



Board of Directors Meeting

By Zoom and In Person

1:00 pm

October 19th, 2022

<https://us06web.zoom.us/j/89224052518?pwd=cWNJSGFjODM5OE1aTnE5NEZiR2xsUT09>

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Meeting ID: Meeting ID: 892 2405 2518

Passcode: 745730

AGENDA

ROLL CALL

Agenda Review

Declarations of Interest (written)

Main Business

1. Approval of Minutes: Board of Directors, September 21, 2022, Page #3
2. Watershed Conditions, Report 3253/22, (J. North), Page #9
3. Hydrologic Datalogger, Report 3254/22, (D. Post), Page #11
4. Operating Reserve Balance, Report 3245/22, (S. Millard), Page #14
5. Job Evaluation Results and Implementation, Report 3246/22 to follow- IN CAMERA,(S. Mallard/ S. McIntyre)
6. Market Assessment of MCVA Jobs, Report 3247/22 to follow- IN CAMERA, (S. Mallard/McIntyre)
7. Mill of Kintail Museum Roof, Report 3248/22, (S. Lawryk), Page #19
8. Proposed 2023 Fee Schedule, Report 3251/22, (M. Craig), Page #20
9. 2023 Budget Assumptions, Report, 3252/22, (S. Mallard/S. McIntyre), Page #29
10. IT Network Review, Report 3249/22, (A. Broadbent), Page #31

11. Electronic Monitoring Policy, Report 3255/22, (A. Broadbent/S. McIntyre), Page #34
12. Holiday Season Office Closure, Report 3256/22, (S. McIntyre), Page #38
13. Workplace Health Update, Report 3257/22, (S. McIntyre), Page #39
14. Corporate Needs Assessment Update, Report 3250/22, (S. McIntyre), Page #48
15. Watershed Priorities, Report 3258/22, (S. McIntyre)- WALK-ON
16. GM Update, Report 3259/22, (S. McIntyre), Page #56

Other Business

ADJOURNMENT



MINUTES

Via Zoom and In Person

Board of Directors

September 21, 2022

MEMBERS PRESENT

J. Atkinson, Chair
J. Mason, Vice-Chair
R. Darling
B. Holmes
J. Karau
P. Kehoe
P. Sweetnam
C. Rigelhof
S. Lewis
C. Lowry
A. Tennant
K. Thompson
F. Campbell
J. Inglis
C. Kelsey
B. King

MEMBERS ABSENT

E. El-Chantiry
G. Gower

STAFF PRESENT

S. McIntyre, General Manager
S. Millard, Treasurer
J. North, Water Resources Technologist
J. Cunderlik, Water Resources Engineer
M. Craig, Manager of Planning and Regulations
P. Tapley, Recording Secretary
A. Broadbent, Information & Communications Technology
Manager

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

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. No declarations were received.

B09/21/22-1

MOVED BY: J. Inglis

SECONDED BY: P. Kehoe

Resolved, That the agenda for the September 21, 2022 Board of Directors Meeting be adopted as presented.

“CARRIED”

MAIN BUSINESS

1. Approval of Minutes: Board of Directors, 2022

B09/21/22-2

MOVED BY: S. Lewis

SECONDED BY: C. Rigelhof

Resolved, That the Minutes of the Mississippi Valley Board of Directors Meeting held on July 20, 2022 be received and approved as printed.

“CARRIED”

2. Watershed Conditions., Report 3236/22

J. North presented the Watershed Conditions Report. Slightly above-average rainfall for this time of year was noted. Upper lakes are stable due to the amount of rain and the majority of lakes are sitting above normal levels.

Crotch lake is above average (just over 30 cm) due to amount of water in the system. Levels on Dalhousie and Mississippi lakes are above normal.

Fall draw downs have started at Shabomeka and Pine Lakes and it is expected Kashwakamak, Mississagagon and Big gull will commence after Thanksgiving weekend. The long range forecast for fall is normal temperatures with a slightly drier forecast, which will assist in getting access water out of system before winter.

P. Sweetnam enquired if the overflow bypass was repaired at Mazinaw Lake. J. North reported it had been completed in 2019.

3. Carleton Place Dam Safety Review Project Award, Report 3237/22

J. Cunderlik identified this award as a priority in capital plan. The project scope includes study and design of a new safety boom. An RFP was issued to 3 firms, with 2 proposals received. The Project will be awarded to D.M. Will Associates.

The project has an estimated value of \$100,000 and MVCA will receive 50% funding from province under the WECl program.

J. Inglis inquired if there was a possibility of a safety review leading to rebuilding of that dam and if so, who would pay for it.

J. Cunderlik stated inspections occur yearly, the structure is in descent state (15 years old) with a few minor deficiencies. Safety concerns mainly relate to the railings and the public accessing the structure. No major issues are expected.

4. Appointment of PAC Members., Report 3238/22

S. McIntyre reported that in May 2022, the Board approved the establishment of a Public Advisory Committee (PAC) to support MVCA in Mississippi River Watershed Plan. A Promotional campaign in the summer reached out to various sectors. Applications were not received from all targeted sectors. However, good quality candidates representing a good cross section in terms of geography applied. They previous PAC were a dedicated group, knowledgeable in watershed and water management issues and were a good sounding board.

E. Giffin no longer lives within the watershed but has been long time serving on many boards including the previous PAC and would be an asset to this committee.

P. Sweetman asked what number of committee members was hoped for. S. McIntyre indicated that the terms of reference for the committee indicated up to 10 candidates and we have 6.

B. Holmes asked if late applicants would be accepted if anyone is interested in joining. S. McIntyre referred to the Board with no objection.

J. Karau commented that he believes the Committee has good members; and that it would desirable for experts from other sectors to be invited to attend PAC meetings where appropriate.

P. Sweetnam had concerns regarding Advisory Committees making decisions for the Board. S. McIntyre commented that J. Karau is co-chair and on the committee with vast experience. As the PAC is not a decision-making body, all decisions would be put forth to the Board for approval. PAC members role is helping in the decision making and implementation process and to promote awareness.

J. Inglis is pleased and proud that 3 of the 6 new PAC members are North Frontenac.

P. Sweetnam asked if there was success in representation from Indigenous people and could we invite people to fill that role. S. McIntyre will further discuss in Agenda Item # 7 under the subject of the Indigenous Engagement Plan. Indigenous Communities are overwhelmed to provide feedback and at this time MCVA is looking to follow their lead for engagement.

B/21/22-3

MOVED BY: C. Lowry

SECONDED BY: P. Sweetman

Resolved, That Board of Directors appoint members of the Mississippi River Watershed Plan Public Advisory Committee as settled in this report.

