



Finance and Administration Committee

Virtual Meeting BY ZOOM

1:30 pm

October 12, 2021

AGENDA

ROLL CALL

Adoption of Agenda

Declaration of Interest (written)

1. Approval of Minutes, Finance and Administration Committee – April 9, 2021, Page # 2
2. Election of Chair and Vice-Chair
3. Nature Smart Climate Solutions Fund Grant, Report #3165/21 (S. McIntyre), Page #6
4. 2022 Fee Schedule Update, Report #3166/21 (M. Craig/A. Millar), Page #9
5. 2022 Budget Assumptions, Report #3167/21 (S. McIntyre), Page #19
6. Workforce Plan, Report #3168/21 (S. McIntyre), Page #22

Other Business

ADJOURNMENT



FINANCE AND ADMINISTRATION ADVISORY COMMITTEE

Via Zoom

MINUTES

June 8, 2021

MEMBERS PRESENT:

C. Lowry, Chair
J. Atkinson
B. King
P. Kehoe
J. Mason
P. Sweetnam
A. Tennant

MEMBERS ABSENT:

E. El-Chantiry

STAFF PRESENT:

S. McIntyre, General Manager
J. Cunderlik, Director, Water Resources
R. Fergusson, Operations Supervisor
A. Millar, Treasurer
E. Levi, Recording Secretary

OTHERS PRESENT:

C. Lowry called the meeting to order at 9:00 a.m.

FAAC06/08/21-1

MOVED BY: P. Kehoe
SECONDED BY: A. Tennant

Resolved, That the Agenda for the June 8, 2021 Finance & Administration Advisory Committee meeting be adopted as presented.

“CARRIED”

BUSINESS:

1. Minutes – Finance & Administration Advisory Committee Meeting – April 9, 2021

FAAC06/08/21-2

MOVED BY: J. Mason
SECONDED BY: B. King

Resolved, That the minutes of the Mississippi Valley Finance & Administration Advisory Committee meeting held on April 9, 2021 be received and approved as printed.

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“CARRIED”

2. K&P Trail & Bridge: Status and Next Steps

S. McIntyre provided an update on the K&P Trail Bridge in Staff Report 3143/21 regarding findings and results to date, outlining issues of risk and liability, and to obtain direction regarding next steps.

J. Mason asked what the timeliest route to sell to the Counties for nominal value would be. S. McIntyre advised if the Counties accepted the lands as they are currently registered for \$1, then the transfer could be expeditious. J. Mason suggested adding disposition to the Counties as an option as it may be the simplest approach and allow the authority to focus on mandated program areas.

P. Sweetnam agreed with J. Mason and commented he would be in favour of the transfer. He also commented that he would support closing the trail as opposed to making repairs if deemed unsafe.

The committee discussed the option of converting the property to Land Titles prior to potential transfer to counties.

FAAC06/08/21-3

MOVED BY: J. Mason
SECONDED BY: P. Kehoe

Resolved, That the Finance and Administration Committee recommend that the Board authorize sale of the K&P Trail to the counties of Lanark, Renfrew, and Frontenac for a nominal sum with the understanding that it remain unconverted at the time of sale and that MVCA does not incur any additional costs.

“CARRIED”

3. Carp River Erosion Control Project

S. McIntyre reviewed Staff Report 3144/21 seeking permission to proceed with contract tendering and award of the project which requires Board of Directors approval based on MVCA’s Purchasing Policy. Construction is scheduled to start in July, therefore placing contract award between the June and July Board meetings.

FAAC06/08/21-4

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

Resolved, That the Finance and Administration Committee recommend that the Board authorize staff to award construction of the Carp Erosion Control project following

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receipt of written approval of the preferred tender by the City of Ottawa.

“CARRIED”

4. NDMP Flood Risk Assessment Project – contract award

S. McIntyre outlined Staff Report 3147/21 noting successful receipt of a grant under the National Disaster Mitigation Program (NDMP) for the completion of a Flood Risk Assessment prior to March 31, 2022. MVCA’s portion of the project is expected to exceed \$50,000 and requires Board approval. Given that the next Board meeting isn’t until the third week of July, permission is sought to delegate this responsibility to the Board Chair or Vice Chair.

FAAC06/08/21-5

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

Resolved, That the Finance and Administration Committee recommend that the Board delegate approval of the Purchase Order for completion of the Flood Risk Assessment project to the Board Chair or Vice Chair, for subsequent endorsement by the Board in accordance with MVCA’s Purchasing Policies and Procedures.

“CARRIED”

5. Shabomeka Lake Dam Project – Status Update

S. McIntyre advised that permit approval has been received from MNRF, and MVCA is currently awaiting DFO, MECP and North Frontenac permits/approval before being able to move forward with the project (as outlined in Staff Report 3145/21). She advised that the process may need to be escalated with MECP and that political intervention may be required.

S. McIntyre noted that the WECI funding has been approved so the Authority is now able to proceed with negotiating the loan with the City of Ottawa and Infrastructure Ontario.

P. Kehoe suggested that C. Lowry reach out to Scott Reid in her capacity as Warden of Lanark County regarding this matter.

6. Preliminary Financial Impact Analysis of New Regulations

S. McIntyre reviewed Staff Report 3146/21 providing a preliminary assessment of potential funding impacts to existing programs and services given the proposed regulatory changes.

J. Mason commented that she and the General Manager have discussed the criticality of the City of Ottawa to be on board with financing. Meetings with E. El-Chantiry and G. Gower will be arranged to discuss how to proceed with non-mandatory programs and services. S. McIntyre commented that across all CAs, the hope is that things will remain status quo between municipalities as is the case with administration of shared services via the counties. She advised that there is intent to conduct a survey this summer so data is available to support conversations

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moving forward regarding conservation area management.

There was a brief discussion regarding whether Conservation Ontario was opposing the proposed regulations in regard to existing versus new asset management and categorization.

ADJOURNMENT

The meeting was adjourned at 10:10 a.m.

FAAC06/08/21-6

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

Resolved, That the meeting be adjourned.

“CARRIED”

“E. Levi, Recording Secretary

C. Lowry, Chair”

REPORT

3165/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Nature Smart Climate Solutions Fund Grant
DATE:	October 5, 2021

RECOMMENDATION

That the Finance and Administration Committee recommend that the Board:

- a) **Endorse the three projects that have received draft approval under the Nature Smart Climate Solutions Fund, as presented in this report.**
- b) **Direct staff to work with Mississippi Valley Conservation Foundation and the Mississippi-Madawaska Land Trust to develop and implement a fundraising campaign to secure the \$133,000 cash contribution by MVCA.**
- c) **Approve borrowing of up to \$133,000 from the Glen Cairn Reserve, which shall be replenished as monies are donated.**

1.0 BACKGROUND

In December 2020, the federal government announced an updated climate plan and committed to invest up to \$631 million over 10 years to work with provinces, territories, “conservation organizations”, Indigenous communities, private landowners, and others to “restore and enhance wetlands, peatlands, grasslands and agricultural lands to boost carbon sequestration.”

In March 2021, Environment & Climate Change Canada (ECCC) approached Conservation Ontario (CO) to administer \$9 million over 3 years to help achieve the above objective. Conservation Ontario reached out to the 36 CAs for project ideas. MVCA submitted the following draft proposals with very high-level descriptions and cost estimates, and identified a host of potential partners.

- Develop and implement a “Land Conservation and Acquisition Plan”, per our new Mississippi River Watershed Plan and Corporate Strategic Plan.
- Restore two sections of wetland habitat along the Carp River, as identified in the Carp River Action Plan.

- Deliver a stewardship program focused on agricultural land (ALUS project) per the Board approved 3-year Stewardship Pilot.

In August, MVCA learned that all three projects, with a combined value of ~\$3.8 million, had been accepted in-principle. Projects delivered under the Nature Smart Climate Solutions Fund require proponent and partner organizations to contribute cash or in-kind services with a value of at least 50% of the total project cost. During August and September, MVCA worked with the following partner organizations to secure financial and in-kind commitments to meet the 50% requirement:

- City of Ottawa
- Ducks Unlimited Canada
- Rideau Valley Conservation Authority
- Mississippi Madawaska Land Trust
- Friends of the Carp

2.0 PROJECT DESCRIPTIONS

Land Conservation and Acquisition Plan

The objective of this project is to examine and prioritize land for potential stewardship and acquisition across the Mississippi and Carp watersheds; and where possible, to use grants and contributions to secure particularly valuable parcels from a carbon sequestration, and flood and drought mitigation perspective. This project was identified in the 5-year *Corporate Strategic Plan* and the *Mississippi River Watershed Plan*. This project will be led by Ducks Unlimited Canada and the City of Ottawa.

Carp River Restore Project

The objective of this project is to naturalize a section of the Carp River immediately south of the Village of Carp, and to reinstate wetland habitat for the purpose of carbon sequestration and natural ecological purposes. This project is to be led by Ducks Unlimited Canada with permit approvals and implementation support from MVCA.

ALUS Agricultural Stewardship Project

The ALUS program is designed to support farmers in carrying out changes in agricultural and livestock practices to reduce negative impacts and to provide ecological services to their communities. Federal program funds will be used for projects that have a recognized impact on carbon sequestration. The program is to be delivered by MVCA in partnership with ALUS Ontario and the Rideau Valley Conservation Authority.

3.0 FINANCIAL AND STAFF IMPACTS

Table 1 summarizes federal, MVCA, and partner contributions for the three projects over the period April 2021 - March 2024 as approved by ECCC last month. MVCA’s cash contribution represents ~3.5% of the total value of these projects, and is proposed to be paid through fundraising in partnership with Mississippi-Madawaska Land Trust and Mississippi Valley Conservation Foundation.

However, it will take time to develop and implement the fundraising campaign, so it is recommended that cash flow be managed by borrowing, as needed, up to \$133,000 from the Glen Cairn Reserve Fund. The Reserve has a current balance of \$341,732. The Reserve would be replenished by funds raised through the campaign before any other distributions are made.

