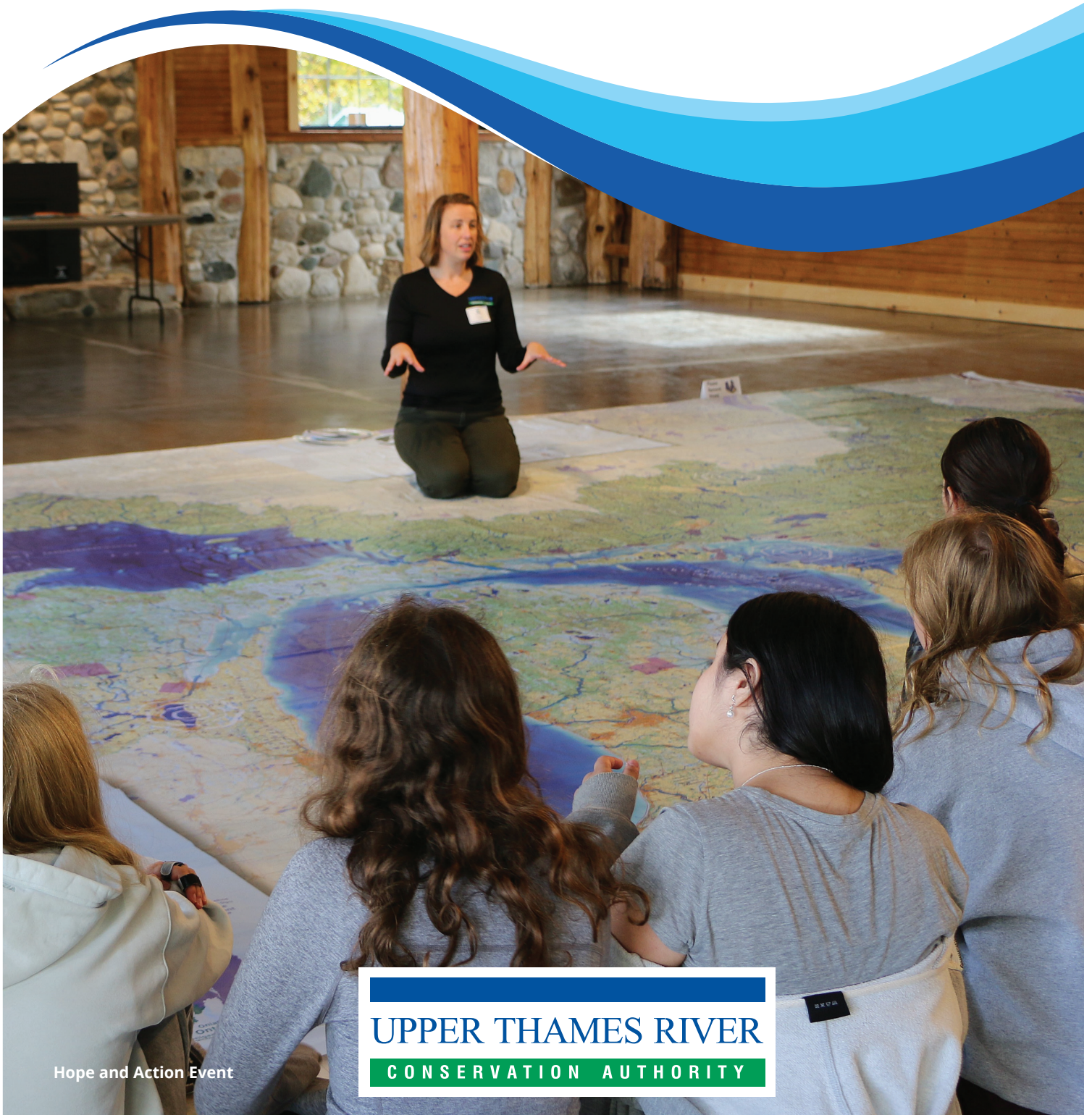


# Board of Directors

Upper Thames River Conservation Authority



UPPER THAMES RIVER  
CONSERVATION AUTHORITY

# Upper Thames River Conservation Authority Board of Directors' Meeting Agenda – November 2025

---

Date: November 25, 2025

Time: 9:30am

Place: Watershed Conservation Centre Board Room, Fanshawe Conservation Area –  
1424 Clarke Road, London, ON

## **1. Territorial Acknowledgement**

## **2. Modifications to the Agenda**

## **3. Declarations of Pecuniary Interest**

## **4. Presentations/Delegations**

- 4.1. London Development Institute – Mike Wallace

## **5. Administrative Business**

- 5.1. Approval of Minutes of Previous Meeting: October 28, 2025
- 5.2. Business Arising from Minutes
- 5.3. Correspondence
  - 5.3.1. Minister's Letter – Source Water Protection

## **6. Reports – For Consideration**

- 6.1. Meeting Dates and Committee Meetings – BoD-11-25-76
- 6.2. Regulated Area Map Update and Transition Protocol – BoD-11-25-77
- 6.3. Thames River Regulated Area Map Update – City of London Approval – Verbal Update (Report deferred to next meeting)

## **7. Reports – In Camera**

- 7.1. Personal Matters About an Identifiable Individual – General Manager's Annual Performance Appraisal – BoD-11-25-79

- 7.2. Plan or Instruction to be Applied to Negotiations – Fanshawe Land Lease Program – Verbal Update

## **8. Reports – For Information**

- 8.1. Planning and Permitting Service Delivery Review – BoD-11-25-80
- 8.2. Provincial Announcements: Bill 68 Schedule 3 Proposed Changes to the Conservation Authorities Act and Environmental Registry of Ontario (ERO) Posting #025-1257 Proposed Boundaries for Regional Consolidation of Ontario’s Conservation Authorities – BoD-11-25-81
- 8.3. Hydro Plant Update – BoD-11-25-82
- 8.4. Administration and Enforcement – Section 28 Status Report – BoD-11-25-83
- 8.5. Project Status Update – BoD-11-25-84
- 8.6. [Thames River Current November Edition](#)

## **9. Reports – Committee Updates**

- 9.1. Finance and Audit Committee
- 9.2. Hearing Committee

## **10. Notices of Motion**

## **11. Chair’s Comments**

## **12. Member’s Comments**

## **13. General Manager’s Comments**

## **14. Adjournment**

Tracy Annett, General Manager

**Ministry of the Environment,  
Conservation and Parks**

**Ministère de l'Environnement,  
de la Protection de la nature et  
des Parcs**



Office of the Minister

Bureau du ministre

777 Bay Street, 5th Floor  
Toronto ON M7A 2J3  
Tel.: 416-314-6790

777, rue Bay, 5<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél. : 416.314.6790

357-2025-1959

November 14, 2025

Dean Trentowsky, Chair  
Upper Thames River Conservation  
Authority  
1424 Clarke Road  
London, ON  
N5V 5B9

Tracy Annett, General  
Manager/Secretary-Treasurer  
Upper Thames River Conservation  
Authority  
1424 Clarke Road  
London, ON  
N5V 5B9

Dear Dean Trentowsky and Tracy Annett:

It is a pleasure to inform you that the ministry has completed the review of the amended Thames-Sydenham and Region Source Protection Plan (Volume III) and the associated Upper Thames River, Lower Thames Valley, and St. Clair Region Assessment Reports for proposed changes related to the Lambton Area Water Supply drinking water system, and to ensure broader updates were incorporated to align with the 2021 Technical Rules under the *Clean Water Act, 2006*.

I approve the amendments pursuant to section 34 of the *Clean Water Act, 2006*. The amendments will take effect on the day the notice of this decision is posted to Ontario's Environmental Registry.

I appreciate the dedication of the local municipalities, source protection authority, and source protection committee, as well as all our partners and stakeholders, for their work and contributions to these amendments, which ensure that Ontario's municipal drinking water sources continue to be protected.

Our strong protection framework will continue to help ensure Ontario's drinking water is held to high safety standards and that sources of drinking water in the province are protected from contamination and depletion for future generations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd McCarthy".

Todd McCarthy  
Minister of the Environment, Conservation and Parks

- c: Julie Welker, Source Protection Coordinator, Thames Sydenham and Region Source Protection Region  
Kirsten Service, Director, Conservation and Source Protection Branch, MECP

---

**To: UTRCA Board of Directors**  
**From: Tracy Annett**  
**Date: November 25, 2025**  
**File Number: BoD-11-25-76**  
**Agenda #: 6.1**  
**Subject: 2026 Board and Committee Meeting Schedules**

---

## Recommendation

That the Board amends the 2025 Meeting Schedule to add a December Board of Directors meeting on December 16<sup>th</sup>, 2025;

That the Board approves the attached 2026 Board of Directors Meeting Schedule; and

That the Board approves the attached 2026 Committee Meeting Schedules, pending discussion and approval by the 2026 Committees elected at the January election.

## Background

Given the changes currently proposed by the Province, a December meeting is required. The date of the meeting is proposed to be December 16<sup>th</sup>, 2025.

Meeting Procedures are outlined in Section C.2.1 of the UTRCA's Administrative By-Law, effective June 1, 2025. It states that the General Membership shall approve a schedule for regular meetings in November for the upcoming year, and further, that the schedule will be posted to the Authority website December 1st. The attached schedule provides notice of regular meetings. The following conferences were considered in the proposed schedule:

- The Rural Ontario Municipal Association (ROMA) General Meeting;
- The Good Roads Conference; and
- Association of Municipalities of Ontario Conference (AMO)

## Board of Directors meeting schedule

As in previous years, Board of Directors meetings will be held on the fourth Tuesday of every month, at 9:30am. There is no meeting scheduled for July.

Due to the Municipal election taking place on October 26, 2026, staff are suggesting the October meeting date, which would be October 27, be moved to the following week to Tuesday November 3<sup>rd</sup>.

No meeting is currently scheduled for the fourth Tuesday of November, which is usually the last meeting of the year. The current appointment process following the 2026 Municipal election is uncertain, as the governance model and appointment process are subject to updated regulation.

“The implementation of the regional consolidation of conservation authorities would be overseen by the provincial board-governed agency that would be created by the first phase of proposed changes to the Conservation Authorities Act, if such changes are introduced and passed. This oversight role would include coordinating the transition process with conservation authority, municipal and stakeholder involvement to ensure minimal disruptions for conservation authority staff, stakeholders, member municipalities, and partners including Indigenous communities. The Ministry will provide further details on timelines, engagement opportunities, and transition supports at a future date.” (Excerpt from Environmental Registry of Ontario Number 025-1257)

Apart from the Annual General Meeting, all meetings will be held using a hybrid model, giving the members the option of attending in person, or virtually over Zoom.

The approved UTRCA Board of Directors and Committee Meeting Schedule will be forwarded to all member municipalities.

### **Committee meeting schedule**

In 2023 both the Finance and Audit Committee and the Hearing Committee passed resolutions to schedule regular meetings. Staff are recommending a continuation of the 2025 meeting schedule, pending discussion and approval by the 2026 committees elected at the January election.

### **Summary**

Board meetings will be held on the fourth Tuesday of every month, at 9:30am. There are no meetings scheduled during July and December.

### **Recommended by:**

Tracy Annett, General Manager

### **Prepared by:**

Michelle Viglianti, Administrative Assistant

### **Attachment:**

- 2026 Board of Directors and Committee Meeting Schedule

## **2026 UTRCA Board of Directors and Committee Meeting Schedule**

Tuesday, January 27, 2026, 9:30am

**Tuesday, February 24, 2026 – Annual General Meeting, 9:30am – In Person**

Tuesday, March 24, 2026, 9:30am

Tuesday, April 28, 2026, 9:30am

Tuesday, May 26, 2026, 9:30am

Tuesday, June 23, 2026, 9:30am

Tuesday, August 25, 2026, 9:30am

Tuesday, September 22, 2026, 9:30am

Tuesday, November 3, 2026, 9:30am

### **Finance and Audit Committee – Pending final approval by Committee**

April 28, 2026, following the Board Meeting

September 22, 2026, following the Board Meeting

### **Hearing Committee – Pending final approval by Committee**

January 27, 2026, following the Board Meeting

May 26, 2026, following the Board Meeting

August 25, 2026, following the Board Meeting

November 3, 2026, following the Board Meeting

The 2026 UTRCA Board of Directors meeting schedule was approved by the Upper Thames River Conservation Authority Board of Directors on November 25, 2025.

All meetings will be held using a hybrid model, giving the members the option of attending in person, or virtually over Zoom. Municipal partners and members of the public are welcome to attend in person at 1424 Clarke Road, Fanshawe Conservation Area in the Watershed Conservation Centre or watch the [livestream on the UTRCA website](#).

Please note that if additional Committee meetings are required, they will be scheduled at the call of the Committee Chair, following the policies set out in the UTRCA Administrative By-Laws and the Hearing Guidelines.

If you have any questions or require additional information, please contact the undersigned.

Michelle Viglianti,  
Administrative Assistant  
[vigliantim@thamesriver.ca](mailto:vigliantim@thamesriver.ca)  
519-451-2800 x222

---

**To: UTRCA Board of Directors**  
**From: Joe Gordon, Regulations Coordinator**  
**Erin Dolmage, Hazard Mapping Communications and Marketing Specialist**  
**Date: November 25, 2025**  
**File Number: BoD-11-25-77**  
**Agenda #: 6.2**  
**Subject: Regulated Area Map Update and Transition Protocol**

---

## Recommendation

THAT the Board of Directors approve the Regulated Area Map Update and Transition Protocol as presented.

## Background

The attached Regulated Area Map Update and Transition Protocol has been developed by staff and vetted through UTRCA's legal counsel to ensure that the UTRCA complies with the regulatory requirements for maps of regulated areas prescribed within section 4 of Ontario Regulation 41/24.

In accordance with section 4 of O. Reg. 41/24, the authority shall:

- 1) Develop maps of regulated areas which are to be filed at the head office and made available to the public on the authority's website;
- 2) At least once annually, review the maps to determine updates and file such updates at the head office and its publicly available website;
- 3) In any manner that the authority considers advisable, notify interest-holders (stakeholders), municipalities and the public of "significant updates" resulting from new information or analysis at least 30 days prior to the proposed changes being considered at a Board of Directors meeting;
- 4) Promptly update maps where "significant updates" have occurred following the requirements of the regulation; and
- 5) In case of a conflict regarding regulated area maps, the description of the authority's regulatory jurisdiction described within the regulation prevails.

The Protocol also provides direction in establishing:

- Key stages in the UTRCA's regulated area map update process,
- What data will be used at each stage of the process,
- How the new data will be presented on UTRCA's publicly available mapping,
- When new data will be used for administering Ontario Regulation 41/24, and
- When and how municipal, public and interest-holder engagement will occur.

In 2018, the UTRCA Board of Directors approved a transition policy memo for development proposal reviews using the best available information. Substantial amounts of improved information were being generated to inform hazard limits (e.g., flood modeling, digital elevation models, etc.) to fulfill Target #3 of the UTRCA's *Environmental Targets: Strategic Plan* (June 2016), which focused on updates to hazard mapping. Guidance was needed as formal updates to the mapping had not yet been completed, but the UTRCA had much better information to inform decisions.

In accordance with the 2018 transition policy memo, new and improved information should be relied upon when informing decisions on planning and development applications. However, where the new information or analysis results in "significant updates" to regulated areas, there are regulatory requirements such as public notification and prior approval of the Board of Directors that must be met before the expanded or reduced area can have force of law under the regulation. As a result, UTRCA cannot prohibit any activity or require a permit to be obtained within an expanded regulated area until the updates have been approved by the Board of Directors.

**Recommended by:**

Tracy Annett, General Manager/Secretary Treasurer  
Jenna Allain, Manager, Environmental Planning and Regulations

**Prepared by:**

Joe Gordon, Regulations Coordinator  
Eleanor Heagy, Communications and Marketing Coordinator  
Erin Dolmage, Hazard Mapping Communications and Marketing Specialist

# Regulated Area Map Updates and Transition Protocol

November 2025

DRAFT



**UTRCA Regulated Areas**  
Protecting People and Property

**UPPER THAMES RIVER**

**CONSERVATION AUTHORITY**

# Table of Contents

Table of Contents .....	i
List of Figures and Tables .....	i
Purpose and Objectives .....	1
Purpose .....	1
Objectives .....	1
Background .....	1
Previous Regulation - O. Reg. 157/06 (“Regulation Limit” Maps) .....	2
Current Regulation - O. Reg. 41/24 (“Regulated Area” Maps) .....	2
Legislative Requirements for Maps of Regulated Areas .....	3
Regulated Area Maps .....	4
Annual Review of Regulated Area Maps .....	5
Updates of Regulated Area Maps .....	5
Process for Regulated Area Map Updates .....	6
Significant Updates .....	6
Definitions for Significant Updates .....	6
Study Area .....	7
Transition Process for Significant Updates .....	7
Stage 1 – Study Initiated .....	7
Stage 2 – Draft Study and Draft Maps .....	7
Stage 3 – Final Study and Final Draft Map .....	8
Stage 4 – UTRCA Board of Directors Approval .....	8
Public Engagement for Significant Updates .....	10
Public Notification .....	10
Scoped Public Engagement .....	10
Comprehensive Public Engagement .....	10
Other Updates .....	11
Definitions for Other Updates .....	11
Timelines for Regulated Area Updates .....	12
Caution Statement .....	12
Protocol Review and Updates .....	13

## List of Figures and Tables

Figure 1. Map layers used to create regulated area .....	4
Figure 2. Key Stages in UTRCA’s Regulated Area Maps Transition Process .....	9

# Regulated Area Map Updates and Transition Protocol

## Purpose and Objectives

### Purpose

The Upper Thames River Conservation Authority (UTRCA) is required, under Ontario Regulation 41/24, to review mapping annually and determine if regulated area updates are necessary. There is currently no Provincial guidance for Conservation Authorities related to their regulatory responsibilities during the transition to, or implementation of, hazard or regulatory map updates. O. Reg. 41/24 states that conservation authorities may develop map update procedures as they deem advisable.

The UTRCA's Regulated Area Map Update and Transition Protocol establishes:

- Key stages in the UTRCA's regulated area map update process,
- What data will be used at each stage of the process,
- How the new data will be presented on UTRCA's publicly available mapping,
- When the new data will be used for administering Ontario Regulation 41/24, and
- When and how municipal, public, and interest-holder engagement will occur.

The UTRCA will rely on this protocol for all updates to the extent of the regulated area, including enlargements and reductions.

### Objectives

- Help to ensure that UTRCA's use of new data resulting in updates to regulated area maps is transparent, consistent, and defensible, while ensuring compliance with legislative mapping requirements.
- Guide staff and support more efficient and effective use of new data, including when to rely upon such data to inform decisions on development applications.
- Help UTRCA's municipalities, interest-holders, and the public better understand the dynamic nature of regulated area mapping and make more informed decisions, based on potential risks and UTRCA's regulatory requirements.
- Support UTRCA decisions related to flood forecasting, and advisory and municipal decisions around natural hazard risk management or emergency response.

## Background

The UTRCA works to protect people and property from natural hazards, including flooding and erosion hazards, as well as wetlands and the area surrounding them. The UTRCA regulates development in or near natural hazards and features pursuant to a regulation enacted under section 28 of the *Conservation Authorities Act*. The current regulation for all

Conservation Authorities is Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits.

Accurate natural hazard or feature information is the foundation of effective planning and helps ensure that decisions made regarding development keep people and property safe. To illustrate the approximate location of area it regulates, the UTRCA generates maps (“regulated area maps”) that depict properties that may be affected by Conservation Authority regulations. It is important that these maps are maintained and updated as new information becomes available, and that a process is in place to ensure municipalities, interest-holders, and the public are notified of significant updates.

## Previous Regulation - O. Reg. 157/06 (“Regulation Limit” Maps)

The UTRCA originally prepared regulation limit maps in 2006 for the implementation of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (Ontario Regulation 157/06), also known as the Generic Regulation. The process for developing the maps was documented in *Determination of Regulation Limits for the Upper Thames River Conservation Authority* (2006).

The regulation required that a conservation authority map all areas within its jurisdiction described by the regulation and delineate those areas as the “regulation limit.” The regulation limit generally encompassed:

- River and stream valleys, including valleys with defined, stable or unstable slopes, plus an allowance of 15 metres,
- Flood plains and areas subject to stream-related erosion (meander belts) where valley slopes are not clearly defined, plus an allowance of 15 metres,
- Watercourses,
- Wetlands, plus areas defined in the regulation, and
- Hazardous lands.

Generating regulation limit maps for the 2006 regulation change involved manually digitizing paper maps from the 1980s and 1990s. This mapping was based on Ontario Base Maps with a scale of 1:2000 for some urban areas, such as the City of London, and 1:10,000 for the remainder of the watershed, at 5 metre contour intervals. This data was the best available information the UTRCA had at the time. The regulation limit maps were approved by the Minister of Natural Resources (2006).

## Current Regulation - O. Reg. 41/24 (“Regulated Area” Maps)

In 2024, the Province of Ontario introduced changes to the *Conservation Authorities Act* (CAA) and a new regulation entitled Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits. O. Reg. 41/24 replaced the former UTRCA-specific Regulation 157/06 and applies to all Conservation Authorities in Ontario.

Key changes to jurisdictional area and permitting within O. Reg. 41/24 include:

- **Terminology changes:**
  - “Regulation Limit” is now referred to as “Regulated Area.”
  - “Written Permission” has been replaced with the requirement for “Permits.”
  - “Development” and “alteration or interference” have been replaced with “development activities” and other “activities” that may change or interfere with a wetland or watercourse.
- **Reduced wetland buffers:** The regulated area around wetlands, regardless of size or provincial status, was reduced from 120 metres to 30 metres.
- **Narrowed “watercourse” definition:** A “watercourse” now requires a defined channel, including a bed and banks or sides, to be regulated.
- **Expanded “hazardous lands” definition:** The hazardous lands definition has been expanded to include unstable soil and bedrock.
- **Replaced decision factors:** Decision factors for issuing permits replaced “Pollution” and “Conservation of Land” with “Unstable soil and bedrock.”
- **New mapping processes:** Conservation Authorities are now required by the regulation to review and update regulated area maps annually and notify the public and stakeholders regarding any significant updates.

