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# REPORT

3294/23

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| TO:   | MVCA Board of Directors                  |
| FROM: | Sally McIntyre, GM                       |
| RE:   | <b>Corporate Needs Assessment Update</b> |
| DATE: | March 13, 2023                           |

## FOR INFORMATION

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The attached Tables 1 and 2 identify corporate program and capital needs, and form the basis of work planning and budgeting at MVCA. These tables are updated periodically to address evolving regulatory requirements, unplanned events, and other pressures that arise over time.

The purpose of this report is to provide the Board with an opportunity to review and ask questions of staff regarding the long-list of project needs, drivers/rationale, risk assessment, proposed timing, and their current status. Feedback received from Board members is used to refine priorities and project timing.

Risk ratings in the tables are based upon the “do-nothing” scenario and application of the following risk matrix. Potential risks include but are not limited to regulatory non-compliance, personnel or public health and safety, reputational risk, service interruptions or reduced levels of service, artifact damage, and reduced water storage capacity.

**Risk Matrix**

|                                     |        |                       |        |        |
|-------------------------------------|--------|-----------------------|--------|--------|
| Likelihood<br>of negative<br>impact | High   | MEDIUM                | HIGH   | HIGH   |
|                                     | Medium | LOW                   | MEDIUM | HIGH   |
|                                     | Low    | LOW                   | LOW    | MEDIUM |
|                                     |        | Low                   | Medium | High   |
|                                     |        | Consequence of impact |        |        |

## Table 1:

### Program & Services Work Plan 2021-2025

| Programs and Services   | Driver   | Risk | Scheduled Start Date | Status    | Comments                                   |
|---|--|------|----------------------|-----------|--|
| <b>Governance and Administration</b>  |  |      |                      |           |  |
| Update Corporate Strategic Plan   | Board of Directors / BMP                                 |      | 2021                 | Completed | Next update sched. for 2024                |
| Prepare CSP Implementation Plan   | Board of Directors / BMP                                 |      | 2021                 | Completed | Status report submitted in Feb. '23        |
| Prepare and submit Transition Plan  | CA Reg 686/21  |      | 2021                 | Completed |  |
| List & Cost Ex. & Fut. Programs & Services                                    | CA Reg 686/21  |      | 2022                 | Completed | Requires update per Bill 23                |
| Negotiate Cost Apportionment Agreements                                       | CA Reg 686/21  |      | 2022                 | WIP       | Paused due to Bill 23; resuming this month |
| Resolve Land Ownership Conflicts/Uncert.                                      | CA Reg 686/21 and BMP                                    |      | 2021                 | WIP       | Several delays encountered                 |
| Prepare Conservation Area Strategy  | CA Reg 686/21  |      | 2023                 | WIP       | Background work underway                   |
| Prepare Watershed-based Resource Management Strategy                          | CA Reg 686/21  |      | 2023                 |           | To commence in fall                        |
| Interim Reporting to the Province   | CA Reg 686/21  |      | 2022                 | WIP       | Next report due end of March               |
| Address Mental health / stress in workplace                                   | Workplace health/resiliency; Strat. Plan Goal 3          |      | 2021                 | WIP       | 2 <sup>nd</sup> survey to occur this month |
| Carryout Strategic Land Disposals   | Financial/Board Dir.                                     |      | 2021                 | WIP       | K&P ongoing                                |
| Job Evaluation and Market Assessments   | Employee attraction and retention; Strategic Plan Goal 3 |      | 2021                 | Completed |  |
| Business Automation - timesheets  | CA Reg 686/21 & Corp. Rptg.                              |      | 2021                 | Completed |  |
| Integrate payroll and timesheet systems                                       | Admin. BMP   |      | 2021                 | WIP       |  |
| Business process mapping  | Admin. BMP   |      | 2021                 | WIP       |  |
| <b>Water Control Structures (WCS) and Flood Forecasting and Warning (FFW)</b> |  |      |                      |           |  |
| Carp Watershed Model Development  | Strat. Plan Goal 1 – climate ch.                         |      | 2021                 | Completed |  |
| Mississippi Watershed Model Development                                       | Strat. Plan Goal 1 – climate ch.                         |      | 2021                 | Completed |  |
| Carp Watershed Model Calibration  | Strat. Plan Goal 1 – climate ch.                         |      | 2022                 | Completed |  |
| Mississippi Watershed Model Calibration                                       | Strat. Plan Goal 1 – climate ch.                         |      | 2022                 | Completed |  |

