



## Finance and Administration Advisory Committee

Via Zoom and In Person

1:00 pm

October 11, 2022

<https://us06web.zoom.us/j/87150616319?pwd=U05PWm9lWktNdFh1dIR3ME9WR0VNQ09>

Dial: 1-778-907-2071 Passcode: 963358

Meeting ID: 871 5061 6319

### **AGENDA**

#### **ROLL CALL**

#### **Adoption of Agenda**

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

1. Approval of Minutes: Finance & Administration Advisory Committee, April 29, 2022, Page #2
2. Operating Reserve Balance, Report 3245/22 (S. Millard), Page #6
3. Job Evaluation Results and Implementation, Report 3246/22 to follow- IN CAMERA (S. McIntyre/S. Millard)
4. Market Assessment of MVCA Jobs, Report 3247/22 to follow- IN CAMERA (S. McIntyre/S. Millard)
5. Mill of Kintail Museum Roof, Report 3248/22 (S. Lawryk), Page #10
6. IT Network Review, Report 3249/22 (A. Broadbent), Page #11
7. Corporate Needs Assessment Update, Report 3250/22 (S. McIntyre), Page #14
8. Proposed 2023 Fee Schedules, Report 3251/22 (M. Craig, Page #22
9. 2023 Budget Assumptions, Report 3252/22 (S. McIntyre/S. Mallard), Page #32

#### **Other Business**

#### **ADJOURNMENT**



**FINANCE AND ADMINISTRATION ADVISORY COMMITTEE**

Via Zoom

**MINUTES**

April 29, 2022

**MEMBERS PRESENT:**

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

**MEMBERS ABSENT:**

E. El-Chantiry  
A. Tennant

**STAFF PRESENT:**

S. McIntyre, General Manager  
L. Williams, Recording Secretary  
M. Craig,

**GUESTS PRESENT:**

J. Karau

C. Lowry called the meeting to order at 10:02a.m.

**FAAC04/29/22-1**

**MOVED BY: J. Atkinson**  
**SECONDED BY: P. Sweetnam**

**Resolved, That the Agenda for the April 29, 2022 Finance & Administration Advisory Committee meeting be adopted as presented.**

**“CARRIED”**

**BUSINESS**

1. Approval of Minutes

J. Mason noted an error in the minutes. It was agreed that the item stating P. Sweetnam being moved as Chair must be changed to Vice-Chair.

**FAAC04/29/22-2**

**MOVED BY: P. Kehoe**  
**SECONDED BY: J. Atkinson**

**Resolved, That the Minutes of the Finance & Administration Advisory Committee meeting held April 11, 2022 be received and approved as amended.**

**“CARRIED”**

2. Per Diems & Honoraria, Report 3220/22

S. McIntyre presented Report 3220/22 regarding per diems and honoraria for Board and Committee members. She noted that mileage rates were not included in the report as they had been a topic at the previous meeting with a motion passed. S. McIntyre explained the rationale for compensation is based on increased workloads of the Chair and Vice Chair as well as a way of attracting members. She noted that the Chairs and Vice Chairs are seen as support roles for the General Manager.

P. Sweetnam noted his support for the honorarium. J. Mason mentioned that other neighbouring Conservation Authorities (CAs) do not have honoraria for their chairs. She asked if the General Manager had been in contact with these other CAs regarding the matter. S. McIntyre said she had not. Because MVCA tries to match policies of neighbouring CAs, J. Mason requested contact be made as she was curious to know their rationale. J. Atkinson suggested as an alternative to offering honoraria, adding a premium to per diem of Chairs and Vice-Chairs – this would be to acknowledge the preparation and potential missed work time for those members.

**FAAC04/29/22-3**

**MOVED BY: J. Mason**  
**SECONDED BY: P. Sweetnam**

**Resolved, 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.**

**“CARRIED”**

**3 in favour, 1 opposed**

3. Managing Stress in the Workplace, Report 3221/22

S. McIntyre presented Report 3221/22 regarding managing stress in the workplace and an action plan related to such. She reviewed stressors of last few years including; flooding in 2019,

repairs related to said flooding (both in regards to an influx of permitting as well as major repairs of MVCA structures), retirements (noting lack of succession planning), implementation of work structure changes, various changes in management, a housing boom within the MVCA watershed, and the COVID-19 pandemic. She pointed out that the results of the Psychosocial Survey conducted in August 2021 have been provided to Board of Directors.

Discussion took place regarding the action plan laid out in the aforementioned report. J. Mason raised the role of 'leadership' in effecting change. S. McIntyre identified various ways in which the GM and management team had responded to managing stress in the work place including securing new funds through the budget to add to the staff component and ensure proper compensation of staff; filling vacancies; documenting business processes to facilitate employee onboarding and cross-training; adjusting priorities and balancing workloads to better align with existing current resources; seeking external support with managing challenging workplace issues.

J. Atkinson noted the requirement for considerable training and acknowledged the time demand but agreed that the training is necessary to help staff. He suggested that the General Manager also take part in training alongside staff to demonstrate collectivity. S. McIntyre clarified that when "management" is mentioned in this action plan, that this is to include the General Manager as well. J. Atkinson's final suggestion was that staff be made aware that the Board of Directors had been provided with the psychosocial stress assessment, highlighting that this awareness could help improve vertical trust.

P. Sweetnam agreed that staff must be made aware that the Board of Directors has received the report. He went on to suggest that a way of showing appreciation to staff would be for the Board extend the time of their meetings to include staff presentations instead of pushing back or eliminating these presentations from the meetings in the case meetings are running longer than expected. He included that the proposed staff barbeques are another good way of showing appreciation for staff's efforts. P. Sweetnam noted the prudence of and showed his support in hiring consultants to help navigate difficult scenarios that may arise.

