



Budget & Administration Committee Meeting Agenda

Thursday, April 20, 2023

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Budget & Administration Committee Meeting

Thursday, April 20, 2023 at 6:00 P.M.

This meeting will be held in person for Budget and Administration Committee members and designated, limited staff only.

The public may view the meeting live on HCA's You Tube Channel:
<https://www.youtube.com/user/HamiltonConservation>

- 1. Welcome** – Santina Moccio
- 2. Declaration of Conflict of Interest**
- 3. Approval of Agenda**
- 4. Delegations**
- 5. Consent Items**
 - 5.1. Approval of Budget & Administration Committee Minutes – March 16, 2023 Page 1
 - 5.2. 3 Month WSIB Injury Statistics Page 7
- 6. Business Arising from the Minutes**
- 7. Staff Reports/Memorandums**

Reports for recommendation

 - 7.1 Information Technology (IT) Modernization Strategy – Scott Fleming Page 11
- 8. New Business**
 - 8.1. Section 28 Hearings Schedule – Lisa Burnside Page 17
 - 8.2. Per Diem for Members of Council – Lisa Burnside Page 19
- 9. In-Camera Items**
- 10. Next Meeting – May 18, 2023**
- 11. Adjournment**

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Hamilton Conservation Authority

Minutes

Budget & Administration Committee

March 16, 2023

Minutes of the Budget & Administration Committee meeting held on Thursday, March 16, 2023 at 6:00 p.m., at the HCA main office, 838 Mineral Springs Road, in Ancaster, and livestreamed on YouTube.

Present: **Santina Moccio, in the Chair**
 Dan Bowman
 Jim Cimba

Regrets: **Maria Topalovic**

Staff Present: **Lisa Burnside, Gord Costie, Scott Fleming, Matt Hall, Scott Peck, Jaime Tellier, and Nancy Watts**

Others Present: **None**

1. Welcome

The Chair called the meeting to order and welcomed everyone present.

2. Declarations of Conflict of Interest

The Chair asked members to declare any conflicts under the HCA Administrative By-law. There were none.

3. Approval of Agenda

The Chair requested any additions or deletions to the agenda. There were none.

BA 2301**MOVED BY: Dan Bowman
SECONDED BY: Jim Cimba****THAT the agenda be approved.****CARRIED****4. Delegations**

There were none.

5. Consent Items

The following consent items were adopted:

- 5.1. Approval of Budget & Administration Committee Minutes
– December 15, 2022
- 5.2. 12 Month WSIB Injury Statistics
- 5.3. Annual Information Statistics re: 2022 Freedom of Information Requests

6. Business Arising from the Minutes

There was none.

7. Staff Reports/Memorandums**7.1. 12 Month Financial Results – Operating**

Scott Fleming presented a summary of the memorandum and answered the members' questions.

HCA completed the year with an operating surplus of \$1.5M, the year ending December 31st 2022. This positive outcome is predominantly a result of strong admissions, marina, and camping revenue within the Conservation Areas with excellent summer weather conditions.

7.2. 12 Month Financial Results – Capital & Major Maintenance

Scott Fleming presented a summary of the memorandum and answered the members' questions.

\$3.5M was spent in 2022, with 73% percent having been spent on projects and 27% on major maintenance. There were no unexpected expenses, all were budgeted items.

7.3. 12 Month Vendor Report

Scott Fleming presented a summary of the memorandum and answered the members' questions.

Vendors are listed from largest spend during the quarter to smallest, with vendors under \$10K omitted. The majority of the large spends relate to ongoing large projects, with some day-to-day operating vendors as well.

Staff were requested to provide descriptions in future vendor reports where the services provided are not apparent by the vendor name.

BA 2302

**MOVED BY: Dan Bowman
SECONDED BY: Jim Cimba**

THAT the memorandums entitled 12 Month Financial Results – Operating, 12 Month Financial Results – Capital & Major Maintenance, and 12 Month Vendor Report be received.