| <b>Programs and Services</b>  | <b>Driver</b>                                    | <b>Risk</b> | <b>Scheduled Start Date</b> | <b>Status</b> | <b>Comments</b>                         |
|---|--|-------------|-----------------------------|---------------|---|
| Prepare Natural Hazard Infrastructure Asset Management Plan                             | CA Reg 686/21 and BMP                            |             | 2023                        |               | To commence in fall                     |
| Update Natural Hazard Infrastructure Operational Management Plans                       | CA Reg 686/21 and BMP                            |             | 2022                        | WIP           |   |
| Update OMS manuals  | MNRF/CDA   |             | 2020                        | WIP           | Completion anticipated in Q1 2023       |
| Update Public Safety Plans  | MNRF/CDA   |             | 2021                        | WIP           | Completion anticipated in Q1 2023       |
| Ice Monitoring Program (Ice Management Plan)  | Strat. Plan Goal 1 – climate ch.; CA Reg. 686/21 |             | 2023                        | WIP           | Program launched for winter 2022/2023   |
| Develop digital forms for data collection and dam operation, inspection and maintenance | Operational efficiency and data accessibility    |             | 2022                        | Completed     |   |
| Develop automated data QA/QC procedure  | Climate Change Adaptation                        |             | 2024                        |               |   |
| <b>Conservation Areas / HQ Facility</b>   |  |             |                             |               |   |
| Transition Museum to new Fin. Model   | Bill 108/229; CA reg 687/21                      |             | 2019                        | WIP           | Recently resumed post pandemic          |
| Prepare Conservation Land Inventory   | CA Reg 686/21                                    |             | 2022                        | WIP           | Nearing completion                      |
| Asset Management Plan – Phase 2   | Strat. Plan Goal 1 – Asset Mgt.                  |             | 2020                        | WIP           |   |
| Prepare CRCA Master Plan  | New asset needs a Plan                           |             | 2021                        | WIP           |   |
| Update MOK Master Plan  | O.Reg. 687/21 (Cat. 3 elements)                  |             | 2023                        |               | Needs to reflect new funding model      |
| Update MICA Master Plan   | Prepared in 1987                                 |             | 2025                        |               |   |
| Undertake accessibility study of sites  | Compliance monitoring/update                     |             | 2024                        |               |   |
| Update Purdon Master Plan   | Last updated 2013                                |             |                             |               |   |
| Update Palmerston-Canonto M. Plan   | Last updated 2006                                |             |                             |               |   |
| <b>Planning Review and Regulations</b>  |  |             |                             |               |   |
| Review guidelines and submission checklists for planning/permit applications            | Regulation changes                               |             | 2021                        | Completed     |   |
| Update regulation policies and procedures   | Regulation changes                               |             | 2021                        | Ph.1 Comp.    | Awaiting Sec. 28 Reg. update from Prov. |
| Update planning policies  | Regulation changes                               |             | 2021                        | WIP           | Completed wetland policy update         |
| Update permitting documents   | Regulation changes                               |             | 2021                        | WIP           | Further changes req. per Bill 23        |
| Prepare Compliance Strategy   | Regulation changes                               |             | 2021                        | WIP           | Drafted.                                |
| Review hazard mapping criteria  | Regulation changes                               |             | 2022                        | WIP           | Drafted.                                |
| Track and report CO service standards   | Strat. Plan – Goal 2 Public Cred.                |             | 2021                        | Completed     | Ongoing                                 |
| Implement CO service standards  | Strat. Plan – Goal 2 Public Cred.                |             | 2021                        | Completed     | Ongoing                                 |

