules of procedure
- e) a motion that the question be put to a vote;
- f) a motion to adjourn. a motion to adjourn.

#### **10. Members' Attendance**

The Authority shall provide a listing of Members' attendance at scheduled meetings of the Authority to the Participating Municipalities at least annually.

Upon a Member's vacancy due to death, incapacity or resignation occurring in any office of the Authority, the Authority shall request the municipality that was represented by that Member appoint a Member replacement.

If a Member is unable to attend any meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the General Membership, the Member shall address in writing or email to the Chair or Secretary-Treasurer such correspondence prior to the start of the meeting. The correspondence shall be read aloud by the Secretary-Treasurer without comment or explanations.

## 11. Electronic Meetings and Electronic Participation

Members may participate in a meeting that is open to the public by telephonic or other electronic means that permits all participants to communicate adequately with each other during the meeting. A Member participating in a meeting electronically shall not be counted in determining quorum. A Member participating in a meeting electronically shall have no vote.

A Member shall not participate electronically in a meeting that is closed to the public.

### Applicability

1. It is the expectation of the Board that Members attend meetings in-person wherever possible in order to facilitate easy communications and Board cohesion.
2. Board meetings and Standing Committee meetings may occur in whole or part electronically in accordance with the provisions of this by-law, with specific care taken to ensure compliance with sections C.3, C.11, and C.13 governing public participation, delegations, and closed sessions, respectively.
3. Electronic meetings will only be arranged upon request by the Chair or GM, a Member or a Delegate, or as required to comply with legislation. Requests for electronic participation must be made in writing to the General Manager at least five (5) working days in advance of the scheduled meeting.
4. The method of electronic meeting shall be shared with Members, Delegates, and the Public at least two (2) working days in advance of the Meeting and include instructions for participation.

### Quorum, Voting, and Confidentiality

5. Members participating electronically shall be counted in determining whether a Quorum is present.
6. Members participating electronically may vote in all meetings of the Board and Standing Committees, including a meeting that is closed to the public.
7. Members participating electronically are subject to the same rules and share the same responsibilities as those participating in-person. Members participating electronically shall take particular care to ensure the confidentiality of in-camera items.
8. At any time during a closed meeting, the Chair may ask Members to confirm that:
  - i. No other persons can overhear the deliberations; and
  - ii. The internet connection is secure and not publically accessible.

9. Members participating electronically shall inform the Chair of their intention to leave the meeting either on a temporary or permanent basis.
10. Members participating electronically will be deemed to have left the meeting when they are no longer electronically connected to the meeting.
11. All votes shall be by a show of hands or by verbal consent (yes or no).

#### **Technical Matters**

12. It is the responsibility of Members, Delegates, and the Public to secure appropriate telephonic or internet service, and hardware and software/applications to participate in a meeting electronically.
13. Unless Quorum is lost, meetings will continue if the electronic connection of one or more Members is lost. Where Quorum is lost, the Chair will call a Recess of up to 15 minutes to allow connections to be re-established. If Quorum cannot be re-established, the meeting shall adjourn.
14. Meeting participants should Mute their microphones unless speaking and operate their phone or other electronic device as directed by the Chair.
15. Recordings of open meetings shall be published on the corporate website, and preserved for no less than 12 months from the date of recording.

#### **12. Delegations**

Any person or organization who wishes to address the Authority may make a request in writing or email to the Secretary-Treasurer. The request should include a brief statement of the issue or matter involved and indicate the name of the proposed speaker(s). If such request is received 10 days in advance of a scheduled meeting, the delegation shall be listed on the published agenda.

Any person or organization requesting an opportunity to address the Authority, but not having made a written request to do so in the timelines specified above, may appear before the meeting if approved by a majority of Members present, or shall be listed on the published agenda for the following meeting.

Except by leave of the Chair or appeal by the leave of the meeting, delegations shall be limited to one (1) speaker for not more than 10 minutes.

Speakers will be requested not to repeat what has been said by previous speakers at the meeting. A returning delegation will only be allowed to speak again if new, relevant information has become available since their previous presentation. The Chair may choose to end a returning delegation's presentation if, in the opinion of the Chair, the new information being presented is not relevant to a decision facing the General Membership.

#### **13. Annual Meeting**

The Authority shall hold the Annual General Meeting prior to March 1 of each calendar year and shall include the following items on the agenda, in addition to the normal course of business:

- i. Appointment of the Auditor for the upcoming year;
- ii. Approval of Financial Statements and Report of the Auditor for the prior year;
- iii. Election of Officers;
- iv. Approval of Budgets and Levies;
- v. Committee Appointments;
- vi. Appointment of delegates to Conservation Ontario;
- vii. Approval of Member Per Diem, Honorarium and mileage rates.

#### 14. Meetings with Closed Sessions

Every meeting of the General Membership, and Advisory and Special Committees, if applicable, shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below.

Meetings may be closed to the public if the subject matter being considered relates to:

- a) The security of the property of the Authority;
- b) Personal matters about an identifiable individual, including employees of the Authority;
- c) A proposed or pending acquisition or disposition of land by the Authority;
- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;
- f) Advice that is subject to solicitor-client privilege;
- g) A matter in respect of which the General Membership, Executive Committee, Advisory Board or committee or other body may hold a closed meeting under another act;
- h) Information explicitly supplied in confidence to the Authority by Canada, a province or territory or a Crown agency of any of them;
- i) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Authority, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) A trade secret or scientific, technical, commercial or financial information that belongs to the Authority and has monetary value or potential monetary value; or
- k) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Authority.

The Authority shall close a meeting if the subject matter relates to the consideration of a request under MFIPPA, and the Authority is the head of an institution for the purposes of MFIPPA.

Before holding a meeting or part of a meeting that is to be closed to the public, the Members shall state by resolution during the open session of the meeting that there will be a meeting closed to the public and the general nature of the matter to be considered at the closed meeting. Once matters have been dealt with in a closed meeting, the General Membership shall reconvene in an open session.

The General Membership shall not vote during a meeting that is closed to the public, unless:

- a) the meeting meets the criteria outlined in this by-law to be closed to the public; and

- b) the vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of Authority.

Any materials presented to the General Membership during a closed meeting shall be returned to the Secretary-Treasurer prior to departing from the meeting and shall be treated in accordance with the Authority's procedures for handling confidential material.

A meeting of the Authority, Advisory or Special Committee may also be closed to the public if:

- a) the meeting is held for the purpose of educating or training the Members, and
- b) at the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the authority, Advisory or Special Committee.

## 15. Voting

In accordance with Section 16 of the Act:

- a) each Member including the Chair is entitled to one vote, and
- b) a majority vote of the Members present at any meeting is required upon all matters coming before the meeting.

On a tie vote, the motion is lost.

Interrelated motions shall be voted on in the order specified in Roberts Rules of Order.

Unless a Member requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

If a Member present at a meeting at the time of the vote requests immediately before or after the taking of the vote that the vote be recorded, each member present recorded by alphabetical surname with the Chair voting last, except a member who is disqualified from voting by any Act, shall announce his or her vote openly answering "yes" or "no" to the question, and the Secretary-Treasurer shall record each member name and vote which shall be included in the minutes of the meeting.

At the meeting of the Authority at which the Non-Matching Levy is to be approved, the Secretary-Treasurer shall conduct the vote to approve of Non-Matching Levy by a Weighted Majority of the Members present and eligible to vote, in accordance with Ontario Regulation 139/96.

Where a question under consideration contains more than one item, upon the request of any Member, a vote upon each item shall be taken separately.

Except as provided in Section B, Paragraph 6 of this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

Voting by Proxy is prohibited except by resolution of the General Membership. The resolution must deal with no more than one agenda item and be adopted a minimum of 5 working days in advance of the scheduled vote. Once the resolution is carried, Members wishing to vote by proxy shall provide the Secretary-Treasurer with the following information a minimum of 24 hours before the scheduled vote:

- the agenda item to which the proxy vote is assigned
- the meeting and date on which the agenda item will be considered
- the name of the Member assigned the proxy vote, and
- written acceptance by the Member to exercise the proxy vote

The Secretary-Treasurer shall notify the General Membership of proxy votes during Roll Call.

A Member exercising a proxy vote shall be entitled to vote on all motions considered under the agenda item specified by the Member voting by proxy.

An absent member voting by proxy shall not be considered "present" during meeting Roll Call and will not be included in the calculation of Quorum.

A member will exercise no more than one (1) proxy vote per agenda item.  
(Amended by Resolution B04/17/19-5)

#### **16. Notice of Motion**

Written notice of motion to be made at an Authority meeting or Advisory Committee meeting may be given to the Secretary-Treasurer by any Member of the Authority not less than 7 business days prior to the date and time of the meeting and shall be forthwith placed on the agenda of the next meeting. The Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.

Recommendations included in reports of advisory committees that have been included in an agenda for a meeting of the General Membership shall constitute notice of motion for that meeting.

Recommendations included in staff reports that have been included in an agenda for a meeting of the General Membership shall constitute notice of motion for that meeting.

Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the Authority provided that it is made clear that to delay such motion or other business for the consideration of an appropriate advisory committee or special committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of a majority of the Members of the Authority present.

#### **17. Motion to Reconsider**

If a motion is made to reconsider a previous motion, a two-thirds majority vote shall be required in order for reconsideration to take place. If a motion to reconsider is passed, the original motion shall then be placed on the agenda at a future meeting to be debated and voted upon, and the result of that vote, based on a simple majority, shall supersede.

