



Date: Wednesday, March 10, 2021

Location: Microsoft Teams

Participants: Alan Revill, Township of South Frontenac, Chair
Al Barton, Township of Front of Yonge
Al Hanes, Township of Elizabethtown-Kitley
Garry Hewett, City of Brockville
Mary Rita Holland, City of Kingston
Paul McAuley, Loyalist Township, Vice Chair
Lisa Osanic, City of Kingston
Terry Richardson, Town of Greater Napanee
Claire Smith, Township of Rideau Lakes
Peter Stroud, City of Kingston
Ross Sutherland, Township of South Frontenac

Non-Participants: Rhonda Ferguson, Township Athens
Matt Harper, Town of Gananoque
Nathalie Lavergne, City of Brockville – *Unable to connect*
Gordon Ohlke, Township of Leeds and the Thousand Islands –
Unable to connect
Gary Oosterhof, City of Kingston
Nathan Townend, Loyalist Township

Staff Participants: Katrina Furlanetto, General Manager
Tom Beaubiah, Manager, Conservation Lands
Donna Campbell, Assistant, Chair & General Manager
Laura Dietrich, Financial Analyst
Dianne Doyle, Coordinator, Little Cataraqui Creek
Krista Fazackerley, Supervisor, Communication & Education
Stana Luxford Oddie, Senior Conservation Educator
Cheryl Rider, Supervisor, Finance
Rhonda Roantree, Receptionist/Clerk
Kristen Wozniak, Resource Planner

Guests: Geoff Rae, General Public

In response to recommendations by the Province of Ontario and public health officials for mitigating and responding to the Coronavirus pandemic (COVID-19) meetings are not held in-person, therefore, this Full Authority Board Meeting was convened virtually via Microsoft Teams.

The meeting commenced at 6:50 p.m.

1. Roll Call

There were eleven (11) members who participated in the Microsoft Teams meeting.

2. Adoption of Agenda

Moved By: Lisa Osanic
Seconded By: Terry Richardson

That the agenda Be Adopted as circulated.

Carried

3. Declaration of Conflict of Interest

There were none.

4. Delegation / Presentation

There were none.

5. Approval of Previous Minutes

6. Business Arising

There was none.

7. Items for Consideration

7.1 Administration Facility Financial Strategy (report IR-024-21)

The General Manager noted an error in Table #13 of the report, the values in columns two and three had been inadvertently switched. The report was therefore approved as amended.

- Presentation – The Future of the Administration Facility ([Attachment #1](#))

Resolution: **024-21**
Moved By: Ross Sutherland
Seconded By: Claire Smith

That Report IR-024-21, Administration Facility Financial Strategy, **Be Received, As Amended**; and,

That the updated schematic design provided by Colbourne & Kembel Architects Inc. **Be Received**; and,

That Option 3 – 1.0% General Levy Increase as outlined in this report **Be Approved** as the preferred Administration Facility Financial Strategy; and,

That the General Manager **Be Directed** to conduct a final consultation with the member municipalities regarding the administration space financial strategy.

Carried

8. Announcements or Inquiries / Information

There were none.

9. Motions / Notice of Motion

There were none.

10. Adjournment

The meeting adjourned at 7:53 p.m. on a motion by Al Barton, seconded by Al Hanes.

