

CATARAQUI REGION CONSERVATION AUTHORITY

MINUTES OF THE FULL AUTHORITY BOARD

WEDNESDAY, AUGUST 28, 2019

CRCA ADMINISTRATION OFFICE BOARDROOM

Present: Alan Revill (Chair), Alan Barton, Leigh Bursey, Claire Gunnewiek, Al Hanes, Matt Harper, Bert Herfst, Garry Hewett, Paul McAuley, Gordon Ohlke, Gary Oosterhof

Regrets: Rhonda Ferguson, Wayne Hill, Robert Kiley, Lisa Osanic, Terry Richardson, Ross Sutherland (Vice Chair)

Staff Present: Geoff Rae, General Manager; Tom Beaubiah, Manager, Conservation Lands; Donna Campbell, Assistant, Chair & General Manager; Krista Fazackerley, Supervisor, Communications & Education; Katrina Furlanetto, Manager, Watershed Planning & Engineering; Steve Knapton, Coordinator, Operations Planning; Rob McRae, Manager, Corporate Services; Cheryl Rider, Supervisor, Finance; Rhonda Roantree, Receptionist/Clerk; Andrew Schmidt, Supervisor, Development Review

Guests: Pat McNamee, Meela Melnik-Proud and Evonne Potts General Public

Delegation: Brian Dodo and Jen Cameron, BMDODO

The meeting commenced at 6:30 P.M.

1. ROLL CALL

There were eleven (11) members present.

2. ADOPTION OF AGENDA

Moved by: Gordon Ohlke
Seconded by: Paul McAuley

THAT the agenda BE ADOPTED.

CARRIED

3. DECLARATION OF CONFLICT OF INTEREST

There were none.

4. DELEGATION / PRESENTATION

4.1. Brian Dodo, BMDODO

- Presentation – Cataraqui Region Conservation Authority Recommended Corporate Logo

Resolution: 068-19
Moved by: Paul McAuley
Seconded by: Al Hanes

THAT the presentation by Brian Dodo of BMDODO on Cataraqui Region Conservation Authority Recommended Corporate Logo, BE RECEIVED.

CARRIED

5. APPROVAL OF PREVIOUS MINUTES

5.1. Minutes of June 26, 2019

Moved by: Leigh Bursey
Seconded by: Garry Hewett

THAT the minutes of the June 26, 2019 meeting of the Cataraqui Region Conservation Authority, BE APPROVED.

CARRIED

6. BUSINESS ARISING

There was none.

7. ITEMS FOR CONSIDERATION

7.1. Signage Standards – Corporate Logo (report IR-055-19)

Leigh Bursey requested a recorded vote.

Resolution: 069-19
 Moved by: Paul McAuley
 Seconded by: Claire Gunnewiek

THAT report IR-055-19, Signage Standards – Corporate Logo, BE RECEIVED; and,

THAT a new corporate logo for the Cataraqui Region Conservation Authority, as presented to the Board at the August 28, 2019 meeting by consultant BMDODO Strategic Design, BE APPROVED.

CARRIED

Member	In Favour	Not In Favour	Absent
Barton, Al	1		
Bursey, Leigh		1	
Ferguson, Rhonda			1
Gunnewiek, Claire	1		
Hanes, Al	1		
Harper, Matt	1		
Herfst, Bert	1		
Hewett, Garry	1		
Hill, Wayne			1
Kiley, Robert			1
McAuley, Paul	1		
Ohlke, Gordon	1		
Oosterhof, Gary	1		
Osanic, Lisa			1
Revoll, Alan	1		
Richardson, Terry			1
Sutherland, Ross			1

7.2. Information Technology Services - Draft Shared Services Agreement (report IR-056-19)

Resolution: 070-19
Moved by: Bert Herfst
Seconded by: Leigh Burse

THAT Report IR-056-19, Information Technology Services – Draft Shared Services Agreement, BE RECEIVED; and,

THAT the Cataraqui Region Conservation Authority enter into a Shared Services Agreement with the County of Frontenac for Information Technology Services.

