



LOWER TRENT CONSERVATION

714 Murray Street, R.R. 1, Trenton, Ontario K8V 0N1

■ Tel: 613-394-4829 ■ Fax: 613-394-5226 ■ Website: www.ltc.on.ca ■ Email: information@ltc.on.ca

Registered Charitable Organization No. 107646598RR0001

NOTICE OF REGULAR MEETING OF THE LOWER TRENT CONSERVATION BOARD OF DIRECTORS

Board of Directors refers to the General Membership as set out in the Lower Trent Conservation Administrative By-Law No. 2023-01

Administration Office, 714 Murray Street, Trenton
Virtually Join Meeting [HERE](#)

Thursday, October 12, 2023

Time: 1:20 p.m.

AGENDA

1. Meeting called to order by the Chair
2. First Nations Acknowledgement
3. Disclosure of pecuniary interests

4. **Approval of the Agenda**

RECOMMENDED:

THAT the agenda be approved as presented.

5. **Delegations**

There are no requests for delegations received for this meeting.

6. **Public Input** (3 minutes per speaker)

7. **Adoption of the Minutes:**

- a. Hearing Board Minutes of September 14, 2023
- b. Board Meeting Minutes of September 14, 2023

[Page # 5](#)

[Page # 14](#)

RECOMMENDED:

THAT the Hearing Board, Hearing Board In-camera session and Regular Board Meeting Minutes of September 14, 2023 be adopted.

8. **Business Arising From The Previous Minutes** - Rhonda Bateman, CAO/Secretary-Treasurer

- a. Formal Complaint form and letter from Mr. Geoff Barnard

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RECOMMENDED:

THAT the September 27, 2023 complaint from Mr. Barnard be received and a letter from the Board Chair be sent in response.

CORRESPONDENCE**9. Correspondence – Rhonda Bateman**

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- a. 2023-09-15 email re: HCA Board-Resolution-Wetlands
- b. 2023-09-21 email thread re: Agricultural Representative
- c. 2023-09-27 Sixth Quarter Report letter to MNRF
- d. 2023-09-27 Agreement Extension Request to MNRF

RECOMMENDED:

THAT the correspondence as provided in the agenda package be received as information.

STAFF REPORTS**10. Information Technology and Operational Review Report and Presentation – Ben Perry, Perry Group Consulting Inc.**

Page # 43

RECOMMENDED:

THAT the LTC Information Technology and Operational Review Report be received and that staff proceed with IT strategic planning and prioritizing.

11. Monthly Payments Issued – Kelly Vandette, Manager, Corporate Services

Page # 124

RECOMMENDED:

THAT the list of payments issued in the total amount of \$264,130.20 for the month of September 2023 be received as information.

12. Quarterly Financial Status – September 30, 2023 – Kelly Vandette

Page # 126

RECOMMENDED:

THAT the Quarterly Financial Status staff report for period ending September 30, 2023 be received as information.

13. Watershed Management, Planning and Regulations Reports – Gage Comeau, Manager, Watershed Management, Planning and Regulations

- a. Summary of Permits for Period August 31 – October 2, 2023

Page # 129

- b. Planning and Regulations

Page # 131

- c. Flood Forecasting & Warning (FFW)/Ontario Low Water Response (OLWR)

Page # 133

RECOMMENDED:

THAT the Watershed Management, Planning and Regulations Update be received as information.

- 14. Conservation Lands Report – September 30, 2023** – Chris McLeod, Conservation Lands Supervisor [Page # 135](#)
RECOMMENDED:
THAT the Conservation Lands Report for the period July 1 – September 30, 2023 be received as information.
- 15. Community Outreach, Education and Stewardship Programs Report – September 30, 2023** – Anne Anderson, Manager, Community Outreach and Special Projects [Page # 137](#)
RECOMMENDED:
THAT the Community Outreach, Education and Stewardship Programs Report for the period July 1 – September 30, 2023 be received as information.
- 16. Local Source Protection 101 Refresher** – Anne Anderson
RECOMMENDED:
THAT the Local Source Protection 101 Refresher presentation be received for Board training.
- 17. Summary of Risk Management Official Activity Report – September 30, 2023** – Marcus Rice, Risk Management Official/Inspector [Page # 141](#)
RECOMMENDED:
THAT the summary of the Risk Management Official Activity pursuant to Part IV of the *Clean Water Act* for the period of July 1 - September 30, 2023 report be received as information.
- 18. Local Drinking Water Source Protection Report – September 30, 2023** – Anne Anderson [Page # 144](#)
RECOMMENDED:
THAT the Local Drinking Water Source Protection Report for the period July 1 – September 30, 2023 be received as information.
- 19. Bay of Quinte Remedial Action Plan Program** – Anne Anderson [Page # 145](#)
a. September 2023 Newsletter
RECOMMENDED:
THAT the September 2023 Bay of Quinte Remedial Action Plan Newsletter be received as information.
- 20. Ratify September 27, 2023 Email Poll – Capital Budget – Administrative Building Repairs** – Rhonda Bateman
RECOMMENDED:
THAT the Board of Directors September 27, 2023 eMail poll to approve the office repair be completed by Ducon Contractors Ltd. and that the additional Building, Structures and Bridges reserve fund be utilized for the repair work at an upset limit of \$35,000 be ratified.
- 21. Supplementary Report on Staffing for 2024 Budget** – Rhonda Bateman [Page # 148](#)
RECOMMENDED:

THAT the Supplementary Report on Staffing for 2024 Budget be received as information.

22. CAO's Report – Rhonda Bateman

Page # 149

RECOMMENDED:

THAT the CAO's Report be received as information.

23. Members Inquiries/Other Business

24. Adjournment

PLEASE CONTACT THE OFFICE IF YOU ARE UNABLE TO ATTEND THIS MEETING

Kelly Vandette 613-394-3915 ext. #215

kelly.vandette@ltc.on.ca



LOWER TRENT
CONSERVATION

**LOWER TRENT REGION CONSERVATION AUTHORITY
HEARING BOARD
for
O. Reg. 163/06 PERMIT APPLICATIONS #RP-23-144**

MINUTES

DATE: September 14, 2023

TIME: 1:00 p.m.

LOCATION: Administration Office, 714 Murray Street, Trenton / Virtually

PRESENT:

ON SITE		REMOTE SITE
Bob Mullin (Chair)	Eric Sandford	Lynda Reid
Gene Brahaney (Vice-Chair)	Sherry Hamilton	
Mike Ainsworth	Jim Alyea	
Bobbi Wright		

ABSENT / REGRETS: Jeff Wheeldon, Rick English, Mark DeJong

STAFF: Rhonda Bateman, Gage Comeau, Kelly Vandette

APPLICANTS: Property Owner, Brian Cooney
Agent, Bryon Keene, Jewell Engineering Inc.

GUESTS:

1. Call to order

The meeting was called to order by Chair Mullin at 1:00 p.m.

2. Motion for the Board of Directors to sit as the Hearing Board

RES: HC10/23

Moved by: Gene Brahaney

Seconded by: Jim Alyea

THAT the Board of Directors sit as the Lower Trent Conservation Hearing Board.

Carried

3. Opening Remarks by Chair

Chair Mullin made the following remarks:

We are now going to conduct a Hearing under Section 28 of the Conservation Authorities Act in respect of a permit application by Jewell Engineering Inc. for Brian Cooney to undergo the placement of fill material (430 m³) within the regulated area associated with future development within a floodplain at 40 Whispering Woods Drive, City of Quinte West, Township of Murray, Concession A, Part of Lot 19.

The Authority has adopted regulations under section 28 of the Conservation Authorities Act which requires the permission of the Authority for development within an area regulated by the Authority in order to ensure no adverse effect on the control of flooding, erosion, dynamic beaches, pollution or conservation of land, or to permit alteration to a shoreline or watercourse or interference with a wetland. This Hearing is about granting permission to develop under the Authority regulations; a separate matter from approvals under the *Planning Act*.

The Staff has reviewed this proposed work and a copy of the staff report has been given to the applicant.

The Conservation Authorities Act (Section 28 [12]) provides that:

"Permission required under a regulation made under clause (1) (b) or (c) shall not be refused or granted subject to conditions unless the person requesting permission has been given the opportunity to require a hearing before the authority or, if the authority so directs, before the authority's executive committee."

In holding this hearing, the Hearing Board is to determine whether or not a permit is to be issued, **with** or **without** conditions. In doing so, we can only consider the application in the form that is before us, the staff report, such evidence as may be given and the submissions to be made on behalf of the applicant. Only information disclosed prior to the hearing is to be presented at the hearing. It is not our place to suggest alternative development methods.

It is to be noted that if the Hearing Board decision is "to refuse" or "not support" the proposed work within the permit submission, the Chairman or Acting Chairman shall notify the owner/applicant of his/her right to appeal the decision to the Ontario Land Tribunals.

The proceedings will be conducted according to the Statutory Powers Procedure Act. Under Section 5 of the Canada Evidence Act, a witness may refuse to answer any question. The procedure in general shall be informal without the evidence before it being given under oath or affirmation. If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the Board.

At this time, if any member of this Board has intervened on behalf of the Applicant with regards to this matter, they should recuse themselves so there is no apprehension of bias and that a fair and impartial Hearing may be conducted.

4. Disclosure of pecuniary interests

There was no disclosure of pecuniary interests for this Hearing.

5. Staff Report and Presentation

Gage Comeau, Manager, Watershed Management, Planning and Regulations presented the staff report to the Hearing Board as provided in the agenda package.

6. Applicant Presentation

Brian Keene, Jewell Engineering Inc. presented (Appendix 1) for the owner, Brian Cooney.

7. Additional Information Sharing

a. Questions from the Board

Director Alyea provided background history of the roadway and area with reference to the culverts' size at the time of late 1990s.

Director Brahaney visited site and commented that the site appeared to have steps and recent planting of pine trees. He asked Mr. Cooney if there was a previous house on the lot.

Mr. Cooney responded with history of the lot development over the past 12 to 14 years and said it was previously owned by another person; however, he has done some planting and installed the steps for the house.

There were no further questions from the Board.

b. Comments or Questions from the Applicant

There were no further comments or questions from the Applicant.

c. Comments or Questions from Staff

There were no further comments or questions from Staff.

8. Deliberation (In-Camera)

RES: HC11/23

Moved by: Bobbi Wright

Seconded by: Mike Ainsworth

THAT the Hearing Board move to in-camera session.

Carried

Guests and Staff were asked to leave the meeting for Board deliberation.

Time 1:27 pm

RES: HC12/23

Moved by: Jim Alyea

Seconded by: Eric Sandford

THAT the Lower Trent Conservation Hearing Board move out of in-camera session.

Carried

Time 1:35 pm

Guests and Staff returned to the Hearing Board meeting.

9. Motion on the Hearing Board Decision

The following conditions given are:

- *Final grades to be surveyed and provided to LTC confirming any changes to flood storage;*
- *Side slopes of all fill material are to be graded to a 3:1 (horizontal: vertical) slope ratio;*
- *Proposed dwelling is constructed as a slab on grade structure and will not have a basement;*
- *Appropriate erosion and sediment control measures are to be implemented prior to construction, maintained in good repair during the construction phase, and remain in place until all disturbed soil surfaces have become stabilized and/or revegetated to prevent the movement of sediment away from the construction site;*
- *All disturbed areas are to be revegetated (e.g., reseeded using a native seed mix) upon completion of the permitted works as soon as planting conditions permit;*
- *Local drainage is to be maintained; and,*
- *LTC staff are to be contacted and advised of when the work is being undertaken.*

RES: HC13/23

Moved by: Jim Alyea

Seconded by: Eric Sandford

THAT the permit application RP-23-144 be approved with conditions provided by staff.

Carried

10. Motion to adjourn the Hearing Board

There being no further business, the meeting was adjourned.

RES: HC14/23

Moved by: Jim Alyea

Seconded by: Gene Brahaney


THAT the Hearing Board meeting for permit application RP-23-144 be adjourned.

Carried

Time: 1:37 pm

Bob Mullin, Chair



Rhonda Bateman, CAO/ST



40 WHISPERWOOD DR

MR. BRIAN COONEY
PERMIT APPLICATION HEARING

Lower Trent Region
Conservation Authority




FLOOD INVESTIGATION

Current Study

- 335 ha
- Two tributaries

Original Study (PSR)

- 260 ha
- Single tributary



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FLOOD INVESTIGATION

Current Study

- Regional Flow – 19.3 m³/s ←
- 100-Yr Flow – 4.2 m³/s

Original Study (PSR)

- Regional Flow – 9.6 m³/s ←
- 100-Yr Flow – 4.5m³/s


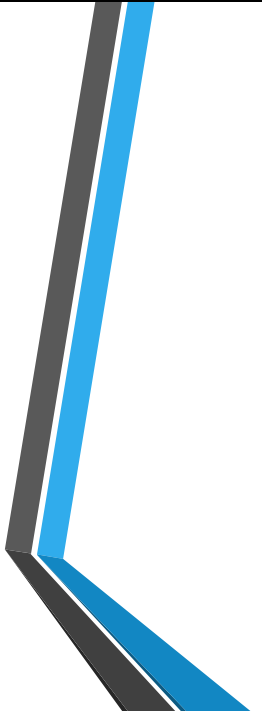


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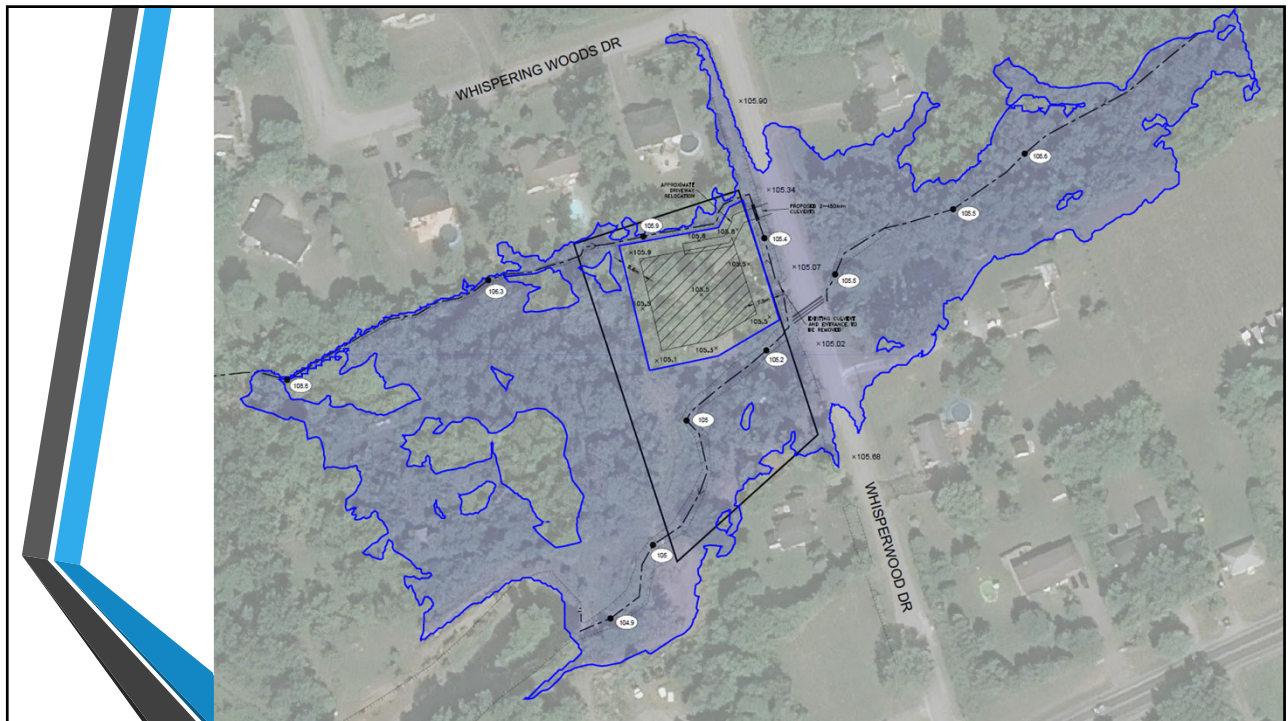
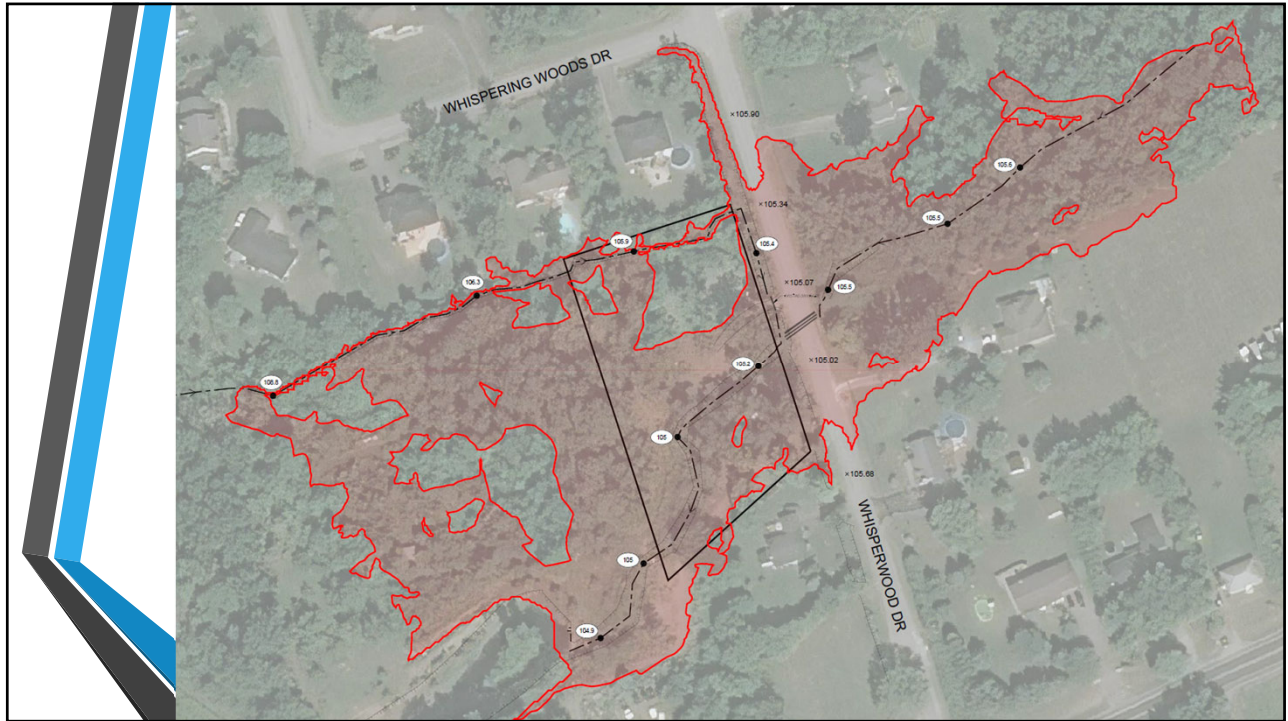
FLOOD INVESTIGATION

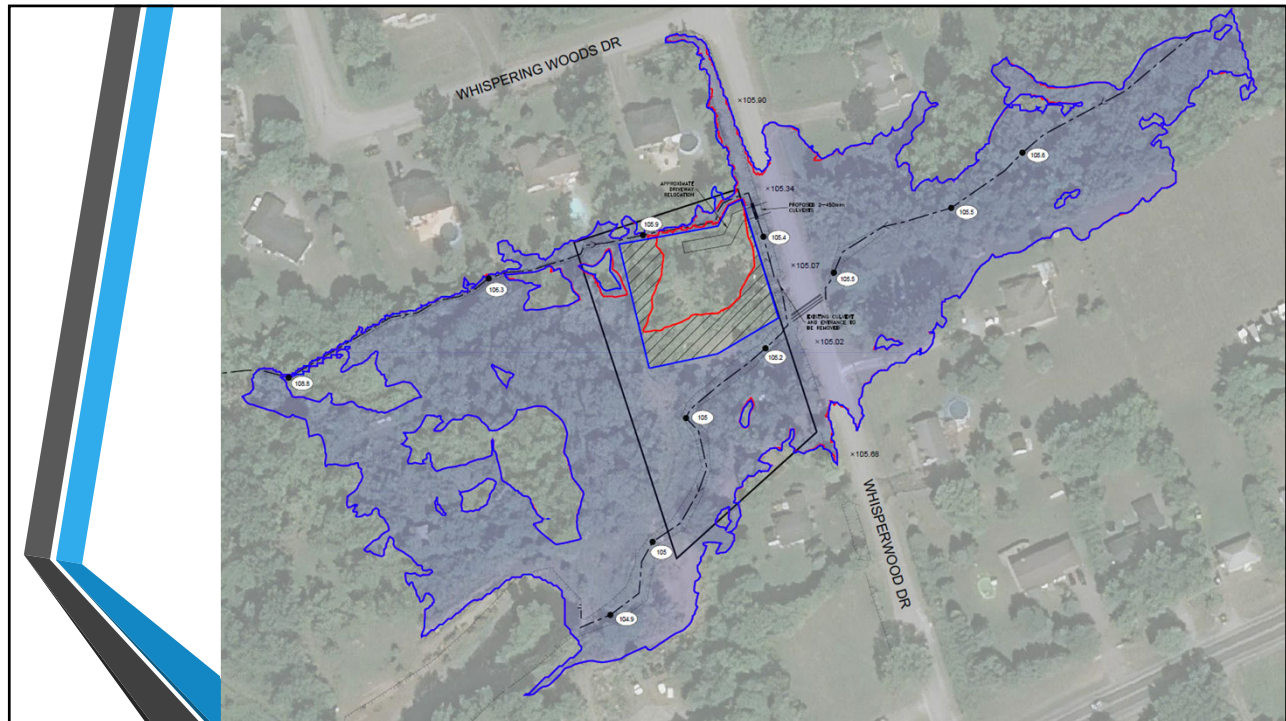
Results

- Land may be filled to provide building envelope
- **No increase in flooding risk to adjacent lands**



4





SAFE ACCESS



Driveway should be relocated

Depth of overtopping is 0.21m

Therefore, safe access is assured.

SUMMARY

1. No Impact on Control of Flooding
2. Safe Access is Assured

Application Meets the Tests





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BOARD OF DIRECTORS

Board of Directors refers to the General Membership as set out in the Lower Trent Conservation Administrative By-Law No. 2023-01

REGULAR BOARD MEETING MINUTES

MEETING # 2023-07

DATE: September 14, 2023

TIME: 1:38 PM

LOCATION: Administration Office, 714 Murray Street, Trenton / Virtually

PRESENT:

REMOTE SITE (R)	ON SITE	
Lynda Reid	Bob Mullin (Chair)	Eric Sandford
	Gene Brahaney (Vice-Chair)	Sherry Hamilton
	Mike Ainsworth	Jim Alyea
	Bobbi Wright	Rick English

ABSENT/REGRETS: Jeff Wheeldon, Rick English, Mark DeJong

STAFF: Rhonda Bateman, Gage Comeau, Kelly Vandette

1. Meeting called to order by the Chair

The meeting was called to order by Chair Mullin at 1:38 p.m.

2. First Nations Acknowledgement

“This land is located on the traditional territories of the Anishnabek, Huron-Wendat, and Haudenosaunee (Iroquois) peoples. We acknowledge our shared responsibilities and obligations to preserve and protect the land, air and water. We are grateful to have the privilege to meet, explore, and connect here on these shared lands. In the spirit of friendship, peace and respect, we extend our thanks to all the generations that came before us and cared for these lands - for time immemorial.”

3. Disclosure of pecuniary interests

There were no pecuniary interests disclosed at this meeting.

4. Approval of the AgendaRES: G104/23

Moved by: Mike Ainsworth Seconded by: Sherry Hamilton
 THAT the agenda be approved as presented.

Carried**5. Delegations**

Mr. Geoff Barnard could not attend this meeting and requested that his correspondence received as provided in the agenda package with addition of September 11, 2023 email ([Attachment 1](#)) regarding permit RP-23-016 granted to the Municipality of Brighton for construction of a trail be used for his delegation.

RES: G105/23

Moved by: Jim Alyea Seconded by: Sherry Hamilton
 THAT the delegation correspondence by Mr. Geoff Barnard be received as information.

6. Public Input (3 minutes per speaker)

There was no Public Input or participation at this meeting.

7. Adoption of the Minutes:

a. Hearing Board Meeting Minutes of July 13, 2023

b. Board Meeting Minutes of July 13, 2023

Director Sandford asked what the Agricultural Representative status is for the LTC Board membership.

Rhonda Bateman, CAO/Secretary-Treasurer has not received further update from the Province; however, she will send another follow-up communication for a response.

RES: G106/23

Moved by: Eric Sandford Seconded by: Jim Alyea
 THAT the Hearing Board and Regular Board Meeting Minutes of July 13, 2023 be adopted.

Carried**8. Business arising from these minutes**

Rhonda Bateman spoke to the following business arising from the July 13, 2023 minutes:

- a. Source Protection staff will have a presentation on LTC's role and responsibilities under the *Clean Water Act* at the Source Protection Authority meeting in October.
- b. Revision of the LTC Ontario Regulation 163/06 Policy document to address minor watercourse alterations. Addressed in staff report below.

CORRESPONDENCE**9. Correspondence**

- a. 2023-09-06 Ministry Notification Letter to Municipalities

RES: G107/23

Moved by: Mike Ainsworth Seconded by: Gene Brahaney
 THAT the correspondence received and responded to be received as
 information.

Carried**STAFF REPORTS****10. Monthly Payments Issued**RES: G108/23

Moved by: Jim Alyea Seconded by: Bobbi Wright
 THAT the list of payments issued in the total amount of \$720,679.31 for
 the months of July (\$325,123.86) and August (\$395,555.45) 2023 be
 received as information.

Carried**11. Watershed Management, Planning and Regulations Report**

- a. Summary of Permits for Period June 26 – August 30, 2023
- b. Planning and Regulations
- c. Flood Forecasting and Warning (FFW) and Ontario Low Water Response (OLWR)

RES: G109/23

Moved by: Sherry Hamilton Seconded by: Lynda Reid
 THAT the Watershed Management, Planning and Regulations Reports
 be received as information.

Carried**12. Bay of Quinte Remedial Action Plan Program**

- a. July 2023 Newsletter
- b. August 2023 Newsletter:

RES: G110/23

Moved by: Sherry Hamilton Seconded by: Jim Alyea
 THAT the July and August 2023 Bay of Quinte Remedial Action Plan
 Newsletters be received as information.

Carried**13. Revision to LTC O. Reg. 163/06 Policy Document**RES: G111/23

Moved by: Eric Sandford Seconded by: Mike Ainsworth
 THAT the Ontario Regulation 163/06 Policy Document revision for
 Section 7 “Interference of a Watercourse” be approved and adopted.

Carried

14. Ratify August 17, 2023 Email Poll – Programs and Services Inventory and MOUs

Director Sandford asked what the status was on the MOUs presented to each municipality. Rhonda Bateman provided an update regarding the upcoming scheduling of municipal Council meetings and noted that the Municipality of Trent Hills has signed the MOU.

RES: G112/23

Moved by: Mike Ainsworth Seconded by: Sherry Hamilton
 THAT the Board of Directors August 17, 2023 eMail poll to approve the Programs and Services Inventory dated August 17, 2023 and the Memorandum of Understanding for municipal programs and services be ratified.

Carried

15. 2024 Fee Policy and Schedule

Rhonda Bateman spoke to the 2024 Fee Policy and Schedule as provided in the agenda package.

RES: G113/23

Moved by: Jim Alyea Seconded by: Mike Ainsworth
 THAT staff proceed with public and municipal consultation on the proposed Lower Trent Conservation 2024 Fee Policy and Schedule be approved.

Carried

16. 2024 Budget Sub-committee - Preliminary Draft Budget

Chair Mullin thanked the Sub-committee for the time and work done for the 2024 Budget planning process.

Rhonda Bateman and Kelly Vandette, Manager, Corporate Services presented the 2024 Preliminary Draft Proposed Budget as provided in the agenda package and the attached presentation ([Attachment 2](#)).

The Board moved into discussion.

Director Hamilton commented and thanked staff for the logical approach and information given for the budget development.

RES: G114/23

Moved by: Eric Sandford Seconded by: Bobbi Wright
 THAT the Lower Trent Conservation 2024 Budget Sub-Committee Preliminary Draft Budget report be accepted as information; and
 THAT the 2024 preliminary draft budget become the 2024 Draft Budget to be sent to municipalities for 30 days consultation and bring the 2024 Draft Budget to the November 9, 2023 meeting for Board review and approval.

Carried

17. CAO's Report

Rhonda Bateman spoke to the CAO report as provided in the agenda package.

RES: G115/23

Moved by: Eric Sandford

Seconded by: Gene Brahaney

THAT the CAO's Report be received as information.

Carried

OTHER BUSINESS

18. Members Inquiries/Other Business

Director Brahaney said that on behalf of Director English and himself, they asked that the Warkworth Dam logs be left in until after Thanksgiving weekend.

Rhonda Bateman confirmed that the logs would remain until after Thanksgiving.

19. Adjournment

There being no further business, the meeting was adjourned.

RES: G116/23

Moved by: Bobbi Wright

Seconded by: Eric Sandford

THAT the meeting be adjourned.

Carried

Time 2:45 p.m.

Bob Mullin, Chair

Rhonda Bateman, CAO/ST

September 11, 2023

Lower Trent Conservation Authority
714 Murray Street, RR1
Trenton, Ontario
K8V 0N1

Attention: LTC Board of Directors
From: Geoff Barnard

RE: Castle Ridge Trail Plan
Permit P23016 / File # RP23016

By way of explanation, and for the sake of brevity, my issues with LTC stem from issues with the Municipality of Brighton, specifically the Municipality's Castle Ridge Trail Plan. Permit P23016 File #RP23016.

Some of my concerns with LTC and the Municipality are in my April 29, 2023 correspondence to the Municipality. Please note that, as I informed LTC staff on April 19, 2023 in a telephone conversation, all correspondence with the Municipality of Brighton would be sent concurrently to LTC. This I have done.

LTC permitting states unequivocally all work must conform exactly to the specifications in the TREADscape plan. Departures from this plan are so compound and extensive I will not enumerate them. LTC can do their own homework.

LTC permitting allows the applicant to self-assess compliance requirements. This is truly remarkable. When I broached this subject with LTC staff, I was told conformity is dependent on the "due diligence of the applicant".

The trail plan is a large, complex plan in an extremely sensitive block of land. Permit application was received January 13, 2023, completed Feb 22, 2023, and granted March 1, 2023. How can assessments/evaluation be done in sub-zero weather with snow cover? How could the numerous springs and intermittent water courses be recognized and assessed?