Cataraqui Region Conservation Authority

Katrina Furlanetto, M.Env.Sc.
General Manager

Alan Revill, Chair



Cataraqui
conservation

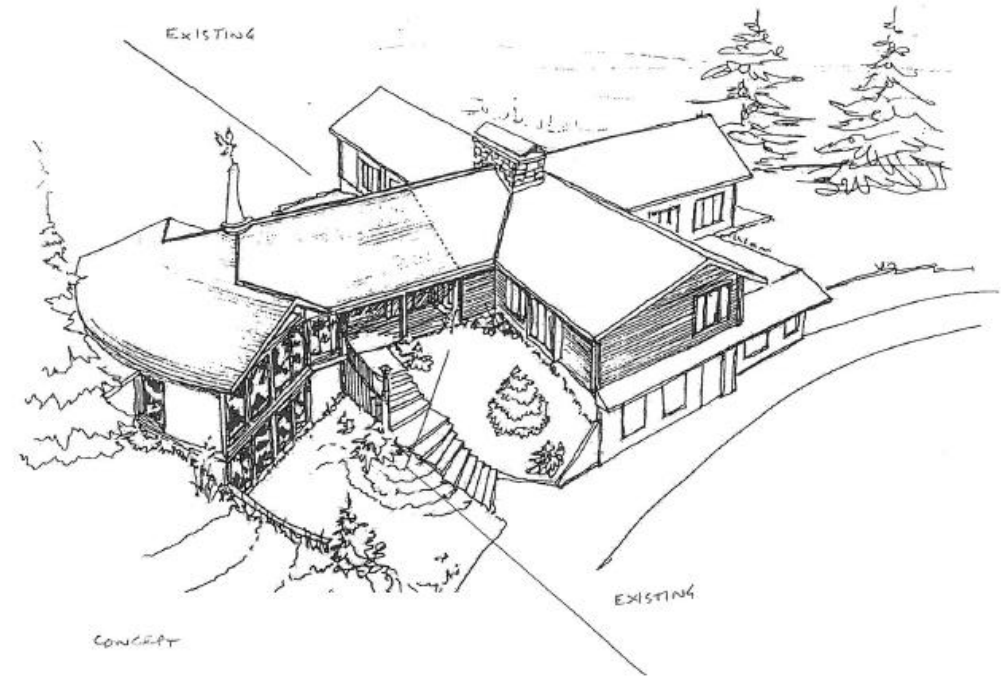
The Future of the Administration Facility

March 3, 2021 – Full Authority Board Special Meeting



Outline

- Background
- Designed Space: Dedicated and Shared
- Finances
- Risk Considerations
- Next Steps: Proceed or Not Proceed
- Municipal Consultation Schedule



Background: Why the Administration Facility?

- “Do Nothing” approach is no longer feasible
- Replacement to be implemented within the next 10-years
- Old building with significant challenges:
 - Health & Safety
 - Accessibility
 - Office space configuration / lighting
 - Structural deficiencies (internal / external)
 - Septic tank replacement
 - Heating, cooling, airflow concerns
 - Window and carpet replacement
 - Trailer replacement

Background: Options Analysis

- In 2017, the following options were presented for consideration:
 1. Do nothing;
 2. Renovate the existing building and construct an addition;
 3. Construct new on a greenfield site;
 4. Construct new at Little Cataraqui Creek Conservation Area;
 5. Construct new on another CRCA-owned site; and
 6. **Long-term lease of space**

Background: Recent Timeline

Oct
2020

- Presented draft Financial Strategy to the Board for direction on assumptions and reserve versus levy draws