## Legislative Requirements for Maps of Regulated Areas

### ***Ontario Regulation 41/24: Maps of regulated areas***

*4. (1) An authority shall develop maps depicting the areas within the authority’s area of jurisdiction where development activities are prohibited under paragraph 2 of subsection 28 (1) of the Act which shall be filed at the head office of the authority and made available to the public on the authority’s website, and by any other means that the authority considers advisable.*

*(2) At least once annually, the authority shall,*

*(a) review the maps referred to in subsection (1) and determine if updates to the maps are required;*

*(b) make and file such updates to the maps at its head office if required; and*

*(c) make the updated maps available to the public on its website and by any other means it considers advisable.*

*(3) Where new information or analysis becomes available that may result in significant updates to the areas where development activities are prohibited under paragraph 2 of subsection 28 (1) of the Act, including enlargements or reductions to such areas, the authority shall ensure that stakeholders, municipalities and the public are notified of the proposed changes in any manner that the authority*

considers advisable, including making any relevant information or studies available online at least 30 days prior to an authority meeting during which the proposed changes are on the agenda.

(4) Where significant changes to the areas where development activities are prohibited have been made in accordance with subsection (3), the authority shall promptly update the maps described in subsection (1).

(5) For greater certainty, in case of a conflict regarding the boundaries of the areas where development activities are prohibited under paragraph 2 of subsection 28 (1) of the Act, the description of those areas in that paragraph and in section 2 of this Regulation prevail over the depiction of the areas in the maps referred to in subsection (1) of this section.

## Regulated Area Maps

UTRCA's regulated area maps can be accessed by the public online at [maps.thamesriver.on.ca](http://maps.thamesriver.on.ca) and in-person at the Watershed Conservation Centre in London, Ontario. The regulated area maps depict the areas of the UTRCA's regulatory jurisdiction and may include the approximate location of natural hazards and features, based on the best available information at the time of map production.

The UTRCA determines the location and boundaries of individual hazards, such as flooding hazards, through extensive data collection, statistical analysis, computer modelling, and various mapping techniques. Throughout this process, staff follow technical guidelines prepared by the Ministry of Natural Resources (MNR) and Conservation Ontario. The final map showing the overall regulated area is produced using a Geographic Information System (GIS) to overlay the completed map layers and add any allowances as described in O. Reg. 41/24. As maps are updated, users of the online mapping will be able to view the overall regulated area and toggle on/off individual hazard or feature layers to view the composition of the regulated area.

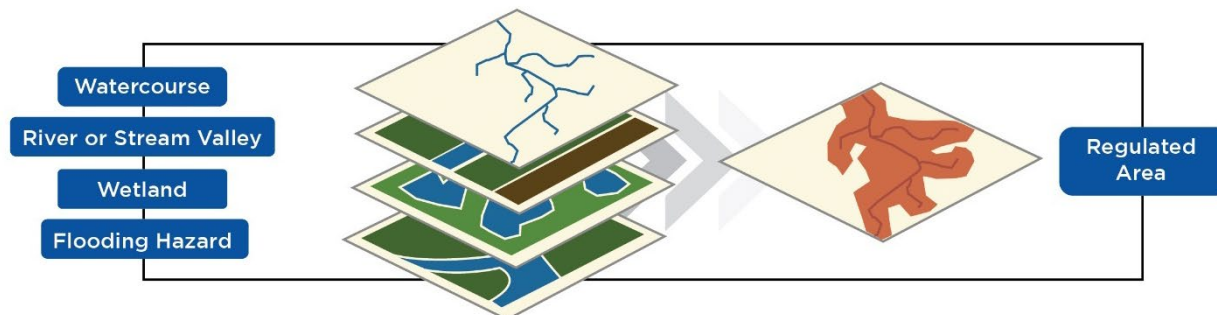


Figure 1. Map layers used to create regulated area.

## Annual Review of Regulated Area Maps

Section 4(2) of O. Reg. 41/24 specifies that regulated area maps must be reviewed on an annual basis, at minimum, to determine if updates are required. UTRCA's annual review of its regulated areas will take place prior to April 1<sup>st</sup> of each year. A report to the UTRCA Board of Directors will summarize any proposed updates recommended from the preceding year. Upon Board approval, GIS staff will upload the information to [maps.thamesriver.on.ca](https://maps.thamesriver.on.ca) and share the updated layers with member municipalities in accordance with this protocol.

An unscheduled report on updates to the regulated area map may be presented to the Board of Directors for approval outside of the annual (April 1st) map review and update process. This provides a more efficient timeline for updates to the regulated area map as stated in s. 4(4) of O. Reg. 41/24.

## Updates of Regulated Area Maps

Updating regulated area maps is an important ongoing process that enables the conservation authority and its municipal partners to use the most current and best available information to identify potential hazards, assess risk, and guide land use decisions.

Mapping is a dynamic, iterative process that evolves. New data has greatly increased the accuracy of hazard identification. Advances in computer technology and software have also improved the Authority's ability to model and map hazard areas, especially flooding and erosion hazards. As a result, changes and refinements to regulated areas may occur and are expected, with significant updates including enlargements or reductions to current regulated areas.

UTRCA staff consistently applies "best available information" for:

- understanding the magnitude and extent of the hazard or feature,
- assessing potential risk to life and property or interference with a wetland or watercourse, and
- decision making and administering Ontario Regulation 41/24, when works or activities are contemplated within UTRCA regulated areas.

*Guidelines for Developing Schedules of Regulated Areas* (MNR and Conservation Ontario, October 2005) defines best available information as the most current, reliable, and accurate information for the hazard being identified. It is the most up-to-date scientific information to define and illustrate the natural hazard or feature.

In 2018, the UTRCA Board of Directors approved a transition policy memo for development proposal reviews using the best available information. Substantial amounts of improved information were being generated to inform hazard limits (e.g., flood modeling,

digital elevation models, etc.) to fulfill Target #3 of the UTRCA's *Environmental Targets: Strategic Plan* (June 2016), which focused on updates to hazard mapping. Guidance was needed as formal updates to the mapping had not yet been completed but the UTRCA had much better information to inform decisions.

In accordance with the 2018 transition policy memo, new and improved information should be relied upon when informing decisions on planning and development applications. However, where the new information or analysis results in "significant updates" to regulated areas, there are regulatory requirements such as public notification and prior approval of the Board of Directors that must be met before the expanded or reduced area can have force of law under the regulation. As a result, UTRCA cannot prohibit any activity or require a permit to be obtained within an expanded regulated area until the updates have been approved by the Board of Directors.

## Process for Regulated Area Map Updates

To comply with O. Reg. 41/24, the UTRCA will use the process outlined in the following sections to update its regulated area maps. For public engagement related to map updates, the UTRCA will follow the engagement process as outlined in the *UTRCA Regulated Area Maps Engagement Plan (2025)*.

### Significant Updates

In accordance with s.4(3) of O. Reg. 41/24, for any new information or analysis that results in "significant updates", including enlargements or reductions, the Authority shall ensure interest-holders (stakeholders), municipalities, and the public are notified of the proposed changes in any manner that the Authority considers advisable. At a minimum, the Authority shall make relevant information or studies available online at least 30 days prior to an Authority meeting during which the proposed changes are on the agenda.

### Definitions for Significant Updates

"Significant updates" include:

- Large-scale technical studies initiated by the UTRCA to update hazardous lands, such as flooding and erosion hazards, that result in updates to regulated areas.
- Large-scale updates resulting from new aerial photography acquisition and UTRCA's interpretation of landscape changes to areas of jurisdiction, leading to updates to regulated areas.
- New information or analysis that results in any potential expansion to UTRCA regulated areas through regional or comprehensive planning and development applications approved under other municipal, provincial, or federal legislation, such as the *Planning Act* or *Environmental Assessment Act*.

- Any enlargement of regulated areas that extends regulatory jurisdiction, partially or wholly, onto new properties or public infrastructure lands that were not previously affected by the prohibitions and regulation under the *Conservation Authorities Act*.
- Any reduction of regulated areas that removes regulatory jurisdiction entirely from existing properties or public infrastructure lands that were previously affected by the prohibitions under the *Conservation Authorities Act*.
- Jurisdictional changes resulting from legislation or regulatory amendments.

## Study Area

A study area delineates where a proposed regulated area update is in progress due to new information or data that may result in changes to the regulated area. The UTRCA will identify study areas by showing the limits of the study area on the publicly available regulated area map.

Details of the proposed regulated area changes will be provided on a separate webpage for interest-holders and the public to access. As part of a transparent process with updated information, the UTRCA will illustrate current and draft layers on mapping (if applicable). A disclaimer will be added to the UTRCA's website to explain the difference between the current and draft hazard layers to prevent misinterpretation.

Through the study process and/or technical review, numerous iterations of the new data or draft map layers may be produced. The draft map will not be used to determine permit decisions until the draft map updates have been finalized, and legislative requirements for significant updates have been met, including public engagement. Once map updates are approved by the UTRCA Board of Directors, the new regulated area will be used for administration and compliance with O. Reg. 41/24.

## Transition Process for Significant Updates

The UTRCA's transition process for significant updates to regulated areas is outlined below and in Figure 2.

### Stage 1 – Study Initiated

- Depending on the scope and scale of the draft updates, a Technical Advisory Committee (TAC) with representation from affected municipalities and the development community may be established.
- Current data and online regulated area maps considered “best available information” for decision making and is the only data that can be shared with third parties.
- Permits are required from UTRCA to develop in current identified regulated areas.

### Stage 2 – Draft Study and Draft Maps

- Production of preliminary, draft mapping and study results.
- Draft map posted on UTRCA's map website for information purposes only.

- Public engagement will be initiated as per *UTRCA Regulated Area Maps Engagement Plan*.
- Current data and online regulated area maps considered “best available information” for decision making and is the only data that can be shared with third parties.
- Permits are required from UTRCA to develop in current identified regulated areas.

Note: The timing of Stage 2 to Stage 3 may differ depending on the regulated feature, scale and scope of the technical review and study, and/or level of risk.

### **Stage 3 – Final Study and Final Draft Map**

- UTRCA is satisfied that new data is technically sound and acceptable in collaboration with the Technical Advisory Committee, if applicable.
- UTRCA has reviewed comments received from affected municipalities, interest-holders, and the public and has made changes to the draft map where applicable.
- Further public engagement may occur resulting from changes to draft mapping, if applicable.
- The revised map will be posted for a minimum of 30 days prior to the UTRCA Board of Directors meeting where the proposed changes will be considered for approval.
- Current data and online regulated area maps considered “best available information” for decision making. As part of pre-submission consultation, UTRCA staff will advise of the new information pending approval for any proposed development activity that may be affected by the map update.
- Permits are required from UTRCA to develop in current identified regulated areas.

### **Stage 4 – UTRCA Board of Directors’ Approval**

- UTRCA Board of Directors’ approval of final study and final draft map.
- The regulated area updated based on the approved new data.
- New data and updated regulated area map considered “best available information” for decision making and can be shared with third parties.
- Permits are required from UTRCA to develop in current and updated identified regulated areas.

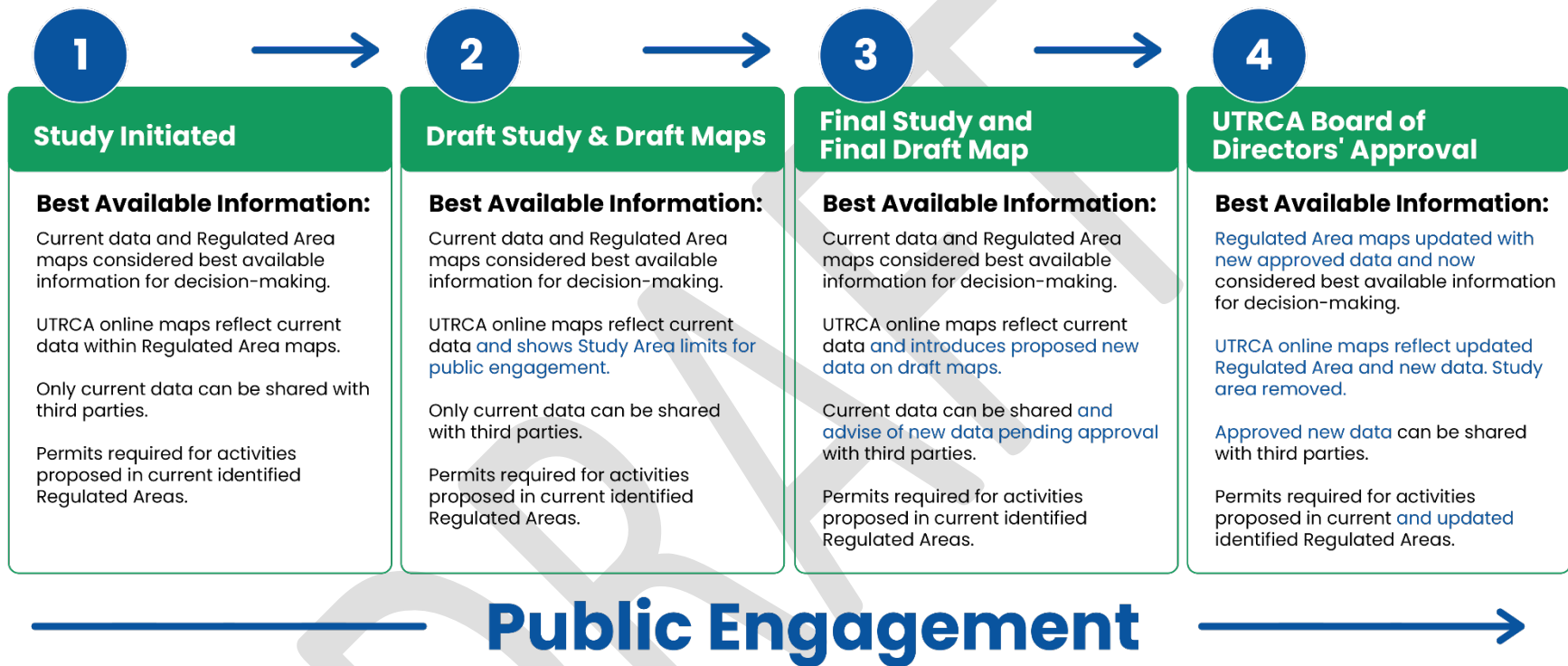


Figure 2. Transition Process for Significant Updates to Regulated Areas

## Public Engagement for Significant Updates

Public engagement is an opportunity to:

- Gather input from third parties on new data and draft map updates considering local hazard knowledge that could enhance map accuracy,
- Educate the functions of a watershed with respect to hydrology, hydraulics, erosion, and wetlands,
- Improve understanding of natural hazard risks and mitigation,
- Educate about the importance of natural hazard maps and their role in reducing risk in land use planning,
- Educate and provide awareness of the *Conservation Authorities Act* regulation, its prohibitions, and the processes associated with obtaining required permits for activities within regulated areas,
- Improve trust and transparency with the watershed community, and
- Work with member municipalities to update associated zoning by-laws and official plans with best available information for natural hazards.
- Detail and inform about the stages of transition for Regulated Area updates.

The following communication and engagement efforts are tailored based on the scope, scale, and potential impact of the draft significant updates. It is important to include municipal partners, interest-holders, and the public in the mapping process as it can lead to increased awareness about natural hazards and the associated risks and ensure compliance with the regulation.

### Public Notification

- Publish notice and post draft map layer on UTRCA's map website a minimum of 30 days prior to the authority meeting during which the proposed changes are on the agenda.
- Draft map presented to UTRCA Board of Directors for final approval.

### Scoped Public Engagement

- Notify affected landowners of proposed changes.
- Receive comments for 60 days. UTRCA staff are available for landowner meetings or site visits as requested. A Landowner Information Session may be held if the number of landowners involved is large enough.
- Post draft map layer on UTRCA's map website 30 days prior to a UTRCA Board of Directors meeting that has proposed changes on the agenda.

### Comprehensive Public Engagement

- Notify affected landowners of proposed changes.
- Post draft map layer on UTRCA's online mapping website during the public comment period.

- Receive comments for 60 days via phone, email, or UTRCA's website.
- Host a Public Information Centre(s) to answer questions about the proposed changes and review draft maps with the public.
- After the 60-day comment period, draft map is presented to UTRCA Board of Directors for final approval.

Further details regarding the above engagements can be found in the *UTRCA Regulated Area Maps Engagement Plan (2025)*.

## Other Updates

O. Reg. 41/24 provides a conflict resolution provision for conflicts that may occur with the regulated area maps. Section 4(5) states that where there is a conflict between the regulated area maps and the descriptions within the regulation, the description of those areas prevails. The process of regularly updating regulated area maps based on new or more accurate information will aim to reduce potential conflicts with the mapping. This section of the regulation will be relied upon for updates to regulated area maps that do not meet the definition of “significant updates”.

### Definitions for Other Updates

Other updates to the regulated area maps are based on the findings of technical studies, planning and permit applications, environmental assessments, and field verification. These updates are completed with the knowledge of the affected landowner(s) and do not require a formal public engagement process.

Other updates include:

- All other updates that do meet the definition of “significant updates” and are completed with the knowledge of the affected landowner(s), and
- Minor revisions to the:
  - Watercourse layer based on site-specific field assessments,
  - Flooding hazard layer based on modelling from technical studies associated with site-specific environmental assessments or planning and permit applications,
  - Wetland limits based on site-specific field assessments as part of planning or permit applications or technical studies or, in the case of a Provincially Significant Wetland (PSW), by the Ministry of Natural Resources (MNR),
  - Erosion hazard limits based on field assessments or technical studies associated with a planning or permit application, and/or
  - Limits of “Other areas” associated with a technical study, planning approvals issued, and/or development is substantially completed.

## Timelines for Regulated Area Updates

Regulated area map updates will occur promptly and as soon as technically feasible, once all requirements of the regulation and this protocol have been satisfied.

The following provides a general guide to updating the publicly available regulated area map based on consideration of the specific update:

- “Significant Updates” will occur no later than 30 days from Board of Directors approval.
- Updates resulting from technical studies or analysis based on existing conditions and as part of a planning and development application for a large-scale area or watercourse reach, will be updated once all applicable approvals or UTRCA section 28 permit (if applicable) have been issued.
- Updates resulting from technical studies or analyses based on future conditions (i.e., flood mitigation or erosion control works and complete corridor concepts) and as part of a planning and development application, will be updated once UTRCA is satisfied that the proposed works have been completed in accordance with approved plans, including receipt and approval of “as-built” constructed drawings, if applicable.
- Updates resulting from technical studies or analyses on a small-scale area or lot-by-lot basis will not be updated. Instead, another layer depicting the results of the technical study or analysis will be included on internal mapping available to UTRCA staff for information.
- In the absence of technical studies or analyses, any updates resulting from interpretation of regulatory jurisdiction resulting from review of aerial photographs or onsite observations (i.e., watercourses, wetlands, or meander belt allowances), will be verified by both the UTRCA’s Regulations Coordinator and GIS Specialist prior to the update occurring to ensure consistency with the interpretation and application of jurisdiction.
- General updates made in accordance with this protocol will be shared with the affected municipality through a standardized process, in consultation with the relevant municipality or municipalities.

## Caution Statement

The following caution statement should be placed on all Regulated Area maps and used in any UTRCA communications when providing or referring to Regulated Area maps.

“Regulated Areas shown on the maps are subject to the text-based descriptions set out in s.4(5) of Ontario Regulation 41/24. Upon review, the hazard limits may be somewhat different from those shown on the maps. If there is a conflict between the text-based description of areas affected by the regulation and the areas as shown

on the map, then the description of areas in subsection 2(1) of the regulation prevails.”

## Protocol Review and Updates

The Regulated Area Map Update and Transition Protocol shall be reviewed on an annual basis to determine if updates are required.

Housekeeping and minor amendments can be approved by the UTRCA Administrative Review Officer(s) appointed by the Board of Directors:

- **Housekeeping amendments** include changes that have no effect on the written protocol such as, but not limited to, typographical errors, renumbering, graphical and layout changes, non-protocol clarifications, external reference updates, or changes in UTRCA staff titles.
- **Minor amendments** include changes that reflect minor changes such as, but not limited to, wording changes that result in a protocol-based clarification or implementation, modifying a protocol subsection, or updating technical guidelines or appendices.

Major amendments must be approved by the UTRCA Board of Directors:

- **Major amendments** include changes that will result in adding new protocols, removing existing protocols, or changing the intent or effect of a protocol.

Major amendments may require engagement that is appropriate to the scope and nature of the proposed change. Where public engagement is required, the UTRCA will include a posting on its website for no less than 30 days for public review and comment prior to approval by the UTRCA Board of Directors.

---

**To: UTRCA Board of Directors**  
**From: Jenna Allain, Manager, Environmental Planning and Regulations**  
**Date: November 25, 2025**  
**File Number: BoD-11-25-80**  
**Agenda #: 8.1**  
**Subject: Planning and Permitting Service Delivery Review**

---

## Recommendation

THAT the Board of Directors receives the Planning and Permitting Service Delivery Review Report for information.

## Background

Late last year, following Board direction, the Upper Thames River Conservation Authority (UTRCA) requested proposals from qualified consultants to conduct a Service Delivery Review of mandatory planning and permitting program areas within the Environmental Planning and Regulations Unit. The purpose of the Service Delivery Review was to develop an understanding of current service levels, consider constraints to current processes and practices, and provide recommendations for digital modernization, improving operational efficiencies, and delivering equitable and cost-effective services.

Early in 2025 Blackline Consulting was awarded the contract for undertaking the Service Delivery Review of UTRCA's planning and permitting program areas. The review was undertaken between the Spring and Fall of 2025, and it included interviews and process shadowing with staff, consultation with member municipalities, the development community, and other conservation authorities, and the preparation of an interim and final report. The Final Report and Recommendations have been received and are attached to this report.

## Final Report and Recommendations

The Final Report from Blackline Consulting includes a set of 9 recommendations that are grouped into three key objectives as outlined below. The report identifies implementation actions specific to each recommendation.

