

Municipal Clerks/Chief Administrative Officers,

**Re: FOR DISTRIBUTION TO COUNCIL**

As a member of the Authority, please find below highlights from the April 20, 2022 Board of Directors meeting for distribution. Complete minutes for the meeting will be circulated at a later date following their approval by the Board. Attached are approved minutes of the March 16, 2022 Board meeting and of Executive Committee meetings held in November 2021. Please also note that per Sec. 38 of the *Conservation Authorities Act*, MVCA's [Audited Financial Statements for 2021](#) are now available for review by our members.

**Watershed Conditions Report**

The Authority continues to fill lakes in the upper watershed to achieve target summer water levels. With lakes approaching full, if there is significant rainfall, some water may need to be released downstream to prevent overtopping of dams. With snowmelt on across the watershed complete, rainfall will be the controlling factor for water conditions on the lakes and rivers.

**Offer to Purchase Section of the K&P Trail**

The Board declined an offer to purchase a 650-meter section of the K&P Trail from a private owner so that it may continue in public hands as a multi-purpose recreational trail by locals and visitors to Eastern Ontario.

**MVCA Committee Structures**

The Board approved modifications to its committee structures to provide greater clarity in their respective roles and responsibilities. By-law amendments will be drafted to implement direction received.

**Lower Mississippi Flood Plain Mapping Update**

The Board adopted the report, maps, and new regulatory limits prepared during the review and update of mapping downstream of Bridge Street in the Town of Carleton Place to its outlet to the Ottawa River. A combination of 1D and 2D modeling were used which improved the calculation of flows and levels around the various islands in Carleton Place and downstream.

### **COVID - Return to Work Update**

MVCA's offices are now fully open to the public. The Authority is trialing alternative work arrangements: compressed work weeks for outdoor workers and hybrid work from home for office workers.

### **Management of Reserves**

The board approved in principle an approach to managing the Operating Reserve and directed staff to return to the Board with more fully developed policies. As well the Board directed staff to update the 5-year needs assessment and 10-year capital plan including a projection of capital levy increases to allow for delivery of priority capital projects.

### **Managing Workplace Stress**

Information was shared with the Board regarding the scope and significance of employee stress at MVCA and a commitment was made to return to the Board in May with an Action Plan setting out the next steps to reducing and mitigating workplace stressors.

### **Insurance Inspection Report**

The Board was provided information regarding the results of a recent inspection carried out by MVCA's insurer at its conservation areas. The report identified recommendations of the insurer and the actions staff will be taking to address.

### **Grants**

A report was tabled outlining the benefits and challenges of seeking and using grants. Staff set out an approach that will be taken to manage workload and budgetary pressures associated with some grants.

**GM Update** - The Board received the latest report for information.

### **ATTACHMENTS**

- Approved Minutes for March 16, 2022
- Approved Minutes for November 12, 2021



## EXECUTIVE COMMITTEE

Via Zoom

### MINUTES

November 12, 2021

#### MEMBERS PRESENT:

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

#### STAFF PRESENT:

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

#### OTHERS PRESENT:

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

#### EC11/12/21-1

**MOVED BY:** C. Lowry

**SECONDED BY:** J. Mason

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

**“CARRIED”**

#### BUSINESS:

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

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

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

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

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

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

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

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

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

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

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

## 2. Transition to Hybrid Meetings

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

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

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

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

3. 2022 Watershed Tour

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

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

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

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

4. Review of General Manager 2021 Increment

EC11/12/21-2

**MOVED BY: J. Atkinson**

**SECONDED BY: F. Campbell**

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

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

**“CARRIED”**

EC11/12/21-3

**MOVED BY: J. Atkinson**

**SECONDED BY: J. Mason**

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

**“CARRIED”**

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

**ADJOURNMENT**

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

**EC11/12/21-4**

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

**“CARRIED”**

“E. Levi, Recording Secretary

J. Atkinson, Chair”



## MINUTES

Via Zoom

Board of Directors

March 16, 2022

### **MEMBERS PRESENT**

J. Atkinson, Chair  
J. Mason, Vice-Chair  
F. Campbell  
E. El-Chantiry  
G. Gower  
B. Holmes  
J. Karau  
P. Kehoe  
C. Kelsey  
B. King  
C. Lowry  
C. Rigelhof  
P. Sweetnam  
A. Tennant

### **MEMBERS ABSENT**

R. Darling  
J. Inglis  
K. Thompson

### **STAFF PRESENT**

S. McIntyre, General Manager  
J. Cunderlik, Director, Water Resource Engineering  
C. McGuire, Water Resource Engineer  
E. Levi, Recording Secretary

J. Atkinson called the meeting to order at 1:02pm

### **B03/16/22-1**

**MOVED BY:** P. Sweetnam

**SECONDED BY:** F. Campbell

**Resolved, That the Agenda for the March 16, 2022 Board of Directors Meeting be adopted as amended.**

**"CARRIED"**

## BUSINESS

### 1. Watershed Conditions Report

C. McGuire spoke to current water level conditions in the watershed outlined in Staff Report 3207/22. There are no specific indicators at this time for flooding, however rainfall will be closely monitored. Current weather conditions are allowing for sublimation and slow snow melt.

### 2. Approval of Minutes – Board of Directors

An amendment to the February 16, 2022 minutes was requested to reflect J. Atkinson's status as Chair.

#### **B03/16/22-2**

**MOVED BY: C. Rigelhof**

**SECONDED BY: J. Karau**

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

**"CARRIED"**

### 3. Review of Committee Structures

S. McIntyre reviewed Report 3204/22 identifying options and clarifying roles to MVCA committee structures and to recommend potential amendments.