Please note that, to my knowledge, the Ministry of Environment is assessing and reviewing the stormwater management pond. Extensive, radical modifications have been made to this pond without approval. The stormwater is in fact effluent with lawn and garden herbicides, pesticides, fungicides, and chemical fertilizers, along with automotive cleaning products, motor oil and gasoline, vehicle exhaust condensate, etc., from a 50 lot subdivision.

LTC refused my request for a site meeting.

Following a simple inquiry to staff regarding the existence of a permit in Mount Hope Cemetery I was advised to make a Freedom of Information request. Subsequent correspondence from LTC advised that no follow up is made with a complainant but with the applicant only.

LTC appears to have completed sections of the municipal application. To my knowledge a previous application to LTC has been filed on this property. My understanding is that DFO approval is required. As the permitting authority, how can LTC not be aware of this, and recognize the due diligence failure of the Municipality? The same goes for MNR forestry approval.

LTC policy apparently fosters no transparency or accountability with a culture of secrecy. The composition of the LTC Board of Directors includes 2 members of the Municipality of Brighton council. How could these members not be in conflict regarding these matters? What is LTC conflict of interest policy?

LTC appears to be enablers, rationalizers, facilitators and apologists for the Municipality's numerous unapproved unpermitted activities. How does LTC approval differ from a rubber stamp in these matters?

LTC actions and policy appear so partisan, political and interwoven with the Municipality as to engender a reasonable apprehension of bias.

I request a written consensus response from LTC Board concerning these matters.

Thank you for your attention to these matters.

Sincerely,

Geoff Barnard



From: Geoff Barnard <[REDACTED]>
Sent: September 11, 2014
To: mayor@stirling-rainbow.com; rhonda.bateman@ltc.on.ca <rhonda.bateman@ltc.on.ca>
Cc: gene.brahaney@trenton.ca; trenton.ca; dejong.mark@gmail.com <dejong.mark@gmail.com>;
mainsworth@ahtwp.com; Jeff Wheeldon <jwheeldon@brighton.ca>; Bobbi Wright
<bwright@brighton.ca>; ericsandford@centrehastings.com <ericsandford@centrehastings.com>; shamilton@cramahe.ca
<shamilton@cramahe.ca>; jim.alyea@quintewest.ca <jim.alyea@quintewest.ca>; lynda.reid@quintewest.ca
<lynda.reid@quintewest.ca>; rick.english@trenton.ca <rick.english@trenton.ca>
Subject: Correspondence re: Castle Ridge Trail Plan

Dear LTC Board Mem

Please find attached correspondence regarding the Castle Ridge Trail Plan.

Thank you,
Geoff Barnard



LOWER TRENT
CONSERVATION

2024 BUDGET PRELIMINARY PROPOSED DRAFT

Presented to: Board of Directors

Presented by: Rhonda Bateman, CAO/Secretary-Treasurer
Kelly Vandette, Manager, Corporate Services

Date: September 14, 2023

OUTLINE

- The Sub-committee
- 2024 Budget – Facts
- 2024 Budget – Preliminary Proposed Draft Highlights
- Municipal Levy
- Discussion and Direction from the Board

2024 Budget – The Sub-committee

- Board of Directors' Members:
 - Director Bobbi Wright, Municipality of Brighton
 - Director Sherry Hamilton, Township of Cramahe
 - Director Eric Sandford, Township of Centre Hastings

- Staff Members:
 - Rhonda Bateman, CAO/Secretary-Treasurer
 - Kelly Vandette, Manager, Corporate Services

3

2024 Budget – The Sub-committee

- Three half-day meetings held:
 - July 14, 2023
 - *Terms of Reference, Changes/Updates in regulations, Budget cycle and process, and 2024 outlook – current facts and other information for consideration in developing the budget*
 - August 4, 2023
 - *Updates to financial information, Initial budget proposal details – expenditures and revenues, Impact to programs, and requested changes to bring back*
 - August 29, 2023
 - *More updates to financial information, Review of changes made, levy apportionments, and accepted 2024 preliminary proposed draft to be brought to the Board*

4

LTC BUDGET - FACTS

- Conservation Authority is a service delivery organization
- Spectrum of services requires a varied range of skills, knowledge, and experience to be successful
- Staffing = ~70% of budget
- General operations and capital = ~30% of budget

5

LTC BUDGET - FACTS

• OUT OF OUR CONTROL

- Consumer Price Index (CPI) @ 5.03% average year (Aug 2022 to Jul 2023)
- Cost of Living in Ontario is 1.2 times more expensive than the average in Canada and ranked 1st most expensive.*
- Minimum wage increase 6.8% from \$15.50 to \$16.55
- New 2024 CPP Enhancement = 5.95% plus additional 4% for (\$69K to \$78K per staff)
- OMERS enrollment to non-continuous full-time staff must be offered – contributions at 9% ≤ \$69K ≥ 14.6%

*<https://livingcost.org/cost/canada/on#:~:text=The%20cost%20of%20living%20in,living%20expenses%20for%201.6%20months>.

6

2024 Budget Proposed – Operating & Capital

COLA = 3.5% CPI = 4.9%	2023 BUDGET APPROVED	2024 PROPOSED BUDGET	INCREASE / - DECREASE	PERCENTAGE CHANGE
Staffing	\$ 1,980,785	\$ 2,027,517	\$ 46,732	2.4%
Operations	\$ 649,601	\$ 726,074	\$ 76,473	11.8%
SUB-TOTAL	\$ 2,630,386	\$ 2,753,591	\$ 123,205	4.7%
Capital	\$ 110,000	\$ 219,400	\$ 109,400	99.5%
TOTAL	\$ 2,740,386	\$ 2,972,991	\$ 232,605	8.5%

7

HIGHLIGHTS - BUDGET COSTS

- Staffing = \$46,732 (+2.4%)
 - 2.25 positions funded by prior years surplus converted to base budget = \$177K
 - Reduced by savings due to mix of vacant positions hired at lower steps of salary scales and realigned staffing inventory allocation
- Program Operations = \$76,473 (+11.8%)
 - 4.9% CPI plus specific needs for IT services, CL materials, PPE, and training
- Capital = \$109,400 (+100%)
 - Additional capital assets required for Vehicles/Heavy Equipment and Information Technology

8

2024 Budget Proposed – Revenue Sources

REVENUE SOURCE	2023 BUDGET APPROVED	2024 BUDGET PROPOSED	INCREASE / - DECREASE	PERCENTAGE CHANGE
Provincial – MNRF	\$ 68,831	\$ 68,831	\$ 0	0%
Federal – CSJ	\$ 24,180	\$ 27,804	\$ 3,624	15%
Municipal – Levies	\$ 1,176,381	\$ 1,398,088	\$ 221,707	18.8%
Municipal – Agrmts	\$ 122,120	\$ 265,592	\$ 143,472	117.5%
Fees/Charges	\$ 918,503	\$ 835,381	\$ -83,122	-9.1%
Administered	\$ 216,104	\$ 256,000	\$ 39,896	18.5%
*Surplus/Reserves	\$ 214,267	\$ 121,295	\$ -92,972	-43.4%
TOTAL	\$ 2,740,386	\$ 2,972,991	\$ 232,605	8.5%

**In 2023 not 2024*

9

HIGHLIGHTS – BUDGET REVENUES

- No change in provincial funding (\$68.8K)
- Less in planning and permit fees (-\$40K)
- Reduce reliance on surplus funds (-\$177K)
- Less and fixed terms for property leases (-\$4K)
- Increase in admin chargeback and interest (+\$64K)
- Drawn from capital reserve funds (\$121.3K)
- Requirement of municipal agreements to support category 2 and 3 programs (+\$143.5K)

10

Total Municipal Levy Funding

	2023 BUDGET APPROVED	2024 BUDGET PROPOSED 3.5% COLA + 4.9% CPI	CHANGE IN FUNDING
General Levy	\$ 1,078,276	\$ 1,299,983	\$ 221,707
Capital Levy	\$ 98,105	\$ 98,105	\$ 0
TOTAL	\$ 1,176,381	\$ 1,398,088	\$ 221,707

11

FINANCIAL BREAKDOWN – Municipal Levy

Increase = \$221,707

- \$177K Staffing (2.25 FTE) converted permanent full-time from surplus funds to base budget
 - 1 Administrative and Client Services Technician
 - 1 Conservation Lands Maintenance Assistant
 - .25 Student – Corporate Services Support

- \$44.7K Operations – 4.9% CPI and IT Services

12

LTC CAA Levy Apportionment Data for 2024

MUNICIPALITY	% IN CA	2023 CVA (Modified) in Watershed \$	CVA Based Apportionment Percentage	2022-2023 % Change in CVA Apportionment
ALNWICK-HALDIMAND	88	1,143,215,048	10.4117	0.1341
BRIGHTON	100	1,758,665,556	16.0169	0.3261
CENTRE HASTINGS	44	249,170,521	2.2693	0.3277
CRAMAHE	100	909,523,045	8.2834	1.1791
QUINTE WEST	77	4,708,242,062	42.8799	-0.5711
STIRLING-RAWDON	76	413,019,234	3.7615	1.6602
TRENT HILLS	94	1,798,221,453	16.3772	0.0911
TOTALS		10,980,056,919		

13

Municipal Levies per 2024 Apportionment

MUNICIPALITY	2023 BUDGET \$	CVA Based Apportionment Percentage for 2024	2024 BUDGET PROPOSED 3.5% COLA + 4.9% CPI
ALNWICK-HALDIMAND	122,317	10.4117	145,565
BRIGHTON	187,807	16.0169	223,930
CENTRE HASTINGS	26,608	2.2693	31,727
CRAMAHE	96,309	8.2834	115,809
QUINTE WEST	507,328	42.8799	599,500
STIRLING-RAWDON	43,527	3.7615	52,590
TRENT HILLS	192,484	16.3772	228,967
TOTALS	1,176,381	100%	1,398,088

14

NEXT STEPS – 2024 BUDGET DRAFT

- Discuss presentation/report
- Receive Board direction:
 - Approve 2024 Preliminary Draft Budget and becomes Draft Budget, or
 - Make changes and bring back to October 12, 2023 Board meeting



LOWER TRENT CONSERVATION

714 Murray Street, R.R. 1, Trenton, Ontario K8V 0N1

Tel: 613-394-4829 Fax: 613-394-5226 Website: www.ltc.on.ca Email: information@ltc.on.ca

Registered Charitable Organization No. 107646598RR0001

Section 28 Complaint Form

Should you wish to register a complaint with Lower Trent Conservation Authority regarding a perceived infraction of Ontario Regulation 163/06, you must fill out the form below.

To assist the Regulation Officers at Lower Trent Conservation in following up on your complaint, please print the details of your inquiry below. The information must be completed in full, along with any information you wish to relate to the Regulations Officer. Once you have submitted the complaint, an Officer will respond within 2 business days.

Complainant Information

Name of the Complainant: Geoff Barnard

Address: [REDACTED]

Telephone: [REDACTED]

Email: [REDACTED]

Violation Information

Location of the Potential Violation:

Civic Address: Not assigned block 20 & 21 Municipality: Brighton
Reg. Plan 39 m 872

Geographic Township: _____ Concession: _____ Lot: _____

Property Owner Name and contact information (if known):

Corporation of the Municipality of Brighton

Details of the Complaint:

Please see attached my September 11, 2023 correspondence to LTC



Complaint Form

I HEREBY acknowledge that all complaints are confidential until such time as the complainant may be asked to testify in support of the complaint; AND FURTHER acknowledge that if required I (the complainant) will attend and testify in support of this complaint at any Court of Law in the Province of Ontario.

Signature: Geoff Barnard Date: September 27, 2023

Personal Information: *This information is being collected for the purpose of conducting a Section 28 Enforcement Investigation. The information may be shared with applicable Lower Trent Conservation staff and partner agencies for the purpose of initiating appropriate action relative to this report. The collection of the personal information on this application is authorized and protected under the Freedom of Information and Protection of Privacy Act, Section 33 (c). By providing this information, you have consented to its use for the above purposes. If you have questions, about the collection and use of this information, you may contact our Finance & Information Technician, at 613-394-3915 ext. 210.*

Completed form can be delivered to the LTC office:

- in person (714 Murray Street, RR 1 Trenton, ON)
- by mail (714 Murray Street, RR 1 Trenton, ON K8V 0N1);
- faxed (613.394.5226); or
- emailed to: complaints@LTC.on.ca

Office Use Only				
Received By:			Date: Received:	
Applicable Violation	<input type="checkbox"/> <i>Development in a regulated area</i>	<input type="checkbox"/> <i>Interference in a wetland</i>	<input type="checkbox"/> <i>Alteration of a watercourse</i>	<input type="checkbox"/> <i>Alteration of a shoreline</i>
Property Owner Name				
Property Owner Contact Information	Mailing Address:		Phone Number:	
Regulations Officer Assigned	Name:		Badge Number:	

"Working with Local Communities to Protect our Natural Environment"



Member of Conservation Ontario
Representing Ontario's 36 Conservation Authorities

September 11, 2023

Lower Trent Conservation Authority
714 Murray Street, RR1
Trenton, Ontario
K8V 0N1

Attention: LTC Board of Directors
From: Geoff Barnard

RE: Castle Ridge Trail Plan
Permit P23016 / File # RP23016

By way of explanation, and for the sake of brevity, my issues with LTC stem from issues with the Municipality of Brighton, specifically the Municipality's Castle Ridge Trail Plan. Permit P23016 File #RP23016.

Some of my concerns with LTC and the Municipality are in my April 29, 2023 correspondence to the Municipality. Please note that, as I informed LTC staff on April 19, 2023 in a telephone conversation, all correspondence with the Municipality of Brighton would be sent concurrently to LTC. This I have done.

LTC permitting states unequivocally all work must conform exactly to the specifications in the TREADscape plan. Departures from this plan are so compound and extensive I will not enumerate them. LTC can do their own homework.

LTC permitting allows the applicant to self-assess compliance requirements. This is truly remarkable. When I broached this subject with LTC staff, I was told conformity is dependent on the "due diligence of the applicant".

The trail plan is a large, complex plan in an extremely sensitive block of land. Permit application was received January 13, 2023, completed Feb 22, 2023, and granted March 1, 2023. How can assessments/evaluation be done in sub-zero weather with snow cover? How could the numerous springs and intermittent water courses be recognized and assessed?

Please note that, to my knowledge, the Ministry of Environment is assessing and reviewing the stormwater management pond. Extensive, radical modifications have been made to this pond without approval. The stormwater is in fact effluent with lawn and garden herbicides, pesticides, fungicides, and chemical fertilizers, along with automotive cleaning products, motor oil and gasoline, vehicle exhaust condensate, etc., from a 50 lot subdivision.

LTC refused my request for a site meeting.

Following a simple inquiry to staff regarding the existence of a permit in Mount Hope Cemetery I was advised to make a Freedom of Information request. Subsequent correspondence from LTC advised that no follow up is made with a complainant but with the applicant only.

LTC appears to have completed sections of the municipal application. To my knowledge a previous application to LTC has been filed on this property. My understanding is that DFO approval is required. As the permitting authority, how can LTC not be aware of this, and recognize the due diligence failure of the Municipality? The same goes for MNR forestry approval.

LTC policy apparently fosters no transparency or accountability with a culture of secrecy. The composition of the LTC Board of Directors includes 2 members of the Municipality of Brighton council. How could these members not be in conflict regarding these matters? What is LTC conflict of interest policy?

LTC appears to be enablers, rationalizers, facilitators and apologists for the Municipality's numerous unapproved unpermitted activities. How does LTC approval differ from a rubber stamp in these matters?

LTC actions and policy appear so partisan, political and interwoven with the Municipality as to engender a reasonable apprehension of bias.

I request a written consensus response from LTC Board concerning these matters.

Thank you for your attention to these matters.

Sincerely,

Geoff Barnard




Fw: HCA Board Resolution re. Reverse Changes to the Conservation Authorities Act and Ontario Wetland Evaluation System

Lower Trent Conservation <information@ltc.on.ca>

Fri 2023-09-15 3:44 PM

To: Rhonda Bateman <rhonda.bateman@ltc.on.ca>

Cc: Kelly Vandette <kelly.vandette@ltc.on.ca>

 1 attachments (93 KB)

Motion_September 7 HCA Board Meeting_FINAL.pdf;

Lower Trent Conservation

714 Murray Street, RR 1, Trenton, ON K8V 0N1

Telephone: 613-394-4829 Fax: 613-394-5226

information@ltc.on.ca

www.ltc.on.ca

****COVID-19 Notice:** Our office is open Monday to Friday 8:30am to 4:30pm. Due to staff schedules, appointments are highly recommended. We remain available to serve you virtually or by telephone. Please call 613-394-4829 if your message is urgent.

Buying or building near wetlands or waterways? Check out these [online services](#) – **Property Inquiry Service** and **Map Viewer** will help you get information about environmental features & required permits.

From: Jaime Tellier <Jaime.Tellier@conservationhamilton.ca>

Sent: September 15, 2023 3:42 PM

To: info@abca.on.ca <info@abca.on.ca>; info@crca.ca <info@crca.ca>; admin@catfishcreek.ca <admin@catfishcreek.ca>; mail@cloca.com <mail@cloca.com>; admin@hrca.on.ca <admin@hrca.on.ca>; info@cvc.ca <info@cvc.ca>; info@crowevalley.com <info@crowevalley.com>; admin@erca.org <admin@erca.org>; info@grca.on.ca <info@grca.on.ca>; grca@grandriver.ca <grca@grandriver.ca>; t.lanthier@greysauble.on.ca <t.lanthier@greysauble.on.ca>; geninfo@kawarthaconservation.com <geninfo@kawarthaconservation.com>; elizabeth@kettlecreekconservation.on.ca <elizabeth@kettlecreekconservation.on.ca>; info@lsrca.on.ca <info@lsrca.on.ca>; info@lakeheadca.com <info@lakeheadca.com>; conservation@lprca.on.ca <conservation@lprca.on.ca>; admin@ltvca.ca <admin@ltvca.ca>; Lower Trent Conservation <information@ltc.on.ca>; maitland@mvca.on.ca <maitland@mvca.on.ca>; mrca@timmins.ca <mrca@timmins.ca>; info@mvc.on.ca <info@mvc.on.ca>; info@npca.ca <info@npca.ca>; ndca@city.greatersudbury.on.ca <ndca@city.greatersudbury.on.ca>; nbmca@nbmca.on.ca <nbmca@nbmca.on.ca>; admin@nvca.on.ca <admin@nvca.on.ca>; otonabee@otonabeeconservation.com <otonabee@otonabeeconservation.com>; info@quinteconservation.ca <info@quinteconservation.ca>; info@rrca.on.ca <info@rrca.on.ca>; info@rvca.ca <info@rvca.ca>; publicinfo@svca.on.ca <publicinfo@svca.on.ca>; nature@ssmrca.ca <nature@ssmrca.ca>; info@nation.on.ca <info@nation.on.ca>; stclair@scrca.on.ca <stclair@scrca.on.ca>; info@trca.on.ca <info@trca.on.ca>; infoline@thamesriver.on.ca <infoline@thamesriver.on.ca>; info@conservationontario.ca <info@conservationontario.ca>

Subject: HCA Board Resolution re. Reverse Changes to the Conservation Authorities Act and Ontario Wetland Evaluation System

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To Conservation Ontario and 36 Conservation Authorities,

The Hamilton Conservation Authority (HCA) Board of Directors passed the following resolution, brought forward at its September 7, 2023 meeting:

Resolution No.
BD12, 3243

MOVED BY: Brian McHattie
SECONDED BY: Craig Cassar

Please see the attached notice of motion.

Thank you,

Jaime Tellier

Corporate Administrative & Records Management Coordinator

Hamilton Conservation Authority

838 Mineral Springs Road, P.O. Box 81067

Ancaster, ON L9G 4X1

Phone: 905-525-2181 Ext. 112

Email: Jaime.Tellier@conservationhamilton.ca

www.conservationhamilton.ca



A Healthy Watershed for Everyone

The contents of this e-mail and any attachments are intended for the named recipient(s). This e-mail may contain information that is privileged and confidential. If you have received this message in error or are not the named recipient(s), please notify the sender and permanently delete this message without reviewing, copying, forwarding, disclosing or otherwise using it or any part of it in any form whatsoever.

HAMILTON CONSERVATION AUTHORITY

MOTION

Board of Directors: September 7, 2023

MOVED BY: Brian McHattie

SECONDED BY:

Whereas over the past several years the Provincial Government has amended the Conservation Authorities Act to reduce the effectiveness of Conservation Authorities in protecting natural heritage (i.e., Bill 23, and;

Whereas, the Provincially Significant Wetland Evaluation System has also been changed leading Conservation Ontario to estimate that over 80% of the wetlands that currently receive protection will lose this status, and;

Whereas, legislative changes implemented January 1, 2023 to Conservation Authority roles related to Natural Heritage and review under prescribed Acts as well changes to the Ontario Wetland Evaluation System, as well as remaining legislative changes regarding Conservation authority development regulations that have not yet come into effect, if implemented, would have serious unintended consequences, and;

Whereas recent reports by the Provincial Auditor-General and the Integrity Commissioner have raised serious concerns on the bias and lack of transparency and fairness in the Greenbelt removals, drawing conclusions that the changes unfairly benefitted private landowners, and;

Whereas, the role of Conservation Authorities in protecting natural heritage and mitigating/ adapting for climate change has never been more important in light of the 6th Mass Extinction in biodiversity and the increasing possibility that Canada and the world will not meet the Paris Accord greenhouse gas target limiting temperature rise to less than 1.5 degrees Celsius, and;

Whereas the Hamilton Conservation Authority’s ability to provide comments on natural heritage to the City of Hamilton is critical and must be restored.

Therefore:

That the Hamilton Conservation Authority Board of Directors respectfully request that:

- a) the Province of Ontario reverse recent changes to the Conservation Authorities Act and Provincially Significant Wetland Evaluation System that adversely affect natural heritage protection, and;

- b) the Province of Ontario's Auditor General undertake an investigation into the processes that were followed to make the above policy decisions, and whether this decision-making structure and its outcomes provide Ontarians with value for money, and;
- c) That the Hamilton Conservation Authority Board requests that City of Hamilton Council provide similar direction to the Province of Ontario and;
- d) That a copy of this Hamilton Conservation Authority Board of Director's motion be shared with local Members of Provincial Parliament, Conservation Ontario and all conservation authorities in Ontario.

RE: Agricultural Representative

Keyes, Jennifer (MNRF) <jennifer.keyes@ontario.ca>

Thu 2023-09-21 2:14 PM

To: Rhonda Bateman <rhonda.bateman@ltc.on.ca>

Cc: Bob Mullin <mayor@stirling-rawdon.com>; Gene Brahaney <gene.brahaney@trenthills.ca>; Holder, Julia (MNRF) <Julia.Holder@ontario.ca>

Hi Rhonda,

I'm happy to provide an official response regarding the status of Mark DeJong as Lower Trent Region Conservation Authority's agricultural sector representative. As communicated by my staff in March, Mr. DeJong submitted a request to resign his position, which was acknowledged by the Minister effective July 7th. You may update your governance page to reflect this change.

We have no new information about future agricultural sector representative appointments, but we will keep you informed of any developments.

Thanks for reaching out and please let us know if there is anything further we can do.

Sincerely,

Jennifer Keyes

From: Rhonda Bateman <rhonda.bateman@ltc.on.ca>

Sent: September 18, 2023 8:51 AM

To: Keyes, Jennifer (MNRF) <jennifer.keyes@ontario.ca>

Cc: Bob Mullin <mayor@stirling-rawdon.com>; Gene Brahaney <gene.brahaney@trenthills.ca>

Subject: Agricultural Representative

CAUTION -- EXTERNAL E-MAIL - Do not click links or open attachments unless you recognize the sender.

Hi Jennifer,

I am writing on behalf of the Board of Directors of Lower Trent Region Conservation Authority.

Could you please update the official status of Mark DeJong as Agricultural Representative on the Board?

We have not received official word from our initial email sent January 5, 2023 when the Board identified that Mr. DeJong had not attended a meeting since July 2022. I had spoken with a staff member several times in regard to progress being made to determine next steps but have not heard anything for months.

Can you please confirm whether another agricultural representative will be appointed to the Board.

To stay in compliance with O. Reg. 400/22 Information Requirements - are we able to update our website governance page to withdraw Mr. DeJong's information as agricultural representative?

Thank you for your attention to this matter.

Rhonda

Rhonda Bateman
Chief Administrative Officer
Lower Trent Conservation

714 Murray Street | Trenton, ON | K8V 0N1

✉ rhonda.bateman@ltc.on.ca | ☎ 613-394-3915 ext. 212 | 🌐 www.ltc.on.ca

****COVID-19 Notice:** Our office is now open. However, we strongly encourage the public to make appointments with staff members prior to arrival to avoid disappointment.

The Lower Trent Conservation watershed is located on the traditional territory of the Anishnabek, Huron-Wendat, and Haudenosaunee (Iroquois) First Nations, and within the context of the Williams Treaty.

Disclaimer: This communication is intended for the addressee indicated above. It may contain information that is privileged, confidential or otherwise protected from disclosure under the Municipal Freedom of Information and Privacy Protection Act. If you have received this email in error, please notify me immediately.



LOWER TRENT CONSERVATION

714 Murray Street, R.R. 1, Trenton, Ontario K8V 0N1

■ Tel: 613-394-4829 ■ Fax: 613-394-5226 ■ Website: www.ltc.on.ca ■ Email: information@ltc.on.ca

Registered Charitable Organization No. 107646598RR0001

September 27, 2023

CA Office
Ministry of Natural Resources and Forestry
Resource Planning and Development Policy Branch
2nd Floor South Tower, 300 Water Street East
Peterborough, ON K9J 3C7
ca.office@ontario.ca

Subject: October 1, 2023, Progress Report

As required under Ontario Regulation 687/21 please accept this correspondence as Lower Trent Conservation's October 1, 2023, Progress Report.

Sec. 7. (3)(a) Comments Received or Feedback Submitted by a Municipality

Lower Trent Conservation received no further written comments or feedback during this quarter.

Sec. 7 (3)(b) Summary of Changes to the Inventory

Lower Trent Conservation has edited the program and service inventory to identify necessary corrections to assist with municipal negotiations and budgeting. Updated financials based on the 2023 budget were included. The programs and services inventory was approved by email poll by the Board of Directors on August 21, 2023 and ratified at the September 14, 2023 Board meeting.

The updated approved program and services inventory is attached.

Sec. 7 (3)(c) Update on the Progress of Negotiating Cost Apportioning Agreements

A Memorandum of Understanding has been developed and delivered to our partner municipalities for review. Staff met with all seven municipal CAO's and staff to discuss the program and service inventory and the new MOU. All municipal councils received presentations regarding the MOUs in the spring/summer of 2023.

The final MOU and revised Inventory were sent to all municipal CAOs and Clerks addressed to all Mayors and Councillors on August 23, 2023.



The following municipalities have passed a resolution approving the Category 3 MOUs:

The Municipality of Trent Hills
The Township of Stirling-Rawdon
The Township of Centre Hastings
The Township of Cramahe

The remaining three municipalities are determining Council dates to address the agreements.

Sec. 7 (3) (d) – Outline of Any Difficulties that May Affect the Ability to Conclude Cost Apportioning Agreements by the Transition Date

As stated in three earlier quarterly reports, since January 1, 2023, and in the above Sec. 7(3)(c) comments, not all municipalities have brought the apportioning agreements forward for Councils consideration. The scheduling of items at Council is out of the control of the conservation authority. More time may be required to conclude the agreements by the transition date therefore, an extension to March 31, 2024 will be requested.

The intent of this report was to meet the requirements set in regulation.

Please contact me if you have any questions or concerns,



Rhonda Bateman,
CAO/Secretary-Treasurer
Lower Trent Conservation
613-394-3915 ext. 212
rhonda.bateman@ltc.on.ca

Attachment: 2023-09-14 LTC Inventory of Programs and Services – Board Approved – ratified





LOWER TRENT CONSERVATION

714 Murray Street, R.R. 1, Trenton, Ontario K8V 0N1

■ Tel: 613-394-4829 ■ Fax: 613-394-5226 ■ Website: www.ltc.on.ca ■ Email: information@ltc.on.ca

Registered Charitable Organization No. 107646598RR0001

September 27, 2023

CA Office
Ministry of Natural Resources and Forestry
Resource Planning and Development Policy Branch
2nd Floor South Tower, 300 Water Street East
Peterborough, ON K9J 3C7
ca.office@ontario.ca

RE: Request for an Extension

Dear Minister Smith,

On behalf of the Lower Trent Region Conservation Authority (LTC), I am writing to formally request an extension to the January 1, 2024, transition date for completion of our cost apportioning agreements for Category 3 programs.

We have seven (7) participating municipalities with whom we are negotiating Category 3 cost apportioning agreements. To date, four (4) municipal councils have approved signing of Memorandum of Understanding with LTC for Category 3 programs. These municipalities are: Municipality of Trent Hills, the Township of Stirling-Rawdon, the Township of Centre Hastings and the Township of Cramahe.

The following partner municipalities, Municipality of Quinte West, Municipality of Brighton, Township of Alnwick/Haldimand need time to conclude a cost apportioning agreement for programs or services that the authority have provided under section 21.1.2 of the Act after the transition date. Two of these three remaining municipalities have not scheduled a Council meeting for consideration of the Category 3 cost apportioning agreement.

In three previous quarterly reports LTC indicated that delays may occur that are beyond the control of the conservation authority. Scheduling of Council meetings is one of those factors outside of CA control. As we only have four out of a total of seven cost apportioning agreements formally approved through Municipal Councils, LTC is asking for an extension to the January 1, 2024 deadline.

Our goal remains to negotiate and consult towards administrative compliance for 2024 but to meet the goal of the legislation we feel it is best to ask for the extension prior to the October 1, 2023, deadline. LTC believes the agreements can be in place by March 31, 2024. LTC appreciates your consideration of this extension request. A formal letter of withdrawal will be forthcoming if the final three agreements are signed prior to December 31, 2023.