J. Karau asked the General Manager if management approved of the proposed action plan. S. McIntyre confirmed that both management and the Joint Health and Safety Committee (JHSC) are in support. J. Karau asked if the rest of that staff was supportive of the Plan. S. McIntyre responded that many people did not respond to the survey regarding the Plan; and she did not have enough information to provide a confident answer. J. Karau suggested that both the General Manager (S. McIntyre) and the Chair of the Board (J. Atkinson) present the action plan to staff to demonstrate that the Board of Directors approves of the proposed action plan.

J. Atkinson suggested that JHSC minutes be shared with Board members; and that the Committee make a presentation to the Board in spring 2023 following the next psycho-social survey. C. Lowry suggested it be put to a motion.

**FAAC04/29/22-4**

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

**Resolved, 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.**

**“CARRIED”**

**FAAC04/29/22-5**

**MOVED BY: J. Mason**  
**SECONDED BY: J. Atkinson**

**Whereas the F&A Committee recognizes ongoing concerns of some staff regarding issues related to vertical trust,**

**Be it resolved that the Finance and Administration Committee recommend that the Board:**

- a) receive quarterly minutes of the JH&SC as part of the General Manager’s Update; and**
- b) receive an annual report from the JH&SC in Spring 2023 concurrent to receiving the second psycho-social survey results.**

**“CARRIED”**

**3 in favour, 1 opposed**

**ADJOURNMENT**

The meeting was adjourned at 11:00 am.

**FAAC04/11/22-6**

**MOVED BY: J. Atkinson**  
**SECONDED BY: P. Kehoe**

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

**“CARRIED”**

“L. Williams, Recording Secretary

C. Lowry, Chair”

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## REPORT

3245/22

TO:	Finance & Administration Advisory Committee
FROM:	Stacy Millard, Treasurer and Sally McIntyre, GM
RE:	<b>Operating Reserve Balance</b>
DATE:	October 5, 2022

### FOR INFORMATION

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#### 1.0 PURPOSE

Staff will be drafting the 2023 Budget over the next six weeks. In the interim, direction is required on several matters such as the results of recent job evaluation and salary market assessments and continued phased-implementation of the 2021 *Workforce Plan* onto the municipal levy. The purpose of this report is to update the Board on the current and projected state of the Operating Reserve to help support board decision-making in the lead-up to budget.

#### 2.0 2022 BUDGET vs. ACTUAL

The 2021 year-end balance of the Operating Reserve was \$1,453,799. The 2022 Budget identified the following expenditures to be offset by drawdown of the Operating Reserve:

- \$250,808 for phased implementation of the *Workforce Plan* and previously approved wage increases; and
- \$177,447 to support delivery of three projects under a \$1.83 million grant received through the federal Nature-based Climate Solutions program (of which \$133,000 was to be repaid to the Authority in 2023 through fundraising by the MVC Foundation.)
- \$47,275 for implementation of the LiDAR project. As a result of retroactive funding by the federal government, MVCA is project to realize a cost savings of \$13,445 in 2022.

To date, most expenditures have proceeded as planned with the exception of the following:

- Workforce Plan implementation is underspent due to lack of progress on:
  - Review of MVCA's approach to educational programming (\$15,000)
  - Implementation of an automated timesheet and payroll system (\$10,000)
- Federal Nature-based Climate projects are underspent as follows:

- Wetland restoration project (\$11,750)
- Land Conservation Plan project (\$92,050)

Therefore, while the 2022 Budget projected a year-end Operating Reserve balance of \$1,025,544, it is currently expected to be in the order of \$1.16 million.

### **3.0 PREVIOUS & POTENTIAL COMMITMENTS FOR 2023/24**

In 2020<sup>1</sup> and 2021<sup>2</sup>, the Board approved wage increases and the creation of new positions through use of the Operating Reserve and phase-in of those costs onto the municipal levy over time. In 2022, \$250,808 of payroll and related operating costs remain funded through the Operating Reserve and need to move onto the Municipal Levy.

In addition, job reclassifications and phased implementation of wage increases approved by the Board in June 2022<sup>3</sup> place an additional \$15,821 on the payroll in 2023 and further \$5,600 in 2024.

And, job evaluation and market assessment results for jobs reviewed this fall could place an additional \$29,074 pressure on the levy in 2023 and \$6,720 in 2024, assuming implementation of the recommendations contained in Report 3249/22.

### **4.0 AFFORDABILITY ANALYSIS**

Reserve Policies adopted by the Board in July 2022 provide a basis for establishing a year-end target balance for the Operating Reserve, as follows:

Using current year data, sum the following:

- Total payroll cost for 2 pay-periods.
- 2-months of the 3-year running-average annual expense (non-capital.)
- 3-months of the average payroll burden per employee.
- 6-months of the average payroll burden per employee.
- 50% of the annual payroll of grant-subsidized positions.
- 25% of the annual payroll of fee-subsidized positions.
- 25% of the sum of all insurance deductibles.

Add AND subtract 10% of the sum to provide a target range.

<sup>1</sup> Refer to Report 3102/20.

<sup>2</sup> Refer to Reports 3125/21 and 3168/21.

<sup>3</sup> Refer to Report 3232/22.

Using 2022 data, the target year-end balance for 2023 should be between \$575,100 and \$702,900, as shown in Table 1.

**Table 1: 2023 Operating Reserve Year-end Balance**

<b>Cashflow requirements</b>	<b>2022 \$<sup>4</sup></b>
1. Payroll	273,000
2. Planned expenses (non-capital)	169,000
3. Staff departures/overlap	25,000
<b>Unplanned expenditures / Reduced revenues</b>	
4. Protracted vacancy	51,000
5. Delay or loss of a payroll grant	28,000
6. Reduced fee-for-service revenues	80,000
7. Major insurance claim/deductible	13,000
<b>TOTAL</b>	<b>639,000</b>
<b>Minus 10%</b>	<b>575,100</b>
<b>Plus 10%</b>	<b>702,900</b>

In order to achieve this objective, drawdown of the Operating Reserve in 2023 should not exceed \$457,100. Table 2 identifies a phase-in plan that will allow for achievement of the target in 2023, and potential approach for 2024 and 2025.

