THE CATARAQUI REGION CONSERVATION AUTHORITY

FULL AUTHORITY MINUTES

APRIL 26, 2017

CRCA ADMINISTRATION OFFICE BOARDROOM

Present: Alan Revill (Chair), John Boyd, Jim Garrah, Kevin George, Sandy Hay, Bert Herfst, Max Kaiser, Gerry Last, Rob Layng, Lisa Osanic, Ross Sutherland (Vice Chair)

Regrets: Duncan Ashley, Leigh Bursey, Al Hanes, Laura Turner

Staff Present: Geoff Rae, General Manager/Secretary-Treasurer; Tom Beaubiah, Biologist/Lands Lead; Donna Campbell, Administrative Assistant; Krista Fazackerley, Communication Coordinator, Rob McRae, Watershed Planning Coordinator; Andrew Schmidt, Development Review Manager; Steven Knapton, Wildlife Conservation Technician/Lands Planner; Katrina Furlanetto, Source Protection Assistant; Holly Evans, Environmental Technician; Cheryl Rider, Finance Coordinator

The meeting commenced at 6:30 P.M. Staff introduced themselves.

1. ROLL CALL AND INTRODUCTIONS

There were eleven (11) members present.

2. APPROVAL OF AGENDA

The Chair proposed that the agenda be amended by adding a verbal update on a potential litigation under item 12 In-Camera session.

Mrs. Last proposed the addition of a Frontenac Arch Biosphere update on a trails festival in the fall under item 10 Announcement or Inquiries/Information.

Moved by: Bert Herfst
Seconded by: Max Kaiser

THAT the agenda BE APPROVED as AMENDED.

CARRIED
3. DECLARATION OF CONFLICT OF INTEREST

Mr. Herfst advised of a conflict of interest related to item 7.4, Cold Storage Facility Grant/Partnership and indicated he would remove himself from the conversation at that time.

4. DELEGATION/PRESENTATION

There was none.

5. APPROVAL OF PREVIOUS MINUTES

Moved by: Rob Layng
Seconded by: Ross Sutherland

THAT the minutes of the March 22, 2017 meeting of the Cataraqui Region Conservation Authority, BE APPROVED.

CARRIED

6. BUSINESS ARISING

There was none.
7. PRESENTATION AND CONSIDERATION OF REPORTS


Holly Evans, Environmental Technician, provided a presentation.

Resolution: 036-17
Moved by: Bert Herfst
Seconded by: Kevin George

THAT report IR-033-17, Cataraqui Region Lake Assessment Report, BE RECEIVED.

CARRIED

7.2. Maple Madness 2017 Update (Report IR-036-17)

Krista Fazackerley, Communication Coordinator, provided a presentation.

Resolution: 037-17
Moved by: Max Kaiser
Seconded by: Lisa Osanic

THAT report IR-036-17, Maple Madness 2017 Update, BE RECEIVED.

CARRIED

7.3. Emerald Ash Borer Parasitoid Release Program (Report IR-037-17)

Resolution: 038-17
Moved by: Jim Garrah
Seconded by: Lisa Osanic

THAT report IR-037-17, Emerald Ash Borer Parasitoid Release Program, BE RECEIVED; and,

THAT the Full Authority Board APPROVE staff to participate in the Natural Resources Canada wasp parasitoids release program to combat the Emerald Ash Borer’s impact on Ash tree species on Cataraqui Region Conservation Authority owned properties as outlined in Report IR-037-17, Emerald Ash Borer Parasitoid Release Program.

CARRIED
7.4. **Cold Storage Facility Grant/Partnership – Little Cataraqui Creek Conservation Area (Report IR-038-17)**

Mr. Herfst left the room at this point owing to a conflict of interest.

**Resolution:** 039-17  
Moved by: Lisa Osanic  
Seconded by: Max Kaiser

*THAT* report IR-038-17, Cold Storage Facility Grant/Partnership – Little Cataraqui Creek Conservation Area, BE RECEIVED; and,

*THAT* staff BE DIRECTED to investigate continued partnership opportunities with Loving Spoonful.

CARRIED

7.5. **Committee Vacancies (Report IR-040-17)**

The Chair spoke to the report. There were no expressions of interest to sit on the vacant committees.