CARRIED

8. MINUTES

8.1. Friends of Lemoine Point

Resolution: 071-19
Moved by: Claire Gunnewiek
Seconded by: Paul McAuley

THAT the Friends of Lemoine Point minutes of April 1, 2019, BE RECEIVED.

CARRIED

9. COMMITTEE REPORTS

9.1. Report from Administration Facility Committee meeting of July 31, 2019 (IR-057-19)

- Presentation – Tom Beaubiah, Manager, Conservation Lands ([Attachment #1](#))

Resolution: 072-19
Moved by: Leigh Burse
Seconded by: Bert Herfst

THAT the presentation on Administration Facility by Tom Beaubiah, Manager, Conservation Lands, BE RECEIVED.

CARRIED

Resolution: 073-19
Moved by: Leigh Burse
Seconded by: Matt Harper

THAT the report from the Administration Facility Committee meeting of July 31, 2019 (IR-057-19) BE APPROVED.

CARRIED

9.2. Report from Budget Review Committee meetings of August 16 and 26, 2019 (IR-058-19)

- Presentation – Rob McRae, Manager, Corporate Services ([Attachment #2](#))

Resolution: 074-19
Moved by: Bert Herfst
Seconded by: Claire Gunnewiek

THAT the presentation on Cataraqui Region Conservation Authority 2020 Budget and Capital Forecast by Rob McRae, Manager, Corporate Services, BE RECEIVED.

CARRIED

Resolution: 075-19
Moved by: Bert Herfst
Seconded by: Gary Oosterhof

THAT the report from the Budget Review Committee meetings of August 16 and 26, 2019 (IR-058-19) BE APPROVED.

CARRIED

10. ANNOUNCEMENTS OR INQUIRIES/INFORMATION

10.1. Report on Communications (report IR-059-19)

The Board acknowledged the achievement of Donna Campbell, Assistant, Chair & General Manager, on successfully completing the Parliamentary Meeting Protocol Course (PMPC) through the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO).

Resolution: 076-19
Moved by: Al Hanes
Seconded by: Matt Harper

THAT the Report on Communications (IR-059-19), BE RECEIVED.

CARRIED

11. MOTIONS / NOTICES OF MOTIONS

The following Motion was presented after the In Camera Session discussion regarding the retirement of the General Manager effective December 31, 2019.

Resolution: 077-19
Moved by: Bert Herfst
Seconded by: Gordon Ohlke

THAT the Full Authority Board of Cataraqui Region Conservation Authority RECEIVE the notice of retirement from the General Manager effective December 31, 2019; and,

THAT the Personnel Committee BE DIRECTED to recruit a new General Manager; and,

THAT the Personnel Committee BE AUTHORIZED to spend up to \$10,000 for consultant, legal and advertising costs related to the recruitment of a new General Manager; and,

THAT the expense BE CHARGED to Business Unit 100 – General Manager's Office.

CARRIED

12. IN CAMERA SESSION

Resolution: 078-19
Moved by: Bert Herfst
Seconded by: Al Hanes

THAT the Full Authority move **IN CAMERA**.

CARRIED

Resolution: 079-19
Moved by: Al Hanes
Seconded by: Gary Oosterhof

THAT the Full Authority move out of **IN CAMERA** and report.

CARRIED

13. RETURN TO OPEN SESSION

Resolution: 080-19
Moved by: Paul McAuley
Seconded by: Bert Herfst

THAT Cataraqui Region Conservation Authority **AUTHORIZE** staff to pursue items of action as discussed at the **IN CAMERA** session on August 28, 2019.

CARRIED

14. ADJOURNMENT

The meeting adjourned at 8:55 P.M. on a motion by Matt Harper, seconded by Garry Hewett.