**Table 2: Recommended Phasing onto Municipal Levy**

<b>Item</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>2022 Amt. on Op. Reserv.</b>	\$250,808	\$250,808	\$198,121	\$109,430
<b>New Pressures</b>				
June Job Eval. (JE) project		\$15,821	\$5,600	\$0
September JE/Market Assessment project		\$29,074	\$6,720	\$0
Subtotal		\$295,703	\$210,441	\$109,430
<b>Municipal Levy</b>		\$97,582	\$101,011	\$109,430
<b>Operating Reserve</b>		\$198,121	\$109,430	\$0

The above approach leaves enough in the Operating Reserve to provide for phase-in of costs over 2023, 2024 and 2025, with an impact on the municipal levy of 3.5%, 3.5% and 3.7% respectively. These increases exclude all other budgetary pressures including cost of living increases.

<sup>4</sup> Rounded to nearest \$500 for ease of use.



## 5.0 CORPORATE STRATEGIC PLAN

Implementation of the Workforce Plan and transfer of those costs over time to the municipal levy supports achievement of the following goal and objectives:

Goal 3: People and Performance – 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.

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## REPORT

3248/22

TO:	Finance & Administration Advisory Committee
FROM:	Scott Lawryk, Property Manager
RE:	<b>Mill of Kintail Museum Roof</b>
DATE:	October 5, 2022

### For Information

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#### 1.0 BACKGROUND

The Mill of Kintail Museum roof was shingled with cedar shakes in 2001. The life expectancy of the roof was 25 years and the most recent 10-year Capital Plan projected replacement of the roof in 2028. However, upon inspection by MVCA staff this summer, it was realized that there were multiple holes/leaks and that repairs were needed. A roofing company was contracted to complete the repairs and help provide a full assessment of the roof. Repairs were completed during the first week of September. Recent repairs are considered to be a temporary fix as the overall condition of the roof indicates it requires replacement. Unlike metal and asphalt shingles, cedar roofing requires a high degree of maintenance, and MVCA did not have the resources to invest in annual roof care.

#### 2.0 CURRENT STATUS

The Museum Building is designated as a Heritage Building and the exterior must be maintained in a historically appropriate condition, in accordance with the Mississippi Mills By-law under *Ontario Heritage Act*. MVCA has begun the process of engaging the municipality of Mississippi Mills to better understand roofing material options. It is our understanding that the roof had asphalt shingles previously. MVCA has contacted local contactors to obtain pricing on various options. The current budgeted price in the 10-year Capital Plan is \$50,000.

#### 3.0 NEXT STEPS

MVCA needs to firm up quotes from suppliers to be able to understand the best option for a replacement that would be cost effective, low maintenance, long lasting and fit the needs of the building as described under the *Ontario Heritage Act*. Once a preferred option is confirmed, it is recommended that the work be completed in 2023 to prevent further damage to the museum structure and contents. There are monies in the Conservation Area and Museum Building & Art restricted reserves to carry out the work.

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## REPORT

3249/22

TO:	Finance & Administration Advisory Committee
FROM:	Alex Broadbent, ITC Manager
RE:	<b>IT Network Review</b>
DATE:	October 11, 2022

### RECOMMENDATION

**That the Finance & Administration Advisory Committee recommend inclusion of an IT network review in the 2023 Budget.**

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#### 1.0 PURPOSE

MVCA is facing several pressures that warrant an examination of the IT network. A review was not previously identified in the Implementation Plan for the *2021-2025 Corporate Strategic Plan*, but is considered necessary due to planned expenditures under the 10-year Capital Plan and other pressures. The purpose of this report is to explain the need and obtain direction regarding the inclusion of an IT Network Study in the Draft 2023 Budget.

#### 2.0 PRESSURES

There are three main drivers for this study:

- The need for capital renewal of key assets including servers and the Wi-Fi system.
- The need to accommodate increasingly large data sets and complex models.
- The need to mitigate security breaches/risks and provide IT systems resiliency.

Much of the Authority's IT network will be 10 years old in 2023 and key components are scheduled to be replaced in the near future. For example, the current capital plan identifies replacement of all network servers by 2025 and 40 staff computers by 2030, at an estimated cost of \$90,000.00.

Demands on the system continue to increase and evolve due to ongoing acquisition of large data sets to support the growing development and use of models for flood plain mapping<sup>1</sup>,

<sup>1</sup> DRAPE orthophotography and LiDAR elevation imagery; modeling of the lower Mississippi R. and Carp R.

increasing data storage needs and use of specialty software, growing requirements to continuously maintain network operating systems, and the impacts of emerging technologies.

And, as noted in previous reports, there is a continuous and growing security risk to the Authority's information network, and insurers are requiring enhanced systems and user protocols to be in place to mitigate cyber-security breaches and consequent claims. Almost all activities at MVCA depend upon a secure, reliable, and scalable IT network.

### **3.0 CURRENT STATE**

Currently, the network system is largely located on-site with multiple servers managed using Microsoft Windows operating systems. At a high level, the system is comprised of:

- a dedicated Active directory server;
- a Data storage/application server; and
- a Virtual server machine that hosts three independent servers, comprised of:
  - the GIS server
  - its related MYSQL database, and
  - the virtual server's backup systems

Both the Active directory server and the Data storage/application server require replacement and operating system upgrades. The Wi-Fi system does not meet current needs and existing network switches are dated and will not allow for routing of an updated Wi-Fi network.