CARRIED

7.4. Casual Staff Eligibility for “other holidays”

Nancy Watts presented a summary of the report and answered the members' questions.

The policy change to extend immediate eligibility for the three ‘other holidays’ to casual staff ensures HCA remains competitive in the summer and casual staff market, provides equity, and streamlines the administrative workload.

BA 2303

**MOVED BY: Jim Cimba
SECONDED BY: Dan Bowman**

THAT the Budget & Administration Committee recommends to the Board of Directors:

THAT casual staff eligibility for the three “other holidays” provided by HCA be effective immediately upon commencement of employment as of April 1st, 2023.

CARRIED

8. New Business

There was none.

9. In-Camera Items for Matters of Law, Personnel and Property

BA 2304

**MOVED BY: Dan Bowman
SECONDED BY: Jim Cimba**

**THAT the Budget and Administration Committee moves
in camera for matters of law, personnel and property.**

CARRIED

During the *in camera* session, one legal matter was discussed.

**9.1. Confidential Memorandum – BA/Mar 01-2023
(Legal Matter)**

Scott Fleming provided a summary of the memorandum regarding a legal matter and answered the members' questions.

BA 2305

**MOVED BY: Dan Bowman
SECONDED BY: Jim Cimba**

THAT the confidential memorandum entitled BA/Mar 01-2022 be received and remain in camera.

CARRIED

BA 2306

**MOVED BY: Jim Cimba
SECONDED BY: Dan Bowman**

**THAT the Budget and Administration Committee moves
out of closed session.**

CARRIED

10. Next Meeting

The next meeting of the Budget and Administration Committee will be held on Thursday, April 20, 2023 at 6:00 p.m. at the HCA Main Administration Office – Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

11. Next Meeting Adjournment

On motion, the meeting adjourned.

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Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Nancy Watts, Director of Human Resources & Wellness

MEETING DATE: April 20, 2023

RE: Workplace Safety & Insurance Board (WSIB)
First Quarter review report for 2023

SUMMARY

It is important that HCA as an employer, maintain a healthy and safe workplace and take reasonable precautions and efforts to prevent workplace injuries and occupational diseases.

In the first quarter of 2023, HCA had two approved WSIB claims as detailed in the table below.

BACKGROUND

Workplace safety and insurance is a no-fault insurance system for work-related injuries and diseases. It is governed by the *Workplace Safety and Insurance Act, 1997* (WSIA), and is managed by the WSIB.

STAFF COMMENT

How the WSIB defines “accident”

- a chance event caused by a physical or natural incident, i.e., falling off a ladder or frostbite
- a wilful and intentional act, but not an act of the worker, i.e., being assaulted by a co-worker, and
- a disablement, which may be a condition that has emerged gradually over time, and cannot be attributed to a clearly defined time or place, i.e., carpal tunnel syndrome,

- is an “unexpected result” of the worker’s duties, wherein an accident that was originally believed to be minor resulted in disablement at a later date, i.e., a back injury from bending over to pick up equipment.

How the WSIB defines “occupational disease”

- a disease resulting from exposure to a substance that is related to a particular industrial process, trade or occupation
- a disease peculiar to, or characteristic of, a particular industrial process, trade or occupation,
- a medical condition that, in the WSIB’s opinion, requires a worker to be removed either temporarily or permanently from exposure to a substance because the condition may be a precursor to an occupational disease
- a disease listed in the WSIB applicable to firefighters and fire investigators.

A worker who suffers from, and is impaired by, an occupational disease is entitled to receive benefits under the WSIB as if the disease were a personal injury by accident.