### Objective A - Creating an Efficient and Responsive Unit

This objective involves changing the UTRCA's approach to elements of permitting and planning reviews and includes the following recommendations:

1. *Coordinate with member municipalities* – work with member municipalities to improve coordination of planning application reviews.
2. *Implement a risk-based decision framework* – that informs how the UTRCA reviews development activity, based on the level of risk associated with each application.
3. *Accelerate the planning comments process* – by defining review cycles, effectively distributing workloads, and triaging files.
4. *Creating a protocol for the Planning and Regulations Unit's use of floodplain mapping* – establish a clear protocol that defines how staff apply and transition between versions of the UTRCA's floodplain mapping.

### Objective B - Enabling our Team

This objective requires implementing tools and methods that best support staff and include the following recommendations:

5. *Implement Suitable Technology* – implement a system, such as a customer relationship management system (CRM) or case management software, to track client interactions, link applicable permitting/planning files in one location and reduce manual work.
6. *Promote a culture shift to be more solution-oriented* – Foster a culture that positions UTRCA as a collaborative and solution-oriented partner.
7. *Implement a continuous improvement program* – utilize Lean continuous improvement principles to enhance existing processes and service delivery.

### Objective C - Measuring our Performance

This objective will help the UTRCA build on its relationships with outside interest holders by demonstrating that the Authority effectively meets its goals through implementation of the following recommendations:

8. *Create service standards and metrics* – Establish internal KPIs and service standards to guide staff workload, resource allocation and client expectations.
9. *Inform relevant groups of changes to relevant information* – Improve transparency and reduce confusion by proactively informing interest holders of process changes.

## **Report Considerations**

Staff have reviewed the Final Report prepared by Blackline Consulting and generally agree with the observations made, the issues and challenges identified, and the recommended opportunities for improvement. The report offers a thoughtful and balanced assessment, highlighting some strengths of UTRCA's current planning and permitting services, while clearly identifying opportunities for improvement. Staff appreciate that the recommendations are practical, based on observation and feedback, and are aligned with the challenges that our planning and regulations staff experience day to day.

UTRCA's planning and regulations staff are committed to continuous improvement and are always open to changes that will lead to more efficiency and improved customer service. Many of the issues and challenges identified within the Blackline Report are known issues that staff have been actively working to address. Over the past year, staff have been making process adjustments that already align with some of the recommendations outlined in the Final Report. These include:

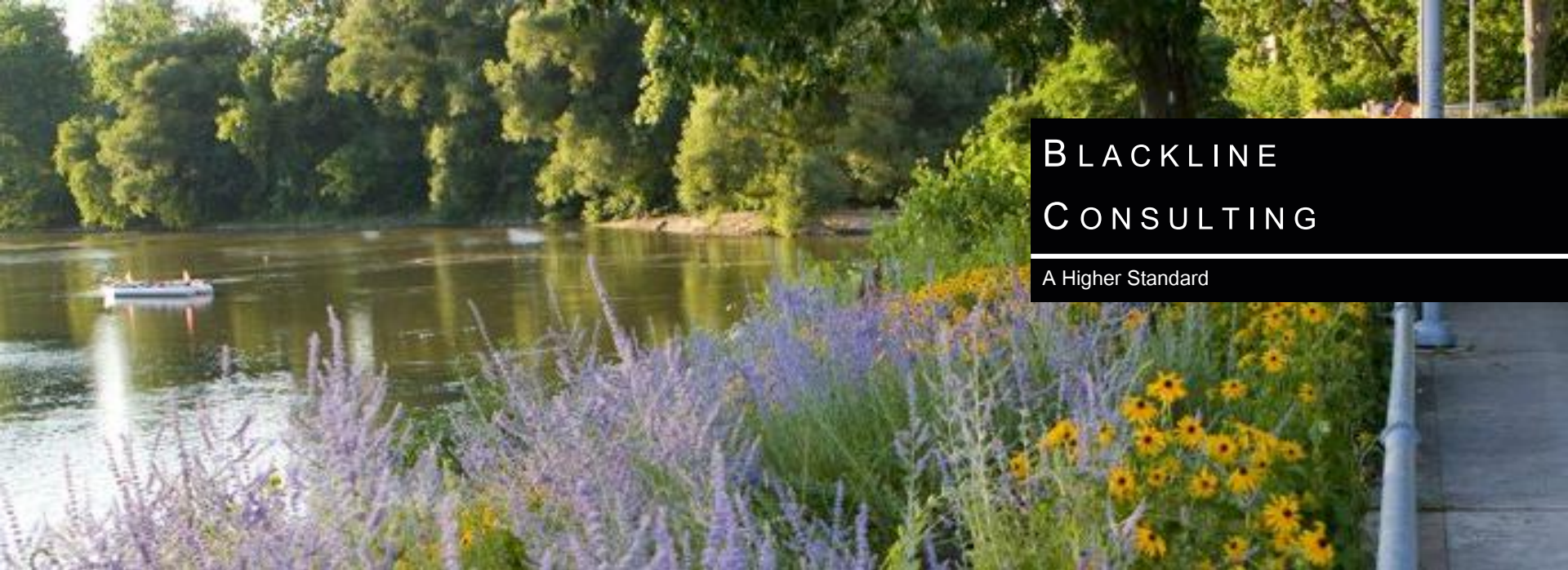
- Streamlining and providing planning comments via email for non-regulated properties rather than preparing formal comment letters for all applications (aligns with Recommendations #2 and #3).
- Revising templates for technical review memos that split comments into different sections based on priority (aligns with Recommendations #2 and #3)
- Coordinated meetings for technical review staff when more than one technical reviewer is required to improve collaboration and reduce review overlap (aligns with Recommendation #6).
- Developing resources and providing training for staff on natural hazard risks to support improved risk assessment and increase efficiency when reviewing applications (aligns with Recommendation #2).
- Establishment of a monthly working group with City of London senior staff to improve communication, collaboration and discuss common issues and challenges (aligns with Recommendation #1).
- Regular meetings with technical staff from member municipalities to understand roles and responsibilities in technical reviews to avoid duplication (aligns with Recommendation #1)
- Developed a regulated area map transition protocol as per Board report number BoD-11-25-77 (aligns with Recommendation #4).

## **Next Steps**

Now that the Final Report and Recommendations have been received, an implementation plan will be developed that identifies the timing and costs associated with implementing the report's recommendations. Implementation of certain recommendations may need to be delayed in consideration of the recent provincial announcements regarding conservation authorities (i.e., Recommendation #5 given the proposal to develop a standardized and centralized system for processing applications for permits issued by conservation authorities). An implementation plan will be prepared for Board consideration early in 2026.

## **Recommended by:**

Jenna Allain, Manager, Environmental Planning and Regulations  
Tracy Annett, General Manager, Secretary-Treasurer



BLACKLINE  
CONSULTING

A Higher Standard

# Planning Service Delivery Review

**Upper Thames River Conservation Authority**

**Final Report**

13<sup>th</sup> November 2025

# Table of Contents

	<b>Page</b>
<b>/</b> Background and Context	3
<b>/</b> Efficiency	7
<b>/</b> Effectiveness	18
<b>/</b> Adequacy of Service	24
<b>/</b> Conclusion	30
<b>/</b> Recommendations	34
<b>/</b> Implementing Change	53
<b>/</b> Appendices	60

# We reviewed the UTRCA's permitting and planning process

The Upper Thames River Conservation Authority (the Authority or UTRCA) contracted Blackline to perform this Service Delivery Review within the Environmental Planning and Regulations Unit (the EPR Unit). The objective of our review was to:

Validate whether the EPR Unit is meeting required and common service standards in its service delivery

Identify changes to structure, systems, process and staffing that will help the EPR Unit achieve desired service standards

Develop a set of implementation options

This report adds a set of recommendations to our findings that describe changes UTRCA can consider to the EPR Unit that will help it streamline its activities.

# UTRCA is working in an evolving regulatory environment that impacts planning and permitting

## What's already changed

Over the past six years, the UTRCA has had to respond to several regulatory changes that affect what services it provides and the scope of those services.

- ▶ Introduced in 2019, Bill 108: The More Homes, More Choices Act amended the Conservation Authorities Act (CAA) to define mandatory program services. Under these changes, Conservation Authorities can still deliver non-mandatory services, but this requires municipal approval.
- ▶ Bill 23: More Homes Built Faster Act, introduced in 2022, restricted CAs from completing other types of planning reviews on behalf of member municipalities (e.g., technical and natural heritage reviews). Adjusting to this narrowed scope has taken time.
- ▶ In 2024, the Province introduced new regulations under the CAA. *Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits* came into effect on 1<sup>st</sup> April 2024. The Province's changes aim to clarify the role of Conservation Authorities in the development process, streamline development approvals and encourage new housing construction.

## What is changing now

On 5<sup>th</sup> June 2025, the Province enacted both Bill 5: Protect Ontario by Unleashing our Economy Act and Bill 17: Protect Ontario by Building Faster and Smarter Act. Both Bills introduce changes aimed at expediting resource and infrastructure projects.

There are critical changes that will affect the EPR Unit, including but not limited to:

- ▶ Special Economic Zones: the Lieutenant Governor can exempt projects and proponents from any Act or regulation, eliminating the need for a Section 28 permit
- ▶ Bill 17: updates what is required for a complete planning application, adding restrictions to help expedite projects. A critical change is the inability to alter requirements for technical studies after the planning application is deemed complete, with only the Ministry of Municipal Affairs and Housing (MMAH) able to approve new requirements.

**These regulatory changes have the potential to alter UTRCA's authority over development in its watershed significantly.**

# We structured our analysis into three sections

## Current state of planning and permitting processes

**Is the EPR Unit efficient in how it delivers the services?**  
Is the EPR Unit using technology and processes efficiently?  
Does the EPR Unit effectively manage demand?

**No. Processes can be manually intensive, partially due to older technology and out-of-date floodplain mapping**

- ▶ File Handlers consider the risk and complexity of individual files, but there is no EPR Unit-wide risk-based framework to support decision-making.
- ▶ The technology staff use does not support their information management needs.
- ▶ The variable demand the team faces likely created backlogs. This compounded by the team structure and not always having defined targets for review completion.

**Is the EPR Unit Effective?**  
Does the EPR Unit achieve the intended outcomes?

**Yes, the EPR Unit is meeting its mandate to support safe development**

- ▶ As of 2024, the EPR Unit meets permitting and planning timelines over 80% of the time. Despite this, differences in the goals of each interest holder group drive disagreement about the EPR Unit's efficacy.
- ▶ UTRCA structures its core functions similarly to other CAs, but interest holders still believe there is a disconnect between groups which hampers decision-making on files.

**Does the EPR Unit provide an adequate service?**  
Are you meeting legislated standards?  
Are your customers happy with the service?

**No. Customers are not satisfied with the service even though the EPR Unit meets legislated permitting standards**

- ▶ This may be because, at times, the Unit is slow to provide comments back to municipalities on planning applications, missing the deadlines set by the municipality. Staff attribute the slowness to work on technical reviews, which can be complex and require collaboration.
- ▶ The EPR Unit tracks data on planning and permitting but does not use this data to set performance targets beyond what is established in the CAA.

# Based on that analysis, we developed a set of recommendations



## We grouped those recommendations into three key objectives

- ▶ **Creating an efficient and responsive unit** involves changing the UTRCA's approach to elements of permitting and plans review.
- ▶ **Enabling our team** requires implementing tools and methods that best support staff. The Authority has been implementing new technology (e.g., Microsoft O365) to support planning and permitting. However, further investment and updates will help staff with key tasks like file management. Additional continuous improvement efforts will support the EPR Unit to manage change in a quickly evolving environment.
- ▶ **Measuring our performance** helps the UTRCA build on its relationship with outside interest holders by demonstrating that the Authority effectively meets its goals. The EPR Unit's staff manage competing timelines from different interest holders simultaneously; having formal service standards helps set expectations for those customer groups.



### Creating an efficient and responsive organization

-  #1 - Coordinate with member municipalities
-  #2 - Implement a risk-based decision framework
-  #3 - Accelerate the planning comments process
-  #4 - Create a protocol for floodplain map updates

### Enabling our team

-  #5 - Implement Suitable Technology
-  #6 - Promote a culture shift to be solution oriented
-  #7 - Implement continuous improvement measures

### Measuring our performance

-  #8 - Create service standards and metrics
-  #9 - Inform relevant groups of changes to relevant information

An aerial photograph showing a dense forest of evergreen trees on the left, which meets a river on the right. The river has a blueish-grey hue and some white rapids. The text "/ EFFICIENCY" is overlaid in white on the lower-left portion of the image.

**/ EFFICIENCY**

# The EPR Unit is making progress to modernize its operations

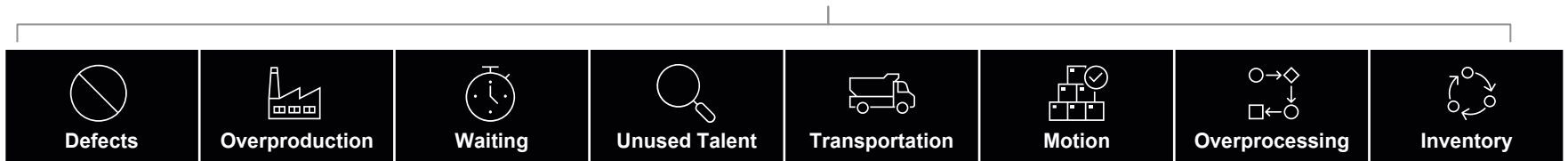
**This includes moving away from older systems like Groupwise, adopting Office 365 and adapting to the changes in legislative responsibilities**

A key objective of these changes is to increase efficiency

**For our review, we assessed efficiency by examining how people, processes and technology complete tasks.**

- ▶ Our findings highlight variations in service delivery across staff, municipalities and developers, revealing efficiencies in the EPR Unit's operations.
- ▶ We mapped the EPR Unit's current processes and analyzed them through the lens of the eight Lean waste types. We especially looked for instances of manual work or hand-offs. Throughout the section, we refer to the appendix for specific examples.

The eight Lean waste categories are:



**Efforts already in-progress include:**

- ▶ Establishing Planning Coordinator (vacant) and Regulations Coordinator positions to provide guidance and leadership on specific programs within the EPR Unit.
- ▶ Ongoing floodplain mapping updates.
- ▶ Changes to the EPR Unit's approach to flood management (i.e. safe versus dry access). Considering establishing a more risk-based approach to assessing permitting and planning applications.
- ▶ Efforts to better collaborate with municipal partners and developers.

# Staff use complexity to determine the level of review a planning and permitting application warrants



## No formal risk framework





- ▶ Staff have access to standardized checklists and tend to treat every planning/permitting application with the same level of risk (see Steps 3.3 in the [Appendix](#)). This can be time-consuming and lead to unnecessary processing for low-risk applications.
- ▶ Several staff in the EPR Unit brought up the desire to move to a formal risk-based approach to triaging applications, whereby requirements for low-risk development could be less strict and detailed. Both internal and external interest holders expressed frustration with the current need to undertake detailed reviews for low-risk activities.
- ▶ Currently, there is no process for triaging files. Files are triaged informally by various staff. Formalizing this triaging process may reduce duplication of effort.
- ▶ Lake Simcoe Region has implemented this triaging concept and found success. This includes having weekly triage meetings for each group (e.g. planners, technical staff, permit officer) where they discuss current challenges or concerns with timelines. They will reprioritize work as needed based on these meetings.



## Customers perceive the EPR Unit processes as conservative and procedurally involved

- ▶ Some municipalities and developers perceive the EPR Unit as overly cautious and process-heavy, which undermines confidence in its role as a collaborative partner. This excessive caution and rigid processes increase the workload and delay applications, as all planning applications are held to the same standard of requirements.
- ▶ These delays contribute to waiting, rework and overprocessing, limiting the UTRCA's ability to deliver timely service (see Steps 1.6 in the [Appendix](#)). Member municipalities feel the EPR Unit brings the same level of rigour to every application, which in turn dilutes the perceived importance of critical matters.

# The EPR Unit's technology does not support information management

	Challenges	Evidence
	<b>Technology is being upgraded but there are still gaps in training and integration</b>	<ul style="list-style-type: none"> <li>▶ The EPR Unit has recently migrated to Office 365 as its primary toolkit for supporting its processes. EPR staff expressed the desire to receive more training and support on new tools as they are deployed (e.g. knowledge base or how-to guides).</li> <li>▶ Staff also expressed a desire for better integration of tools (document system with GIS), to streamline manual work (see steps 1.2 in the <a href="#">Appendix</a>).</li> </ul>
	<b>The absence of integrated systems leads to duplicate manual efforts, risk of errors and reduced accuracy</b>	<ul style="list-style-type: none"> <li>▶ Multiple parties (Admin and Finance) manually copy, paste and colour-code payment data in Excel templates. The UTRCA could improve efficiency by assigning full end-to-end tasks to individuals with complete access to the necessary tools. This would reduce motion associated with unnecessary handoffs, reduce wasted time and streamline the process (see Steps 2.8 and 2.9 in <a href="#">Appendix</a>)</li> <li>▶ Technical staff send technical comments in Word, which the file handlers manually copy into application letters. Technical staff can prepare their comments directly in the letter to save time.</li> </ul>
	<b>Given current constraints, staff use manual processes and track work using disconnected tools</b>	<ul style="list-style-type: none"> <li>▶ Staff store information across multiple locations and use personal to-do lists that others cannot see (occurs in Steps 1.1-1.3 in the <a href="#">Appendix</a>). This increases error-prone updates in the Excel tracker, obscures file ownership and prevents visibility into file status or timelines.</li> <li>▶ When calculating payment fees, staff spend time searching old files for fee precedents since existing fee schedules do not clearly define fees for complex reviews, creating extra work.</li> </ul>
	<b>There is no formal prioritization process</b>	<ul style="list-style-type: none"> <li>▶ In Planning, file handlers rely on their professional judgment to assign and prioritize files as there is no formal process for prioritization between Planner I and Planner II. These priorities are also influenced by the legislative timelines for permits.</li> <li>▶ Planning and Regulations staff are assigned to specific geographic regions, and workloads in each region can vary, meaning that at times, some staff carry heavier workloads than others. Some files take longer and Planners must balance these demands while still meeting legislative requirements.</li> </ul>

# Prioritizing collaboration, pre-consultations and appeals speeds up the overall application process

## Skipping pre-consultations results in incomplete applications, leading to more rework

- ▶ Although pre-consultations for permit applications are not required and pre-consultations for planning application is typically led by the municipality, they do improve the overall speed and clarity of applications. Applicants often skip this step. This can lead to incomplete applications, requiring staff to request missing files and re-review current and new documents. Currently, this causes re-work for both staff and applicants. Proactively guiding applicants and setting clear expectations during the pre-consultation will help prevent issues, improve submission quality and speed the overall process (see steps 1.3 and 2.1 in the [Appendix](#)).

## Separate work and limited collaboration create disconnects during the application process



- ▶ Planning, regulations and technical staff use separate tracking sheets for workload and case tracking and have inefficient processes for collaboration (see Steps 1.2.1 and 2.3.2 in the [Appendix](#)). Comments on these reviews are difficult to coordinate given current constraints. This separation prevents sharing insights and concerns, which can lead to delays in resolving issues in real time which hinders processing.
- ▶ In contrast, Lake Simcoe has an Infrastructure Analyst role that conducts the initial technical review and expedites simpler tasks and questions. The Infrastructure Analyst also meets with an Engineer on a weekly and one-on-one basis to streamline the review process and ensure timely resolutions to move applications forward efficiently and effectively.

## The EPR Unit is speeding up reviews through the administrative review process for permitting

- ▶ UTRCA has appointed Administrative Review Officers (ARO) to handle certain appeals under the regulation and apply specific policy discretion, to avoid the necessity of a hearing, where applicable. The ARO's will re-review the Section 28 application requirements and take the applicant's reasons into consideration. The ARO's have the delegated powers to make limited decisions when applications do not meet existing policies, but changes are being considered within an updated policy document to be consulted on in the new year. This process helps streamline approval and alignment among staff without requiring a hearing. The Administrative Review Policy reinforces to applicants the importance of the pre-consultation process.

# Stakeholders deemed enhancing communication desirable

Internal and external interest holders reported that communication issues are hindering optimal performance.

Challenges	Evidence
<p><b>Volume of emails can lead staff to reviewing outdated information</b></p> 	<ul style="list-style-type: none"> <li>▶ Most municipalities have a positive experience with UTRCA, however, when municipalities submit a planning application, they often exchange multiple emails to confirm the application meets requirements (see Steps 1.3 in the <a href="#">Appendix</a>). This increases the burden on staff to keep track of individual applicants and communications.</li> <li>▶ Some member municipalities report that the EPR Unit reviews older iterations of files, while more recent versions have already been submitted by the applicant. They also report contradictory comments, causing confusion and inefficiency for the EPR Unit, as they are commenting on aspects of applicants' designs that may no longer be applicable. While this process is improving with speeding up technical reviews, this can also cause frustration or delays for member municipalities.</li> <li>▶ The EPR Unit says that this can stem from poor communication from municipalities. Municipalities often delay circulating reports with key information (e.g. maps and figures), due to AODA formatting issues, which hinder the review process. They also say that the technical reports submitted by applicants can often be contradictory in their own right, leading to more confusion.</li> </ul>
<p><b>Circulation of Information</b></p> 	<ul style="list-style-type: none"> <li>▶ Some external interest holders reported that they were not notified about changes to the EPR Unit's processes which impact their work. In a 2024 Board meeting, a developer expressed the need for better communication and consultation on planning and regulations before they reach the Board. Improved circulation of updated standards and working practices would ensure applicants have all necessary information, reducing rework and streamlining the application process.</li> </ul>

# The percentage of on-time reviews falls significantly when a permit application requires a technical review

**For planning applications, on-time performance falls from 82% to 30% when a technical review was required<sup>1</sup>**

This shows that the technical review process can contribute to significant delays. This outcome is expected: commenting on plans and issuing clearance letters is more straightforward when the EPR Unit does not require a technical review. This can be caused by inefficiencies in coordination, highlighting a need for greater alignment between technical staff and the planning/permitting team. Our interest holder consultations and process shadowing feedback display various perspectives:

	EPR Unit	Member Municipalities	Developers
Technical Review Process	Staff want applicants to submit high-quality studies for their applications. The Province changed the scope of technical reviews (i.e. what CAs can review and comment on) and the adjustment has been challenging.	Technical staff work in silos, delaying progress. Slow response times and uncoordinated comments hinder support for municipalities.	UTRCA's slow responses, uncoordinated communication and rigid processes cause delays and increase development costs. The focus on checklists and scope creep limits effective collaboration.
The Authority's floodplain mapping is inaccessible	There are delays and difficulties caused by the mapping. We rely on another unit within UTRCA with its own priorities and limited capacity.	UTRCA is not fully transparent about its floodplain mapping. This appears to be caused by misalignment between planning and technical staff.	UTRCA updates flood lines and this impeded our projects - resulting in multiple rounds of discussion, redesign and review. This can be disruptive and appears to stem from a reluctance to truly collaborate on this work. We have concerns about transparency even though UTRCA provides interactive mapping online, similar to other CAs.