Table 1: Cash and In-Kind Contributions

Project	ECCC Cash	MVCA Cash	Other Cash	MVCA In-Kind	Other In-kind	TOTAL
ALUS Program	\$185,975	0	\$195,000	\$2,987	\$2,987	\$386,950
Land Conservation & Acquisition	\$1,193,711	\$116,500	\$1,118,211	\$31,750	\$81,610	\$2,541,783
Wetland Restoration	\$453,130	\$16,500	\$363,510	\$36,750	\$42,900	\$912,790
	\$1,832,816	\$133,000	\$1,676,721	\$71,487	\$127,497	\$3,841,523

Work on the ALUS and Land Conservation & Acquisition Plan are already included in the draft 2022 workplan. However, work on the Land Conservation Plan will need to be accelerated in order to capitalize on the federal funds. This will be monitored and assessed as the project progresses.

4.0 CURRENT STATUS

CO is the process of negotiating a bilateral agreement with ECCC. Thereafter, CO will require bilateral agreements with each of the CAs receiving funding, which is anticipated to occur in November.

REPORT

3166/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Matt Craig, Manager, Planning and Regulations, Angela Millar, Treasurer
RE:	Proposed 2022 Fee Schedules
DATE:	October 5, 2021

Recommendation:

That the Finance & Administration Committee recommend that the Board approve the 2022 Fee Schedules as presented.

1.0 PURPOSE

The purpose of this report is to obtain approval for the 2022 Fee Schedules so that new fees can be implemented January 1, 2022. 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

Staff propose a 2% increase across all fees for 2022, which is consistent with previous adjustments and previous Board's decisions. Table 1 summarizes this and the following proposed changes.

Major Project Fee

Staff updated the Board on Ministerial Zoning Orders (MZOs) in September and recommended implementation of a new fee to enable the Authority to recover the significant consultation and technical review costs¹ associated with MZOs. The proposed "Major Project" fee is double the normal fee, and would also apply to complex development projects where costs are expected to be above average due to extensive technical reviews, site visits, and complex stakeholder

¹ For example, at Toronto Region Conservation Authority MZO costs have ranged from \$25,000 - \$75,000.

engagement. Only a select number of CA’s have implemented an MZO fee and all have implemented a 100% surcharge to the fee as proposed.

Digital Services

Both Rideau Valley Conservation Authority and South Nation Conservation charge a flat fee for providing digital and hard copies of reports that includes allowance for staff time to fulfill the request. Proposed changes to Schedule D are consistent with fees charged by the other CAs.

Education Centre

Due to suspension of the education program during the pandemic, there is an opportunity to rent out this space in compliance with regulations set by the province. Several queries have been received regarding use of this facility, and renting the building will help to offset basic maintenance costs.

Mill of Kintail Site Rentals

Fees for renting the Mill of Kintail site have been outlined in rental agreements which the Site Supervisor provides to the public at the time of booking. These fees, although not new, have now been included in Schedule D attached, and are highlighted in blue.

Table 1: Proposed Changes to MVCA Fee Schedules

2022 Schedule	Changes
Schedule A: Planning	<ul style="list-style-type: none"> • 2% adjustment
Schedule B: Conservation Permits	<ul style="list-style-type: none"> • 2% adjustment to fees • Hearing fee increase \$200 - \$250 • Major Project fee of \$5260
Schedule C: Technical Reviews	<ul style="list-style-type: none"> • 2% adjustment • Expediated review \$100 • Issuance of new permit \$125 - \$250
Schedule D: Information, Professional Services	<ul style="list-style-type: none"> • 2% adjustment • Reports - Base Cost (digital & paper) <ul style="list-style-type: none"> ○ Small 1-30 pages \$140 ○ Medium 31-100 pages \$275 ○ Large 100+ pages \$405
Schedule D: Mill of Kintail Rentals	<ul style="list-style-type: none"> • Education Centre rental <ul style="list-style-type: none"> ○ Hourly - \$23 ○ Full day - \$130

Schedule D: Conservation Areas	<ul style="list-style-type: none">• Staffing Fee for Rentals Per Hour \$30
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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

Proposed Fee Schedule: 2022

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	\$785
Major (private applications associated with urban expansion and/or major development application)	\$3920
Zoning By-law, Amendments, Minor Variance Applications Site Plan — Single Residential	\$400
Site Plan	
Minor (Small commercial less than 0.8 ha, additions up to 200 sq. m.)	\$1065
Major (Multiple Res., Commercial, Industrial, Institutional)	\$2655
Consent to Sever (per application)	\$490
Clearance of Conditions (Severance or Variance)	\$175
Plan of Subdivision/Condominium (To provision of Conditions of Draft Approval)	\$3,920
Clearance of Conditions for Subdivision Registration (per phase)	\$1,970
Draft Plan Approval Revisions (alterations to site/plan layout)	\$1,970
Draft Plan Extensions (original conditions about to lapse)	\$3,920

- Reactivation (all application types) – 50% reactivation fee based on the current schedule after two years of dormancy
- A screening fee of \$120.00 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.

Proposed Fee Schedule: 2022

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	\$275
	Replacement (different dimension) or new ≤ 1 m diameter	\$650
	1 m diameter - 3 m diameter	\$1,020
	> 3 m diameter	\$2,010
	Infrastructure Modification (bridges with span <25 m)	\$1,020
	Infrastructure Modification (bridges with span >25 m, storm water management pond)	\$2630
	Resurfacing	\$275
	Superstructure or abutment works	\$650
	New bridge	\$2,630
Fill Placement Fill Placement (m ³) (including septic beds)	Fill placement < 100 m ³	\$275
	Fill placement > 100 m ³ – 500 m ³	\$650
	Fill placement > 500 m ³ - 2000 m ³	\$1,020
Buildings	Auxiliary building/structures and additions with a total gross floor area <20 m ²	\$275
	Auxiliary buildings/structures and additions with a total gross floor area between 20 m ² and 100 m ²	\$650
	Auxiliary buildings/structures and additions with a total gross floor area >100 m ²	\$1,020
	New residential dwellings	
	New single unit commercial/institutional building	
Multiple Residential units, Institutional, Industrial or Commercial Building	\$2,630	

Proposed Fee Schedule: 2022

Shoreline Work & Watercourse Alteration	Shoreline alterations, erosion protection, channelization ≤ 30m	\$275
	Shoreline alterations/protection >30m and < 100 m Private residential and/or non-municipal agricultural drain cleanout	\$650
	Shoreline alterations/protection, channelization 100 m - 500 m	\$1,020
Docks	Shoreline disturbance > 2 m and/or total surface > 20 m ²	\$275
Wetland Development /Interference within 30m and 120m of a Provincially Significant Wetland or non-evaluated wetland	Minor review	\$275
	Area affected ≤ 0.5 ha	\$650
	Area affected > 0.5 ha and ≤ 1.0 ha	\$1,020
	Area affected > 1.0 ha and ≤ 2.0 ha	\$2,010

Municipal Drain Maintenance (DART Protocol)	\$90
Screening Fee & Written Advice	\$120
Issuance of new permit within 6 months of expiry date with no changes to proposal or site conditions with exception of routine permits (\$130)	\$250
S. 28 Application Review Hearing	\$250
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).	\$5,260
Note: Additional charges for legal or technical peer-review may be applicable.	



Proposed Fee Schedule: 2022

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	\$265
	Expediated Search (3 business days)	\$365
	With Site Inspection	\$440

Notes:

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



Proposed Fee Schedule: 2022

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	Development Type	2022 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	\$450
	Development area 0.5 hectares - ≤ 2 hectares	\$880
	Development area > 2 hectares - ≤ 5 hectares	\$1,850
	Development area > than 5 hectares	\$2,885
Major Projects		Hourly
Aggregate Resources Act Application Reviews (plus Schedule C fees as applicable)		\$3,920

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 regul

Proposed Fee Schedule: 2022

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

Conservation Area Use Type	2022 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)	\$765
Picnic Shelter	
Per Day	\$130
Hourly	\$23
Education Centre	
Per Day	\$130
Hourly	\$23
Gatehouse	
Per Day	\$208
Hourly	\$37
Community Groups	50% of rental fees
Museum Tour Groups (per person)⁴	\$3
Night Sky Observatory (annual fee)	\$150 (2022) \$200 (2023) \$200 (2024)
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	\$30

Proposed Fee Schedule: 2022

Administrative Task Type	2022 Fee
Photocopies	
Per page 8.5" x11" (Black and White)	\$0.34
Per page 8.5" x 11" (Colour)	\$1.23
Faxes	\$0.32

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

Information and Professional Services	2022 Fee	
Reports	Small: 1-30 pages	\$140
Base Cost (Digital and Paper)	Medium: 31-100 pages	\$275
	Large: 100 + pages	\$405
	Minimum Processing Fee ⁴	\$51
	Administrative Rate ⁴	\$67/hr
	Professional Rate ⁴	\$102/hr
	Management Rate ⁴	\$128/hr
Models – digital copies		\$2,100 plus staff time
Hydrologic Model (HEC-HMS, SWMHYMO, PCSWMM) ⁴		
Hydraulic Model (HEC2, HEC-RAS) ⁴		\$2,100 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

3167/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	2022 Budget Assumptions
DATE:	October 3, 2021

Recommendation:

That the Board of Directors direct staff to develop the 2022 Budget and related documents in accordance with the following parameters:

1. An assumed growth in tax assessment of 1.4%.
2. A municipal levy increase of 3% to the operating budget
3. A municipal levy increase of 4.5% to the capital budget

1.0 BACKGROUND

Regulatory changes expected since early 2021 under Bill 229 did not materialize and the Authority remains in a position of uncertainty heading into the 2022 budget planning cycle. Given the financial pressures facing MVCA, it is prudent to continue to transition the organization to focus on “mandatory” programs under the new legislation and to implement a workforce plan to meet the current and future staffing needs.

2.0 BUDGET PROCESS

The following budget review process is proposed:

- 1) October 12, 2021 – Finance & Administration Committee:
 - reviews and endorses/amends budget assumptions contained herein;
 - considers and makes recommendation regarding budget pressures identified in Workforce Plan (Report 3168/21)
- 2) October 20, 2021 – Board considers Committee recommendations and sets 2022 budget direction.
- 3) October/November – Staff prepare draft budget.

- 4) November 10, 2021 – Finance & Administration Committee review and comments on the draft 2022 Budget and work plan;
- 5) December 1, 2021 – Board to endorse Draft 2022 Budget for municipal circulation.
- 6) Mid-February 2022 (date tbc) – Finance & Administration Committee to receive 2021 Audited Financial Statements.
- 7) February 2022 AGM – Board to approve Final 2022 Budget, the Interim Financial Plan, and updated 10-year Capital Plan.