WSIB reportable Injuries – First Quarter review (January through March 2023)
There are 2 approved claims reported January through March 2023

Claim type	January thru March 2023	January thru March 2022	Comments – 2023 incidents
	<i>Full time staff</i>	<i>Full time staff</i>	
Medical Aid	1	1	- Worker cut right hand & finger while installing a drop ceiling
Lost Time	0	0	
	<i>Casual Staff</i>	<i>Casual Staff</i>	
Medical Aid	0	1	
Lost Time	1	0	- Worker twisted/sprained knee when changing position from a kneeling to standing
Year to date Total	2	2	

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**
 - Providing a positive and safe environment for both staff and visitors

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

HCA generally has a good safety record with minor reportable incidents. Once an injury has occurred it is important to return the injured worker to work as quickly and safely as possible and HCA has a strong early return to work program administered through human resources.

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Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

RECOMMENDED BY: Scott Fleming, Director of Finance and Central Support Services

PREPARED BY: Andrew Pargauskas, Manager of Budget and Business Systems
Jaime Tellier, Executive Assistant / Records Management Coordinator

MEETING DATE: April 20, 2023

RE: HCA Information Technology (IT) Modernization Strategy

STAFF RECOMMENDATION

THAT the Budget & Administration Committee recommends to the Board of Directors:

THAT the IT Modernization Strategy in Appendix A of this report dated April 20, 2023 be approved and further;

THAT funds from the 2022 budget surplus be allocated to IT infrastructure improvements in the amount \$212,000.00 to fund and expediate additional 2023 IT enhancements that have been identified.

BACKGROUND

HCA has complex Information Technology (IT) needs. Its unique operations and many remote locations necessitate careful design considerations. In the past, HCA has taken a conservative approach to the allocation of funds toward IT infrastructure, while also seeking out best available solutions for our unique circumstances.

In 2022, HCA engaged an Information and Communications Technology solutions provider to undertake a comprehensive Network Assessment to identify priorities for

modernization of our IT Program. The assessment included a review of the overall IT network, security, systems, and software; assessments of supportability, security concerns, and infrastructure; and resulting recommendations. This assessment has provided staff the basis to develop an IT Modernization strategy for HCA and identified additional priority enhancements that would be beneficial to undertake in 2023.

STAFF COMMENT

Based on the results of the network assessment, HCA's infrastructure is now aging beyond functionality and supportability. In addition, advancements in the availability of internet servicing to some of HCA's facilities provide an opportunity to greatly improve the speed, quality, and reliability of internet service at these areas. In the modern work environment, reliable internet service is now a fundamental part of all business operations.

In consultation with HCA's IT Managed Services Provider (MSP), HCA staff have developed an IT Modernization Strategy, (Appendix A). This strategy outlines a plan to upgrade our technology infrastructure and systems over a three-year period to bring HCA's IT infrastructure and program up to industry standards and improve the way we use technology to support our business objectives. The proposed improvements are important for the function and security of HCA's IT infrastructure.

Modernization of HCA's IT infrastructure will now include monitoring and tracking of equipment lifecycles to enable predictable work planning and budgeting, moving forward, and to ensure industry standards for equipment and configurations are maintained.

The key goals of our IT modernization strategy are as follows:

1. Enhance network security
2. Review and refresh server infrastructure
3. Establish best practice policies and procedures
4. Refresh and replace desktop workstations
5. Plan for business continuity and disaster recovery

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**
 - Initiative – Continue to update and streamline operational policies and leverage emerging technology to enhance business service delivery.

AGENCY COMMENTS

N/A

LEGAL/FINANCIAL IMPLICATIONS

The Board approved \$123,000.00 within the 2023 Operating Budget for Computer Hardware upgrades, as IT improvements were identified as one of the pillars in the creation of the budget. The network assessment was not completed at the time the operating budget was compiled, however, it is now known that an additional \$212,000.00 is required to implement all of the IT improvements recommended for 2023. This amount includes a \$25,000.00 contingency fund. There are funds available in the 2022 budget surplus that can be allocated to these improvements in order to fund Year 1 of the Modernization Strategy. Year 2 and 3 of the Modernization Strategy will be funded via the Operating Budget for those years.