“CARRIED”

5. **Budget Control., Report 3239/22**

The Chair welcomed Stacy Mallard as new treasurer and Pam Tapley as new Researcher-Clerk.

S. McIntyre provided a comparison between year to date expenditures and revenues and the approved 2022 budget. Revenues overall are slightly below average for this time of the year and expenditures are tracking normally. Insurance premiums were higher than budgeted. We are still waiting for the Section 39 provincial transfer. Planning and permit revenues continue to be strong during this quarter. User fees from contract revenues are higher than projected.

There was not a successful fundraising campaign with Mississippi Madawaska Land Trust (MMLT) which would have allowed up to payback the Operating Reserve next year. It is unlikely a campaign will proceed due to MMLT staff departures and capacity limitations. Further analysis on the impact on operating reserve still needs to be done.

P. Sweetnam asked for a refresh summary of the projects. S. McIntyre stated 3 projects were approved: ALUS (work in progress) , Wetland Restoration Project carp river (could not proceed) and Land Conservation Land Strategy (actively working on).

J. Karau agreed that there are challenges with fundraising and options for private fundraising could be pursued.

C. Lowry emphasized the importance of restoring the Operating Reserve and is interested to see what other options could be implemented.

J. Mason added that fundraising could be revisited next year.

6. **Kashwakamak Lake Dam Replacement Grant Award., Report 3240/22**

B09/21/22-4

MOVED BY: C. Lowry

SECONDED BY: K. Thompson

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

- **Information explicitly supplied in confidence to the Authority by Canada, a**

province or territory or a Crown agency of any of them

“CARRIED”

Staff were directed to remain in room and the Zoom recording was stopped.

B09/10/22-5

MOVED BY: B. King

SECONDED BY: A. Tennant

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

“CARRIED”

Indigenous Engagement Plan Update, Report 3241/22

S. McIntyre provided information on the Indigenous Engagement Plan (IEP). The company Cambian Professional Indigenous Services (CIPS) 2019 are assisting MCVA and have prepared annotated Backgrounders and questions to Indigenous communities with an interest in the Mississippi River watershed. As a result of COVID, activities were put on hold until earlier this year. The Plan process has been reinitiated and 3 group meetings have taken place, which have gone very well. The next step is to meet with larger groups from each community, ideally in person. Currently, MVCA is to complete remaining meeting by year end and report back to Board with finds in early 2023.

J. Karau expressed appreciation of the restart of this plan and suggested it may assist the Board. S. McIntyre will share hyperlink to MCVA website for all [IEP documentation](#).

7. Permit Timeline, Report 3242/22

Matt Craig presented a summary of permits issued over the period of March 1-September 7, 2022. The overall timeline performance is positive.

J. Inglis asked if this requirement added significantly to workload?

M. Craig stated that workloads for administrative with tracking were additional.

8. Planning and Regulatory Activity, Report 3243/22

M. Craig presented a report to the Board with a summary of permits issued over March 1-September 7, 2022.

Approximately 150 permits have been received to date (300 last year) and it is predicted that in the order of 200 permits will be issued this year.

It appears applications related to flood damage (from 2019) are coming to an end. There were 760 General inquiries in 2021 and 440 this year (3 months still to go).

P. Sweetnam noted there were applications for work on adjacent lands to a wetland and could this adversely affect wetlands? M. Craig responded that any work within 120 m of a Provincially Significant Wetland (PSW) or 30 m of an unevaluated wetland requires permission form MCVA.

9. General Manager Update, Report 3244/22

An overview of key items was made. The Latornell November conference is over-subscribed and MVCA staff are on the waiting list. Board members are to advise Sally if they wish to attend. Several Board members spoke of the value of the conference and encouraged other to use this forum as well as the on-line network and webinars.

Board members were encouraged to share with their municipal planners the Resources for Land Use Planner, Adaptation Resource Pathway for Planners (ARPP) document.

The Mississippi-Rideau Septic System Office will be commencing work in new areas in October. Staffing is complete and will be taking their new positions October 3.

MCVA is working on several polices: Work from Home Policy, Compressed Work week and Cellular Phone.

The federal government has retroactively provided a grant for the LiDAR data acquisition project. South Nation Conservation applied and was successful in obtaining a 45% grant that result in cost savings by all partners. P. Sweetnam asked if it was known where the funding came from? J. Cunderlik indicated there was extra funding at the end of the year.

J. Karau noted that Angela Coleman is new Executive Director for Conservation Ontario which he sees as positive, as she was GM at South Nation and is expected to raise the profile of the organization.

C. Lowry shared that she felt the GM's presentation at the AMO Conference to MPP Yakabuski was excellent; however, the dialogue back was a little disappointing and suggested that the group try to engage again in early 2023.

Members were request to find out when future Board appointments would be made.

ADJOURNMENT

The meeting was adjourned at 2:17 pm

B07/20/22-6

MOVED BY: P. Kehoe

SECONDED BY: K. Thompson

Resolved, That the Board of Directors meeting be adjourned.

"CARRIED"

"P. Tapley, Recording Secretary

J. Atkinson, Chair"

REPORT

3253/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Jennifer North, Water Resource Technologist
RE:	Watershed Conditions
DATE:	October 7, 2022

For Information.

Current flows in the main river continue to stay around 10 cms. This is mainly due to the drawdown of Crotch lake. We do expect it to stay within this range for the fall as we start drawing down the upper lakes.

Lake / Dam	Drawdown Start Date	Drawdown End Date
Shabomeka Lake dam	Mid September	Early October
Pine Lake dam	Mid September	Late September
Mississippi Lake / Carleton Place dam	Mid September	Early October
Kashwakamak Lake dam	After Thanksgiving weekend (Mid Oct)	Early December
Mississagagon Lake dam	After Thanksgiving weekend (Mid Oct)	Mid October
Big Gull Lake dam	After Thanksgiving weekend (Mid Oct)	Mid November
Summit Lake dam	After Thanksgiving weekend (Mid Oct)	Mid October
Widow Lake dam	After Thanksgiving weekend (Mid Oct)	Mid October
Mazinaw Lake dam	After Hunting season (Mid Nov)	Mid December

Drawdowns on Shabomeka and Pine lakes as well as the Carleton Place dam are underway. Kashwakamak, Mississagagon, Big Gull, Summit and Widow Lakes will begin after Thanksgiving. Water levels are expected to drop as they typically would over the next two months.

Drawdown of Mazinaw Lake will start in early November as normal, to account for boat traffic during hunting season. Until then, levels will be stabilized at normal historical elevations.

Mississagagon and Big Gull Lakes are expected to be at their winter holding level by early November. Kashwakamak Lake levels will stabilize in early November as the fall drawdown of

Mazinaw Lake begins. Levels on Kashwakamak and Mazinaw Lakes normally reach their winter holding levels between early January and early February.