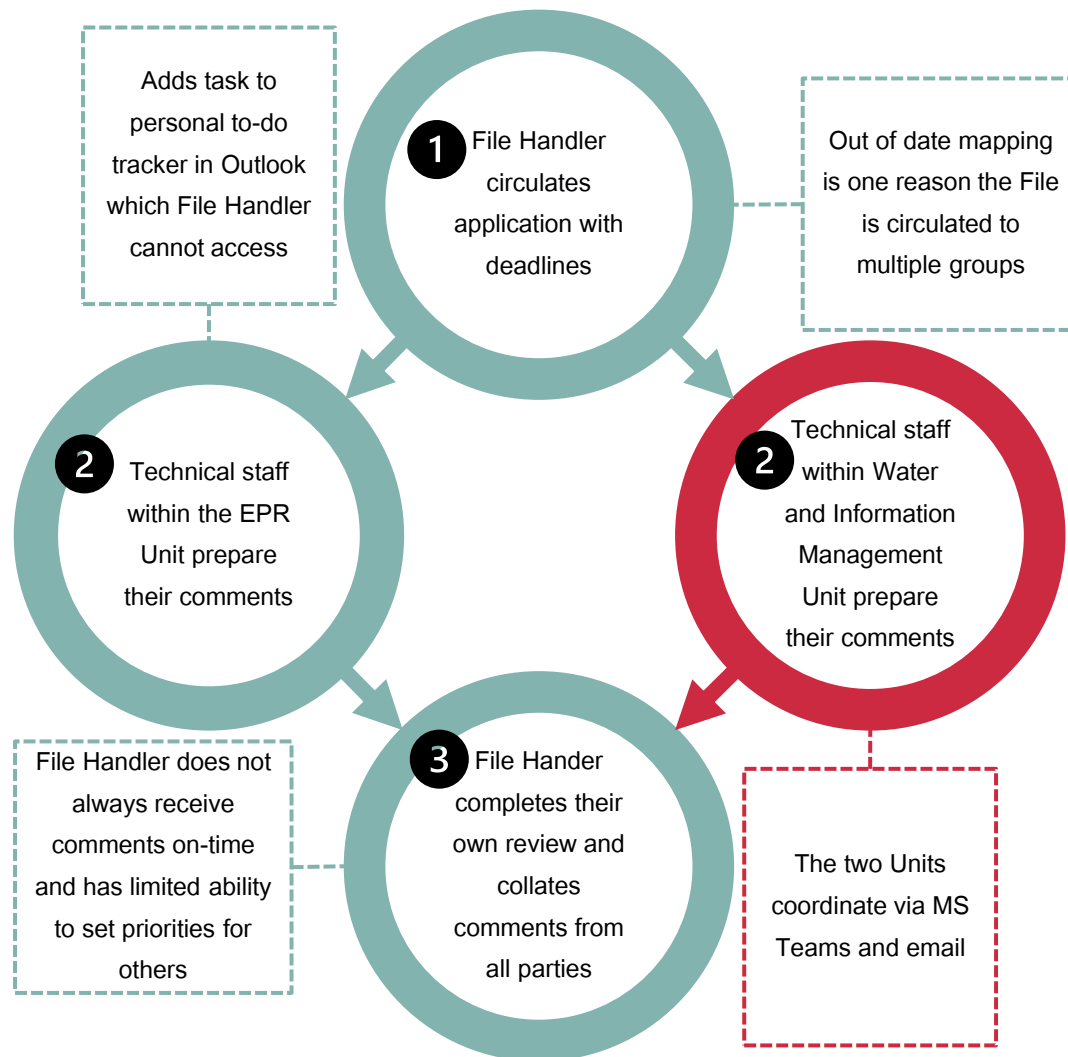
1. [Impact of Technical Review on On-Time Performance](#)

# UTRCA's floodplain mapping is not consistent for staff or external interest holders

## Different versions of the floodplain mapping increase waiting time and cause extra processing for staff

The current flood maps on UTRCA website are old, as technical staff update new versions. As the model is still evolving, the current limits of the floodplain may be revised based on new data. UTRCA has a policy to use the most up-to-date data.

- ▶ Planners often request the latest map from technical staff, which takes additional time and effort.
- ▶ Technical staff in the Water and Information Management Unit have their own processes and file management system that EPR Unit staff cannot access. This extra step, and the need to review both maps, limits processing time. This can prolong timelines as the Engineering team has its own priorities (see steps 1.2 and Technical steps in [Appendix](#)).



# Demand varies by region, leading to workload imbalances

## Application volume is double for the London Planner I compared to the rural Planner I

As shown to the right, there is significant variation in application volume across different roles and regional areas of responsibility. We understand that the applications handled by a Planner II are more complex, requiring more time, hence the lower number compared to the Planner I.

- ▶ However, two discrepancies remain: the number of applications allocated to the Planner I's is materially different and the ratio of applications between the Planner I and Planner II are very different, ~1:10 compared to ~1:4. These differences show how the geographic approach creates different workloads.
- ▶ It's interesting to note that London circulates a higher percentage of applications that are not regulated.
- ▶ Peer CAs also encounter imbalances but have various processes in place to redistribute work as needed. Grand River uses the Tableau software to track demand, decision timelines and distributes the applications to ensure equity across the team.
- ▶ By balancing application volume more evenly across circulated and regulated applications and by geography, staff can focus on higher-risk applications that require more in-depth reviews, improving overall flow and reducing unnecessary delays (see Steps 1.3 and 2.5 in the [Appendix](#)).

2024 London	Applications Circulated	Applications Regulated
Planner II	71	62
<b>Planner I</b>	<b>769</b>	158
Planning Coordinator	26	25
2024 Rural Municipalities	Applications Circulated	Applications Regulated
Planner II	88	78
<b>Planner I</b>	<b>352</b>	167

## Ensuring a fair balance of work would help the UTRCA manage vacancies

- ▶ At present, vacancies have led staff to assume broader responsibilities, such as a Planner II managing both Planner I and Planner II files. When this happens in London it can be all the more impactful due to the high demand in that region.
- ▶ Staff highlighted this imbalance and indicated it is further heightened with vacancies in planner roles contributing to temporary increases in work volume.

# UTRCA does not have baseline targets for processing planning applications...

## **The EPR Unit relies on deadlines set by member municipalities**

The EPR Unit tracks planning applications in an Excel sheet, capturing details like application receipt dates, comment deadlines and when comments are actually received (see steps 1.2.1 in the [Appendix](#)). This helps identify trends and monitor performance over time and can be used to display good work and/or empower a push for more staffing needs. However, the EPR Unit does not use this data to plan for future staffing workloads or set performance targets.

- ▶ The EPR Unit could leverage this data to create key performance indicators (KPIs), benchmark staff performance, set target response times and establish reasonable workload expectations. UTRCA has already created a fee schedule based on complexity and could use a similar approach to set KPIs by complexity to acknowledge that some files require more effort than others. Having KPIs will help staff recognize a normal workload versus a heavier one and plan accordingly. This approach would help forecast staffing needs and ensure the team meets target timelines, ultimately boosting efficiency and service delivery.
- ▶ Rideau Valley has a digital database for tracking timeline performance for both Section 28 permits and planning applicant reviews to ensure service standards are met.
- ▶ Lake Simcoe has set baseline annual targets for the number of planning applications processed that vary between 200 and 300 planning applications per person, depending on the complexity of files. They also review workloads annually to adjust who is responsible for which areas of the watershed to balance demand.

# ...as a result, UTRCA may struggle to manage variable demand

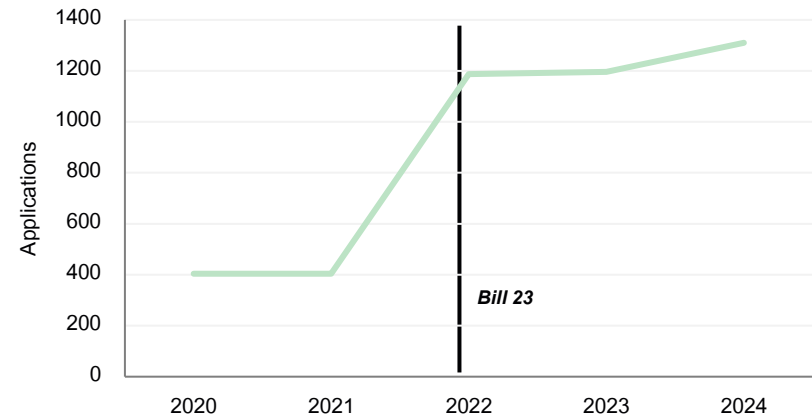
## Staff adhere to planning application deadlines set by municipalities, but turnaround times vary and do not always account for complexity

Combined with the present staff structure and the absence of review targets, means UTRCA has little flexibility to adapt to varying demand, which can lead to backlogs.

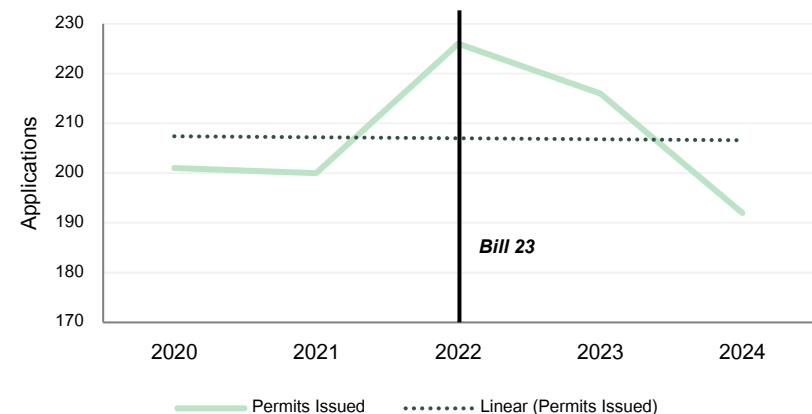
As shown on the right, planning applications have nearly tripled in the last four years. One key factor driving this increase is the introduction of Bill 23 (the More Homes Built Faster Act) in 2022. This surge in planning applications puts pressure on staff to manage the growing workload, highlighting the need for more efficient processes.

- ▶ Sometimes, neither the Municipality nor the EPR Unit will put a deadline for comments, leaving a planning application in limbo. This can increase timelines.
- ▶ The second graph shows an increase in permit applications until 2022, followed by a decline.
- ▶ Variable demand is natural but can be challenging to plan around, which is why efficient work practices can help the UTRCA handle the spikes effectively. Without continuous improvement and improved efficiency, the high volume contributes to a [growing backlog](#) (which we explain further in the next section).

### Planning Applications Issued



### Permit Applications Issued



A close-up photograph of several green leaves with serrated edges, set against a blurred background of more foliage. The lighting is bright, creating a bokeh effect with soft, out-of-focus light spots. The leaves are the central focus, showing detailed vein patterns.

**/ EFFECTIVENESS**

# UTRCA supports safe development in its watershed

## UTRCA is fulfilling its core mandate to prevent unsafe development in regulated areas

Our consultations with internal and external interest holders did not highlight any safety concerns stemming from how UTRCA processes permit applications and provides comments to municipalities on planning applications.

- ▶ Process shadowing also did not identify any shortcomings or concerns about the Unit issuing permits without due regard for natural hazards, staff deliver their analysis with a high degree of rigour.

## As of 2024, the EPR Unit meets permitting and planning timelines over 80% of the time based on available data

- ▶ The table below presents five-year averages (2020-2024) for permitting and plans reviews. [The EPR Unit has actively improved its on-time performance over this period.](#)

	Annual Number	On-time Performance
Permitting	207	86.5% <sup>1</sup>
Plans Reviewed	900	63%

- ▶ The EPR Unit has improved its on-time performance despite a sharp rise in planning volume. Interest holders we met with attributed the increased volume to the Province's focus on boosting housing supply; there was also likely pent-up demand for construction at the end of the COVID-19 pandemic.

1. Note that percentage for permits is based on the number of application reviews complete with 21 days. [Annual Report of Administration and Enforcement.](#)

## The EPR Unit is meeting its mandate despite struggling with turnover and staff vacancies in recent years

Since the implementation of the EPR Unit's current structure, it has not been fully staffed for any significant amount of time.

- ▶ It takes roughly a year to onboard a new Planner or Regulations Officer fully. The niche knowledge the roles require takes time to learn. The current structure helps in this regard: with more junior roles in both program areas who can turn to experienced staff for guidance.
- ▶ The EPR Unit has found recruitment challenging. Applicants tend to have limited work experience in planning and the work of Land Use Regulations Officers is especially niche. Even applicants with planning experience tend not to have CA-specific experience.

## The peers we spoke to echoed these challenges

- ▶ Grand River echoed that fully onboarding new staff can take about a year.
- ▶ Peers also expressed that hiring technical staff can be challenging (e.g. not being able to find a qualified hydrogeologist at all).
- ▶ One peer had a service disruption in 2024 due to vacancies at the same time as the Province implemented new permit timelines.
- ▶ Like the UTRCA, peers have introduced intermediate roles to take on less complex files. They also cite that this tiered structure allows for more upward mobility.

# The EPR Unit is managing significant change

## This includes responding to regulatory changes and updating floodplain modelling<sup>1</sup>

- ▶ In response to Ontario Regulation 41/24 , which we [introduced on page four](#), UTRCA is reviewing and updating its policies and procedures. The EPR Unit has introduced internal changes to support these standards, including new templates and tracking methods. These updates, coupled with technology upgrades, are helping the EPR Unit deliver on its mandate despite rising demand.
- ▶ In September 2024, UTRCA presented a draft update to the Thames River regulatory floodplain to the City of London. These updates stem from a comprehensive review and UTRCA's desire to have the most current information to identify hazards and assess risk.

## The EPR Unit is aware of the frustrations that municipal partners and developers have been expressing in recent years

Staff understand that they have not responded to change as fast as some customers would like.

- ▶ As previously mentioned, Bill 23 restricted the scope of reviews that CAs can provide on the Planning Act applications. The EPR Unit took some time to adjust to these changes in scope and mandate.
- ▶ The EPR Unit is making other changes too. [This includes the ongoing changes to floodplain mapping](#) and updating its approach to flood management.

Change management and responding to public scrutiny have taken a concerted effort from the EPR Unit's staff.

## Differences in the goals of each interest holder group drive disagreement about the EPR Unit's efficacy

This is largely the result of differences in incentives and priorities:



The **EPR Unit** is focused on ensuring development activities within the watershed are carried out safely.



**Municipalities** are focused on increasing housing supply at the direction of their Councils and upper tiers of government.



**Development firms** are looking to keep their costs down in the planning/design phase of their projects

The interest holder groups identified the same challenges with efficacy, but how they interpret and communicate these challenges differ.



This section of our report details these issues and the diverging root causes that the EPR Unit, member municipalities and developers each identify.

1. [Appendix C](#) provides details on UTRCA's adherence to Ontario Regulation 41/24.

# The EPR Unit's work practices are inconsistent, which impacts its ability to fill its role effectively

## Developers and staff at member municipalities both provided examples of inconsistencies in the EPR Unit's decisions on applications

For example, where two applications were substantively similar but where the outcome from UTRCA's review was different. Through interviews and process tracking, we found evidence of work practices that can contribute to inconsistent decision-making, which we detail below. It is important to note that different outcomes on similar applications can arise from evolving data and standards or site-specific conditions.

Problem	Context
<p><b>Inconsistent File Tracking</b></p> 	<ul style="list-style-type: none"> <li>▶ Staff track applications and tasks to varied levels of formality. For instance, some staff track work on large files in personal file folders that are not accessible to others, meaning <b>progress on any one file is harder to track</b> (e.g. Microsoft Word documents). There has been a recent push to more formally track applications for both Section 28 permits and municipal planning applications reviews. However, this tracking is manual (Excel-based), which can lead to errors.</li> <li>▶ Blackline's review of the Planning Applications tracking sheet uncovered input errors such as missing dates or typos in names. These sorts of errors are inevitable when working manually in Excel, but they <b>limit analysis and reporting</b>.</li> </ul>
<p><b>Inconsistent file management system</b></p> 	<ul style="list-style-type: none"> <li>▶ UTRCA does not use a case management tool. By comparison, Lake Simcoe Region (LSR) has used SharePoint for nearly 15 years to track files and timelines, which recently has included due dates for comments back to municipalities. LSR also uses Power BI to report on work that staff manage in SharePoint. Rideau Valley uses OnBase, a case management solution, to track applications. OnBase supports automated tracking of timelines and pushes notifications to staff about time-sensitive work.</li> <li>▶ These modern tools <b>help mitigate data sprawl</b>, making it easier for staff to review historical decisions when needed.</li> </ul>

## Customers have expressed frustration with what they see as inconsistencies in working practices and subsequent decision-making

- ▶ Municipalities: Sometimes we receive comments late or they can be confusing/contradictory.
- ▶ Developers: Similar applications yield different results. We believe that this stems from differences in staff knowledge and ways of working.
- ▶ UTRCA: Different outcomes can stem from different site-specific conditions. Contradictions between technical reviews often stem from poor coordination between reports on the proponent's end (i.e. two different reports contradict each other). We need to do a better job resolving these conflicts to ensure they aren't being perpetuated.

# UTRCA organizes its core functions similarly to other CAs

## Concerns about floodplain mapping may stem from a disconnect between the EPR Unit and the Water and Information Management Unit

Staff noted that the structural separation between the groups can create competing priorities and impact application timelines.

- ▶ However, UTRCA is not unique—most peers separate responsibility for floodplain mapping from permitting/planning application review. The table below shows that there is no singular approach to structure that CAs adhere.
- ▶ Peer interviews suggest this separation does not hinder their effectiveness. Admittedly, other peers did express concerns about out-of-date mapping, but they are not all responding in the same way. For example, LSR is using outdated maps while pushing its Watershed Management group to prioritize updates. They feel that piecemeal analysis for specific development projects could lead to errors and inconsistencies.

Given the variation in structure across the peer groups, it is not clear that UTRCA should combine these functions into a single group.

Conservation Authority	Planning/Regulations	Technical Review	Floodplain Mapping
Upper Thames	EPR Unit	Hybrid	Water Info Unit
Grand River	Planning and Permits	Technical	
Central Lake	Planning and Regulations	Technical	
Lake Simcoe Region	Development Services, Engineering and Restoration		Integrated Watershed Management
Mississippi Valley	Planning & Development	Infrastructure, Engineering & Asset Management	
Nottawasaga	Development Planning & Permits	Technical	Watershed Science
Otonabee	<ul style="list-style-type: none"> <li>▶ Plan Review &amp; Permitting</li> <li>▶ Regulations &amp; Enforcement</li> </ul>	Plan Review & Permitting	Watershed Management Program
Rideau Valley	Planning and Regulations	Watershed Science and Engineering	

# However, that structure may be contributing to backlogs

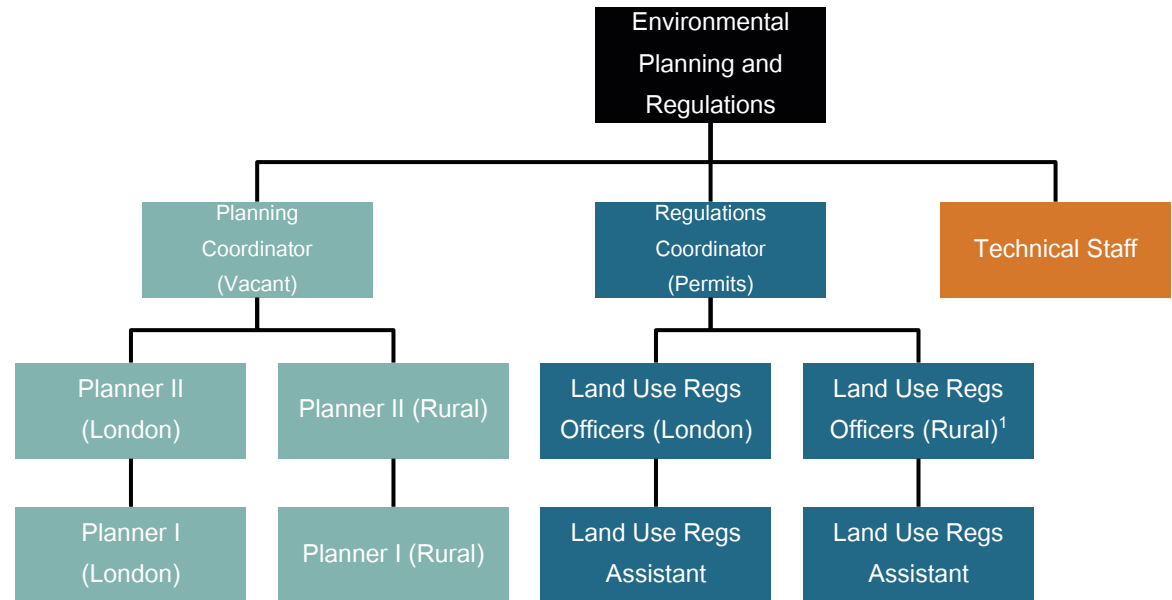
## The EPR Unit is segmented by function and area

Planning and permitting staff are divided by region and complexity (see right).