3.0 2022 Budget Assumptions

3.1. 2021 Wage and Wage Band Adjustments

In December 2020, the Board approved¹ wage band adjustments and wage increases totaling \$47,031 to be phased onto the municipal levy over four years (2021-2024.) For 2022, the Board approved a \$19,370² pressure on the municipal levy (an equivalent amount is to be drawn from the Operating Reserve.)

In April 2021, the Board approved further wage band adjustments and wage increases³ totalling \$22,426 to be phased in over two years (2022-2023.) For 2022, the allocation on the levy is \$11,213⁴.

Combined, these increases constitute a \$30,583 or a 1.14% increase to the base Operating Budget for 2022. This budget pressure is discussed most fully in Report 3168/21 on Workforce Planning and Adjustments. The General Manager of Planning, Infrastructure, and Economic Development has been informed of pressures to MVCA's compensation budget.

3.2. Growth and Inflation

Due to the significant contribution of the City of Ottawa to the municipal levy, the three local CAs: MVCA, Rideau Valley Conservation Authority (RVCA), and South Nation Conservation (SNC) follow the direction of the City in establishing growth and inflation allowances. Last month, the City of Ottawa set the following directions for development of its 2022 Budget:

- taxation revenues generated from new properties (assessment growth) to be estimated at 1.4 per cent of current taxation for 2022; and
- a municipal levy increase not to exceed 3.0%.

¹ Report 3102/20

² 2020 dollars.

³ Report 3125/21

⁴ 2021 dollars.

In accordance with the approved *Interim Financial Plan*, November 2020, and 10 Year Capital Plan that identify significant capital budget pressures over the next 10 years, a capital levy increase of 4.5% is required for 2022.

3.3. Cost of Living and Mileage Rates

Annually, MVCA references the Consumer Price Index published for August to determine the Cost of Living (COL) rate increase for employee compensation. The 2022 draft budget will include a COL increase of 4.1%. The COL for 2021 was 0.1% based on this same resource. Over the two years, the average COL was ~2% per year.

The mileage rate for 2022 will be \$0.57 per kilometer effective January 1st, 2022. The 2021 rate was \$0.55 per kilometer. MVCA references the National Joint Council published rates to determine the mileage rate each year.

REPORT

3168/21

TO:	MVCA Finance & Administration Advisory Committee
FROM:	Sally McIntyre, General Manager
RE:	Workforce Plan
DATE:	October 5, 2021

RECOMMENDATION

That the Finance and Administration Committee recommend that the Board:

- a) Receive the attached *Workforce Plan*.
- b) Adjust the 2022 Operating Budget Assumptions to increase the municipal levy by an additional \$87,036 to provide for workforce adjustments.

1.0 PURPOSE

At the April 9, 2021 meeting of the Board of Directors, the General Manager received direction to prepare a proposal for addressing workload and succession planning needs of the organization. Key concerns discussed at the time included the following:

- inadequate staff resources to meet increased workloads;
- stress and morale issues in the workplace due to the above and other factors;
- inadequate resiliency to accommodate staff departures and extended leaves; and
- the need to provide a desirable work place with competitive wages and benefits.

The purpose of this report is to table the attached *Workforce Plan* and obtain budget direction regarding proposed actions to improve workplace health and resiliency.

2.0 CURRENT STATE

2.1 Workload

As identified in April, MVCA staff have seen a significant increase in workload in recent years without an adequate increase in resources. Workload increases have been largely due to the following:

- Implementation of projects designed to future-proof member municipalities and land owners from the impacts of climate change. This includes implementation of the asset management plan, development of a watershed model, and update of flood plain mapping as set out in the 2020 *Interim Financial Plan*.
- Increases in planning and permit applications due to land development pressures and reconstruction demands associated with the 2017 and 2019 floods that are ongoing. The combined value of lots and units approved in 2020 alone is estimated to exceed \$1.1 billion.
- Increases in engineering requirements due to the above growth and reconstruction coupled with the demands of the Authority's asset renewal capital program.
- Increasingly complex applications due to the presence of hazards adjacent to or within designated urban areas.¹
- Legislative changes and regulatory consultations and associated organizational impacts such as defunding of museum operations and a 50% drop in provincial funding.

To address these needs, some vacancies were not filled and resources that were previously used to address summer workloads and provide vacation coverage were converted to full-time contract positions to support delivery of planning and regulations services and other priorities of the organization. There is no remaining ability to reallocate compensation dollars within the operating budget to meet workload demands.

2.2 Workplace Health

An independent psycho-social survey of MVCA employees carried out in August, 2021 found a high degree of workplace stress and dissatisfaction. Key findings included:

- 78% feel that MVCA has inadequate staff resources.
- 60% feel that MVCA has an unhealthy psychological climate.
- 43% are experiencing symptoms of burnout.
- 40% feel that their work at MVCA interferes with their private life.
- 37% feel that MVCA does not provide good job security.

Survey results point to potential risks to employee health, corporate financial health, and to organizational capacity and functioning. The management team is working with the Joint Health & Safety Committee (JH&SC) to better understand and address these matters, but it is clearly

¹ For example, the number of wetland permits has steadily increased from an average of 12 per year (2015-2018) to 39 per year (2019-2021 YTD.) Similarly, applications requiring Environmental Impact Statements (EIS) have increased from an average of 18 per year (2016-2018) to an average of 29 per year (2019-2021 YTD.)

understood by both that insufficient staff resources is the root cause for many of the issues identified in the survey.

2.3 Corporate Resiliency

The following service delivery areas have limited to no duplication in skills and knowledge:

- Capital project planning and management;
- Watershed modeling and flood plain mapping;
- Financial management; and
- IT, data security and web management.

Additional resources and, where appropriate, cross-training are needed to reduce vulnerabilities in these areas.

While there is good duplication of skills and knowledge in the Planning & Regulations group, this is undermined by the sheer volume of work. Improvements are needed in organizational design to effect improved workload management and succession planning, and the capacity to accommodate employee absences from the workplace.

2.4 Workplace Culture and Performance

While performance results tabled in September 2021 indicate a high degree of success in meeting planning and permit service levels, they belie the impact that workloads are having on staff and the organization as a whole. Conservation Ontario standards are being met and the capital program delivered largely due to employee dedication, a significant increase in overtime², and a reduction in other levels of service.

For example, MVCA has a tradition of providing applicants with the support needed to ensure that proposed plans meet regulatory requirements while mitigating financial impacts. This has been achieved through pre-consultation meetings, site visits, phone conversations, and email correspondence. It is no longer possible to provide this level of service to landowners on a consistent basis. Furthermore, it is often difficult for staff to accommodate requests for support from each other, with consequent impacts on team spirit, and workplace cohesion, satisfaction and morale.

² Overtime increased from 1856 hours in 2016 to 2584 hours in 2020. MVCA does not pay for overtime but provides Time-off-in-Lieu (TOIL) which must be taken by fiscal year-end. For this reason, staff tend to take TOIL before taking vacation, and there is an increasing liability associated with unused vacation banks.

3.0 PROPOSED CORRECTIVE ACTIONS

A variety of actions are identified in Table 1 and described more fully in the attached *Workforce Plan*.

Table 1: Three-year Implementation Plan

Action	2021	2022	2023	2024
1. Develop and implement plan for addressing psycho-social issues in the workplace				
2. Management and supervisor training				
3. Explore shared service opportunities				
4. Determine approach to H&S Coordinator role				
5. Clarify roles and responsibilities for ICT				
6. Update/Create new Job Descriptions				
7. Job Evaluation and Market Assessment				
8. Budget incr. to accommodate new positions				
9. Budget incr. to enable wage adjustments				
10. Budget incr. to make contract pos. permanent				
11. Carry-out fee study				
12. Adjust Fee Schedule to incr. cost recovery				
13. Establish reserve for planning and regulations				
14. Cross-train staff in key functions				
15. Review Employee Manual policies				
16. Review education programming approach				
17. Implement automated timesheet and payroll systems				
18. Develop and implement volunteer program				

Some of the above actions are intended to offset budget pressures. For example, a Fee Study and adjustments to the fee schedule are proposed post implementation of the new regulations to fully recover costs for some positions, moving them off of the levy. Proposed positions represent the additional resources required to meet volume demands in planning and regulations applications.

4.0 FINANCIAL IMPACTS

Financial impacts are summarized in Table 2. The first line shows what was presented in Report 3167/21 for the 2022 Operating Budget, and includes previously approved wage adjustments and their phasing onto the municipal levy.

New Pressures are categorized as follows:

- Wages and Benefits – new unbudgeted positions, conversion of contract to permanent positions, and net reassignment of vacant positions.
- HR Support – costs to carry out job evaluations, market assessments, and review and update Employee Manual policies.
- Training – technical cross-training of staff, and management and supervisory training.
- Alternative Service Delivery – accessing support from contractors and other CAs for low-volume high-specialty work.

The table also shows Offsetting Revenues to be achieved through the following:

- Enhanced Cost Recovery – designate some positions as full-cost recovery and transfer those costs onto planning and regulation fees.
- Grants – 50% offset for new student positions.
- Shared Service Delivery – sharing staff/expertise with other conservation authorities, Mississippi Valley Conservation Foundation (MVCF), and Mississippi Madawaska Land Trust on a cost recovery basis.

The financial impact of proposed actions on the 2022 Operating Budget is \$348,143, of which 25% or \$87,036 is proposed to be placed on the municipal levy in addition to what has already been approved. The balance would be paid from the Operating Reserve, as shown in Table 2.³

The Operating Reserve is projected to have a 2021 Year-end balance of \$924,595, or approximately 34.5% of the 2021 Annual Operating Budget. The proposed withdrawal of \$261,107 would reduce this to \$663,488, or approximately 3 months cash flow.

Ideally, the Operating Reserve should have no less than 3-months operating funds.⁴ While this target can be met in 2022, based upon the phase-in schedule contained in Table 2, it will be challenging in 2023 and 2024 and will depend upon whether there are year end surpluses.

³ The General Manager of Planning, Infrastructure, and Economic Development at the City of Ottawa has been briefed on this potential additional pressure on the municipal levy.

⁴ <https://www.propelnonprofits.org/resources/nonprofit-operating-reserves-policy-examples/>

Currently, the Authority does not have a policy regarding minimum and maximum operating reserve balances.