Katrina Furlanetto,
Manager, Watershed Planning
& Engineering

Geoff Rae, MBA, P.Eng.
General Manager

Alan Revill
Chair

CRCA Administration Facility Options Assessment

Full Authority Board
August 28, 2019



CATARAQUI REGION
CONSERVATION AUTHORITY

History

- The review of the CRCA Administration Building has been ongoing since 2008.
 - Office Addition (IR-029-08)
 - Office Building Potential Addition (IR-051-14)
 - CRCA Administration Building CS-1 (CRCA Work Plan 2017-20)
 - CRCA Facility Investigation (IR-043-17)
 - CRCA Administration Facility – Options Development (IR-078-17)
 - Directed staff to assess options and established the Administration Building Committee

Replacement Considerations

- Organizational structure
- Operational processes
- Culture and image
- Operational costs
- Opportunities for partnerships/shared services
- Customer service
- Security
- Meeting spaces
- Storage
- Collaboration space
- Parking
- Capital maintenance backlog

Options

- Rehabilitate the current building
- Purchase an existing building to repurpose
- Construct new on or off-site
- Partner with another organization to build or renovate space



Current CRCA Administration Facility

- Inefficient building
- Safety Concerns
- Security
- Accessibility limitations
- Overflow office space within a construction trailer
- Infrastructure repairs on hold



- | | |
|----------------------------|-----------|
| • Septic Replacement | \$ 40,000 |
| • Roof Repair (Flat/leaks) | \$ 12,000 |
| • Trailer HVAC | \$ 10,000 |
| • Retaining Wall(s) | \$ 20,000 |
| • AODA | \$? |

Purchase Existing - 1555 Sydenham Road - 12,900 ft²

- Older structure
- Flat roof construction
- Efficiency limitations
- Well and septic assumed to be adequate
- Financing challenges



- | | |
|-----------------------|--------------|
| • Site Purchase | \$ 1,800,000 |
| • Building Renovation | \$ 1,918,775 |
| • Total Cost | \$ 3,718,775 |
| • 20% LEED Upcharge | \$ 4,462,530 |

New Construction - Little Cataraqui Creek 10,118 ft²

- Near existing administration building footprint or operations shop
- Avoids land purchase cost (can be invested in new build)
- New construction with efficiency considerations (energy)
- New build meeting current construction standards (incl. AODA)
- Financing challenges



Joint Facility - Frontenac County/CRCA

- CRCA tenant agreement
- Construction financed through the County
 - Amortization of costs
- Minimized risk
 - Construction overruns
 - Service sharing opportunity
 - Asset Management (County Building)
- Opportunities for shared space



- Building Renovation/Construction
 - County \$ 1,844,500
 - CRCA \$ 1,860,000
- Total Cost \$ 3,704,500
- 20% LEED Upcharge \$ 4,445,400₈

Outcome

- Findings
 - The preferred option is to participate in the joint administration facility project.
- Next Steps
 - **Advising the County of the CRCA's intent to participate**
 - Development of agreements (tenancy, financial, etc.)
 - Design & Construction

Thank you!



Tom Beaubiah - Manager, Conservation Lands



Proposed CRCA 2020 Budget and Capital Forecast

CRCA Board Meeting
August 28, 2019



CATARAQUI REGION
CONSERVATION AUTHORITY

Presentation Overview

- Proposed CRCA 2020 Operating Budget and Capital Forecast
 - Considerations
 - Operating Budget
 - Capital Forecast for 2020 to 2029
- Proposed Next Steps