#### **18. Duties of the Meeting Chair**

It shall be the duty of the Chair, with respect to any meetings over which he/she presides, to:

- a) Preserve order and decide all questions of order, subject to appeal; and without argument or comment, state the rule applicable to any point of order if called upon to do so;
- b) Ensure that the public in attendance does not in any way interfere or disrupt the proceedings of the Members;
- c) Receive and submit to a vote all motions presented by the Members, which do not contravene the rules of order or regulations of the Authority;

- d) Announce the results of the vote on any motions so presented;
- e) Adjourn the meeting when business is concluded.

#### 19. Conduct of Members

Members shall maintain a high standard for conduct and at all times comply with applicable laws and the Authority's Code of Conduct (Appendix 1).

No Member at any meeting of the Authority shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability;
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a Member while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully or use offensive words against the Authority, the Members, staff, or any member of the public;
- e) Speak beyond the question(s) under debate;
- f) Resist the rules of order or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the By-laws.

#### 20. Minutes of Meetings

The Secretary-Treasurer shall undertake to have a recording secretary in attendance at meetings of the Authority and each advisory committee or special committee. The recording secretary shall make a record in the form of minutes of the meeting proceedings and in particular shall record all motions considered at the meeting.

If a recording secretary is not present in a closed session, the Secretary-Treasurer shall take notes of any direction provided, for endorsement by the Chair and Vice-Chair.

Minutes of all meetings shall include the time and place of the meeting and a list of those present and shall state all motions presented together with the mover and seconder and voting results.

The Secretary-Treasurer or designate shall include draft minutes of the previous meeting available to each member of the Authority at the same time as agendas for the next meeting are distributed.

After the minutes have been approved by resolution, original copies shall be signed by the Secretary-Treasurer and copies of all non-confidential minutes shall be posted on the Authority's website. Such minutes shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

Within 30 days after any meeting of the Authority or of an executive committee, the General Manager shall send a copy of the Draft minutes of the meeting to the Clerk of each member municipality and make them available to the public.

*(Amended by Resolution B02/17/21-4)*



**D. Approval of By-law and Revocation of Previous By-law(s)**

Administrative Rules and Procedures approved July 2006 is hereby repealed;

Administrative By-Law #1 shall come into force on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Signed:

\_\_\_\_\_

Chair

\_\_\_\_\_

Secretary-Treasurer

## E. Appendices to the Administrative By-law

### Appendix 1 - Code of Conduct

#### 1. Background

The Mississippi Valley Conservation Authority demands a high level of integrity and ethical conduct from its General Membership. The Authority's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures.

#### 2. General

All Members, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a code of conduct that:

- i. upholds the mandate, vision and mission of the Authority;
- ii. considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- iii. respects confidentiality;
- iv. approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- v. exercises the powers of a Member when acting in a meeting of the Authority;
- vi. respects the democratic process and respects decisions of the General Membership, Executive Committee, Advisory Boards and other committees;
- vii. declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- viii. conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Member or any Authority staff.

#### 3. Gifts and Benefits

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

#### 4. Confidentiality

The members shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- i. Human Resources matters;
- ii. Information about suppliers provided for evaluation that might be useful to other suppliers;
- iii. Matters relating to the legal affairs of the Authority;
- iv. Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- v. Sources of complaints where the identity of the complainant is given in confidence;
- vi. Items under negotiation;
- vii. Schedules of prices in tenders or requests for proposals;
- viii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- ix. Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

#### **5. Use of Authority Property**

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

#### **6. Work of a Political Nature**

No Member shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

#### **7. Conduct at Authority Meetings**

During meetings of the Authority, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

#### **8. Influence on Staff**

Members shall be respectful of the fact that staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

#### **9. Business Relations**

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the Authority, the Executive Committee or an advisory board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

#### **10. Encouragement of Respect for the Authority and its Regulations**

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

#### **11. Harassment**

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, staff or any member of the public is misconduct. Members shall follow the Authority's Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

#### **12. Breach of Code of Conduct**

Should a Member breach the Code of Conduct, they shall advise the Chair and Vice-Chair, with a copy to the Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Code of Conduct, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated to the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

## Appendix 2 - Conflict of Interest

### 1. *Municipal Conflict of Interest Act*

The Authority Members commit themselves and the Authority to ethical, businesslike, and lawful conduct when acting as the General Membership. The Authority is bound by the *Municipal Conflict of Interest Act*. This appendix to the By-law is intended to assist Members in understanding their obligations. Members are required to review the *Municipal Conflict of Interest Act* on a regular basis.

### 2. *Disclosure of Pecuniary Interest*

Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Authority, Executive Committee, Advisory Board or committee at which the matter is the subject of consideration, the Member:

- a) shall, prior to any consideration of the matter at the meeting, disclose the pecuniary interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on any question in respect of the matter; and,
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

### 3. *Chair's Conflict of Interest or Pecuniary Interest*

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Member shall be appointed to chair that portion of the meeting by Resolution.

### 4. *Closed Meetings*

Where a meeting is not open to the public, a Member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

### 5. *Member Absent*

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Authority, Executive Committee, Advisory Board or Committee, as the case may be, attended by them after the particular meeting.

### 6. *Disclosure Recorded in Minutes*

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or pecuniary interest made by Members and whether the Member withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the General Membership, Executive Committee, Advisory Board or committee, as the case may be.

### 7. *Breach of Conflict of Interest Policy*

Should a Member breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, with a copy to the Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

### Appendix 3 - Procedure for Election of Officers

#### 1. Voting

Voting shall be by secret ballot and no Members may vote by proxy.

#### 2. Acting Chair

The General Membership shall appoint a person, who is not a voting Member, as Acting Chair for the purpose of Election of Officers.

#### 3. Scrutineer(s)

The appointment of one or more scrutineers is required for the purpose of counting ballots, should an election be required. All ballots shall be destroyed by the scrutineers afterwards. The Acting Chair shall call a motion for the appointment of one or more persons, who are not Members, to act as scrutineers. A Member, who will not stand for election, may be appointed as an additional scrutineer if requested.

#### 4. Election Procedures

The Acting Chair shall advise the Members that the election will be conducted in accordance with the Act as follows:

- a) The elections shall be conducted in the following order:
  - i. Election of the Chair, who shall be a Member of the Authority
  - ii. Election of one or more Vice-chairs, who shall be Members of the Authority.
- b) The Acting Chair shall ask for nominations to each position;
- c) Only current Members of the Authority who are present may vote;
- d) Nominations shall be called three (3) times and will only require a mover;
- e) The closing of nominations shall require both a mover and a seconder;
- f) Each Member nominated shall be asked to accept the nomination. The Member must be present to accept the nomination unless the Member has advised the Secretary-Treasurer in writing or by email in advance of the election of their willingness to accept the nomination.

If one Nominee:

- g) If only one nominee, the individual shall be declared into the position by acclamation.

If More than One Nominee:

- h) In the event of an election, each nominee shall be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing by surnames.
- i) Upon the acceptance by nominees to stand for election to the position of office, ballots shall be distributed to the Members by the scrutineers for the purpose of election and the Acting Chair shall ask the Members to write the name of one individual only on the ballot.
- j) The scrutineers shall collect the ballots, leave the meeting to count the ballots, return and advise the Acting Chair who was elected with more than 50% of the vote.

A majority vote shall be required for election. If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes shall be removed from further consideration for the office and new ballots shall be distributed. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots shall be distributed and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the Acting Chair or designate.



#### Appendix 4 – Terms of Reference for Committees

The Authority has three types of committees established per Sections 18 and 28 (3) of the *Conservation Authorities Act*.

- A Regulation Committee comprised of Board members delegated by the Board to fulfill specific responsibilities on its behalf.
- Standing Advisory Committees of the Board comprised entirely of Board Members.
- Public Advisory Committees that may be established by the Board to provide for broader input on a specific subject. These committees have no corporate governance roles or responsibilities, and have no decision-making or other corporate authority.

#### 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.

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- 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.

## **STANDING ADVISORY COMMITTEES**

### **1. Mandate**

The Board has three standing committees, whose general allocation of responsibilities are summarized below.

<b><u>Executive</u></b>	<b><u>Finance &amp; Administration (F&amp;A)</u></b>	<b><u>Policy &amp; Planning (P&amp;P)</u></b>
<ul style="list-style-type: none"><li>Review and provide guidance regarding agenda.</li><li>Annual work planning and performance review of the General Manager.</li><li>May approve the tender and award of WECL-funded contracts falling within budgets approved by the Board.</li><li>While in a state of Emergency Operations, may also carryout items B) 1. c) ii, iv, vi, and xv on behalf of the Board.</li></ul>	<ul style="list-style-type: none"><li>Annual budget, audit, and financial statements</li><li>Borrowing and reserve fund management</li><li>Wages, benefits, per diems, honorariums, and mileage rates</li><li>Fee setting and other cost recovery</li><li>Personnel matters</li><li>Organizational structure</li><li>Employee Manual policies</li><li>H&amp;S Manual policies</li><li>Procurement policies</li></ul>	<ul style="list-style-type: none"><li>CA legislative and regulatory matters, and policies and plans thereunder that are not financial in nature.</li><li>This includes resource management, conservation and other matters falling under Sections 20 and 21 of the Act.</li><li>All Administrative By-law matters and policies and plans thereunder that are not addressed by the F&amp;A Advisory Committee per this table.</li></ul>

All reports having to do with priority-setting should either go to both the F&A and P&P committees or directly to the Board, for example:

- Corporate Strategic Plan
- Interim Financial Plan
- 10-year Capital Plan
- Workforce Plan

## **FINANCE AND ADMINISTRATION ADVISORY COMMITTEE**

### **2. General Terms**

Standing committees will meet at the call of the Committee Chair and will likely be limited to 3 – 4 meetings per year.