CORPORATE STRATEGIC PLAN

Preparation and implementation of the *Workforce Plan* supports Goal 3: People and Performance, which is to “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.”

Table 2: Financial Impacts / Implementation Plan (\$2021)

Item	2022	2023	2024
Previously approved increases to the levy⁵	\$30,583	\$57,699	\$69,457
New Pressures			
Wages and Benefits ⁶	\$278,194	\$261,080	\$261,080
HR Support ⁷	\$30,000	\$10,000	\$10,000
Training ⁸	\$5,000	\$5,000	\$5,000
Alternative Service Delivery ⁹	\$72,132 ¹⁰	\$72,132 ¹¹	\$57,132
Subtotal	\$415,909	\$405,911	\$402,669
Offsetting Revenues			
Enhanced Fee Recovery			\$39,492 ¹²
Grants	\$67,766	\$67,766	\$67,766
Shared Service Delivery		\$41,723	\$41,723
Subtotal	\$67,766	\$109,489	\$148,981
NET IMPACT	\$348,143	\$296,422	\$253,688
Municipal Levy	25% (\$87,036)	50% (\$148,211)	100% (\$253,688)
Operating Reserve	75% (\$261,107)	50% (\$148,211)	0%

⁵ Wage increases approved by reports 3102/20 and 3125/21 for phasing onto the municipal levy in 2023 and 2024.

⁶ Net staffing pressures including overhead and computer set-up.

⁷ Includes average of \$10k for HR support services.

⁸ Technical cross-training and management/supervisor training.

⁹ Incl. recurring cost for outsourcing specialized communications services, health and safety services, administration of summer camp program, and implementation of payroll and timesheet solutions.

¹⁰ Incl. review of the Education program.

¹¹ Incl. Fee Study in partnership with RVCA and SNC.

¹² 100% of base pay for designated positions, minus 5-year average annual P&R fees.



Workforce Plan

October, 2021

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1.0 INTRODUCTION

At the April 9, 2021 meeting of the Board of Directors, the General Manager received direction to prepare a proposal for addressing workload and succession planning needs of the organization. Key concerns discussed at the time included the following:

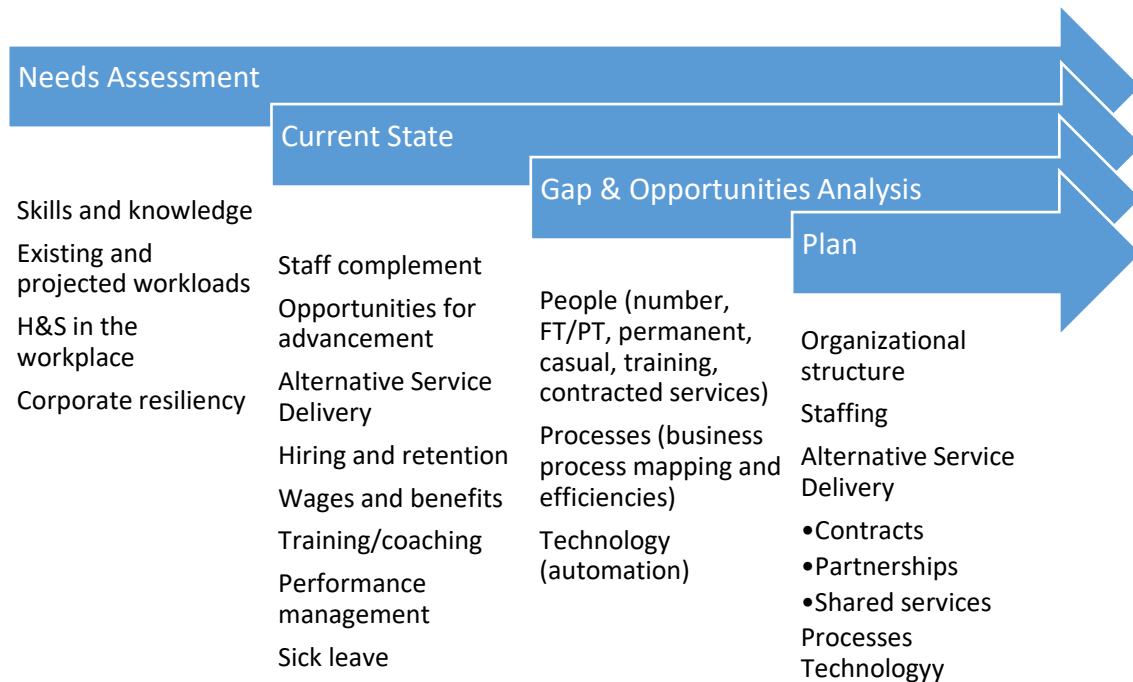
- inadequate staff resources to meet increasing workloads;
- stress and morale issues in the workplace due to the above and other factors;
- inadequate resiliency to accommodate staff departures and extended leaves; and
- the need to provide a desirable work place with competitive wages and benefits.

The objective of this Workforce Plan is to establish an approach to organizational design, staffing, training and compensation, and contracted and shared services that ensures MVCA is able to attract and retain quality staff, maintain a healthy work environment, and is resilient to staff turn-over and fluctuations in workload.

2.0 WORKFORCE PLANNING

This Workforce Plan outlines existing and projected needs and challenges, presents current state and gaps in the workforce complement, and proposes a three-year plan for addressing workforce issues including associated costs and benefits. Figure 1 illustrates the key steps carried out in preparation of this report.

Figure 1: Workforce Planning



3.0 NEEDS ASSESSMENT

3.1 Skills and Knowledge

The *Conservation Authorities Act*¹ identifies three spheres of responsibilities for conservation authorities:

- risk of natural hazards
- conservation and management of lands, and
- source water protection

Delivery of this **mandate** requires the following fields of expertise:

- Flood forecasting, water management, and asset management: engineering, engineering technology, modeling, programming, GIS, project management
- Administration of Regulation: environmental planning and enforcement
- Dam operations and maintenance of conservation areas: skilled labour
- Resource planning: environmental planning, GIS, resource management
- Source water protection: environmental technology²

The Authority also has **delegated powers from the province** to review and comment on planning applications for compliance with provincial policy³ concerning natural hazards. In the County of Lanark and City of Ottawa, the Authority has **memoranda of understanding** to review and comment on planning applications on matters related to provincial policy.⁴ These services necessitate skills and knowledge in the fields of environmental planning, engineering, hydrogeology, and field ecology.

MVCA also delivers outreach programs and ecological monitoring that require the following skills: field ecology, resource management, project management, and communications.

The Authority is administered by a Board of Directors and two standing committees and is subject to a variety of legal requirements. Areas of expertise required to ensure proper corporate governance and administration include: financial management, information and communications technology and data management, human resources, records management, facilities management, communications, legal, and operations management.

¹ Section 20.1.1 per Bill 108/19 and 229/21, awaiting enactment as of writing this report.

² Overall program management is led by RVCA on behalf of the MRSPR, however, new regulations are expected to require MVCA to provide field support for the monitoring of surface and ground water.

³ Section 3.1 of the Provincial Policy Statement.

⁴ Sections 2.1 and 2.2, specifically: natural heritage, hydrogeology, and stormwater management.

A comprehensive list of the programs and services delivered by the Authority is contained in Appendix A.

3.2 Existing and Projected Workloads

Workloads at MVCA have increased significantly in recent years, particularly in two units: Water Resource Engineering, and Planning and Regulations. Current and projected pressures are due to the following:

- Embarkment of a capital renewal program to address ageing assets to ensure their integrity and continued operability to mitigate risks to the public.
 - Works-in-progress (WIP) are the Shabomeka Lake Dam, review of the Kashwakamak Lake Dam, and an erosion control project on the Carp River.
- Due to increasing development and the impacts of climate change, it is necessary to review and update existing flood plain mapping:
 - WIP are update of flood plain mapping for the Casey Creek, upper and lower Carp River, and review and update of the Lower Mississippi River; and a watershed-wide flood risk assessment study being carried out in partnership with Rideau Valley and South Nation conservation authorities.
- The *2020 Interim Financial Plan, 2021 Corporate Strategic Plan, and 2021 Mississippi River Watershed Plan* identify areas of risk and strategic importance, and several priority projects are now underway. For example, changing climate patterns necessitate modelling of the watershed to aid in flood forecasting and warning, and to identify options for mitigating the impacts of extreme floods and droughts, the earlier onset of the spring freshet, and changing ice regime.
- The lower Mississippi and the Carp watersheds are two of the fastest growing areas in Canada resulting in a steady increase in planning and permit applications. Recent population growth in Beckwith, Drummond/North Elmsley, Carleton Place, and Mississippi Mills has ranged from 6.5 to 14.8%—well above the provincial 5-year average of 4.6%. Staff receive on average more than 60 queries a month regarding proposed developments.
- Natural features abut most urban boundaries and are under development pressure, resulting in more complex planning and permit applications. For example, the number of wetland permits has steadily increased from an average of 12 per year (2015-2018) to 39 per year (2019-2021 YTD.) Similarly, applications requiring Environmental Impact Statements have increased from an average of 18 per year (2016-2018) to an average of 29 per year (2019-2021 YTD.)

- Works associated with the restoration and surrounding development related to the Upper Carp River are complex⁵, involving phased construction of multiple cut and fill projects and stormwater management (SWM) facilities across several landowners and subdivisions that require careful review at each stage to ensure no loss of flood plain storage capacity as Kanata and Stittsville are developed.
- Impacts from the 2017 and 2019 floods continue to exacerbate workloads due to ongoing home-raising and reconstruction projects and shoreline repairs.⁶

Other factors that have compounded workload demands include the following:

- Provincial budget cuts implemented in 2019 resulted in a reduction of ~1.5 FTE (full-time equivalent) employees as the Board did not want to download that cost to municipalities via the levy.
- New benchmarking and reporting requirements were introduced by the province and Conservation Ontario in 2021.
- A general decline in the quality and completeness of planning and permit applications has impacted the amount of time required to review, and re-review applications.
- Protracted consultations by the province regarding proposed regulatory changes has added to administrative burdens.
- Work related to implementation of new provincial legislation.⁷
 - WIP include development of a Request for Expression of Interest for the Mill of Kintail Museum, and development of a Transition Plan to address changes in the CA funding model.
- Major federal grant programs were extended or introduced that provided an opportunity to offset major spending for planned activities under the *Interim Financial Plan*.
 - WIP include flood risk assessment of the Mississippi River watershed, and LiDAR data acquisition.
- Additional administrative burden during the pandemic associated with workplace health and safety, hardware and internet support for remote workers, property management, and human resources management.