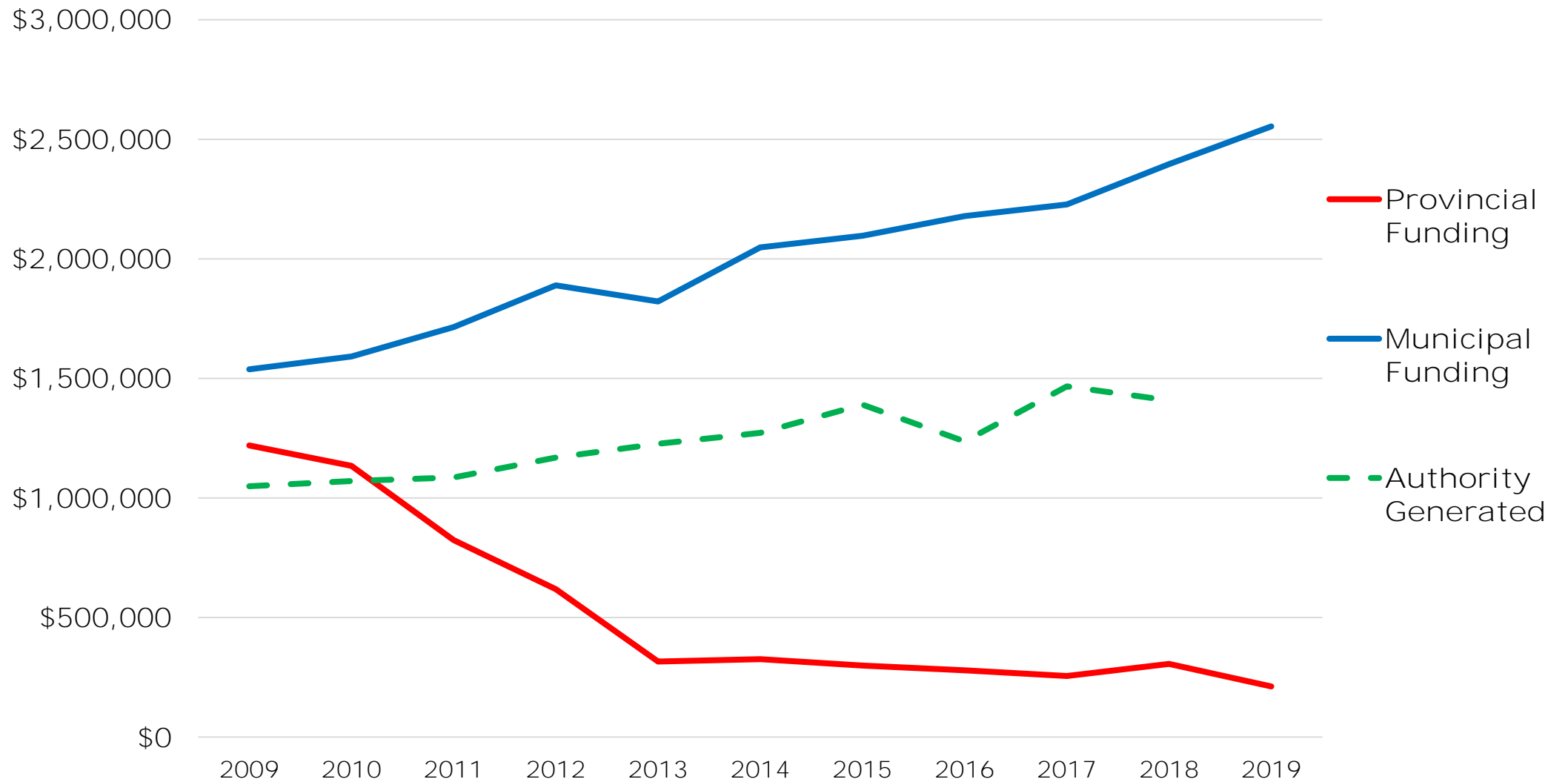
CRCA Budget Multi-Year Forecast - Fall 2018

Levy % Change	2019 Approved	2020	2021	2022	2023
General Levy	5.3	6.1	6.0	5.0	3.7
Special Levies (properties)	0	1.5	1.5	1.5	1.5
Special Levies (water control structures)	101.9	1.5	1.5	1.5	1.5
TOTAL LEVY	6.6	5.5	5.5	4.6	3.4

CRCA 2020 Operating Budget - Considerations

- Uncertain, diminishing Federal & Provincial funding
 - 2019: overall decrease of almost \$80,000 vs. budget
- Letter from Ontario Minister of the Environment, Conservation & Parks (August 16, 2019)
- Continued implementation of 2017 compensation review
- Uncontrollable expenses from external providers
- Drive for efficiencies across the organization

Trend in Primary CRCA Operating Revenue Sources, 2009 to 2019



Information Technology - New Service Model

- Frontenac Municipal Information System – pending shared services agreement
- Overall cost increase of \$25,900 (2020, proposed)
- Participation cost will decline on a sliding scale across 5 years
- Benefits:
 - Improved security of corporate data
 - Better reliability (e.g. recovery from disruptions)
 - Access to group procurement
 - Access to business workflow analyses and new tools