### **4.0 DISCUSSION & RECOMMENDATION**

The current capital plan identifies the acquisition and configuration of a server that would host both the Active directory server and the Datastore/Application server, most likely in a virtual environment; and update of the network switches to support an updated Wi-Fi network. However, before making such a significant investment that will commit the Authority to future virtual services, it is recommended that an independent review of MVCA network assets, software, security measures/protocols and disaster resiliency be carried out. The objective of the review would be to:

- Define existing and future use and related network needs;
- Identify business continuity and cyber security vulnerabilities;
- Identify and assess network options such as off-premise cloud network software services (including feasibility, risk, scalability and cost analysis); and
- Develop a phased implementation plan.

The cost of the proposed study is estimated at \$5,000-\$10,000 and would be drawn from the IT Capital Reserve.

## 5.0 STRATEGIC PLAN

This project supports fulfillment of the following corporate goals and objectives:

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

- a) Implement the five-year capital program.
- e) Plan for the next phase of asset development and management.

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.

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## REPORT

3250/22

TO:	Finance & Administration Advisory Committee
FROM:	Sally McIntyre, GM
RE:	<b>Corporate Needs Assessment Update</b>
DATE:	October 6, 2022

### FOR INFORMATION

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The purpose of this report is to provide the Board with an opportunity to consider and discuss the relative priorities of the Authority.

The Implementation Plan for the *2021-2025 Corporate Strategic Plan* provides a list of capital and programs/services needs, considers their urgency using a risk management approach, and recommends priorities for action within the 2021-2025 planning period. It has recently been updated to reflect evolving demands and the current status of projects identified for completion. See attachments 1 and 2.

These documents and board input will be used to draft the 2023 Budget and to update the 10-year Capital Plan.

## Attachment 1:

### Program & Services Work Plan 2021-2025

Programs and Services	Driver	Risk	Scheduled Start Date	Status	Comments
<b>Governance and Administration</b>					
Update Corporate Strategic Plan	Board of Directors / BMP		2021	Completed	
Prepare CSP Implementation Plan	Board of Directors / BMP		2021	WIP	
Prepare and submit Transition Plan	CA Reg 686/21		2021	Completed	
List & Cost Ex. & Fut. Programs & Services	CA Reg 686/21		2022	WIP	
Negotiate Cost Apportionment Agreements	CA Reg 686/21		2022		
Resolve Land Ownership Conflicts/Uncert.	CA Reg 686/21 and BMP		2021	WIP	
Prepare Conservation Area Strategy	CA Reg 686/21		2023		
Prepare Watershed-based Resource Management Strategy	CA Reg 686/21		2023		
Interim Reporting to the Province	CA Reg 686/21		2022		
Address Mental health / stress in workplace	Workplace health/resiliency; Strat. Plan Goal 3		2021	WIP	
Carryout Strategic Land Disposals	Financial/Board Dir.		2021	WIP	
Job Evaluation and Market Assessments	Employee attraction and retention; Strategic Plan Goal 3		2021	WIP	
Business Automation - timesheets	CA Reg 686/21 & Corp. Rptg.		2021	WIP	
Integrate payroll and timesheet systems	Admin. BMP		2021	WIP	
Business process mapping	Admin. BMP		2021	WIP	
<b>Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)</b>					
Carp Watershed Model Development	Strat. Plan Goal 1 – climate ch.		2021	Completed	
Mississippi Watershed Model Development	Strat. Plan Goal 1 – climate ch.		2021	Completed	
Carp Watershed Model Calibration	Strat. Plan Goal 1 – climate ch.		2022	Completed	
Mississippi Watershed Model Calibration	Strat. Plan Goal 1 – climate ch.		2022	WIP	Completion anticipated in Q4 2022
Model data collection	Strat. Plan Goal 1 – climate ch.		2021	WIP	

Programs and Services	Driver	Risk	Scheduled Start Date	Status	Comments
Prepare Natural Hazard Infrastructure Asset Management Plan	CA Reg 686/21 and BMP	High	2023		
Update Natural Hazard Infrastructure Operational Management Plans	CA Reg 686/21 and BMP	High	2022	WIP	
Update OMS manuals	MNRF/CDA	High	2020	WIP	Completion anticipated in Q1 2023
Update Public Safety Plans	MNRF/CDA	Medium	2021	WIP	Completion anticipated in Q1 2023
Develop raster tools for flood forecasting and low flow response	Strat. Plan Goal 1 – climate change	Medium	2021	WIP	
Ice Monitoring Program (Ice Management Plan)	Strat. Plan Goal 1 – climate ch.; CA Reg. 686/21	Medium	2023	WIP	Program launched for winter 2022/2023
Develop digital forms for data collection and dam operation, inspection and maintenance	Operational efficiency and data accessibility	Medium	2022	WIP	Completion anticipated in Q4 2022
Develop automated data QA/QC procedure	Climate Change Adaptation	Medium	2024		
<b>Conservation Areas / HQ Facility</b>					
Transition Museum to new Fin. Model	Bill 108/229; CA reg 687/21	High	2019	WIP	
Prepare Conservation Land Inventory	CA Reg 686/21	High	2022	WIP	
Asset Management Plan – Phase 2	Strat. Plan Goal 1 – Asset Mgt.	Medium	2020	WIP	
Prepare CRCA Master Plan	New asset needs a Plan	Medium	2021	WIP	
Update MOK Master Plan	O.Reg. 687/21 (Cat. 3 elements)	Medium	2023		
Update MICA Master Plan	Prepared in 1987	Medium	2025		
Undertake accessibility study of sites	Compliance monitoring/update	Medium	2024		
Update Purdon Master Plan	Last updated 2013	Low			
Update Palmerston-Canonto M. Plan	Last updated 2006	Low			
<b>Planning Review and Regulations</b>					
Review guidelines and submission checklists for planning/permit applications	Regulation changes	High	2021	Completed	
Update regulation policies and procedures	Regulation changes	High	2021	Ph.1 Comp.	
Update planning policies	Regulation changes	High	2021	WIP	
Update permitting documents	Regulation changes	High	2021	WIP	
Prepare Compliance Strategy	Regulation changes	Medium	2021	WIP	