- ▶ This structure limits the EPR Unit's ability to reassign work when demand increases, which will result in backlogs. Staff report uneven workloads and differences in [application volume data support this](#). As each planner is responsible for a defined scope, files often sit idle when that person is unavailable. This impacts coverage across regions during vacations or absences, even though the underlying process is similar.

## Peer CAs structure their planning and regulations staff in a similar manner

Peers cited area-specific knowledge and strong connections with municipal counterparts as the motivators for a similar structure. LSR reviews workloads annually and adjusts responsibilities amongst staff to account for differences in customer demand (i.e. planners in a certain region managing significantly higher volumes).




## Developers and municipalities said they do not mind getting different staff for different files

However, developers are concerned with not knowing who to turn to for help on more contentious files. To that end, peers have taken different approaches to supporting customers at the point of contact.

- ▶ Grand River's Resource Planners are responsible for commenting on plans and processing Section 28 permits—this way they have continuity throughout. They also have an Intermediate Planner role, which is responsible for responding to questions that can be answered quickly.
- ▶ LSR has an Environmental Regulations Customer Service Analyst who provides customer service on behalf of the Regulation Analysts and responds to general inquiries.

1. Note that different Land Use Regulations Officers are responsible for different municipalities.

An aerial photograph showing a dense forest of evergreen trees on the left, which meets a river on the right. The river has some white water rapids. The text "/ ADEQUACY OF SERVICE" is overlaid in white on the lower part of the forest.

# **/ ADEQUACY OF SERVICE**

# The EPR Unit provides services to facilitate safe development within its boundaries

The EPR Unit must follow legislation and policy priorities set out by the Province, Conservation Ontario and UTRCA for their customers, including municipalities, developers and staff

The overall goal is to facilitate development activity within the Upper Thames watershed while “[protect\[ing\] people and property against](#) the risk of natural hazards, including flood and erosion hazards, watercourses and valleys, as well as wetlands and the area surrounding them”.






- ▶ For the EPR Unit, this involves three services:
  - To provide comments back to municipal planners in a timely manner when requested
  - To process Section 28 permit applications within legislated timelines
  - Otherwise, provide clearance letters (i.e. when development activity is not happening within a regulated area or hazard lands)

## Conservation Ontario highlights these Integrated Watershed Management Policy Priorities CA's must integrate into decision-making

Regarding customer service, three priorities stand out that the EPR Unit should strive to meet:

- ▶ Requires us to manage natural resources and human activities together
- ▶ Considers the interests and needs of not just the environment, but also the economy and society, because they are connected and impact each other in good and bad ways
- ▶ Needs collaborative governance at many levels for shared decision-making and priority setting

Below are the service attributes customers are expecting when they interact with the EPR Unit.

Service Dimensions	
	<b>Tangibles</b> The ability to perform the promised service dependably and accurately.
	<b>Reliability</b> The appearance of facilities, equipment, personnel and communication materials.
	<b>Responsiveness</b> The percentage of customer inquiries or issues that are resolved within a specific timeframe.
	<b>Assurance</b> The knowledge and courtesy of employees and their ability to convey trust and confidence.
	<b>Empathy</b> Individualized attention provided to each unique situation.

# The EPR Unit generally meets timelines, but can be quite late on planning applications

## UTRCA is meeting the legislated standards for permitting

However, with no legislated requirement of maximum time dedicated to planning reviews, the EPR Unit does not have the same enforced motivation as with permitting.

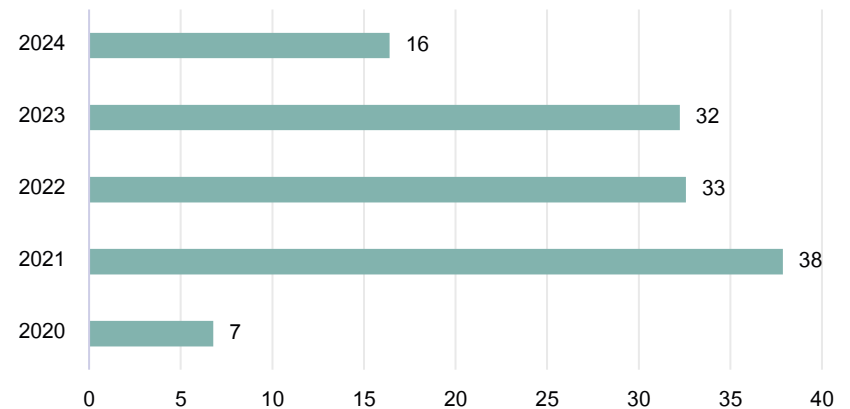
- ▶ Municipalities must follow their own deadlines set out in the Planning Act. They indicated that they will proceed with their established timelines even without the EPR Unit's comments.
- ▶ Permitting process may not be following the intended procedure. Applications are reviewed during the grey area before being deemed complete, leading to short permit turnaround due to paused reporting time.

## When there is a delay, planning comments are often late for over a month

Staff attribute the lengthy late times in planning (on average 25+ days) to complex technical reviews (see [here](#)), but not always.

- ▶ This undermines responsiveness and reliability, with customers losing trust in the EPR Unit.
- ▶ Customers reported that they feel they are driving communication, creating an impression that the EPR Unit is not proactive in helping applicants reach their development timeline goals.
- ▶ Several interest holders described the experience as "open-ended" or a "black box," with little visibility into whether the file is under review or simply waiting in a queue.

Average Days Late on Planning Applications



## Existing regulation (e.g. O.Reg 686/21) informs how CAs support planning application review, but does not set comment timelines

The Planning Act does not directly regulate the Authority. Many interest holders have called for greater accountability when it comes to meeting deadlines, as planning applications can take months or even years to progress. Streamlining communication and processes could reduce delays.

# However, the EPR Unit's on-time performance in Planning is trending in the right direction

## Comments delivered on-time for customers have increased 37% between 2020-2024

Municipalities sometimes circulate planning applications with deadlines, but other times do not. In these cases, the Planner will assign a deadline.

The City of London had received 73% of comments back on time, despite making up almost two-thirds of applications. Technical Staff often prioritize CoL files due to political pressure. All other municipalities received comments back on time 69% of the time.

- ▶ The addition of new technologies has likely helped increase the on-time percentage. UTRCA recently migrated from GroupWise to Outlook, a long-overdue IT upgrade to further employee collaboration and get plans reviewed faster.

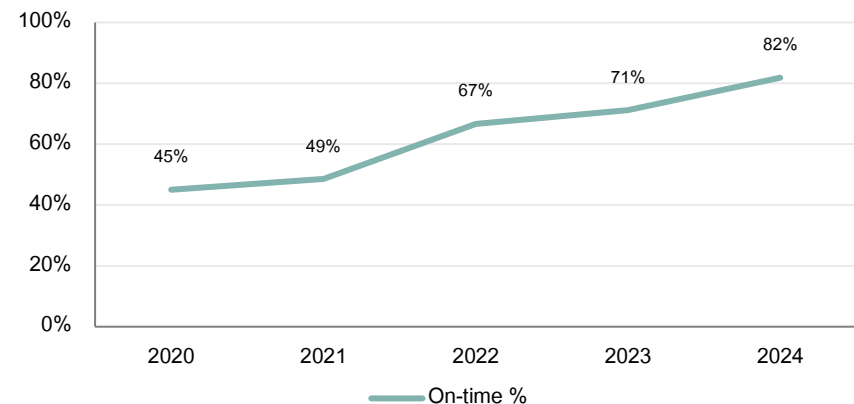
## There is still room for improvement in meeting customer expectations

The right graph only accounts for phased comments and does not consider ad-hoc requests or follow-ups relating to planning.

- ▶ Based on our observations, customers remain frustrated with the 18% gap, as well as the interactions that are not tracked, such as casual inquiries or phone calls.
- ▶ Additionally, municipalities and developers remarked that the quality of comments is sometimes poor and rushed. This means they are not confident that the EPR Unit has the knowledge or ability to complete the review.
- ▶ The Conservation Ontario (CO) Client Service Standards dictate that municipalities and CAs must work together to set a deadline mutually.

Year	2020	2021	2022	2023	2024
<b>On-time count</b>	176	150	652	809	1046
<b>Total</b>	391	309	978	1137	1278
<b>On-time %</b>	45%	49%	67%	71%	82%
<b>Deemed regulated %</b>	24%	49%	43%	42%	39%

**On-time performance**



# The EPR Unit does not have customer service metrics

## The EPR Unit has not updated Client Service Delivery Standards since new legislation was introduced in 2024

While the EPR Unit has both planning and permitting data, it does not use it to track KPI's. Analysis, such as response times, inquiry volumes or customer satisfaction, can help with being proactive in addressing issues.

- ▶ Additionally, without reviews, surveys or CRM tracking, it is difficult to measure whether processes are improving over time. It would allow the EPR Unit to proactively identify the reasons for delays or bottlenecks, and support resource planning/forecasting.
- ▶ Although website updates have occurred to reflect regulatory changes, certain external interest holders felt uninformed about changes to the UTRCA, which further contributes to submission confusion. Some developers have specifically asked to be notified about any major changes to documentation that impact planning and permitting requirements.
- ▶ In contrast to the delivery standards, applicants reported lengthy wait times for a response through email and phone—noting that follow-ups could sometimes take weeks.
- ▶ The 2019 delivery standards commit the EPR Unit to “continuous improvement through customer feedback.” However, the EPR Unit does not run any formal satisfaction surveys or advisory meetings.
  - By contrast, Grand River CA holds quarterly customer advisory meetings to gather client insights and shape process improvements.



## Client Service Delivery Standards for Plan & Permit Review Program

August 27, 2019

At the Upper Thames River Conservation Authority, our staff are well-trained and committed to serving the public and watershed stakeholders. We strive for clear and respectful communications and are committed to providing a high standard of service to all of our clients.

### Who are our clients?

- Clients of plan and permit application review program including watershed residents, legal staff, real estate staff, engineering and consultants;
- Municipal and provincial governments.

### Our service commitment to our clients:

We will:




- Deliver customer service that is timely, welcoming and helpful;
- Provide knowledgeable, professional and courteous service;
- Treat all customers with respect, fairness, openness and equality;
- Ensure it is easy and convenient to contact us;
- Maintain customer confidentiality and abide by all privacy legislation;
- Work to provide accessible services consistent with the Accessibility for Ontarians with Disabilities Act;
- Ensure our customer service locations are safe, convenient, and healthy environments.

These commitments mean that we will:

- Answer telephone calls whenever possible during office hours;
- Ensure all staff provide a courteous and accurate voicemail greeting indicating when they will be available to respond to messages;
- Acknowledge receipt of mail, voicemail and email within two (2) business days;
- Keep clients informed of timelines and explain if there will be a delay;
- When applicable, post notice of service disruptions on website and telephone systems;
- Respect our clients time by keeping scheduled appointments;
- Meet with “walk-in” clients where possible or arrange for follow up if staff are unavailable;

# Customers are not satisfied with the quality of service they receive

**Assurance and reliability are the underlying service dimensions that the EPR Unit is not meeting and which undermine the services it delivers**

Observation	Evidence
 <p><b>Limited online and modern self-service tools</b></p>	<ul style="list-style-type: none"> <li>▶ Municipalities find the checklists on UTRCA’s website somewhat confusing and sometimes contradictory. This leads to downstream work for the EPR Unit when the applicant comes ill-prepared.</li> <li>▶ Customers noted that key information is spread around the website and they are uncertain about submission requirements. This requires applicants to depend on email and staff availability for every step, which slows the process for both planning and permitting.</li> <li>▶ Stakeholders shared that the EPR Unit has been slow to modernize, particularly in adopting tools that support efficient, user-friendly permitting. By contrast, other CA’s, such as Otonabee, have implemented online planning and permitting systems that provide applicants with structured guidance, checklists, digital submissions and status visibility. Progress has been made, with the UTRCA updating the website in February 2025 to match the evolving EPR regulations</li> </ul>
 <p><b>Antagonistic viewpoints</b></p>	<ul style="list-style-type: none"> <li>▶ Several interest holders felt the EPR Unit’s role was primarily to restrict or slow development, not facilitate it. This perception creates early tension and leads to defensive or frustrated applicant behaviour from the outset.</li> <li>▶ Combined with frustration with limited status updates, this perception leaves applicants feeling like they are navigating a hostile debate, entering the process defensively, not cooperatively.</li> </ul>
 <p><b>Unclear and changing expectations</b></p>	<ul style="list-style-type: none"> <li>▶ Often, interest holders are unsure of the requirements and expectations between the planning and permitting process, contributing to confusion and overall delays at the start of the planning process, especially as there is limited employee continuity to link the processes (see <a href="#">here</a>).</li> <li>▶ Customers are unsure why some projects at both stages require different levels of detail – attributing this to be dependent on how experienced the planner or regulations officer working on your file is. Some want phone calls, some want site visits.</li> </ul>

A photograph of a dirt path winding through a dense forest. The trees are tall and thin, with a thick canopy of green leaves. Sunlight filters through the trees, creating a hazy, ethereal atmosphere. The path is covered in fallen leaves and small plants. The overall color palette is dominated by greens and browns, with a soft, golden light from the sun.

## **/ CONCLUSION OF FINDINGS**

# Our report has highlighted opportunities the UTRCA has to improve its service delivery

## Opportunity

## Improvement

01



**Implement Suitable Technology**



Implement a CRM system or case management software to better track client interactions, link applicable permitting/planning files in one location and reduce manual rework.

02



**Eliminate wait times from backlogs and technical reviews**



Implement continuous improvements to existing processes. Integrate more tools for better coordination and increased collaboration to help staff work efficiently. Staff can build on existing meetings and ongoing collaboration with municipalities and the development industry to support these improvements.

03



**Inform relevant groups of changes to relevant information**



Customers noted that changes in documents (e.g. policy changes, check lists, etc.) have not always been clearly communicated, but UTRCA is addressing this through working groups with the development community and municipalities on policy, procedures and floodplain mapping. Including these efforts along with more formal communications and meetings (e.g. a twice annual conference) in the future will further strengthen relationships and build customer confidence.

04



**Create goals and metrics to benchmark service standards**



The EPR Unit would benefit from having internal KPIs and target volume to anticipate what the staff and resource allocation should be, similarly to what has been done at other CAs. Additionally, having targets to support planning goals, similar to permitting, can help with service delivery.

# However, the review also identified a range of factors that exist due to organizational policy and which interest holders disagree upon

## Our review has revealed a nuanced situation that involves many interest holders who each bring their own perspectives and priorities

Our scope relates to reviewing practically how the EPR Unit delivers its services, including the processes it follows, the service standards it achieves, the structure of the team and the technology they use, among other things. In the course of our work, as is commonly the case, we have been made aware by interest holders of a number of other factors that relate to our review but do not result from a delivery inefficiency.

- ▶ While it is fair to say that most interest holders agree on the symptoms that exist, they diverge in their perceptions of the root causes of these symptoms.

Observation	UTRCA Perspective	Municipalities Perspectives	Developers Perspectives
It takes too long to get comments back	Reviews should be thorough and use the most current information	Not respecting the deadlines we are facing	Not as responsive as other CAs
Does not use risk to determine how an application is reviewed, so each application is treated the same way	We apply best judgement based on the current legislation	Minor site changes are scrutinized to the same degree as major development work	Unwilling to be lenient in low-risk situations
Is more conservative than others, assessing more factors than other CAs	We narrowed the scope of our technical reviews in compliance with Bill 23, but effectuating this change has taken time	Smaller CAs do not have the resources to do complete reviews	Use a higher standard even though all CAs follow the same act
Gives the impression that they are unwilling to collaborate with applicants to find solutions	Applicants come unprepared, submitting poor quality reports or do not have all the proper documents, only a few municipalities include us in consultation	Not as flexible and available to collaborate with applicants as other CA's, preventing creative solutions for lower risk applications	We don't necessarily know who to turn to for help with any contentious aspects of the process
Has not finalized floodplain mapping, changes the boundaries and is not transparent	We rely on another Unit within the Authority with its own priorities and limited capacity	UTRCA is not fully transparent about its floodplain mapping	Sometimes mapping changes mid-process

# Reconciling the different viewpoints of interest holders requires UTRCA to ask questions about how it approaches work

## These questions are, essentially, management decisions that UTRCA can make

By answering them, UTRCA will respond to the divergent perspectives presented on the previous page. For instance, if UTRCA decides that it cannot trust other interest holders to perform technical reviews, then it should keep completing work in-house and communicate to municipalities and developers that this will naturally impact processing times.

Observation	Question
It takes too long to get comments back	<ul style="list-style-type: none"> <li>▶ Will UTRCA prioritize getting comments back to member municipalities quickly, only performing detailed and resource intensive analysis in high-risk settings?</li> <li>▶ Will the EPR Unit pool resources to better manage workload imbalances rather than specialize by geography?</li> </ul>
Does not use risk to determine how an application is reviewed, so each application is treated the same way	<ul style="list-style-type: none"> <li>▶ Will UTRCA implement a risk-based decision framework to potentially expedite more low-risk development activity?</li> </ul>
Is more conservative than others, assessing more factors than other CAs	<ul style="list-style-type: none"> <li>▶ Will UTRCA require technical review from its own staff? Or can it leverage the expertise of its larger municipal partners to save time in certain cases?</li> </ul>
Gives the impression that they are unwilling to collaborate with applicants to find solutions	<ul style="list-style-type: none"> <li>▶ Will UTRCA restructure the EPR Unit to prioritize customer service (e.g. introduce front-line customer service staff with some planning/permitting knowledge)?</li> </ul>
Has not finalized its floodplain mapping, changes the boundaries and is not transparent with its information	<ul style="list-style-type: none"> <li>▶ Does the EPR Unit require updated floodplain maps prior to making changes to its processes?</li> </ul>



# / RECOMMENDATIONS

# We have grouped our recommendations into three strategic objectives

Each objective relates to improving service delivery for the Authority's planning and permitting program areas

We developed a set of recommendations based on our interim report findings and assigned them to the corresponding strategic objective.

- ▶ **Creating an efficient and responsive unit** involves changing the UTRCA's approach to elements of permitting and plans review.
- ▶ **Enabling our team** requires implementing tools and methods that best support staff.
- ▶ **Measuring our performance** helps the UTRCA build on its relationship with outside interest holders by demonstrating that the Authority effectively meets its goals.

## Creating an efficient and responsive organization



#1 - Coordinate with member municipalities



#2 - Implement a risk-based decision framework



#3 - Accelerate the planning comments process



#4 - Create a protocol for floodplain map updates

## Enabling our team



#5 - Implement Suitable Technology



#6 - Promote a culture shift to be solution oriented



#7 - Implement continuous improvement measures

## Measuring our performance



#8 - Create service standards and metrics



#9 - Inform relevant groups of changes to relevant information

# Creating an efficient and responsive unit

## #1 – Coordinate with member municipalities (1 of 2)

### Recommendation

Work with member municipalities to improve coordination of planning application reviews. This should include formalizing information-sharing protocols and service expectations, reducing duplicative work in technical reviews and setting regular standing meetings.

### Context

Our review uncovered a few examples of poor coordination with the City of London (CoL), resulting in additional work for EPR Unit staff.

- ▶ Technical review tends to be a bottleneck for [on-time performance](#). At times, this leads the CoL to proceed with the next phase of review with the applicant—meaning that UTRCA feedback can be redundant.
- ▶ Currently, the CoL sends all planning applications to the UTRCA, which then sifts through them and decides which to review and which not to review. The UTRCA can reduce its effort by changing this process.

Some CAs have agreements that delineate application review duties between themselves and member municipalities. Several of these agreements predate the 2024 changes to the CAA. Any MOU the UTRCA enters into will need to reflect the current regulatory environment (e.g., cannot include providing a service that is now prohibited).

- ▶ Several CAs signed an agreement with the City of Ottawa that lays out which body has the authority over what aspects of review.<sup>1</sup>
- ▶ The City of Hamilton has an agreement with several CAs that specifies when the City will lead technical review and when the CA will (see Schedule 3).<sup>2</sup>

- ▶ Last year, the parties in Halton Region created an MOU for an integrated Halton area planning system. The MOU provides a framework for coordinating the roles related to planning. Ontario's changes to the role of CAs have led them to update the agreement.<sup>3</sup>

### MOU for an Integrated Halton Area Planning System

1.10. The remainder of this MOU is structured as follows:

Sections 2 and 3 provide a general overview of the purpose of the MOU, its objectives, and the overall roles of the Parties.

- **Section 2** – Purpose & Objectives
- **Section 3** – Roles & Responsibilities

Sections 4 through 6 outline how the Parties will approach planning processes related to policy, development, and appeals.

- **Section 4** – Policy Review
- **Section 5** – Development Review
- **Section 6** – Appeals

Sections 7 through 9 detail how the Parties will address specific interests through the planning process.

- **Section 7** – Planning for Regional Infrastructure
- **Section 8** – Facilitating Regional Infrastructure & Services
- **Section 9** – Addressing the Natural Environment, Water, & Natural Hazards

Sections 10 through 12 deal with matters related to administering and implementing this MOU.

- **Section 10** – Data & Information Sharing
- **Section 11** – Dispute Resolution
- **Section 12** – Duration & Formal Review

Definitions and Schedules are provided at the end of the MOU.