Crotch Lake is currently slightly above the historical average for this time of year. Inflows are expected to increase due to drawdowns on the upper lakes; and water levels on Crotch Lake will start to increase as we start to operate the dam to refill the lake. Crotch Lake will continue to build through early January and then it will be drawn down to provide maximum storage in the system by early to mid-March. All dams will be operated through the fall and winter to try to maintain levels within the normal operating ranges for the structures.

REPORT

3254/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Daniel Post, Full Stack Developer
RE:	Hydrologic Datalogger
DATE:	Oct 19, 2022

For Information.

1.0 BACKGROUND

The MVCA's monitoring network is comprised of twenty stations measuring lake level (metres above sea level) and water temperature. Some stations provide additional measurements including rainfall, air temperature, and soil moisture.

The goal of the Hydrologic Datalogger project is to develop a low-cost and easy-to-use environmental monitoring system in which a conventional datalogger is replaced by a small microcontroller. Microcontrollers are simple, cost effective, and open source (programmable). They are very versatile and can be programmed to fit specific needs. MVCA requires dataloggers that can withstand a variety of environmental conditions, connect to all of our various monitoring sensors, keep the time, log measurements at a set schedule, and that enable logged data to be accessed remotely.

2.0 PROGRESS

The MVCA's 2022 summer student, Callum Anderson, took this project from design to proof of concept. He developed a prototype datalogger for approximately \$500. The MVCA's Full Stack Developer, Daniel Post, wrote software to access the datalogger by means of a cellular modem that sends commands to retrieve logged data. Daniel and Callum installed the prototype at Carleton Place Dam where it is running in parallel to a conventional datalogger. Data from the prototype is being added to MVCA's water monitoring database and compared to known reliable data for accuracy.

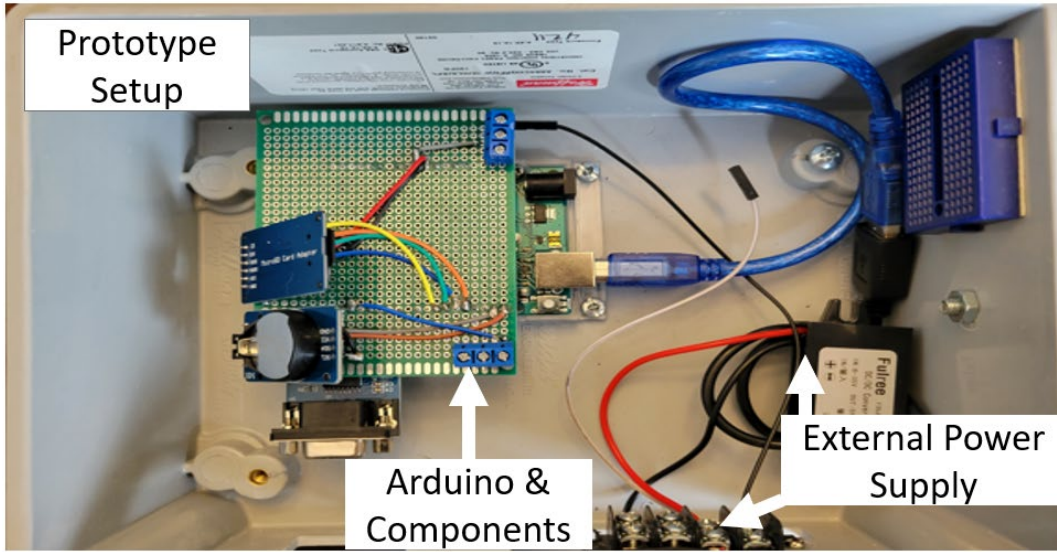


Figure 1 - The hydrologic datalogger prototype, ready for field deployment.



Figure 2 - Datalogger (top) with cellular modem (middle) and battery power (bottom) installed at Carleton Place Dam.

3.0 NEXT STEPS

Twelve months of field testing will give us an opportunity to run the datalogger through a variety of conditions and answer questions, including:

- Ease of repair,
- Operability in high humidity, extreme heat, extreme cold,
- Data reliability as compared to known reliable data.

After field testing, this datalogger could prove a viable replacement for our outdated conventional dataloggers and a low-cost option for future expansion of the MVCA's monitoring network.

REPORT

3245/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Stacy Millard, Treasurer and Sally McIntyre, GM
RE:	Operating Reserve Balance
DATE:	October 5, 2022

FOR INFORMATION

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 2020¹ and 2021², 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 2022³ 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.

¹ Refer to Report 3102/20.

² Refer to Reports 3125/21 and 3168/21.

³ Refer to Report 3232/22.

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

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

Cashflow requirements	2022 \$⁴
1. Payroll	273,000
2. Planned expenses (non-capital)	169,000
3. Staff departures/overlap	25,000
Unplanned expenditures / Reduced revenues	
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
TOTAL	639,000
Minus 10%	575,100
Plus 10%	702,900

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

Item	2022	2023	2024	2025
2022 Amt. on Op. Reserv.	\$250,808	\$250,808	\$198,121	\$109,430
New Pressures				
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
Municipal Levy		\$97,582	\$101,011	\$109,430
Operating Reserve		\$198,121	\$109,430	\$0

⁴ Rounded to nearest \$500 for ease of use.

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.

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.

REPORT

3248/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Scott Lawryk, Property Manager
RE:	Mill of Kintail Museum Roof
DATE:	October 5, 2022

For Information

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 contractors 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.

REPORT

3251/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
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.

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"> • 2% incr. on fees for consents and minor variances • 5% incr. for complex applications, e.g. subdivisions and site plans
Schedule B: Conservation Permits	<ul style="list-style-type: none"> • 2% incr. to all fees except: <ul style="list-style-type: none"> ○ 5% adjustment for large scale developments • Adding New Category for Fill Placement > 1000m³ • Increase to hearing fee from \$250 - \$400 • Clarity on wording for permit renewal • File Search increase by 5%
Schedule C: Technical Reviews	<ul style="list-style-type: none"> • 2% increase • Clarity on fee for additional review
Schedule D: Information, Professional Services	<ul style="list-style-type: none"> • 2% increase: <ul style="list-style-type: none"> ○ Professional Rate to \$110/hour ○ Minimum processing fee to \$55 • New Management Rate \$135/hour • Hydrologic and hydraulic models increased from \$2,100 to \$2,125
Schedule D: Mill of Kintail Rentals	<ul style="list-style-type: none"> • Increase all rental fees by 2%
Schedule D: Conservation Areas	<ul style="list-style-type: none"> • Increase staffing fees by 5% to \$31.50/hour

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

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

- 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

Application Type	Description	Fee
Culvert/Bridge	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
Fill Placement Fill Placement (m ³) (including septic beds)	Fill placement < 100 m ³	\$280
	Fill placement > 100 m ³ - 500 m ³	\$685
	Fill placement > 500 m ³ - 1000 m ³	\$1,075
	Fill placement > 1000 m ³ - 2000 m ³ (new category)	\$2,115
Buildings	Auxiliary building/structures and additions with a total gross floor area <20 m ²	\$280
	Auxiliary buildings/structures and additions with a total gross floor area between 20 m ² and 100 m ²	\$665
	Auxiliary buildings/structures and additions with a total gross floor area >100 m ²	\$1,075
	New residential dwellings	
	New single unit commercial/institutional building	\$2,765
	Multiple Residential units, Institutional, Industrial or Commercial Building	

Shoreline Work & Watercourse Alteration	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
Docks	Shoreline disturbance > 2 m and/or total surface > 20 m ²	\$280
Wetland 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 ³ / > 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.)	