Programs and Services	Driver	Risk	Scheduled Start Date	Status	Comments
Review hazard mapping criteria	Regulation changes		2022	Draft completed	
Track and report CO service standards	Strat. Plan – Goal 2 Public Cred.		2021	Completed	
Implement CO service standards	Strat. Plan – Goal 2 Public Cred.		2021	Completed	
<b>Technical Studies and Watershed Planning</b>					
WECI applications and management	Interim Financial Plan		n/a	Ongoing	
Carp Creek Erosion Control project	City of Ottawa - MOU		2020	WIP	
Carp Flood Plain Mapping (FPM)	Strat. Plan Goal 1 – climate ch.		2020	WIP	
Casey Creek Flood Plain Mapping	Strat. Plan Goal 1 – climate ch.		2020	Completed	
NDMP Flood Risk Assessment	Strat. Plan Goal 1 – climate ch.		2021	Completed	
Lower Mississippi FPM Update	Strat. Plan Goal 1 – climate ch.		2021	Completed	
Watts Creek/Kizell Drain FPM	Strat. Plan Goal 1 – climate ch.		2024-25		
Upper Shirley's Brook FPM	Strat. Plan Goal 1 – climate ch.		2024-25		
Clyde River FPM	Strat. Plan Goal 1 – climate ch.		2023		Dependent upon FHIMP funding
Upper Feedmill Creek FPM	Strat. Plan Goal 1 – climate ch.		2024		
Implement Watershed Plans	Strat. Plan Goal 1 - MRWP		2021		
Land Conservation & Acquisition Strategy	Strat. Plan Goal 1 - MRWP		2021	Initiated	
Carp River Wetland Restoration Project	Carp River Action Plan		2021	Initiated	
Implement ALUS project	Strat. Plan Goal 2 – Stakeh. Rel.		2021	Initiated	
Community/First Nations liaison	Strat. Plan – Goal 2 Rel. Bldg.		2020	WIP	
Research / knowledge development re: watershed dynamics/climate change	Strat. Plan Goal 1 – climate ch.		2020	WIP	Mississippi Lake water quality study completion anticipated in Q2 2023
Review of wetlands in growth areas	Regulatory / Foundation		2020	WIP	
Review and update of field monitoring program	Strat. Plan – Goal 1 core mandate and Goal 2 Public Eng.		2021	WIP	
Enhance watershed reporting	Strat. Plan – Goal 2 Public Cred.		2022	WIP	
Review groundwater monitoring program	Existing sites have limited value				
<b>Information and Communications Technology</b>					
SOP - Computer/Internet Use	Strat. Plan – Goal 1 Asset Mgt.		2020	Completed	
Document Naming and Filing Standards	Strat. Plan – Goal 1 Asset Mgt.		2020	Completed	
File and Process - DRAPE 2019 data	Growth		2021	Completed	
ICT Plan and policies	Strat. Plan – Goal 1 Asset Mgt.		2021	WIP	

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

## Attachment 2: Capital Work Plan 2021-2025

Capital Projects	Driver	Risk	Scheduled Start Date	Status	Comments
<b>Water Control Structures (WCS)</b>					
Shabomeka Dam replacement	MNRF, CDA		2021	Completed	
Kashwakamak Dam Safety Review (DSR)	MNRF, CDA		2021	Completed	
Widow major dam repair	MNRF, CDA		2021	On Hold	
Shabomeka Public Safety Measures	MNRF, CDA		2021	WIP	
Carleton Place DSR	MNRF, CDA		2022-23	WIP	
Carleton Place Public Safety Measures	MNRF, CDA		2023-24		
Lanark DSR	MNRF, CDA		2024		
Lanark minor dam repair	MNRF, CDA		2025-26		
Big Gull DSR	MNRF, CDA		2025		
Kashwakamak Dam Class EA	MNRF, CDA		2023		Based upon recommendation of DSR
Kashwakamak Dam Design	MNRF, CDA				
Farm Dam Class EA	MNRF, CDA				
Kashwakamak Dam replacement	MNRF, CDA				
Farm Dam design	MNRF, CDA				
Pine Dam Class EA	MNRF, CDA				
Big Gull minor dam repair	MNRF, CDA				
Pine Dam design	MNRF, CDA				
Farm Dam replacement/decommissioning	MNRF, CDA				
Mississagagon Dam Class EA	MNRF, CDA				
Bennett DSR	MNRF, CDA				
Pine Dam replacement/decommissioning	MNRF, CDA				
Mazinaw DSR	MNRF, CDA				
Mississagagon Dam design	MNRF, CDA				
Bennett minor dam repair	MNRF, CDA				
Widow DSR	MNRF, CDA				