1. [Memorandum of Agreement between the City of Ottawa and the Conservation Partners.](#)

2. [Memorandum of Agreement between the City of Hamilton, HCA, NPCA and CH.](#)

3. [Memorandum of Understanding for an integrated Halton Area Planning System](#)

# Creating an efficient and responsive unit

## #1 – Coordinate with member municipalities (2 of 2)

### Implementation

- ▶ **Adopt a Memorandum of Understanding (MOU):** this formal document should define the working relationship between UTRCA and the member municipalities. Creating it will likely require a few working sessions between the EPR Unit, UTRCA Management and municipal staff. The MOU should:
  - Specify how the groups will share information
  - Set expectations for when and how each municipality circulates applications to the UTRCA (e.g., a requirement of the CoL might be to scope the areas of London for which they will circulate to the UTRCA)
  - Set a fixed service level for the Authority’s review of planning applications
- ▶ **Reduce duplicative work on technical reviews:** decide on who is responsible for the technical review of any one file and set expectations for response times.
  - Implement a “Lead & Concur” model: name a single technical lead per file circulated to UTRCA for review (municipality or UTRCA). The non-lead will return a notice that they concur with the analysis within a specified timeframe (e.g. five business days) unless a defined risk trigger is hit. For this model to work in practice, the MOU should include a defined set of risk criteria ([see Opportunity #2](#))
  - Optional – expand information sharing: consider leveraging technology to track files and share comments. If the UTRCA has read-access to member municipalities’ analysis, it can reduce the time spent resolving duplicate or conflicting comments.
- ▶ **Establish regular touchpoints:** to facilitate collaboration, schedule regular meetings between member municipalities and UTRCA technical staff to triage files, reprioritize analysis as needed and generally share information.

### Benefits

- ▶ Greater coordination will give technical staff a better sense of what member municipality comments look like, making it easier to avoid duplication.
- ▶ Generally, strengthens the working relationship between the UTRCA and member municipalities.

### Implementation considerations

- ▶ The proposed change to a risk-based decision framework for reviewing development activity will likely inform how the Authority works with member municipalities.
- ▶ A single agreement, like [Halton’s MOU](#), may be easier to manage than several separate agreements. Although there may need to be unique provisions for each member municipality.

**Cost** No direct cost

**Effort** 100 – 150 hours

## #2 – Implement risk-based decision framework (1 of 2)

### Recommendation

Implement a risk-based decision framework that informs how the EPR Unit reviews development activity, based on the level of risk associated with each application. This will change the focus of the Unit to assessing applications based on the risk they pose to natural hazards within the watershed, rather than by the complexity of the development itself.

### Context

External interest holders perceive the EPR Unit as overly conservative and procedurally involved. They say that the Unit often treats applications with different levels of risk with the same level of scrutiny.

- ▶ UTRCA has application categories for both section 28 permits and planning applications, but not a working risk framework to inform the Authority's approach to these different categories.
- ▶ The [Planning and Regulations Fees](#) schedule references risk twice. For section 28 permits, development projects could be considered minor due to "level of risk." The other mention is under technical review fees, the schedule states that comprehensive studies are necessary "where the risk or significance of the impact is high." Neither of these instances adequately describes how the EPR Unit uses risk when assessing how much work is required on a permit or planning application review.
- ▶ More explicitly defined criteria often come back to effort and complexity. For example, EAs are considered intermediate when the estimated cumulative staff review time is greater than 15 hours, whereas major reviews are those with an estimated staff review time of over 30 hours.

Several Ontario CAs differentiate between application types in some way. Although not always tied to risk, their approaches can still serve as precedent for the UTRCA.

- ▶ Conservation Halton (CH) uses a three-tier categorization: minor, intermediate and major. Which tier a planning application falls into depends on how many technical studies are required (none, one or more than one).<sup>1</sup> Differentiating by the number of technical studies required to approve work can be read as a way of considering risk: riskier development requires more thorough technical review. Our recommendation to define levels of risk goes further than this, though.
- ▶ Lake Simcoe Region Conservation Authority (LSRCA) uses a risk-based approach to files—which, at the time of our interview with them, was not yet fully formalized.

1. [Conservation Halton Plan Review Fees 2023](#).

# Creating an efficient and responsive unit

## #2 – Implement risk-based decision framework (2 of 2)

### Implementation

- ▶ **Define risk levels:** the UTRCA should formally define risk levels (i.e. what does moderate risk mean). Describing the specifics of each risk level will require internal collaboration amongst staff. Risk is driven partially by the probability of the event occurring and partially by the damage that such an event (e.g. contamination of groundwater) would cause.<sup>1</sup> The risk-based decision framework would describe the actions to follow at each risk level. Based on Blackline’s research, we can offer an initial suggestion:
  - Routine: proposed development activity that is **low risk** according to the risk-based framework and/or is documented through another approval process.
  - Minor: proposed development poses **moderate risk** according to the risk framework. According to CO’s [Client Service Standards](#), these applications generally require standard recommendations or conditions.
  - Major: **high-risk** development that UTRCA believes is too hazardous to permit without substantial review.
- ▶ **Define necessary review actions:** the level of detail required differs by risk level. The UTRCA will need to define the specific actions required depending on the risk level.
  - At a minimum, for Section 28 permits, this should include flagging high-risk development to EPR Unit management. For planning applications, deeming a proposed development as high risk should trigger a formal touchpoint with the related member municipality.
  - The UTRCA will need to define the scope of technical reports and when they are required.
  - High-risk development may require a fulsome review from the appropriate technical staff at UTRCA, breaking with the [Lead & Concur model](#).
- ▶ **Implement a triage system based on risk:** this way, staff prioritize the most urgent and potentially hazardous development applications.
  - Low-risk: for Section 28 Permits and planning applications in this category, the only expectation is to complete reviews according to prescribed timelines. Consider batching low-risk applications for review by junior staff.
  - Moderate-risk: complete reviews within prescribed timelines.

- High-risk: these reviews are more likely to require additional studies and extra coordination with other groups. As such, when an application is deemed high risk, prioritize initiating the review process before turning back to other applications.

### Benefits

- ▶ The Unit can better match the effort on review to the level of risk the proposed development activity poses.
- ▶ Triageing applications based on risk will help flag more challenging/contentious development proposals.

### Implementation considerations

- ▶ Publishing the risk-based framework for reference by member municipalities may be important so they are aware of how the Unit’s process differs by risk level. Consider distributing the framework, defined risk levels and associated actions as a single document to member municipalities.

**Cost** No direct cost.

**Effort** 150 – 200 hours

1. As mentioned on the previous page, LSRCA has an internal risk-based framework and the specific example they gave is illustrative here: they said they would not require the same level of scrutiny for a new deck as they would for a new dwelling being built in an area prone to significant flooding.

## Creating an efficient and responsive unit

### #3 – Accelerate the planning comments process (1 of 2)

#### **Recommendation**

Streamline the planning comment process by defining review cycles, effectively distributing workloads and triaging files. Cross-training staff across all regions will deliver timely and consistent feedback when vacations arise.

#### **Context**

- ▶ The EPR Unit meets legislated standards for permitting and often [outperforms peers](#), but planning reviews remain inconsistent because no legislated maximum sets timelines for comments. Staff provide comments through separate tracking systems and uneven file assignments, which can slow reviews and create contradictory feedback.
- ▶ On-time comment delivery improved by 37% between 2020 and 2024, but municipalities remain frustrated by delays and outdated or rushed feedback that slows approvals. One peer CA reviews permit and planning files/timelines every five years to link them with cost recovery and show how long applications take by position.
- ▶ Workloads vary significantly across roles and regions, with some Planner I staff managing over twice the number of files as others, illustrating the need to pool planning applications across geographies to ensure fair distribution and generate more flexibility.

## #3 – Accelerate the planning comments process (2 of 2)

### Implementation

- ▶ **Triage priority at intake:** file handlers assess each application upon receipt based on risk, urgency, complexity and completeness. They assign priority level (low, medium, high) and triage to the appropriate planner.
- ▶ **Define formal review cycles:** provide allocated times for staff to check applications, request information or escalate complex cases. Set internal comment deadlines to create predictable touchpoints and keep applications moving. This defined process should support a service level set in an agreement with each member municipality ([starting with the CoL via a new MOU](#)).
- ▶ **Pool all workloads:** train all Planner I staff to work on applications from all municipalities. File handlers would process applications from a centralized queue. Assign applications based on availability, with each Planner I taking the next file in the queue regardless of geographic area. This will minimize [workload discrepancies](#) and make it easier to manage deadlines during busy periods. Enabling such a change will require:
  - Define a clear process: establish a procedure for when and how applications can be reassigned, including triggers (e.g. volume thresholds, staff absence) and approval protocols. Consider giving a supervisory role the authority to reassign files based on urgency—for example, to free up the Planners responsible for a London file [when it is deemed high risk](#).
  - Cross-train staff: deliver targeted training so that planning staff understand the specifics of the geography, policies and planning processes of the 17 member municipalities.
  - Consider technology needs: having more staff involved in planning applications for the CoL will make it pertinent that the EPR Unit effectively tracks work and shares files.
- ▶ **Set average time to process applications:** collect start-to-finish timelines by application type and establish average processing times. Use these benchmarks to assign files more evenly across staff. Monitor application backlogs to evaluate whether time-based targets improve workload and turnaround. For example, LSRCA has [set baseline annual targets](#) for the number of planning applications staff process.

### Benefits

- ▶ Deliver comments within a predictable window, which makes it easier for municipalities to plan for the UTRCA's involvement on a file.
- ▶ Staff can balance workload more effectively across all geographies.
- ▶ Cross-trained staff allow flexibility during absences/vacations.

### Implementation considerations

- ▶ Having document expectations and timelines for application types to hold staff accountable, consider collaborating with municipalities to coordinate their deadlines with the Unit's targets.

**Cost** No direct cost.

**Effort** 400 – 500 hours

## Creating an efficient and responsive unit

# #4 – Create a protocol for the EPR Unit’s use of floodplain mapping

### Recommendation

Establish a clear protocol that defines how the EPR Unit applies and transitions between versions of the UTRCA’s floodplain mapping. Begin by establishing a version of the floodplain map for use by all parties until the Authority makes its next official update of the map.

### Context

The Water and Information Management Unit develops and maintains floodplain mapping, while the EPR Unit relies on these maps to inform planning and permitting decisions. Since mapping is periodically under review or being updated, EPR staff occasionally face uncertainty about which version should guide their decisions. This can lead to inconsistencies across files and confusion for applicants. A defined protocol will ensure that all parties use the same accepted version of mapping until a new one is formally released.

### Implementation

The protocol should:

- ▶ **Define the authoritative map for use in planning and permitting:** Clearly state which version of the floodplain map is considered in force for regulatory and planning decisions until a formally accepted update is published.
- ▶ **Set a process for adopting new mapping:** Establish criteria for when and how the EPR Unit transitions to a new map once it has been finalized and endorsed by the Authority. For example, is the new mapping only applied to applications received after the new map has been approved?
- ▶ **Ensure consistent access:** Require that the current, in-force map be easily accessible to member municipalities and the public through a centralized online source or shared platform. Note that the UTRCA already does this through its Regulated Area Screening Map portal online. When the Authority decides to review and update the mapping, communicate with external groups that this work is underway and be explicit about when the mapping will come into effect.

### Benefits

- ▶ Reduces confusion for staff around what to do when technical modelling has not yet been reflected in floodplain maps.
- ▶ Improves consistency in file review by providing staff with a formal guideline to follow.
- ▶ External interest holders have a better sense of what to expect with a formal cadence for floodplain map updates.

### Implementation considerations

- ▶ This recommendation does not influence the process to make floodplain updates, which still requires coordination with the Water and Information Management Unit.

**Cost** No direct cost.

**Effort** 125 – 175 hours

# #5 – Implement Suitable Technology

### Recommendation

Implement a system, such as a customer relationship management (CRM) or case management software, to track client interactions, link applicable permitting/planning files in one location and reduce manual work.

### Context

- ▶ Presently, UTRCA manages permitting and planning cases using spreadsheets and local file storage. Case information, saved documentation and payment information are in separate systems, requiring staff to move back and forth between applications.
- ▶ Peers have implemented enterprise content management software such as OnBase - used by Rideau Valley. Some have adopted purpose-built software CloudPermit, which is popular with municipalities such as [Kincardine](#) or [Middlesex Centre](#). Others have adapted software they already owned, [like LSRCA adapting Microsoft SharePoint](#).

### Implementation

- ▶ **Gather requirements:** engage staff and interest holders to document business needs. Map out current workflows and redesign the process to take advantage of potential automation opportunities. [Our detailed process observations can serve as a starting point](#). Capture 'must-haves' and 'nice-to-haves' for a system. For example, collaborative document management should be a priority. See [Appendix F: Initial considerations for procuring a CRM or case management software](#).
- ▶ **Issue an RFP:** work with the UTRCA's procurement team to develop an RFP and evaluation matrix, ranking vendors based on cost, fit, integration and implementation support.
- ▶ **Implement the system:** once you select a vendor, migrate existing spreadsheets and data to the platform, ensuring historical case records are captured. Configure workflow logic, deadline tracking and other features. Provide staff training by running a pilot phase and then rollout to the wider team.

### Benefits

- ▶ Centralized records improve organization, reduce errors and save staff time.
- ▶ Deadline tracking and automated reminders can help ensure compliance with both Municipal and legislated timelines.

### Implementation considerations

- ▶ Careful requirement gathering is critical to avoid incorrect scoping and costly changes.
- ▶ Data migration will require cleansing of data before importing into the new system.
- ▶ Ensure staff are equipped with the proper training and transition support.
- ▶ Some software will be external-facing, which can enable UTRCA to move towards a fully digital permitting process.

<b>Cost</b>	\$200k-250k (one year to implement and three years of support)
-------------	--

<b>Effort</b>	300-600 hours
---------------	---------------

# #6 – Promote a culture shift to be more solution-oriented (1 of 2)

### Recommendation

Foster a culture that positions UTRCA as a collaborative and solution-oriented partner. Encourage EPR unit staff to propose innovative solutions, challenge the status quo and work constructively within legislative and regulatory boundaries. Support this shift by empowering staff through collaborative change, updating service standards, improving communication practices and creating feedback mechanisms that help staff build trust with applicants.

### Context

- ▶ Municipalities and developers perceive the EPR Unit as overly cautious, rigid and unresponsive, which creates the impression that it restricts development by being less collaborative. This perception may stem from the fact that [interest holders have different priorities](#).
- ▶ EPR unit staff thoroughly review all planning and permitting applications. While this approach reflects a commitment to due diligence, it can lead to unnecessary delays for low-risk files and frustrate applicants seeking solution-oriented and innovative solutions.
- ▶ [Peer CAs are using technology](#) to maintain service levels and adapt quickly to meet the needs of staff and interest holders for them to be more solution-oriented.
- ▶ UTRCA has not released an annual report (beyond reporting on timelines) and has not updated the Client Service Standards document since 2019 – prior to new legislation being released.

## #6 – Promote a culture shift to be more solution-oriented (2 of 2)

### Implementation

- ▶ **Empower staff to be solution-oriented:** Promote a culture shift that changes the perception of UTRCA as rigid and conservative in decision-making. Apply structured change management practices by communicating the vision, providing ongoing support and engaging staff to build commitments to change the perceived culture.
- ▶ **Support and maintain this cultural shift by:**
  - Meet regularly to discuss high-risk or complex files: hold recurring meetings where staff review complex or high-risk applications together. These sessions create space to problem-solve early and ensure consistent solutions across similar applications.
  - Refresh standards: update the Client Service Delivery Standards to reflect legislative changes, set clear expectations for responsiveness, collaboration and continuous improvement. Pair the standards with coaching on customer service.
  - Update onboarding for staff: refresh onboarding materials to include training on the Authority’s risk-based decision framework. Over time, collect a set of case studies that exemplify using the framework to guide decision-making in nuanced situations.

### Benefits

- ▶ Builds trust with municipalities and developers.
- ▶ Staff can escalate issues earlier in applications.
- ▶ Structured onboarding enables new staff to contribute quickly/manage files consistently, addressing turnover and hiring challenges.

### Implementation considerations

- ▶ Resource and time to document processes, design training modules and assign mentors for onboarding.
- ▶ Collaboration tools and processes help facilitate meetings for complex files.
- ▶ Managers should set service targets for communication and ensure staffing levels and systems support expectations.
- ▶ Will require time and effort to shift to new culture

**Cost** No direct cost.

**Effort** 140 – 160 hours

# #7 – Implement a continuous improvement program (1 of 2)

### Recommendation

The EPR Unit should utilize Lean continuous improvement principles to enhance existing processes and service delivery. This includes identifying and eliminating inefficiencies, standardizing replaceable tasks and improving coordination across teams by applying [the eight wastes of Lean](#).

### Context

- ▶ The EPR Unit has been addressing interest holder feedback concerning permitting and planning. However, feedback is currently ad hoc and not systematically analyzed for trends or process change opportunities.
- ▶ Peers such as Grand River CA hold quarterly customer advisory meetings with interest holders to gather current insights and trends, using the feedback to inform process improvements.

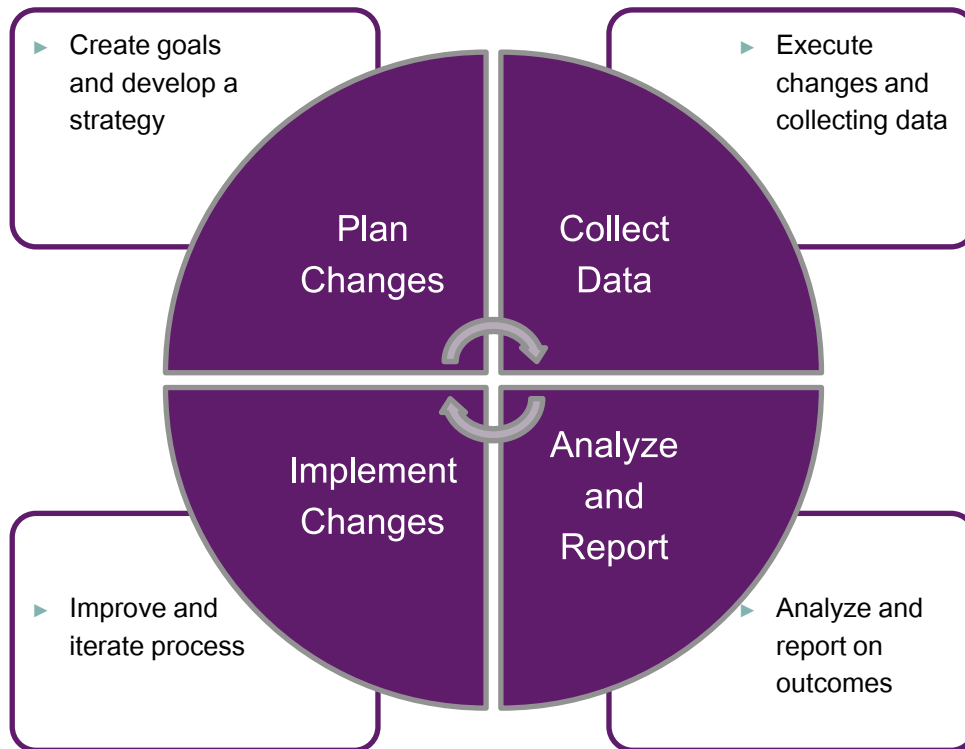
### Implementation

- ▶ **Understand Lean and how it can improve your service offerings:** build organizational awareness and capacity around Lean principles to help staff identify areas for improvement. [Our process observations](#) may be a good place to start to pinpoint where time, effort and resources are wasted or not adding value. The goal of this step is to simplify, clarify and reduce rework. Having one or two staff members trained on Lean methodology will help facilitate this process.
- ▶ **Develop a survey for customer service interactions:** at the completion of service (a one-off question or when payment is issued for planning or permitting reviews). We have developed a sample [survey](#) that uses quick, but to-the-point, questions to capture customer feedback at the end of interactions.

- ▶ **Meet with interest holders quarterly:** host a purpose-led meeting for customers and interest holders of the EPR Unit to solicit candid feedback on performance. Focus on specific themes or concerns and ask for agenda items before the meeting begins. Provide a brief review of performance data and trends (based on KPI's, survey data and case management software). Have a staff member take minutes. Wrap these learnings into your Lean process improvement cycle.
- ▶ **Establish a feedback and insights loop using Lean:** a common method of actioning process improvements is to adopt a robust feedback loop, such as the following, called the “[Plan, Do, Collect, Act](#)” (PDCA) cycle. You can use this feedback loop with both external and internal inputs. Regularly review the outputs from the different KPI's shown in [recommendation #8](#).
- ▶ **Identify and categorize issues to facilitate continuous improvement:** use Lean principles and the PDCA cycle to iterate using feedback to adjust the EPR Unit's operations. This approach can be used for different changes, including:
  - **Quick fixes:** small adjustments that can be implemented immediately with minimal effort or cost.
  - **Process changes:** changes such as redesigning workflows or practices to address recurring inefficiencies.
  - **Tool adoption:** major changes that require expanding or adopting new tools that will have a positive impact on performance.

## #7 – Implement a continuous improvement program (2 of 2)

- ▶ **Action Insights:** use collected data to determine next steps, from quick adjustments to operational changes. Track feedback over time to assess the long-term impact of the changes and to determine if the model is helping improve service delivery.



### Benefits

- ▶ Both the strategic plan and annual report will lay a foundation for current and future goals for staff and interest holders to look to.
- ▶ Better transparency for municipalities, developers and the public.
- ▶ Customer feedback can help catch problems early in the planning and/or permitting process.

### Implementation considerations

- ▶ A new software, as discussed in [recommendation #5](#), will support this goal by tracking and housing data.
- ▶ Be alert not to oversaturate customers with the feedback survey. Implement measures so they only receive it when appropriate.
- ▶ Update all EPR Unit staff on the new Lean principles – this can help increase buy-in and reduce downstream work.

**Cost** No direct cost.

**Effort** 300-600+ hours

# Measuring our performance

## #8 – Create service standards and metrics

### Recommendation

Establish internal KPIs and service standards to guide staff workload, resource allocation and client expectations. These standards should go beyond legislative timelines by including measurable targets for efficiency, transparency and consistency in permitting and related services.

### Context

- ▶ Current reporting already tracks compliance with permitting *O.Reg 41/24* timelines – 21 days for a complete application notice, 90 days for major permit decisions and 30 days for minor permits.
- ▶ The EPR Unit keeps a spreadsheet for planning timelines but does not report on key metrics based on collected data.
- ▶ Conservation Ontario's Client Service Standards advise that each CA develop an MOU with member municipalities to develop timeline standards for planning, as seen [here](#).
- ▶ Unlike some peers, UTRCA does not yet publish internal service standards or workload KPIs that it can use to plan resources and measure performance.