**Resolution:** 040-17  
Moved by: Kevin George  
Seconded by: Max Kaiser

*THAT* report IR-040-17, Committee Vacancies, BE RECEIVED; and,

*THAT* the Cataraqui Region Conservation Authority APPROVE for 2017 the appointment of Councillor Last to the Rideau Corridor Strategy Steering Committee.

CARRIED
8. MINUTES

8.1. Cataraqui Trail Management Board Minutes of February 23, 2017

Resolution: 041-17
Moved by: Sandy Hay
Seconded by: Bert Herfst

THAT the Cataraqui Trail Management Board Minutes of February 23, 2017, BE RECEIVED.

CARRIED

9. COMMITTEE REPORTS

9.1. Report from Planning and Permitting Ad Hoc Committee meeting of March 22, 2017 (Report IR-035-17)

Kevin George, Chair Planning and Permitting Ad Hoc Committee, presented the report.

Resolution: 042-17
Moved by: Bert Herfst
Seconded by: Lisa Osanic

THAT the Planning and Permitting Ad Hoc Committee Report IR-035-17, BE RECEIVED.

CARRIED
9.2. **Report from Lemoine Point Advisory Committee meeting of April 19, 2017 (Report IR-034-17)**

Lisa Osanic, Chair Lemoine Point Advisory Committee, presented the report.

**Resolution:** 043-17  
Moved by: Lisa Osanic  
Seconded by: Ross Sutherland

**THAT** the report from the Lemoine Point Advisory Committee meeting of April 19, 2017 (IR-034-17) BE RECEIVED.

CARRIED

10. **ANNOUNCEMENTS OR INQUIRIES/INFORMATION**

10.1. **Administrative Assistant’s Report on Communications (Report IR-041-17)**

The General Manager expressed gratitude to Councillor Last and the Township of Leeds and the Thousand Islands for their report (Item 2 of Report IR-041-17).

**Resolution:** 044-17  
Moved by: Bert Herfst  
Seconded by: Lisa Osanic

**THAT** report IR-041-17, Administrative Assistant’s Report on Communications, BE RECEIVED.

CARRIED

10.2. **Frontenac Arch Biosphere Reserve – verbal update**

Councillor Last advised members of a fall trails festival and the potential collaboration for the Cataraqui Region Conservation Authority.

Councillor Last advised members that the Frontenac Arch Biosphere Reserve may be hosting a fall trails festival and the potential collaboration for the Cataraqui Region Conservation Authority.
11. MOTIONS/NOTICES OF MOTIONS

12. IN-CAMERA session to discuss Legal, Personnel and Property Matters

Resolution: 045-17
Moved by: Jim Garrah
Seconded by: Lisa Osanic

THAT the Full Authority Board move IN CAMERA to discuss legal, personnel and property matters.

CARRIED

Resolution: 046-17
Moved by: Kevin George
Seconded by: Ross Sutherland

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

CARRIED

12.1. Property Matter, Cataraqui Region Conservation Authority Administration Facility Investigation (IR-043-17)

It was requested by Councillor Sutherland to discuss this report in Open Session. (Report IR-043-17 attached to minutes)

Resolution: 047-17
Moved by: Ross Sutherland
Seconded by: Kevin George

THAT report IR-043-2017, Cataraqui Region Conservation Authority Administration Facility Investigation, BE RECEIVED; and,

THAT the General Manager of the Cataraqui Region Conservation Authority BE DIRECTED to develop options for the replacement of the existing administrative space located at the Little Cataraqui Creek Conservation Area.

CARRIED
Resolution: 048-17
Moved by: Jim Garrah
Seconded by: Bert Herfst

THAT the Cataraqui Region Conservation Authority authorize staff to pursue items of action dealing with matters as discussed in the IN-CAMERA session on April 26, 2017.

CARRIED

13. ADJOURNMENT

The meeting adjourned at 8:34 P.M. on a motion by Ross Sutherland, seconded by John Boyd.