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

### **4.3. General Terms Committee Chair and Vice Chair**

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 Chair and Vice-Chair of the Board shall stand as the Chair and Vice-Chair of the Executive Committee, respectively. All other standing committees shall elect a Chair and Vice Chair from amongst the Committee members at the first meeting following the Annual General Meeting, and as required thereafter.

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

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- 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.

~~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 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.~~

~~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.

## ~~2. 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

## ~~PUBLIC ADVISORY COMMITTEES 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 prioritipriority settings 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.~~

### ~~1. 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

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

#### **1. 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

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

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#### **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 James Naismith Collection, 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.

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#### **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
- public representatives, six of whom are voting members

### **B - MISSISSIPPI WATERSHED PUBLIC ADVISORY COMMITTEE**

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### 1. General Terms

The Mississippi River Watershed Plan Advisory Committee will make recommendations to the Mississippi Valley Conservation Authority regarding prioritization and implementation of actions identified under the *Mississippi River Watershed Plan*.

### 2. Specific Terms

The Committee will:

- help gauge community interest in specific actions;
- provide input to the annual prioritization of actions;
- disseminate and collect information within their target sectors and communities to support project design and delivery;
- support community uptake and project implementation by engaging with member municipalities and community partners; and
- provide constructive feedback regarding implementation successes and challenges.

### 3. Committee Membership

Members of the Committee will be appointed annually by the Mississippi Valley Conservation Authority Board of Directors, and may be renewed at the discretion of the Board. Membership will consist of:

- A Member of the MVCA Board of Directors who will act as Board-liaison and Co-Chair; and;
- Up to 10 members of the public representing a cross-section of geographic areas, interests, expertise and experience including the following from within the Mississippi River watershed:
  - ratepayers with well or surface water intakes
  - conservationists
  - forestry sector
  - aggregate sector
  - agriculture sector
  - recreational tourism
  - land development
  - water resource management
  - drinking water systems

### 4. Duties of the Co-Chairs

At the first meeting of the Committee each year, committee members will elect a Co-Chair from amongst the public appointees to the Committee. It is the responsibility of the co-chairs to:

- 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

## 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

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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:

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- 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.



**Appendix 5—Ontario Regulation 670/00—Conservation Authority Levies & Ontario Regulation 139/96—Municipal Levies**

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**Conservation Authorities Act  
Loi sur les offices de protection de la nature**

**ONTARIO REGULATION 670/00  
CONSERVATION AUTHORITY LEVIES**

**Consolidation Period:** From December 19, 2000 to the e-Laws currency date.

**No amendments.**

***This Regulation is made in English only.***

**1. In this Regulation,**

“current value assessment” means the current value assessment of land, determined under the provisions of the *Assessment Act*, for a given year;

“property class” means a class of real property prescribed under the *Assessment Act*. O. Reg. 670/00, s. 1.

2. (1) In determining the levy payable by a participating municipality to an authority for maintenance costs pursuant to subsection 27 (2) of the Act, the authority shall apportion such costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality determined:

(a) by agreement among the authority and the participating municipalities; or

(b) by calculating the ratio that each participating municipality’s modified assessment bears to the total authority’s modified assessment. O. Reg. 670/00, s. 2 (1);

(2) In determining the levy payable by a participating municipality to an authority for administration costs pursuant to subsection 27 (3) of the Act, the authority shall apportion such costs to the participating municipalities on the basis of the ratio that each participating municipality’s modified assessment bears to the total authority’s modified assessment. O. Reg. 670/00, s. 2 (2);

**3. The following rules apply for the purposes of section 2:**

1. The modified current value assessment is calculated by adding the current value assessments of all lands within a municipality all or part of which are within an authority’s jurisdiction and by applying the following factors to the current value assessment of the land in the following property classes:

Property Class	Factor
Residential/Farm	1
Multi-Residential	2.4
Commercial	2.4
Industrial	2.4
Farmlands	0.25
Pipe Lines	1.7
Managed Forests	0.25
New Multi-Residential	2.4
Office Building	2.4
Shopping Centre	2.4
Parking Lots and Vacant Land	2.4
Large Industrial	2.4

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2. A participating municipality’s modified assessment is the assessment calculated by dividing the area of the participating municipality within the authority’s jurisdiction by its total area and multiplying that ratio by the modified current value assessment for that participating municipality.

3. The total authority’s modified assessment is calculated by adding the sum of all of the participating municipalities’ modified assessments for that authority. O. Reg. 670/00, s. 3;

4. An authority may establish a minimum sum that may be levied against a participating municipality within the authority’s jurisdiction. O. Reg. 670/00, s. 4.

**Conservation Authorities Act**  
**Loi sur les offices de protection de la nature**

**ONTARIO REGULATION 139/96**  
**MUNICIPAL LEVIES**

**Consolidation Period:** From March 6, 1998 to the ~~the~~ Laws currency date.

**Last amendment:** 106/98.

**Legislative History:** 231/97, 106/98.

***This Regulation is made in English only.***

**1. (1) In this Regulation,**

“non-matching levy” means a levy approved by a weighted majority of the members at a meeting for which 30 days notice was provided to the affected municipalities and at which a recorded vote was taken;

“weighted majority” means the votes of 51 per cent of those represented after the votes are weighted by the percentage that applied under this definition in 1997 for each municipality. — O. Reg. 139/96, s. 1 (1); O. Reg. 231/97, s. 1 (1); O. Reg. 106/98, s. 1;

(1.1) A notice provided under subsection (1) for a meeting must include the amount of the non-matching levy to be voted on and must be accompanied by the financial information relied on in support of that levy. — O. Reg. 231/97, s. 1 (2);

(2) For the purpose of the definition of “weighted majority”, the weighting for a municipality may not exceed 50 per cent of the total weighting, except where the majority of the members of a conservation authority are appointed by one municipality. — O. Reg. 139/96, s. 1 (2);

2. A non-matching levy may be levied by conservation authorities against participating municipalities. — O. Reg. 139/96, s. 2;

3. The total of non-matching levies for any project or activity may not exceed the total cost of the project or activity. — O. Reg. 139/96, s. 3;

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## REPORT

3220/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>Member Per Diems and Chair Honorarium</b>
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 staff<sup>1</sup> 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.<sup>2</sup>

<sup>1</sup> Staff Report 3190/22 as amended.

<sup>2</sup> 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	<b>\$156.71</b>	\$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		<b>Chair does not receive meeting per diems; honourarium only</b>
Grey Sauble Conservation Authority	\$76.00	\$1,500.00		Half day is \$52.25 per diem
Lake Simcoe Region Conservation Authority	\$100.00	<b>\$10,000.00</b>	<b>\$3,000.00</b>	Paid for 15/18 members; 3 don't get benefits at discretion 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			
<b>MVCA</b>	<b>\$73.12</b>	<b>\$1,827.84</b>		Same for 2020, 2021, and 2022.
<b>Median (half more than, half less than)</b>	<b>\$75.00</b>	<b>\$2,000.00</b>	<b>\$1,000.00</b>	Excludes organizations that provide no compensation.
<b>Average</b>	<b>\$75.59</b>	<b>\$2,526.80</b>	<b>\$1,141.34</b>	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% rule<sup>3</sup> 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.<sup>4</sup>

## 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.

<sup>3</sup> Per section 14 (1.2) of the Act.

<sup>4</sup> There is precedent for both being declined by sitting members.

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## REPORT

3225/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>Appointment of Tatyana Vukovic to enforce CA Regulations</b>
DATE:	May 18, 2022

### Recommendation:

**That the Board of Directors appoint Tatyana Vukovic to enforce Ontario Regulation 153/06 and Ontario Regulation 120/90 of the *Conservation Authorities Act*.**

---

Under the direction of the Manager of Planning and Regulations, regulation staff play an important role in the Authority's objectives to prevent, eliminate, or reduce risks to life and property, and to encourage the protection, enhancement and enjoyment of natural systems.

Regulations staff are responsible for conducting inspections, investigations, and enforcing regulations under the *Conservation Authorities Act*, specifically Section 28 of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation, O.Reg. 153/06 and Section 29 of the Conservation Area Regulation, O.Reg 120/90.

Due to workload demands and compliance obligations, it is recommended that additional enforcement staff be designated in accordance with Section 10 of O.Reg. 153/06 wherein the authority may appoint officers to enforce the Regulation.

Tatyana Vukovic has been employed as a Planning & Regulations Technician with MVCA since October, 2021 and recently completed the Conservation Authority Compliance Training – Level 1. This course provides the basic foundation for Conservation Authority staff to acquire the skills, knowledge and behaviors required to be appointed as a Provincial Offences Officer to enforce and monitor compliance under Section 28 and/or 29 of the *Conservation Authorities Act*.

Ms. Vukovic will work under the guidance of the existing Regulations Officer (A. Moore) to assist in violations and compliance of permits. Currently the MVCA has 2 designated staff to enforce Regulations (M. Craig and A. Moore). Ms. Vukovic currently works in a variety of roles within the Planning and Regulations Department including permitting and compliance.



2021



**CONSERVATION ONTARIO ANNUAL REPORT**  
From Vision to Action

*#ConservationMatters*

## CAO / CHAIR MESSAGE



**KIM GAVINE,**  
General Manager



**ANDY MITCHELL,**  
Chair,  
Board of Directors

2021 marked the 75th anniversary of the *Conservation Authorities Act* (CAA) which was originally enacted in 1946. The reason for establishing conservation authorities (CAs) then remain as valid today – the need to protect people and property, preserve our environment and strike the appropriate balance between development and protecting our natural heritage.