Security Deposit	Minor	\$1,000
	Major	\$2,000
Property Inquiry 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.

Report Review (1 st Submission)	Development Type	2023 Fees
Normal Review (20 business days) - 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
Major Projects		Hourly
Additional Reviews		Hourly
Aggregate Resources Act Application Reviews (plus Schedule C fees as applicable)		\$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
Conservation Area Use	
*Day Pass Purdon	Donation Only
*Day Pass Morris Island ³	\$6
*Day Pass Mill of Kintail ³	\$6
Seasonal Pass General ¹	\$48
Additional Car Pass	\$11
Lost General Pass	\$11
Mill of Kintail Rentals	
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) ⁴	\$3
Night Sky Observatory (annual fee)	\$200 (2023) \$200 (2024) \$210 (2025)
Office Rentals	
Boardroom and Meeting Rooms	
Per Day	\$130
Affiliated Groups	FREE
Office Space Work Station Per Month	\$104
Staffing Fee for Rentals Per Hour	\$31.50

Commented [SM1]: To be increased by 2%

Administrative Task Type	2023 Fee
Photocopies	
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
Program Currently Suspended	
On-site Education Programs (MOK) (2 hours) In-School Education Programs (2 hours) Cancellation Fee	**Program Currently Suspended**
Wildlife Watches Day Camp (per week) ⁴ Cancellation Fee ⁴	

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

* Day Pass Limited to 4 hours

¹ Seasonal Pass – only one vehicle pass be provided per annual pass

² 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

³ HST Included

⁴ HST Exempt

REPORT

3252/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	2023 Budget Assumptions
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%~~ 3%¹ to the operating budget
3. A municipal levy increase of 4.5% to the capital budget

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.

¹ Note, this figure was received from the City of Ottawa after this report went to the Finance & Administration Advisory Committee. The Committee approved 3.5%, however, it is recommended that we follow the City's direction and proceed with a 3% increase.

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.

REPORT

3249/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Alex Broadbent, ITC Manager
RE:	IT Network Review
DATE:	October 11, 2022

RECOMMENDATION

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

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 mapping¹,

¹ 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.

REPORT

3255/22

TO:	Board of Directors, Mississippi Valley Conservation Authority
FROM:	Sally McIntyre, General Manager and Alex Broadbent, IT&C Manager
RE:	Electronic Monitoring Policy
DATE:	October 13, 2022

RECOMMENDATION

That the Board of Directors:

1. **approve amendment of Section 2.7 Technology – Internet, E-Mail, Cell Phones of the *Employee Manual* as set out in Attachment 1 of this report.**
2. **direct that the updated policy be shared with all employees within 30 days of approval.**

Earlier this year the province passed Bill 88, *Working for Workers Act, 2022* that amends the *Employment Standards Act, 2000* (ESA) to require employers with 25 or more employees to have a written policy with respect to electronic monitoring of employees.

This matter is addressed, in part, in Section 2.7 Technology – Internet, E-Mail, Cell Phones of MVCA's *Employee Manual*. However, existing policies are too open ended and do not meet the requirements of the Act. Attachment 1 provides recommended amendments to the Manual to address new regulatory requirements and other minor updates. As noted in the new section 2.7.3, more work will be required to develop specific guidelines and procedures to govern implementation of these policies.

1.0 CORPORATE STRATEGIC PLAN

This report aligns with 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.

- 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.

Attachment 1

Recommended changes to the MVCA Employee Manual

October 2022

New text

Deleted ~~text~~

2.7 Technology – Internet, E-Mail, Cell Phones

All Mississippi Valley Conservation Authority employees use technology to conduct, track, or report on their work. Employees provided access to hardware, software, communication devices, documents, databases, and other electronic information and devices shall use them in accordance with the policies contained in this manual.

Technology can also be used to track and monitor work. MVCA values trust, discretion, and transparency and believes employees deserve to know when and how their work is being monitored. For the purpose of this section:

Electronic monitoring means using technological, electronic, or digital means to track, observe, or monitor someone’s actions including communications while using corporate assets.

Personal information means any factual or subjective information MVCA collects about an identifiable individual for the purpose of carrying out normal business.

Violations of this section are considered grounds for disciplinary action up to and including termination.

2.7.1 Messaging, including E-Mail and Text

Mississippi Valley Conservation Authority expects all employees to use messaging for official business use and reserves the right to access, use and disclose all messages sent via MVCA equipment such as computers or cell phones for any purpose—business or personal. We may inspect the contents of messages disclosed by monitoring or any follow up investigation, if it serves an organizational purpose. Employees are subject to discipline, which may include termination, if they:

- “snoop” in other people’s messages or files;
- send harassing, discriminatory or pornographic messages;
- leak confidential information; or
- otherwise violate this section.

2.7.2 Internet Access and Usage

Much of the data on the Internet presents risks to Mississippi Valley Conservation Authority such as viruses, breaches of copyright, and reliance on outdated or inaccurate information. Therefore, the following guidelines apply to all employees using the

Internet:

1. Be wary of emails and text messages from contacts you do not know.
2. Only open embedded links and attachments if you are expecting them and if they are relevant to your work.
3. ~~Do not open messages from contacts you do not know, or open suspicious attachments.~~
4. Follow all terms and conditions of software licenses when collecting or using information from the Internet.
5. Do not download software from the Internet unless authorized by your supervisor or the ~~General Manager~~ IT&C Manager.
6. ~~Screen all software downloaded from the Internet with virus detection software prior to use. This should be done on stand-alone, non-production machines.~~
7. Any use or contribution to pirated software, associated bulletin boards and similar activities represents a conflict of interest with Mississippi Valley Conservation Authority's work and is therefore prohibited.
8. You are only permitted to indicate your affiliation with Mississippi Valley Conservation Authority in Internet newsgroups, bulletin board discussions, chat sessions and other offerings when the message is sent for Mississippi Valley Conservation Authority business purposes.
9. Use of Mississippi Valley Conservation Authority's Internet resources for personal purposes, playing games or participating in other activities not related to your job function is not permitted on Mississippi Valley Conservation Authority's time.
10. ~~As a benefit, you may be provided with access to email and the Internet for personal purposes. This should occur on personal time and should be used appropriately.~~
11. Ensure that copyright laws and regulations are respected.
12. Do not use Mississippi Valley Conservation Authority equipment or internet access to engage in any activity that is contrary to the Criminal Code or other statutes or regulations, including non-criminal statutes and regulations.