Geoff Rae, MBA, P.Eng.
General Manager/Secretary-Treasurer

Alan Revill
Chair
DATE: APRIL 26, 2017 REPORT # IR-043-17

TO: FULL AUTHORITY BOARD

FROM: GEOFF RAE, MBA, P.ENG. GENERAL MANAGER/SECRETARY-TREASURER

1.0 TYPE OF REPORT PRIVATE & CONFIDENTIAL ITEM [X]

Staff recommend that this report be discussed in-camera. The subject matter of this report is sensitive as it deals with

☐ a personnel matter about an identifiable individual
☒ a proposed or pending acquisition or disposition of land
☐ labour relations or employee negotiations
☐ litigation or potential litigation
☐ advice that is subject to solicitor-client privilege

and therefore, it is recommended that this report be discussed in the absence of the public.

2.0 TOPIC

CATARAQUI REGION CONSERVATION AUTHORITY ADMINISTRATION FACILITY INVESTIGATION

3.0 RECOMMENDATION

THAT report IR-043-2017 be received; and,

THAT the General Manager of the Cataraqui Region Conservation Authority BE DIRECTED to develop options for the replacement of the existing administrative space located at the Little Cataraqui Creek Conservation Area.
4.0 PURPOSE

The purpose of this report is to seek direction to initiate an options analysis for the replacement of the Administration Building located at Little Cataraqui Creek Conservation Area.

5.0 BACKGROUND

The Administration Facility has been under consideration by the Full Authority Board for many years. Whether to construct an addition to the building or consider other options has been the subject of reports dating back to 2008.

Report IR-029-08, Office Building Addition – Proposed Ad Hoc Committee (Attachment #1) presented a concept to create an addition to the current building. The report referenced a previous recommendation to the Board regarding the need to expand the building to accommodate growth for program delivery.

Report IR-051-14, Office Building – Potential Addition (Attachment #2) identified an opportunity to acquire a salvaged Pan Abode building that could be used to augment space in the current building. The report recommended against securing the material and creating the addition as it wouldn’t meet all of the Cataraqui Region Conservation Authority (CRCA) needs. It did, however, recommend the development of a financing strategy to be prepared as part of the 2016 budget.

The aforementioned financial plan was not developed in 2016, but the Full Authority Board developed and adopted a workplan entitled “Supporting Healthy and Resilient Communities: CRCA Work Plan for 2017 to 2020”. In the workplan there is a brief description of initiatives, including one under the subheading “Supporting Corporate Services” described as CS-1 CRCA Administration Office. The brief description provided is as follows:
CS-1 CRCA Administration Office

- The needs assessment task will assess the current and anticipated needs of the Conservation Authority with respect to meeting space, staff office space and related facilities. The assessment will consider the existing Administration Office at the Little Cataraqui Creek Conservation Area as well as new opportunities.
- Consideration will be given to the annual operating costs and carbon footprint of the current office as well as potential funding and partnership opportunities.
- Building on the outcome of the needs assessment, the concept task would result in a financial plan and design for a new or expanded/renovated Administration Office. The transition initiative would implement the concept through a major construction project. Special funding and financing would be required for the capital project.

The timing of the project as identified in the Workplan calls for a Needs Assessment to be conducted in 2017, followed by Concept Development in 2019, and Transition to the new Administration Office in 2021+.

The General Manager has expressed concern about the condition of the existing building to the Board Chair and some Board Members. The need to transition is more pressing than the timeline set out in the workplan given the backlog of some significant capital maintenance for the current facility.

Beginning in 2017 the General Manager has met with the City of Kingston and Frontenac County to briefly introduce the project and to solicit information about planned projects and opportunities in the form of available buildings that could be renovated, land, or any other potential opportunities to move the CRCA project forward.

The City of Kingston indicated that it may have space sufficient to support CRCA's administrative needs. Frontenac County indicated that they were conducting a similar investigation into developing administrative space needs and that they would be welcome to a partnership that could include a shared administration building.
6.0 STRATEGIC PLAN

This report supports Goal F in the Strategic Plan, Cataraqui 2020.

To operate an efficient and financially sound organization that provides excellent service to the community; promotes best environmental practices; and that offers a healthy, positive and nurturing workplace environment for staff, members and volunteers.

- To maintain a positive image in the community.
- To make customer service a top priority in all work areas.
- Demonstrate leadership in environmental design as well as energy and materials conservation.
- Foster the health, safety, morale and career development of our staff.
- Maintain internal capacity in support services such as accounting, communications, document management, geomatics, and information technology.
- Manage capital assets in a long-term, sustainable way.