Capital Projects	Driver	Risk	Scheduled Start Date	Status	Comments
Mississagagon Dam replacement/ decommissioning	MNRF, CDA				
Mazinaw minor dam repair	MNRF, CDA				
Flood Forecasting and Warning (FFW)					
Watershed LiDAR acquisition	Climate change adapt.		2021	WIP	Completion anticipated in Q4 2022
Topo-bathymetric data collection	Climate change adapt.		2021	WIP	
Expansion of monitoring network	Climate change adapt.		2021	WIP	
Depth & Flow meter acquisition (ADCP)	Climate change adapt.		2022		
Conservation Areas / HQ Facility					
Purdon - Replace sections on Boardwalk	Safety - Lifecycle replacement		2021	WIP	11% complete, 23% by end of this year
HQ Sewer and water connection	Agreement with C.P.		2021	WIP	Water main being commissioned end of Nov. Anticipated connection by Summer 2023
Gate house - accessibility doors and ramps	AODA compliance		2022	WIP	Material ordered, expected install before Winter
Replace riverside look-out	Building Code Structural concerns		2022	WIP	90% complete, waiting on railing fabrication/outcome of Mill roof
MICA Trail Bridge repairs	Safety - structural		2022	WIP	One of nine complete (largest bridge)
CA entrance signage- review and update for regulatory consistency	Recommendation from 3 <sup>rd</sup> party risk assessment		2022-2023	WIP	MOK complete, MICA/Purdon to begin this fall
Review CA Trails for AODA compliance and sign appropriately	Recommendation from 3 <sup>rd</sup> party risk assessment		2024		
Gatehouse – Paint ext. window/door trim			2021	Completed	
Gatehouse - Replace veranda joists and flooring	Heritage Act. Prev. Maint.		2021	Completed	
Purdon - Replace site signage	Lifecycle replacement		2022		
MOK – Replace site signage	Lifecycle replacement		2024		
HQ - Condition Assessment	Asset management BMP		2025		
MOK Building Condition Assessment	Asset management BMP		2025		
Ed. Centre - security and access. upgrades	AODA compliance				
MOK Top up play structure wood chips	CSA Compliance		2022	Completed	
MOK Resurface roadway and parking lot	Preventative Maint. BMP		2023		
Develop MOK site Workshop	Secure Storage of Equip't		2022-2023		

<b>Capital Projects</b>	<b>Driver</b>	<b>Risk</b>	<b>Scheduled Start Date</b>	<b>Status</b>	<b>Comments</b>
Museum - Repaint windows & trim	Heritage Act		2024		
Purdon - Replace main look-out	Lifecycle replacement		2025		
MICA Signage renewal	Lifecycle replacement		2025		
Roy Brown Park - construct lookout	Park Plan / Agrt w C.P.		2025		
Education Centre - Replace siding	Prev. Maint.				
Gatehouse - Repoint stone work	Heritage Act, prev. maint.		2023		
Museum - Balcony repairs	Heritage Act				
MOK Construct flush washrooms	MOK Master Plan		2023		
K&P Trail Condition Assessment	Asset Mgt BMP				
Updates to Generator at HQ	CSA-282-15/ CSA B139-19		2023		
<b>Vehicles &amp; Equipment</b>					
Vehicle purchase (Pick-up)	Lifecycle replacement		2022		Pushed until 2023
Riding Lawn mower	Site maintenance		2023		
Tracks for ATV	Dam Ops		2024		
Tandem utility trailer	Dam Ops		2025	WIP	Sourcing upgraded trailer
ATV	Dam Ops				
<b>Information and Communications Technology</b>					
Buy/replace Computers	Growth and Lifecycle replacement			Ongoing	
Increase Storage	Growth		2021	Completed	
Integrate GIS & F.Plain reports/mapping	Transparency		2021	WIP	
Audio Visual Improvements	Remote & hybrid meetings		2021	Completed	Interim solution; does not allow for Chair to reside outside the Boardroom.
Replace Servers	Lifecycle replacement		2023/25		
Replace Plotter	Lifecycle replacement		2024	DEFERRED	May eliminate paper maps
Replace Monitors	Lifecycle replacement			Ongoing	
Data acquisition	Technical study needs			As req'd	LiDAR and DRAPE (every 5 years)
Purchase SAAS MS Exchange 365 back-up	Data management			DEFERRED	Pending outcome of Network Study

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## REPORT

3251/22

TO:	Finance & Administration Advisory Committee
FROM:	Matt Craig, Manager, Planning and Regulations, Stacy Millard, Treasurer
RE:	Proposed 2023 Fee Schedules
DATE:	October 7, 2022

### Recommendation:

**That the Finance & Administration Committee recommend that the Board approve the 2023 Fee Schedules as presented.**

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### 1.0 PURPOSE

The purpose of this report is to obtain approval for the 2023 Fee Schedules so that new fees can be implemented January 1, 2023. The Board of Directors approves Fee Schedules on an annual basis to support delivery of a selection of programs and services. Staff discuss annual adjustments with Rideau Valley Conservation Authority and South Nation Conservation to ensure consistency in approach across the City of Ottawa.

### 2.0 NEW AND AMENDED FEES

Planning fees - a 2% cost of living increase in fees is recommended for 2023 with the exception of a limited number of development application categories that were identified for a five percent increase. The latter applications are complex and require a greater degree of effort and time. This adjustment is consistent with past Board's decisions.

Mill of Kintail Site Rentals – a 2% cost of living increase is recommended to fees for site rentals; and a 5% increase to pay for staff time to attend/supervise rental events.

Table 1 summarizes the proposed changes.

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

Schedule	2023 Changes
Schedule A: Planning	<ul style="list-style-type: none"> <li>• 2% incr. on fess for consents and minor variances</li> <li>• 5% incr. for complex applications, e.g. subdivisions and site plans</li> </ul>
Schedule B: Conservation Permits	<ul style="list-style-type: none"> <li>• 2% incr. to all fees except:                             <ul style="list-style-type: none"> <li>○ 5% adjustment for large scale developments</li> </ul> </li> <li>• Adding New Category for Fill Placement &gt; 1000m<sup>3</sup></li> <li>• Increase to hearing fee from \$250 - \$400</li> <li>• Clarity on wording for permit renewal</li> <li>• File Search increase by 5%</li> </ul>
Schedule C: Technical Reviews	<ul style="list-style-type: none"> <li>• 2% increase</li> <li>• Clarity on fee for additional review</li> </ul>
Schedule D: Information, Professional Services	<ul style="list-style-type: none"> <li>• 2% increase:                             <ul style="list-style-type: none"> <li>○ Professional Rate to \$110/hour</li> <li>○ Minimum processing fee to \$55</li> </ul> </li> <li>• New Management Rate \$135/hour</li> <li>• Hydrologic and hydraulic models increased from \$2,100 to \$2,125</li> </ul>
Schedule D: Mill of Kintail Rentals	<ul style="list-style-type: none"> <li>• Increase all rental fees by 2%</li> </ul>
Schedule D: Conservation Areas	<ul style="list-style-type: none"> <li>• Increase staffing fees by 5% to \$31.50/hour</li> </ul>

### 3.0 STRATEGIC PLAN

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

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

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

#### ATTACHMENTS:

Proposed Fee Schedules: Schedule A: Planning, Schedule B: Conservation Permits, Schedule C: Technical Reviews, Schedule D: Conservation Areas, Rentals, Programs and Administration.