All messages sent using Mississippi Valley Conservation Authority's technology, equipment or devices are considered Mississippi Valley Conservation Authority's records. At any time and without prior notice, management reserves the right to examine and analyze e-mail, texts, personal file directories, Internet access logs and other information stored on Mississippi Valley Conservation Authority systems. ~~You should have no expectation of privacy associated with the information they store in or send through these systems, whether encrypted or not. Mississippi Valley Conservation Authority maintains the authority to review Internet usage logs, to act upon inappropriate usage of Mississippi Valley Conservation Authority's computer and network assets, and restrict access to resources at various times.~~

2.7.3 Electronic Monitoring Practices

Mississippi Valley Conservation Authority actively collects and uses electronic information for a variety of reasons, including protecting the company's legal and

business interests. MVCA may analyze available information or conduct monitoring of:

- Employee system log-in and log-out dates, times, location and usage including VPN connections
- Employee email and email logs
- Employee internet use and logs
- Employee Z: drive use and data storage
- Other data stores and contents on MVCA networks
- Employee building access, and facility and equipment use
- Employee vehicle usage and data logs
- Employee cell phone use such as texting, data usage, and long-distance calls

Any information collected by electronic monitoring may be used during employee reviews or during consideration of disciplinary decisions.

To promote impartiality, and to ensure any information collected through electronic monitoring is handled appropriately, Mississippi Valley Conservation Authority will monitor these activities by:

- Establishing a standard set of conditions under which the IT&C Manager may access information and any related limitations;
- Establishing procedures for accessing hardware and software for any purpose other than the above; and
- Procedures will include supervisor approval and employee notification processes where deemed appropriate.

2.7.4 Privacy and Confidentiality

MVCA's monitoring is aimed at collecting information related to its business. However, some information collected by electronic monitoring may be considered personal information. When personal information is under Mississippi Valley Conservation Authority control, it is the responsibility of the company to protect it.

All information collected through electronic monitoring will be securely stored and protected. If any personal information is collected, its use and disclosure will be limited to achieve the stated purpose of its collection. The company will adhere to all privacy and confidentiality legislation that applies to the collection, use, and disclosure of personal information obtained by electronic monitoring.

However, where an employee chooses to store or transmit personal information using a corporate device where that information was not requested by the MVCA to carryout normal business activities, the employee shall acknowledge that the personal information may be accessed during normal operations, equipment and system maintenance, or investigation. Such access may include the decryption of encrypted data.

REPORT

3256/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	Holiday Season Office Closure
DATE:	October 5, 2022

RECOMMENDATION:

That the Board of Directors approve addition of the following policy to Section 7.2 - Holidays of the *Employee Manual*:

MVCA shall close its office to the public between noon December 24 and the New Year's Day provincial holiday, inclusive. During the closure, employees may use accrued Vacation or Time-off In Lieu. Employees without sufficient accrued leave time to cover the holiday closure may borrow from future vacation accrual or book unpaid leave with approval of the General Manager.

For many years, the Board has approved closure of MVCA's offices during the holiday period from noon Christmas Eve through to and including the provincially approved New Year's Day holiday. This has been implemented via a Board motion considered each December.

The purpose of this report is to request that the seasonal office closure be added as policy to the *Employee Manual* as it has become standard practice; and so that new employees are aware of this policy and can plan for it with respect to the booking of vacation time etc.

During this period, water levels and weather conditions are monitored remotely by designated staff, and others are identified to provide emergency service, if required.

This policy approach aligns with the following goal and objectives of the Corporate Strategic Plan:

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.

REPORT

3257/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	Action Plan for Managing Stress in the Workplace – Status Update
DATE:	October 12, 2022

For information

In May 2022, the Board approved an Action Plan that identified key workplace stress issues and how they would be addressed. Given the scope of activities that impact stress in the workplace, and the number of actions required to address them, staff was requested to provide input to priorities setting. The purpose of this report is to provide an update on the status of priority and ongoing actions being taken to mitigate workplace stress. Refer to Attachment 1 for details.

In summary, while progress continues to be made, this is a significant piece of work that will require time to complete and to manage on an ongoing basis. Conversion of the co-op position to the Researcher-Clerk will provide the Authority with the in-house administrative support to continue to make progress on this initiative.

1.0 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.

Attachment 1: Status Update re Managing Workplace Stress Action Plan

- **Bolded and shaded** - top-10 actions identified by the 18 staff that participated in the survey
- **Bolded** items received 4-5 votes by survey participants
- *Italicized* actions were initiated following the 2020 JHS&C submission and are ongoing

Actions to IMPROVE INTERNAL COMMUNICATIONS	UPDATE
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>	COMPLETED. Meetings were held with each group and focused attention given to sections of the Corporate Strategic Plan and Implementation that were most relevant to their work. Staff asked questions and demonstrated greater awareness at the end.
2. Following each bi-weekly Management Team meeting, a summary will be prepared for managers to share at subsequent Department meetings.	IMPLEMENTED but inconsistent. This is done roughly 50% of the time. At minimum the agenda is used by managers as talking points. Further discussion is needed to understand how consistently this information is being communicated to employees.
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.	COMPLETED. Staff meetings were held in May and August, with presentations given by both staff and management.
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>	ONGOING. Emails to ALL and Water Cooler Updates are issues as items arise and to ensure that key changes at the Authority and new personnel are shared with all employees.
5. All staff will be copied on Board and Committee agenda packages.	ONGOING.