7.0 INPUT FROM OTHER SOURCES

The General Manager has had brief discussion with a few members of the Board regarding project-related discussions held to date. Also, the work of this report has been identified in the General Manager’s individual performance objectives for 2017, and has been communicated to the Full Authority Board as part of that process.

As identified above, input has been received by the way of preliminary conversations with the City of Kingston and Frontenac County.

CRCA staff have had a preliminary briefing indicating that the investigation would be initiated in 2017.
8.0 ANALYSIS

The current Administration Building owned by CRCA was built in 1975 and is of Pan Abode construction. Originally constructed as office and learning centre, it was converted completely to office space when the current Outdoor Centre was constructed in 1992.

The Administration Building is suffering from age. It is not energy efficient or accessible and does not provide for the functional requirements of the staff, Board, or visitors. It does not portray the CRCA brand – Conserve, Preserve, Protect.

Staff and Board members have recognized the need to rehabilitate or replace the Administration Building and included direction to begin the process in the 2016 workplan development sessions.

A process to replace the building should consider the following matters:

- Organization structure and operational processes
- Culture and image
- Day-to-day operational issues
- Opportunities for partnerships and shared service models
- Customer service issues
- Facility management issues
- Common space requirements
- Security
- Meeting spaces
- Storage
- Collaboration spaces
- Parking
- Capital Maintenance Backlog

While much of this information is developed moving into the schematic design phase of the project, statements and estimates to help define the requirements can be made early on. Some of the early estimates can include calculations of net and gross area required on a per person basis. Staff growth projections can be estimated to establish building requirements for the design period. Functional requirements regarding meeting, storage, and work-setting space can be established early on.
With the fundamental information described above consideration can be given to the type of development opportunities that may exist, such as:

- Rehabilitating the current building
- Constructing new on the current CRCA site
- Constructing new on a greenfield site
- Purchasing an existing building to repurpose
- Partnering with another organization to build or renovate space

This latter opportunity currently exists with Frontenac County as they are in a process to expand their administrative space. They have invited CRCA to participate in an exploration process that requires no commitment by either party to see if there is sufficient economy of scale to enter a joint venture at some point in the future. Participation in a “live” project with the County will provide an opportunity to collect current information regarding construction costs, furniture estimates, prevailing space standards and other information that will inform all options to be considered in the analysis.

9.0 **FINANCIAL IMPLICATIONS**

There are no costs to be incurred at this time. The preliminary analysis will be conducted internally at a high level in order to provide comparative data for the Board’s consideration. Estimates of future costs will be considered in the budget process.
10.0 CONCLUSION

Staff is beginning to assess options for the replacement of the CRCA Administration Building and will report back to the Board with the findings of all options reviewed and recommended next steps for consideration.

Respectfully submitted,

(Original signed by)

Geoff Rae, MBA, P.Eng.
General Manager / Secretary-Treasurer

Attachment(s)
This report seeks direction on the establishment and membership of an ad hoc committee to work with staff on the design for an addition to the Conservation Authority’s office building.

My predecessor reviewed the need for and options to provide more office space. This was done before the Drinking Water Source Protection (DWSP) program. Needless to point out, staff remain cramped and it is limiting the ability to take advantage of special projects and summer students. Even upon some future wind-down of the DWSP program conditions will remain challenging.

The intent is to advance the previous recommendation beyond conceptual. The concept involves a two-storey addition to the south of the office (area where the trailer is), using a modified reception area as the link to the new office space. This addition would have its own heating and ventilation system in order to optimize energy conservation. As well, doorways off the reception area in the existing building would be added for energy, sound and security purposes. A sketch of a potential addition is attached for your information.

Those members who may have been involved in this type of project are likely aware there will be options and tradeoffs, which in turn affect the costs, timing and feasibility of implementation of an office addition. An example is the size of the addition relative to building code classification, which influences who may have to draw the designs as well as features to be incorporated, both in the addition and the existing building. There will also be related implications such as the likelihood of expanding the septic bed, and landscaping/siting considerations related to the well location, existing trees and the knoll (part of an Area of Natural and Scientific Interest).