| Programs and Services  | Driver   | Risk | Scheduled Start Date | Status    | Comments   |
|--|--|------|----------------------|-----------|--|
| <b>Technical Studies and Watershed Planning</b>                        |  |      |                      |           |  |
| WECI applications and management                                       | Interim Financial Plan                                   |      | n/a                  | Ongoing   |  |
| Carp Creek Erosion Control project                                     | City of Ottawa - MOU                                     |      | 2020                 | WIP       | Post-construction monitoring   |
| Carp Flood Plain Mapping (FPM)   | Strat. Plan Goal 1 – climate ch.                         |      | 2020                 | WIP       | Completion anticipated in Q1 2024  |
| Casey Creek Flood Plain Mapping  | Strat. Plan Goal 1 – climate ch.                         |      | 2020                 | Completed |  |
| NDMP Flood Risk Assessment   | Strat. Plan Goal 1 – climate ch.                         |      | 2021                 | Completed |  |
| Lower Mississippi FPM Update   | Strat. Plan Goal 1 – climate ch.                         |      | 2021                 | Completed |  |
| Watts Creek/Kizell Drain FPM   | Strat. Plan Goal 1 – climate ch.                         |      | 2024-25              |           |  |
| Upper Shirley’s Brook FPM  | Strat. Plan Goal 1 – climate ch.                         |      | 2024-25              |           |  |
| Clyde River FPM  | Strat. Plan Goal 1 – climate ch.                         |      | 2023                 | WIP       | Contract award approved by Board at Feb 2023 AGM   |
| Upper Feedmill Creek FPM   | Strat. Plan Goal 1 – climate ch.                         |      | 2024                 |           |  |
| Implement Watershed Plans  | Strat. Plan Goal 1 - MRWP                                |      | 2021                 |           |  |
| Land Conservation & Acquisition Strategy                               | Strat. Plan Goal 1 - MRWP                                |      | 2021                 | Initiated |  |
| Carp River Wetland Restoration Project                                 | Carp River Action Plan                                   |      | 2021                 | Initiated |  |
| Implement ALUS project   | Strat. Plan Goal 2 – Stakeh. Rel.                        |      | 2021                 | WIP       | designed in 2021; promoted in 2022; potential projects identified for 2023                       |
| Community/First Nations liaison  | Strat. Plan – Goal 2 Rel. Bldg.                          |      | 2020                 | WIP       | many outreach attempts made over three years without significant feedback due to capacity limits |
| Research / knowledge development re: watershed dynamics/climate change | Strat. Plan Goal 1 – climate ch.                         |      | 2020                 | WIP       | Mississippi Lake water quality study completion anticipated in Q2 2023                           |
| Review of wetlands in growth areas                                     | Regulatory / Foundation                                  |      | 2020                 | WIP       |  |
| Review and update of field monitoring program                          | Strat. Plan – Goal 1 core mandate and Goal 2 Public Eng. |      | 2021                 | WIP       |  |
| Enhance watershed reporting  | Strat. Plan – Goal 2 Public Cred.                        |      | 2022                 | WIP       |  |
| Review groundwater monitoring program                                  | Existing sites have limited value                        |      |                      |           |  |
| <b>Information and Communications Technology</b>                       |  |      |                      |           |  |
| SOP - Computer/Internet Use  | Strat. Plan – Goal 1 Asset Mgt.                          |      | 2020                 | Completed |  |
| Document Naming and Filing Standards                                   | Strat. Plan – Goal 1 Asset Mgt.                          |      | 2020                 | Completed |  |
| File and Process - DRAPE 2019 data                                     | Growth   |      | 2021                 | Completed |  |
| ICT Plan and policies  | Strat. Plan – Goal 1 Asset Mgt.                          |      | 2021                 | WIP       |  |