There was discussion regarding Public Advisory Committees and their role. Concerns were raised regarding the amount of input and decision making they may have as well as accountability given members would not be elected officials. J. Karau asked the Board to reflect on the positive relationship had with the Public Advisory Committee when dealing with the watershed plan. Similar PACs would not impact the ability of the Board to make their own decisions. S. McIntyre advised that the PAC would not be advising on corporate policies.

J. Karau reviewed the discussion held at the Policy and Priority Advisory Committee regarding his concern for the Finance & Administration Committee to advise on all human resource activities as it's a very broad subject. When dealing with health of staff, such as current issues identified further in the agenda, he felt the Board of Directors at large should be involved. Additionally, he felt that the legislative agenda should be addressed at the Board level as opposed to Executive Committee only.

J. Mason commented that the report was not reflective of changes and discussion held at the advisory committee level and the importance of those changes being communicated to the Board when asked to make decisions.



E. El-Chantiry proposed deferring decision on this item until more clarity was provided at a later date.

**B03/16/22-3**

**MOVED BY: E. El-Chantiry**

**SECONDED BY: G. Gower**

**Resolved, That this item be deferred.**

**“CARRIED”**

4. **Corporate Strategic Plan**

S. McIntyre reviewed the implementation plan proposed for the *2021-2025 Corporate Strategic Plan* as outlined in Staff Report 3206/22. A list of priority projects / performance indicators was provided that demonstrates how MVCA will make progress towards achieving its corporate goals and objectives. S. McIntyre noted the long-list of projects attached to the report and the need to prioritize. As well, she highlighted a proposed change in the way annual reports will be prepared to minimize effort while capturing essential year over year changes at the Authority. She noted that the the timeline for Indigenous Consultation would be extended as needed to meet the needs of the communities affected.

J. Karau thanked the General Manager for the concise annual reports and commented that printed copies should be available.

J. Atkinson commented on the benefit of having simplified annual reports and having a more comprehensive one at the end of one term/beginning of the next for new members joining the Authority.

**B03/16/22-4**

**MOVED BY: F. Campbell**

**SECONDED BY: J. Karau**

**Resolved, That the Board of Directors approve the Draft Implementation Plan as set out in report 3206/22, as presented.**

**“CARRIED”**

5. **Kashwakamak Lake Dam Structural Findings**

J. Cunderlik presented Staff Report 3208/22. He noted the most important thing to highlight is the result of the assessments indicate that the Hazard Potential Classification (HPC) for the dam should be increased from current classification of LOW to HIGH on the basis of visual inspections and a preliminary dam break and inundation mapping. He advised that the design will now have to incorporate the higher classification, however the higher HPC, the more likely it will receive provincial funding.

P. Sweetnam asked whether refurbishment would be considered in addition to a new build and whether a change in the structure location could be considered, if required? J. Cunderlik advised

that there is a location immediately downstream from current structure that is ideal. He commented that a refurbishment of this magnitude would be more substantial than what was done previously and may be a viable option. A new structure would provide a service life close to 100 years however repairs would be required after 50 years. E. El-Chantiry commented that he believed best practice states that a new build should get a minimum 50 years of service life.

A. Tennant stated he was eager to see cost benefit analyses as this type of work is a moving target for pricing. Final numbers when actually tendering in 2030 will be very different than the current figures.

When asked about potential storage capacity to adapt to climate change, J. Cunderlik advised a new structure would be larger and designed for a much higher flood event. Similarly, a major refurbish would also require larger structure to allow for increased freeboard.

6. Carp River Conservation Area Master Plan Background Report

S. McIntyre reviewed Staff Report 3205/22 and a Background Report for the Carp River Conservation Area. The report includes history of the site, its current state, and potential for future use.

S. McIntyre confirmed that the project falls within the scope of the Natural Heritage Systems Unit at the City of Ottawa.

S. McIntyre advised the intention of this report was to review next steps with the City and to return to the Board with consultation reports.

**B03/16/22-5**

**MOVED BY: J. Mason**

**SECONDED BY: E. El-Chantiry**

**Resolved, That the Board approve finalization of the Background Report in partnership with the City of Ottawa and release to the public as part of a coordinated public engagement process; and to report back to the Board with details.**

**“CARRIED”**

7. COVID – Return to Work Update

S. McIntyre presented Staff Report 3209/22 and provided a high level overview of proposed reintegration processes and lifting of policies that the Board has approved in terms of vaccination, screening for staff and visitors. The Authority is aiming to align with provincial recommendations unless the Board suggests otherwise. It is anticipated to open to the public effective May 2, 2022.

S. McIntyre advised that many staff found it advantageous to work from home and there was a desire have some flexibility moving forward. Currently, staff have been asked to attend the office

2 days a week with the plan to move to 3 days a week within the month. Alternative work arrangements are being explored on a trial basis concurrent to seeking legal counsel and tracking the approach of other CAs regarding health and safety and related matters.

8. Section 28 Permit Activity Report

Staff Report 3210/22 summarizing permits issued September 1, 2021 – March 1, 2022 was received for information.

9. General Manager Update

Staff Report 3211/22 was provided to the Board for information.

J. Karau asked if there was any further information regarding agricultural representative being appointed to the Board. S. McIntyre advised there was no update as of yet. She commented that she was unsure how the Province would handle the representatives as not all jurisdictions have agricultural lands.

**ADJOURNMENT**

The meeting was adjourned at 2:50p.m.

**B03/16/22-15**

**MOVED BY: C. Rigelhof**

**SECONDED BY: A. Tennant**

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

**“CARRIED”**

**“E. Levi, Recording Secretary**

**J. Atkinson, Chair”**