There will be some annual costs savings following the network upgrades and harmonization of our IT infrastructure as efficiencies have been found. These savings will contribute to recovering some of the initial investments of the upgrades over time.

CONCLUSIONS

Information Technology is a fundamental aspect of all contemporary organizations. Modernization of HCA's IT program will give staff the tools necessary to succeed along with enhancing the customer experience. This strategy will ensure HCA meets current industry standards and is able to maintain these standards on a long-term horizon. Staff recommend that the Budget & Administration Committee endorse this strategy as well as the use of resources from the 2022 operating surplus to implement it in a timely and effective manner.

Appendix A

HCA Information Technology (IT) Modernization Strategy

Background

Hamilton Conservation Authority has challenging IT requirements given the operational needs of the organization and the remote nature of its facilities. To-date, we have worked to establish IT infrastructure at our various sites, however, there are opportunities to improve and develop a more comprehensive and robust IT program which achieves industry best practice standards.

HCA's current strategic plan (2019-2023) includes a strategic initiative to continue to update and streamline operational policies and leverage emerging technology to enhance business service delivery.

In 2022, HCA engaged an Information and Communications Technology solutions provider to undertake a comprehensive Network Assessment to identify priorities for modernization of our IT program. The assessment included a review of the overall IT network, security, systems, and software; assessments of supportability, security concerns, and infrastructure; and resulting recommendations.

Staff have worked co-operatively with our IT Managed Services Provider (MSP) to develop a plan to implement the recommendations from the assessment. It is anticipated that all recommendations can be addressed over a three-year period, subject to budget approvals. The proposed actions will harmonize and fortify our IT infrastructure across all of our areas. Priority will be given to recommendations related to improving the overall security of HCA's IT infrastructure. The majority of these recommended actions will be undertaken as part of HCA's managed services contract with our MSP. In addition, the Main Administration Office (Woodend) and Fifty Point Conservation Area & Marina will be prioritized for network upgrades as these areas will have the greatest impact with regard to the number of staff and customers affected.

HCA Proposed IT Modernization Strategy

Focus will be on HCA Security & Operational Capability

Year	Project	Estimated Cost
Year 1	Network Security	\$260,000
Year 1 & 2	Establishment of IT Policies	\$0
Year 1, 2, 3	PC Replacement Program over 3 Years	\$75,000/Year
Year 2 & 3	Server Upgrade	\$75,000/Year
Year 3	Business Continuity/Disaster Recovery	\$5,000

The above is a 3-year plan to implement recommended actions that will ensure HCA has reliable and secure IT infrastructure, now and in the future:

Appendix A

HCA Information Technology (IT) Modernization Strategy

1. Network Security Strategy – Year 1 \$260K
 - a. Network security review, standardization of network devices and remedial action steps to bring HCA to best practice security standards
 - i. Cabling review, upgrades and replacement of aging or underperforming network devices – includes firewall and router security
 - b. Network upgrades
 - i. The Main Administration Office will be transitioned to fibre optic cable, increasing the speed, quality, and reliability of internet service
 - ii. Fifty Point Conservation Area & Marina requires a completely new network that will reliably facilitate staff operations and provide wi-fi access to the marina and campground. Phase 2 of this work will include connection to fibreoptic cable in 2024 when it can be coordinated with capital road reconstruction work.
 - iii. Minor upgrades at remaining facilities not upgraded in 2022
 - b. Network Security Awareness Training Program for all Staff
 - i. Online awareness training and special seminar lunch and learns
 - c. Remote Access
 - i. Establish a policy and procedure to securely access HCA systems remotely using VPN technology
 2. Server Infrastructure Plan – Review and Refresh – Year 2 and 3 \$75K and \$75K
 - a. Ensure a suitable backup policy is in place and restoration tests performed
 - b. Data Management – Ensure data is stored centrally and securely, as well as recommendations for the insurance of adequate data storage
 - c. Centralized Server Upgrade/Replacement – Ensure data can be processed in a timely fashion
 - d. Email Review, Collaboration Updates & Fortifications
 3. Establishment of Best Practice Policies and Procedures – Year 1 & 2 (included in MSP)
 - a. Development and delivery of a series of IT policies and procedures, including those related to applications, passwords, security, computer use, media disposal, mobile device use, and user on-boarding and off-boarding, etc.
 4. Desktop Computing Refreshment Policy & Replacement – \$75K per year over 3 years
 - a. Adopt a hardware lifecycle management approach to replacing work stations, through development of a hardware replacement policy
 1. Desktop Computers – 5 to 7 years (with 5-year warranty)
 2. Laptop Computers – 5 years (with 5-year warranty)
 3. Cell phones – 4 years (Manufacturer supported)
 - b. Employ new equipment standards for end-user work stations
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Appendix A