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

**Table 2:**  
**Capital Work Plan 2021-2025**

| Capital Projects                           | Driver                         | Risk | Scheduled Start Date | Status    | Comments  |
|--|--------------------------------|------|----------------------|-----------|---|
| <b>Water Control Structures (WCS)</b>      |                                |      |                      |           |   |
| Shabomeka Dam replacement                  | MNRF, CDA                      |      | 2021                 | Completed | Embankments installed January 2022, and deck and railings in November 2022. |
| Kashwakamak Dam Safety Review (DSR)        | MNRF, CDA                      |      | 2021                 | Completed |   |
| Shabomeka Public Safety Measures           | MNRF, CDA                      |      | 2021                 | Completed |   |
| Carleton Place DSR                         | MNRF, CDA                      |      | 2022-23              | WIP       | Draft study completed   |
| Carleton Place Public Safety Measures      | MNRF, CDA                      |      | 2023-24              | WIP       | Design in progress  |
| Kashwakamak Dam Class EA                   | MNRF, CDA                      |      | 2023-24              | WIP       | Project award in March 2023   |
| Widow Dam DSR                              | MNRF, CDA                      |      | 2024                 |           |   |
| Widow Dam Repair Design                    | MNRF, CDA                      |      | 2025                 |           |   |
| Lanark DSR                                 | MNRF, CDA                      |      | 2024                 |           |   |
| Lanark Dam Repair Design                   | MNRF, CDA                      |      | 2025                 |           |   |
| Farm Dam Risk Assessment Study             | MNRF, CDA                      |      | 2025                 |           |   |
| Pine Dam Minor Repair                      | MNRF, CDA                      |      | 2024                 |           |   |
| Mississagagon Dam Minor Repair             | MNRF, CDA                      |      | 2024                 |           |   |
| <b>Flood Forecasting and Warning (FFW)</b> |                                |      |                      |           |   |
| Watershed LiDAR acquisition                | Climate change adapt.          |      | 2021                 | WIP       | flown 2021-22; data processing to be completed by May 2023                  |
| Topo-bathymetric data collection           | Climate change adapt.          |      | 2021                 | WIP       |   |
| Expansion of monitoring network            | Climate change adapt.          |      | 2021                 | WIP       |   |
| Depth & Flow meter acquisition (ADCP)      | Climate change adapt.          |      | 2022                 | WIP       | Equipment selection in progress   |
| <b>Conservation Areas / HQ Facility</b>    |                                |      |                      |           |   |
| Purdon - Replace sections on Boardwalk     | Safety - Lifecycle replacement |      | 2021                 | WIP       | Expected to be completed in 2023  |