<p>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.</p>	<p>ONGOING. The management team has been sensitized to this issue and recognizes that some employees need more direction and support than others due to newness and/or lack of experience. This is an ongoing issue due to the increased complexity of applications and matters being handled by the organization.</p>
<p>7. New staff orientation will include a discussion on how to elevate questions, and dealing with uncertainty and problem solving.</p>	<p>WIP. This is to be incorporated into the H&S Orientation Training and will be for the next session to be held later this month.</p>
<p>8. Continue holding 1:1 bi-weekly meetings and expand to Operations Unit.</p>	<p>ONGOING. At the request of the Operations group, these meetings are held monthly.</p>
<p>9. Develop sample agenda for 1:1 and Unit Meetings that prompt and facilitate 2-way communication.</p>	<p>NOT STARTED.</p>
<p>10. All employees to attend training in “Respect in the Workplace”, “Telephone, email & Social Media Etiquette”, “Workplace Diversity & Inclusion”, “Workplace Violence and Harassment”, “Conflict Resolution”, and “Effective Communication”.</p>	<p>NOT STARTED. This training will be scheduled during the winter months.</p>
<p>11. Managers and Supervisors to attend “Providing Effective Feedback”, “Handling Difficult Conversations”, “Coaching and Mentoring” and “Progressive Discipline” training.</p>	<p>ONGOING. This training will be carried out as part of the 2-hour monthly training sessions being held by the management team.</p>
<p>12. <i>All annual performance reviews will continue to consider and evaluate how an employee’s communications affect others.</i></p>	<p>WIP. All reviews were drafted, however there are four outstanding reviews that have not been signed-back.</p>
<p>13. Management Team to attend “Leadership Essentials”, “Supervisor Essentials”, “Remote HR Management” and “Managing a Distributed Workforce” training.</p>	<p>ONGOING. Managing a Distributed Workforce was completed, and the balance of courses will be carried out as part of the 2-hour monthly training sessions.</p>

14. Supervisors to attend “Supervisor Essentials” and “Remote HR Management” training.	NOT STARTED.
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>	ONGOING.
Actions to CLARIFY ROLES & RESPONSIBILITIES	UPDATE
16. <i>Trial and assess H&S Coordinator support from South Nation Conservation or other partner organization.</i>	ONGOING. Support from SNC was used in the drafting the Disconnect from Work policies approved by the Board.
17. Explore options for obtaining private sector H&S support.	NOT STARTED. MVCA is carrying out an in-house audit to determine where deficiencies exist and to determine how best to use external support.
18. Explore potential creation of a new position to support H&S matters.	ON HOLD. Per above.
19. Prepare RACI ¹ table for H&S tasks.	WIP. Work on this started in the spring wrt implementation of policies and procedures approved by the Board.
20. Management to work with Rideau Valley Conservation Authority to confirm scope of services and propose business processes.	WIP. Discussions have been carried out and work is being completed by RVCA, however, a formalized agreement has not yet been executed.
21. Prepare RACI table for Communication matters	WIP. Drafted but not finalized.
22. Management and GIS staff to review and update previous task schedule.	NOT STARTED.

¹ 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.

23. Prepare RACI table for GIS matters.	WIP. Drafted but not finalized.
24. <i>(Re staff turnover) Meet with affected staff to identify potential gaps and need for work reassignment.</i>	ONGOING.
25. Develop transition plans to discuss and clarify short and long-term changes in roles and responsibilities (Per staff turnover)	WIP. This was carried out for the recent transition of the Administrative Assistant to the Regulations Technician position and associated on-boarding of the new AA. However, such transition planning is not consistently discussed, documented and shared.
26. <i>Prepare check-list that identifies roles and responsibilities for supporting new staff to the organization.</i>	WIP. On-boarding checklist drafted, but requires review and update to address students, contract employees, and full time employees.
27. Prepare RACI model and where required business process that clarifies roles and responsibilities and expectations for each purchasing level.	NOT STARTED.
28. List and prioritize core business and project activities.²	WIP. The Corporate Strategic Plan Implementation Plan, serves as a first draft, however, within that further prioritizing work is needed.
29. Prepare RACI models for core business functions.	STARTED. Templated drafted.
30. Prepare detailed business processes where appropriate.	WIP. Planning review process drafted but requires review.
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 (per change initiatives.)	NOT STARTED. However, new PAC will allow for scheduled input on key activities related to implementation of the Mississippi River Watershed Plan.

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

32. Project Charters ³ will be used more consistently to ensure that all stakeholders are identified and appropriately engaged.	This will be done as new projects are undertaken for which there is a public consultation/engagement need.
33. Review and amend approach to Annual Performance Reviews and provide training to managers, supervisors, and functional supervisors to ensure consistent understanding and application.	NOT STARTED.
34. <i>Continue to use Annual Performance Reviews to review employee skill set and abilities/opportunities to support or lead special assignments.</i>	ONGOING.
35. Expand use of the Annual Training Plan to ensure it captures growth opportunities for staff, and not just mandatory job-specific training.	WIP. The training plan requires update following completion of the 2022 Performance Reviews.
36. Investigate use of Cognitive Demand Risk Assessment and Psychological Safe Leaders Assessment to support identification and mitigation of job-specific stress hazards.	NOT STARTED.
Actions to address TASK and WORKLOAD MANAGEMENT UPDATE	
37. <i>The Director of WR and Manager of P&P will continue to meet a minimum of once per week to document and review applications, set priorities, and allocate assignments.</i>	ONGOING.
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.	WIP. All staff are to attend the office on Mondays to provide for easy communication amongst staff on various files. Discussions are underway regarding how other “easy” questions should be addressed without serious impact to the workflow of colleagues.

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

39. <i>Work assignments will continue to be shared for staff to view.</i>	ONGOING.
40. <i>Management are working to fill current vacancies by the end of May / early June (WR Engineer, EIT, and Property Manager.)</i>	WIP. All three positions noted were filled. Currently recruiting for GIS Specialist.
41. Review standard task timelines with affected staff for standard types of work to assess reasonableness.	WIP. Turn around times for different types of work activities are being monitored.
42. <i>Review and compare per employee workloads and outputs and reassign workloads where appropriate.</i>	WIIP. Workloads and outputs of employees is being monitored.
43. <i>Expand use of check-lists and templates to document standard expectations for outputs and timelines.</i>	WIP. Check-lists have been developed for some activities.
44. <i>Website messaging and social media posts will continue to inform applicants of workloads and potential timelines.</i>	ONGOING. Message currently posted on website.
45. Management will monitor the impact of additional staff on workloads, pace, and distribution.	WIP. Management team is monitoring staff workload and health.
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>	ONGOING.
47. Management will adjust its approach to grants to focus on those that support delivery of projects/programs that can be performed with existing staff, and those that fund new staff to support accelerated delivery of a project identified within the Corporate Strategic Plan.	ONGOING. The GM reviews all applications that have the potential to significantly impact the capacity of the organization.
48. <i>Work plans will continue to be used to set priorities, document and track progress of assignments, and to identify points of oversight and input.</i>	WIP. This is occurring in some groups and needs to be extended and used more consistently across the organization.