HCA Information Technology (IT) Modernization Strategy

- c. Migrate staff to Windows 11 with Microsoft licensing, as new computers are deployed
- 5. Business Continuity and Disaster Recovery Policy: Year 3 - Under \$5K
 - a. Ensure HCA has a plan in place of what to do in the event of a business interruption
 - b. Rehearse the plan, make revisions, if necessary.

Conclusion

The Manager of Budget and Business Systems and HCA's internal IT Project Management Review Team will oversee the work planning and budgeting for the implementation of the recommended improvements.

Modernization of HCA's IT infrastructure will now include monitoring and tracking of equipment lifecycles to enable predictable work planning and budgeting moving forward, and to ensure industry standards for equipment and configurations are perpetually maintained.

Information Technology is a fundamental aspect of all contemporary organizations. Modernization of HCA's IT program will give staff the tools necessary to succeed along with enhancing customer experience. This plan will ensure HCA meets current industry standards and is able to maintain these standards on a long-term horizon.

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, CAO

MEETING DATE: April 20, 2023

RE: Section 28 Hearings Schedule

STAFF RECOMMENDATION

THAT the Budget & Administration Committee recommends to the Board of Directors:

THAT Section 28 hearings be scheduled on a day separate from regular board meetings and further;

THAT Section 28 hearing dates for the remainder of 2023 be designated on alternate months from the Conservation Advisory Board, those dates being Thursday May 11, Thursday July 13, Thursday September 14, and Thursday November 9, 2023, beginning at 6pm.

BACKGROUND

The *Conservation Authorities Act* requires that an applicant be provided with an opportunity for a hearing by the Conservation Authority Board, (sitting as a Hearing Committee) for an application to be refused or approved with conditions.

HCA has taken the approach of scheduling hearings on the same day as a regularly scheduled Board of Directors meeting. However, this has generally resulted in lengthy meetings extending later into the evening, making it more difficult to maintain focus. Additionally, it takes greater time for members to prepare for the board meeting when a hearing is also part of the agenda.

One way to address this issue is by scheduling hearing on a separate day from regular board meetings.

STAFF COMMENT

By scheduling hearings on a separate day, the Board can focus solely on one topic without the added complexity of other agenda items allowing for a more effective and productive discussion. Additionally, scheduling hearing on a separate day will allow the board to manage their time more efficiently. Lastly, scheduling the hearing on a separate day does not compel other staff and Foundation members not involved in the Section 28 matter, to attend and be required to wait (potentially for hours) until the regular Board meeting agenda begins that they are a part of.

Staff are recommending that for consistency with all other HCA board and advisory board meetings, that a Thursday evening be maintained for hearings. The HCA Conservation Advisory Board meets every other month, providing the availability to schedule the alternate months for Section 28 hearings as needed.