Sincerely,

Rhonda Bateman, CAO/Secretary-Treasurer
Lower Trent Region Conservation Authority

c.c. Bob Mullin, Chair, Lower Trent Conservation

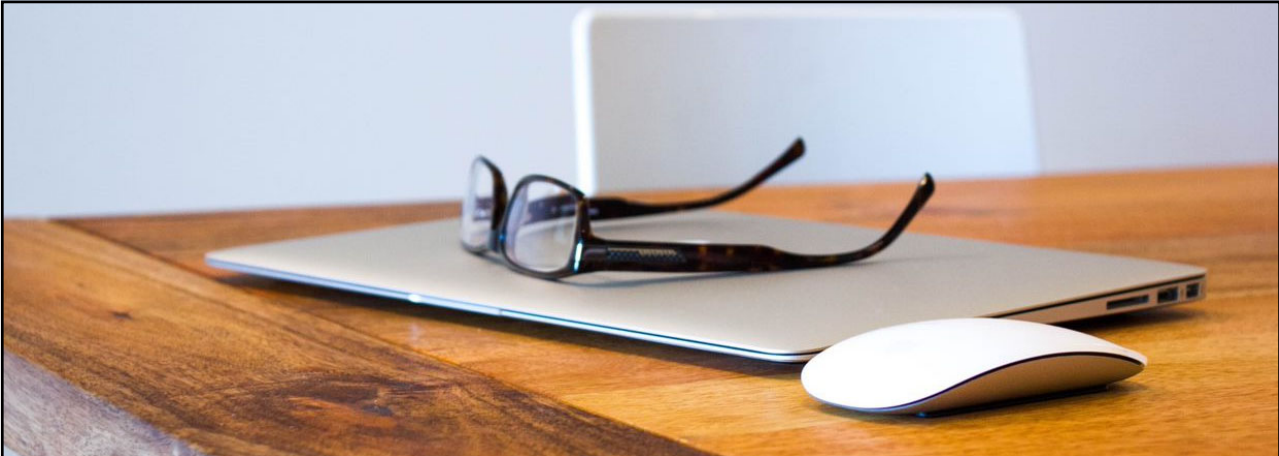
Working with Local Communities to Protect our Natural Environment



Member of Conservation Ontario

Representing Ontario's 36 Conservation Authorities

Agenda Item #10.



IT & Operations Review IT Strategy

September 2023



The Project

- Goals
 - Assess and identify risk as well as areas opportunities to leverage technology
 - Develop IT Management Model and governance framework to support strategic planning and prioritization
- Discovery
 - Examined background documentation
 - Interviewed all staff and previous technology service partner
 - Used PGC tools to assess technology environment and operations (survey, technology model)
- Midstream Connectivity Improvements
 - Research/guidance with respect to improving connectivity
- Strategize
 - Developed 5-year workplan and associated IT Strategy



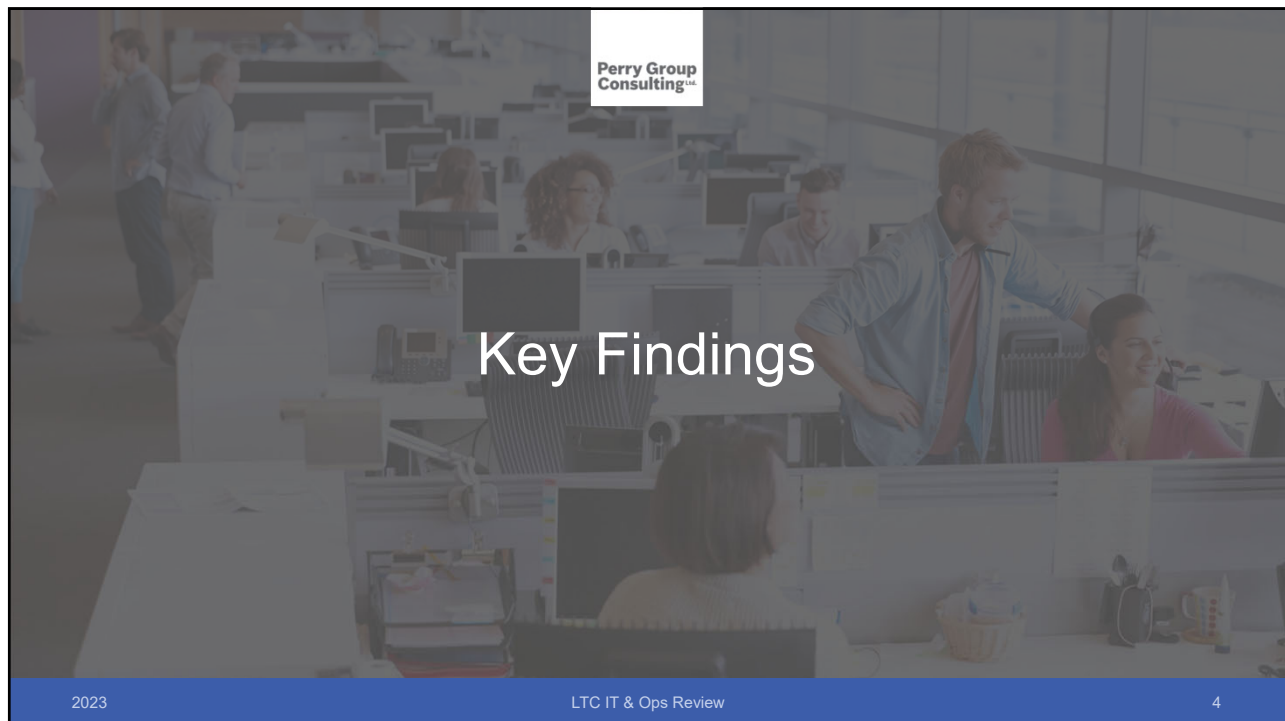


Perry Group Consulting^{USA}

Introduction

2023 LTC IT & Ops Review 3

This slide features a blue-tinted background with various office supplies including a keyboard, a pen, sticky notes, and a notepad. The Perry Group Consulting logo is in the top right. The title 'Introduction' is centered in white. The footer contains the year '2023', the report title 'LTC IT & Ops Review', and the page number '3'.



Perry Group Consulting^{USA}

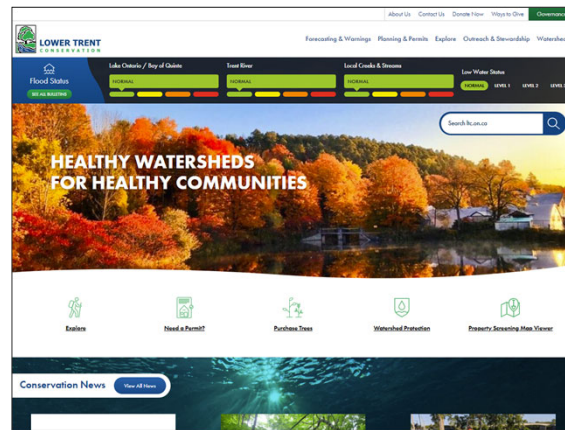
Key Findings

2023 LTC IT & Ops Review 4

This slide features a background image of an office with several people working at computers. The Perry Group Consulting logo is in the top right. The title 'Key Findings' is centered in white. The footer contains the year '2023', the report title 'LTC IT & Ops Review', and the page number '4'.

Observations

- Management is aware and supportive of changes required to digitally transform – **leadership is key.**
- Staff have supported operations in lieu of connectivity and networking challenges – **Starlink now in place.**
- A recent rebuild of the website has vastly improved access to information and user experiences – **time to double down.**
- Some movement to cloud solutions is already taking place – **continue to push.**
- Several key policies and practices are already in place – **optimize and reimplement.**



Key Challenges

Connectivity has been the “cork in the bottle” inhibiting technology and work modernization

There is a lack of education and training on technology – staff cannot leverage full capabilities of software

Technology work is not being strategically planned or prioritized around the highest organizational needs

Key processes are still paper based creating heavy administrative burdens and liability in some areas

Field staff do not have access to suitable mobile tools making them less effective (and safe) in the field

The level of investment in relation technology is too low, is not sustainable long term, and will lead to future operational failures

Main Takeaways from Staff



Current internet connectivity and lack of remote access = a massive barrier to everyday work



Staff don't have the necessary mobile tools to effectively work in the field and remotely



Many missed opportunities to fully leverage GIS products/services



The pace of modernization is far too slow – "LTC is getting left behind"



Staff do not receive training on the solutions they have and spend too much time trying to learn themselves or use their own

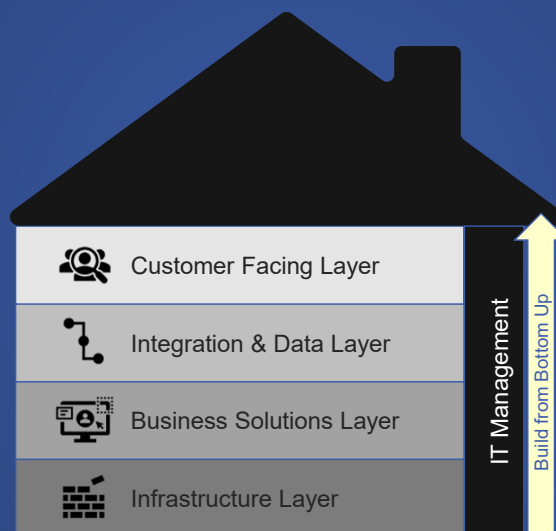
Technology Model as a House

Customer Facing

Web, Social & Engagement, Campaigns, Mailing, Digital Services, Chat, Payment, Booking, Request, Permits, Engage, Open Data etc.

Business Solutions

Finance & HR, Budget, Planning & Permitting, Productivity, Fulfillment, Work & Asset Management, Collaboration & Sharing etc.

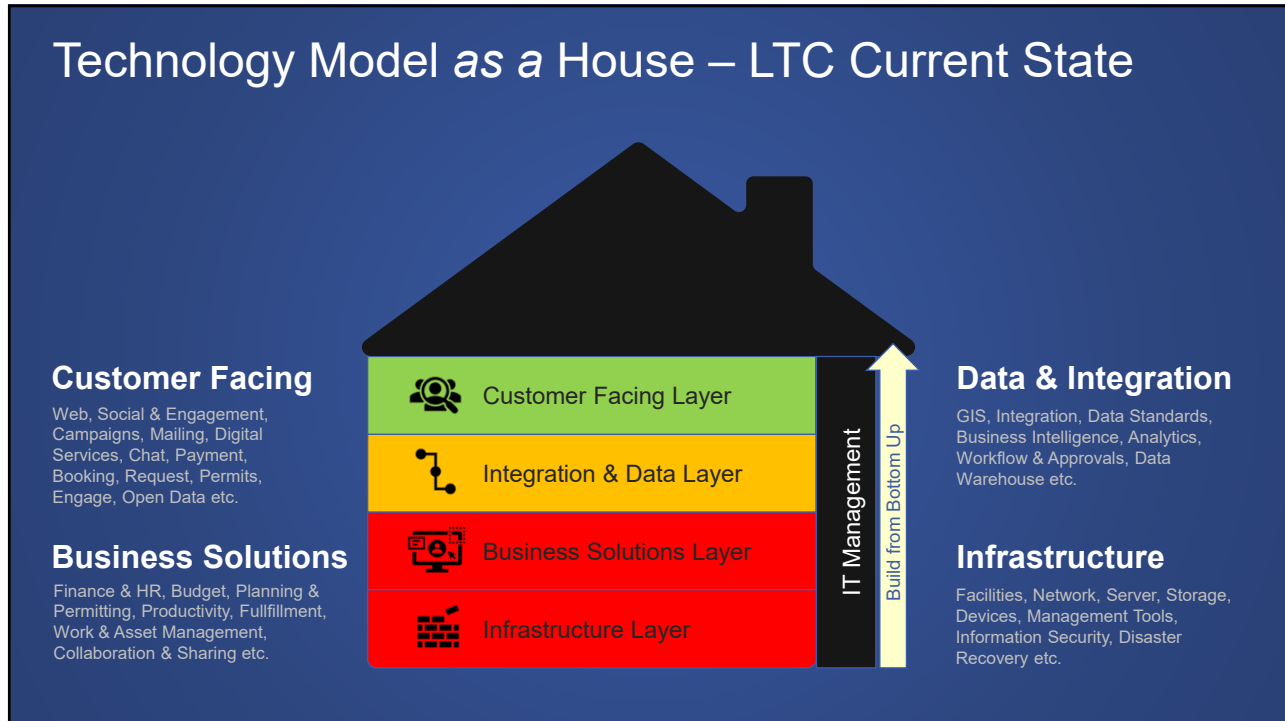


Data & Integration

GIS, Integration, Data Standards, Business Intelligence, Analytics, Workflow & Approvals, Data Warehouse etc.

Infrastructure

Facilities, Network, Server, Storage, Devices, Management Tools, Information Security, Disaster Recovery etc.



LTC Technology Model Summary

Grading the Current State

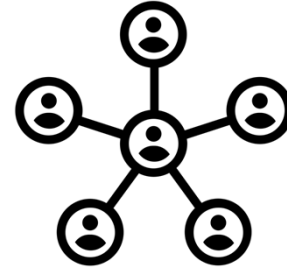
Good
Improve
Weak
Risk

Layer	Comments	Grade
Customer Facing	<ul style="list-style-type: none"> Fully redesigned, easy to use, mobile responsive and content rich modern website Good social management, mass notifications and online newsletter Sufficient content, good readability but very static (no options for 2-way dialogue other than social) Payfirma in use for some service payments, but a full online POS and an online store would be ideal Some rich integrations of GIS data for areas/lands, storyboards and use of SODA data Lack of ID/account mgt, CRM functionality and basic booking/registration features 	B
Integration and Data	<ul style="list-style-type: none"> Significant gap with the lack of integration between business solutions Policy exists, but IM capabilities are divergent between areas with no standards or systems in place Some progress made with workflow automation (through SP) along with GIS products (vs. services) Lack of data standards/governance, BI/analytics and AVL hinder access to information 	C
Business Solutions	<ul style="list-style-type: none"> Key gaps in business solutions, particularly with work and asset mgt and land/property mgt Some cloud HR solutions in place (HRdownloads, Ceridian) but no dedicated HCM Move to Sage 50 ERP a positive step, but integration work (payroll) and further features still needed Lack of onsite POS (cash-based transactions) and facility mgt system Some use of SP for ERDMS, but docs are still spread across multiple shared drives, email etc. Some use of Teams for video calls, but few online collaboration/communication channels available 	D
Infrastructure	<ul style="list-style-type: none"> Internet connectivity is well below the reasonable minimum standard to support basic operations No remote access/VPN, no use of cloud sharing tools – staff transfer data using USB drives/email Lack of sufficient mobile devices/program – 70% of staff use personal devices for work Lack of ITSM, SLAs and adherence to asset lifecycle for assets Lack of cloud tools/services due to poor bandwidth availability 	D

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LTC IT & Ops Review
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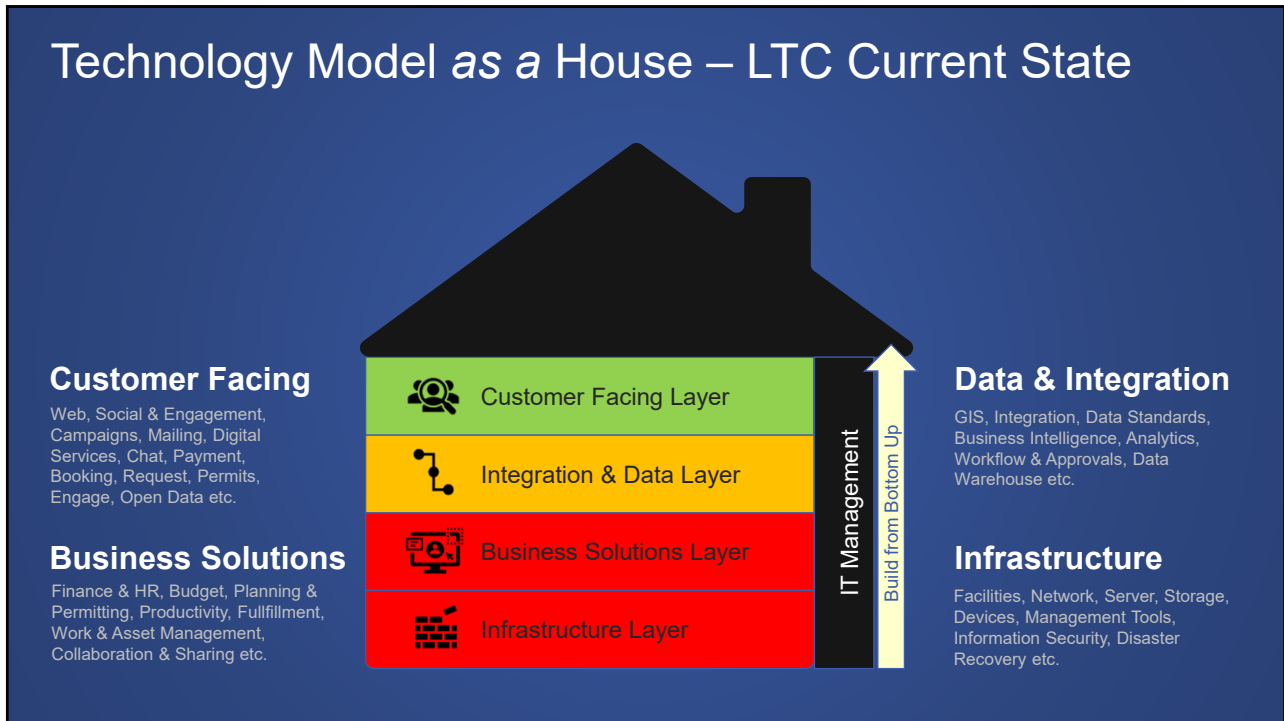
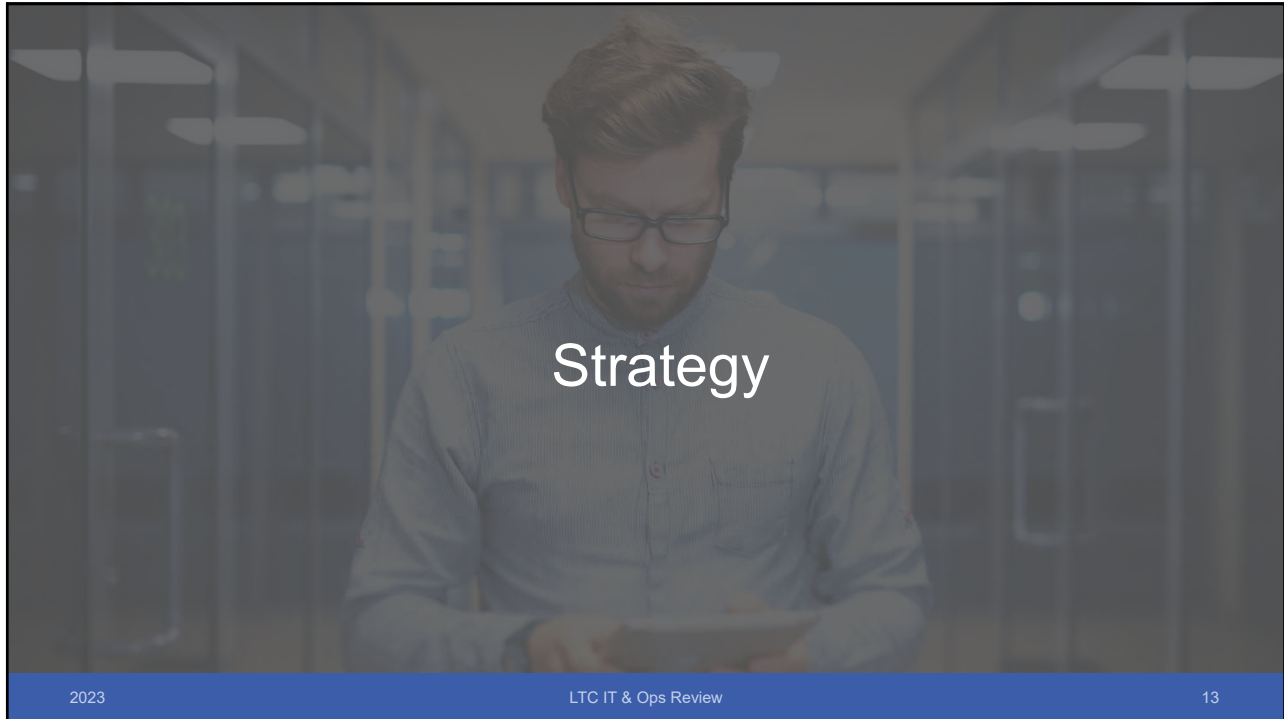
IT Organization and Management

- Lack of internal capacity and skillsets to effectively maintain the organization's technology environment
- There is a lack of technology leadership and no shared vision of the future
- There is no technology workplan, governance model or mechanism / framework to prioritize technology projects
- There is a poor linkage between Management and staff with respect to understanding the rationale and overall goals for technology
- GIS is a huge opportunity area for LTC, however, GIS / IT Specialist is spread too thin




Technology Expenditures


- On average, only .4% of OpEx budget is committed to technology
- This level of investment **cannot** sustain a minimum operating level
- Major risks from underfunding
 - Inability to recruitment and retain staff
 - Staff time and focus is on admin
 - Unstable technology environment will lead to unseen costs (break-fix)
 - Huge opportunities missed to collect and better leverage data as an asset





Strategic Themes


 Collaboration & IM

 Business Solutions
Work & Asset, Plans & Permits, HR & Finance


 Remote & Field Work

 Data & GIS

 Online Services

 Infrastructure, Security & Cloud

 IT Services & Support Model

 Oversight & Execution



Key Recommendations

- Constitute technology (TGG) to coordinate and align technology decision-making, priorities and efforts more effectively
- Create and recruit an IT Coordinator role to provide leadership, coordination, enhance technology management and ensure the organization fully utilizes technology
- Retain an external IT Managed Service Provider to support IT infrastructure and networking needs, deliver help desk support services, manage procurement and licensing in addition to supporting some project work
- Refocus existing GIS/IT Specialist to become a full time GIS Specialist – develop clear GIS strategy and work plan in alignment with overall IT program
- Adopt cloud solutions as a preferred model and move to M365 to fully support remote collaboration, communication, and information sharing
- Equip staff with up-to-date devices (laptops, desktops) and field staff with mobility tools to improve communication and safety in the field
- Improve and expand Finance and HR systems and implement improved business solutions for planning and permitting as well as work and asset management

LTC IT Operations – Future State

<i>Functional Area</i>	Strategy & Oversight	IT Coordination & Projects	IT Support & Service	GIS Products & Services
<i>Accountable</i>	CAO, Dept Leads & IT Coordinator	IT Coordinator Role <i>(new)</i>	Managed Service Provider <i>(new)</i>	GIS Specialist <i>(refocused staff)</i>
<i>Key Areas</i>	<ul style="list-style-type: none"> Strategic planning and Annual workplanning Policy and standards adoption Performance management Funding and budgets External partnership development 	<ul style="list-style-type: none"> Staff engagement and support Project and risk management Gathering needs and building requirements Liasing with, and and guiding work of external providers Advising and showcasing the <i>art of the possible</i> 	<ul style="list-style-type: none"> Help desk Technical advice Technology hardware and device procurement / deployment Infrastructure and networking with active monitoring and reporting Project and implementation support 	<ul style="list-style-type: none"> GIS strategy and annual work plan Integrations with web and business solutions Field data collection tools Data layer management Provisioning web mapping tools for staff and users GeoHub and open data

Year 1 & 2 Actions

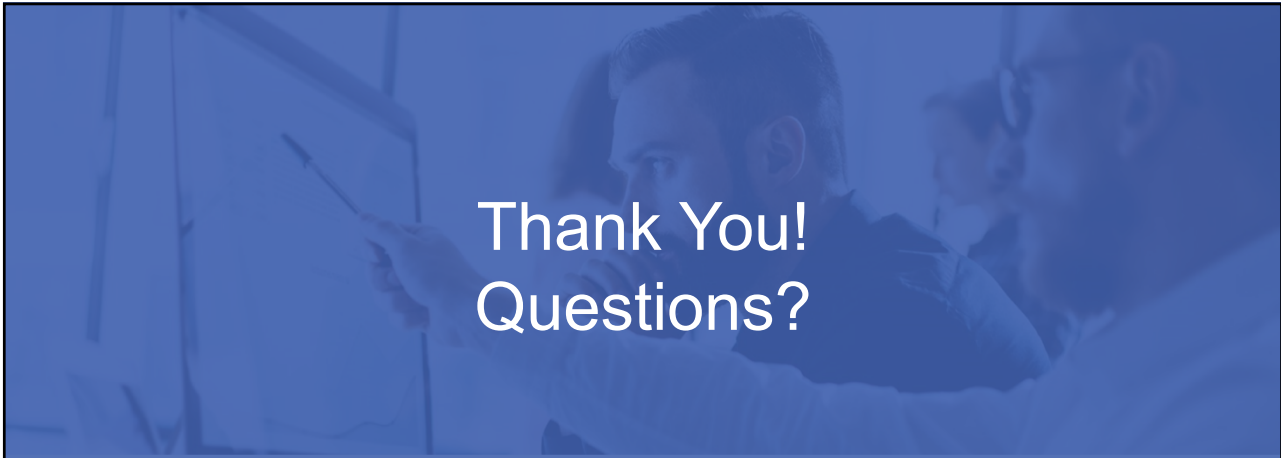
Report ID	Theme	Initiative	Quick Win?	Size (S, M, L)	Ext. Support	Approx. Annual OpEx	Approx. One Time CapEx.
4.6.1	Infrastructure, Security and the Cloud	Implement Starlink	I	S	P	N/A	N/A
4.8.1	Oversight & Execution	Constitute Technology Governance Group (TGG)	I	S	P	N/A	N/A
						\$300	\$5,000
4.7.1	IT Service & Support Model	Engage a Third Party Managed Service Provider to Manage and Support Core IT Infrastructure		M		\$35,000	N/A
4.7.2	IT Service & Support Model	Hire IT Coordinator		M		\$80,000	\$7,500
4.7.3	IT Service & Support Model	Transition GIS / IT Specialist to Full Time GIS Specialist		M		N/A	N/A
4.4.1	Data & GIS	Develop GIS Work Plan		S		N/A	N/A
4.3.1	Remote & Field Work	Expand Access to Modern, Mobile Tools for All Staff	I	M	P	N/A	N/A
4.6.2	Infrastructure, Security and the Cloud	Adopt a Cloud Preferred Model	I	S		N/A	N/A
4.1.1	IM & Collaboration	Move to M365 - Phase 1, Exchange and Email to the Cloud		L		\$1,500	\$5,000
4.1.2	IM & Collaboration	Move to M365 - Phase 2, Teams Reimplementation		L		N/A	N/A
						\$116,500	\$12,500

Year 3 Actions

Report ID	Theme	Initiative	Quick Win?	Size (S, M, L)	Ext. Support	Approx. Annual OpEx	Approx. One Time CapEx.
4.8.2	Oversight & Execution	Provide Technology Training to Staff		M		\$6,300	N/A
4.5.1	Online Services	Implement a Corporate POS		M		\$1,500	\$800
4.2.1	Business Solutions	Improve Sage - Phase 1		L	P	TBD	\$4,500
4.2.2	Business Solutions	Improve Sage - Phase 2		L	P	TBD	\$1,500
4.3.2	Remote & Field Work	Improve Field Communications		S		N/A	\$10,000
4.1.4	Online Services	Move to E-signatures and Digital Approvals – Phase 1, Policy and Process	I	S		N/A	N/A
4.1.5	Online Services	Move to E-signatures and Digital Approvals – Phase 2, Implement Technology	I	S		\$1,260	N/A
4.7.3	Online Services	Move to ArcGIS Online		L		TBD	N/A
4.1.6	Data & GIS	Adopt an Information Classification Model	I	S		N/A	N/A
4.5.2	Online Services	Implement an Online Store	I	M		\$1,200	\$2,500
						\$10,260	\$19,300

Year 4 & 5 Actions

Report ID	Theme	Initiative	Quick Win?	Size (S, M, L)	Ext. Support	Approx. Annual OpEx	Approx. One Time CapEx.
4.2.3	Business Solutions	Procure and Implement Work and Asset Management Solution		L	P	\$5,000	\$30,000
4.1.3	IM & Collaboration	Move to M365 - Phase 3, Leverage M365 to Support RIM		L		\$1,200	\$8,500
4.2.4	Business Solutions	Expand Human Resource Information System (HRIS) and Human Capital Management (HCM) Capabilities		L		\$2,000	\$5,000
4.4.3	Data & GIS	Develop GeoHub and Open Data		L		N/A	N/A
4.6.3	Infrastructure, Security and the Cloud	Move Telephony to Soft Phones		M		TBD	\$6,200
4.2.5	Business Solutions	Adopt Planning Permitting System and Move to Online Permitting		L	P	\$5,000	\$30,000
4.6.4	Infrastructure, Security and the Cloud	Develop Business Continuity and Disaster Recovery Plan		M	P	N/A	N/A
4.5.3	Online Services	Create Self Service Opportunities Online	I	M		N/A	\$5,500
						\$13,200	\$85,200



Thank You!
Questions?

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LOWER TRENT
CONSERVATION

IT & Operations Review

Final Report

September 2023



www.perrygroupconsulting.ca
647-669-9540

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1.0 Executive Summary

Today, technology, has unquestionably had a major impact on society, services, and the way that businesses operate. The internet and the smartphone has transformed the way people connect, learn, consume media, transact and make decisions.

For progressive businesses and institutions, it has meant the automation of workflows to save valuable staff time, connecting field workers, allowing staff to easily share and collaborate, generating data to inform future planning. Leading organizations have used technology to significantly improve operations – getting more efficient and effective at their core missions – and to be better equipped to meet ever-evolving public expectations.

Our work suggests that there are significant benefits to be had - if LTC adopts this kind of mindset and more effectively leverages technology to improve the way it works.

Our review assessed the current state of technology, and found the following:

- Connectivity has been the “cork in the bottle” inhibiting technology and work modernization.
- Technology work is not being strategically planned or prioritized around the highest organizational needs.
- The level of investment in relation technology is too low, is not sustainable long term, and will lead to future operational failures.
- Field staff do not have access to suitable mobile tools making them less effective (and safe) in the field.
- Key processes are still paper based creating heavy administrative burdens and liability in some areas.
- here is a lack of education and training on technology – staff cannot leverage full capabilities of software.

In response to the current state assessment, we have recommended 27 actions for the LTC to complete over the course of the next 5 years. This is not all the work that *could* be done, but we feel it certainly is the work that *needs* to be done.

An appreciation for the organization’s overall funding capacity has been built into these recommendations and considered when sequencing the proposed work. Nonetheless, there are some foundational items that are critical to establishing a stronger base from which to advance.