The legacy of development in the first half of the 20th century saw many areas where deforestation created significant flooding and erosion problems which resulted in degraded water quality. In some cases, the clearing of the forests and other vegetation was so severe that it created deserts such as in the Ganaraska watershed. In order to turn things around, the province and municipalities started to establish conservation authorities who would manage and restore Ontario's water and land natural resources using a watershed-based approach.

Coincidentally, 2021 also marked a period of renewal as implementation began of significant changes made to the *Conservation Authorities Act* by the Province as a result of a review of the legislation which started in 2015 and ramped up in 2018 – 2020.

Conservation Ontario (CO) has worked hard to support conservation authorities as they work through these changes. Four CO staff joined the 14 CA staff and representatives from other agencies to support the Conservation Authorities Working Group which was struck by the Ministry of Environment, Conservation, and Parks to determine the best ways to approach implementation. The Chair of the Working Group is Hassaan Basit, President and Chief Executive Officer of Conservation Halton. Conservation Ontario also hosted a series of meetings with CAs and developed guidance material. More detail on this work is available in this annual report.

While our work on the CAA has been extensive, Conservation Ontario continued to support its members throughout 2021 in other program areas as well. In July we celebrated a successful new partnership with the Federal government. Conservation Ontario was approved to receive \$9 Million from 2021 to 2024 through the Nature Smart Climate Solutions Fund offered by Environment and Climate Change Canada (ECCC). Over 50 projects with 15 conservation authorities are currently being funded. In addition to this, Conservation Ontario was also approved to receive \$1.2 Million to secure and protect significant natural areas to help Ontario protect biodiversity and adapt to climate change impacts.

Our year ended with a call for help from British Columbia which was struggling to manage the impacts of severe flooding in late November and early December. Conservation Ontario and CAs met with Emergency Management Ontario and the Ontario Ministry of Northern Development, Mines and Natural Resources to see how CAs could help. A total of 53 staff from 18 conservation authorities quickly volunteered to travel to BC and help in any way they could. Fortunately, just prior to finalization of the agreement, conditions began to improve and CA staff were put on standby. It was very gratifying to see that the expertise of conservation authorities is known and valued by their peers in other parts of the country. And it was amazing to see how many CA staff were able to immediately jump up to the plate and offer to help.

Thank you to our staff, members and partners for a very busy 2021.



## FROM VISION TO ACTION

### CONSERVATION ONTARIO'S 2021-2025 STRATEGIC PLAN

Over the course of the 2021-2025 Strategic Plan, Conservation Ontario will be a leader, engaging conservation authorities in matters of common interest, and in helping to shape effective policy relating to healthy watersheds and people. Through this work and in collaboration with others, Conservation Ontario will promote and continually strengthen a watershed-based conservation coalition in Ontario.

### OVER THE NEXT FIVE YEARS, CONSERVATION ONTARIO WILL:

- ✓ Track and influence policy and program development to advance integrated watershed management in Ontario
- ✓ Continue to develop information management, communication and technical tools for conservation authorities to support and promote their work
- ✓ Build strategic funding, program and policy partnerships that can leverage and broaden the reach of conservation authority programs important for watershed health and to address climate change impacts
- ✓ Support member conservation authorities to implement changes to the *Conservation Authorities Act*
- ✓ Promote the value and role of conservation authorities to key decision makers, partners and the general public
- ✓ Engage member conservation authorities meaningfully and keep them up to date on Conservation Ontario efforts on their behalf
- ✓ Take action towards Indigenous Reconciliation and ensure diversity, equity and inclusion within corporate Conservation Ontario and across all our program areas

## **SUPPORTING MEMBERS TO IMPLEMENT CHANGES TO THE CONSERVATION AUTHORITIES ACT**

### **CONSERVATION AUTHORITIES WORKING GROUP**

To help implement changes to the *Conservation Authorities Act*, the Province established a Conservation Authorities Working Group. The Group is comprised of representatives from Conservation Ontario, conservation authorities and municipalities as well as the development and agriculture sectors.

Four Conservation Ontario and 14 conservation authority staff participated in the Working Group throughout 2021. The Chair of the Working Group is Hassaan Basit, President and CEO of Conservation Halton.

The work of the group is divided up into two phases. Phase 1 regulations were released in early October 2021 and included regulations for Mandatory Programs and Services, Transition Plan and Agreements, and, Rules of Conduct in Conservation Areas (not yet in force).

The work on Phase 2 regulations continues into 2022.

### **SUPPORTING MEMBERS TO IMPLEMENT CAA CHANGES**

In 2021, Conservation Ontario undertook significant effort to ensure members could implement the changes as required. A coordinated response to the Phase 1 consultation guide was prepared and key recommendations promoted by conservation authorities were accepted in the final regulations, including an extension of the timelines for completion of MOUs/agreements and the inclusion of passive recreation as a mandatory program and service. As well, regarding the release of the final Phase 1 regulations, Conservation Ontario delivered the following activities for CAs:

- Media release and Summary Bulletin with background on the Phase 1 regulations
- A General Managers' meeting and special Chairs' Listening Sessions to provide an overview of the regulations

- Conservation Ontario *Guidance on Implementation of Transition Plans and Agreements Regulation* was finalized and circulated to all CAOs/GMs. This document contains guidance and tools to support CAs throughout the transition period
- Three bi-weekly Conservation Authorities University GM sessions featuring GM Panel Discussions on preparation of Transition Plans and the Inventory of Programs and Services. These were attended by 34 CAs and more than 60 senior staff
- Ongoing updates to 'Members Only' Implementation Resources webpage containing resources on CO events/webinars, MECP Guidance, CO Guidelines, and CA Sample Resources, including draft transition plans, sample CA municipal agreements and program and services guides
- Co-hosted Conservation Ontario and Association of Municipalities of Ontario webinar: "Overview of the *Conservation Authorities Act* Phase 1 Regulations" (November 19). Total of 223 registrants from both CA and municipal staff and leadership. Welcoming comments were provided by Andy Mitchell (Chair, CO) and Lynn Dollin (Chair of the Conservation Authorities Task Force, AMO). Presentations by Bonnie Fox (CO) and Amber Crawford (AMO)

### **Conservation Ontario Governance Accountability and Transparency Initiative**

Conservation Ontario and conservation authorities share the Provincial government's commitment to governance accountability and transparency. Amendments to the *Conservation Authorities Act* related to governance were proclaimed in December 2020 and February 2021. The Governance Accountability and Transparency Initiative was endorsed by Council at the April 12th, 2021 Annual General Meeting. It identified a number of required and BMP actions which help to demonstrate accountability and transparency to the Province through compliance with the legislation, and of course to municipalities and

the public in their implementation. By September 2021, all 36 conservation authorities passed resolutions of support for the Governance Accountability and Transparency Initiative. It includes: Updates to CA Administrative Bylaws, Proactive Reporting on Priorities as well as Promotion and Demonstration of Results. A key deliverable completed by all 36 CAs was to post governance material on each of their websites for easy public access.

### **SUPPORTING SUSTAINABLE GROWTH FOR ONTARIO**

The implementation of the Conservation Ontario Client Services Streamlining Initiative has assisted conservation authorities to support the provincial housing strategy while ensuring new development is safe from natural hazards and doesn't create new hazards or deplete natural resources such as sources of drinking water. This work contributes to environmental sustainability.

This initiative was created to support actions outlined in the provincial Housing Supply Action Plan and identifies a number of actions to improve client service and accountability, increase speed of approvals and reduce red tape to help the province address the lack of housing supply, while at the same time not jeopardizing public health and safety or the environment in the process. Significant service improvements are being made through this initiative.

From January 1st – December 31st, 2021, the high-growth CAs issued a combined total of 7,533 permits (a 12% increase in volume from 2020). The CAs remain highly successful at issuing permits within the provincial and CO best practice timelines – issuing 91% of permits within the provincial timelines and 84% within the significantly reduced CO best practices timelines.



# STRATEGIC FUNDING, PROGRAM AND POLICY PARTNERSHIPS

## TACKLING CLIMATE CHANGE WITH NATURE

### *Nature Smart Climate Change Solutions Program*

In 2021, Conservation Ontario was approved to receive \$9 Million from 2021 to 2024 through the Nature Smart Climate Solutions Fund under the Place-Based actions stream offered by Environment and Climate Change Canada (ECCC). Over 50 projects with 15 conservation authorities are currently being funded.

The objective of this program is to deliver on multiple nature-based solutions including protection and restoration of wetlands, grasslands, and riparian areas, as well as enhanced land management practices that will increase carbon sequestration. Projects will occur on Conservation Authority-owned/other conservation lands, or on private lands with long-term agreements, ensuring lasting benefits.

#### *These projects will help to:*

- store and capture carbon
- mitigate the impacts of climate change (flood risk reduction)
- build resilience and improve water quality, and
- provide critical habitat for Canada's wildlife

## CANADA NATURE FUND

In response to Conservation Ontario's submission, *Conservation Authorities' Unique Contribution to Conserving Canada's Conservation Areas*, Environment and Climate Change Canada (ECCC) provided \$1.2M over two years through the Canada Nature Fund to secure land for biodiversity conservation and help the federal government meet the target of conserving 25% of Canada's natural lands by 2025 to help Ontario adapt to climate change impacts.

Conservation Authorities are partnering with municipalities, foundations and private donors to assemble almost \$4.53M in match funding and in-kind contributions to augment the resources provided by ECCC.