Dec 2020

- Presented Concept Designs and Feasibility Study status update

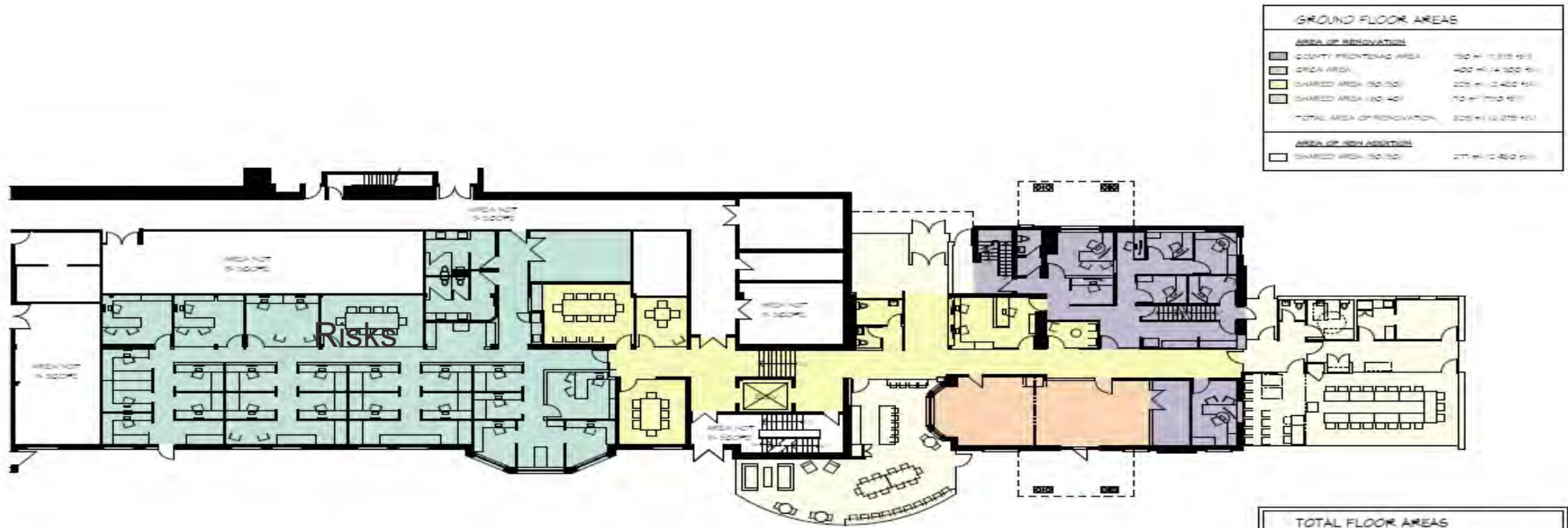
January
2021

- Concept Design and Class “D” estimates completed and circulated for financial modelling

March
2021

- Financial Strategy refined and presented for Board consideration of next steps → decision point

Designed Space: Dedicated and Shared



GROUND FLOOR AREAS	
AREA OF RENOVATION	
COUNTY FRONTENAC AREA	350 SF (3,235 SQ FT)
CRCA AREA	400 SF (3,700 SQ FT)
SHARED AREA (50:50)	225 SF (2,085 SQ FT)
SHARED AREA (60:40)	110 SF (1,015 SQ FT)
TOTAL AREA OF RENOVATION	1,105 SF (10,235 SQ FT)
AREA OF NEW ADDITION	
SHARED AREA (50:50)	277 SF (2,565 SQ FT)

TOTAL FLOOR AREAS	
AREA OF RENOVATION	
COUNTY FRONTENAC AREA	240 SF (2,200 SQ FT)
CRCA AREA	400 SF (3,700 SQ FT)
SHARED AREA (50:50)	277 SF (2,565 SQ FT)
SHARED AREA (60:40)	110 SF (1,015 SQ FT)
GRAND TOTAL AREA OF RENOVATION	1,027 SF (9,480 SQ FT)
AREA OF NEW ADDITION	
COUNTY FRONTENAC AREA	180 SF (1,665 SQ FT)
SHARED AREA (50:50)	277 SF (2,565 SQ FT)
GRAND TOTAL AREA OF ADDITION	457 SF (4,230 SQ FT)

	% Dedicated Space
Frontenac County	67.8%
Cataraqui Conservation	32.2%



Total Compensation

- Appropriate, bright, healthy and safe workplace for staff, visitors, and colleagues
- Centrally located within the watershed
- Fair and competitive salary and benefits with annual cost of living adjustments at or above inflation
- Paid leave / days off
- Working remotely / flexible arrangements
- Attract new talent
- Branding and culture



Finances – Funding Strategy

Option	General Levy	Year Levy Increase Complete	Total Reserve Draw	Year Draws Complete
1	\$4,707,740	2025	\$142,537	2024
2	\$4,579,240	2027	\$217,295	2025
3	\$4,335,740	2029	\$372,587	2027
4	\$3,591,740	2037	\$904,130	2035