49. Management/supervisors and staff will be trained in the use of work plans and time management.	NOT STARTED.
50. A RACI model will be developed to document quality assurance and quality control responsibilities for key external facing activities.	NOT STARTED.
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.	NOT STARTED. However, functionally this is occurring during onboarding and training of new staff.
52. <i>Co-op students will continue to be used to support staff in the documentation of current business activities and processes.</i>	COMPLETED. This work was carried out from January-August 2022, however, there was a significant difference in the capacity of the two students which is why this position was converted to a Researcher-Clerk to provide for consistent quality support to the GM and management team.
53. <i>Continue to trial work-at-home and other alternative work arrangements.</i>	ONGOING.
54. Draft policies and procedures, and amend the <i>Employee Manual</i> to modify the approach in consultation with legal counsel.	WIP. Working group established to discuss issues and support drafting of corporate policies.
Actions to IMPROVE SOCIAL COHESION UPDATE	
55. <i>Reinstate summer BBQs.</i>	COMPLETED.
56. <i>Facilitate reformation of a Social Committee to organize fun events.</i>	WIP. Solicitation made but no uptake. Taking working group approach on specific events, e.g. Fall Staff Outting.
57. Hold 2 staff events off-site per year.	COMPLETED. Spring event held at Robertson Lake; fall event to be held at Saunders Farm.

58. Identify special assignment that can be used as team builders.	WIP. Working groups established for: work from home policies, cell phone policies, fall event planning, National Day for Truth & Reconciliation planning.
59. Reinstate the June Board tours and allow varying levels of staff to participate; and plan joint events—e.g. Christmas luncheon, BBQs.	COMPLETED/WIP. June tour held of Carp River watershed; and summer BBQs held on Board meeting dates. Shared luncheons to be planned during cold weather months.
60. Investigate opportunity for “Rapid Fire” staff presentations at the beginning of each Board meeting (per SNC approach.)	STARTED. First presentation to be delivered at October meeting.
61. Ensure that each department is given the opportunity to present to the Board regarding its work at least once per year.	WIP. Both the Water Resources and Planning & Permitting units provide updates on work, however, there are no specific presentation that provide for overviews of all activities from all groups.
62. Hold at least one management retreat per year.	WIP. Retreat planned for November.
63. Celebrate work anniversaries and birthdays each month.	WIP. Anniversary dates are recognized.
64. <i>Continue and expand celebration of successes in the Water Cooler Update and at staff meetings/events.</i>	ONGOING. Water Cooler Update is published as time allows. Last issue was in July.
65. Issue regular reminders regarding the scope of EAP (employee assistance program) services available to all employees.	WIP. New Finance Administrator will be assuming responsibility for issuing reminders and other helpful information at regular intervals.
66. Ensure staff lunchroom has basic selection of standard beverages, milk and cream now that normal operations are resuming.	WIP. Standard items are in stock however there is no documentation regarding what is stocked, and the monitoring and replacement of supplies.

REPORT

3250/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, GM
RE:	Corporate Needs Assessment Update
DATE:	October 6, 2022

FOR INFORMATION

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.

As priority setting is established at the Board level, please notify the General Manager if there are items that you believe should be elevated within, added to, or deleted from the 2021-2025 workplan so that they may be discussed at the Board meeting. This is also an opportunity to raise questions regarding any of the items listed.

Attachment 1:

Program & Services Work Plan 2021-2025

Programs and Services	Driver	Risk	Scheduled Start Date	Status	Comments
Governance and Administration					
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	
Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)					
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		
Conservation Areas / HQ Facility					
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			
Planning Review and Regulations					
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	
Technical Studies and Watershed Planning					
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				
Information and Communications Technology					
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	

Programs and Services	Driver	Risk	Scheduled Start Date	Status	Comments
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			
Education and Stewardship					
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		
Communications					
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
Water Control Structures (WCS)					
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 rd 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 rd 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		

Capital Projects	Driver	Risk	Scheduled Start Date	Status	Comments
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		
Vehicles & Equipment					
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				
Information and Communications Technology					
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

REPORT

3259/22

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Sally McIntyre, General Manager
RE:	GM Update
DATE:	October 12, 2022

For Information.

EXTERNAL

- 1. Meeting with Ric Bresee, MPP Hastings Lennox Addington** – Mr. Bresee is the new Parliamentary Assistant for the Ministry of Natural Resources & Forestry (MNR). As an eastern Ontario member of provincial parliament, General Managers from MVCA, Quinte Conservation, Cataraqui Conservation, Crow Valley Conservation, and Lower Trent Conservation met with MPP Bresee on October 3 to introduce him to the five CAs within his riding and brief him on interjurisdictional matters of concern. The delegation was well received. Refer to the attached letter sent in follow-up to the meeting.
- 2. Lake Links** – An annual event hosted by Watersheds Canada in partnership with MVCA and others, this year’s topic is “Challenges and Solutions for Lake & River Health.” The event will take place virtually **Saturday October 22**, from 10:00am - 12:30 pm. Registration is free, visit: www.Watersheds.ca/Lake-Links.
- 3. Ontario Bill 109** – Earlier this year, the provincial government approved Bill 109, the *More Homes for Everyone Act, 2022*, which makes several amendments to existing legislation, including the *Planning Act*. A key change of significance to municipalities is the requirement to refund application fees for official plan amendments, zoning by-law amendment and site plan application fees where no decision is made during the statutory timeframe. This requirement will take effect January 1, 2023.¹

MVCA staff has begun working with municipal staff is to ensure that decisions can be made on applications within the required timelines to avoid refunding application fees.

¹ Committee of adjustment files (minor variances and consents) are not impacted by the legislation.

Opportunities will be examined to streamline application processes and to provide greater clarity on materials required for a complete application. This may include submission of a selection of technical studies with applications.

4. Conservation Ontario – CO held its quarterly meeting Monday September 26. An update was provided on progress towards achievement of their *2021-2025 Strategic Plan* goals:

- Aggregate, manage and disseminate shared knowledge to develop and advance science and policy.
- Be the collective voice on matters of interest to all conservation authorities
- Continuously improve the function of internal governance to deliver more effective and engaging participation for CA members and examine ways to support members' ability to address municipal and provincial matters
- Provide value-added, shared services to CA members

The GM, Angela Coleman introduced herself and indicated that a review of the 2023 workplan would be carried out; and in the meantime her intent is to visit all CAs over the coming year in order to understand the variety of issues facing CAs and how CO can best support them.

5. Dalhousie Lake Association Meeting – On August 31, Kelly Stiles provided a talk on lake monitoring and about the phosphorus data collect through our lake sampling program, the PWQMN program, as well as what they collect through their own monitoring program. This led to a discussion of algae blooms and what can be done to manage nutrient inputs. Data indicates that the lake is doing well and holding steady in a mesotrophic status (moderately nutrient rich.)



INTERNAL

6. **Purdon Boardwalk Resurfacing** – work is ongoing and by the end of this year 22% of the boardwalk will be rehabilitated.