The following is a summary of key actions and recommendations designed to unlock value and support change at LTC:

- Constitute a Technology Governance Group (TGG) to coordinate and align technology decision-making, priorities, and efforts more effectively.
- Create and recruit an IT Coordinator role to provide leadership, coordination, enhance technology management and ensure the organization fully utilizes technology.
- Retain an external IT Managed Service Provider to support IT infrastructure and networking needs, deliver help desk support services, manage procurement and licensing in addition to supporting some project work.
- Refocus existing GIS/IT Specialist to become a full time GIS Specialist – develop clear GIS strategy and work plan in alignment with overall IT program.
- Adopt cloud solutions as a preferred model and move to M365 to fully support remote collaboration, communication, and information sharing.
- Equip staff with up-to-date devices (laptops, desktops) and field staff with mobility tools to improve communication and safety in the field.
- Improve and expand Finance and HR systems and implement improved business solutions for planning and permitting as well as work and asset management.

We are confident that addressing these areas will:

- Significantly improve efficiency and effectiveness of operations across the team.
- Lead to a better utilization of resources across the organization.
- Reduce cybersecurity and aging technology risks.
- Increase workplace flexibility and enable increased remote and field-based working.
- Reduce staff frustration.

2.0 Introduction

Perry Group Consulting was engaged to conduct an IT and Operations Review of Lower Trent Conservation (LTC) from May to October 2023. Working with the LTC project team, it was determined that the following would be central goals to help guide this work:

- Assess current and future technology needs (both in terms of infrastructure and business solutions).
- Identify risk and areas of opportunity to better leverage technology and data.
- Determine an accountability model for technology management.
- Develop a governance framework to sustain change and continuously improve.

LTC is at a point where substantive changes are required to deliver a baseline level of service moving forward. In general, the current needs of the organization greatly outweigh the resources in place to support them. There are several risks that should be mitigated as well as several large gaps that could be addressed by implementing the appropriate technology tools and solutions.

The coordination and synchronization of technology must be a corporate process, led through prudent budgets that serve to address the largest organizational needs first. Technology and digital modernization is not a “one and done”. It’s not a project with an end-point. Rather, it’s a journey with iterative improvements along the way that continually make work easier for staff and improve services for stakeholders.

Aside from risk, there are countless opportunities for the LTC to improve its overall organizational performance by ensuring that technology is strategically led, well -managed and understood by all.

2.1 The Technology Opportunity for LTC

Technology has changed the way everyone does business. Today, it plays a major role in efficiently connecting separate parts of the organization, customers, staff, and partners – from across departments, or customer service representatives to field and maintenance crews.

Using common, integrated systems ensures that inquiries flow from front counters to departments and to appropriate field staff for resolution in the quickest and most effective manner possible. Good technology enables the cost-effective delivery of these services, automating workflows and freeing up staff to instead focus on higher-value initiatives such as strategic planning, vendor, and performance management.

In short, good technology connects people and makes work easier.

Good technology also facilitates a better experience for stakeholders who are now familiar with a myriad of day-to-day services that are performed online, from anywhere, at any time. Services that required face-to-face interactions in the past are now done remotely, often from the comfort of one's own home (e.g. banking, shopping, renewing a health card).

This trend has been building for more than a decade now with many public sector organizations now embracing digital transformation to modernize their services and meet user expectations.

Modernizing services through digitization should be a mission critical objective for LTC. This is not a simple bricks and mortar operation. LTC must operate over a vast and, often remote, geography that creates countless challenges that technology can help solve. Field staff and remote workers are unconnected and unable to efficiently communicate and share information without driving back and forth to a central location. Remote technology can better equip staff to work smarter and more efficiently.

LTC is an information-rich operation. Information is derived through use of telematics and geospatial data, field collection reporting, analytics and information-sharing with external stakeholders. Information that is currently inhibited and difficult to access. A reliance on manual and paper processes will never unlock the potential value that can be achieved by leveraging data as an asset. Data managed appropriately helps to automate processes, facilitate quick and easy collaboration with others as well as inform critical decision-making.

Technology by itself, however, is only part of the answer. Successful technological modernization requires the right people and processes behind it. It also requires that technology roles and responsibilities be clear and supported by an organizational accountability model. These foundations are essential for LTC to properly evaluate, prioritize and maximize value from technology projects. By focusing on the opportunities at hand through a “people, process, *then* technology” lens, LTC will deliver more expeditiously and provide far greater value when doing so.

It is widely recognized that, in almost every corner of LTC – from expenses and invoice processing, to inspecting and permitting, to field data collection and reporting – there are many opportunities to use technology to streamline processes, extend corporate knowledge, improve information-sharing and equip staff to better serve the organization and its various stakeholders.

3.0 Discovery Process

2.1 Current State Assessment

Before looking forward, it was important to understand where LTC was at in terms of its technology environment, the provision of IT services and its relationship to various stakeholders that help to support and sustain the use of technology. Throughout the project, on a regular basis, Perry Group met with the CAO and Manager, Corporate Services, and consulted with staff from all six departments, the project team, and previous technology service partners.

This section of the Report provides a high-level overview of the current state assessed through use of a digital staff survey, various Perry Group reference and evaluation models as well as several interviews with all business areas and previous external technology partners.

2.2 Staff Survey

In total, there were 21 responses submitted from May 24, 2023, to June 12, 2023, with a near 100% completion rate. This data was then validated through departmental interviews and project team meetings.

The following are the main takeaways from the staff survey.

Current internet connectivity and lack of remote access have created massive barriers to everyday work.¹

- The lowest-rated IT services by staff were remote access to corporate data and solutions, network performance / speed as well as access to mobile tools.

Staff don't have the necessary mobile tools to effectively work in the field remotely.

- Most respondents (71%) use their own personal devices for work-related tasks.

There are huge opportunities to strategically leverage GIS products and services.

- On average, 78% of respondents think *more focus on GIS would help to improve work* related to:

¹ This issue was expedited and Starlink was installed which vastly improved internet connectivity.

- Locating hazardous trees or trail deficiencies.
- Being able to identify on a map and provide accurate locations to the public of potential threats or hazards, e.g., floods, bear sightings, etc.
- Determining property locations and appropriate Assessment Roll Numbers.
- Identifying the “what and when” for assets that need repair or replacing.
- Identifying parcels of land not yet in the LTC database.
- Adding maps to each digitized file.
- Conducting spatial analysis and ad-hoc mapping.
- Accessing “Algae-Bloom” (a remote sensing-based app).

The pace of technology modernization at LTC is too slow and the overall vision is not clear.

- Overall, only 30% of staff are satisfied with the rate of technological change at LTC.

Staff do not receive adequate training on the solutions they already have and spend too much time learning the system or creating their own workarounds.

- More than half of staff have not received any technology training over the past two years.

2.3 Technology Model (TM)

The TM, developed by Perry Group, identifies the key technologies that should be in place for an organization like LTC.

This model is expressed through four layers – Infrastructure, Business Solutions, Integrations and Data and Customer-Facing.

A house analogy can be used to describe the TM, with the Infrastructure Layer as the foundation, the Business Solutions Layer as well as the Integration and Data Layers as the interior and frame and the Customer-Facing Layer as the roof and external components.

The IT Management Layer can be perceived as the architect of the entire building.

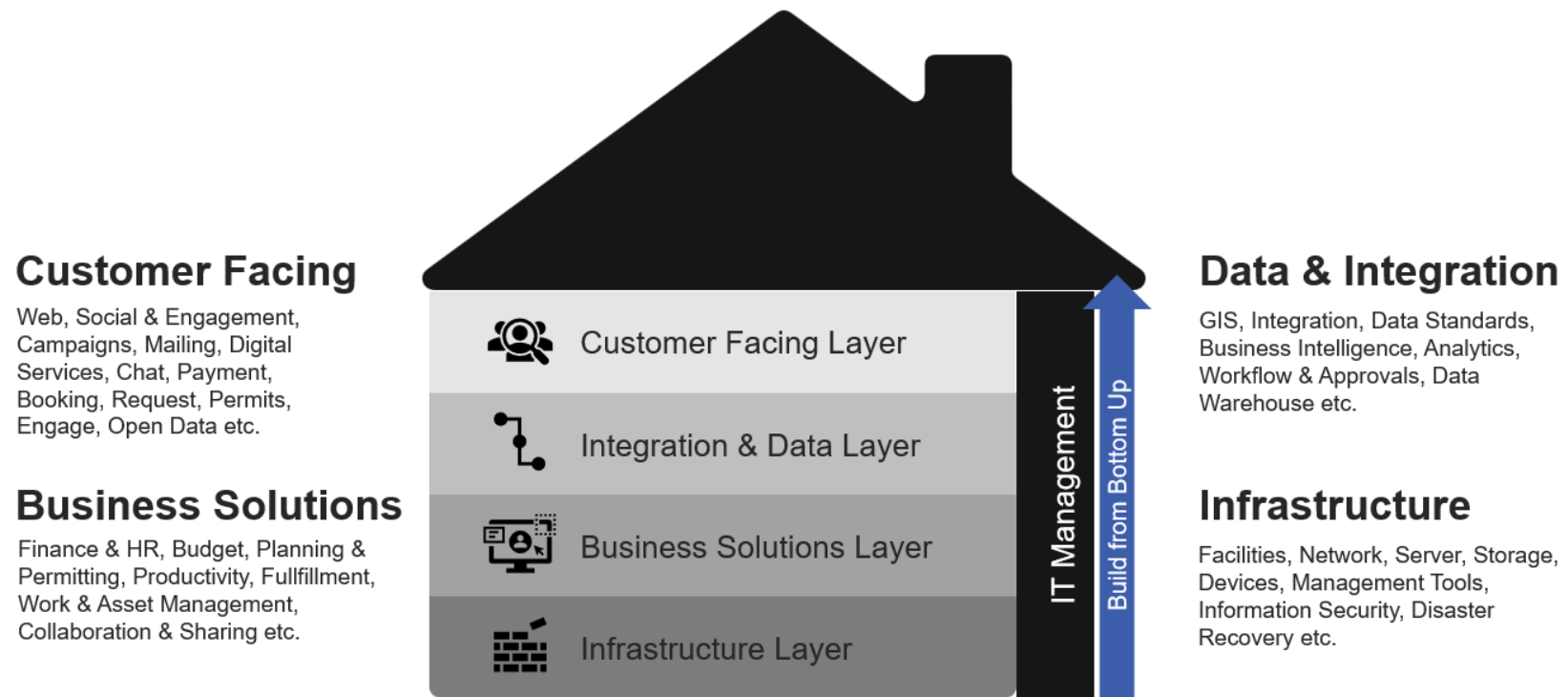


Figure 1: Technology Model (TM) as a House

The Infrastructure Layer includes things like facilities, network, server, storage, devices, productivity and management tools, information security, disaster recovery, etc.

The Business Solutions Layer includes solutions and systems for Finance and HR, budget, Planning and Permitting, productivity, fulfillment, Work and Asset Management, collaboration and sharing, etc.

The Integration and Data Layer is where GIS, integration, data standards, business intelligence, analytics, workflow and approvals, data warehousing, etc. sit.

The Customer-Facing Layer is where you'll find the website, social and engagement, campaigns, mailing, digital services, chat, payment, booking, request, permits, engagement, Open Data, etc.

It is important that technology is built from the bottom up – on a solid foundation. Similar to a house, if this foundation is not adequate, other components built on top of it will not work well and will require continual support and maintenance to function, even at the most basic level.

If there is no architect managing the build, it will not be completed holistically or in accordance with a design that best supports the organization as a whole.

The TM model illustrates a more detailed account of the house analogy. While not exhaustive (in terms of capturing all the elements of technology in use) the TM provides a good illustration that can help identify areas that are of risk to the organization, those that need work, as well as those that are in relatively good shape.

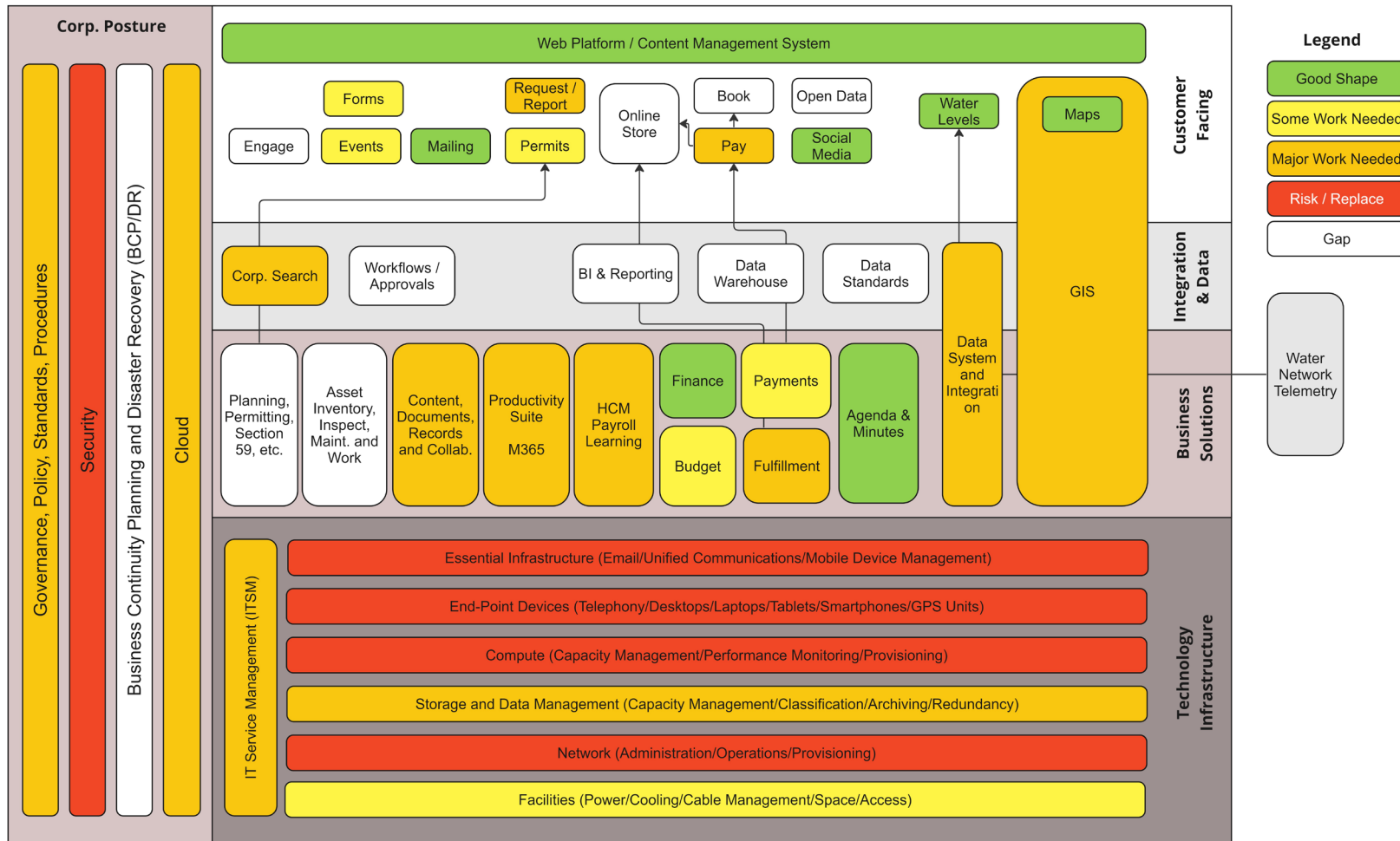


Figure 2: LTC's Technology Model™ Assessment

Colour coding and corresponding entries identify the level of maturity for the different parts of the technology model, where “Good Shape” is green, “Some Work Needed” is yellow, “Major Work Needed” is orange, “Risk / Replace” is red and “Gap” is white. The following is a breakdown of the key findings of LTC's TM Assessment.

3.1.1 Corporate Posture

Overall, there are a number of Corporate Posture elements that carry sizeable risk and require intervention from LTC – most notably in relation to Technology Resource Planning, Cloud, Business Continuity Planning (BCP) and Disaster Recovery (DR), Governance, Policy, Standards and Procedures.

3.1.2 Technology Infrastructure Layer

The Technology Layer indicates that major work is needed with respect to IT Service Management (ITSM) elements, most importantly related to storage, data access and management, the corporate network as well as end-point devices.

Findings in this layer are as follows:

- Internet connectivity is well below the reasonable minimum standard to support basic operations.
- There is no remote access/VPN, no use of Cloud-sharing tools, making it difficult to work remotely or from home (staff transfer data using USB drives/email which represents a security risk).
- There is a lack of sufficient mobile devices/program, meaning staff don't always have the right tools (70% of staff use personal devices for work).
- There is a lack of ITSM, SLAs and adherence to asset lifecycle for assets, meaning that computers are often older than they should be.
- There is a lack of Cloud tools/services adoption due to poor bandwidth availability.

3.1.3 Business Solutions Layer

Sage 50 (Enterprise Resource Planning), Microsoft 365 and ArcGIS are the principal enterprise systems along with the use of MS SharePoint, Ceridian, WISKI / SODA (platform for control and monitoring of data acquisition and distribution) and SharePoint 2013 Server for solutioning.

- There are key gaps in business solutions, particularly with work and asset as well as property/permit management.
- Some Cloud HR solutions are in place (HRdownloads, Ceridian) but there is no dedicated Human Capital Management (HCM) in place to easily manage employee and organizational-level data.

- The move to Sage 50 ERP is a positive step, but integration work (e.g., A/P) and further features are still needed.
- There is a lack of onsite POS (Point-of-Sale for cash-based transactions) and a facility management system.
- There is some use of SharePoint for Electronic Document and Records Management (EDRM), but documents are still spread across multiple shared drives, email, and hard for people to find etc.
- There is some use of Teams for video calls, but few online collaboration/communication channels are available.

3.1.4 Integration and Data Layer

Only a few integrations with the LTC website were found. Gaps within the Infrastructure and Data Layer create more work for staff who must manually intervene and maintain data within multiple systems, which leads to redundancy and data integrity issues.

- There is a significant gap with the lack of integration between business solutions, meaning that staff must retype information into different systems.
- Policy exists, but Information Management (IM) capabilities are divergent between areas with no standards or systems in place.
- Some progress has been made with workflow automation (through SP) along with GIS products (vs. services).
- There is a lack of data standards/governance, BI/analytics and vehicle-based GPS that hinders access to information.

3.1.5 Customer-Facing Layer

The recently-developed LTC website provides a variety of options to deliver on the Customer-Facing Layer which is a real positive, however, there are a number of opportunities that exist, most notably around online purchases and case/customer management capabilities.

- The website is fully redesigned, easy-to-use, mobile responsive and content rich and modern.

- There is good social management, mass notifications and an online newsletter.
- There is sufficient content and good readability, but it is very static (i.e., there are no options for 2-way dialogue other than social).
- Payfirma is in use for some service payments, but a full online POS and an online store would be ideal.
- There are some rich integrations of GIS data for areas/lands, storyboards, and use of SODA data.
- There is a lack of ID/account management, CRM functionality and basic booking/registration features.

2.5 IT Function and Skills

As part of the Discovery process, an assessment was conducted to understand the current accountability and support in place for the key components of IT management. This model is not exhaustive, or overly detailed, but is instructive in identifying those elements that should be managed by LTC and similar-sized organizations.

The following are the four functional areas used to identify the necessary skills:

- Management – IT Strategy and Planning, Business Relationship Management, IT Governance, IT Policy/Standards, Risk and Compliance Management, Vendor and Contract Management, IT Performance Metrics, Education and Training.
- Service Desk – Knowledge Base Management, IT Asset Management.
- Infrastructure – Network Planning and Support, Lifecycle and Capacity Planning.
- Business Solutions – Business Solution Modernization, Application Security.

As illustrated in the figure below, too many technology support functions are currently allocated to the existing GIS and Information Technology Specialist.

The allocation of one resource to support each functional area is simply unsustainable. The requirements to support each functional area necessitate a varied skill set that can only be achieved through internal/external partnerships with vendors, service providers and advisors. To add these resources to the existing complement would not make financial sense for the organization.

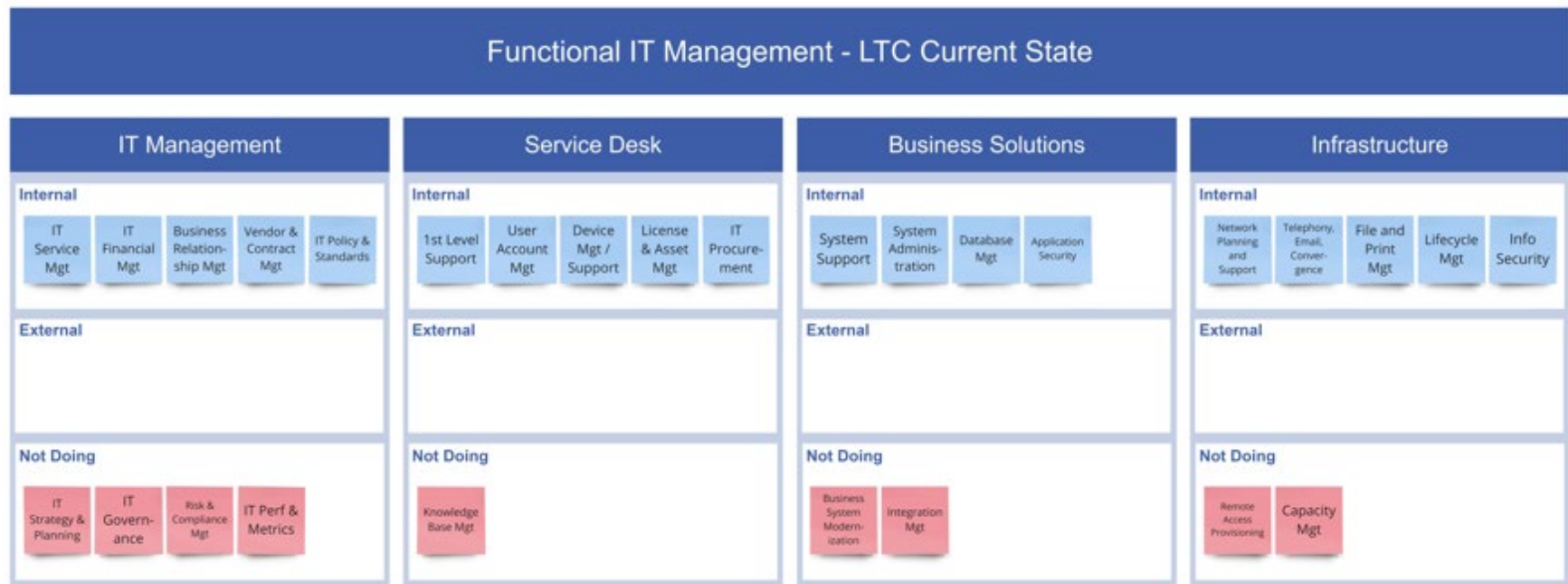


Figure 3: LTC's Current State – Functional IT Management

This current state diagram lays out LTC's functional IT management into four sections: IT Management, Service Desk, Business Solutions and Infrastructure.

There are several current functional gaps that are not being managed to the degree they need to be. In general, there is a lack of corporate IT strategy and planning in place. Without a shared vision driving investment and resource allocation, it will be next -to -impossible to identify and tackle the highest value / highest return projects.

In short, the LTC must take a new approach and adopt an IT operational model that adequately addresses the gaps. It must improve its ability to support the key functional areas that are required to appropriately manage technology and continually improve upon and build what should be a minimum standard for operations.

2.6 Financial Analysis

There are significant risks to institutions that ignore modernization opportunities and spend too little to digitize their operations. LTC has taken small steps in this regard (e.g., implementing Sage), however, limited investment and resource allocation to date, has stifled any substantive progress. There are several risks in underfunding technology, namely:

- Reputation – by not delivering services that match customer expectations.
- An inability to access valuable data insights that can improve service experiences, target specific business problems, and drive efficiency and effectiveness.
- Difficulty recruiting (and especially retaining) the best and brightest employees.
- Negative ROI – misusing valuable staff time in managing manual tasks and manual, paper-driven, processes.

Currently, LTC is spending approximately 3.7% of its Operating Budget on technology, with 3.3% of this supporting the salary of the GIS and Technology Specialist. This leaves approximately .4% (approximately \$8,000) to support all other technology work that needs to be done every year. This includes software licensing, maintenance, small projects and subscriptions to technology services. Capital funding is available to replace some hardware (mostly computers) and does fluctuate as part of the 10-year budget based on annual forecasted needs.

There is a full appreciation of the challenges associated with funding LTC (and any conservation authority, really). There will always be more needs than can be met and those associated with technology are, unfortunately, no different. That said, the ability for technology investments to save both time and money is the central reason that technology spending in all sectors has been increasing steadily over the last several years.

To ensure the right decisions are being made and those projects that have the highest return are being funded, LTC must rigorously prioritize technology work. There must be an organizational perspective applied to sequencing projects, supported by a mechanism that allows LTC to track both the progress and performance of investments and contracted services.

An approximation of financial requirements can be found attached to each recommendation within the proposed [LTC Work Plan](#) in Section 4. It is important to note that moving further to the Cloud (which we recommend) will necessitate further spending on the operating side versus capital procurement. This funding model shift is impacting every organization as vendors continue to retire on-premises solution options in lieu of providing software as a service (SaaS).

4.0 Themes and Work

The following section provides a description of work (the “**Actions**”) as well as the desired business goals (the “**Outcomes**”) for each item on the 2023-2027 [Work Plan](#) (section 4). Each recommendation on the work plan has been sequenced annually and in priority order, however, below they are consolidated under several strategic themes that came out of the Discovery process.

4.1 Information Management (IM) and Collaboration

LTC must improve the management of information and empower more collaboration between staff and external stakeholders.

Some work has already been started on the IM front with the development of an IM and Retention policy and an IM Governance Committee, but more needs to be done. Where to store and access information is still confusing to staff who are largely developing their own practices and using a combination of SharePoint (SP), File Shares, and personal USB drives to distribute information.

LTC requires a unified approach to IM and collaboration and requires a central platform to manage information more effectively as well as to facilitate more sharing and collaboration. Microsoft M365 provides a platform that LTC can adopt and grow into. Aside from providing productivity tools that can be accessed remotely from any device, M365 can support remote collaboration and communication as well as become the central repository for LTC records and information.

4.2 Business Solutions

With the implementation of the Sage 50 financial system as well as the introduction of several Cloud solutions (e.g., Dayforce, Canva, HRdownloads, Payfirma, etc.), LTC has taken a necessary step forward.

That said, there are still too many manual, and paper-based processes in place, creating heavy administrative burdens and liability in some areas. To reduce administrative friction and focus staff time on critical work, the organization must look at improving and acquiring business solutions to provide more automation, self-service as well as data and performance tracking.

Planning and Permitting as well as Work and Asset Management are two key areas where business solutions available in the market today could vastly improve the way staff works and the organization makes decisions.

4.3 Remote and Field Work

LTC field staff currently do not have access to suitable mobile tools which makes them less effective and has led to safety concerns while working remotely due to limited communication options.

Harnessing mobile technologies reduces risk by connecting staff in the field and makes their jobs easier and more efficient.

4.4 GIS and Data

GIS and Data are key drivers for success for LTC. The entire business relies on ensuring that natural assets are identified, tracked, and maintained/remediated.

There have been some good proofs of concept in place (built through the Esri GIS platform) such as web mapping, story boards, impermeable areas layer development, and (very) early pilot testing of Survey 1,2,3 (remote data collection).

GIS holds huge potential for the LTC who must prioritize GIS work through a work plan vetted through corporate governance. Democratizing access to mapping tools and data for all staff should be the key driver for this plan.

4.5 Online Services

LTC recently remodeled its website (ltc.on.ca) and has vastly improved its ability to share vital information with the public. Online forms are replacing some hard copy forms, telemetry data is feeding through to provide the states of water quality, and GIS integrations have created some good visualizations of dynamically-changing environmental conditions.

LTC needs to double down on these efforts to make it easier for users to pay for things online, register for events and apply for permits. These self-service options will free up staff time and will meet the current expectations of customers and users.

4.6 Infrastructure, Security and Cloud

Internet connectivity could be looked at as a 'cork in the bottle' for LTC, preventing staff's ability to use even the most basic technology tools like email and the internet.

With Starlink now in place, connection issues should be significantly less of an issue, allowing LTC to focus on delivering value rather than attempting to 'fix' underlying infrastructure issues.

LTC should embrace Cloud solutions as they require less time to maintain and support.

4.7 IT Services and Support Model

Currently, there is not adequate capacity to provide even a minimum operating standard with respect to IT support and service for LTC. The organization has survived by allocating time to fix problems after they occur and through the valiant efforts of staff to "figure things out" and "make things work" for themselves.

Today, IT is complex, multi-faceted and requires a broad range of skills to manage effectively. In other words, it is very rarely a one-person job. Very few organizations today can thrive without at least *some* support from external service providers as well as a mixed complement in-house that is allocated based on the most critical delivery areas. Managed service providers have become a wise investment as their broad range of experience and capabilities can have a large impact for organizations struggling to find capacity to drive the necessary changes themselves. The LTC is in this same position – it must retain the services of a Managed Services Provider to help support and deliver various IT functions on behalf of the organization as well provide ongoing support for change.

Partnerships with contractors, vendors, service providers, auditors, peers and users are essential in ensuring that the necessary skills and experience are available to solve the most important business challenges at hand.

4.8 Oversight and Execution

One of the largest obstacles for LTC to overcome is prioritizing work in accordance with the best interests of the business.

Corporate technology governance will help engage the organization in problem -solving, consolidating and standardizing on best practices, mitigating risk and uniting capacity to focus only on work that will have the largest impact for the greatest number of people.

Governance oversight must also extend beyond implementation to ensure that technology in use is stable, supported and evolves alongside business needs. Training staff on the use of new and existing tools and solutions must be a large focus for LTC. This will build internal capabilities, free up staff time and lead to better utilization of technology solutions in an effort to make work easier.

4.9 Information Management and Collaboration

4.9.1 Move to M365 – Phase 1, Exchange and Email to the Cloud

Action: LTC needs to adopt and implement Microsoft 365 (M365) as its corporate productivity and collaboration platform. Although some limited licensing is already in place, a broader review needs to be undertaken to determine which level is required to meet the needs of staff across LTC. This exercise should be supported by a service provider who has experience in assessing and contracting Microsoft [licensing arrangements](#) in response to organizational needs (ideally the MSP on retainer – see the [IT Services and Support Model](#) section).

This project has been proposed in prioritized phases. This first phase of the project should focus on migrating Exchange, Email and Calendar to the M365 Cloud. This will unlock remote access for staff (one of their largest complaints) to email, calendars, scheduling, and collaboration features and eliminate demand on local, on-premises infrastructure. This is also a necessary first step to take to move on with the following phases of the project.