- Supported by combination of levy and reserve draws
- Recommended to pursue Option 3 – 1% General Levy Increase (\$23,000)
- Additional unfunded capital requirements = \$190,000

Finances: Compensation Plan Implementation

	2022	2023	2024	2025
Salary Compensation	\$43,000	\$41,450	\$39,105	\$23,500
2021 General Levy Equivalent (%)	1.9%	1.8%	1.7%	1.0%

- Total required to complete compensation = \$147,055
- All current positions will be budgeted at job rate by 2025 assuming full step increases are approved annually

Finances: Compensation Plan Implementation

	2021	2022	2023	2024
Cost of Living Adjustment	\$14,600	\$18,600	\$19,130	\$19,500
2021 General Levy Equivalent (%)	0.63%	0.81%	0.83%	0.85%

- 1% COLA target annually
- Recommended to be at or near the rate of inflation

Finances: Capital Asset Management

	2022	2023	2024	2025
Capital Asset Management	\$11,300	\$16,950	\$23,000	\$34,500
2021 General Levy Equivalent (%)	0.5%	0.74%	1.0%	1.5%

- Significant capital work requirements to meet industry recommendations
- Target of \$450,000 additional annual reserve transfers (over 10 years)
- Recommended phased-in approach

Finances – Multi-year Forecasting (% General Levy)

Pressure	2022	2023	2024	2025
Joint Administration Facility	1.0%	1.0%	1.0%	1.0%
Compensation	1.9%	1.8%	1.7%	1.0%
Cost of Living Adjustment (1%)	0.63%	0.81%	0.83%	0.85%
Capital Asset Management	0.5%	0.74%	1.0%	1.5%
Total	4.0%	4.4%	4.5%	4.4%

Finances – Modelled Apportionment

Municipality	2022 Proposed Increase	2023 Proposed Increase	2024 Proposed Increase	2025 Proposed Increase
Athens	\$771.28	\$848.41	\$867.69	\$848.41
Brockville	\$7,118.07	\$7,829.88	\$8,007.83	\$7,829.88
Elizabethtown-Kitley	\$1,065.41	\$1,171.96	\$1,198.59	\$1,171.96
Front of Yonge	\$902.74	\$993.02	\$1,015.59	\$993.02
Gananoque	\$1,589.96	\$1,748.96	\$1,788.71	\$1,748.96
Greater Napanee	\$2,650.78	\$2,915.86	\$2,982.13	\$2,915.86
Kingston	\$58,024.88	\$63,827.37	\$65,277.99	\$63,827.37
Leeds & the Thousand Islands	\$6,056.98	\$6,662.68	\$6,814.11	\$6,662.68
Loyalist	\$5,438.45	\$5,982.30	\$6,118.26	\$5,982.30
Rideau Lakes	\$2,881.66	\$3,169.83	\$3,241.87	\$3,169.83
South Frontenac	\$5,499.76	\$6,049.73	\$6,187.23	\$6,049.73
Totals	\$92,000.00	\$101,200.00	\$103,500.00	\$101,200.00

Risk Considerations

- Ability to address competing pressures on the organization is low
- Municipalities may not be able to commit financially long-term
- Uncertainty of actual construction costs
- Unfunded capital projects needed for smooth transitioning
- Significant reserve draws reduces flexibility to address emergencies
- The “do nothing approach” does not exist

Next Steps: Proceed or Not Proceed

1. **Proceed:** Approve recommended Financial Strategy and direct General Manager to consult with municipal representatives
2. **No Proceed:** Complete Feasibility Study and end partnership opportunity



Municipal Consultation Schedule

Municipality	Date
South Frontenac Township	March 11
City of Kingston	March 11
Rideau Lakes Township	March 12
Town of Gananoque	March 15
Township of Leeds and the Thousand Islands	March 15
Front of Yonge Township	March 16
Township of Elizabethtown-Kitley	March 22

- Results to be presented at the Full Authority Meeting on March 24, 2021

Thank You

Questions?

Katrina Furlanetto, M.Env.Sc
General Manager