## FLOODPLAIN MAPPING AND INTEGRATED WATERSHED MANAGEMENT

Conservation Ontario engaged with Cambium Indigenous Professional Services in a project with Lower Thames Valley Conservation Authority and Chippewas of the Thames First Nation to deliver *Floodplain Mapping and Integrated Watershed Management with First Nations in Ontario - A Partnership Approach*. This was funded by Crown Indigenous Relations and Northern Affairs. Started in 2019, this project was undertaken to ensure the Indigenous perspectives are being meaningfully incorporated and that respectful relationships were being developed to inform local CA watershed management work, as well as complete floodplain mapping for the Lower Thames River watershed. It is anticipated this project could be used as a framework for other CAs to consider. The overall goal of this initiative is to ensure a holistic understanding of watershed health that will lead to better planning and allocation of resources and a healthier watershed for all.

In 2021, Phase 2 was led by the Chippewas of the Thames First Nation to complete floodplain / risk mapping within their territory along the banks of the Thames River, with technical support of Lower Thames Valley Conservation Authority. This phase included developing and sharing education materials to foster a broad understanding of the importance of the work.

## WATER AND EROSION CONTROL INFRASTRUCTURE INVESTMENTS

The Water and Erosion Control Infrastructure (WECI) database was managed by Conservation Ontario for the 2021-2022 WECI funding application review process. The Committee hosted an Information Webinar in early February as an orientation for submitting applications; with 39 CA staff attending from 35 CAs. The Committee reviewed 85 funding applications from 25 CAs for 2021/22 with total project costs around \$15.3 million. The Province approved 61 infrastructure safety and repair projects and studies with a value of \$10 million for 22 conservation authorities.

### Ontario Flooding Strategy – Flood Mapping Technical Team (FMTT)

- In 2021, Conservation Ontario, the conservation authorities and the Association of Municipalities of Ontario (AMO) worked with Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) at the FMTT Table. Outcomes include the development of draft Data, Survey and Mapping technical guidance to support floodplain mapping efforts in Ontario.
- Multi-Year Approach task team also worked on a draft report entitled *Flood Hazard Mapping in Ontario: a Status Report*, which will be completed in 2022.

Technical bulletins on Hydrology and Hydraulics are also being developed. Recommendations from this work are being provided to the Minister of NDMNRF in support of Ontario's Flooding Strategy.

## PROTECTING ONTARIO'S DRINKING WATER SOURCES

### ***Drinking Water Road Sign Campaign (DWSP)***

The co-created campaign included a new DWSP Information Story Map, plus an interactive map marking municipal & provincial DWSP road sign locations, with web links to the local Source Protection Authority or Region, a DWSP Quiz and daily social media posts.

Additionally, a Drinking Water Source Protection Zone song, ***Drinking Water Protection Zone, I Gotta Know*** and music video were produced. The campaign ran from October 7 to October 28 and wrapped up with a photo opportunity/ media event with the Minister of the Environment, Conservation and Parks (MECP), Minister Piccini, at the Ganaraska Conservation Authority, in Port Hope.

This campaign was very effective and resulted in a large reach to social media audiences. The DWSP Story Map had just over 3100 visits, while the music video had just over 800 views.

### ***New 2-year DWSP funding model for SPA/SPRs***

Funding from MECP for DWSP has been expanded to a two year cycle instead of annually.

### ***Director's Technical Rules under the Clean Water Act, 2006***

The release of the amended Director's Technical Rules, CWA, 2006. These updates will continue to protect municipal surface and ground water sources now and into the future.

### ***DWSP Social Media Campaigns***

CO maintains an ongoing social media campaign on Facebook and Twitter to support the profiling of the DWSP program and the role of CAs. Social media posts are provided to CA staff, in advance, in order to support the campaign. There were 66 social media posts shared, in the various 2021 seasonal campaigns. The collaborative approach, with members of the DWSP Communications Working Group, using a co-production model has been a great contributing factor to this success.

### ***CO Knowledge Building Series for Project Managers***

Experts from various disciplines were invited to present on a DWSP related topic with a Q & A.

#### ***Topics included:***

- Dense Non Aqueous Liquids (DNAPLS) as drinking water threats
- Road Salt Management Plans
- Non Agricultural Source Material as drinking water threats

### ***Conservation Ontario's Climate Change Vulnerability Assessment Tool (CCVAT)***

Two full day hands on training sessions were held by the CO CCVAT Working Group (CH, TRCA, NPCA and MECP). Just over 40 participants attended from a diversity of sectors including municipal, private consultants and conservation authorities).





## TRACK AND INFLUENCE POLICY DEVELOPMENT

Conservation Ontario identifies and responds to government policy initiatives which impact conservation authority business and create opportunities to advance an integrated watershed management approach that can contribute to achieving outcomes that build social, economic and environmental resilience across Ontario's watersheds.

Working with conservation authorities, Conservation Ontario develops a variety of policy positions and statements, backgrounders, reports, whitepapers and submissions that respond to initiatives and issues.

In 2021, 16 Submissions to Provincial and Federal consultations were developed by Conservation Ontario with direct input from 34 of 36 CAs; *Conservation Authorities Act* submission on Phase 1 Regulations engaged 26 CAs.

Topics also included: Creation of Canada's Water Agency and a Federal Standing Committee's Fresh Water Study, Modernization of legislation/Provincial Plans (e.g. 2 Planning Act/+2 Minister's Zoning Orders related, Greenbelt Plan, Ontario Professional Foresters Act), Modernization of various Regulations under

various Acts (e.g. Drainage Act, Public Lands Act/shore land erosion control structures, Water Resources Act, and Endangered Species Act), and, additional Strategic Reviews by the Advisory Panel on Climate Change, Great Lakes PFOS Risk Management, and Environmental Compliance Practices of the Ministry, Environment, Conservation and Parks (MECP).

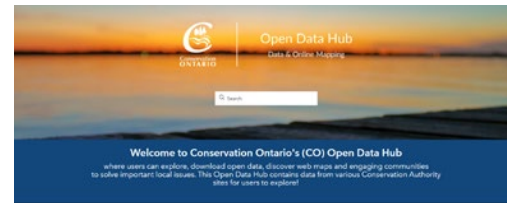
### **Conservation Ontario Class EA**

Conservation Ontario also submitted CO's Class EA Annual Review Report to the Ministry of Environment, Conservation and Parks on the use of the Class Environmental Assessment for Remedial Flood and Erosion Control Projects and continued to work with MECP on streamlining improvements to CO's Class EA.



## AGGREGATING AND DISSEMINATING CA KNOWLEDGE

Over the past five years, Conservation Ontario (CO) has focused efforts on enabling conservation authorities to make data more discoverable, accessible and available through a series of targeted activities made possible through funding provided by the Great Lakes Observing System (GLOS) and by leveraging the collective knowledge and expertise of our colleagues in conservation authorities, federal and provincial government and other key partners with a passion for data sharing in the Great Lakes region.



Since 2016, 13 open data sites have been created and federated resulting in almost 300 datasets being shared with the public. An additional four CA open data sites are expected to launch in 2022 as a direct result of this initiative. In addition, 23 CAs collectively created or uploaded more than 160 metadata records, 87 of which are publicly queryable. An Application Programming Interface (API) is available to ensure other applications can query these and future records as they are created. A further 7 CAs currently share water quality data through Great Lakes DataStream, launched in late 2021. All of these data, including over 460,000 observational records across almost 1,000 sites, are now discoverable through [Conservation Ontario's Open Data Hub](#).





## TRAINING AND PROFESSIONAL DEVELOPMENT PROVIDED TO CONSERVATION AUTHORITIES

### Training

- **CO DWSP Road Salt Management Workshop** (Jan)  
*22 CA staff; 19 CAs*
- **Level 1 Provincial Offences Officer Training** (Mar – Apr)  
*CA staff: 26; 16 CAs*
- **Level 1 Provincial Offences Officer Training** (Sept – Oct)  
*CA staff: 33; 19 CAs*
- **Pre-Latornell Section 28 Regulations Workshop 2 Days** (Nov)  
*CA staff: 110; 32 CAs*
- **2021 MOU between CO and Hydro One** (Aug)  
*CA staff: 55; 24 CAs*
- **Conservation Authorities Act S.28 Discussion and Training Session** (Mar)  
*CA staff: 112; 33 CAs*
- **Conservation Authority University Executive Development Program**  
19 virtual sessions in Jan-Feb and Oct 2021, 3 regional in-person 1 day workshops were held in the Fall of 2021 and a 2 day in person training was delivered in December 2021  
*39 Senior CA staff from 21 CAs registered*

### Webinars

- **Conservation Ontario / Association of Municipalities of Ontario: Overview of CAA Phase 1 Regulations** (Nov)  
*CA staff: 111; 30 CAs*
- **Provincial Flood Forecast and Warning Webinar Series** (5 sessions, Sept – Nov)  
*CA staff: 81, 36 CAs*
- **Conservation Areas Workshop Series**  
(4 webinars June – Dec)  
*CA staff: 444; CAs: 36 CAs (CO Comms support)*
- **Rekindle the Sparks Education Webinar Series**  
(2 webinars Mar & Apr)  
*CA staff: 26; CAs: 9 CAs*
- **Rekindle the Sparks Full Day Conference: Protecting Watersheds Through Education** (Nov)  
*CA staff: 68; 25 CAs (CO support)*
- **Latornell 2020 Leadership Development Project**  
(2 additional webinars Jan/Feb 2021)  
*CA staff: 285*
- **Latornell 2021 Conservation Symposium**  
(6 webinars Sept – Dec)  
*CA staff: 635*
- **Mandatory Vaccination Policies: Your Questions Answered** (October)  
*CA staff: 33; 24 CAs*
- **WECI Program - 2021-2022 Information Webinar**  
*CA staff: 39; 35 CAs*
- **CA University: GM Sessions Implementation of CAA phase 1 Regulations**  
3 virtual sessions Nov-Dec ranging from 40-60+ CA staff, 27-34 CAs at each session

## HEALTHY HIKES

In the 2021 Healthy Hikes campaign, Conservation Ontario and the conservation authorities explored six distinct themes:



**MAY** – Mental Health & Nature  
Protect Your [Mental] Health



**JUNE** – AccessAbility: Nature for All at Conservation Areas



**JULY** – For The Love of Parks



**AUGUST** – Going Camping?  
#RecreateResponsibly



**SEPTEMBER** – Outdoor Education: Fall Learning Adventure for Kids, Parents and Teachers



**OCTOBER** – Fall Into Nature at Conservation Areas

## GETTING SOCIAL

Other social media campaigns included climate change, 75th Anniversary of the *Conservation Authorities Act*, World Water Day, National Day for Truth and Reconciliation, World Wetlands Day, International Biodiversity Day and Emergency Preparedness Week.



