

Full Authority
16 June 2016
Agenda Item: 14

Long Range Plan Update

Background

The Long Range Plan was developed by the CVCA Board in 2012 in response to concerns and issues raised by member municipalities regarding the CVCA's capital infrastructure. The process to develop the LRP started in June of 2012 and received final approval by the Board in November of 2012. It has been the cornerstone for capital improvements/projects which have been undertaken to address health and safety concerns in addition to capital maintenance to extend the life of the CVCA's assets. This initiative also enables the CVCA to exhibit due diligence within the financial scope of the CVCA. Fortunately, the majority of these projects have qualified for additional funding support through the Water and Erosion Control Infrastructure (WECI) program offered by the Ministry of Natural Resources and Forestry (MNR).

Purpose of Review

The LRP is now entering the fourth year of its ten year period.

To date, staff have identified a number of projects from the LRP to attain the overall goals and objectives of the Plan.

Health and safety concerns have been addressed to make improvements for staff and the public through the successful completion of significant projects submitted to MNR's WECI program. Examples include projects such as the installation of overhead gantry systems at Marmora, Wollaston and Belmont dams, rock anchor bolts installed at Belmont and a safety assessment update for Belmont.

At this stage of the LRP, staff recommend a review the plan for the following reasons.

The LRP is a working document and therefore should be periodically reviewed to determine what has worked, what has not and whether the Plan needs to be altered or not.

The LRP has been an excellent tool to guide the CVCA through a time where it was imperative to take action to ensure due diligence has been initiated and addressed for capital issues.

Due to this focus, the LRP appears that it was never intended to address operational issues and challenges and this has been apparent when budgets within the LRP framework have been developed in the early life of the Plan. For example, challenges

exist with attempting to keep up with current with staff wage increases, workload affecting the staff complement or unforeseen stresses such as the insurance increase.

As well, the plan did not envision hurdles with the approval of projects which are important to the CVCA, but are not a priority for the WECI Committee. For example, the Rock Anchor Installation Project at Wollaston dam has been submitted for three years in a row, but has never been able to rank high enough in comparison to other conservation authority projects during those years. Therefore, how should the LRP address this kind of conundrum?

Another example which has surfaced in the first four years is the set levy increase for each year. Perhaps going forward, consideration should be given to a range of levy percentage increases that would allow the CVCA some flexibility to meet operational aspects of the budget.

The foregoing is intended as a starting point for discussion purposes prior to budgetary discussions in the fall.

Board Discussion