### Implementation

- ▶ **Decide what metrics to track:** the EPR Unit should determine which KPIs are important, for planning, permitting and customer service - working backwards to identify what should be tracked day-to-day. We have identified metrics that the EPR Unit should begin tracking, seen [here](#).
- ▶ **Decide on a process, software or system:** select a system based on recommendation #6 that will help standardize and capture the selected metrics. A purpose-built software will avoid ad-hoc manual tracking while ensuring data integrity.
- ▶ **Create internal dashboards to track and monitor trends:** build simple dashboards to display application volumes, timelines and capacity in real-time. This will increase visibility into trends and help with being proactive.
- ▶ **Create and publish reports:** release consolidated reports on a set schedule to monitor trends.

### Benefits

- ▶ Greater predictability for applicants and municipalities.
- ▶ Metrics will help to support evidence-based staffing and resource planning.
- ▶ Enhances accountability for completing work on time.
- ▶ Allows for insight into classifications of various files, pricing history and seasonal demand patterns.

### Implementation considerations

- ▶ Review what KPIs are tracked annually to see where there may be room for improvement.
- ▶ Requires staff to be trained in inputting and managing their data, for it to be useful and accurate.

**Cost** No direct cost.

**Effort** 80-105 hours

## Measuring our performance

# #9 – Inform relevant groups of changes to relevant information (1 of 2)

### **Recommendation**

Improve transparency and reduce confusion by proactively informing interest holders of process changes. This includes clarifying submission requirements, adopting digital tools and formalizing mapping communication protocols to ensure applicants have consistent and reliable information.

### **Context**

- ▶ Municipalities and developers feel uninformed of process changes, mapping updates and evolving requirements.
- ▶ UTRCA's website can be confusing, making it difficult for applicants to obtain checklists, information and updates to information.
- ▶ All peer CAs held AGMs and released accompanying annual reports. Some peer CA's hold standing meetings with municipalities to bolster communications. Currently, UTRCA holds AGMs annually, presenting only the annual report on permitting.

## #9 – Inform relevant groups of changes to relevant information (2 of 2)

### Implementation

- ▶ **Create an external communications plan:** develop a structured plan that defines how the EPR Unit informs interest holders about process changes, [mapping updates](#) and regulatory requirements. The plan should include details such as expectations for communications channels, frequency and accountability. The plan should take into consideration:
  - Establish roles and responsibilities: The coordinators can draft and identify changes that may impact applicants. The EPR unit Manager will review and approve.
  - Frequency: Establish regular and expected updates for interest holders (e.g. Monthly newsletter, quarterly AGM and annual report).
  - For example: The regulations coordinator is responsible for updating Municipality contacts via a monthly email newsletter. The planning coordinator is responsible for updating the website content and social media platforms (Facebook, X and Instagram).
- ▶ **Release a comprehensive annual report:** in addition to the Section 28 Annual Report on Timelines, the EPR Unit (or UTRCA as a whole) should release a report that highlights current performance metrics, client feedback and updates to strategic initiatives. Additionally, this is a great place to update interest holders on changes throughout the year, as well as positive progress. See [CLOCA's 2024 Annual Report](#).
- ▶ **Redesign the website and strengthen information management:** simplify website materials with clear checklists, step-by-step guidance and FAQs, centralizing all requirements in one location. Align internal processes so that staff regularly review, update and circulate changes to keep information accurate and consistent.

### Benefits

- ▶ Clear guidance helps applicants prepare complete submissions, reducing rework and confusion.
- ▶ Strong communication around updates should improve compliance and prevent disputes.
- ▶ External communication plan increases consistent communication across all channels and enhances accountability.

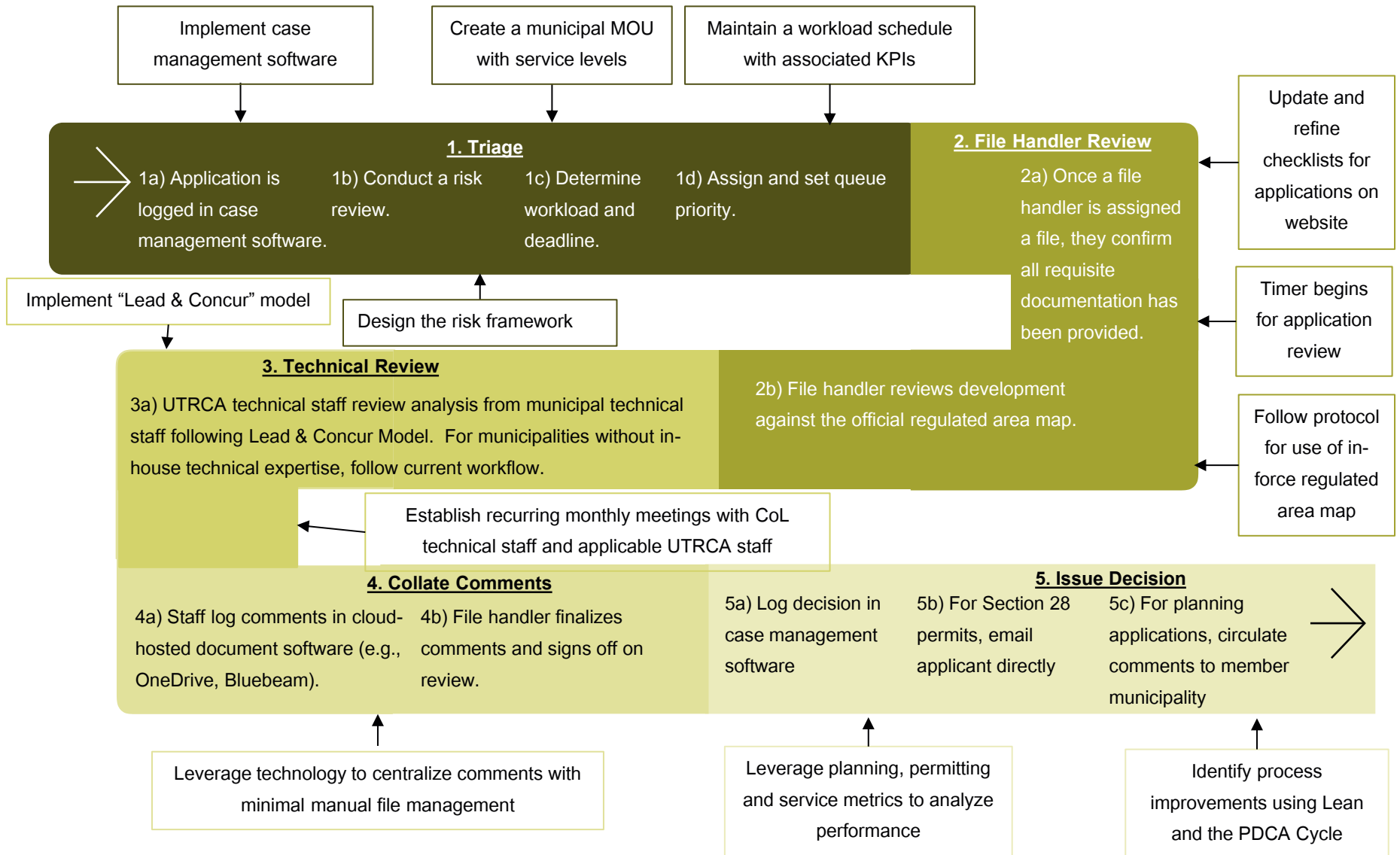
### Implementation considerations

- ▶ Assign accountability and responsibilities for the external communications plan and annual report to ensure consistency.
- ▶ May require collaboration with other departments at UTRCA (e.g., IT, Communications), as well as additional time and effort to create and redesign website functionality.

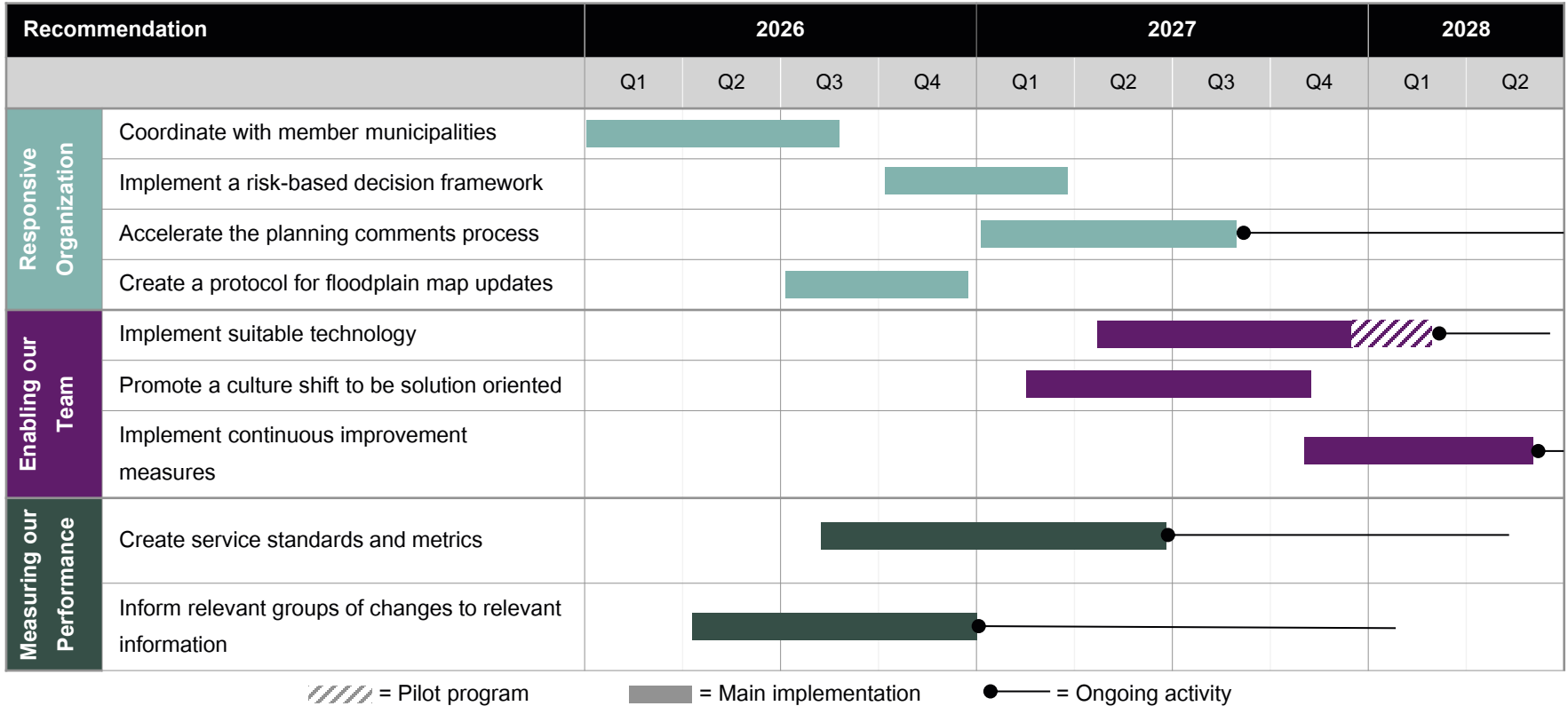
**Cost** No direct cost.

**Effort** 150 – 250 hours

# In practice, these recommendations create a different flow of work



# Implementation Timeline



At the time of writing this report, the Province announced its intent to consolidate the 36 conservation authorities into seven. We do not know the details or timing of this consolidation, so we are presenting our implementation schedule as no changes will impact UTRCA for the next three years. We recommend that UTRCA regularly revisits this schedule as the Province provides more details to mitigate wasted investments. For example, each of the consolidated CAs will move to the same set of IT systems, if that change were to happen sooner, UTRCA might be better to wait rather to implement new systems.



**/ IMPLEMENTING CHANGE**

# Change management will be critical to adopting the recommendations in this report

## **In order to make changes to the processes as we recommend in this report successfully, UTRCA will also need to evolve its culture and values**

While we did not conduct a change readiness assessment, our review observed some characteristics that suggest that if UTRCA does not employ some fundamental change management activities, it will not be able to make the changes we are recommending successfully:

- ▶ **Fatigue:** staff have experienced externally instigated changes from the Province to the organization's mandate and internally instigated changes such as IT systems. A number of them commented on their desire for stability. This situation is often referred to as change fatigue, where staff feel that there has been too much change and that they do not want any more.
- ▶ **Regression:** in the case of the IT system changes, staff have the perception that they have lost functionality when they moved to the new systems. This has led to them continuing to work in the old systems. This suggests a similar regression to past approaches is likely with future changes.
- ▶ **Conviction:** staff have a strong belief in the value of the work they do and the approach they take. Asking them to change their approach or to treat some aspects of their work with less importance than in the past goes against those beliefs. Change in this context is generally more successful when an organization helps people adjust their convictions as well as addressing the mechanical changes to the work.



Change management is the processes, tools and techniques that manage, prepare and support staff in making, realizing, adopting and acknowledging change.

## **We recommend our clients use Prosci's change management methodology**

It is becoming the change management equivalent of what PMI is to project management.

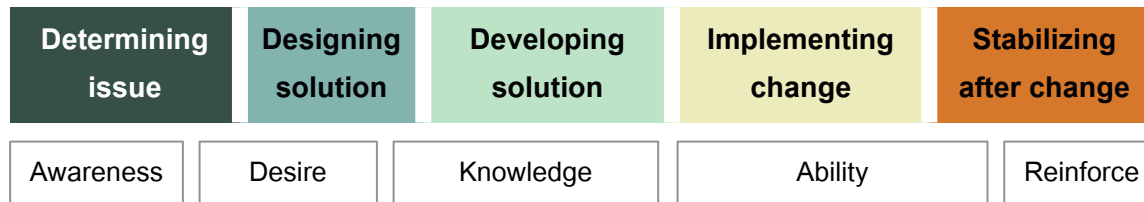
- ▶ We feel it is better than other change management methodologies in two important aspects. The first is that it focuses on the individual and on identifying what each individual needs to make the change in front of them. Second, it provides tools and techniques for executing change management from the earliest moment you consider a change through to beyond going 'live' with your change.

# Having a change management plan will greatly increase the likelihood of successful implementation

Prosci have a model known as ADKAR, which represents the five phases each person will progress through during a successful change

- A** Awareness of the need for change
- D** Desire to support the change
- K** Knowledge of how to change
- A** Ability to demonstrate new skills/behaviours
- R** Reinforcement to make the change stick

This model also broadly aligns with the phases the organization will progress through to implement the change – from determining an issue to stabilizing the organization after the change.



**A change management plan takes the model, tools and techniques from the Prosci methodology and details specifically what the organization will be doing to support its people in making the change**

The key objective is to develop a change management plan that prepares all staff to be able to perform their duties effectively as soon as you implement the change.

- ▶ Prosci provides tools to help determine the needs of each staff member, to provide the support they require, to evaluate the effectiveness and to adjust your approaches as you progress.

# A change management plan (CMP) is structured around the phases of the change

## This CMP discusses four streams of activities in the awareness-building phase

The diagram to the right provides a visual depiction of those streams and some common recommended activities the change management team should establish in each phase.

- ▶ The first phase will determine the size and scale of the subsequent change management activities. For example, some changes might require limited training with all affected staff attending a one-hour briefing. Whereas a very large training might involve multiple classroom training events accompanied by training manuals.
- ▶ The CMP needs to provide guidance on which of these activities you plan to undertake and the scale that you require them to be.

	Communication	Coaching	Resistance	Training
Diagnose (Awareness)	Communication Plan	Engagement Plan	Stakeholder Analysis	Impact Assessment
Design (Desire)	Communication Events	Coaching Plan	Change Readiness	Training Plan
Develop (Knowledge)	Communication Events	ADKAR Coaching	Change Readiness	Training Courses
Implement (Ability)	Communication Events	Expert Users	Knowledge Platform	Hands-on Practice
Stablize (Reinforce)	Communication Events	Recognition Awards	Compliance Audits	

**Stakeholder analysis, engagement planning and change readiness are the key tools to inform the overall CMP**

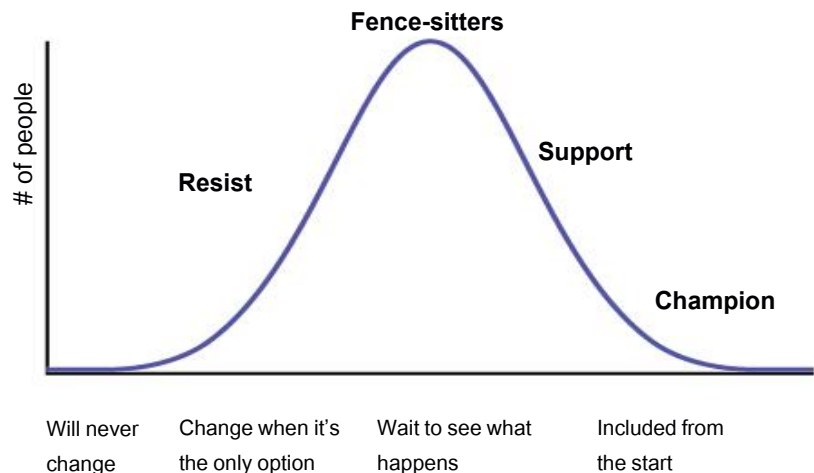
# Profiling the staff across the organization is a solid first step to developing the change management plan

Position	Description
Champions	They're inspired by the possibilities of change. In fact, they may already have tons of ideas on what and how things need to change and will find ways to help it along.
Support	They like the idea of the change typically because they can see its benefits, as it likely addresses some of their major pain points. However, these staff mainly play a supporting role, as they mainly agree with the change but typically do not actively attempt to get others on board.
Fence-sitters	They aren't sure the organization will change—but they aren't sure it won't, either. Therefore, they'll "sit it out" and wait for a sign of the ultimate before helping out. This is typically representative of most staff in an organization.
Resist	They actively oppose the change often because of past experience—someone tried to change the organization and failed. They may believe the change will create more work for themselves. This expectation of an increased workload is sometimes brought about due to the potential high learning curve that may come with training for a new system or process.

## Change management should assess and monitor the climate in the organization

While it would be great for the organization if all changes were enthusiastically welcomed and embraced by staff. The reality is that each person will have a slightly different outlook.

- ▶ Change management offers some categories and suggested approaches to employees in each of the categories. It also suggests that the largest number of people will be in the fence-sitter category.
- ▶ The descriptions to the right help identify which category a person belongs to.



# Once you've identified who falls into which camp, you should adopt approaches that can be effective at addressing the groups needs

## The table to the right provides some guidelines for each of the groups

Key is to understand the motivations of each group and how to use those motivations to progress the changes.

- ▶ These groups are not static, and you do not want them to be. As you progress with your changes, one of the objectives of the CMP is to move resisters to fence sitters and fence sitters to supporters.

For UTRCA, much of the reason for the changes contemplated in this report come not from internal imperatives but in response to external changes.

- ▶ This makes identifying the key benefits even more important. You want to move the sentiment away from 'it's being done to us' and towards 'we will be better off afterwards'.

<b>Begin with champions</b>	<ul style="list-style-type: none"><li>▶ Consider them as candidates in program governance forums or as change sponsors.</li><li>▶ Empower them to assemble others to help. Support their ideas - show appreciation for their enthusiasm.</li></ul>
<b>Engage with resisters</b>	<ul style="list-style-type: none"><li>▶ Education and Communication: One of the best ways to overcome change resistance is to inform and educate people about the change effort beforehand. It helps them see the logic and reduces incorrect rumours concerning the effects on the organization.</li><li>▶ Participation and Involvement: Involving potential resisters in the design and implementation can greatly reduce resistance.</li><li>▶ Facilitation and Support: If the basis of resistance is a perception of a detrimental effect, managerial support can help employees to deal with their fear and anxiety during a transition period.</li><li>▶ Negotiation and Agreement: If the person will really lose out from a change, creating agreements can help. Managers could offer incentives to employees not to resist the change.</li></ul>
<b>Leave the fence-sitters to others</b>	<ul style="list-style-type: none"><li>▶ Champions and converted resisters are the most effective way to move fence sitters.</li><li>▶ Once people see that things are progressing and that others are supportive, they are more likely to become supporters.</li></ul>

# Measure change readiness from the beginning

## Readiness is subtly different from willingness

Readiness is really asking whether I have all the pieces in place to make the change and it aligns closely with the ADKAR framework.

- ▶ As the change progresses, the characteristics of readiness also evolve. In the initial phases, the degree to which staff are aware of the change and its benefits is the measure of readiness.
- ▶ Towards implementation, it becomes a question of having the skills and knowledge to function after the change.

## Surveys are one tool to gauge readiness

The table to the right shows an example survey for the early stage of a project.

- ▶ Conducting surveys like this at the start of the project creates a baseline that you can use to measure the effectiveness of the CMP.
- ▶ The survey should evolve and be administered periodically during the project.

**The results of the surveys are a key input to adjusting the change management plan**

I have heard the reasons why we are undertaking this project	Y/N
I understand the benefits of the project	Y/N
I understand why we are undertaking the project	Y/N
The abc project is in the long-term interests of the organization	Y/N
I have heard how the project is going to impact our organization	Y/N
I've heard about the vision for abc project	Y/N
I can broadly explain the vision of abc project	Y/N
The vision makes sense	Y/N
I know who's involved (people, business areas) in delivering the project	Y/N
I believe our organization will commit enough resources (\$\$, people, technology, etc.) to the project	Y/N
I am aware of our success in making changes	Y/N
I understand why our organization has been successful in the past at changing	Y/N
I believe our organization has the ability to successfully deliver abc project	Y/N
I've heard positive discussion about abc project	Y/N
I am willing to work with the project teams as required	Y/N

**/ APPENDICES**

# Appendix A

## Process Shadowing Services

To best understand how your staff work, we engaged in process shadowing, based on the service index you provided us. We shadowed 10+ staff across planning, permitting and compliance, using real files to assess work and pain points. Each staff member had the opportunity to demonstrate their tasks and processes as it related to planning and permitting.