Ontario's Conservation Areas



Conservation Ontario







**LATORNELL**  
CONSERVATION SYMPOSIUM

## LATORNELL 2021

The theme for the 2021 Laturnell Conservation Symposium was **#ConservationMatters**. Six webinars were hosted focusing on innovations in conservation science and planning with topics such as watershed management, offsetting, ecological monitoring tools, natural asset management for climate change, conservation areas programming and Indigenous-led land conservation movements. The webinars featured speakers from conservation authorities, municipalities, ENGOs, consultants and many others. Just over 2,000 people participated in the webinars.

### **2021 Webinars:**

- The Other Watershed Cycle: Monitoring, Planning and Restoration
- Reimagining Conservation Lands for the Future
- The Good, the Bad and the Unknown of Natural Heritage Compensation
- Indigenous Protected and Conserved Areas: What Does That Mean and What Could That Look Like?
- Ecological Monitoring Tools
- Nature Based Solutions for a Changing Climate

Recordings of the Webinars can be found here: [www.laturnell.ca/webinars](http://www.laturnell.ca/webinars)



## GREENSPACES PROVIDE HEALTH SAVINGS

### 2021 RESEARCH PUBLISHED BY ECOHEALTH ONTARIO

Quantifying the health savings accrued by greenspaces was the focus for a series of three business cases published in 2021 by the Greenbelt Foundation and EcoHealth Ontario. The research is the result of several years of work and is the first of its kind in Ontario to estimate the healthcare saving from urban green infrastructure.

The case studies included a project to plant additional trees in order to increase the tree canopy in a Brampton neighbourhood to help adapt to impacts from heat and air pollution; a parking lot transformation into an urban downtown park in Peterborough; and developing a survey and outdoor recreation program which can be used with seniors in Peel Region to improve their life satisfaction and general well-being. Credit Valley Conservation and the Toronto and Region Conservation Authority oversaw two of the case studies.

Conservation Ontario is a member of EcoHealth Ontario and oversees the EcoHealth newsletter and website.

### FRIEND OF THE GREENBELT AWARD

In 2021, Conservation Authorities (CAs) were recognized with the prestigious Friend of the Greenbelt Award for their innovative solutions to COVID-19 response and recovery. Throughout pandemic conditions in that year, CAs ensured that conservation areas remained open and that visitors were safe.

Ontario's conservation areas fulfill an important role as local destinations for recreational and nature-based opportunities across the province.

Initially, approximately half of the conservation authorities had to close some or all their conservation areas in the early days of the pandemic. As well, conservation areas had to

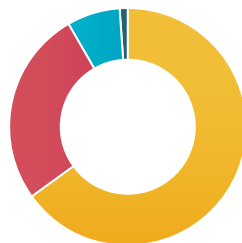
grapple with unprecedented surges in visitors and many trails were overrun due to more people trying to get out in nature.

To accommodate these challenges, conservation authorities used innovative approaches such as new or updated reservation systems, developed pandemic protocols, and created innovative programming including: Forest Therapy programs, "Storybook Walk(s)" in partnership with a local library, and mobile apps to create a "Talking Forest", teaching visitors about biodiversity in the area.

The Award recognizes leaders from across the Greater Golden Horseshoe region who champion, innovate, and ensure the ongoing success of Ontario's Greenbelt. It was presented to Conservation Ontario on behalf of Ontario's conservation authorities.

## 2021 FINANCIALS

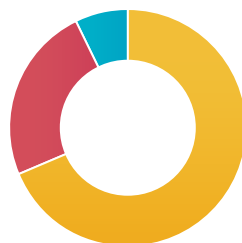
### CONSERVATION ONTARIO



#### REVENUES

65%	Membership Fees	\$1,330,002
27%	Special Projects	\$548,704
7%	Source Water Protection	\$144,793
1%	Other	\$21,806

**TOTAL** **\$2,045,305**



#### EXPENDITURES

69%	Operations	\$1,388,087
24%	Special Projects	\$487,353
7%	Source Water Protection	\$144,793

**TOTAL** **\$2,020,233**





### CONSERVATION ONTARIO

120 Bayview Parkway, Newmarket, Ontario, L3Y 3W3

**tel:** 905-895-0716

**email:** [info@conservationontario.ca](mailto:info@conservationontario.ca)

**web:** [conservationontario.ca](http://conservationontario.ca)

 *Ontario's Conservation Areas / Conservation Ontario*

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 *@con\_ont*

## REPORT

3226/21

TO:	Board of Directors, Mississippi Valley Conservation Authority
FROM:	Angela Millar, Treasurer and Sally McIntyre, GM
RE:	<b>Budget Control Report – up to April 30, 2022</b>
DATE:	May 11, 2022

### Recommendations:

That the Board receive this Budget Control Report for information purposes.

### 1.0 PURPOSE

The purpose of this report is to provide a comparison between year-to-date expenditures and revenues and the approved 2022 Budget.

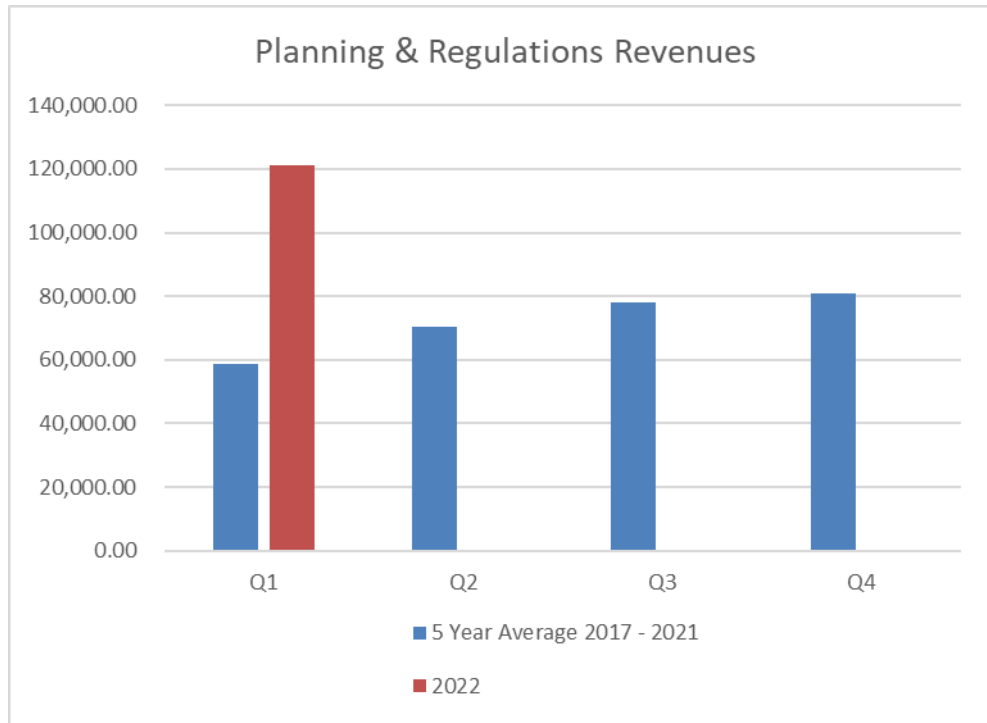
### 2.0 FINDINGS

As of April 30, 2022, revenues overall are slightly below average for this time of year, and expenditures are tracking normally as shown in Table 1.

Table 1: Operations Budget	2021 Actual	2022 Budget	Year-To-Date as at: April 30, 2022	%YTD
<b>Expenditures</b>				
Corporate Services	\$657,185	\$663,722	\$204,647	31%
Watershed Management	\$1,677,347	\$2,265,030	\$576,982	26%
Flood and Erosion Control	\$617,894	\$812,448	\$229,147	28%
Conservation Services	\$581,687	\$830,674	\$216,293	26%
<b>Total Operating</b>	<b>\$3,534,115</b>	<b>\$4,571,874</b>	<b>\$1,227,069</b>	<b>27%</b>
<b>Revenues</b>				
Municipal Levy	\$2,537,892	\$2,840,966	\$907,048	32%
Provincial Transfer Payment	\$128,436	\$128,436	\$0	0%
Special Grants	\$64,467	\$273,544	\$133,851	49%
User Fees & Contract Revenue	\$738,354	\$530,590	\$185,847	35%
Special Reserves	\$0	\$703,604	\$0	0%
Other	\$64,966	\$94,734	\$323	0.01%
<b>Total Revenues</b>	<b>\$3,534,115</b>	<b>\$4,571,874</b>	<b>\$1,227,069</b>	<b>27%</b>

Planning and permit revenues continue to be strong during this quarter as demonstrated in Figure 1.