Outcome: Consolidating on this platform will provide a number of benefits including cost savings (and avoidance), remote access to corporate information, a consistent user experience as well as reduced complexity to manage the back-end (which currently exists with the on-premises deployment). The platform is built to support mobile workers, can be scaled and deployed easily and can be a centralized utility to support information management and collaboration.

4.9.2 Move to M365 – Phase 2, MS Teams Re-implementation

Action: This phase of the project should focus on a re-implementation of Teams and collaboration functionality supported by adequate training for staff. Teams is currently used in varying ways throughout the organization, but many staff noted that they are unaware of how best to use the tool to its fullest extent. While Teams supports video calls, it also provides a whole host of other functionality that enables better remote communication and information -sharing (chat, audio calls, whiteboards/wikis, document repositories, etc.).

Outcome: Teams should become the default way for staff to communicate. From chat to calls to accessing information, the Teams platform can support the way in which LTC does business today as well as well into the future.

4.9.3 Move to M365 – Phase 3, Leverage M365 to Support Records and Information Management (RIM)

Action: Leverage M365 SharePoint as the corporate RIM solution. In comparison to a standalone Electronic Document Management System (EDMS) or similar solutions, M365 offers significant savings, both in terms of cost and ongoing support for the product, as most features are available by way of an M365 license. There are also professional service providers available that sell more robust RIM solutions built on the SharePoint platform that could be considered, however, the IM features of M365 SharePoint should be sufficient to properly -manage information as well as comply with existing access, retention and destruction policies.

Outcome: Define a corporate solution to support RIM to improve the information lifecycle, greatly enhance access to documents, records and data, define standards across the organization (e.g., formats, retention, archiving, metadata, destruction, etc.), and support more collaboration within and beyond LTC.

4.9.4 Move to Digital Approvals and E-Signatures – Phase 1, Policy and Process

Action: To further support remote working and increase the overall efficiency of approval processes, LTC should develop a policy regarding the acceptance of e-signatures and digital approvals. Today, there are very few business or legal reasons to compel the use of “wet ink signatures” – it just makes sense to leverage digital approval processes to the greatest degree possible.

This project has been proposed in prioritized phases. This first phase should focus on policy and process development through the review and prioritization of all the various processes that could be converted to digital approvals/e-signatures. Currently, there is a staff project being planned to undertake a review of all the forms used across the organization. This may be a good opportunity to also review signature and approval requirements.

Outcome: Position LTC (through policy, process and education) to accept digital approvals and e-signatures as a standard business practice.

4.9.5 Move to Digital Approvals and E-signatures – Phase 2, Implement Technology Platform

Action: Explore use of M365 platform and associated workflow capabilities with respect to automating digital approvals. If required, procure and implement an electronic signatures solution (e.g. DocuSign, Notarius).

Outcome: Eliminate lag time with respect to requiring “wet ink” signatures, create a digital record and allow tracking of pending approvals, automate related workflows and greatly enhance the user experience.

4.9.6 Adopt an Information Classification Model

Action: LTC adopted an Information Management Strategy that lays out a solid IM direction for the organization. It provides high -level details with respect to the information lifecycle, access, retention and disposal, formatting and privacy protection. The policy is contextualized around current practices (adopted in 2018) and proposes the need for an Electronic File Management system along with the development of “Record Classification Structure and Retention Schedule policy”. There currently is governance in place to support IM decision-making (CAO + Manager, Corporate Services) and manage user group access.

Prior to developing a retention schedule, LTC should adopt an Information Classification Model to better define the sensitivity of information regularly managed throughout (and beyond) the organization. This classification exercise does not need to be complicated. It could begin with a half day, simply by brainstorming and using standard corporate reporting materials as reference tools to understand datasets and establish sensitivity thresholds.

The figure below is a basic Information Classification Model that should be considered for adoption at LTC. There are various industry models that are far more detailed categorically, but the intention here is to start small focusing only on the information that is most commonly received/created, accessed, processed and shared.

IM is a vast area and can easily overwhelm organizations. The target is to make slow and steady incremental progress.

- **Category 1 – Public:** Information that may be freely disclosed to the public (e.g., public websites, published research).
- **Category 2 – Internal Only:** Internal information not meant for public disclosure (e.g., business records, emails).

- **Category 3 – Confidential:** Sensitive information that, if compromised, could negatively affect operations (e.g., deidentified data, intellectual property).
- **Category 4 – Restricted:** Highly sensitive corporate information that, if compromised, could put the organization at financial risk or legal risk (e.g., protected health information).



Figure 4: Proposed Information Classification Model

Outcome: By undertaking this work, it will help to build an information list that represents the data most commonly managed and shared by staff. This will help to provide an understanding of organizational information assets and better equip LTC in building out a full retention schedule in the future.

4.10 Business Solutions

4.10.1 Improve Sage – Phase 1, A/R and Purchasing Automation

Action: Sage was a big step forward but still requires further refinement. This first phase should focus on the automation of A/R and purchase orders.

Outcome: Further leveraging this solution will reduce time spent on manual processes, extracting data and should eliminate the need to input data into multiple systems.

4.10.2 Improve Sage – Phase 2, Integration with Payroll

Action: This phase of the project should focus on integration with Ceridian Payroll.

Outcome: Integration with payroll will eliminate the timely manual intervention currently needed to repopulate data from Sage into Ceridean.

4.10.3 Procure and Implement a Work and Asset Management Solution

Action: Currently, Microsoft SharePoint has been adapted to automate small portions of Work and Asset Management. Given the resources available at LTC, this process is not sustainable over time.

An enterprise Work and Asset Management solution will provide a standard set of tools to support lifecycle and maintenance management, workflow management, data collection and reporting, etc. It will also greatly assist in compliance with the related provisions of the [O Reg 588/17 Asset Management Planning for Municipal Infrastructure](#).

A future system requires an integration with GIS and Sage to be most effective and will likely need to be implemented across several phases.

Outcome: Using an enterprise solution to manage Work and Asset Management will help to streamline business processes, reduce time spent on administration of manual flows, enhance the organization's ability to use data to make decisions and adjust work, improve the asset lifecycle program with more accurate and timely information and better track progress of work in relation to service expectations/commitments.

4.10.4 Expand Human Resource Information System (HRIS) and Human Capital Management Capabilities

Action: Currently, HRdownloads is utilized to deliver and record some training offered to staff and to support the employee orientation process. Employee records are stored on a network drive – which makes nearly every aspect of HR an administrative burden.

At minimum, LTC needs a system to digitize people records along with a plan to continue to leverage solutions to digitize HR work (and, ideally, create self-service opportunities for staff). Given current use and available capabilities, both HRdownloads and Ceridian should be considered as potential solutions moving forward.

Outcome: An HCM system will increase efficiency in all aspects of managing staff, help drive insights through data, offer self-service opportunities and improve information access and reporting.

4.10.5 Adopt Planning and Permitting System and Move to Online Permitting

Action: Currently, a mix of paper records and data contained in Microsoft SharePoint are used to support property -related matters. Esri GIS likely presents the best solution to be defined as the single source of truth for land and property information at LTC. That said, further investigation needs to be undertaken as part of building requirements for a future system.

Currently, the permitting process is almost entirely manual and requires users to complete an online form that is then emailed to staff who then must source information from paper records and through SharePoint. Digitizing this process from the user back to a Planning Management and Permitting solution should be a primary focus.

Outcome: A Planning and Permitting solution will provide access to a reliable single source of truth for property information in support of various work activities.

It will save significant time by automating workflows and providing automatic notifications to help track applications through the process as well as create a digital historical record related to each property. It will also meet user expectations for online self-service and create efficiencies by avoiding a back and forth between staff and applicants with respect to required information.

4.11 Remote and Field Work

4.11.1 Expand Access to Modern, Mobile Tools for All Staff

Action: A full needs assessment into mobility requirements of staff is well overdue and LTC should conduct such an assessment. The Technology Lifecycle Replacement Plan should be revised to ensure that these needs are expressed through the capital budget. As most staff (70%) are already using their own devices, consideration should likely extend to formalizing a Bring Your Own Device (BYOD) program with a stipend and support model.

The [Managed Service Provider](#) should be engaged on this project and should be reviewed as a component of service delivery through contract negotiations. This work will require engagement from all areas within the business to assess each group's mobility needs and should be coordinated through the [Technology Governance Group](#) (TGG).

Outcome: Proper mobile tools will make work easier and improve access to information by allowing staff to work digitally in the field. These tools will save time and frustration and will also improve processing times by automating work that can be done on a mobile device.

4.11.2 Improve Field Communications

Action: LTC has a responsibility to ensure the safety of field workers by equipping them with the necessary tools.

Currently, staff who work in remote areas to perform conservation and/or assessment work, are using their own tools or none at all. Effective field communications for LTC will rely on more accurate mobile GPS devices, satellite messaging capabilities, as well as the potential use of two-way radios. An assessment must be completed to determine how many devices are needed to support operations and how they can easily be accessed by staff.

Outcome: Having the right tools in the field will ensure staff have communication and navigation options while in remote areas with poor cellular coverage. Field communications will also expedite information -sharing with headquarters as well as improve route planning and maintenance activity schedules.

4.12 GIS and Data

4.12.1 Develop a GIS Work Plan

Action: GIS is a massive opportunity area for LTC. ArcGIS tools are affordable through the Conservation Ontario shared agreement and there is a strong practitioner community through other conservation authorities and municipal partners. LTC has delivered a number of GIS products and services (e.g., story boards, web maps, etc.) that could be good templates for future projects.

The largest opportunity with GIS is the enablement of digitized field work. Nearly all the work being done in the field is manual and paper--based. This creates additional burdens for administrative staff and risk of error as they then need to transpose this information into other solutions or spreadsheets. It was noted that there are currently backlogs of information to transpose, which in some cases, can create liabilities for LTC (e.g., unsafe and unreported trail conditions).

Digitized data collection also improves asset and case management by creating an historical record of maintenance activities undertaken. It can all but eliminate the existing lag of information “caught in the middle” between collection and processing. Moreover, sharing GIS data with active user groups can empower them to help enrich data holdings and identify/report issues they may come across.

An annualized work plan is required for all GIS project work. The [GIS Specialist](#) should engage staff and build a work plan that represents LTC requirements. This work plan should be prioritized and approved by the [TGG](#).

Regular project reporting should take place at the TGG to track the overall performance of projects against the work plan. Work plan items should extend from departments and be prioritized by TGG to ensure adequate capacity and funding are in place to support the work.

Outcome: Strategic adoption will allow LTC to solve the biggest problems that have the greatest impact first and continue to solution work in a priority order. This will also help to more accurately manage the required 30% allocation of the GIS Specialist in support of the DWSP area.

4.12.2 Move to ArcGIS Online

Action: Currently, ArcGIS and ArcGIS Pro (supported by local file servers) is the main delivery mechanism for GIS products and services. Moving to ArcGIS Online is a logical next step to realize the many benefits of a Cloud-based platform and help to democratize access to GIS services. Strategic GIS today focuses on creating geospatial products and services that can be easily accessed and used by staff in their day-to-day-- work.

ArcGIS Online is easily scalable, available on-demand and eliminates any need to support back-end infrastructure. Esri's push to ArcGIS Online helped to further curate an already -strong community of practitioners that are actively working together to improve products for all users via the Cloud platform. LTC will need to work with the [Managed Service Provider](#) and, perhaps an Esri partner directly, in order to develop a high -level roadmap for migration to ArcGIS Online.

Outcome: A move to ArcGIS Online will improve collaboration among staff, external stakeholders and the public, provide remote access to products/services through a web browser via any device, and eliminate the need to provision and manage local storage for geodatabases (which is currently an issue).

As noted previously, Cloud solutions make the most sense for LTC as it tends to focus staff time on utilizing tools rather than building and implementing them.

4.12.3 Develop GeoHub and Open Data

Action: LTC should leverage ArcGIS Online to develop a GeoHub and Open Data repository (e.g., [Brampton](#), [Kitchener](#), [Cambridge](#), [Huntsville](#)) to improve transparency and establish a more dynamic way for users to access information, learn about an organization and its work as well as plan and schedule activities.

Open Data catalogues are becoming a simple by-product of GIS and Data work. For many smaller organizations, an Open Data catalogue serves as *the* central data repository for the organization and, in many cases, is utilized more by staff than external users. Continued consolidation on the ArcGIS Online platform by public sector agencies has made it easier to federate, improve and share geospatial information more broadly.

This should be included on the GIS work plan and managed through the TGG.

Outcome: A GeoHub and Open Data catalogue will facilitate better collaboration with stakeholders, refine and enrich data holdings, and serve as a useful repository of information for LTC. Geospatial data is not just for maps. Modern utilization of GIS data helps organizations tell stories, provide learning opportunities and engage users through more modern and dynamic web interfaces.

4.13 Online Services

4.13.1 Implement a Corporate Point-of-Sale (POS)

Action: Currently, Payfirma is being used to support some online payments and donations. A further review is required to determine whether this service can be expanded to support other online payments (e.g., native plant sales, permit fees, other donations, etc.) as well as in-person transactions onsite or at hosted events/workshops. Careful consideration should be given to a POS system that can be integrated with Sage and support payments through the web (and future online store).

Outcome: Defining a corporate POS system provides a standard that all can adhere to when taking payments. The goal should be to eliminate (or nearly eliminate) the need for any cash-handling practices to take place. Portable POS terminals can be acquired and used for in-person events and would share the same POS system used to support online transactions.

4.13.2 Implement an Online Store

Action: Although some payments are taken via the LTC website, there are many others (e.g., native plants, memberships, merchandise, donations, gift cards, events, etc.) that could most optimally be sold through a dedicated online store.

Online stores provide a one-stop-shop for customers/users to purchase goods and services online, 24/7 from anywhere.

Outcome: An online store will help to meet customer/user expectations and streamline online payment processes that should enhance donation collections and revenue opportunities.

4.13.3 Create Self-Service Opportunities Online

Action: Online services will save time and money for LTC as well as meet the expectations of users. Transactions such as registration, booking and applications are most efficiently managed through the web.

This project should be managed in conjunction with (or relate directly to) the implementation of a corporate POS and will likely require working with Snap 360 to develop and/or unlock these capabilities via website development.

Online services are optimized by complete end-to-end digitization from point of data collection through to the back-end system which manages the associated workflows. In LTC's case, there are very few business solutions in place, however, online services via the web will still help the organization move away from hard copies and PDFs (which are unliked by most users) to instead provide editable web forms that can then be automated to send emails to administrative staff with tasks to complete.

Again, end-to-end digital transformation is the ultimate goal to consider when implementing systems like Planning and Permitting as well as Work and Asset Management as this completely eliminates any manual intervention required to transpose information into multiple systems and/or spreadsheets. That said, in the interim, converting existing data collection processes to online services that people use every day will make their experiences easier and more enjoyable.

Outcome: Online services have quickly become the *de facto* standard for most transactions today and will meet the majority of customer/user expectations by providing online 24/7 services. They reduce administrative time in scheduling meetings, manually booking and registering users, and processing payments.

Although LTC will need to wait until business systems are in place to support end-to-end digital transformation, standardizing and improving online services will ultimately lead to less friction for users and staff.

4.14 Infrastructure, Security and Cloud

4.14.1 Implement Starlink

Action: At the time of writing this Report, LTC has already worked with an external partner to implement, test and launch Starlink exponentially increasing the amount of bandwidth available to staff. This was a “cork in the bottle” for LTC in that little else could be accomplished prior to overcoming the connectivity issues. Initial tests indicate that bandwidth has improved, on average, from 2-4Mbps to over 100Mbps (download).

Outcome: Along with regular capacity and network utilization monitoring, this solution should provide more than sufficient bandwidth and internet connectivity to support operations as well as a full move to the Cloud.

4.14.2 Adopt a Cloud-Preferred Model and Policy

Action: LTC needs to develop a Cloud-Preferred Model and policy to help evaluate and strategize Cloud adoption.

The policy should identify Cloud as the preferred option when implementing new solutions. It should also cover organizational standards that need to be met by prospective solutions (such as potential integration points), clarify data access and ownership as well as information security.

Cloud products and services require ongoing subscriptions that will shift the required funding from capital to operating budgets. This can be a challenging transition for many organizations to make. That said, aside from a few requirements for on -premise infrastructure (e.g., WISKI / SODA data processing), nearly every LTC workflow could be completed through SaaS. This includes platforms as a service (PaaS) like M365 and infrastructure as a service (IaaS) like networking and data storage/replication.

A simple checklist should be developed to support the Cloud policy. This will help the organization apply the necessary scrutiny when determining the suitability of Cloud solutions.

Outcome: In most cases, Cloud platforms should be the preferred model for LTC as they are often pay-as-you-go, highly -scalable and do not require back-end development and maintenance to support. Cloud solutions also automatically update which allows users to access any new features and services of the solution as soon as they are released.

4.14.3 Move Telephony to Soft Phones

Action: Determine feasibility of leveraging M365 (Teams) and enhanced mobility tools to move away from a dedicated telephone system in support of unified communications, soft phones, and mobility.

Outcome: This move will eliminate traditional telephony infrastructure and the associated costs as well as better integrate communication and collaboration into the productivity tools currently being used by staff.

4.14.4 Develop a Business Continuity and Disaster Recovery Plan

Action: LTC requires a Business Continuity and Disaster Recovery (BCDR) Plan to ensure that key operations can continue in light of major disruptions. An MSP (or external support) should be engaged to help with this process, however, given easy access to other similar plans (either municipal or other conservation authorities) a large component can likely be completed in-house.

Outcome: This work not only can be used in the event of a major disruption, but it also requires LTC to fully consider what solutions and data are most critical to support key operational processes.

4.15 IT Services and Support Model

4.15.1 Engage a Third-Party Managed Service Provider to Manage and Support Core IT Infrastructure

Action: LTC needs to retain ongoing third-party support from an external MSP. This is a critical recommendation to ensure that the organization can provide and sustain a stable technology environment.

LTC does not currently have the required skillset or capacity to manage its internal server and network infrastructure and nor should it. Today, these are simple services that can be purchased from service providers who have the necessary capabilities and experience.

The areas to consider in this transition are:

- IT Service Management (help desk).
- Device management/support (mobile device management (MDM), procurement, deployment, etc.).
- Database management and backups.

- Information security.
- Network planning and support.
- Capacity management.

An MSP should be an important partner for LTC. One that should strengthen over time as the MSP gets to better understand the organization and how it functions. The key to these relationships is active participation from both sides. Far too often organizations will retain the services of an MSP, but not proactively work with them to improve and modernize their technology capabilities.

This should *not* be a passive relationship. It will require a clear point person for LTC to serve as the MSP's direct point of contact (see the [Hire an IT Coordinator](#) section). Regular meetings and collaboration around future needs and work plans are required to ensure that the contract is providing value for money and ongoing performance tracking should be conducted at TGG to hold the MSP accountable.

Outcome: An external service provider will assume most of the back-end IT infrastructure and support functions on behalf of LTC. Finding the right outside partner will free up staff time, provide the expertise necessary to not only sustain operations but to continuously improve.

4.15.2 Hire an IT Coordinator

Action: LTC requires an IT Coordinator who is responsible for providing vision and leadership for the development and implementation of information technology initiatives. This would be a new position for LTC. The IT Coordinator will work alongside third-party technology vendors and service providers as a single point of contact to support the technology needs of the organization.

An updated Functional IT Management Model for the desired state (shown in the figure below) shows which elements should be managed by LTC ("Internal"), managed by the MSP or external service provider ("External") or managed through a partnership between the two.

The IT Coordinator will work closely with business leaders to understand their requirements and help broker solutions from outside contractors. This position is responsible for the overall provision of IT support to the organization (mostly through the MSP) along with the strategic management of the technology environment, both in terms of network and computing infrastructure, as well as in relation to business solutions and end-point tools.

The IT Coordinator will facilitate and support technology governance at LTC (TGG) as well as execute the proposed work plan. This position will play an integral role in developing the capabilities of staff by ensuring they are engaged, well-informed and trained when necessary. An IT Coordinator will focus on building internal and external relationships to continuously improve the way staff utilize technology to make their jobs easier and deliver more value to stakeholders.

The LTC should begin this work by validating the [IT Coordinator job description](#) and evaluating the position salary range, followed by recruitment and onboarding.

Outcome: Technology products and services will be streamlined and consolidated through a centralized position, reporting to the Manager of Corporate Services. An enhanced level of support will be provided to departments by better understanding their processes and routing needs back to the TGG for organization-level strategic planning.

The IT Coordinator position is accountable for:

- Orchestrating IT support and solution modernization (by engaging and collaborating with staff).
- Supporting TGG.
- Management of the technology work plan and budget (both to be outcome-focused and approved through TGG).
- Vendor and relationship management with external service providers, municipalities, and other conservation authorities (CAs) with respect to the provision of technology.
- Working in conjunction with the GIS Specialist and GIS work plan (with consideration to the allocation and funding model supporting DWSP).
- Providing onsite technical support/work through MSP to oversee ITSM metrics and performance.
- Developing policies, procedures, and standards relative to technology (approved through TGG).
- Analyzing and managing risk through work plan development.

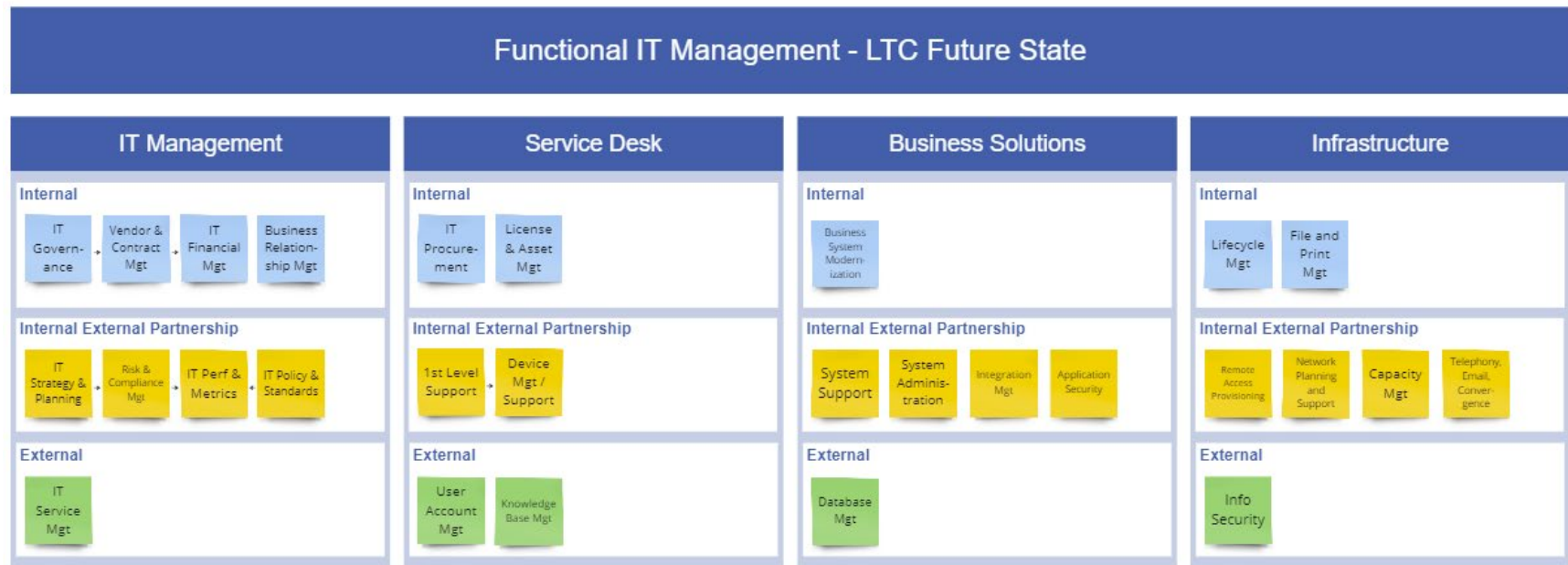


Figure 5: LTC's Future State – Functional IT Management

4.15.3 Transition GIS / IT Specialist to Full Time GIS Specialist

Action: LTC requires more time and attention dedicated to GIS as a platform to support operations. Currently, this role is pulled in too many directions and must dedicate a substantive amount of time supporting IT infrastructure and service management. This leaves far too little time to develop and deliver on a GIS work plan geared toward digitization, improving data layers and empowering data collection and mapping in the field.

Outcome: LTC is ripe with opportunities to fully leverage GIS and Data to vastly improve operational, analytical and service capabilities.

Further development (and a move to ArcGIS Online), will make work more efficient for staff and provide a myriad of new data to better support analytics and decision -making. An annual GIS work plan should be developed and managed through the TGG to ensure that the highest priorities are in focus and fully supported/funded, etc.

4.16 Oversight and Execution

4.16.1 Constitute a Technology Governance Group

Applying a wide lens on technology ensures that the best decisions are being made for the organization.

Governance helps address and balance the need to invest with the pace of technological change. Centralizing this oversight with direct linkages to each business area will help LTC answer several critically important questions:

- How do we align our technology planning to LTC goals?
- How much should we spend on technology?
- What projects deliver the most ROI?
- How do we identify, prioritize, and mitigate risk?
- How are the IT and GIS work plans progressing?
- How are our technology vendors and service providers delivering on their commitments?
- How can we collaborate and share services with partners and stakeholders?

The [*Control Objectives for Information and Related Technologies \(COBIT\)*](#) is an industry framework published by the *Information Systems Audit and Control Association (ISACA)*. It provides a useful definition to support the various elements associated with strategic technology governance.

The model is shown in the figure below to help illustrate high-level focus areas for the TGG. Each element is explained in more detail below.

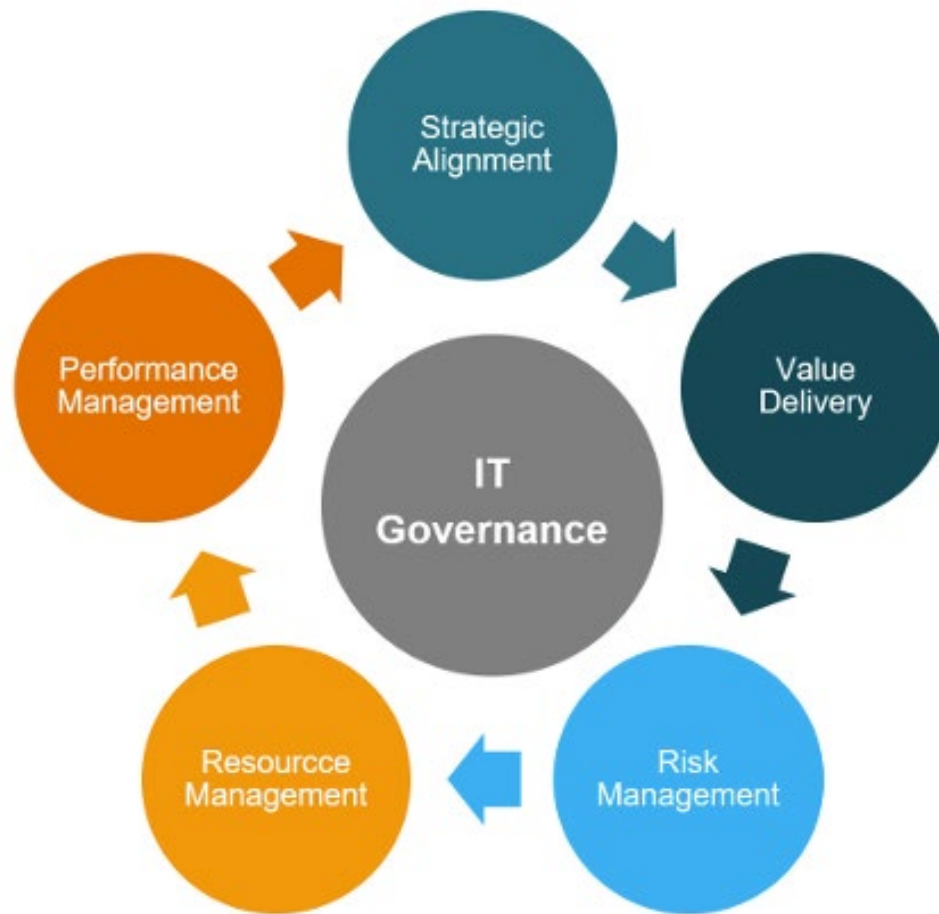


Figure 6: ISACA COBIT IT Governance Framework

Strategic Alignment

The strength of the linkages between the organization's overall vision, mission and values has a direct relationship on compliance, meeting targets and value generation. Creating IT strategic alignment ensures projects and processes are synchronized in such a way that they support the ongoing success of the organization.

The organizational objectives of LTC should ultimately drive technology planning. The value that IT delivers should be aligned directly with the values on which the business is focused.

Value Delivery

Value delivery focuses on maintaining and increasing value derived from existing investments and eliminating initiatives and assets that are not creating sufficient value.

The basic principle of IT value is to deliver fit-for-purpose services and solutions, on time and within budget. Through TGG, LTC must be clear on the value of each technology decision made in order to properly track intended ROI.

Risk Management

Risk Management entails addressing the business risk associated with the use, ownership, operation, involvement, influence and adoption of technology within the organization. IT business risk consists of technology incidents and events that could potentially impact the overall business of LTC.

While value delivery focuses on the *creation* of value, risk management focuses on the *preservation* of value.

Resource Management

Resource management ensures that an integrated, economical IT infrastructure is provided, new technology is introduced as required by the business, and obsolete solutions and tools are updated or replaced.

It is important to recognize people, in addition to hardware and software, by focusing on providing training, promoting retention, and looking for opportunities to empower technology -savvy staff within the organization.

Performance Management

Performance management represents a general term for measuring all activities and resources consumed that lead toward achieving strategic outcomes. It expresses how well the governance and management systems (as well as the IT operations of the organization) function, and how they can be improved. TGG should be responsible for ensuring adequate performance of both internal and external service providers, vendors and contractors.

Action: LTC has an IM governance group in place to help support decision -making in relation to information management. This group should be expanded, and its mandate broadened, to oversee *all* technology matters for LTC.

This *Technology Governance Group (TGG)* will ultimately be responsible for approving the annual IT Work Plan, making funding and investment decisions, managing resource allocation and monitoring performance of service providers. The TGG is also responsible for communication and engagement with staff to ensure their voices are heard and their technology needs are considered in the strategic planning process.