Fleet Optimization - Ongoing Progress

- Optimized vehicle fleet:
 - Reduced fleet from 10 to 7 vehicles
 - Efficient use of all vehicles
- Consolidated equipment:
 - Sold 9 machines
 - Purchased 3 multi-purpose Utility Vehicles
- Proposed for 2020:
 - Sell 3 tractors
 - Purchase 2 new tractors, float, mower
 - Proposed draw from Real Property Reserve (up to \$55k)



Municipally-Owned Water Control Structures

- Potential transfer of operations and maintenance from CRCA to municipalities
- CRCA has limited operating funding and insufficient reserve funds for capital projects
- Three structures:
 - Booth Falls Diversion (Brockville)
 - Buells Creek Detention Basin (Brockville)
 - Highgate Creek Channelization (Kingston)

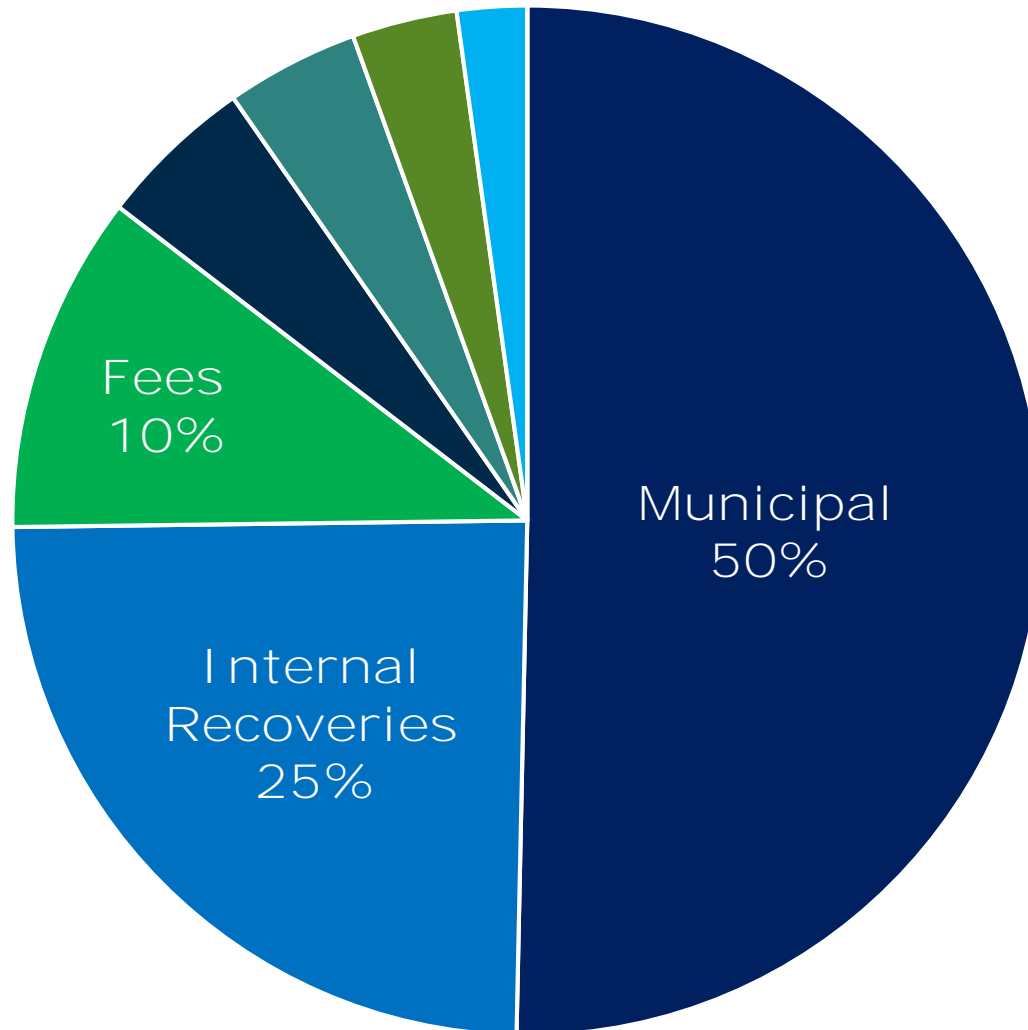


Highgate Creek Channelization

Proposed CRCA 2020 Operating Budget

- Proposed \$5.2 Million Operating budget
- Overall 1.2% year-over-year decrease in expenses (\$61,820 less)
- Addresses revenue challenges, staff costs, uncontrollable expenses
- Reflects efficiencies
- Capital reserve transfers:
 - Modest increase to contributions
 - Insufficient for long-term sustainability (e.g. water control structures)
- Limited options for further line-by-line reduction

Proposed CRCA 2020 Operating Revenue (\$5.2 M)



- Municipal (\$2.60 M)
- Internal Recoveries (\$1.3 M)
- Fees (\$549k)
- Forests Ontario (\$253k)
- Provincial (\$216k)
- Reserve Transfer (\$170k)
- Other (\$113k)
- Federal (\$0k)

Proposed 2020 Operating Budget - Change in Levies

Levy	Proposed Budget	\$ Change from 2019	% Change from 2019
General Levy	2,267,958	48,442	2.2
Special Levies (properties)	244,750	0	0.0
Special Levies (water control structures)	89,650	0	0.0
TOTAL LEVY	2,602,358	48,442	1.9

Proposed 2020 Operating Budget - Program Changes

- Four program changes (Options # 1 through # 4)
- Proposed 2020 Operating Budget reflects all options
- Reduction in General Levy increase:
 - 2nd Draft Budget = 16.2%
 - Proposed Budget = 2.2%
- No reserve draw to fund regular operations

CRCA Operating Budget - Future Years

- Year-over-year increases to General and Special Levies:
 - Estimated to be approximately 2.5%
- Multi-year budget forecasting:
 - Anticipated factors (e.g. IT service agreement)
 - Unknown factors (e.g. Provincial transfer payments)
- Other influencing factors:
 - Forthcoming Provincial regulations
 - Service agreements with municipalities

Proposed CRCA Capital Forecast for 2020 to 2029

- Fully funded forecast over ten years
- Primary revenue source is CRCA reserves
- Some projects depend on Federal and Provincial grants
 - Declining access to Water & Erosion Control Infrastructure funding
- 137 projects proposed over 10 years (\$2.5 M overall)
- Proposed for 2020:
 - 33 capital projects
 - \$543,900 overall

2020 Budget Development - Proposed Next Steps

Step	August	September	October	November	December
Board consideration (circulation)	28 th				
Municipal review period		●	●	●	
Municipal presentations		●	●	Kingston 26 th	
Budget Review Committee meeting regarding final draft				BRC 27 th	
Board consideration (adoption)					Board 4 th

2020 Budget Development - Proposed Next Steps

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Budget Review Committee Recommendation

THAT the Cataraqui Region Conservation Authority Proposed 2020 Budget and Capital Forecast (August 26, 2019), BE APPROVED, AS AMENDED, for presentation to member municipalities; and,

THAT staff BE AUTHORIZED to draw up to \$55,000 from the Real Property Reserve as supplemental funding for capital projects PR 00046 (Equipment – Tractor 50hp – Cab w/plow), PR 00049 (Equipment – Tractor 50hp – Cab w/plow), PR 00269 Equipment – Aluminum Trailer), and PR 00270 Equipment -- Offset Flail Attachment 3 pt) in 2020; and,

THAT staff BE DIRECTED to enter into discussions to negotiate a transfer of responsibility from the Cataraqui Region Conservation Authority to the City of Brockville and City of Kingston, for the operation and maintenance of municipally-owned water control structures in those municipalities; and,

THAT staff BE DIRECTED to report to the Board on the municipally-owned water control structures in fall 2019.

Thank you - Rob McRae, MCIP, RPP, Manager, Corporate Services