⁵ Per the *Implementation, Plan Kanata West Development Area, 2010*

⁶ There have been 114 rebuilds since 2017. These are some of the most complex applications to administer, in part due to small lot sizes and the duration to resolve as people explore different rebuild options. Shoreline permits peaked at 76 applications in 2019. Though not as complex, these applications typically require on site consultation to review and assess proposals with landowners. Given the size of the watershed, they are time onerous to administer.

⁷ Bill 108/19 and Bill 229/20.

- Persistent and increasing information technology risks and demands associated with data availability and dissemination.

While some workload pressures are temporary or cyclical, a net increase in base workload has been observed since 2017 that shows no sign of abating.

3.2.1 Mississippi Valley Conservation Foundation (MVCF)

The Foundation is an unstaffed volunteer organization that does fundraising for the Authority. The Foundation is currently carrying out a governance review to address the lack of resources and the impact on organizational and fundraising performance. MVCA staff support work of the Foundation on an in-kind basis, and only charge the Foundation for out-of-pocket expenses. However, work volumes in recent years have meant there is little to no capacity to address the needs of the Foundation. One of the proposals set out in this plan is for the sharing of a resource between MVCA and MVCF to support the needs of both organizations.

3.3 Workplace Health and Safety

3.3.1 Physical

Some jobs at the Authority pose physical risks to employees and should only be carried out in teams of two or more, as specified in standard operating procedures. There are also issues of personal security for staff that work independently that necessitate specific measures to monitor their safety. By and large, management of these risks have negligible impact on the staff complement.⁸ The Authority has an engaged Joint Health & Safety Committee (JH&SC), and management and the Committee collaborate on dealing with workplace safety issues and enhancing health and safety in the workplace.

3.3.2 Psycho-social

Shortly before the pandemic, the Joint Health & Safety Committee (JH&SC) raised concerns to management regarding stress in the workplace. Actions carried out to date include the following:

- Two key vacancies were filled in Spring 2020, and contract staff were extended and reassigned to address workload demands in Planning and Regulations.
- Managers and members of the JH&SC received training on recognizing and managing psycho-social hazards and stress in the workplace.
- Managers now have bi-weekly 1:1 meetings with direct reports.

⁸ Risks to physical safety are managed using contracted security services and Standard Operating Procedures (SOPs) governing field crews, site visits, and after-hours work.

- Bi-weekly staff meetings in two units are used to review and distribute workload.
- A system for coordinating reviews was introduced between the Planning & Regulations and the Water Resources Engineering groups.
- Staff were reminded to obtain permission for and to record overtime to help management monitor work loads.
- Managers and the GM regularly monitor vacation balances to identify potential areas of concern.
- The Annual Performance Review template was updated to facilitate discussion of a wider scope of matters including career development.
- A staff appreciation event was held in Fall 2020 and a monthly *Water Cooler Update* was introduced to share news and celebrate successes of the organization.
- Accommodations have been made during the pandemic for staff experiencing childcare and other challenges.
- Staff were engaged during development of the *Corporate Strategic Plan*.

Most recently, a **third-party psycho-social survey** was conducted by Occupations Health Clinics for Ontario Workers Inc. (OHCOW) in August 2021⁹. The OHCOW survey found widespread concerns regarding workload and workplace stress, including¹⁰:

- 78% feel that MVCA has inadequate staff resources.
- 60% feel that MVCA has an unhealthy psychological climate.
- 43% are experiencing symptoms of burnout.
- 40% feel that their work at MVCA interferes with their private life.
- 37% feel that MVCA does not provide good job security.

A key workload challenge at MVCA has been an unprecedented lack of recovery time. Most workplaces experience daily, weekly, monthly and seasonal cycles in workloads, with periods of less demand that allow for personal and corporate recovery. This has not been the case at MVCA since 2017¹¹.

It is also important to recognize that MVCA has undergone significant changes in management and the work environment¹² in recent years; and, that all conservation authorities have been in a perpetual state of uncertainty since approval of Bill 108 in June 2019 due to repeated delays

⁹ Board members may contact the GM to obtain the complete report.

¹⁰ It was also interesting to note that 25% of employees have a second job outside MVCA.

¹¹ Since the 2017 flood at Constance Bay, Planning and Regulations has seen an incessant growth in workload; and additional resources were never secured to support capital projects and flood plain mapping commitments of the Water Resources Engineering group.

¹² Many have commented that the move from the Village of Lanark to Carleton Place had unintended consequences on workplace cohesion and collaboration that have been exacerbated by excessive workloads.

by the province to issue regulatory requirements. These changes and the on-going state of regulatory limbo have undermined previous working relationships and methods, and have been demoralizing for several staff who believe their jobs to be in potential jeopardy.

Lastly, it is important to recognize that the pandemic has affected workers world-wide. A survey of 5,000+ employees completed by McKinsey & Co. earlier this year¹³ found elevated levels of anxiety and burnout, and a greater emphasis by employees on workplace flexibility, compensation, and personal well-being. This trend is very much evident at MVCA.

From a workforce management perspective, the MVCA psycho-social survey clearly indicates that workloads, the pace of work, and the work environment are affecting employees, with consequent risk of increased sick leave, workplace injuries, performance impacts, HR litigation, and staff resignations that would further strain human and financial resources, and risk the Authority's effectiveness and reputation in the community.

3.4 Corporate Resiliency

In 2019, four of seven senior managers retired and two frontline-staff accepted positions elsewhere. This caused significant strain on the organization as key documentation was lacking in some areas, and gaps in corporate memory made management transitions prolonged and difficult. Since 2019, steps have been taken to address these gaps/issues including the following:

- Documented work planning and tracking systems;
- Documented workflows and work instructions for some business processes;
- Documented check-lists to facilitate training of new staff and cross-training of others;
- Documented asset inventory and replacement plans;
- Centralized electronic filing system for key corporate records;
- Overhaul of website and posting of key documents;
- Cross-training of staff in flood forecasting and warning and the use of WISKI; and
- Cross-training of staff in regulatory permit and plan review functions.

Efforts continue to address documentation gaps, and management is now working to ensure that staff training and the organizational structure provide appropriate opportunities for advancement in support of employee career development and corporate resiliency objectives.

The following skills/positions are considered critical to corporate operations:

¹³ <https://www.mckinsey.com/business-functions/organization/our-insights/what-employees-are-saying-about-the-future-of-remote-work>

- Flood forecasting and system operations;
- Modeling, GIS and flood plain mapping;
- Environmental planning;
- Water resource engineering;
- Regulatory enforcement;
- Information technology and security; and
- Financial management.

These are core functions of the organization not just under the *CA Act*, but also under Memoranda of Understanding with member municipalities. Resiliency and succession planning in these fields is needed as they entail significant risk and legal liability if not performed consistently and properly.

An annual training plan is prepared by the management team that captures both regulatory and professional development training objectives. This is developed in consultation with staff through the annual performance review process and in consultation with the JH&SC as it pertains to mandatory training requirements.

4.0 CURRENT STATE, GAPS and OPPORTUNITIES

4.1 Workforce

Table 1 presents summary statistics regarding MVCA staffing.

TABLE 1: Staffing (funded as of September, 2021)

Number of Employees Full-time equivalents (FTEs)	Full-time	Part-time / Casual	Permanent	Contract	Subsidized¹⁴	Vacancies	Total
Site and Facility Operations	6	0.66	5.66	1	1.5		6.66
Water Resource Engineering	8		7	1	1.8		8
Planning & Regulations	9	1.33	7	3.33	.15		10.33
Finance, IT, Museum & Administration	8	0.33	7	1.33	0.35	3	8.33
TOTAL	31	2.33	26.66	6.33	3.8	3	33.33

4.1.1 Site and Facility Operations

This group comprises two 2-person crews to operate dams and to maintain conservation areas, a supervisor who plans and administers field work and provides field support, and a manager that addresses ownership, regulatory, and planning matters at all properties and the operation and maintenance of specialized equipment such as the HVAC system, a UV drinking water system, electronic parking meters, and emergency generators. A part-time Custodian and casual Forestry Technician¹⁵ round out the group.

This group is adequately staffed, however, there are concerns regarding succession planning as the Supervisor and Manager are nearing retirement. While the Supervisor position recently underwent job evaluation and market assessment, the Manager and Maintenance Technician job descriptions have not been reviewed in 10-years and should be evaluated and market assessed in 2022. Contracting-out specialized services performed by the Manager is possible and can help provide resiliency in an emergency. Knowledge transfer is underway.

¹⁴ Subsidies that offset pressures on the municipal levy include the Section 39 provincial transfer (~1.5 FTE), MOU/shared service revenues, and one-time grants and Board-approved payments from operating reserves.

¹⁵ This position is 100% funded by the County of Lanark to provide forest management services.

4.1.2 Water Resources Engineering

This group consists of the Director of Engineering, two Water Resources (WR) Engineers, an Engineer in Training (EIT)¹⁶, a Civil Engineering Technologist (CET), a Water Resource Technologist, a GIS Specialist¹⁷, and a Full Stack Developer¹⁸. These positions entail highly sought-after skills and significant effort is needed to attract and retain employees. Due to the high degree of specialisation and workloads of these positions, there are limits to our ability to cross train staff. Cross-training has already occurred for flood forecasting and system operations, planning and regulation reviews, and system monitoring and surveying, and further is planned.

At present, ~1.8 FTE in this group is underwritten by MOUs and/or the operating reserve. It is recommended that affected positions be transitioned to the Municipal Levy. This will provide employees with greater job security, and management with the confidence to invest time and resources in cross-training staff in support of corporate resiliency and succession planning.

Due to the relatively junior level of most staff, and the flat reporting structure, there is insufficient capacity at the management level to adequately oversee all projects and tasks. Experienced engineering support is needed to support oversight of the capital program and other special projects to help ensure reasonable workloads and competent delivery of current and planned projects over the next 10 years.

The CET position should be designated as a full-cost recovery position as its primary function is to review planning and regulation applications that cannot be handled by the water resource engineers due to volume.

Lastly, the Water Resource Engineer job description should undergo job evaluation and market assessment as it has not been updated since 2015; and, the Full Stack Developer (FSD) position should be market assessed as it has never been reviewed.