**Figure 1: 2022 Planning & Regulations Revenues  
versus 5-year average (2017-2021) by Quarter**



Many planning reviews initiated in 2021 were completed in the first quarter of 2022, with associated revenues collected this fiscal. This is reflected in the above average revenues in the first quarter of 2022. Almost the same number of permit applications were received over the same period in 2022 compared to 2021. While there has been a decrease in routine type permits (shoreline stabilization, septic replacement), there continues to be an increase in permitting/planning applications involving more complex type of work (larger residential and commercial developments.)

The province has not yet confirmed whether MVCA will receive the same annual transfer payment of \$128,438 in 2022 as it has since 2019 under Section 39 of the *Conservation Authorities Act*. It is anticipated that the Authority will receive the same amount in 2022 as it has never been the provincial practice to increase allocations to address inflation.

The annual insurance premium renewal documents were received recently have not been included in this report. The renewal information suggests a very large increase to our insurance costs for 2022. Staff have asked Marsh Canada Inc. to provide further details and rationale for the proposed increase. This information will be provided to the Board once received.

There are no other items of significance from Q1.



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## REPORT

3219/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	<b>GM Update</b>
DATE:	May 11, 2022

### For Information.

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#### EXTERNAL

- New Regulations** – On April 20, 2022 new regulations were release under the *Conservation Authorities Act*. While no significant concerns have been identified, some may arise as CAs move to implement. In summary:
  - [O. Reg. 402/22: Budget and Apportionment](#) – many of the procedural elements regarding the development, approval and posting of annual budgets reflect current practice and pose no concern.
  - [O. Reg. 401/22: Determination of Amounts Under Subsection 27.2 \(2\) of the Act](#) – provides for recovery of source protection program and service costs under the *Clean Water Act*. This will be something to watch in the event that the province defunds this area in future.
  - [O. Reg. 400/22: Information Requirements](#) – pertains to transparency in governance of the Authority. Most items requiring disclosure are already posted on our website, and there are no concerns regarding posting outstanding items. Of concern are the timelines for sharing minutes with member municipalities and for updating the Authority's website.
  - [O. Reg. 399/22: Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act](#) – provides for the setting of fees for Category 3 programs and services that are subject to Cost Apportionment Agreements (CAAs) with member municipalities.
- Transition Plan Implementation** – On May 2<sup>nd</sup>, MVCA participated in a workshop hosted by MECP regarding Program and Service Inventories submitted by CAs. The only item of concern regarding MVCA's inventory relates to our difficulty in confirming the initiation date of existing municipal service agreements where documentation is incomplete.

MVCA is partnering with Quinte Conservation to hold a kick-off meeting with representatives from North Frontenac, South Frontenac, and Addington Highlands on May 16 to begin to discuss the inventories and next steps for the drafting or update of existing agreements to meet new regulatory requirements. MVCA is tentatively scheduled to hold a similar meeting with Lanark municipalities on May 31 in partnership with RVCA; and will reach out to Greater Madawaska to determine how best to engage in these discussions. The three CAs operating within the City of Ottawa are collaborating with city staff to arrange a joint session.

3. **Significant Planning Reviews** – Authority staff have provided comments to the Town of Carleton Place on its Water & Wastewater Master Plan, and are currently reviewing and commenting on the stormwater management planning work of the City of Ottawa, with a focus on the Carp River watershed.

## INTERNAL

4. **COVID** – We opened our doors to the public on May 2. Masks and personal pre-screening are still required to mitigate transmission and sick leave in the workplace. Full meetings in the boardroom are now possible.
5. **Annual Report** – Attached is the Annual Report for 2021 that highlights key accomplishments and challenges of the previous year. A tremendous amount of work was completed including processing a record number of permits, obtaining LiDAR data for the upper watershed, flood plain mapping of Casey Creek, and final design and approvals, funding securement, tendering and award, and commencement of the Shabomeka Lake Dam project.
6. **Staffing**
  - Ross Ferguson will be retiring the end of May after 35+ years with the Authority. Ross began as a summer student and moved through various positions before assuming his current role of Operations Manager. As such, he has a wealth of knowledge regarding the full spectrum of Authority activities and is a tremendous resource to everyone. He has kindly agreed to continue to provide us support as we transition to a new employee. We all wish Ross a happy, healthy, and long retirement.
  - The following students have been hired to support delivery of our summer programs and services:
    - Monitoring Program: Jesse Duckett and Sydney Matthews
    - Stewardship/ALUS program: Madison Miller
    - Engineering: Callum Anderson



# ANNUAL REPORT 2021



May 2021

# Chair's Report

JEFF ATKINSON, CARLETON PLACE

## Another Busy Year!

This past year was another busy one for the Board of Directors, but more significantly the hard-working staff at the Mississippi Valley Conservation Authority.

In February, the province released long-awaited new regulations that brought changes to the way Ontario's Conservation Authorities are governed, operated, and funded. Among these new rules were two-year term limits for the people that serve as Chair and Vice-Chair of the Board of Directors. As a result, Janet Mason stepped aside after two years as Chair and I was chosen to succeed her.

I want to acknowledge Janet's leadership over her shorter-than-expected term, in particular her drive to establish the Carp River Conservation Area. This new conservation area, with its living classroom, is a wonderful asset for the MVCA within the City of Ottawa that will be enjoyed by residents and used by schools. I also want to thank Janet for stepping into the Vice-Chair position and continuing to share her good advice and wisdom.

The new regulations also brought with them new reporting requirements, new deadlines for permit applications, and – most significantly – new definitions for the “core” functions performed by Conservation Authorities and how member municipalities will fund them going forward. Adapting to these changes will take time. For programs no longer considered “core” —such as the museum and education centre at the Mill of Kintail, or summer camp programs — MVCA will seek to secure funding through agreements with local municipalities where possible. By-laws and policies are being updated. Staffing levels and workloads across the MVCA are also being reviewed to ensure that it can deliver these refocused priorities efficiently and sustainably.

The past year was not only about adapting to change. It was also a year of some significant accomplishments. Among those was the completion of the Mississippi River Watershed Management Plan. Forward-looking, well researched, and informed by voices from across the watershed, this foundational document will serve as a guide for local municipal planning and activities for years to come.

Floodplain mapping for the lower Mississippi River was reviewed and updated using state-of-the-art mapping technology. MVCA also embarked on a major data acquisition project in partnership with the counties and other eastern Ontario CAs. Detailed geo-referenced elevation data obtained using LiDAR technology will allow for the development of models vital to the design and operation of the system to mitigate the impacts of future floods and drought. Structural reviews and repairs to key water control structures were also completed in 2021, most notably the dams at Shabomeka Lake and Kashwakamak Lake.

As we move into 2022, MVCA will continue to adapt and adjust its planning and operations to align with the new priorities set by the province. On the horizon will be the establishment of permanent Public Advisory Committees for the Mississippi and Carp watersheds, the start of negotiations with local municipalities towards MOUs and Cost Apportionment Agreements (CAAs) for the funding of non-core programs, and further tweaks to by-laws where necessary.

And, as always, the dedicated and hard-working staff at the MVCA will continue to deliver programming and services to municipalities and residents within the Mississippi and Carp river watersheds. I want to specifically acknowledge the good work that our staff do. The past few years have been challenging – significant staff turnover including changes in senior management, changes in regulations and work priorities, a hundred-year flood, an unprecedented building boom, and then wave after wave after wave of plague. Despite that, the work gets done, and done well. Thank you!

# General Manager's Report SALLY MCINTYRE

## Highlights from 2021

The pandemic continued to pose operational challenges and required periodic adaptations during the year as understanding of the virus evolved and lockdowns were imposed and lifted. Despite this, productivity at the Authority was largely unaffected in 2021 with staff tackling projects on various fronts and achieving significant accomplishments, as summarized below.

### **Risk Management**

Almost all staff at MVCA are involved in risk management activities in various ways. 2021 saw a record number of permit and planning applications as shown on the following page. Permits and plan reviews help to prevent damage to people and property from natural hazards, and protect habitat and wildlife from the cumulative impacts of land development. Other risk management work carried out in 2021 including the following:

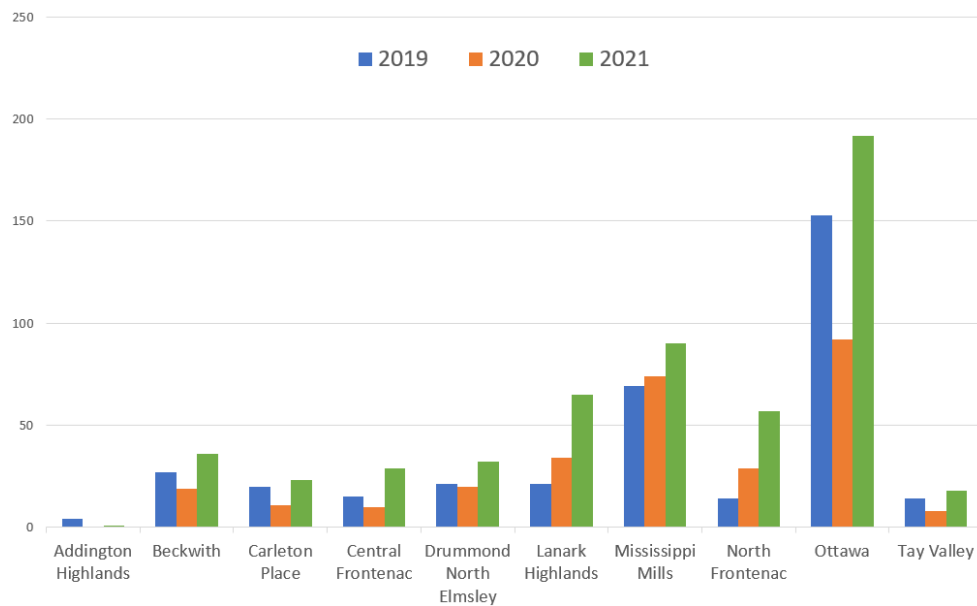
- Reconstruction of the Shabomeka Dam embankments was tendered twice due to extraordinary pricing being experienced because of the pandemic and construction boom.
- A Dam Safety Review (DSR) was completed of Kashwakamak Dam, which resulted in update of its Hazard Potential Classification (HPC) from Low to High.
- An erosion control project on Carp Creek for the City of Ottawa was completed successfully.
- Regulatory mapping was prepared and approved for Casey Creek, a tributary to Constance Creek in the City of Ottawa.
- Review and update of Lower Mississippi River flood plain mapping commenced.
- High resolution geo-referenced elevation data was collected using LiDAR technology in the upper watershed.
- Completed 195 dam operations and installed 2 new auto-data gauges for system monitoring.