For the remainder of 2023, the following would be designated for Section 28 hearings starting at 6pm (and canceled if there is no hearing):

- Thursday May 11
- Thursday July 13
- Thursday September 14
- Thursday November 9

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**

AGENCY COMMENTS

None

LEGAL/FINANCIAL IMPLICATIONS

HCA's Administrative bylaws do not require that Section 28 hearings be scheduled as part of the Board of Directors regular meeting. The Board of Directors annually approves a schedule for regular meetings and may also approve a schedule for Section 28 hearing dates. Other conservation authorities such as Rideau Valley, have designated and approved a schedule specific to Section 28 hearings.

Alternatively, the Chair at their pleasure, may call a special meeting as necessary on seven calendar days' notice in writing or email, however, this presents timing challenges and additional consultation with the applicant to determine if the date and time is agreeable.

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

MEETING DATE: April 20, 2023

RE: Per Diems for Members of Council Appointed to Boards and Agencies

BACKGROUND & SUMMARY

At the April 12, 2023, City of Hamilton Council meeting, an item of correspondence from the City Clerk was received in regard to per diems for members of council appointed to other bodies. This was prepared by the City's Integrity Commissioner to provide clarification on whether members of Council may accept a per diem or if receiving a per diem may contravene the Council Code of Conduct related to Gift and Benefits. The correspondence is attached.

It notes that in the view of the Integrity Commissioner, councillors may receive per diems and does not contravene the gift policy contained in the Code of Conduct, nor is there anything in the *Municipal Act* which would preclude a member of Council from receiving per diems.

STAFF COMMENT

HCA has not previously paid per diem or other payments to City of Hamilton council members under previous guidance from the City. HCA's administrative by-law does provide for payments noting that "the Authority shall establish a per-diem rate from time to time to be paid to Directors for attendance at general meetings and Advisory Board or Committee meetings, and at such other business functions as may be from time to time. In addition, an honorarium may be approved by the Authority for the Chair and Vice-Chair as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day." The by-law further provides to reimburse Directors' reasonable travel expenses incurred for the purpose of attending meetings and/or functions on behalf of the Authority.

Based on the correspondence received by Council, HCA will process applicable per diem, honorarium and mileage rates for City of Hamilton council members.

LEGAL/FINANCIAL IMPLICATIONS

HCA's 2023 per diem, honorarium and mileage rate are as follows:

Per diem	\$75
Board Chair Honorarium	\$10,000
Board Vice Chair honorarium	\$3,000
Mileage Rate	0.58 cents / km

The honorariums, per diems and mileage expenses for Board and Advisory Board members are accommodated in HCA annual operating budget. These payments are processed biannually in June and December.

With this direction from the Integrity Commissioner, staff will include remuneration for City of Hamilton councillors going back to the beginning of the year, January 2023.

Principles *Integrity*

Andrea Holland
Clerk, City of Hamilton

March 7, 2023

Re: Per Diem for Members of Council Appointed to Other Bodies

You have asked whether members of Council appointed to sit as members of other bodies may collect a per diem for such membership. It has been suggested that receiving a per diem for such activity may constitute a contravention of the Council Code of Conduct which provides as follows:

SECTION 4: GIFTS AND BENEFITS

4. (1) No Member shall accept a fee, advance, gift or benefit, that is connected, directly or indirectly, with the performance of the Members duties or responsibilities of or in office, except as permitted by one or more of the exceptions listed in subsection 4(3).

In our view, receiving a per diem for membership and attendance on another body, such as a conservation authority, an energy board or a police service board, where one is provided, does not contravene the gifts policy contained in the Code of Conduct.

There is also nothing in the *Municipal Act* which would preclude a member of Council from receiving such per diem. In fact, across the province of Ontario, there are quite a number of boards which compensate appointees, including members of Council, for attendance at meetings, and that practice is quite acceptable under the legislation. The amount involved ought to be included and reflected in the Council Remuneration Report.

We trust this provides the clarification you require on this issue.

Principles *Integrity*,
Integrity Commissioner for the City of Hamilton

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