4.1.3 Planning & Regulations

This group consists of the Manager, two Environmental Planners, a Watershed Planner, a Regulations Officer, a Regulations Technician, a Biologist, and the following contract positions: Planning Assistant, Planning Technician, and Stewardship Coordinator. Shared-service support

¹⁶ Temporary position.

¹⁷ The GIS specialist prepares flood plain mapping and is able to write and run programs to determine cut and fill requirements. This position is underwritten in part by the Ottawa Floodplain Mapping MOU, at \$43,785.

¹⁸ A Full Stack Developers is a computer programmer capable of designing web interfaces as well as back-end data collection and management systems.

is obtained from RVCA for administration of the septic program and for carrying-out hydrogeological reviews.

It is estimated that the collective value of all approvals issued in 2020 exceeded \$1.1 billion.¹⁹ As such, key positions in this group should be made “full-cost recovery” to reflect the value they provide to landowners benefiting from their services. To that end, a fee review is recommended in partnership with RVCA and SNC once new regulations are in effect in 2023. Furthermore, due to fluctuations in demand, it is recommended that a dedicated reserve be established that can be used to offset wages in years when revenues are lower, or to phase-in new staffing costs should planning and regulation demands continue to rise.

Applications and workload distribution is generally divided between the City of Ottawa and the other 10 municipalities. As noted previously, the lower watershed is experiencing significant growth and the technicians and assistant were brought on to address workload demands. While this strategy has worked, it has created a situation where the Manager has nine direct reports. To balance workload distribution and support resiliency and succession planning, technical support positions should be made permanent and report to other team members. These positions were created using budgets previously dedicated to funding temporary student positions. It is recommended that two student positions be reinstated and funded from the municipal levy as they support delivery of stewardship and monitoring programs, provide back-up to allow for staff vacations, and have good access to employment subsidies. It is also proposed that a Junior Planner position be added to support policy work and provide additional support to the Planners when required. It is proposed that the new Junior Planner position be funded by a combination of grants and levy.

The following positions have not undergone job evaluation and should be reviewed to ensure proper compensation: Planning Technician and Regulations Technician.

4.1.4 Administration

Positions under this heading are the following: General Manager, Treasurer, Information Technology Supervisor, two Administrative Assistants, Community Relations Coordinator (vacant), Education Coordinator (vacant), the Museum Curator, and a Museum Assistant (PT/seasonal/vacant and unfunded in 2021). This team delivers corporate governance, financial management, communications, hardware and software services, space rentals and event management, education and museum programs and services.

¹⁹ Based upon market value of lots/units approved or reconstructed;

Community Relations

As museum operations are likely to be reassigned to another entity in 2023, the supervisory and executive director roles of the Community Relations Coordinator will become redundant. In July 2021, the Community Relations Coordinator resigned and responsibilities either reassigned or contracted out. Based upon experience to date, the plan is to create a Community Liaison position that can manage events and bookings at the Mill of Kintail, develop and deliver a volunteer program, support fundraising activities of the Foundation, and provide some communications support. Specialized communications skills such as graphic design, video, and copy writing will be contracted out as needed either to another CA or to a private firm.

In August 2020, the education program at the Mill of Kintail Conservation Area (MOK) was suspended due to the pandemic; and funds were reassigned to support delivery of the 3-year Stewardship Pilot. In 2022, a review of MVCA's approach to education should be carried out to determine how best to meet the education objectives of the Authority, the needs and constraints of local school boards, and the financial imperatives of MVCA.

An approach to CA education is being carried out for the Carp River Conservation Area (CRCA) under the banner "the Carp River Living Classroom". It is hoped that this work can be expanded to include the education objectives of the Authority in its entirety. Thereafter, potential staffing can be considered and the best service delivery approach determined. In the meantime, discussions have commenced with RVCA to coordinate delivery of summer camps and school programming at the MOK.

Financial & Human Resource Management

There is no succession plan for the Treasurer and limited resiliency to a protracted absence. A recent change to our group health and dental insurance contract has resulted in downloading of some HR functions to conservation authorities. Increased planning, regulations, and capital projects workloads have increased demands on financial record keeping, reconciliations and payment activities, that have been exacerbated by the pandemic because funding, human resources, and budgets were all impacted.

As there is currently no career path for administrative staff to move into this position, and there is a need to create resiliency in financial management, one of the Administrative Assistant positions will be amended to become a Finance Assistant. As well, a review of contracting-out payroll responsibilities should be carried out to mitigate potential interruptions in service delivery. Lastly, automation of the timesheet project that was parked in 2020 should proceed in 2022.

Information and Communications Technology (ICT)

The Lead of ICT is the only person at MVCA that has a complete understanding of computer assets and peripherals, software, the local and cloud networks, and computer security systems of the Authority. This position also acts as the point of entry for many data service requests and acquisitions; and provides GIS services across the corporation.

MVCA has a 3-year contract with a private contractor that is knowledgeable of MVCA's systems and is able to provide IT support during emergencies and short-term absences of the Lead. This service delivery model is working well, however, there remains a need for cross-training of some staff in basic technical support and data service functions; and enhanced documentation of the current system and business processes.

At present, knowledge and oversight of communications equipment is shared amongst the Lead-ICT, the Operations Manager, and one of the Water Resource Engineers. Effort is required to clarify roles and responsibilities and ensure appropriate resiliency. Website management and updates are also shared amongst several staff with a need for clarified roles and responsibilities. Once completed, the Lead-ICT position should be re-evaluated and market assessed, and other JDs updated as needed.

General Manager's Office

Due to the significant and diverse demands of the position, on-going regulatory and internal change initiatives, and increased tracking and reporting requirements of the organization, a rotating intern position is needed to support the GM. As a student co-op position, needs can be reassessed each term, and the position will have good eligibility for job subsidies.

4.2 Alternative Service Delivery (ASD)

Alternative Service Delivery reviews consider how an organization can deliver programs and services and access specialized skills and knowledge through means other than hiring staff. The two most common approaches are to retain contractors and to enter into partnerships with other organizations.²⁰ Where funding is limited, volunteer programs can be used to enhance capacity and deliver optional programming.

4.2.1 Contracted Services

MVCA makes extensive use of contractors for specialized services, including the following:

- Snow removal – all properties open during winter season

²⁰ For more information on ASD visit: https://www.oag-bvg.gc.ca/internet/English/meth_gde_e_10195.html

- Landscape and maintenance at the Works Yard / Admin office
- Engineering reviews and designs – e.g. dams, bridge, other structures, modeling
- Human resources – e.g. job evaluations, policy development
- Legal – e.g. regulatory enforcement, land management, human resources
- Vehicle and equipment repair
- HVAC, plumbing, electrical trades
- Hazard tree removal
- Computer and other hardware maintenance and data security

It is unlikely that the volume of work associated with the above will ever warrant hiring staff for these activities.

Public-Private Partnership (P3)

A subset of contracted services are P3s, where a private firm or consortium performs a variety of services, typically involving two or more of the following: design, build, operate, finance. This approach to capital works and system operations has met with varied success in Canada and to the best of our knowledge has never been used by a conservation authority. This approach has no obvious application at MVCA, and typically takes significant staff and legal oversight to ensure it is administered properly.

4.2.2 Shared Services

MVCA has ongoing partnerships with other CAs for a variety of services, namely: delivery of the septic inspection program²¹, ground water science services, project management²², WISKI system administration²³, and IMS administration²⁴. MVCA provides Full Stack Developer services to other Eastern Ontario CAs, CET support to Otonabee Conservation, and is exploring opportunities to provide flood plain mapping support on a cost-recovery basis. Other shared-service delivery opportunities being explored with other CAs are the following:

- Health and Safety Coordinator and audit functions (SNC).
- Delivery of educational programming (RVCA).
- Specialty communication/design skills (SNC and RVCA).

Sharing resources amongst conservation authorities helps to offset costs of specialty staff, retain expertise within the CA-family, and mitigates the higher costs of private contractors.

²¹ Rideau Valley Conservation Authority. The RVCA Inspector provides ~30 shoreline and septic permits outside the City of Ottawa on behalf of MVCA/year.

²² South Nation Conservation is coordinating the LiDAR and Risk Management joint-CA initiatives.

²³ Quinte Conservation hosts the WISKI platform and provides technical support.

²⁴ Central Lake Ontario Conservation Authority hosts the IMS platform and provides technical support.

Partnering is also an excellent tool for accessing grants and leveraging resources. Recently, MVCA received approval for almost \$2 million in funding for carbon sequestration work through partnering and leveraging financial commitments from the City of Ottawa, Ducks Unlimited Canada, the RVCA, Friends of the Carp, and the Mississippi Madawaska Land Trust. These types of partnerships will continue to be pursued as needs and opportunities present.

4.2.3 Volunteers

Volunteers are not used extensively by the Authority. Pre-pandemic, volunteers provided curatorial support at the Museum, and during development of the Watershed Plan a Public Advisory Committee (PAC) was established made-up of volunteers. As well, the Mississippi-Rideau Source Protection Committee (administered by RVCA) is comprised of volunteers. Most recently, MVCA engaged with the Men's Shed operating at the MOK to perform small projects for the Authority such as the construction of nesting boxes.

Volunteer management takes resources to perform well and, to date, there has not been sufficient organizational capacity. As noted in the Administration section, the Community Liaison position is to be tasked with volunteer management. The objective will be to identify areas where volunteer support is desirable and to prioritize activities in those areas. At present, greatest potential is seen in the following:

- Property Enhancement – discrete projects: Men's Shed, Friends of the Carp,
- Education – program development and delivery: RVCA, Lanark Field-Naturalists, Ottawa Field-Naturalists.

Some community organizations such as Friends of the Carp have expressed interest in supporting Authority work. These and other partnerships will be pursued as the program unfolds.

In the near-term, MVCA will be forming a Partnership Advisory Committee (PAC) for administration of grants under the upcoming ALUS Ontario program to be established in partnership with RVCA and the County of Lanark.

4.3 Hiring and Retention

MVCA has had reasonably good success in filling recent vacancies, however, it is a very tight market. Key variables to attracting and retaining quality talent include the following:

- Meaningful interesting work;
- Quality leadership and management;
- Permanent positions with competitive wages and benefits;

- Opportunities for training and advancement;
- Workplace flexibility; and
- Positive workplace culture/environment.