Given the proposed future staff complement, the composition of TGG should include the CAO, Manager of Corporate Services, IT Coordinator, GIS Specialist and one member from a business unit that could be rotated from time to time. This group will not make decisions about technology in isolation – ideas, needs and requests from business areas should be brought forward for consideration, ideally using the proposed intake process provided for in the [Project Intake and Prioritization](#) appendix. The IT Coordinator should be responsible for working with LTC staff to develop agendas, minutes and provide the TGG with adequate material to easily make decisions or give direction.

Technology governance is a discipline that must evolve over time. The key is to keep it simple – to not get overburdened by process and procedure. Conversations based on organizational issues and opportunities *are* the most important thing.

A proposed [Terms of Reference](#) is provided in Appendix 4 for consideration. This is simply a draft for reference which can be edited to further fit the context at hand.

Outcome: TGG will provide a decision-making forum to apply corporate standards and policies and ensure staff have the training and technology they need to do their everyday work. Technology projects, operations and funding are tracked and vetted through a corporate lens prior to seeking approval from the Board.

4.16.2 Provide Technology Training to Staff

Action: Currently, there is little -to -no technology training available for staff. This renders the current set of tools much less effective as staff are using them “in their own way”.

Many staff are using their own solutions or free Cloud tools to complete their work. Targeted training should be provided to correspond with the release of new software and/or in relation to the ongoing digitization of work processes. There are many iterations of Learning Management Systems SaaS that could be procured to allow staff the opportunity to self-serve and learn when they need or are able to.

Although a training plan should prioritize the delivery of training based on staff need, it’s likely the focus should be on M365 and associated tools (Teams, in particular), Sage, and GIS.

Outcome: Adequate training will standardize use and help to leverage the untapped potential of current solutions. It will also lead to time and resource efficiencies as staff are currently using work time to learn the systems themselves or adopt their own.

Corporate information and data will be enhanced when staff are better equipped to utilize solutions to create and share them.

5.0 LTC IT Work Plan (2023 – 2027)

5.1 Year 1: 2023 Recommendations

Report ID	Theme	Action	Quick Win?	Size (S, M, L)	Ext. Support	Approx. OpEx	Approx. CapEx
4.14.1	Infrastructure, Security, and Cloud	Implement Starlink (<i>In Progress</i>)	Y	S		\$300	\$5,000
4.16.1	Oversight and Execution	Constitute Technology Governance Group (TGG)	Y	S	Y	N/A	N/A

5.2 Year 2: 2024 Recommendations

Report ID	Theme	Action	Quick Win?	Size (S, M, L)	Ext. Support	Approx. OpEx	Approx. CapEx
4.15.1	IT Services and Support Model	Engage a Third-Party Managed Service Provider to Manage and Support Core IT Infrastructure		M		\$35,000	N/A
4.15.2	IT Services and Support Model	Hire IT Coordinator		M		\$80,000	\$7,500
4.15.7	IT Services and Support Model	Transition GIS / IT Specialist to Full Time GIS Specialist		M		N/A	N/A
4.12.1	GIS and Data	Develop GIS Work Plan		S		N/A	N/A
4.11.1	Remote and Field Work	Expand Access to Modern, Mobile Tools for All Staff	Y	M	Y	N/A	N/A
4.14.2	Infrastructure, Security, and Cloud	Adopt a Cloud Preferred Model	Y	S		N/A	N/A
4.9.1	IM and Collaboration	Move to M365 – Phase 1, Exchange, and Email to the Cloud		L		\$1,500	\$5,000
4.9.2	IM and Collaboration	Move to M365 – Phase 2, Teams Re-implementation		L		N/A	N/A

5.3 Year 3: 2025 Recommendations

Report ID	Theme	Action	Quick Win?	Size (S, M, L)	Ext. Support	Approx. OpEx	Approx. CapEx
4.16.2	Oversight and Execution	Provide Technology Training to Staff		M		\$6,300	N/A
4.13.1	Online Services	Implement a Corporate POS		M		\$1,500	\$800
4.10.1	Business Solutions	Improve Sage – Phase 1		L	Y	TBD	\$4,500
4.10.2	Business Solutions	Improve Sage – Phase 2		L	Y	TBD	\$1,500
4.11.2	Remote and Field Work	Improve Field Communications		S		N/A	\$10,000
4.9.4	IM and Collaboration	Move to E-signatures and Digital Approvals – Phase 1, Policy, and Process	Y	S		N/A	N/A
4.9.5	IM and Collaboration	Move to E-signatures and Digital Approvals – Phase 2, Implement Technology	Y	S		\$1,260	N/A
4.12.2	GIS and Data	Move to ArcGIS Online		L		TBD	N/A
4.9.6	IM and Collaboration	Adopt an Information Classification Model	Y	S		N/A	N/A
4.13.2	Online Services	Implement an Online Store	Y	M		\$1,200	\$2,500

5.4 Year 4: 2026 Recommendations

Report ID	Theme	Action	Quick Win?	Size (S, M, L)	Ext. Support	Approx. OpEx	Approx. CapEx
4.10.3	Business Solutions	Procure and Implement Work and Asset Management Solution		L	Y	\$5,000	\$30,000
4.9.3	IM and Collaboration	Move to M365 – Phase 3, Leverage M365 to Support RIM		L		\$1,200	\$8,500
4.10.4	Business Solutions	Expand Human Resource Information System (HRIS) and Human Capital Management (HCM) Capabilities		L		\$2,000	\$5,000
4.12.3	GIS and Data	Develop GeoHub and Open Data		L		N/A	N/A
4.14.3	Infrastructure, Security, and Cloud	Move Telephony to Soft Phones		M		TBD	\$6,200

5.5 Year 5: 2027 Recommendations

Report ID	Theme	Action	Quick Win?	Size (S, M, L)	Ext. Support	Approx. OpEx	Approx. CapEx
4.10.5	Business Solutions	Adopt Planning Permitting System and Move to Online Permitting		L	Y	\$5,000	\$30,000
4.14.4	Infrastructure, Security, and Cloud	Develop Business Continuity and Disaster Recovery Plan		M	Y	N/A	N/A
4.13.3	Online Services	Create Self-Service Opportunities Online	Y	M		N/A	\$5,500

Annual Operating	\$140,260
5 Year Capital	\$122,000

6.0 Conclusion and Summary of Key Recommendations

This report recommends 27 actions for the LTC to complete over the course of the next 5 years.

This is not all the work that *could* be done, but we feel it certainly is the work that *needs* to be done. As noted earlier, an appreciation for the organization's overall funding capacity has been built into these recommendations and considered when sequencing the proposed work. We feel that this work plan will significantly improve operations and lead to a much higher utilization of resources across the organization. It will enhance the overall quality of work and more closely meet user expectations of services.

The following is a summary of key actions and recommendations designed to unlock value and support change at LTC:

- Constitute a Technology Governance Group (TGG) to coordinate and align technology decision-making, priorities, and efforts more effectively.
- Create and recruit an IT Coordinator role to provide leadership, coordination, enhance technology management and ensure the organization fully utilizes technology.
- Retain an external IT Managed Service Provider to support IT infrastructure and networking needs, deliver help desk support services, manage procurement and licensing in addition to supporting some project work.
- Refocus existing GIS/IT Specialist to become a full time GIS Specialist – develop clear GIS strategy and work plan in alignment with overall IT program.
- Adopt cloud solutions as a preferred model and move to M365 to fully support remote collaboration, communication, and information sharing.
- Equip staff with up-to-date devices (laptops, desktops) and field staff with mobility tools to improve communication and safety in the field.
- Improve and expand Finance and HR systems and implement improved business solutions for planning and permitting as well as work and asset management.

By considering the various recommendations in this IT & Operations Review and delivering on the proposed 5-year workplan, the LTC will exponentially grow its capabilities to make work easier and more efficient for staff, improve the user experiences and mitigate future risk. It so this work will require additional investment in technology above current levels. That said, these investments will radically transform the current state leading to a more modern approach to service delivery and operations in general. This, in turn, will lead to a more connected and engaged workforce with more time to focus on LTC's central mission to protect land, water and living things by working with and inspiring others.

Appendix 1: Glossary of Terms

Term	Explanation
AODA	Accessibility for Ontarians with Disabilities Act – A law that sets out a process for developing and enforcing accessibility standards
AP	Accounts Payable – Invoice processing and payment
AR	Accounts Receivable – Invoice issuance and payment processing
ArcGIS	A family of client software, server software and online geographic information system (GIS) services developed and maintained by Esri, used to make maps, analyze data, and share and collaborate
AVL	Automated Vehicle Location – GPS-based tracking of vehicles
Back-Office	An office or department where work is carried out to support the business of an organization, rather than being customer-facing
BCDR	Business Continuity Disaster Recovery
BCP	Business Continuity Plan – A document that outlines how a business will continue operating during an unplanned disruption in service
BI	Business Intelligence – Refers to technologies, applications and practices for the collection, integration, analysis, and reporting of business information, and is designed to support better business decision-making
BYOD	Bring Your Own Device – A move toward staff using their own devices in place of municipal -provided devices
Canva	Website design / photo editing software

Term	Explanation
CAO	Chief Administrative Officer
CapEx	Capital Expenditure
Ceridian	Online employee payroll software
Cloud	A term used for IT infrastructure and services located outside of the corporate network and accessed over the Internet
CMMS	Computerized Maintenance Management System – Work Management System
COBIT	Control Objectives for information and Related Technologies
CRM	Customer Relationship Management – A generic system for case management that can be used for handling customer enquiries (<i>Note that the C in CRM is used differently in many orgs – Citizen, Client, Customer, and Constituent</i>).
Data	Information in an electronic form that can be stored and used by a compute, typically collected to be examined and considered and used to inform and help decision-making
Dayforce HCM	A SaaS Solution for payroll, benefits, workforce management, human resources, talent management, document management, and analytics
Digital	Refers to a mindset, mode of operating, and delivery of services that takes advantage of modern technologies (web, app, social, mobile, data). These deliver improved experiences, business efficiencies and insights
Digital First	Engineering, architecture, platform, technology, content, experience, culture – all striving to reimagine and reset outdated business practices and conduct business in an online “anywhere, anytime” manner that takes full advantage of burgeoning technologies
Digitized	The automation of manual and paper-based processes, enabled by the digitization of information and workflows, moving from an analogue (often paper-based) process to a computerized process

Term	Explanation
DR	Disaster Recovery – A set of policies, procedures and practices that are designed to assist an organization recover from a significant IT failure
DWSP	Drinking Water Safety Protection
EA	Enterprise Architecture – A design/blueprint, processes, and associated standards for the technology environment
ECM	Enterprise Content Management – A system designed to provide enterprise-wide document and records management capabilities
EDRM / EDRMS	Electronic Document and Records Management System
ELA	Enterprise License Agreement
End-to-end	A process that takes a system or service from beginning to end and delivers a complete functional solution, usually without needing to obtain anything from a third party
ERP	Enterprise Resource Planning – A system that is designed to address business requirements across the whole organization
Esri or ESRI	International supplier of geographic information system software, web GIS and geodatabase management applications
Geodatabase	A database designed to store, query, and manipulate geographic information and spatial data
GeoHub	A website for discovering and downloading geospatial data
Geomatics	The methods and technologies used to collect, distribute, store, analyze, process, and present geographic data
GIS	Geographical Information Systems – Systems designed to capture and report on all types of geographical data, including spatial data

Term	Explanation
GL	General Ledger
Good Service / Good Service Standard	A “good service” is comprised of small component pieces joined together through data or user experience to form a seamless user journey that helps a user do the thing they set out to do – from start to finish
HCM	Human Capital Management – A corporate-wide system for managing the workforce and workforce management processes such as employee records, payroll, etc.
HR	Human Resources
HRdownloads	Supports businesses and HR professionals with onboarding
HRIS	Human Resource Information System – Corporate wide system for managing the human resource management processes such as employee records, training certifications, etc.
IaaS	Infrastructure as a Service – a type of cloud computing service that offers essential compute, storage, and networking resources on demand, on a pay-as-you-go basis
IM	Information Management - the appropriate and optimized capture, storage, retrieval, and use of information.
IoT	Internet of Things – Broad term used to describe internet (or network) connected devices, sensors, and controls
IP	Internet Protocol
ISACA	Information Systems Audit and Control Association
IT	Information Technology
ITSM	Information Technology Service Management – The standards and processes used to define how IT delivers services

Term	Explanation
LMS	Learning Management System – A digital learning environment that manages all aspects of a company's various training efforts
M365 (formerly Office 365 or O365)	Microsoft Cloud-based office productivity suite which includes email and calendar, messaging, collaboration, and office suite
MDM	Mobile Device Management – the management of remote devices.
MSP	Managed Service Provider – IT outsource provider
TM	Technology Model – Perry Group's generalized architecture used for assessing technology environments
MVP	Minimum Viable Product – The simplest, smallest solution that can be delivered to start to address the business requirement
Open Data	Structured data that is machine-readable, freely-shared, accessible, exploitable, editable, used, shared, and built on without restrictions, for any purpose
OpEx	Operating Expenditure
PaaS	Platform as a Service – A complete development and deployment environment in the Cloud, with resources that enable you to deliver everything from simple Cloud-based apps to sophisticated, Cloud-enabled enterprise applications
Payfirma	A multi-channel payment platform for mobile, e-commerce and in-store payments
PM	Project Manager – Someone who has responsibility for planning, procuring, and executing a project, in any undertaking that has a defined scope, defined start and defined finish

Term	Explanation
POS	Point of Sale (or point of purchase) is the time and place at which a retail transaction is completed. At the point of sale, the merchant calculates the amount owed by the customer, indicates that amount, may prepare an invoice for the customer, and indicates the options for the customer to make payment
RIM	Records and Information Management
ROI	Return on Investment – A performance measure used to evaluate the efficiency or profitability of an investment
SaaS	Software as a Service – A way of delivering applications over the Internet – as a service, instead of installing and maintaining software
Sage 50	Software used to manage the various aspects of running businesses of all sizes in various industries.
SLA	Service Level Agreement – Documented target levels of service (e.g., response and resolution timelines for incidents)
SMT	Senior Management Team
SODA	Software platform used to control and monitor acquisition and distribution
SOP	Standard Operating Procedure – Guidelines as to how to complete a procedure
SP	SharePoint - a proprietary, web-based collaborative platform that integrates natively with Microsoft 365; a secure place to store, organize, share, and access information from any device via a web browser.
Starlink	Satellite internet
TCO	Total Cost of Ownership

Term	Explanation
Teams	Communication platform developed by Microsoft, as part of the Microsoft 365 family of products, offering workspace chat and videoconferencing, file storage, and application integration
Technology	A short form for Information Technology (IT), it is the use of computers and computing systems to store, retrieve, transmit, process, and manipulate data or information
TGG	Technology Governance Group
TM	Technology Model
TOR	Terms of Reference – the purpose and structures of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal; show how the object in question will be defined, developed, and verified
VPN	Virtual Private Network – A secure method for connecting remotely to technology resources; used by remote workers and partners

Appendix 2: IT Coordinator Job Description

Description

The LTC requires an IT Coordinator who is responsible for providing vision and leadership for the development and implementation of information technology initiatives.

This would be a new position for LTC who will work alongside third-party technology vendors and service providers as a single point-of-contact to support the technology needs of the organization.

The IT Coordinator will work closely with business leaders to understand their requirements and help “broker” solutions from outside contractors. The IT Coordinator will facilitate and support technology governance at LTC (TGG) as well as execute the approved five-year Strategic Plan.

This position will play an integral role in developing internal and external capabilities, centralizing the overall function as well as managing relationships in order to continuously improve the way staff utilize technology to make their jobs easier and to achieve better outcomes.

Responsibilities

- Work with the MSP and external service providers to manage all day-to-day activities to support technology adoption, use and improvement.
- Accountable for gathering requirements, working with businesses leaders on procurement and contract development for technology vendors as well as actively supporting the implementation and evolution of business solutions.
- Responsible for managing relationships with third-party solution providers, vendors and other contracted resources to support and optimize LTC’s technology environment (e.g., infrastructure architecture, network and telephony, integrations and data, business solutions and tools, etc.)
- Analyze the costs, value and risks of technology investments and make appropriate recommendations to TGG.
- Develop IT policies, procedures and best practices to minimize risk and best leverage technology investments.
- Work through the TGG governance framework to set objectives and strategies and align technology work objectives to meet corporate strategies and business goals.

- Attend and provide leadership for TGG, ensuring that LTC is set up to properly make corporate decisions around technology and with the best information possible.
- Work with departments and business units to understand their business operations and make technology recommendations to help optimize strategic benefits and business value.
- Manage delivery and execution from all external technology vendors and service providers to meet the prioritized needs of the organization.
- Responsible for managing the full lifecycle of technology hardware and software for LTC.
- Work through TGG to develop the necessary policies and procedures to better facilitate decision -making around technology and ensure that the technology environment is built to be sustainable over time.
- Act as a linkage and “broker” for end users, helping them to identify possible technology solutions and options, including scaling out/better utilizing existing tools.
- Work with the MSP in monitoring and troubleshooting network performance, data utilization and cybersecurity.
- Directly work through TGG and alongside business leaders to ensure that technology solutions continue to keep pace with changing needs and business processes.
- Prepare, present, monitor and evaluate annual capital and operating budgets for all corporate technology and telephony via TGG, senior management and the Board.
- Establish service level goals and monitor against approved financial targets and report through TGG.
- Manage capital projects/programs including work assigned to others (contracts, etc.).
- Keep current with trends, issues and opportunities for CAs in relation to use of technology, working with peers, municipal partners, and others to create shared value partnerships.
- Ensure compliance with all regulations, standards and policies related to information technology and work to mobilize knowledge in these areas across the organization.
- Other duties as assigned to support the organization.

Suggested Qualifications and Experience

- Post-secondary degree in Computer Science, Computer Engineering, Information Systems, Business Management or related discipline with an IT focus.

- Five years or more experience, ideally within a public sector IT environment.
- An action-oriented team builder, coach and mentor who is supportive of colleagues and embraces a collaborative approach to challenges.
- Sound planning, project management, partnership development, analytical, budget and financial management.
- Strong interpersonal and communication skills (written, oral, report writing, presentations, electronic, web based, social, etc.) to serve as LTC's technology ambassador.
- Demonstrated ability to plan strategically, direct and translate complex technology concepts to align the organization around central goals and objectives.

Appendix 3: Project Intake and Prioritization

A formal project intake and business case process will help staff develop ideas into viable projects. Having this defined process will assist in asking the right questions, at the right times to help decide on how to proceed with project requests (if at all).

The Filtering Process

In short, there needs to be a filtering process to help stage gate- the entire process from project inception to execution. Such a process will bring greater clarity to decision making- with respect to developing work plans and making technology investments.

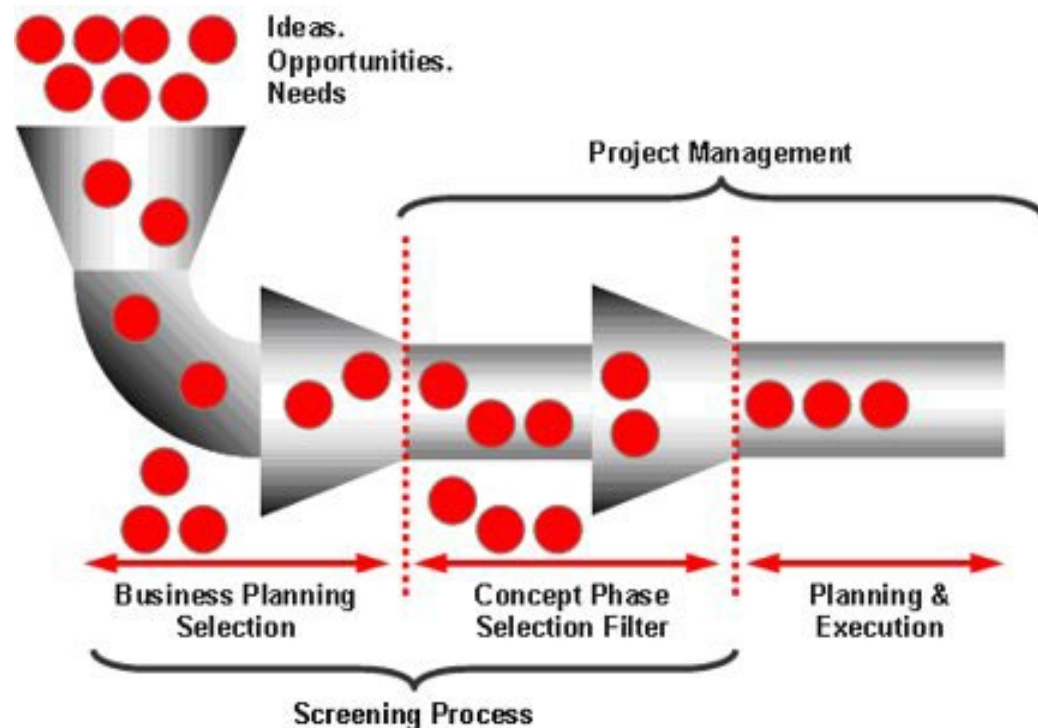


Figure 7: Sample Prioritization Model: Ideas to Execution

The above figure – Ideas to Execution Prioritization Model – illustrates the filtering and decision points to occur with respect to each process. The screening process looks to filter ideas, opportunities and needs from the business into worthy concepts that could be considered for conversion into full projects.

The screening process and project management will overlap depending on what is needed to take an initiative from concept through to planning and execution. This allows for more detail to be developed in response to questions asked by the business and TGG and/or the Board which helps to save a lot of front-end work around developing a business case that may not be the best fit according to priorities or the overall work plan.

LTC should adopt a project intake and business case process that uses documentation to support the process of ideation through to defining project particulars. Ideally, this process is led by business leaders and service owners but facilitated by the IT Coordinator. Accountability should be determined at the outset of ideation.

The Idea Form

This process can start with the adoption of an Idea Form that departments can use to capture elements of problems or opportunities in their areas that may be improved through use of technology. These documents can be co-developed between the business and IT, which would help avoid too much work being done on a project prior to understanding whether it is actually feasible (or affordable).

Idea Form			
Idea:	Dept/Div:	Business Owner:	Date:
 Problem Opportunity		 Desired Business Outcome	
<ul style="list-style-type: none"> Explain the business problem / opportunity that needs to be solved in one sentence 		<ul style="list-style-type: none"> What are your desired business outcomes? 	
 Next Steps			
<ul style="list-style-type: none"> What are the next steps? Effort / duration to next steps? Are there any known time constraints 			

Figure 8: Sample Technology Business Case Idea Form

The Idea Form (a sample of which is shown above) would also establish accountability for the idea (people + departments) as well as define the next steps that need to be accomplished. Collaboration is a key consideration for technology projects as resource impacts often extend beyond the originating department and IT.

The Concept Form

Once an understanding has been reached, then further development can be done to build a conceptual model to further assess feasibility and determine how effective the idea would be at bridging the gap between current state and future state.

Use of a Concept Form (shown below) can help to document this distinction and ensure that the people and process are being considered along with the Technology Layer.








Concept Form			
Concept:	Dept/Div:	Business Owner:	Date:
 Problem Opportunity		 Desired Business Outcome	
<ul style="list-style-type: none"> Explain the business problem / opportunity that needs to be solved in one sentence 		<ul style="list-style-type: none"> What are your desired business outcomes? 	
 Current State / Context		 Future State	
<ul style="list-style-type: none"> Explain the current state in which problem / opportunity exists Provide evidence to support the business problem / opportunity 		<ul style="list-style-type: none"> Describe the future state in terms of business capabilities required 	
 Root Cause		 Next Steps	
<ul style="list-style-type: none"> Why does the problem or opportunity exist? 		<ul style="list-style-type: none"> What are the next steps? Effort / duration to next steps? Are there any known time constraints? 	
 Commissioner Sign Off			

Figure 9: Sample Technology Business Case Concept Form

The Proposal Form

If moving forward from the concept stage, staff could then work through staff user groups (if applicable) to provide further scope to form a project proposal (as shown in the figure below). Proposals should be signed off by the respective business leader to formalize their commitment to providing resources and budget necessary to execute on the project.

At this point, there should be enough information surrounding a project that it would help TGG prioritize and rank prospective projects. The ability to do this in a standardized way across all technology project proposals would help determine what can be accomplished and when.

Project Proposal Form				
Project:	Dept/Div:	Business Owner:	Date:	Type: Run / Grow / Transform
Problem Opportunity		Desired Business Outcome		
<ul style="list-style-type: none"> Explain the business problem / opportunity that needs to be solved in one sentence 		<ul style="list-style-type: none"> What are your desired business outcomes? 		
Current State / Context		Future State		
<ul style="list-style-type: none"> Explain the current state in which problem / opportunity exists Provide evidence to support the business problem / opportunity 		<ul style="list-style-type: none"> Describe the future state in terms of business capabilities required 		
Proposed Solution(s)		Budget Impact		
<ul style="list-style-type: none"> What is the proposed solution approach? 		Capital	Operating	
Options		Benefits and Measures		
<ul style="list-style-type: none"> What options were considered? 		<ul style="list-style-type: none"> What business benefits will be achieved? How will they be measured? 		
Resource Impacts		Proposal Rating / Ranking		
Business Unit	IT	Importance	Urgency	Total
Commissioner Sign Off				

Figure 10: Sample Technology Business Project Proposal Form

Even if projects are deferred through a prioritization process, the Project Proposal Form will remain a useful reference point to better understand problems and opportunities that could be re-initiated when resources are made available. As such, proposals could be included as part of the Corporate Technology Work Plan, if only for tracking and reference purposes.

Establish a Project Prioritization Process

There will always be more technology work than can be accomplished by LTC. Even with optimal use of internal and external resources, prioritization is the key to ensuring that both funding and organizational capacity are in place to support the technology work plan.

Currently, there is a lack of understanding across the organization with respect to projects underway as well as those to be considered for the future. There is currently no mechanism to assess which are most important to the overarching goals of LTC. As such, a project prioritization process should be established to help guide TGG and LTC in making these decisions.

There are almost too many options to consider when developing prioritization criterion, including the use of allocating scoring to project proposals. As a result, it may be wise to start with a more simplified approach and mature over time what works best.

The following sample prioritization model can be used to group projects into four quadrants to assess level of **Risk**, **Cost**, **Value**, and **Effort** (RCVE). Although these scoring factors are high-level, they can still help to populate projects categorically, further indicating whether they should be avoided, investigated, or prioritized.

Once each initiative is evaluated, ranked, and placed on the RCVE, it should help to make decisions about which to implement and where it should be positioned on the work plan:

- **Quadrant 1:** These issues should be **avoided** since they have high risk and cost, plus low value.
- **Quadrant 2:** These issues you may want to **consider** in the future as other more important ones are implemented first. Consider these a second phase since they may be low level enablers for other more important things to get done.
- **Quadrant 3:** These issues should be **prioritized** to get implemented since they have high value and effort but low cost and risk.
- **Quadrant 4:** These issues are high in all four decision criteria but should be **investigated** since the payback in time and effort may be substantial to the organization.

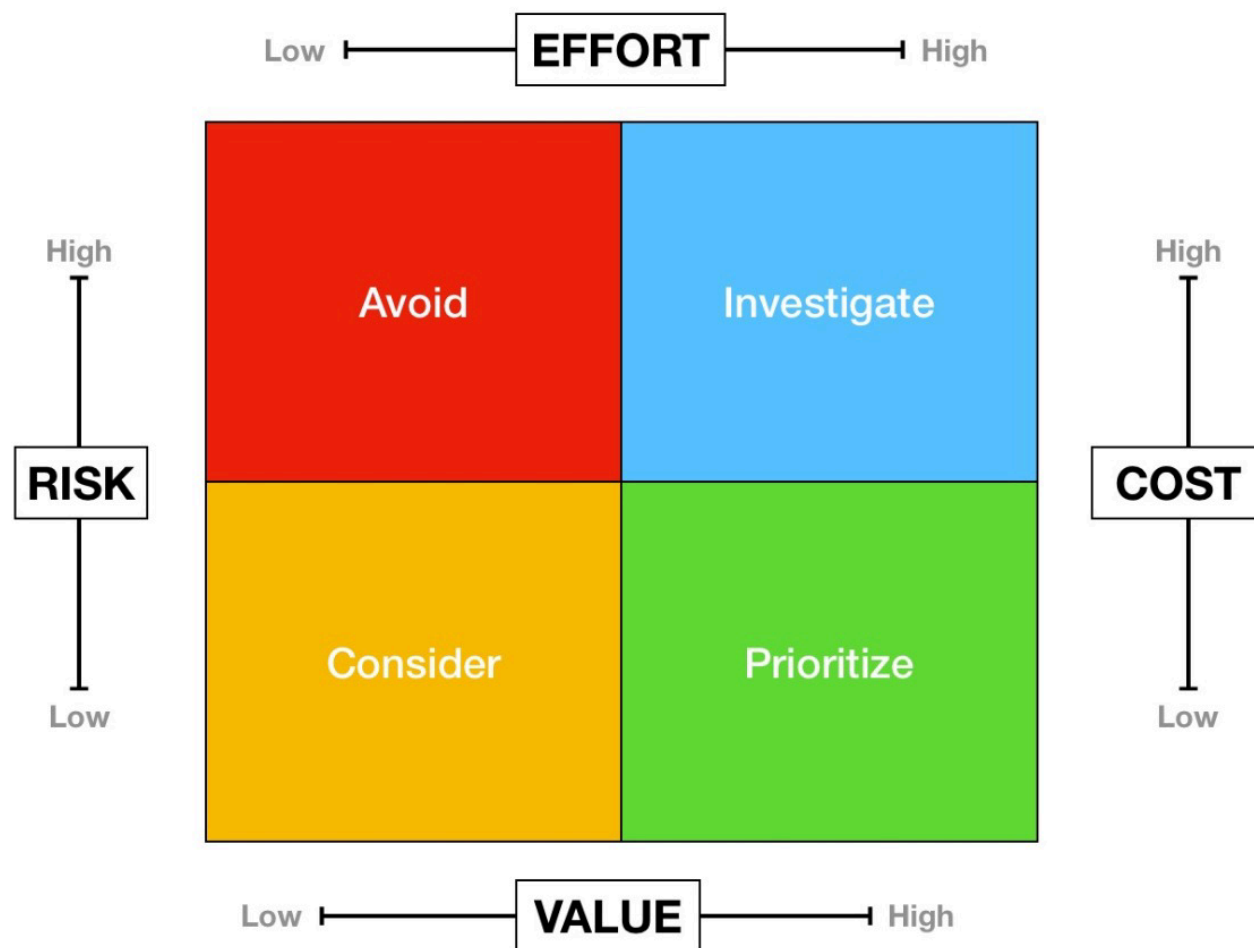


Figure 11: Sample RCVE Prioritization Model

Again, prioritization tools range from the most simplistic to highly complex. What will be important for LTC initially, will be to utilize some criterion to both quantitatively and qualitatively assess which projects should be approved and where they should be sequenced on the technology work plan.

