



Staff Report: 04-02-25-BOD

Date: 28/02/2025

To: Chair and Members of the Board of Directors

From: Sheryl Flannagan  
Interim Chief Administrative Officer/Director, Corporate Services

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**SUBJECT: Interim CAO Workplan**

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**Recommendation**

**RESOLVED THAT: the Board of Directors receive Staff Report No. 04-02-25-BOD regarding the Interim CAO workplan.**

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Purpose of the Staff Report

The purpose of this Staff Report is to update the Board on the Interim CAO's workplan during this transitional period and to update the Board on progress and commitments moving forward.

Background

The NVCA is going through a transformative time with the departure of the previous CAO and the upcoming recruitment of a new CAO. To ensure stability and continuity, the Interim CAO has implemented a focused workplan that addresses current challenges while positioning the organization for success under new leadership.

Issues/Analysis

The following is a list of the four key priorities and commitments.

## 1. Strengthening Municipal relationships

The Interim CAO, Chair, and Vice-Chair have prioritized engaging with partner municipalities to foster collaboration and address concerns. To date, meetings have been held with Wasaga Beach, New Tecumseth, and Oro-Medonte, with a meeting scheduled with Springwater on February 26<sup>th</sup>. Additionally, the Chair has issued an introductory letter inviting all partner municipalities to share any concerns or ideas with the NVCA.

### Progress to Date:

- Engaged with four municipalities to discuss development priorities and address concerns
- Implemented a 48-hour response protocol for issues raised by municipal partners
- Issued a Chair's introductory letter inviting all municipalities to meet or connect with the NVCA

### Continued Commitment:

Goal – Meet with any municipality that expresses interest in engaging with the NVCA

Next Steps – Continue outreach to municipalities and respond promptly to all requests for meetings.

Outcome – Strengthen municipal partnerships and identify opportunities for process improvements based on their feedback.

## 2. Restoring and Enforcing Customer Service Standards

The NVCA's customer service strategy and charter, implemented in 2013, lapsed in practice due to high workloads during the COVID-19 pandemic. In January 2025, the Interim CAO reinstated compliance with the customer service strategy and reminded all staff of their obligations to meet service standards. A copy of the strategy is attached (see attachment #1).

### Progress to Date:

- Customer Service Strategy compliance was reinstated in January 2025
- All staff have been instructed to comply with service timelines as outlined in the charter

### Continued Commitment:

Goal – Achieve full compliance with the Customer Service Strategy within Q1 2025

Next Steps – Review customer service strategy compliance with senior staff on a monthly basis and identify any issues of concern

Reporting – Provide progress updates to the Board at the end of Q2 and again at year-end

Outcome – Improve response times and enhance customer satisfaction

### 3. Evaluating Planning, Permitting, and Engineering processes

The NVCA recognizes the need for a comprehensive evaluation of planning, permitting, and engineering process to ensure efficiency and alignment with legislative changes. The Interim CAO is currently consulting with other CAO's to identify the best approach for this review.

Progress to Date:

- Initiated discussions with other conservation authorities to evaluate process review options
- Solicited recommendations for consultants experienced in conservation authority process evaluations.

Continued Commitment:

Goal – Initiate an external process review by March 31, 2025

Next Steps – Select a consultant or peer conservation authority(s) to conduct the review and set a clear timeline for completion

Outcome – Identify inefficiencies, streamline workflows and enhance service delivery

### 4. Developing a backlog reduction strategy for Planning, Permitting, and Engineering

The NVCA is exploring immediate and long-term solutions to address the backlog in planning, permitting and engineering files. While process improvements from item 3 will drive long-term efficiency, short-term solutions are also under review.

Progress to Date:

- Considering third-party consultants to expedite peer reviews, but cost estimates (approximately \$100,000) raise concerns due to budget constraints

- Exploring internal measures to reduce workload on engineering staff without compromising service standards

Continued Commitment:

Goal – Present a backlog reduction strategy to the Board by the March 2025 meeting

Next Steps – Conclude process review from item 3 to identify internal efficiencies, investigate phased or capped use of consultants if internal measures are insufficient, and provide the Board with a cost-benefit analysis before committing significant funds to peer reviews.

Outcome – Reduce backlog while maintaining fiscal responsibility and service standards.

#### Relevance to Authority Policy/Mandate

The workplan directly supports the NVCA’s mandate under the *Conservation Authorities Act* by ensuring efficient operations, enhancing customer service and fostering productive relationships with partner municipalities.

#### Impact on Authority Finances

Staff time to prepare this report is addressed in the 2025 budget. Any additional costs related to external consultants for process reviews or backlog reduction will be brought to the Board for approval with a clear cost-benefit analysis.

#### Climate Change Implications

There are no climate change implications related to this report.

Reviewed by:  
*Original Signed by*  
Sheryl Flannagan  
Interim Chief Administrative Officer/  
Director, Corporate Services

Approved for submission by:  
*Original Signed by*  
Sheryl Flannagan  
Interim Chief Administrative Officer/  
Director Corporate Services

Attachment #1 – Customer Service Strategy