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

<b>Planning Application Type</b>	<b>Fee for "natural hazards", "natural heritage" &amp; water quality and quantity matters &amp; on-site services review (when required)</b>
<b>Official Plan Amendments (OPA)</b>  Minor  Major (private applications associated with urban expansion and/or major development application)	  <b>\$820</b>  \$4,000
<b>Zoning By-law, Amendments, Minor Variance Applications</b> <b>Site Plan</b> — Single Residential	\$410
<b>Site Plan</b>  Minor (Small commercial less than 0.8 ha, additions up to 200 sq. m.)  Major (Multiple Res., Commercial, Industrial, Institutional)	  <b>\$1,120</b>  <b>\$2,790</b>
<b>Consent to Sever</b> (per application)  Clearance of Conditions (Severance or Variance)	  \$500  \$185
<b>Plan of Subdivision/Condominium</b> (To provision of Conditions of Draft Approval)	  <b>\$4,120</b>
<b>Clearance of Conditions for Subdivision Registration</b> (per phase)	  <b>\$2,070</b>
<b>Draft Plan Approval Revisions</b> (alterations to site/plan layout)	  <b>\$2,070</b>
<b>Draft Plan Extensions</b> (original conditions about to lapse)	  <b>\$4,120</b>

- Reactivation (all application types) – 50% reactivation fee based on the current schedule after two years of dormancy
- A screening fee of \$130.00 will be charged for written responses to address minor issues.
- Fees are associated with Municipal Memorandums of Understanding and the Provincial One Window review service for natural hazards, natural heritage, water quality and quantity issues.
- All fees are exclusive of the Technical Review Fees (see Schedule C) which are charged on a per issue basis in addition to the fees outlined in Schedule A.
- All fees must be received PRIOR to the release of written comments to an approval authority.
- The CA reserves the right to charge additional fees in the event that the review requires a substantially greater level of effort than normal, additional site visits etc. OR where additional processing past the initial submission period is required.



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

<b>Application Type</b>	<b>Description</b>	<b>Fee</b>
<b>Culvert/Bridge</b>	Replacement (same dimension) ≤30 m and ≤ 1 m diameter	\$280
	Replacement (different dimension) or new ≤ 1 m diameter	\$665
	1 m diameter - 3 m diameter	\$1,040
	> 3 m diameter	\$2,050
	Infrastructure Modification (bridges with span <25 m)	\$1,040
	Infrastructure Modification (bridges with span >25 m, storm water management pond)	\$2,685
	Resurfacing	\$280
	Superstructure or abutment works	\$665
	New bridge	\$2,685
<b>Fill Placement</b>  Fill Placement (m <sup>3</sup> ) (including septic beds)	Fill placement < 100 m <sup>3</sup>	\$280
	Fill placement > 100 m <sup>3</sup> - 500 m <sup>3</sup>	\$685
	Fill placement > 500 m <sup>3</sup> - 1000 m <sup>3</sup>	\$1,075
	Fill placement > 1000 m <sup>3</sup> - 2000 m <sup>3</sup> (new category)	\$2,115
<b>Buildings</b>	Auxiliary building/structures and additions with a total gross floor area <20 m <sup>2</sup>	\$280
	Auxiliary buildings/structures and additions with a total gross floor area between 20 m <sup>2</sup> and 100 m <sup>2</sup>	\$665
	Auxiliary buildings/structures and additions with a total gross floor area >100 m <sup>2</sup>	\$1,075
	New residential dwellings	
	New single unit commercial/institutional building	\$2,765
	Multiple Residential units, Institutional, Industrial or Commercial Building	

<b>Shoreline Work &amp; Watercourse Alteration</b>	Shoreline alterations, erosion protection, channelization ≤ 30m	\$280
	Shoreline alterations/protection >30m and < 100 m Private residential and/or non-municipal agricultural drain cleanout	\$665
	Shoreline alterations/protection, channelization 100 m - 500 m	\$1,040
<b>Docks</b>	Shoreline disturbance > 2 m and/or total surface > 20 m <sup>2</sup>	\$280
<b>Wetland</b> Development/Interference within 30m and 120m of a Provincially Significant Wetland or non-evaluated wetland	Minor review	\$280
	Area affected ≤ 0.5 ha	\$665
	Area affected > 0.5 ha and ≤ 1.0 ha	\$1,040
	Area affected > 1.0 ha and ≤ 2.0 ha	\$2,050

Municipal Drain Maintenance (DART Protocol)	\$95
Screening Fee & Written Advice	\$125
Permit Amendment with minor changes to proposal or site conditions (rev.)	\$125
S. 28 Application Review Hearing	\$400
Major Projects (ex. Minister's Zoning Order, applications that include several technical studies, >500 m shoreline work or watercourse realignment, development or interference with >2 ha wetland, subdivisions over 10 lots, fill placement over > 2000 m <sup>3</sup> / > 2.0 ha).	\$5,525
Note: Additional charges for legal or technical peer-review may be applicable.	
Issuance of new permit with no changes to proposal or site conditions will be reduced by 50% (rev.)	