Since some decisions related to the design of an office addition will touch on “policy” aspects it is suggested that a few members be involved with staff in analyzing such components of the design. An ad hoc committee is proposed, with a representative from the AFAB (to provide reporting to the Full Authority), at least one member at-large, the undersigned and a staff engineer.
Recommendation

THAT the Administration and Finance Advisory Board recommend to the Full Authority.

THAT the Cataraqui Region Conservation Authority (CRCA) setup an ad hoc building committee to guide the design of an addition to the CRCA’s administrative office, as outlined in the General Manager’s September 5, 2008 report.

Respectfully submitted,

Steve Knechtel,
General Manager/Secretary-Treasurer

SK/dc

Attachment
Sketch Perspective
This report outlines a potential opportunity to address office space and facilities, and requests direction on this matter.

**Background**

For a long time the CRCA has been considering options to address shortcomings with the office building. These shortcomings include feasibility for future accessibility requirements; functional reception, small meeting and kitchen areas; outdated heating/cooling and wiring; and limited office and storage space. As well, items like window coverings, carpet and roof shingles are in need of replacing.

On a short-term basis (now 10+ years!) a large office trailer is used, located next to the main entrance. Preliminary plans for an L-shaped addition, in the location of the trailer, were prepared. Other options include rebuilding on the foundation or building at another location. These latter would be costlier and/or more disruptive during construction to operations.

**Situation**

An opportunity for an addition has arisen. The Nature Conservancy of Canada (NCC) is acquiring property north of Kingston, on which is located a Panabode-brand home they do not want to retain. The structure is of similar style as the office and the dimensions are similar to the envisioned addition. As a kit-type structure, it could be dismantled and re-assembled as an addition to the CRCA office. Staff has investigated this opportunity; associated costs will be charged to the office design feasibility project as part of year-end adjustments.

**Discussion**

The CRCA would be responsible for the costs associated with dismantling and transport, as well as site grading at that site after removal. NCC would like the building removed from their new property in 2014 – hence the urgency to consider the opportunity. The dismantled material could be stored by the CRCA at Little Cat until approvals and financing are in place.

Work at the administration office would include constructing a foundation and re-assembly of the structure, plus relocation of the tank and upgrading of the septic bed, and landscaping including walkway changes. Before doing all that, the CRCA would require an EIS to support a zoning amendment and development of a site plan. Considering these steps, it is unlikely construction could take place until 2015 at the earliest.
It is understood the structure could be re-assembled with the exterior walls as they are (i.e. un-insulated 4” cedar, same layout). However, there would be upgrades needed to meet Building Code requirements; these would involve new floor beams and roof trusses, accessible exterior doors, an accessible washroom and a fire resistant joint with the existing building. In essence for an office addition, the only difference between starting from fresh and acquiring the NCC structure is walls that visually match the existing building. As well, it would be prudent to insulate and re-wire the interior, both of which would be easier and cheaper to do with a fresh start rather than a retrofit.

Based on the above it appears the opportunity via the structure NCC is acquiring is not the preferred way of addressing space issues for the CRCA.

This opportunity does raise the need to develop a gameplan for the future. Estimates to construct an addition from fresh range from $800,000 to $1,500,000 depending on the size of the addition and if the basement is finished. Further, renovations to the existing office building are estimated at $850,000.

The CRCA has a reserve, amounting to only about $25,000, for an office building. Without borrowing, even setting aside $200,000 a year, which is equivalent to the current General Levy directed to projects, would mean waiting at least five more years for a modest addition! A mortgage for $1,000,000 at 3% over 25 years would cost about $57,000 each year. An alternative might involve a special levy to municipalities over three to five years. Regardless, consideration should be given at least for the 2016 budget year on advancing this needed initiative.

RECOMMENDATIONS

1. **THAT** the Cataraqui Region Conservation Authority advise the Nature Conservancy of Canada (NCC) that it is not interested in acquiring the house located on the future NCC ‘Ramer Tract’.

2. **THAT** the Cataraqui Region Conservation Authority develop for the 2016 budget year a financing gameplan for office space.

Respectfully submitted,

*(original signed by)*

Steve Knechtel,
General Manager/Secretary-Treasurer