

Crowe Valley Conservation Authority

Service Delivery Review

Terms of Reference

Pre-Amble:

The Crowe Valley Conservation Authority (CVCA) is situated approximately 45 minutes northwest of Belleville, 50 minutes east of Peterborough and stretches north to the Bancroft area. The CVCA is a rural watershed dominated by forests, wetlands, lakes, rivers (and their tributaries), a small agricultural land base and a few rural communities. The natural features offer significant recreational opportunities for local, provincial and international tourists and residents alike. The watershed is a large geographic area of approximately 2006 sq. km, with jurisdiction in 10 municipalities.

The CVCA is a local watershed management agency for the Crowe River which uses a watershed approach to manage water and natural resources within its boundaries. The primary mandate is based on Section 20 of the Conservation Authorities Act R.S.O. 1990 which states:

(1) The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals.

Working under the auspices of Section 20 of the CA Act, the CVCA follows an approach to balance human, environmental and economic needs by protecting people and property from the dangers of flooding, keeping drinking water sources clean and protecting wildlife habitats through ownership of significant natural features such as wetlands and forests.

The 10 member Board of Directors consists of representatives from each of the member municipalities. Using a levy based system, each of the municipalities contribute to the economic viability of the CVCA. The CVCA has currently has seven full time staff augmented with three volunteers and normally two summer staff members.

The CVCA Board must recognize and acknowledge the CVCA has an important role to play in water management for the benefit of assisting our municipal partners with the tourist industry while protecting landowners as they enjoy the recreational opportunities which abound in this watershed. Managing the watershed according to the CVCA mandate recognizes the vital importance of the natural environment and ensures watershed health and resiliency is maintained for future generations who wish to live, work and play in this natural setting.

Study Objectives:

1. To properly describe and evaluate the CVCA's operating structure and service levels.
2. To assess the CVCA's operating effectiveness and efficiency, using service level bench marks and comparative best practices.
3. To recommend changes/options if necessary which will not compromise our current service level, but will enhance service levels while allowing long term (sustainable) budget objectives to be met, such as improvements or changes to service delivery, modifications to service delivery

to minimize costs and identify areas for new revenues where possible. The mandate must be adhered to or enhanced for the benefit of the operations and infrastructure of the CVCA.

4. The Service Delivery Review will be completed by _____.

Study Process:

1. Performance management and workplace process analysis/flow charting.
2. Examine the skills, expertise and credentials of staff to ensure the CVCA has the personnel with the skills necessary for critical areas and to advance the CVCA into the future with new emerging technology, information and best practices.
3. Conduct confidential interviews with key stakeholders and professional consultants. This list would include: CVCA staff, CVCA Board members, cottage associations, relevant government agencies and staff members of municipalities which interact with the CVCA
4. Review best practices and fee structures in comparison to other Conservation Authorities to ensure reasonable cost recovery and parity as per the Ministry of Natural Resource's guidelines.
5. Review specific tasks to evaluate benefits to outsourcing. For example: Professional Engineering firms to review larger projects on our behalf.
6. Review of Information Technology and Accounting Software to ensure the CVCA are maintaining an efficient management system or review the pertinent section of the Long Range Plan specific to IT and accounting.
7. Examine the relationship between the CVCA and the Counties, the Ministry of Natural Resources and Forestry, The Ministry of the Environment and Climate Change and the Department of Fisheries and Oceans with regard to service standards, effectiveness and cost recovery.

Key Deliverables/Outcomes:

1. Key Deliverables/Outcomes to be presented to the Board of Directors during an in camera session.
2. A recommended set of service levels.
3. A recommended staffing level and organizational structure.
4. Recommendations for recognized specific efficiency improvements, cost savings and revenue generation.
5. Enhanced performance management system to ensure that recommendations become integrated into the job functions of the employees and the Board.
6. Recommendation and suggestions for future business plans and goal setting.

Support:

CVCA staff shall provide administrative and technical support for the preparation of the final Service Delivery Review report as required.

Expenses incurred for consultant's services will be pre-approved at CVCA Board meetings and not exceed the \$_____ limit established by the CVCA Board.

Board Decision