### 2021 Planning Applications

	Severance	Zoning Amend't	Minor Variance	Site Plan	DPA	OPA	Subdiv.	Condo	TOTAL
Addington Highlands			1						1
Beckwith	5	6	6	18			1		36
Carleton Place	2				18	1	2		23
Central Frontenac	17	2	10						29
Drummond North Elmsley	17	6	9						32
Lanark Highlands	41	9	10	2		3			65
Mississippi Mills	35	18	21	11		2	3		90
North Frontenac	28	8	20	1					57
Ottawa	80	34	29	36		3	8	2	192
Tay Valley	10	1	2	5					18
<b>TOTAL</b>	<b>235</b>	<b>84</b>	<b>108</b>	<b>73</b>	<b>18</b>	<b>9</b>	<b>14</b>	<b>2</b>	<b>543</b>

### Volume of Applications 2019-2021



### LiDAR Flight Lines

MVCA jurisdictional boundary  
Flown in 2021  
Planned for 2022

### **Conservation Areas & Programming**

The pandemic continued to impact program delivery in 2021, however, the public continued to patronize our sites at record numbers. While no education programs ran for a second year, many homeschool groups made use of the site and trails throughout the year. The museum saw about 1,500 visitors; and several small weddings occurred during the summer and fall at the Cloister on the Hill. Our friends at Haunted Walk Ottawa partnered with Phantoms of Yore and held two sold-out events with proceeds going to the museum. And, buildings and grounds were beautifully decorated for the December festive season to boost attendance and community morale.

Several capital improvements were made at our sites including the following:

- Phase 1 work began on rebuilding the boardwalk through Purdon Conservation Area fen.
- Painting and final renovations of the Boy Scout Cabin at the Mill of Kintail Conservation Area.
- Renovation of the verandah on the historical gatehouse at the Mill of Kintail.

### **Mississippi River Watershed Plan**

In July, the Board approved the watershed plan for the Mississippi River. Forward-looking, well researched, and informed by voices from across the watershed, this foundational document will serve as a guide for local municipal planning and activities for years to come.

### **System Monitoring**

Due to the pandemic, field monitoring was curtailed for a second year, with activities focused on completing a full season of the provincial water quality monitoring network (PWQMN) and the City's baseline monitoring program. Provincial groundwater monitoring network (PGMN) sites were checked throughout the year, however, end of season sampling was reduced to 7 of the 9 wells. Seven lakes were sampled, and stream monitoring was reduced to the temperature monitoring protocol while fish and benthic sampling continued to be on hold. Additionally, the City Stream Watch program was not conducted in 2021.

### **Stewardship Program**

A Stewardship Plan was prepared to guide activities over the coming years with the goals to:

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

The Stewardship Program saw nine planting events on private properties along the Mississippi River and Ottawa River that included enhancement to a wetland area and replacement of shrubs in the riparian buffer of Centennial Park in Carleton Place. Shrubs were planted along 369 metres of shoreline, with 1514 m<sup>2</sup> of riparian area restored. And tree planting days were held on both Sharbot and Dalhousie Lakes in association with community partners.

## Corporate Planning

The Board approved a new 5-year [Corporate Strategic Plan](#) with a focus on the following goals:

- Asset Management – revitalize watershed management activities and invest in our legislated mandate.
- Community Building – engage local partners to foster connections, leverage our resources, and strengthen our “social license” to operate.
- People and Performance – support the operational transformations required to achieve MVCA’s priorities and to address legislative changes.

## Workforce Plan

Given continued growth in planning applications, regulatory mapping needs, and the Authority’s capital program, a review of staff requirements was carried out that resulted in Board approval of a Workforce Plan in October. The Plan provided for the addition of 3.33 full-time equivalent (FTE) staff to support existing employees in delivering the Authority’s mandate.

## Managing Stress in the Workplace

Recognizing the amount of change and pressures occurring in the workplace, a survey of employees was carried out mid-year to identify stressors and to continue to identify ways to reduce and mitigate workplace stress. It pointed to many areas requiring improvement, and work in this area continues.

## Regulatory changes

In October, the province released the following regulations under the *Conservation Authorities Act*:

- O. Reg. 686/21 - prescribes the mandatory programs and services CAs are to provide.
- O. Reg. 687/21 - requires each CA to have a Transition Plan, to develop an inventory of programs and services, and to enter into agreements with participating municipalities.
- O. Reg. 688/21 – consolidates rules of the 36 CAs that govern conservation areas into one document, with no significant changes.

A Transition Plan setting out the process to be followed for moving to the new funding model was approved by the Board in December and submitted to member municipalities for information.

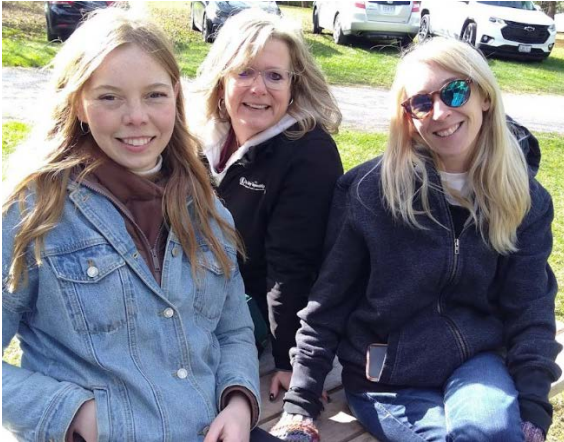




## Approved 2021 Financial Statements CROSS STREET, FEBRUARY 2022

Statement of Financial Position as at December 31,	2021	2020
<b>FINANCIAL ASSETS</b>		
Cash	\$ 4,331,890	1,335,801
Short-term investments (note 3)	-	1,605,160
Accounts receivable, trade and other (note 4)	369,265	520,284
	<u>4,701,155</u>	<u>3,461,245</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	770,993	285,400
Deferred revenue (note 5)	671,654	490,698
Current portion of long-term debt (note 6)	149,722	144,759
Long-term debt (note 6)	3,630,983	3,780,705
Retirement benefit liability (note 7)	151,794	152,376
	<u>5,375,146</u>	<u>4,853,938</u>
<b>NET FINANCIAL ASSETS</b>	<u>(673,991)</u>	<u>(1,392,693)</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (note 8)	6,842,473	6,548,656
Intangible assets (note 9)	51,338	-
Prepaid expenses	22,714	22,037
	<u>6,916,525</u>	<u>6,570,693</u>
Contingent Liabilities and Commitments (note 15)		
Subsequent Events (note 16)		
<b>ACCUMULATED SURPLUS (note 10)</b>	<u>\$ 6,242,534</u>	<u>5,178,000</u>

Statement of Operations for the year ended December 31,	Budget	2021	2020
	(Note 11)		
<b>Revenue</b>			
Municipal levy - general	\$ 3,244,667	3,330,540	3,046,450
Municipal levy - special	62,000	62,000	36,352
	<u>3,306,667</u>	<u>3,392,540</u>	<u>3,082,802</u>
Other revenue (Schedule 1)	1,640,259	1,427,865	639,165
Government grant - Ministry of Natural Resources	128,438	128,436	128,436
Government grant - other provincial	13,445	13,445	13,445
Conservation area - fees, sales and rental	46,000	94,440	62,949
Supplementary programs	-	19,908	25,871
Donations	15,500	21,077	16,743
	<u>5,150,309</u>	<u>5,097,711</u>	<u>3,969,411</u>
<b>Expenses</b>			
Corporate services (Schedule 2)	677,585	696,913	609,972
Watershed management (Schedule 2)	1,786,562	1,687,597	1,304,537
Flood and erosion control (Schedule 2)	679,853	626,912	700,571
Stewardship services (Schedule 2)	647,662	581,687	646,307
Supplementary programs (Schedule 2)	-	20,416	16,026
Interest on long-term debt	-	131,835	148,167
Amortization of assets	-	287,817	289,018
	<u>3,791,662</u>	<u>4,033,177</u>	<u>3,714,598</u>
<b>Excess of revenue over expenses</b>	<u>1,358,647</u>	<u>1,064,534</u>	<u>254,813</u>
<b>Accumulated Surplus, Beginning of Year</b>	<u>5,178,000</u>	<u>5,178,000</u>	<u>4,923,187</u>
<b>Accumulated Surplus, End of Year (note 10)</b>	<u>\$ 6,536,647</u>	<u>6,242,534</u>	<u>5,178,000</u>



**Your partner in risk management, resource conservation, and stewardship.**



10970 Highway 7, Carleton Place ON, K7C 3P1  
(613) 253-0006 | [info@mvc.on.ca](mailto:info@mvc.on.ca)