Most people who work at Conservation Authorities are committed to environmental protection and feel positive about working for an organization that contributes to the outcome. Employees tend to see a strong connection between the work they perform and their personal values and educational background. Anecdotally, conservation authorities are viewed as a positive place to work.

However, it is believed that CA reputations have diminished in recent years due to regulatory changes and uncertainty, audit findings at Niagara Region CA, increasing regulatory conflicts as development moves into marginal areas, and a series of retirements across conservation authorities that has seen changes in management approaches to meet current public administration standards and practices. These variables may be impacting the ability of conservation authorities, but as importantly, the ability to retain existing staff who have experienced these events and their impacts. Action is needed to recover the morale of the workplace, including those identified in this Plan.

4.3.1 Leadership, Management, and Corporate Culture

People need to have a good sense of where an organization is going, the purpose and value of their work, have the tools and support needed to perform well, be treated fairly and respectfully, receive recognition for their efforts, and know that their voice is heard and considered.

The recent psycho-social survey identified concerns regarding staff relationships with their supervisors and the corporation at large. This stems in part from workload issues but other factors as well. The management team and Joint Health & Safety Committee are collaborating to pinpoint specific concerns and identify appropriate actions. As noted previously, several measures have already been put in place, many of which were recommended by OHCOW.

For example, targeted training/coaching is needed to address some concerns. Conservation authorities like many organizations have a history of promoting technically competent people into supervisory and management positions without training them to assume those responsibilities. Even those with appropriate training can struggle with interpersonal communications, and to meet the wants and needs of a diverse workforce. Opportunities for management training will be investigated with other CAs and local municipalities.

In the near-term, a staff event is planned for mid October at the Mill of Kintail to provide an opportunity for staff to meet after many months apart, to share news, celebrate successes, and have fun.

4.3.2 Jobs, Wages and Benefits

MVCA's Employee Manual was drafted in 2006 and has been updated several times since. It is a comprehensive document that demonstrates a high degree of concern and support for employees. Overall, benefits negotiated through Conservation Ontario and available through the Authority. That said, there are several policies that should undergo review, particularly given trends that have emerged during the pandemic including:

- Flexible work arrangements, which have become a major issue during the pandemic.
- Related to the above, the Code of Conduct, personal appearance policies, internet policies, and inclement weather policies.
- Annual wage adjustment policies, which have never been implemented as described.
- Waiting periods/years-of-service required to access some benefits.
- Potential paid leave for September 30, the National Day for Truth and Reconciliation.
- Outside employment, given results of the psycho-social survey.
- Performance evaluation policies and procedures.
- Reimbursement of professional accreditations/membership fees.

All job descriptions were reviewed, updated and evaluated in 2011. Since then, new jobs have been created or amended, not all of which have been evaluated or undergone market assessment. Several were reviewed in 2020, and the goal going forward will be to review a selection of jobs on a bi-annual basis to ensure that all job descriptions remain current and competitively priced²⁵. This report identifies several positions that should be reviewed in the near-term.

4.3.3 Training, Professional Development and Opportunities for Advancement

MVCA maintains a training plan for all staff that identifies required regulated training as well as professional development commitments. It has been difficult to implement the training plan during the pandemic and this has been recognized by regulators.²⁶ That said, work volumes are such that some staff are reticent to attend training as it exacerbates workload stress. As indicated previously, excessive workloads and burnout are having far reaching impacts on the

²⁵ Ideally, should reviews occur in odd-numbered budget years, with any financial impacts implemented in even years to align with municipal council cycles.

²⁶ JHSC training.

organization, and effort is needed to ensure that staff feel good about attending training and professional development events.

This report identifies opportunities for career training, cross-training, and career advancement. There may also be opportunities to job shadow, provide formal mentoring, acting assignments, and special projects to enable further professional growth. This will be explored with staff during annual performance reviews.

4.4 Customer Service & Performance Management

Many organizations establish service commitments/standards for internal and external facing services. For example, all public agencies operating under the *Planning Act* have regulated timelines they must adhere to, including MVCA. In addition, all conservation authorities are now subject to planning and permit review timelines and reporting requirements established by Conservation Ontario. And, MVCA has self-imposed standards related to timelines for responding to email and telephone messages; and contracted timelines for operating OPG facilities.

The corporate culture at MVCA is to make every effort to meet timelines and for staff to be available to landowners to work through project challenges using pre-consultation meetings and site visits, and by responding to telephone queries and emails. Maintaining this level of service is desirable to ensure proper development and good community relations.

While staff continue to be supportive of this approach, it is increasingly difficult to implement as workloads have increased. Standards for returning phone calls and emails are not consistently met, and staff can no longer accommodate all requests for site visits and pre-consultation meetings. This means that many incoming applications do not meet submission requirements, and consequently require modification, additional information, and subsequent reviews. This *to and fro* adds to workload burdens and undermines customer satisfaction.

These challenges extend to service expectations and delivery within and amongst MVCA work units. Historically, what may have seemed like a simple request between colleagues cannot be easily accommodated due to current workloads. And, staff providing shared services can find it difficult to prioritize work and meet everyone's expectations. This work environment is undermining workplace cohesion, satisfaction, and morale, and impacting the ability to implement priority projects identified in the *Corporate Strategic Plan*, *Interim Financial Plan*, and *Mississippi River Watershed Plan*.

4.5 Overtime and Sick Leave

Overtime and Sick Leave can be good indicators of employee and workplace health. Table 2 provides results for the past five years, and clearly shows a marked increase in overtime. The lower sick leave in 2020 is consistent with what other organizations have seen due to a combination of reduced exposure to germs and tendency to work through illness while working from home during the pandemic. That said, it should be recognized that the level of reported sick leave at MVCA is well below other governmental organizations, and indicates both strong sense of commitment by staff and a generally healthy workforce.²⁷

This information was compiled manually. Implementation of automated time sheet and payroll systems will help employees to better manage leave balances, for management to identify and respond to trends in a timely manner.

Table 2: Reported Sick Leave and Overtime

Days ²⁸	Sick Leave	Average Sick Leave Per Employee ²⁹	Overtime ³⁰
2016	143	4.8	247
2017	144	4.8	251
2018	165*	5.5	254
2019	148	4.9	344
2020	133	4.4	346

²⁷ Refer to federal government analysis of sick leave for period March 15, 2020 to April 30, 2021
<https://www.canada.ca/en/government/publicservice/covid-19/employee-illness-leave/other-leave-with-pay-699-usage-in-the-public-service.html>

²⁸ Asterisks indicate time attributable in part to one or two employees with prolonged time-off.

²⁹ Assumes an average staff complement of 30 employees.

³⁰ This is overtime earned, not paid. Staff take time-off-in lieu (TOIL), and if any remains at year-end it is only carried over and taken in the following year with the permission of the General Manager.

5.0 IMPLEMENTATION PLAN

This document identifies a variety of actions to address workload, morale, and service delivery and related workforce challenges and opportunities at the Authority. Table 3 provides a summary of all actions and proposed timing.

Table 3: Implementation Plan

Action	2021	2022	2023	2024
1. Develop and implement plan for addressing psycho-social issues in the workplace				
2. Management and supervisor training				
3. Explore shared service opportunities				
4. Determine approach to H&S Coordinator role				
5. Clarify roles and responsibilities for ICT				
6. Update/Create new Job Descriptions				
7. Job Evaluation and Market Assessment				
8. Budget incr. to accommodate new positions				
9. Budget incr. to enable wage adjustments				
10. Budget incr. to make contract pos. permanent				
11. Carry-out fee study				
12. Adjust Fee Schedule to incr. cost recovery				
13. Establish reserve for planning and regulations				
14. Cross-train staff in key functions				
15. Review Employee Manual policies				
16. Review education programming approach				
17. Implement automated timesheet and payroll systems				
18. Develop and implement volunteer program				

6.0 FINANCIAL IMPACT ASSESSMENT

As outlined previously, workload relief is needed at both the staff and management level of the organization. While some of the actions identified in Section 5 can be completed with limited to no financial investment, most are predicated on the assumption that resources are provided to create additional capacity. Table 4 shows estimated savings and costs associated with implementing the Workforce Plan. Figure 2 illustrates key organization and staffing actions.

Table 4: Financial Impacts / Implementation Plan (\$2021)

Item	2022	2023	2024
Previously approved increases to the levy³¹	\$30,583	\$57,699	\$69,457
New Pressures			
Wages and Benefits ³²	\$278,194	\$261,080	\$261,080
HR Support ³³	\$30,000	\$10,000	\$10,000
Training ³⁴	\$5,000	\$5,000	\$5,000
Alternative Service Delivery ³⁵	\$72,132 ³⁶	\$72,132 ³⁷	\$57,132
Subtotal	\$415,909	\$405,911	\$402,669
Offsetting Revenues			
Enhanced Fee Recovery			\$39,492 ³⁸
Grants	\$67,766	\$67,766	\$67,766
Shared Service Delivery		\$41,723	\$41,723
Subtotal	\$67,766	\$109,489	\$148,981
NET IMPACT	\$348,143	\$296,422	\$253,688
Municipal Levy	25% (\$87,036)	50% (\$148,211)	100% (\$253,688)
Operating Reserve	75% (\$261,107)	50% (\$148,211)	0%

³¹ Wage increases approved by reports 3102/20 and 3125/21 for phasing onto the municipal levy in 2023 and 2024.

³² Net staffing pressures including overhead and computer set-up.

³³ Includes average of \$10k for HR support services.

³⁴ Technical cross-training and management/supervisor training.

³⁵ Incl. recurring cost for outsourcing specialized communications services, health and safety services, administration of summer camp program, and implementation of payroll and timesheet solutions.

³⁶ Incl. review of the Education program.

³⁷ Incl. Fee Study in partnership with RVCA and SNC.

³⁸ 100% of base pay for designated positions, minus 5-year average annual P&R fees.