| Capital Projects  | Driver  | Risk | Scheduled Start Date | Status    | Comments  |
|---|---|------|----------------------|-----------|---|
| HQ Sewer and water connection                                     | Agreement with C.P.                                       |      | 2021                 | WIP       | Water main being commissioned end of Nov. Anticipated connection by Summer 2023   |
| Gate house - accessibility doors and ramps                        | AODA compliance   |      | 2022                 | WIP       | Gatehouse door on back order  |
| Replace riverside look-out  | Building Code Structural concerns                         |      | 2022                 | WIP       | expected to be completed in May 2023 after ground thaw; 90% complete, waiting on railing fabrication/outcome of Mill roof |
| MICA Trail Bridge repairs   | Safety - structural                                       |      | 2022                 | WIP       | One of nine complete (largest bridge); expected to be completed July 2023   |
| CA entrance signage- review and update for regulatory consistency | Recommendation from 3 <sup>rd</sup> party risk assessment |      | 2022-2023            | WIP       | MOK complete, MICA/Purdon to begin this fall  |
| Review CA Trails for AODA compliance and sign appropriately       | Recommendation from 3 <sup>rd</sup> party risk assessment |      | 2024                 |           |   |
| Gatehouse – Paint ext. window/door trim                           |   |      | 2021                 | Completed |   |
| Gatehouse - Replace veranda joists and flooring                   | Heritage Act. Prev. Maint.                                |      | 2021                 | Completed |   |
| Purdon - Replace site signage                                     | Lifecycle replacement                                     |      | 2022                 | WIP       | Expected to be completed in May 2023 along with MoK renovations   |
| MOK – Replace site signage  | Lifecycle replacement                                     |      | 2024                 |           |   |
| HQ - Condition Assessment   | Asset management BMP                                      |      | 2025                 |           |   |
| MOK Building Condition Assessment                                 | Asset management BMP                                      |      | 2025                 |           |   |
| Ed. Centre - security and access. upgrades                        | AODA compliance   |      |                      |           |   |
| MOK Top up play structure wood chips                              | CSA Compliance  |      | 2022                 | Completed |   |
| MOK Resurface roadway and parking lot                             | Preventative Maint. BMP                                   |      | 2023                 |           |   |
| Develop MOK site Workshop   | Secure Storage of Equip't                                 |      | 2022-2023            |           |   |
| Museum - Repaint windows & trim                                   | Heritage Act  |      | 2024                 |           |   |
| Purdon - Replace main look-out                                    | Lifecycle replacement                                     |      | 2025                 |           |   |
| MICA Signage renewal  | Lifecycle replacement                                     |      | 2025                 |           |   |
| Roy Brown Park - construct lookout                                | Park Plan / Agrt w C.P.                                   |      | 2025                 |           |   |
| Education Centre - Replace siding                                 | Prev. Maint.  |      |                      |           |   |
| Gatehouse - Repoint stone work                                    | Heritage Act, prev. maint.                                |      | 2023                 |           |   |
| Museum - Balcony repairs  | Heritage Act  |      |                      |           |   |
| MOK Construct flush washrooms                                     | MOK Master Plan   |      | 2023                 |           |   |
| K&P Trail Condition Assessment                                    | Asset Mgt BMP   |      |                      |           |   |
| Updates to Generator at HQ  | CSA-282-15/ CSA B139-19                                   |      | 2023                 |           |   |

| Capital Projects                                 | Driver                           | Risk | Scheduled Start Date | Status    | Comments  |
|--|----------------------------------|------|----------------------|-----------|---|
| <b>Vehicles &amp; Equipment</b>                  |                                  |      |                      |           |   |
| Vehicle purchase (Pick-up)                       | Lifecycle replacement            |      | 2022                 |           | Purchased Feb. 2023   |
| Riding Lawn mower                                | Site maintenance                 |      | 2023                 |           |   |
| Tracks for ATV                                   | Dam Ops                          |      | 2024                 |           |   |
| Tandem utility trailer                           | Dam Ops                          |      | 2025                 | WIP       | Sourcing upgraded trailer   |
| ATV  | Dam Ops                          |      |                      |           |   |
| <b>Information and Communications Technology</b> |                                  |      |                      |           |   |
| Buy/replace Computers                            | Growth and Lifecycle replacement |      |                      | Ongoing   |   |
| Increase Storage                                 | Growth                           |      | 2021                 | Completed |   |
| Integrate GIS & F.Plain reports/mapping          | Transparency                     |      | 2021                 | WIP       |   |
| Audio Visual Improvements                        | Remote & hybrid meetings         |      | 2021                 | Completed | Interim solution; does not allow for Chair to reside outside the Boardroom. |
| Replace Servers                                  | Lifecycle replacement            |      | 2023/25              |           |   |
| Replace Plotter                                  | Lifecycle replacement            |      | 2024                 | DEFERRED  | May eliminate paper maps  |
| Replace Monitors                                 | Lifecycle replacement            |      |                      | Ongoing   |   |
| Data acquisition                                 | Technical study needs            |      |                      | As req'd  | LIDAR and DRAPE (every 5 years)   |
| Purchase SAAS MS Exchange 365 back-up            | Data management                  |      |                      | DEFERRED  | Pending outcome of Network Study  |