

**Full Authority**  
**22 September 2016**  
**Agenda Item: 15**

## **Long Range Plan**

### **Background**

The Long Range Plan was developed by the CVCA Board during 2012 in response to concerns and issues by Board members and their respective municipalities. The CVCA Board strongly believed an extensive period of underinvestment in the CVCA's operations and infrastructure exposed the Authority to significant liabilities. The LRP was implemented to address these issues and is an important distinction to be made as the discussion and revision of the plan unfolds.

The LRP was unanimously adopted by the CVCA Board on November 1, 2012. Subsequently, broad support was achieved in late 2012 and early 2013 as the 2013 budget was distributed to the member municipalities for their approval.

The LRP has been in effect for four years and the 2017 budget marks the halfway point of the Plan. The Plan was prepared for a ten year period. Taking into consideration there are a significant number of Board members now sitting on the Board who were not involved with the development of the LRP, some municipalities have recently raised concerns and the Plan has not been updated, the timing to revisit it is appropriate.

Therefore, based on the Board's general direction at the CVCA meeting held on 16 June 2016, staff have proceeded to initiate the review process to provide a foundation for the Board to consider. This initial report is not intended to be all encompassing, since discussions of the Quite Proposal and the concerns of the CVCA's operations will greatly influence the direction of the LRP and the time and effort to be put into the revision.

Since the LRP was intended to be a "living document", this revision will ultimately produce a document which should be easier for new Board members and the public to understand, use and rely on as a yardstick for the CVCA to meet the inevitable challenges of the future.

### **LRP Strengths**

- First business plan CVCA completed in over 25 years
- Primary goal of addressing health and safety issues was attained – therefore showing intent of CVCA to address long outstanding issues (20+ years)

- Unified Board goals and objectives
- Percentage increases were defined year by year, therefore there were no surprises to member municipalities
- The defined levy increases provided support to CVCA staff when making presentations to member municipalities during budget deliberations and review period
- Significant attempt to deal with not only health and safety issues, but also with financial issues/constraints
- Recognized need to replenish reserves as drawn down to make infrastructure improvements
- Allowed for the investigation of strategic alternatives to operation of CVCA
- Improved some operational aspects of CVCA
- Technical resources improved – server added to CVCA office, contracted local IT support
- Communication improvements – new website, facebook, improved communication with cottage associations
- Staff training specifically to assist with financial and internal reporting

### **LRP Weaknesses**

- The text of the LRP is generally straightforward and easy to follow, however, the format for the presentation of the financial information can be confusing and somewhat intimidating
- Unfortunately, from a staff perspective, the LRP was developed with little or no staff input
  - Not all future operational expenses were taken into account – for example:
  - There was no provision for merit increases
  - No contingency built in for financial surprises such as the unprecedented insurance increase
  - No plan for addressing increased workloads (such as increasing staff complement, overtime) especially for the regulations and planning department

- The LRP did not take into consideration for increased development pressures – such as the GTA growing population and better access to “cottage country”
- Plan didn’t include responsibilities for SWP and how the CVCA was going to fund the program
- The LRP has depleted reserves faster than increasing them
- The main LRP health and safety objectives were obtained, especially with the assistance of the Water and Erosion Control Infrastructure program, however, not all CVCA projects will qualify for the WECI program – no alternatives were put forward
- Two different plans were put forward in the document, with different repayment schedules and amounts which adds to the confusion for an individual who has not regularly reviewed the document
- The percentage increase for each year does not allow the flexibility to address unusual or expenses beyond the control of the CVCA – which then put too much pressure on the budget to stay within the prescribed increase
- There is no “flow” to the document, there is an absence of a unifying theme to support mission, goals of the CVCA
- There does not appear to be a cohesive, binding commitment to make sure the fiduciary responsibility of the Board prevails regardless of financial circumstances faced by the CVCA
- The document, by virtue of Board approval is public. In the staff survey report, staff wage ranges for all conservation authorities have been included are therefore public by default. There is no permission to have these amounts released for public consumption, therefore it could be considered a violation of privacy.

## **Accomplishments**

- Improvements to CVCA owned dam structures, equipment and related items have been completed primarily with the aid of WECI funding.
- Belmont Dam – overhead gantry, fall arrest, hand rails, signage, booms, rock bolts, downstream low flow study, dewatering (leakage) test, dam sealing
- Marmora Dam – booms, handrails, east sluiceway service, gate (screw) repairs, fall arrest, signage, overhead gantry

- Wollaston Dam – handrails, log replacement, gantry/fall arrest, gain covers, signage, booms
- Dam Safety Assessment – Allan’s Mills, Belmont Dam Safety Assessment update
- Improvements made to CVCA Admin Office, focusing on improving the front entrance since the CVCA’s regulation program has resulted in increased public attendance at the office – included a new Board room table and layout
- Server installed which updated data file sharing, storage, backups, etc
- Hired regulations officer with intent on improving customer service/relations, timely issuance of permits, organization and municipal relationships
- Contracted Mike Wiltshire as IT support
- Pursued revenue opportunities – Benthic Monitoring, Risk Management Official to offset

### **Recommendation**

Staff recommend fully engaging in the review of the LRP once the decision has been made regarding the Quinte Proposal;

And

That the review work toward streamlining the LRP to produce a clear concise document for the Board, staff and the public;

And

That CVCA staff be engaged in the process to assist the Board in the updated Plan.