APPENDIX A: Programs and Services

Mandate: Risk of Natural Hazards

Asset Management

- Develop and maintain inventory of water control structures (WCS) and other hazard management and flow augmentation assets including all monitoring equipment and associated assets (e.g. gates, fences, signs)
- Plan and conduct Dam Safety Reviews (DSRs), condition and other assessments and inspections of property, equipment, structures, and surroundings
- Prepare and update maintenance plans, annual and short-term capital plans, and long-term lifecycle replacement and asset management plans and associated policies and procedures
- Plan and implement systems to monitor, transmit, store, analyze, and share operating conditions at WCS, other assets, and across the watershed broadly; and to allow for remote operations
- Monitor and track equipment performance and develop, implement and update preventative maintenance plans
- Buy, sell and lease land and secure easements, permits, approvals (including environmental assessments) to build, alter, or dispose of WCS and other hazard management assets and related infrastructure
- Plan, design, construct, commission, and decommission assets

Operations

- Monitor existing and projected system conditions and assess risks and operational needs, notify public of risks (FFW and other risks)
- Operate WCS, carryout routine maintenance, repairs, and minor capital improvements of structures, monitoring and communications equipment, and associated assets
- Assess and document site conditions and issues.
- Share conditions/issues and operating information with other operators and key stakeholders.
- Develop, implement, and update Health and Safety Plans for each site/structure.

Engineering Services

- Develop and update models that facilitate complex analyses for the production of flood plain mapping, other hazard land mapping and the development of plans, policies, programs, and services.
- Conduct field investigations, document incidents of flooding, landslides and other natural hazard events, and monitor and measure changes in the watershed that could alter the location, type, and magnitude of natural hazards
- Develop and implement plan for the production and update of flood plain mapping, other hazard mapping, and related products
- Develop, implement, and update Operations Plans, Water Management Plans, and Emergency Preparedness and Response Plans
- Identify short, mid and long-term trends in operating conditions and assess potential impacts on the capacity, design, and operations of WCS and other CA infrastructure
- Conduct risk and mitigation studies, and prepare mapping for member municipalities (e.g. for critical infrastructure, roads subject to flooding, official plans)

Section 28 Program

- Develop and update policies and procedures for the implementation of Section 28 of the *CA Act*
- Address queries, attend pre-consultation meetings, register and track applications, conduct site visits, liaise with municipal staff and applicants, conduct analyses, assess options and potential conditions/offsets/compensation, document findings and recommendations, prepare Section 28 permits, process fees.
- Develop and implement Section 28 Compliance Promotion and Enforcement Plan including: educate the public, promote and monitor compliance, respond to complaints, conduct investigations and prosecutions, secure expert advice, negotiate/seek restitution/compensation, process fees.

Mandate: Management of Conservation Authority Land

Asset Management

- Prepare and implement Land Acquisition/Securement strategy
- Buy, sell, and lease land, and secure easements and related approvals
- Develop and maintain *natural asset* inventory.
- Develop and maintain inventory of assets associated with perimeter security, maintenance access, outhouse facilities, and assets used to manage *natural assets* including storage shed and related equipment and tools
- Develop and maintain inventory of assets that support *public health and safety* such as communal wells and septic systems, water testing equipment and personal protective equipment
- Develop and maintain inventory of *recreational assets* including picnic tables, benches, docks, shelters, parking meters, fire pits, play structures, parking lots
- Develop and maintain inventory of *cultural/ heritage assets* including buildings, artifacts and records, and custodian/curatorial related tools and equipment
- Develop and maintain inventory of *educational* facilities including structures, tables and chairs, and related educational tools and equipment
- Develop and maintain inventory of *convenience/rental/gift shops* (e.g. art, food, books, mementoes)
- Prepare, implement, and update Site Management Plan(s) including how CA sites and leased properties and easements will be operated and maintained
- Plan and conduct inspections, condition assessments, and testing of equipment in accordance with regulatory requirements and CA policies and procedures
- Plan, design, construct, commission, and decommission assets

Stewardship

- Monitor, assess, and care for *natural assets* in accordance with regulatory requirements, the Site Management Plan and associated plans, policies and procedures

Operations

- Operate and maintain *other site assets* in accordance with regulatory requirements, the Site Management Plan and other applicable CA policies and procedures
- Plan, design, promote, and deliver public-facing programs and services such as special events, educational programs, summer camps, and rentals

Section 29 Program

- Establish policies governing site preservation and use, occupation, etc. and set and collect visitor fees

- Develop, implement, and monitor effectiveness of site Compliance Promotion and Enforcement Plan

Mandate: Core Watershed-based Resource Management Strategy³⁹

Planning and Development

- Prepare and update a *Core Watershed-based Resource Management Strategy* based upon review and analysis of existing information and evaluation of management approaches in consultation with stakeholders
- Deliver provincially delegated responsibilities under the *Planning Act* and *Provincial Policy Statement*
- Provide natural heritage mapping services
- Provide stormwater management services
- Provide development advisory services

Monitoring

- Deliver provincial monitoring programs (PWQMN & PGMN)
- Plan and implement monitoring at sites and for parameters outside the scope of the provincial surface and groundwater programs
- Assess and develop hydro and other power production opportunities

Stewardship Program

- Prepare resource management plans and deliver resource management services
- Plan and implement septic inspection and approval programs
- Plan and implement monitoring programs to be carried out by residents, lake associations, schools
- Plan and implement programs for shoreline clean-ups and invasive species removal
- Plan and implement habitat restoration projects

Communication Program

- Develop and implement Communications Plan including informational and outreach activities regarding native and invasive species, bilge water and boat hygiene, habitat protection and enhancement, sources of pollution and how to control them, ANSIs and other unique features of the watershed

Education Program (currently suspended)

- Develop and implement programs that teach children and youth about native and invasive species, bilge water and boat hygiene, habitat protection and enhancement, sources of pollution and how to control them, ANSIs and other unique features of the watershed

³⁹ Anticipated new regulatory requirement per consultation documents released by the province.

Mandate: Governance and Administration

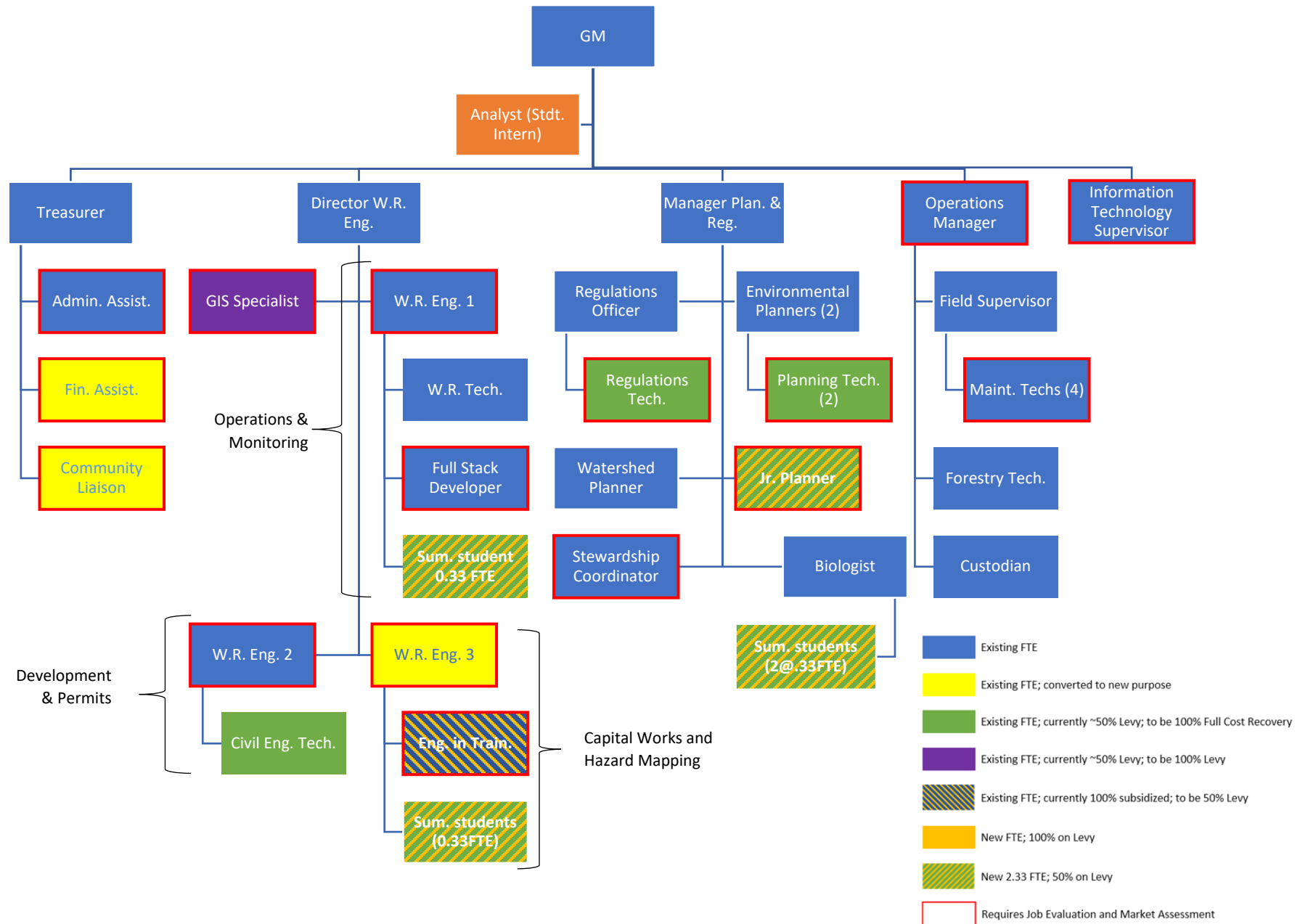
Business services

- HR management
- Staff training and development
- Health and safety programs
- Finance and payroll services
- Grant applications and administration
- Service standard tracking and reporting
- Procurement and contract management
- Strategic and work planning
- Information and communication services
- GIS services
- Website and app services
- Legal services
- Accounting services
- Records/data management services
- Municipal, public and media relations
- Partnership development and management
- Issues management
- Emergency management (collaboration with other agencies)

FOUNDATION

- The above governance and administrative services
- Prepare and implement Development Plan
- Plan and implement individual fundraising campaigns

Figure 2



-  Existing FTE
-  Existing FTE; converted to new purpose
-  Existing FTE; currently ~50% Levy; to be 100% Full Cost Recovery
-  Existing FTE; currently ~50% Levy; to be 100% Levy
-  Existing FTE; currently 100% subsidized; to be 50% Levy
-  New FTE; 100% on Levy
-  New 2.33 FTE; 50% on Levy
-  Requires Job Evaluation and Market Assessment