<b>Security Deposit</b>	Minor	\$1,000
	Major	\$2,000
<b>Property Inquiry</b> For written responses to legal, real estate and related financial (including CMHC) inquiries by landowners or others on their behalf for property inquiry letter; includes flood plain map (where applicable) and photocopy costs.	File Search Only	\$280
	Expedited Search (3 business days)	\$385
	With Site Inspection	\$465

Notes:

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

**Schedule "C" - Technical Report Review**

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

<b>Report Review (1<sup>st</sup> Submission)</b>	<b>Development Type</b>	<b>2023 Fees</b>
<b>Normal Review (20 business days)</b> - Flood plain hydrology analysis - Geotechnical reports (unstable soils and slopes) - Wetland hydrology impact analysis - Environment impact studies - Stormwater management - Grading and drainage plan - Aquatic habitat assessment/fish habitat impact - Hydrological assessment - Groundwater and terrain analysis - Headwater Drainage Feature Assessment	Development area < 0.5 hectares	\$460
	Development area 0.5 hectares - ≤ 2 hectares	\$900
	Development area > 2 hectares - < 5 hectares	\$1,890
	Development area > than 5 hectares	\$2,945
<b>Major Projects</b>		Hourly
<b>Additional Reviews</b>		Hourly
<b>Aggregate Resources Act Application Reviews (plus Schedule C fees as applicable)</b>		\$4,000

**NOTE:**

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

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

Conservation Area Use Type	2023 Fee
<b>Conservation Area Use</b>	
*Day Pass Purdon	Donation Only
*Day Pass Morris Island <sup>3</sup>	\$6
*Day Pass Mill of Kintail <sup>3</sup>	\$6
Seasonal Pass General <sup>1</sup>	\$48
Additional Car Pass	\$11
Lost General Pass	\$11
<b>Mill of Kintail Rentals</b>	
Cloister Area (Weddings)	\$780
Picnic Shelter	
Per Day	\$133
Hourly	\$24
Education Centre	
Per Day	\$133
Hourly	\$24
Gatehouse	
Per Day	\$212
Hourly	\$38
Community Groups	50% of rental fees
Museum Tour Groups (per person) <sup>4</sup>	\$3
Night Sky Observatory (annual fee)	\$200 (2023) \$200 (2024) \$210 (2025)
<b>Office Rentals</b>	
Boardroom and Meeting Rooms	
Per Day	\$130
Affiliated Groups	FREE
Office Space Work Station Per Month	\$104
<b>Staffing Fee for Rentals Per Hour</b>	\$31.50



Administrative Task Type	2023 Fee
<b>Photocopies</b>	
Per page 8.5" x11" (Black and White)	\$0.35
Per page 8.5" x 11" (Colour)	\$1.25
Faxes	\$0.33

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

Information and Professional Services	2023 Fee	
<b>Reports</b>	Small: 1-30 pages	\$145
Base Cost (Digital and Paper)	Medium: 31-100 pages	\$280
	Large: 100 + pages	\$425
	Minimum Processing Fee <sup>4</sup>	\$55
	Administrative Rate <sup>4</sup>	\$70/hr
	Professional Rate <sup>4</sup>	\$110/hr
	Management Rate <sup>4</sup>	\$135/hr
<b>Models – digital copies</b>		\$2,125 plus staff time
Hydrologic Model (HEC-HMS, SWMHYMO, PCSWMM) <sup>4</sup>		
Hydraulic Model (HEC2, HEC-RAS) <sup>4</sup>		\$2,125 plus staff time

\* Day Pass Limited to 4 hours

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

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

<sup>3</sup> HST Included

<sup>4</sup> HST Exempt

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## REPORT

3252/22

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	<b>2023 Budget Assumptions</b>
DATE:	October 6, 2022

### RECOMMENDATION

**That the Board of Directors direct staff to develop the 2023 Budget and related documents in accordance with the following parameters:**

- 1. An assumed growth in tax assessment of 1.5%.**
- 2. A municipal levy increase of 3.5% to the operating budget**
- 3. A municipal levy increase of 4.5% to the capital budget**

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### 1.0 BACKGROUND

Typically, the City of Ottawa provides its staff and local boards, including conservation authorities, with direction regarding the assumed growth rate and levy caps for preparing the annual budget in September of each year. However, as this is an election year and there is considerable change occurring at the City, no direction has been given to their staff or the CAs. In order to provide for timely development and approval of the 2023 budget, this report recommends a set of assumptions based upon prior years' practices and discussions.

### 2.0 2023 BUDGET ASSUMPTIONS

#### Assessment Growth

A comparison of the assessment data provided by the province for 2021 and 2022 indicate an actual increase in assessment value of 1.5% within the watershed jurisdiction. Last year's rate was 1.4%. Staff recommend use of the new rate.

#### Levy Cap

As no cap has been supplied by the City of Ottawa, staff recommend maintaining the 3.5% limit used to develop the 2022 Budget.

### Wage and Wage Band Adjustments

Reports tabled today and in Spring 2022 provided for continued implementation of the *2021 Workforce Plan* and its gradual transfer to the municipal levy. It is recommended that those changes be included in the 2023 Budget, in accordance with corporate policy and the above budgetary parameters.

### Cost of Living Increases

Annually, MVCA references the Consumer Price Index published for August to determine the Cost of Living (COL) rate increase for employee compensation. The August rate this year was 7%, which is not considered financially sustainable for member organizations. Accordingly, it is recommended that the 2023 draft budget include a COL increase of 3.5%, or 50% the posted August rate.

### **3.0 NEXT STEPS**

A Draft 2023 Budget will be prepared and tabled for consideration at a November meeting of the Finance & Administration Advisory Committee. Management will continue to liaise with City of Ottawa staff and apprise the Board of any developments that may impact the above assumptions.