Appendix 4: Suggested TGG Terms of Reference

Mandate

The TGG is responsible for defining strategic directions for corporate technology based on organizational and Board priorities. This group will guide IT funding and evaluations as well as be accountable for making technology planning and investment decisions.

The TGG is designed to promote a collaborative and transparent approach to delivering on an annual IT Work Plan, recognizing the shared responsibility for successfully leveraging technology.

The TGG will be responsible for setting expectations, adopting policies and standards as well as monitoring IT service delivery. Aside from technology, this group will also be responsible for decision -making with respect to IM, ensuring that there are solutions and capabilities in place to better leverage data as an asset for LTC.

Duties and Responsibilities

- Owns and manages the LTC IT Work Plan.
- Agrees and endorses the criteria for evaluation of technology projects.
- Develops annual IT capital priorities and budget.
- Provides oversight for the IT Portfolio (projects, assets, resources).
- Approves the annual IT Work Plan and approves significant changes to the work plan throughout the year.
- Approves new IT investments and monitors ROI.
- Conducts IT policy review, approval, and endorsement.
- Conducts technical standards review and ratification.

Meetings

1.5-hour meetings up to eight times per year.

Suggested Agenda for Meetings

1. Welcome / Intros / Regrets.
2. Review / Approve Previous Meeting Minutes.
3. Review / Update Action List.
4. Project Portfolio Review.
5. New Initiatives / Priority Changes.
6. Management Action Items.
7. Policy Updates.
8. Training, Education and Learning.
9. Industry Trends (e.g., what are other CAs doing?)
10. Other Business.

Membership

SMT must approve membership and changes to the membership of the TGG, and may determine that membership changes are required, from time-to-time, to ensure adequate representation.

Proposed membership to commence with TGG is as follows:

1. CAO, **Chair**.
2. Manager of Corporate Services.
3. IT Coordinator.
4. GIS Specialist.
5. Business Representative.

Logistical Notes

- Meetings should be pre-scheduled into a regular timeslot and booked in members' calendars for the year.
- A quorum should be established when at least three members can be present.
- Agendas and supporting meeting materials should be circulated three business days ahead of the meeting.
- Meeting minutes will be recorded and distributed no less than three business days after the meeting.
- Meeting agendas and minutes will be posted and accessible to all staff.
- Previous meeting minutes will be reviewed at the subsequent meeting.
- An action list will be maintained for review at each subsequent meeting.

Produced by



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Our reports are designed to meet accessibility guidelines, and we strive for accessibility and inclusivity.

~ ~ Trademarks acknowledged ~ ~

**Lower Trent Conservation
PAYMENTS LOG - SEPTEMBER 2023**

CHEQUE # / EFT #	PAYEE	DETAILS	AMOUNT
	Staff Payroll	Sep/23 Payroll Period Aug 19 - Sep 15	126,965.75
67553816	OMERS	Sep/23 Pension Contributions	22,574.06
67553783	Workplace Safety Insurance Board	Sep/23 WSIB Premium	4,190.46
67553745	Jani-King of Eastern	Sep/23 Cleaning - Admin and Workshop	1,268.99
67568905	CIBC VISA	Sep/23 Statement	4,378.51
67553831	Sun Life Assurance	Oct/23 Group Benefits Premium	7,842.92
16166	B. Godden	TGCA Restoration Project - Art Work	1,128.23
16167	Kingston Online Services	Replacement cheque #16023 - Jun 16/23	452.00
16168	Alarm Systems	Annual Security/Fire Monitoring - Admin Bldg	339.00
16169	Bill's Johns	Monthly Privy rentals - CA Lands	847.50
16170	City of Quinte West	Monthly Water/Wastewater - Workshop	76.76
16171	Cormier Autopro - Obsentia	Vehicle maintenance - Ram	82.60
16172	The Glen Road Organics Ltd	TGCA Restoration Project - Soil analysis	180.80
16173	Hoskin Scientific Limited	Equip - Provincial Ground Water Monitoring	844.11
16174	Jewell Engineering	FHIMP Project - Butler, Cold, Mayhew, Rawdon	32,160.20
16175	OT Group - DCB Business Systems Group Inc	Monthly Photocopier Usage Services	253.66
16176	Purolator Inc.	Courier Services	12.19
16177	Reilly's Awards & Embroidery	PPE - 17 Safety Vests - LTC Logo	614.53
16178	Staples Commercial	Office Supplies	407.11
16179	Trenton Home Hardware Building Centre	Building/Janitorial supplies & materials	476.77
16180	Waste Management of Canada Corporation	Monthly Waste Services - Conservation Lands	93.32
16181	Battlefield Equipment Rentals	Fence Silt	49.25
16182	Cogeco Connexion Inc.	Monthly Internet Services - Workshop	90.34
16183	Pitney Bowes Leasing	Jul-Sep/23 Postage meter lease	99.53
16184	Telizon Inc	Monthly Telephone Lines	468.81
16185	A. Judd	FO Tree Planting Project - refund	398.76
16186	W. Barnum	FO Tree Planting Project - refund	689.25
16187	G. Comeau	Staff Reimbursement - Travel	33.38
16188	C. McLeod	Staff Reimbursement - Clothing/Uniform	50.84
16189	Battlefield Equipment Rentals	Equipment supplies/materials	22.05
16190	Bell Mobility Inc.	Monthly Cellular Phones - Service	448.34
16191	Brighton Springs	Water Supply - Admin Bldg	37.00
16192	D.M. Wills Associates Limited	FHIMP Project - Colborne Creek ON22-016	4,570.29
16193	Enbridge - Uniongas	Monthly Utilities - Admin & Workshop	59.77
16194	Free Flow Petroleum	Monthly Vehicle and Equipment Fuel	2,490.37
16195	Hydro One Networks Inc.	Monthly Utilities - Admin & Workshop	698.04
16196	Janbar Electric Ltd.	Electrical service - Admin Building	169.50
16197	KGS Group	FHIMP Project - Trent River ON22-026	12,109.07
16198	Nesda Technologies Ltd.	BQRAP - Oct-Dec/23 email	40.61
16199	Perry Group Consulting Ltd.	IT and Operations Review - Aug/23 Services	836.20
16200	K. Stephens	Staff Reimbursement - office supplies	37.04
16201	D&M Plumbing Heating & Refrigeration	Service - Admin Bldg	180.80
16202	JKN Consulting	FHIMP Project - Project Management	5,000.00
16203	City of Belleville	BQRAP - Meeting	134.47
16204	PitneyWorks	Postage replenished	1,145.00
16205	Caduceon Enterprises Inc.	Water analysis	1,504.17
16206	Brighton Springs	Water Supply - Admin Bldg	55.50
16207	Cormier Autopro - Obsentia	Vehicle maintenance - Silverado & Rogue	185.15
16208	Hydro One Networks Inc.	Monthly Utilities - GLCC	80.20
16209	Jewell Engineering	FHIMP Project - Butler, Cold, Mayhew, Rawdon	25,898.30
16210	R. Bateman	Staff Reimbursement - Travel	42.12

**Lower Trent Conservation
PAYMENTS LOG - SEPTEMBER 2023**

CHEQUE # / EFT #	PAYEE	DETAILS	AMOUNT
16211	A. Anastasio	Staff Reimbursement - 2023 OPPI membership	640.49
16212	Purolator Inc.	Courier Services	5.25
16213	M. Narini	Staff Reimbursement - Travel	232.96
16214	Eastern Overhead Doors Ltd	Garage doors service - Admin Bldg	<u>437.88</u>
Total of Payments September 2023			<u><u>264,130.20</u></u>

2023 LTC FINANCIAL REPORT - Q3								
CATEGORY 1 - MANDATORY	EXPENDITURES	2023 BUDGET		ACTUAL SEP 30/23	BUDGET TO ACTUAL VARIANCE		% of Budget	
	NATURAL HAZARD MGMT							
	Staffing	\$	494,936	\$	411,384	\$	83,552	83%
	Operating	\$	139,502	\$	113,032	\$	26,470	81%
	Capital	\$	5,000	\$	4,980	\$	20	100%
	PROV WATER QUALITY-QUANTITY MONITORING							
	Staffing	\$	10,112	\$	16,215	-\$	6,103	160%
	Operating	\$	-	\$	-	\$	-	
	Capital	\$	3,000	\$	-	\$	3,000	
	LOCAL/REGIONAL DRINKING WATER SOURCE PROTECTION							
Staffing	\$	321,972	\$	228,381	\$	93,591	71%	
Operating	\$	66,310	\$	49,093	\$	17,217	74%	
CORE WATERSHED-BASED RESOURCE MGMT STRATEGY								
Staffing	\$	36,768	\$	15,000	\$	21,768	41%	
Operating	\$	-	\$	-	\$	-		
CA LANDS AND AREAS								
Staffing	\$	232,646	\$	219,197	\$	13,449	94%	
Operating	\$	114,365	\$	144,425	-\$	30,060	126%	
Capital	\$	50,000	\$	44,238	\$	5,762		
ENABLING SERVICES								
Staffing	\$	518,422	\$	386,383	\$	132,039	75%	
Operating	\$	244,870	\$	145,820	\$	99,050	60%	
Capital	\$	52,000	\$	19,360	\$	32,640	37%	
TOTAL EXPENDITURES CAT 1 =		\$	2,289,903	\$	1,797,508	\$	492,395	78%
INCOME								
		2023 BUDGET		ACTUAL SEP 30/23	2022 - 2023 VARIANCE			
Provincial Funds	\$	68,831	\$	68,831	\$	-	100%	
Federal Funds	\$	9,672	\$	-	\$	9,672	0%	
Municipal - General Levies	\$	1,063,266	\$	1,007,209	\$	56,057	95%	
Municipal - Capital Levies	\$	98,105	\$	91,639	\$	6,466	93%	
Municipal - Rebates/Recoveries	\$	26,286	\$	22,167	\$	4,119	84%	
Legal inquiries / Permit Fees	\$	200,000	\$	137,343	\$	62,658	69%	
Plan Review Fees	\$	-	\$	95,240	-\$	95,240		
CL Fees and Leases Income	\$	31,653	\$	21,226	\$	10,428	67%	
Administered Programs	\$	216,104	\$	162,739	\$	53,365	75%	
DW Source Protection	\$	388,282	\$	277,474	\$	110,808	71%	
Miscellaneous Revenue	\$	10,000	\$	77,928	-\$	67,928		
Donations / Grants	\$	-	\$	90,506	-\$	90,506		
Surplus or Reserves	\$	177,704			\$	177,704	0%	
TOTAL INCOME CAT 1 =		\$	2,289,903	\$	2,052,301	\$	237,602	90%

2023 LTC FINANCIAL REPORT - Q3										
		EXPENDITURES		2023 BUDGET		ACTUAL SEP 30/23		2022 - 2023 VARIANCE		
CATEGORY 2 - NON-MANDATORY	PLANNING AND INFRASTRUCTURE									
		Staffing	\$	165,009	\$	-	\$	165,009	0%	
		Operating	\$	-	\$	-	\$	-		
	LOCAL WATER QUALITY MONITORING									
		Staffing	\$	25,136	\$	30,115	-\$	4,979	120%	
		Operating	\$	21,099	\$	12,708	\$	8,391	60%	
	LOCAL RISK MGMT PART IV & EDUCATION SP									
		Staffing	\$	103,665	\$	78,722	\$	24,943	76%	
		Operating	\$	18,455	\$	13,857	\$	4,598	75%	
	CA LANDS AND AREAS									
		Staffing	\$	-	\$	-	\$	-		
		Operating	\$	-	\$	-	\$	-		
		Capital	\$	-	\$	-	\$	-		
			TOTAL EXPENDITURES CAT 2 =	\$	333,365	\$	135,402	\$	197,962	41%
			INCOME		2023 BUDGET		ACTUAL SEP 30/23		2022 - 2023 VARIANCE	
			Provincial Funds	\$	-	\$	-	\$	-	
			Federal Funds	\$	9,672	\$	5,620	\$	4,052	58%
			Municipal - General Levy	\$	15,010	\$	-	\$	15,010	
		Municipal - SP Agreements	\$	122,120	\$	92,579	\$	29,541	76%	
		Plan Review Fees	\$	150,000	\$	-	\$	150,000		
		Miscellaneous Revenue	\$	-	\$	-	\$	-		
		Surplus or Reserves	\$	36,563	\$	37,203	-\$	640		
		TOTAL INCOME CAT 2 =	\$	333,365	\$	135,402	\$	197,963	41%	

2023 LTC FINANCIAL REPORT - Q3

CATEGORY 3 - SPECIAL PROJECTS	EXPENDITURES	2023 BUDGET		ACTUAL SEP 30/23		2022 - 2023 VARIANCE			
	YOUTH EDUCATION								
	Staffing	\$	72,118	\$	51,773	\$	20,345	72%	
	Operating	\$	20,000	\$	6,591	\$	13,409	33%	
	COMMUNITY OUTREACH/STWRD								
	Staffing	\$	-	\$	21,654	-\$	21,654		
	Operating	\$	25,000	\$	72,363	-\$	47,363	376%	
	TOTAL EXPENDITURES CAT 3 =		\$	117,118	\$	152,381	-\$	35,263	130%
	INCOME	2023 BUDGET		ACTUAL SEP 30/23		2022 - 2023 VARIANCE			
	Provincial Funds	\$	-	\$	-	\$	-		
Federal Funds	\$	4,836	\$	4,340	\$	496	90%		
Stewardship-Outreach Funds	\$	25,000	\$	94,017	-\$	69,017	376%		
Youth Education Funds	\$	87,282	\$	54,024	\$	33,258	62%		
TOTAL INCOME CAT 3 =		\$	117,118	\$	152,381	-\$	35,263	130%	
TOTAL LTC EXPENSES									
		\$	2,740,386	\$	2,085,291	\$	655,094	76%	
TOTAL INCOME									
		\$	2,740,386	\$	2,340,083	\$	400,302	85%	
NET BALANCE				\$	254,792				
Municipal General Levy									
		\$	1,078,276	\$	1,007,209	\$	71,067	93%	
Municipal Capital Levy									
		\$	98,105	\$	91,639	\$	6,466	93%	
Total Municipal Levies									
		\$	1,176,381	\$	1,098,848	\$	77,533	93%	
Wages & Benefits									
		\$	1,980,784	\$	1,458,824	\$	521,960	74%	
Operating									
		\$	649,602	\$	557,889	\$	91,713	86%	
Operating Total									
		\$	2,630,386	\$	2,016,713	\$	613,673	77%	
Capital Total									
		\$	110,000	\$	68,578	\$	41,422	62%	
		\$	2,740,386	\$	2,085,291	\$	655,095		

Summary of Permits Approved by Staff
ONTARIO REGULATION 163/06 - Development, Interference with Wetlands and Alterations to Shorelines & Watercourses
 Prepared by: Gage Comeau, Manager, Watershed Management, Planning & Regulations
 For Period: August 31, 2023 to October 2, 2023



Permit #	Municipality	Ward	Geographic Township	Concession	Lot	Street Address	Regulated Area	Permitted Activity
P-22-046	Quinte West	Trenton	Murray	1	1	129 Front Street	Trent River Floodplain (allowance)	to construct and install a recreational trail and walking path
P-22-054	Quinte West	Trenton	Murray	1	1	135 Front Street	Trent River Floodplain (allowance)	to construct and install a recreational trail and walking path
P-22-055	Quinte West	Trenton	Murray	1	1	139 Front Street	Trent River Floodplain (allowance)	to construct and install a recreational trail and walking path
P-22-056	Quinte West	Trenton	Murray	1	1	151 Front Street	Trent River Floodplain (allowance)	to construct and install a recreational trail and walking path
P-22-364	Trent Hills	Seymour	Seymour	13	2	255 Muskie Mile Lane	Trent River Floodplain	to construct a 24.53 m ² (22' by 12') addition
P-23-019	Brighton	Brighton Township	Presqu'île	Presqu'île	Presqu'île	142 Bayshore Road	Lake Ontario Flood and Erosion Hazards (allowance)	to demolish and reconstruct the dwelling structure and replace the septic system
P-23-172	Trent Hills	Seymour	Seymour	14	6	82 D Centennial Lane	Trent River Floodplain	to conduct shoreline restoration and landscape works by removing and replacing the existing shoreline concrete wall with limestone
P-23-183	Alnwick/Haldimand	Alnwick	Alnwick	7	20	1026 Merrill Road	Rice Lake Flood Hazard (allowance)	to conduct landscaping and regrade the existing driveway
P-23-289	Centre Hastings	Huntingdon	Huntingdon	9	11/12	326 Crookston Road	Crookston Marsh PSW (allowance)	To construct a control structure and berm measuring approx 1.8 m in width and 1.1 m in height.
P-23-191	Centre Hastings	Huntingdon	Huntingdon	9	12	85 Thompson Rd	Crookston Marsh PSW (allowance)	Construction of an approximately 163.8 Sq m dwelling, septic system and driveway.
P-23-193	Trent Hills	Seymour	Seymour	14	6	81 Wight Island Road	Trent River Floodplain	to construct an approximately 111 m ² detached garage
P-23-197	Brighton	Brighton Town	Murray	C	35	147 Cedar Street	Presqu'île Bay Marsh PSW (allowance); Lake Ontario Flood hazard	Construct an approximately 15.6 Sq m enclosed structure with an approximately 11.1 Sq m covered patio attached.
P-23-208	Quinte West	Sidney	Sidney	8	25	9 Begley Lane	Oak Lake Flood Hazard (allowance)	Demolition of an existing cottage, the reconstruction of an approximately 140 Sq m cottage.
P-23-209	Quinte West	Murray	Murray	1	20	251 Christiani Road	Unevaluated Wetland (allowance)	Construct an entrance usign approx 90 tonnes of B grade gravel, and 90 tonnes of A grade gravel, as well as the construction of a dwelling and septic system.
P-23-210	Brighton	Brighton Township	Murray	8	25	677 County Road 64	Presqu'île Bay Marsh PSW (allowance); Lake Ontario Flood Hazard (allowance)	to construct a single family dwelling, install a septic system and driveway
P-23-214	Brighton	Brighton Township	Murray	C	36	154 Windy Lane	Lake Ontario Flood and Erosion Hazards	to install a landscaped retaining wall to provide erosion protection
P-23-217	Quinte West	Sidney	Sidney	BF	A	8 Denver Court	Unevaluated Wetland (allowance)	Demolish an existing deck and construct an approximately 44.6 Sq m deck.
P-23-218	Alnwick/Haldimand	Haldimand	Haldimand	B	24	130 Kanata Drive	Lake Ontario Tributary Stream Valley (allowance)	to construct a 21' by 20' concrete slab and construct a 21' by 19' shed structure
P-23-222	Cramahe	Cramahe Township	Cramahe	2	16	435 Ventress Road	Lake Ontario Tributary Stream Valley (allowance)	Reconstruct an approximately 65.4 Sq m timber frame building on the existing foundation and an approximately 1.1 Sq m deck
P-23-223	Cramahe	Cramahe Township	Cramahe	3	16	44 Reddick Road	Little Lake Flood Hazard (allowance)	Convert and approximately 70.6 Sq m covered porch area into an addition
P-23-224	Quinte West	Murray	Murray	4	15	48 Fitzgerald Rd	Cold Creek Tributary Stream valley (allowance); Field Verified Wetland (allowance)	Construct an approximately 145.3 Sq m detached garage.
P-23-225	Stirling-Rawdon	Stirling Village	Rawdon	1	11	18 North Street	Rawdon Creek Floodplain (allowance)	to repair and enhance the existing retaining wall
P-23-227	Brighton	Brighton Township	Murray	C	36	116 Bayview lane	Presqu'île Bay Marsh PSW (allowance); Lake Ontario Flood Hazard (allowance)	to replace failing septic system

Summary of Permits Approved by Staff
ONTARIO REGULATION 163/06 - Development, Interference with Wetlands and Alterations to Shorelines & Watercourses
Prepared by: Gage Comeau, Manager, Watershed Management, Planning & Regulations
For Period: August 31, 2023 to October 2, 2023



Permit #	Municipality	Ward	Geographic Township	Concession	Lot	Street Address	Regulated Area	Permitted Activity
P-23-228 (compliance)	Quinte West	Sidney	Sidney	BF	22	Old Highway 2	Bay of Quinte Tributary Stream; Field Verified Wetland (allowance)	revegetation of a 6-metre-wide buffer strip along the watercourse, and for the replacement of an existing culvert and farm crossing.
P-23-229	Brighton	Brighton Town	Cramahe	BF	5	41 Rabbit Road	Presqu'île Bay Marsh PSW (allowance)	to construct a single-family dwelling with two dwelling units, and an accessory structure with one dwelling unit
P-23-235	Quinte West	Sidney	Sidney	2	1	13 Peterson Street	Unevaluated Wetland (allowance)	To replace an existing septic system
P-23-237	Quinte West	Murray	Murray	A	7	Old Hwy 2	York Creek Floodplain (allowance); York Creek Valley (allowance)	to strip topsoil for Phase 1 of Hillside North development
P-23-238	Trent Hills	Seymour	Seymour	14	14	358 Lake Road	Nappan Island Complex PSW (allowance)	to construct an addition and undergo renovations
P-23-240	Quinte West	Murray	Murray	4	10	207 Downs Road	Unevaluated Wetland (allowance)	to replace a (failing) septic system
P-23-244	Cramahe	Cramahe Township	Cramahe	3	16	79 McDonald Road	Little Lake Flood Hazard (allowance)	Replace an existing 7.4 Sq m shed with a new proposed 14.9 Sq m shed.
P-23-249	Centre Hastings	Huntingdon	Huntingdon	10	10	12437 Highway 62	Unevaluated Wetland (allowance)	Installation of approximately 24 metres of NPS 3/4 natural gas pipeline
AMENDMENTS								
P-22-018	Alnwick/Haldimand	Alnwick	Alnwick	7	23	138 Sandy Bay Road	Rice Lake Flood Hazard (allowance)	Original Permit - to demolish cottage and garage, and reconstruct a new residential dwelling structure and septic system. Amended to include the construction of a deck approximately 47m ²
P-23-152	Brighton	Brighton Town	Cramahe	1	3-4	114 B Ontario Street	Butler (Proctor) Creek Floodplain (allowance); Presqu'île Bay Marsh PSW (allowance)	Original Permit - to undergo the placement of fill material, install the underground servicing and utilities, and site grading. Amended to revise and update the servicing and utilities installation plans
P-23-188	Alnwick/Haldimand	Alnwick	Alnwick	6	16	204-68 Robins Road	Rice Lake Flood Hazard (allowance)	Original Permit - to install a new septic system (holding tank). Amended to include minor landscaping and vegetation maintenance



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 2, 2023
To: LTC Board of Directors
Re: Watershed Management, Planning and Regulations UPDATE
Prepared by: Gage Comeau, Manager, Watershed Management, Planning and Regulations

PROPOSED RESOLUTION:

THAT the Watershed Management, Planning and Regulations update be accepted as information.

BY THE NUMBERS:

Here are the numbers for new files and deliverables in 2023 and compared to similar numbers for previous years. Highlighted boxes indicate that 2023 has MORE files to date than previous years.

	# Files for 2023 (as of October 2, 2023)	Dates for Similar Number for Previous Years (Total for Year)			
		2022	2021	2020	2019
Permits	256	Aug 12 (398)	Aug 31 (383)	Sep 25 (351)	Sep 27 (338)
Planning	153	Jun 17 (310)	Jul 22 (259)	Nov 25 (169)	Jul 16 (248)
Complaints	60	Oct 21 (66)	Dec 2 (65)	n/a (56)	n/a (54)
Enforcement	25	May 31 (63)	Jul 7 (45)	Sep 9 (32)	Oct 4 (33)
Online Inquiries	781	n/a (738)	Aug 3 (1132)	n/a (645)	n/a (446)
Legal Requests	47	n/a (36)	Nov 24 (48)	n/a (28)	n/a (33)
Clearance Letters	43	n/a (25)	n/a	n/a	n/a
Site Visits	182	Jul 7 (363)	Aug 18 (282)	n/a (166)	Oct 28 (213)

Legal Cases:

- **ENF-19-010** – Trial completed – decision to be heard on October 30, 2023. Important to note the defendant is looking to appeal the 11(b) charter decision that was decided in April and the appeal will be heard after the results of the Trial.: **ONGOING – No Change**
- **ENF-19-024** –POA Court was set for on trial date on September 25, 2023. Defendant appeared and noted that they wish to resolve the matter voluntarily without a trial. The defendant waived their 11(b) rights and the matter was adjourned for November 27, 2023 where the matter will be resolved. – Status: **ONGOING**
- **ENF-20-028** – Property owner has put forward an appeal against the sentencing decision and fines. The appeal has been scheduled for October 10, 2023. – Status: **ONGOING – No Change**
- **ENF-21-005:** First appearance was set for June 7, 2023 followed by a To Be Spoken To (TBST) date on September 20, 2023 to provide an update on the restoration works. The restoration works have commenced; however, the works were only in the initial stages at the time of the TBST. LTC Staff conducted an inspection on September 22, 2023 and confirmed the works had begun but had not yet satisfied the permit conditions. The courts adjourned the matter to allow for the restoration works to continue and second TBST date was set for October 4, 2023. Reminder that LTC issued the restoration permit on May 12, 2023. Status: **ONGOING**

Watershed Management

- Wetland assessments are still ongoing for this year. Individuals on the wetland assessment list are being contacted to gather permission to enter the lands and complete the assessments as requested. Staff have completed several wetland assessments since the end of May and we are providing the results to proponents once the mapping is completed. It is important to note that the wetland assessment list is closed for the remainder of the year and anyone added to the list will be given first priority next growth season. Wetland assessments will be completed for anyone on the list prior to the closure date.
- The summer monitoring students have successfully completed the Benthic monitoring and Baseflow monitoring programs. Staff are continuing with the Surface Water monitoring programs and are scheduling the fall Provincial Groundwater Monitoring Network (PGMN) sampling for water quality in our monitoring wells. Data analysis will be completed within the next two to three months with our Annual reporting to be completed within the next 4-5 months (pending staff time and receipt of the data from the Provincial lab).

Permitting:

Ongoing Permit files:

- LTC staff are still in discussions with the applicant team for Permits D, E and F for the Hillside Meadows North Subdivision or York Creek Development Area in the City of Quinte West (RP-22-047; RP-22-048 and RP-22-049). Hearing was held on June 9, 2022 where all applications were approved by LTC Board. LTC staff are still waiting for the wetland compensation plan. From the June 9, 2022 Hearing, 5 permits were brought to the Board and 2 of these permits have been issued so far. Status: **ONGOING**

Planning:

- LTC Staff reviewed and commented on 7 Subdivision and Condominium Files in 2023 (new and ongoing).
- LTC Staff reviewed and commented on 15 Planning Act Applications (Severances, Zoning By-law amendments, Official Plan amendments and/or Minor Variances).
- LTC Staff are currently meeting with the Planning departments to ensure LTC are working efficiently with our Municipal partners to ensure timely responses to Planning Act submissions.
- REMINDER - LTC staff are providing free screening services for planning applications to ensure that applicants do not have to pay LTC planning application fees when we would have no comments. Municipal planning departments have been encouraged to circulate ALL planning applications for LTC screening.

Lastly, kind reminder to let your Municipal staff know that LTC is here to assist our Municipal partners where possible. LTC Staff can walk landowners through our permitting process, the planning process and other procedures/processes that may be applicable to their proposal or inquiries. LTC Staff are incredibly knowledgeable and we are here to help the residents of our Watershed.

RECOMMENDATION:

- Staff recommends to the Board of Directors that the Planning and Regulations Update be accepted as information.



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 2, 2023
To: LTC Board of Directors
Re: Flood Forecasting and Warning UPDATE
Prepared by: Gage Comeau, Manager, Watershed Management, Planning and Regulations

PROPOSED RESOLUTION:

THAT the Flood Forecasting and Warning Update be accepted as information.

BY THE NUMBERS:

Here are the number of flood communications issued and compared to the total of number of statements issued in previous.

Table 1. Number of flood communications issued by Staff.

Statements	Flood Communications Issued (as of June 26, 2023)	Total Number for Previous Years				
		2022	2021	2020	2019*	2018
Water Safety	4	2	2	3	8	2
Flood Outlook	8	4	4	5	5	5
Flood Watch	2	0	0	3	6	7
Flood Warning	1	0	0	0	13	0
Total (System)	15	6	6	11	32	14

Summary of Current Conditions

Based on the information collected at the Environment Canada Rain gauge located at CFB Trenton, January to September precipitation data shows that our watershed has experienced higher than average rainfall when compared to the long-term historical averages, with May and September 2023 being an exception (See Table 2 below). The volume of precipitation that was observed at CFB Trenton in September was 5.2mm (Long-term average is 90.1mm). Due to the large volume of precipitation observed in July and August, we have not met the threshold to move into a level 1 low water; however, the lack of rainfall these past few weeks is concerning. Additionally, the streamflow thresholds have not yet been triggered; however, the local creeks and rivers are definitely starting to see the impacts from the lack of rainfall. Two of our stream gauges on Trout Creek and Salt Creek have been experiencing technical issues, so we cannot confirm current conditions for the month of September. We will be continually monitoring the conditions and forecast to provide through updates to our Municipal partners and key stakeholders.