7. **Staffing**

- Rachel Clouthier joined the Authority as our new Administrative Assistant.
- Joining her at the front desk is Jessica Corrigan who will be working with Eric Kohlsmith on the expanded septic program.
- Jacob Pruner has also joining the septic team as Septic Inspector.
- We continue to recruit for a GIS Specialist.



Cataraqwi
conservation



Crowe Valley
Conservation



LOWER TRENT
CONSERVATION



October 6, 2022

MPP Ric Bresee,
Parliamentary Assistant to the Minister of Natural Resources and Forestry
Whitney Block Rm 5501,
99 Wellesley St W,
Toronto, ON M7A 1W3

Dear MPP Bresee,

Thank you for taking the time to meet with the five Conservation Authorities in your riding on Monday October 4th in Madoc. It was a pleasure to have such fulsome discussions on Conservation Authority matters. We appreciated your understanding of Conservation Authority operations and your willingness to discuss opportunities and concerns raised.

We wanted to offer a summary of our discussions and some proposed recommendations (Appendix) for moving forward.

Natural Hazards Management in Rural Communities:

- Conservation Authorities are on-the-ground agents implementing provincial mandates to manage the risk of natural hazards across Ontario watersheds. Every Conservation Authority has unique geography and requires a broad range of resources to review urban and rural development proposals, including unique modelling and mapping to understand the risk of extreme events. Proactive planning coupled with regulatory review is utilized to reduce impacts on property, ensure property values are commensurate with existing development and permit appropriate growth activity in the right location to reduce social disruption, save lives and protect property. This has been reaffirmed with the recent changes to the *Conservation Authorities Act*.
- Conservation Authorities rely on municipal levy, local and government partnerships to fund the programs and services required to sustainably meet the mandate of managing natural hazard risks. Significant funding cuts have reduced the proactive planning, retention of technical staff, stifled expansion of staffing resources, real-time monitoring, emergency operations, and long-term maintenance of critical infrastructure required to meet this mandate. Current allocations are stagnant and have never matched inflation or the increasing costs needed to safely operate or maintain required infrastructure.
- Areas with larger urban populations often have the resources to meet the needs of developing predictive modelling, updating risk mapping, and assessing the risk and response to natural hazards. This creates a divide across the province and leaves small and rural communities vulnerable because they do not have an adequate tax base capable of funding required for capital expenditures and operational resources for Conservation Authorities. These are the communities that live on the

Working with Local Communities to Protect our Natural Environment



Member of Conservation Ontario
Representing Ontario's 36 Conservation Authorities

shorelines, have historical properties in the floodplain, and have the highest economic development potential.

- Conservation Authorities are focusing on their mandatory programming and there are insufficient funds available across rural communities to effectively protect people and property from natural hazards. In fact, there is not enough funding to adequately maintain a baseline standard for rural Conservation Authorities.
- To create a consistent baseline and effective implementation of provincial mandates across the province, a change in funding strategy is required to support rural communities.
- One important aspect of completing our mandate is a strong governance model. Conservation Authorities are challenged with maintaining quorum and engagement across our Board of Directors in rural communities when citizen appointments are not approved through Ministry exemption, as required by the Act. These members are dedicated, skilled, have exceptional attendance and relieve Council members who have multiple commitments to truly advocate for watershed and municipal goals around the table. It is recommended the Ministry review and process municipal requests expeditiously and support communities who have strong citizen applicants engaged with Council, otherwise vacancies on Boards cause delays in ongoing business approvals and limit progress on mandated activities.

We would like to encourage further dialogue with Conservation Authorities in other areas of the province to get a bigger picture of the issues in different parts of the province. We will be able to assist in creating opportunities for such meetings to occur. We believe that in-person discussions are helpful in establishing trusting relationships.

Thank you once again for meeting with us and we appreciated the openness of the communication.

Respectfully,

Katrina Furlanetto,
CAO Cataraqui Conservation
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Tim Pidduck,
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Brad McNevin,
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c.c. Boards of Directors – CRCA, CVCA, LTC, MVCA, QC

APPENDIX

Recommendations

As representatives of smaller Conservation Authorities in eastern Ontario, the following are recommendations for Ministry consideration that will significantly reduce the implementation barrier to achieving the province's mandate of protecting people and property from natural hazards:

1. Support effective implementation of water control and erosion infrastructure (WECI) to promote public safety

- a. Creates a successful platform to complete projects by ensuring a competitive bidding process for successfully retaining consultants and allowing major repairs to be completed within the provided fiscal without expanding the funding envelope
- b. Supports health and safety of Conservation Authority employees, community residents, and ensure long-term management of current structures is achievable
- c. Addresses Priority #3: Enhance Flood Preparedness of the Ontario Flooding Strategy recommendations

Action: Review WECI to expand the implementation timeframe for successful WECI grant projects to a minimum of two-years and revisit the scoring system for ranking repeated project submissions.

2. Support the development of floodplain mapping across Ontario

- a. Reduces the risk of rural community vulnerability to flooding events by knowing where and how to develop across watersheds
- b. Supports efficient development approval processes by having available hazards mapping, reducing the need for individual studies, and streamlining permitting of applications to get more projects in the ground faster
- c. Addresses Priority #1: Understand Flood Risks of the Ontario Flooding Strategy recommendations

Action: Develop a multi-year provincial program to prioritize small and rural municipalities for floodplain hazard mapping initiatives

3. Reduce community vulnerability to natural hazards across watersheds

- a. Creates a consistent baseline for rural communities by reducing the risk of natural hazards
- b. Provides Conservation Authorities with the capacity and resiliency to have backup staff (retain and attract the appropriate talent) before an emergency, the ability to operate structures in real-time, and respond to the higher frequency of major climate events
- c. Addresses Priority #1: Understand Flood Risks of the Ontario Flooding Strategy recommendations

Action: Revisit the funding model used to apportion current MNRF Section 39 (Natural Hazard Grant) allocations to provide sufficient financial support for small and rural conservation authorities to attain a minimum level of capacity to deliver provincially mandated programs and services.

4. Proactively identify solutions to changes in water quantity and quality

- a. Supports actions to prevent and reduce identified algae blooms
- b. Supports the development of drought management plans and actions residents can employ to better protect their property and access to resources

- c. Ensures there are resilient resources for the development proposals needed to address the housing shortage in rural communities
- d. Promotes active tourism in lake country supporting economic development in rural communities
- e. Addresses Priority #5: Invest in Flood (and Drought) Risk Reduction of the Ontario Flooding Strategy recommendations

Action: Expand infrastructure funding eligibility activities to include predictive modelling and risk analysis for adapting to climate change (e.g., drought and flooding conditions) across Ontario.