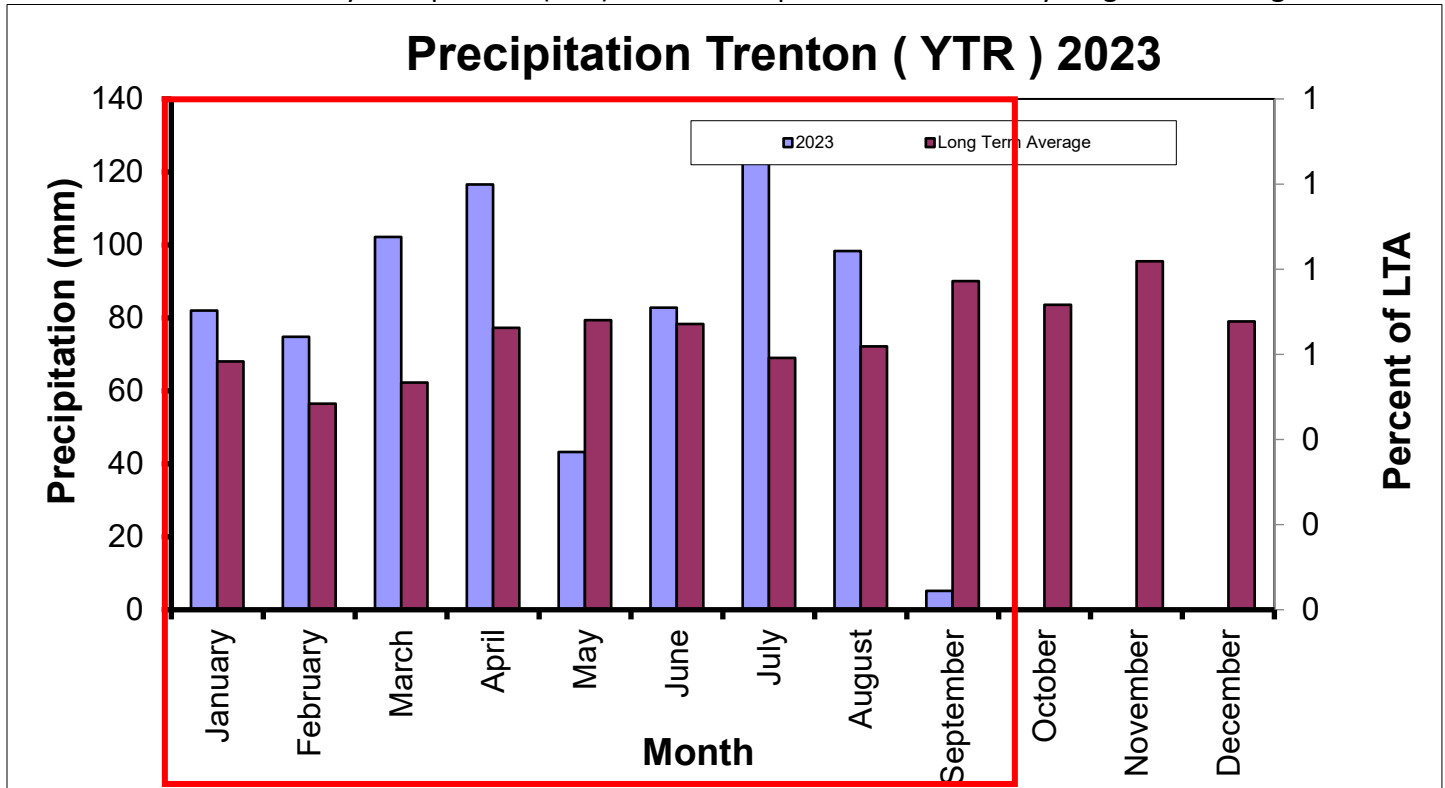
Local Creeks

The local creeks within our watershed are sensitive to local inputs of rainfall and are subject to quick increases and decreases in stream flow. Most of the local creeks see a peak in stream flow conditions within 24-48 hours after a rainfall event. With the lack rainfall over the past few weeks, there is a low-water concern within our watershed. Staff will be continuing to review the conditions and forecast for updates.

Trent River

The Trent River system is experiencing average water levels and flows for this time of year. Owners may experience slight variability in the water levels and flows during peak navigation times.

Table 2. Observed Monthly Precipitation (mm) in 2023 compared to the monthly long-term average.



Lake Ontario

Currently, water levels are slightly above than average for this time of year; however, the water levels are being managed appropriately.

It is important to understand that the water levels on Lake Ontario naturally vary, responding to a variety of factors on a monthly, seasonal and annual basis. Water levels are primarily influenced by natural factors including precipitation, evaporation, winds, runoff from creeks and rivers and inflow from upstream Great Lakes. Lake Ontario typically reaches its seasonal high-water levels in May/June.

RECOMMENDATION:

Staff recommends to the Board of Directors that the Flood Forecasting and Warning Update be received as information.



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 3, 2023
To: Board of Directors
Re: Conservation Lands Update for the period July 1 to September 30, 2023
Prepared by: Chris McLeod, Supervisor, Conservation Lands

PROPOSED RESOLUTION:

THAT the Conservation Lands Update for the period July 1 – September 30, 2023 be received as information.

MAINTENANCE/ACTIVITIES:

The following list of maintenance and activities are items beyond the regular vehicle, building and property maintenance (mowing grass, clearing back brush on trails, garbage collection, cleaning, painting, drinking water sampling and system management at Goodrich-Loomis Centre and main office).

During the Summer of 2023:

- Replaced rotten steps and stained new steps at Kings Mill building
- A full inspection of all trails at all CA properties completed
- Performed maintenance of A/C system at main Office
- Graded parking lots at Goodrich-Loomis and Seymour CAs
- Repaired cedar rail fencing at Proctor Park
- Painted various picnic tables and bridges throughout conservation areas
- Clean up of Goodrich-Loomis Conservation Centre
- Replaced broken boards on wheelchair ramp at picnic shelter at Sager
- Removed remnants from encampments at Green Belt and Seymour CAs
- Removed failed bridge and rebuilt bridge at Goodrich-Loomis on the Beaver Trail
- Fixed washout on trail at Bleasdell Boulder CA
- Cleaned out culverts at Goodrich-Loomis CA
- All trails have been mowed including parking area at Murray Marsh CA
- Water sealed all bridges and water crossing at Proctor Park and Goodrich-Loomis CAs

SPECIAL PROJECTS & PROGRAM IMPROVEMENTS:

- Participated in Volunteer Dog Strangling Vine removal day at Bleasdell Boulder CA
- Removed Dog Strangling Vine seed pods at Sager, Glen Miller, and Green Belt CAs
- Purchased Toyota Tacoma to add to LTC vehicle fleet
- Sanded, repainted, added wildlife guard, and primed shelter at Green Belt CA in preparation for Artist
- Subcontractor sprayed for invasive species at Green Belt and Sager CAs
- Aided in the watering program to establish newly planted wildflowers on Green Belt Restoration project

SPECIAL EVENT PROPERTY RENTALS:

LTC-owned properties and facilities are able to be rented for special activities (weddings, celebration of life, fun run events, large family picnics, Cadet training). The number of special event rental occurrences during this review period:

- Goodrich-Loomis = 4
- Proctor Park = 1

Note: This list does not include regular occurring rentals such as youth groups or day camps or LTC hosted events.

HAZARD TREE REMOVAL:

As per LTC's Hazard Tree Removal Policy, we inspect, document, and remove hazard trees in various LTC-owned properties. All trees (unless otherwise stated) were removed by LTC staff.

- Proctor Park = 9
- Goodrich-Loomis = 46
- Bleasdell Boulder = 12
- 2 additional trees were also removed by Licensed Arborist at Proctor Park CA

CONSERVATION LANDS VANDALISM:

- Damage to the picnic shelter area and the donation box at Sager CA have been repaired

CONSERVATION LANDS ENFORCEMENT:

No Section 29 tickets were issued during this period.



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 2, 2023
To: Board of Directors
Re: Summary of Education and Outreach Events July 1 – September 30, 2023
Prepared by: Anne Anderson, Manager of Community Outreach and Special Projects; Nicholas Reynolds, Environmental Education Technician and Corinne Ross, Communications Specialist

RECENT EDUCATION & OUTREACH EVENTS

Date	Event	Approximate Attendance
July 4	Special Event: OFAH Water Stewardship Program George St boat launch - Erica Francis	29
July 5	Special Event: Brighton Public Library - Nicholas Reynolds, Lauren Henry	5
July 6	Youth education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry, Eric Francis, Antonio Armstrong	75
July 7	Special Event: OFAH Water Stewardship Program George St boat launch - Erica Francis, Lauren Henry	17
July 8	Special Event: Incredible Edibles - Nicholas Reynolds, Marcus Rice, Lauren Henry	65
July 11	Youth Education: Brighton Children’s Centre (Proctor Park) - Nicholas Reynolds, Lauren Henry	30
July 13	Youth Education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry, Antonio Armstrong	70
July 14	Special Event: Outreach at Trenton Greenbelt - Nicholas Reynolds, Lauren Henry, Marcus Rice	5
July 17	Special Event: MECP Funding Announcement (BQRAP) - Sarah Midlane-Jones, Anne Anderson	30
July 17	Special Event: Simpson Community Garden Social - Nicholas Reynolds, Lauren Henry	8
July 19	Special Event: Brighton Public Library - Nicholas Reynolds, Lauren Henry	10
July 20	Youth Education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry, Antonio Armstrong	77
July 25	Special Event: Water Soldier Open House - Sarah Midlane-Jones, Erica Francis, Anne Anderson	2

July 26	Youth Education: CFB Trenton Camp - Nicholas Reynolds, Lauren Henry	36
July 29	Youth Education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry, Erica Francis, Antonio Armstrong	76
July 28	Special Event: Invasive Species Pull (Bleasdeell Boulder) - Eric Francis, Corinne Ross, John Mahoney, Jett Brown, Nicholas Reynolds, Lauren Henry, Jess Livingstone, Raven Chartrand	5
July 31	Youth Education: Campbellford Kids Camp - Nicholas Reynolds, Lauren Henry	20
August 2	Special Event: Brighton Public Library - Nicholas Reynolds, Lauren Henry	7
August 3	Youth Education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry	75
August 9	Guest Speaker: Brighton Probus Club - Rhonda Bateman, Anne Anderson	50
August 9	Youth Education: Child of the Wild Camp (Goodrich-Loomis) - Nicholas Reynolds, Lauren Henry	18
August 11	Special Event: Family Day at Goodrich-Loomis - Nicholas Reynolds, Lauren Henry, Corinne Ross, Marcus Rice, Jett Brown, Jared Milligan, Anne Anderson	57
August 15	Youth Education: Campbellford Kids Camp - Nicholas Reynolds, Lauren Henry	17
August 16	Special Event: Quinte West Chamber Member Appreciation - Jason Jobin, Anne Anderson	80
August 17	Youth Education: Batawa Day Camp - Nicholas Reynolds, Lauren Henry	76
August 19	Special Event: Hastings Waterfront Festival - Nicholas Reynolds, Erica Francis	83
August 23-24	Special Event: Hastings County Plowing Match - Nicholas Reynolds, Corinne Ross, Sarah Midlane-Jones, Marcus Rice, Trent Bos, Erica Francis	600
September 12	Special Event: Drinking Water Source Protection (Centreton) - Nicholas Reynolds, Marcus Rice	6
September 26	Special Event: Drinking Water Wise Webinar – Harmful Algal Blooms and Drinking Water - Trent Bos	40
September 28	Youth Education: Stirling Public School - Nicholas Reynolds	28
September 28	Special Event: ECCC Funding Announcement (BQRAP) - Sarah Midlane-Jones, Anne Anderson	30

September 28	Special Event: Great Lakes Plastic Clean Up Trent Port Marina - Nicholas Reynolds	3
September 30	Special Event: Painting with Plants - Nicholas Reynolds, Corinne Ross	12

SOCIAL MEDIA

Date	Post	People Reached
July 4	Brighton Public Library Outreach	285
July 5	Brighton Public Library Outreach Overview Dates	1000
July 5	Drinking Water Source Protection Water Wednesday	295
July 6	Incredible Edibles Outreach	1100
July 7	Conservation Lands DYK	1,400
July 7	Invasive Species Water Solider	285
July 12	Trenton Greenbelt Planting Update	1500
July 13	Invasive Species Water Solider	235
July 13	LTC Trenton Greenbelt Outreach Day	681
July 14	LTC Trenton Greenbelt Outreach Day	585
July 18	Brighton Public Library Outreach	865
July 20	Goodrich Loomis Family Day	4400
July 24	Invasive Species Volunteer Day	1500
July 26	Invasive Species Volunteer Day	850
July 28	Thank you to our Volunteers	1700
July 29	Goodrich Loomis Family Day - Craft	2300
July 31	Goodrich Loomis Family Day – Benthic Dipping	2500
July 31	Conservation Lands Wildlife Sighting	397
July 31	Bear Wise	1500
August 1	Brighton Public Library Outreach	490
August 3	Goodrich Loomis Family Day – Guided Hike	2300
August 6	Goodrich Loomis Family Day	1600
August 9	We are Hiring – Watershed Planning Specialist	4500
August 10	Goodrich Loomis Family Day	720
August 16	Invasive Species Spraying	599
August 16	Brighton Public Library Outreach	377
August 28	Invasive Species Water Solider Volunteer Day	390
August 29	We are Hiring – Environmental Stewardship Assistant	2800
August 29	We are Hiring – Environmental Stewardship Assistant	890
August 30	Hot Compost Workshop	423
September 1	DWSP Public Consultation	3300
September 1	Painting with Plants	631
September 7	Painting with Plants	2100
September 12	DWSP Public Consultation – Fuel Tanks	3200
September 21	Hot Compost Workshop	2200
September 21	DWSP Public Consultation – Agricultural Activities	1600
September 26	Picnic Shelter Transformation Video	361

September 28	Federal Funding Announcement	129
September 28	Trenton Greenbelt Trail Construction	950
September 29	Truth and Reconciliation	350

UPCOMING EVENTS

October 11	Restoring the Trenton Greenbelt Project Presentation – Trenton Lions Club
October 14	Hot Compost Workshop



LOWER TRENT
CONSERVATION

STAFF Report

Date: October 3rd, 2023
To: Board of Directors
Re: Summary of Risk Management Official Activity Pursuant to Part IV of the *Clean Water Act* - Period of July 1 – Sept 30, 2023

Prepared by: Marcus Rice, Risk Management Official
 Anne Anderson, Risk Management Official

This report summarizes work completed by the Risk Management Official (RMO) to implement Part IV policies in the Trent Source Protection Plan for the review period **July 1 to Sept 30, 2023**.

THREAT VERIFICATION

The following table details the overall work done in the watershed by the RMO to date to address verified significant drinking water threats (SDWT) requiring RMO review.

Location	Number of "Part IV"* threats as per RMO/I Database (2014)	Additional SDWT identified	Number of "Part IV" threats determined to be not present or occurring**	Number of threats managed with an RMP	Total number of Active RMPs	Number of "Part IV" threats requiring further follow-up
Stirling	109	13	82	40	19	0
Warkworth	31	0	30	1	1	0
Hastings	29	4	28	5	5	0
Campbellford	73	3	64	12	8	0
Brighton	1	0	1	0	0	0
Colborne	1	5	5	1	1	0
Grafton	0	0	0	0	0	0
Total threats	244	25	210	59	35	0
SDWT=Significant Drinking Water Threat RMP= Risk Management Plan						

*Part IV threats are those activities to be addressed through the Risk Management Plans, Prohibition, or Restricted Land Use provisions of the *Clean Water Act*.

**"Threats not present or occurring" are activities that do not meet threat circumstances or threats that were assumed but are not actually occurring.

SITE VISITS

The following site visits were completed during the review period.

Location	Property Identifier	Purpose	Date
Warkworth	6899	Met with the individual that rents this property. Explained the drinking water source protection program. Reviewed farming operations to determine if there are any significant drinking water threats.	20-Sept-23
Colborne	6897, 6896	Met with farmer to sign Exemption Letters for properties 6897 and 6896.	30-Aug-23
Colborne	6897,6896	Met with farmer to go over the drinking water protection program, what operations are occurring within the Wellhead Protection Area and if there are any significant drinking water threats that need to be addressed.	16-Aug-23
Colborne	6895	Met with co-owners of the farm property to sign the Exemption Letter for the property.	10-Aug-23
Colborne	6895	Met with co-owners of the farm property and went over the drinking water protection program. Reviewed farming operations to determine if there are any potential significant drinking water threats.	04-Aug-23
Colborne	6897, 6896	Met with property owners to determine who uses the property for farming operations.	31-July-23
Colborne	6895	Met with tenant of the property to determine who farms the property behind the house.	31-July-23

RISK MANAGEMENT PLANS (RMP)

There were no RMPs established during this review period. As stated in the amendments of the Technical Rules (“Bulletin: Implementation of the 2021 Amendments to the Technical Rules under the Clean Water Act, 2006.”) the Ministry of Environment, Conservation and Parks recommends that no RMPs that would include drinking water threats that are currently being amended under the s. 36 amendments shall be developed.

NOTICES

The following table details Notices issued for the review period.

Type of Notice*	Notice #	Location	Threat Subcategory
59 (2) (a)	N-23-915	Hastings	Building Permit
59 (2) (a)	N-23-914	Warkworth	Building Permit
59 (2) (a)	N-23-913	Stirling	Severance

59 (2) (a)	N-23-912	Hastings	Final draft approval (subdivision)
59 (2) (a)	N-23-911	Stirling	Severance/ Subdivision
59 (2) (a)	N-23-910	Campbellford	Building Permit

*Types of Notices

58(6) - Risk Management Official’s Notice of Agreement on a Risk Management Plan

58(13) - Risk Management Official’s Notice of Agreement on an Amendment to Risk Management Plan

59(2)(a)-Restricted Land Use Notice: neither section 57(Prohibition) nor section 58 (Risk Management Plans) applies.

S.59(2)(b) Restricted Land Use Notice: RMP Required

INSPECTIONS

The following table details Risk Management Inspections which occurred during the review period.

Location	RMP #	Purpose or Activity	Inspection Date
1012	16-009	Inspected property to ensure compliance with Risk Management Plan.	22-Aug-23

Types of Inspections

Risk Management Plans Compliance (Section 58)

Prohibition (Section 57)

ADDITIONAL

- Supported Section 36 public consultation with landowner contact.
- Supported education and outreach



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 2, 2023
To: Board of Directors
Re: Local Drinking Water Source Protection for the period July 1 to September 30, 2023
Prepared by: Anne Anderson, Manager, Community Outreach & Special Projects

PROPOSED RESOLUTION:

THAT the Local Drinking Water Source Protection Update for the period July 1 – September 30, 2023 be received as information.

SOURCE PROTECTION COMMITTEE:

- No Source Protection Committee meetings were held during this time period.

REGIONAL SUPPORT:

- Attended three Leads meetings.
- Supported Section 36 public consultation with either mailing, emailing or delivering approximately 340 envelopes with letters informing the property owners of the changes to the Trent Source Protection Plan, and how these changes may impact the property. In addition, input was provided to advertising and social media posts which were also shared through LTC social media.
- Ongoing threat verification related to the Section 36 updates.

MUNICIPAL SUPPORT:

- Ongoing support to Risk Management Official/Inspector and Environmental Education Technician
- Attended several local events with drinking water source protection information including: Incredible Edibles, Summer Fest at Goodrich-Loomis, Hastings Waterfront Festival, Hastings County Plowing Match, Centreton Library presentation, as well as numerous sessions at day camps.



Agenda Item #19.

Waterlogs - September 2023

Today, the Bay of Quinte is a healthy and vibrant ecosystem.
Now, we must focus on keeping it this way

ONE OF THE BEST THINGS ABOUT SUMMER

The Ministry of Natural Resources and Forestry stationed at the Glenora Fisheries Station in Prince Edward County has a long history of assessing the fishery in the Bay of Quinte.

In the 1990s, degradation of fish and wildlife populations and loss of fish and wildlife habitat were identified as environmental challenges under the Remedial Action Plan (RAP), basically, due to excess amounts of algae.

At that time, only a couple of fish species could survive and thrive in the bay. As well, the algae blocked sunlight preventing aquatic plant growth - homes for fish.

Both of these environmental challenges have been classified as restored, meaning they met the criteria outlined in the RAP.

Today, there is less algae, due to reduced phosphorus levels in the bay, improving water quality and clarity. This allows numerous species of fish to thrive in the bay and aquatic plants to grow, providing homes for predators like walleye and bass and homes for prey like perch and sunfish. As well, due to past industrial practices certain species of fish were identified as having raised levels of industrial contaminants. Today, contaminant levels in fish are greatly reduced and fish in the Bay of Quinte are healthy and safe to eat. Refer to the MOECC Guide to Eating Ontario Fish for consumption levels for numerous fish species in the Bay and throughout the province.

Today, the Bay of Quinte is known as a world class walleye and bass fishery. To ensure Bay of Quinte fish remain healthy and diverse the Ministry of Natural Resources and Forestry (MNRF) operate several fish assessment programs. Fish are assessed for species diversity and abundance and overall health, along with broader ecosystem indicators. Some fish are taken back to the Glenora Fisheries Station where more detailed biological sampling (length, weight, age, tissue sample, etc.) is conducted. Tissue samples of some fish are sent to the Ministry of the Environment and Climate Change (MOECC) laboratories where they evaluate contaminant levels in the fish. The data is published by the MOECC in the **Guide to Eating Ontario Fish**.

Once all this data is analysed the information is used to compare trends over time, or to other areas, and the health of the Bay of Quinte is evaluated. These comparisons provide information to fisheries managers so they can take management actions to address any issues that are identified. This ongoing monitoring is vital to ensuring healthy and diverse fish populations.



ONE OF THE BEST THINGS ABOUT SUMMER

Fried Bass with Cajun Option

- 1 1/2 lb fresh Bass fillets
- 1/2 cup Bisquick
- 1/4 cup Milk
- 1 Egg
- 1 cup Cornmeal
- 2 tsp. Cajun seasoning (optional)
- 1/4 tsp. Salt
- Olive oil for frying

Place fillets in salt water bath for 10 minutes. Wash fish in cold and pat dry with paper towels. Whisk together the Bisquick, milk and egg in a medium bowl. Mix the cornmeal, Cajun seasoning and salt in shallow dish. Dip the fillets into the wet batter first, then dredge in the cornmeal mixture. Fry the fillets in hot oil until golden-brown, turning once. Drain on paper towels and serve.

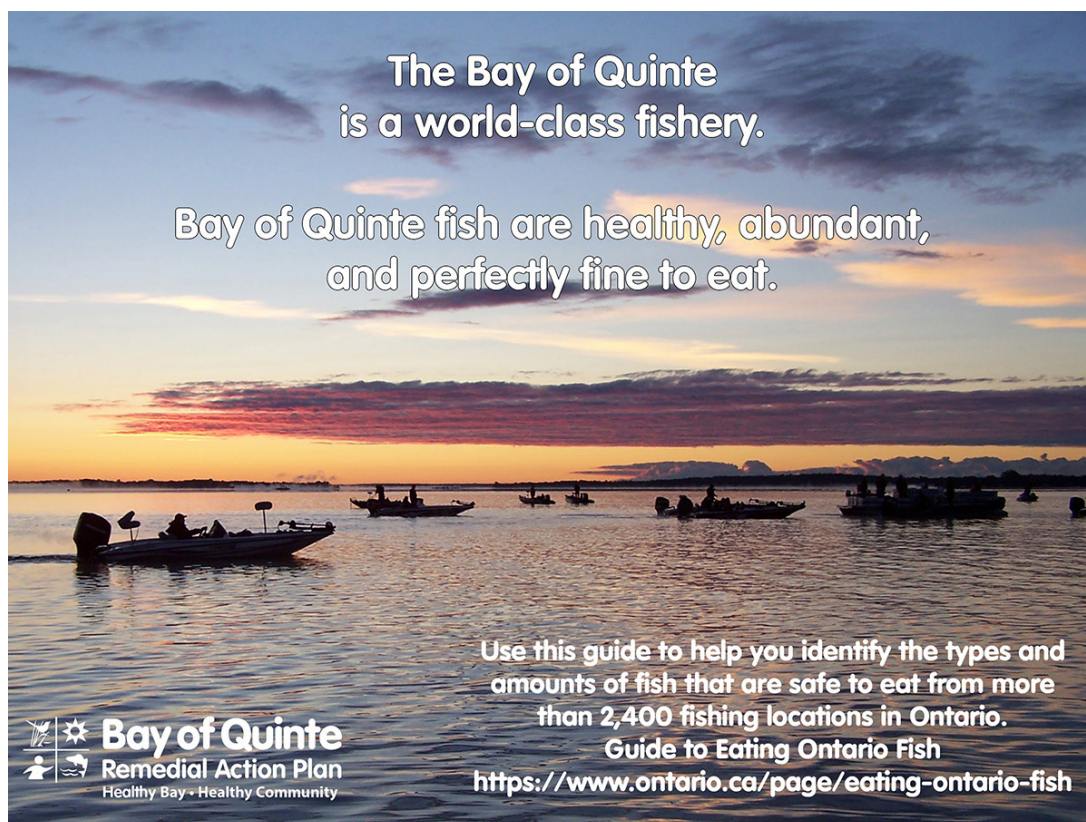
Baked Crispy Walleye

- 1 cup panko bread crumbs
- 3 tablespoons virgin olive oil
- 24 ounce walleye fillets
- Salt
- Ground black pepper
- Lemon wedge

Heat oven to 425. Mix the breadcrumbs and 1 tablespoon of olive oil. Spread it on the bottom of a baking pan. Bake until it is brown and place it back in a bowl. Mix in the salt and pepper. Roll the walleye in the breadcrumbs until covered. Place the fillets in the pan and add the remaining 2 tablespoons of olive oil. Bake for 15 minutes or until the fish flakes. Serve with the fresh lemon wedge.

<http://www.lakeeriefish.com/5-baked-walleye-recipes/>

EATING ONTARIO FISH



**The Bay of Quinte
is a world-class fishery.**

**Bay of Quinte fish are healthy, abundant,
and perfectly fine to eat.**

Use this guide to help you identify the types and
amounts of fish that are safe to eat from more
than 2,400 fishing locations in Ontario.
Guide to Eating Ontario Fish
<https://www.ontario.ca/page/eating-ontario-fish>

Bay of Quinte
Remedial Action Plan
Healthy Bay • Healthy Community

You can use the Guide to Eating Ontario Fish and its interactive map to help you identify the types and amounts of fish that are safe to eat from more than 2,400 fishing locations in Ontario including the Bay of Quinte.

Fish can be an important part of a balanced diet. They are a great source of high-quality protein, beneficial omega-3 fats, and other nutrients.

At the same time, there is a risk of exposing ourselves and our families to harmful contaminants in fish, such as mercury. Based on their size, type, and location, certain fish may be more suitable to eat than others.

The Guide to Eating Ontario Fish provides easy-to-use

information to help choose fish caught from Ontario lakes and rivers to minimize exposure to toxins. Consumption advice in the guide is based on guidelines provided by Health Canada.

Bay of Quinte Remedial Action Plan

Rural Stewardship Program

LIVESTOCK FENCING

- Install fencing to restrict livestock access to a waterway or wetland.

Grant rate - 75% - maximum up to \$7,500

ALTERNATE WATERING SYSTEMS

- To be eligible for funding, livestock must be fenced out of a waterway or wetland

Grant rate - 75% - maximum up to \$7,500

SHORELINE/WATERWAY PLANTING PROJECTS

- Native plants and materials to help with plant survival (mulch, plant guards, hemp mats) for an area along a shoreline/waterway or wetland

Grant rate - 75% - maximum up to \$1,000

EROSION/WATER QUALITY IMPROVEMENT PROJECTS

- stream bank stabilization • barnyard runoff control
- manure storage improvements • constructed wetlands
- erosion control structures • storm water management

Grant rate - 75% - maximum up to \$7,500

<p style="text-align: center;">Jason Jobin Bay of Quinte Remedial Action Plan Lower Trent Conservation P: 613-394-3915 ext 225 E: jason.jobin@ltc.on.ca</p>	<p style="text-align: center;">Robert Ormston Bay of Quinte Remedial Action Plan Quinte Conservation P: 613-968-3434 ext 167 E: ROrmston@quinteconservation.ca</p>
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 **Bay of Quinte**
Remedial Action Plan
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LOWER TRENT
CONSERVATION

STAFF REPORT

Date: October 3, 2023
To: Board of Directors
RE: Supplementary Report on Staffing for 2024 Budget
Prepared by: Rhonda Bateman, CAO

PROPOSED RESOLUTION:

THAT the Supplementary Report on Staffing for 2024 Budget be received as information.

BACKGROUND:

The 2024 Preliminary Draft Budget presentation undertaken at the September Board meeting spoke to the request for consideration of converting two existing contract positions to full time. Those positions are the Conservation Lands Maintenance Assistant and the Administrative and Client Services Technician.

The Conservation Lands position was traditionally financed through surplus funds when available. This position will be converted to full time with the addition of a stewardship component. The Admin and Client Services Technician was instituted this year through existing surplus funds and will be modified to address administrative requirements in both planning/regulations and corporate services.

DISCUSSION:

As the Draft 2024 Budget was distributed to our municipal partners for consideration and consultation, it is important for Board members to have the rationale that had been provided verbally at the September Board meeting. This can assist the Board members in their communications with their Councils.

The impacts associated with these positions are:

- Improved customer service at the front counter/phone
- Better service delivery for legislated requirements
- Improved records retention and data management
- Increased site visits for planning/regulations staff with a decrease in administrative duties
- Increased productivity for the CA lands program
- Increased invasive species management on CA lands and protection for species/habitat at risk
- Increased grant opportunities through applications for grant writing proposals
- 20% private land stewardship – includes native plant sales and outreach activities
- Increased in public engagement
- Increased in volunteer engagement
- Increased staff coverage

RECOMMENDATION:

That the Supplementary Report on Staffing for 2024 staff report be received as information.



LOWER TRENT
CONSERVATION

CAO REPORT

Date: October 3, 2023
To: Board of Directors
Prepared by: Rhonda Bateman, Chief Administrative Officer

CONSERVATION ONTARIO

A Conservation Ontario Council meeting was held in Richmond Hill on September 25, 2023. Chair Mullin and myself attended. After the meeting there were presentations from Environment and Climate Change Canada regarding the Canadian Protected and Conserved Areas Database which is a national database of protected and conserved areas. It is useful in illustrating the 30-in-30 targets of the federal government and UN biodiversity targets. Another presenter was from Forests Ontario demonstrating the benefits of partnerships in reaching tree planting targets. LTC is partnered with both of these agencies for BQRAP and the 50 Million tree program.

STAFFING

A second competition was held to appoint a temporary Watershed Planning Specialist however no viable candidate applied. The job posting has been altered and has gone out in a third attempt to hire a planning technician to support business requirements during the environmental planner's leave.

MUNICIPAL AGREEMENTS

The municipal MOUs have been distributed to the CAOs and Clerks at each partner municipality. In addition, a cover letter, an updated Program and Services Inventory and cost estimates for the upcoming year.

The following municipalities have approved MOUs with LTC through Council resolution:

Trent Hills
 Stirling-Rawdon
 Centre Hastings
 Cramahe

Upcoming Council agendas:
 Quinte West – October 16th
 Brighton
 Alnwick/Haldimand

CONSERVATION LANDS

The Annual Conservation Lands Workshop is being held in Orillia in October. Last year our Conservation Lands Supervisor was able to obtain a bursary from the organizing committee to attend the workshop for free. The Conservation Lands Technician has been successful in garnering a bursary for his attendance at this year's workshop. The bursary covers the cost of registration.