### We use process shadowing for many reasons, including:

- ▶ See the steps in the process;
- ▶ Understand how technology supports the process;
- ▶ Ask the reasons for the way work is undertaken;
- ▶ Identify the impact of manual processes, including errors and data duplication.

The processes are divided first into three major areas – Planning Reviews, Permitting Reviews and Technical Reviews. The areas are then divided sub-service, which are then followed by our observations of the work.

Each process falls into one of three categories:

- ▶ **Functions Well** - The process is working as intended. There may still be room for improvement.
- ▶ **Minor Issues** – The process is partially effective but has noticeable issues such as delays, unclear roles or inconsistent documentation. These pain points should be addressed in the near term.
- ▶ **Major Issues** – The process is significantly impacting service. It causes delays, confusion or rework and requires urgent attention.

Legend	
	Functions Well
	Minor Issues
	Major Issues

Acronyms	
RO	Regulations Officer
RA	Regulations Assistant

# Appendix A

## Planning Reviews

Sub-Service	1.1 Pre-consultation/Initial Communication	1.2 File Handler Assessment & Triage	1.3 Application Review	1.4 Technical Review	1.5 Memo Finalization	1.6 Regulated Property Assessment	1.7 Finalization & Payment
Process	<p>1.1.1 Applicant emails the shared planning inbox</p>	<p>1.2.1 File Handler forwards app. email to planner or self. Adds app. details to Excel tracker/</p>	<p>1.3.1 Planner reviews application in Geoportal to see if it is in regulated area</p>	<p>Refer to Page 64</p>	<p>1.5.1 Planner cross checks technical comments.</p>	<p>1.6.1 Planner emails comments to Municipality.</p>	<p>1.7.1 Planner saves final PDF to L Drive.</p>
	<p>1.1.2 Planner alerts the Land Use Regulations Officer</p>	<p>1.2.2 Planner saves attachments on L drive, planning folders and files email.</p>	<p>1.3.2A If not regulated planner issues a No Objection letter. Process complete.</p>		<p>1.5.2 Planner send formal comment letter to Municipality. Fees are calculated and included.</p>	<p>1.5 Planner and forwards email chain for invoicing.</p>	<p>1.7.2 Payments processed by UTRCA staff. Planners not involved in invoicing or tracking of payments.</p>
	<p>1.1.3 Planner and Applicant hold scoping meeting</p>	<p>1.2.3 Planner adds files to their "to-do" list.</p>	<p>1.3.2B If regulated, application goes to 1.4: Technical Review.</p>			<p>1.5.2 Planner reviews revisions until sufficient.</p>	
		<p>1.2.4 Planner reviews files, maps and emails applicant missing info.</p>					
Observations	<p>Not all applicants book pre-consultations. Relies on email hand off for triage.</p>	<p>Information stored in multiple places/folders. Need to review multiple maps. Geoportal does not have up-to-date info.</p>	<p>Missed pre-consultations result in delay in timelines and iterations of plans. Manual process to key in information in templates.</p>	<p>Staff memory to triage file to the correct technical staff for technical review.</p>	<p>Manual work to cross reference technical comments. Heavy copy/paste in multiple templates. Risk increase email volume.</p>	<p>Manual process. Need to key in addresses on Word template every time. Back and forth iterations can occur for a long period of time.</p>	<p>Fee schedule is a static PDF, planner eyeballs table. Payments are tracked on Excel. Inquiries are directed to Finance.</p>

# Appendix A

## Permitting Reviews (1/2)

Sub-Service	2.1 Forms, Requirements and Pre-submission Consultations	2.2 File Handler Assessment and Triage	2.3 Application Review	2.4 Technical Review	2.5 Draft Decision Letter	2.6 Application is refused	2.7 Enforcement – Enforce or Amend Conditions
Process	<p>2.1.1 Applicant submits Application for ON Regulations 41/24 and other file documents.</p> <p>2.1.2. Applicant engages in pre-submission consultation</p> <p>2.2.1 Regulations Officer (RO) receives email and assigns file. 21-day clock begins.</p>	<p>2.2 RO checks Fee schedule. Payment is due on submission.</p>	<p>2.3.1 After payment, RO claims next permit number in email chain.</p> <p>2.3.2 RO adds file to Excel tracker. RO matches scope to checklists. Requests missing items. Starts 30-day decision clock (minor) or 90-day clock (major).</p> <p>2.3.3 RO reviews file for completeness. Triages to Regulation Assistant (RA) and Technical for review.</p>	<p>Refer to Page 64</p>	<p>2.5.1 A permit may be issued with/without conditions.</p> <p>2.5.2A If application is granted, a copy of permit will be issued to Applicant.</p> <p>2.5.2B If application is not granted, Skip to Step 2.6.</p>	<p>2.6.1 If application is refused and/or applicant does not agree with conditions, applicant can present application to UTRCA Hearing committee.</p> <p>2.6.2 Authority can receive request for Administrative review.</p>	<p>2.7.1 RO will conduct site visit to confirm conditions.</p> <p>2.7.2 If non-compliant, officer applies Compliance &amp; Enforcement manual</p> <p>2.7.2 Officer logs notes/photos in Ontario black notebook.</p>
Observations	<p>Pre-consultations are often missed and applicants sometimes go directly to submitting a permit. Leads to delays.</p>	<p>RO often struggles to assign fees to permits in unique situations. Delays occur as information is spread across multiple sources.</p>	<p>Email chain is a central source of information. Staff must doublecheck the Excel sheet to stay on top of regulated timelines.</p>	<p>Staff memory to triage file to the correct technical staff for technical review.</p>	<p>Conditions are compiled from multiple emails, which can be inconsistent/missed. Applicant must provide Municipality a copy of permit.</p>	<p>Hearings can be time/labour intensive for staff and difficult to plan for. Can impact staff workload and timelines for other applications.</p>	<p>Records can be inconsistent, depending on who performed the visit. Lack of centralized tracking limits trend analysis.</p>

# Appendix A

## Permitting Reviews (2/2)

Sub-Service	2.8 Finalization and Payment	2.9 Payment	2.10 Finalization	2.11 Extension Assessment <i>(required only if permit passes expiry date)</i>	2.12 Extension Required
Process	<p>2.8.1 Admin Assistant receives email and adds file to Excel Permitting tracking sheet. Colour codes payment to red.</p> <p>2.8.2 Admin Assistant sends Excel invoice to Finance. Finance creates invoice on Sage and sends it to the customer.</p> <p>2.8.3 Admin Assistant sends applicant a note they will receive invoice shortly.</p>	<p>2.9.1 Once payment is received, Finance confirms payment and updates log.</p> <p>2.9.2 Admin Assistant double checks payment and updates Excel. Colour codes payment to black.</p> <p>2.9.3 Admin Assistant notifies RO and RA that payment is confirmed.</p>	<p>2.10.1 After payment is confirm, permit can proceed.</p>	<p>2.11.1A Permit holder reaches out for an extension. RO requests updating documents to capture scope change. If no change, written confirmation is sufficient.</p>	<p>2.12.1 RO completes extension template and determines new fee.</p>
Observations	<p>Overprocessing same data. Unnecessary processing of invoice and double-checking work.</p>	<p>Duplication of work. Admin Assistant does not have the same privileges as Finance. Finance needs to track/trace what app. fee is for.</p>	<p>Manual close. No tracking of process aside from Outlook and Excel spreadsheet. Staff memory to remind RO/RA that payment is confirmed.</p>	<p>Heavy copy/paste from templates. No tracking of technical reviews working on extension requests. Manual email routing/follow-ups.</p>	<p>Templates are inconsistent between Regulations Officers.</p>

# Appendix A

## Technical Reviews

Sub-Service	3.1 Initiate Technical Review	3.2 Track Technical Work	3.3 Complete Technical Review	3.4 Prepare Comments	3.5 Submit Comments
Process	<p>3.1.1 File Handler renames email subject line and forward to Technical Staff.</p>	<p>3.2.1 Reviewer assesses effort level. Adds tasks to own tracker.</p>	<p>3.3.1 Reviewer completes analysis through desk based (e.g. technical report/study, checklist, Geoportal, etc.) and/or onsite visit if required.</p>	<p>3.4.1 Reviewer populates applicant info and technical comments in Word memo template.</p>	<p>3.5.1 Reviewer sends Word version to file handler .</p>
	<p>3.1.2 File Handler logs outreach in Excel tracker.</p>	<p>3.2.2 Reviewer opens L drive file and reviews documents and requests missing documents (as required).</p>		<p>3.4.2 Comments are split into two stages: "Comments Addressed Now" and "Addressed in Detailed Design Stage".</p>	<p>3.5.2 Reviewer saves PDF copy with signature and designation.</p>
Observations	<p>Not all applicants book pre-consultations. Relies on email hand off for triage. Information stored in multiple places. Capturing "to-dos" varies per person.</p>	<p>Each reviewer uses a personal tracker for applications and deadlines. Because these trackers aren't shared, other EPR staff can't view updates on progress.</p>	<p>Technical reviews can be resource and time intensive. UTRCA is currently updating their floodplain mapping.</p>	<p>To not delay work, Tech. staff agree to the designs by deeming certain items in two stages. They communicate to the applicant that they will need this information at some point. This varies per staff.</p>	<p>Manual work to cross reference technical comments. Heavy copy/paste in multiple templates. Risk increase email volume.</p>

## Appendix B

### Peer Data (1/2)

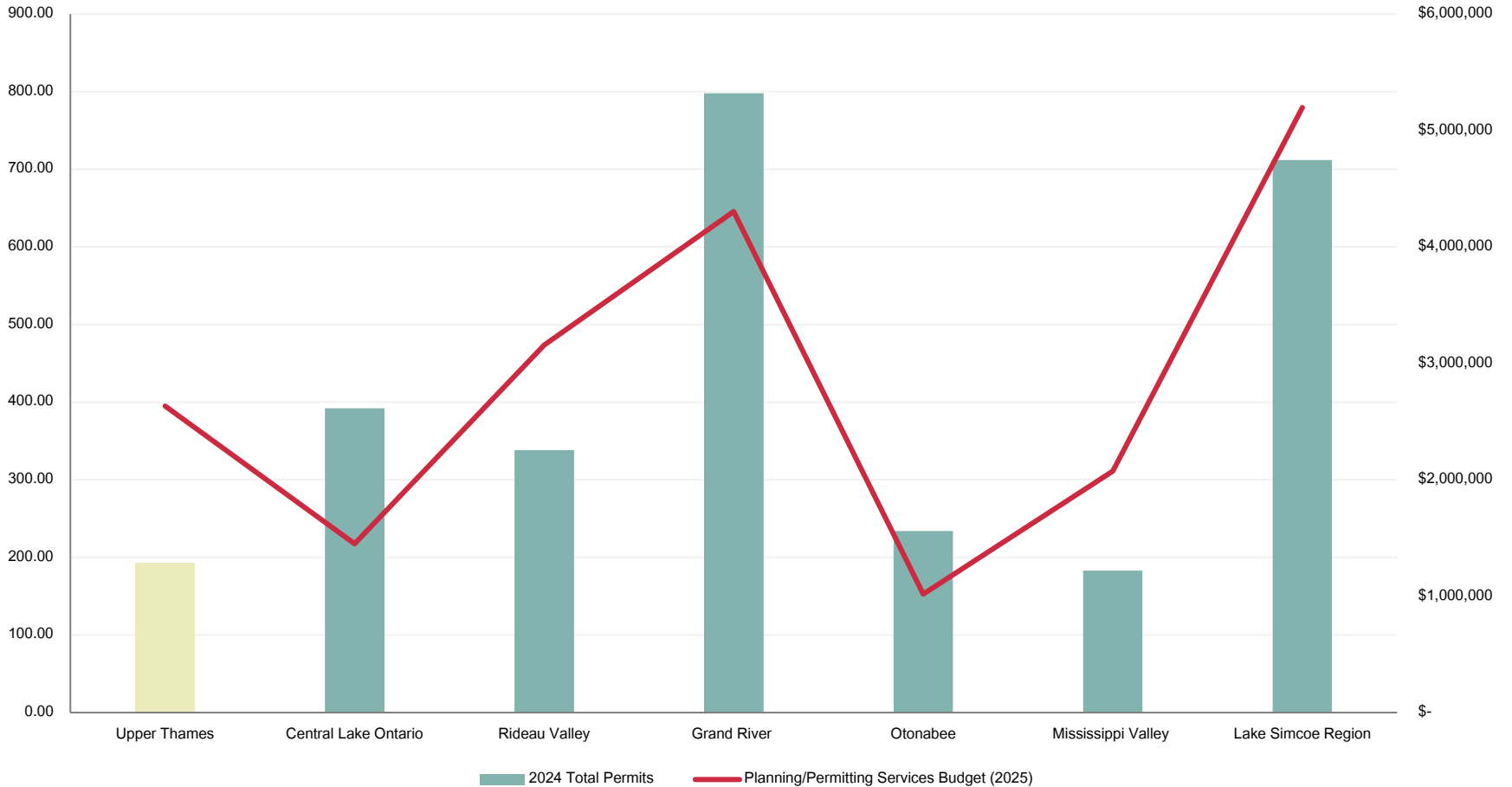
	Number of Permitting Staff	Number of Planning Staff	Number of Technical Staff	Number of Permits (2024)	Average Processing Time (days)	Planning/Permitting Budget
<b>UTRCA</b>	6	4	4	192	6.5	\$2.63M
<b>Central Lake ON</b>	3	3	5	392	17	\$1.45M
<b>Rideau Valley</b>	4	3	5	338	-	\$3.16M
<b>Nottawasaga</b>	4	5	8	523	20	-
<b>Grand River</b>	4.5	4.5	5	798	-	\$4.30M
<b>Otonabee</b>	N/A	N/A	N/A	234	-	\$1.01M
<b>Mississippi Valley</b>	2	2	9	183	6	\$2.07M
<b>Lake Simcoe Region</b>	5	5	6	712	17.5	\$5.20M

Note that from 2020 to 2024 the UTRCA averaged 207 permit requests annually. The EPR Unit staff count was obtained from the online [staff directory](#). Organizational structure, roles and responsibilities will differ between each CA.

# Appendix B

## Peer Data (2/2)

**Planning/Permitting  
Budget vs Permits Issued**



## Appendix B

# Permitting Data Breakdown (2024)

Category	UTRCA <sup>1</sup>	Peer Average <sup>2</sup>	Legislated Timelines
Permits Issued (Major)	103	62	-
Permits Issued (Minor)	38	78	-
Average Permit Processing in Days (Major)	7	11.2	90
Average Permit Processing in Days (Minor)	6	8.4	30
# of application reviews not completed in 21 days	19	19	-

1. UTRCA Annual Permit Activity Report.

2. Data from the Annual Reports of Central Lake Ontario CA, Rideau Valley CA, Nottawasaga CA, Mississippi Valley CA and Lake Simcoe CA.

## Appendix B

# Planning Applications - Impact of Technical Review on On-Time Performance 2023-2024<sup>1</sup>

Technical Review Required	Applications	% of Total Applications	On-Time %
Yes	260	11%	30%
No	2155	89%	82%
Total	2415		

\* Technical review tracking only began in 2023. Data is from 2023-24

## Legislative Review (1 of 6)

We have reviewed O. Reg. 41/24 and identified areas where the EPR Unit does or does not meet the legislated requirements:

### Section 4: Maps of Regulated Areas

Legislation	Observation
<p>4. (1) An authority shall develop maps depicting the areas within the Authority’s area of jurisdiction where development activities are prohibited under paragraph 2 of subsection 28 (1) of the Act which shall be filed at the head office of the authority and made available to the public on the Authority’s website, and by any other means that the authority considers advisable.</p>	<ul style="list-style-type: none"> <li>▶ UTRCA hosts an online viewer with several different layers (e.g. approximate regulated area; screening area; regulation watershed).</li> </ul>
<p>4. (2) At least once annually, the Authority shall:</p> <ul style="list-style-type: none"> <li>▶ (a) review the maps referred to in subsection (1) and determine if updates to the maps are required.</li> <li>▶ (b) make and file such updates to the maps at its head office if required.</li> <li>▶ (c) make the updated maps available to the public on its website and by any other means it considers advisable.</li> </ul>	<ul style="list-style-type: none"> <li>▶ UTRCA is actively working on updating its floodplain mapping, however this has been a lengthy process and in the interim, there have been disputes between UTRCA, developers and municipal partners about certain flood lines.</li> <li>▶ Developers said that UTRCA’s mapping is not as extensive and informative as the online mapping provided by peer CAs. UTRCA staff believe mapping is consistent with the majority of CAs.</li> </ul>

## Legislative Review (2 of 6)

### Section 6: Pre-submission consultation

Legislation	Observation
<p>6. (1) Prior to submitting an application for a permit under section 28.1 of the Act, an authority and the applicant may engage in pre-submission consultation for the purposes of confirming the requirements of a complete application to obtain a permit for the activity in question, which may include:</p> <p>6. (1a) requests by the authority to the applicant for,</p> <ul style="list-style-type: none"> <li>▶ (i) initial information on the proposed activity such as a description of the project and any associated plans, or</li> <li>▶ (ii) details about the property upon which the activities are proposed to be carried out, including copies of plans, maps or surveys;</li> </ul> <p>6. (1b) meetings between the Authority and the applicant prior to the submission of an application, including any site visits to the property where the activities are proposed to be carried out.</p>	<ul style="list-style-type: none"> <li>▶ UTRCA policy encourages pre-submission consultation, but many applicants skip it or cannot secure a timely meeting, leading to extra iterations later.</li> <li>▶ Pre-submission consultation meetings also occur as part of plans review, but these are managed by Planners, with Regulations Officers being involved to varying degrees,</li> </ul>
<p>6. (2) If the applicant requests a pre-submission consultation under subsection (1), the Authority is required to engage in the pre-submission consultation.</p>	<ul style="list-style-type: none"> <li>▶ Regulations Officers hold pre-submission consultations with applicants when requested.</li> </ul>

## Appendix C

# Legislative Review (3 of 6)

### Section 7: Application for permit

Legislation	Observation
<p>7. (2) Upon receipt of the information required under subsection (1) and payment by the applicant of the fee charged by the Authority under subsection 21.2 (4) of the Act, the Authority shall notify the applicant in writing, within 21 days, whether or not the application complies with subsection 28.1 (3) of the Act and is deemed to be a complete application.</p>	<ul style="list-style-type: none"><li>▶ In 2024, 86.5% of permit applications were processed on-time.</li></ul>
<p>7. (3) If the Authority notifies an applicant under subsection (2) that the application is complete, the Authority shall not require new studies, technical information or plans under clause (1) (i) from the applicant to make a determination on the application, unless agreed to by the Authority and the applicant. For greater certainty, the Authority may ask the applicant for clarification or further details regarding any matter related to the application.</p>	<ul style="list-style-type: none"><li>▶ We found no evidence of EPR Unit staff asking for additional studies or information after staff deemed a permit application complete.</li></ul>

## Legislative Review (4 of 6)

### Section 8: Request for review

Legislation	Observation
<p>8. (1) An applicant may request a review by the Authority if,</p> <ul style="list-style-type: none"> <li>▶ (a) the applicant has not received a notice from the Authority within 21 days in accordance with subsection 7 (2);</li> <li>▶ (b) the applicant disagrees with the Authority's determination that the application for a permit is incomplete; or</li> <li>▶ (c) the applicant is of the view that a request by the Authority for other information, studies or plans under clause 7 (1) (i) is not reasonable.</li> </ul>	<ul style="list-style-type: none"> <li>▶ UTRCA's supports an Administrative Review Option (ARO) procedure. Applicants can find the Administrative Review form and policy from the central planning and permits page.</li> <li>▶ The EPR Unit tracks the 21-day timeline manually in an Excel-based tracker which puts the onus on staff to doublecheck timelines and maintain adherence to them.</li> </ul>
<p>8. (2) A review requested by an applicant under subsection (1) shall be completed by the Authority no later than 30 days after it is requested and the Authority shall, as the case may be,</p> <ul style="list-style-type: none"> <li>▶ (a) confirm that the application meets the requirements of subsection 7. (1) and is complete or provide reasons why the application is incomplete; or</li> <li>▶ (b) provide reasons why a request for other information, studies or plans under clause 7 (1) (i) is reasonable or withdraw the request for all or some of the information, studies or plans.</li> </ul>	<ul style="list-style-type: none"> <li>▶ UTRCA's ARO policy matches the 30-day limit for completing of reviews. It also notes that in extenuating circumstances if it cannot meet this deadline UTRCA will seek written approval of the applicant to extend the timeline.</li> </ul>

## Legislative Review (5 of 6)

### Section 9: Conditions of Permits

Legislation	Observation
<p>9. (1) An authority may attach conditions on a permit issued under section 28.1 of the Act only if, in the opinion of the Authority, the conditions,</p> <ul style="list-style-type: none"> <li>▶ (a) assist in preventing or mitigating any effects on the control of flooding, erosion, dynamic beaches or unstable soil or bedrock;</li> <li>▶ (b) assist in preventing or mitigating any effects on human health or safety or any damage or destruction of property in the event of a natural hazard; or</li> <li>▶ (c) support the administration or implementation of the permit, including conditions related to reporting, notification, monitoring and compliance with the permit.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff will respond to and investigate all compliance matters deemed high priority, including conducting on-site visits to monitor permits granted.</li> </ul>

### Section 11: Period of validity for permits and requirements

Legislation	Observation
<p>11. (2) If a permit is issued for less than the maximum period of validity, the holder of a permit may, at least 60 days before the expiry of the permit, submit an application for an extension of the permit to,</p> <ul style="list-style-type: none"> <li>▶ (a) the Authority that issued the permit, in the case of permits issued under section 28.1 or 28.1.2 of the Act; or</li> <li>▶ (b) the Minister, in the case of permits issued under section 28.1.1 of the Act.</li> </ul>	<ul style="list-style-type: none"> <li>▶ The EPR Unit is often informed less than 60 days in advance but will still grant extensions.</li> </ul>

## Appendix D

# Glossary of change management terminology

Term	Definition	Term	Definition
Communication plan	A structured approach to delivering key messages about the change, ensuring interest holders receive timely and relevant information.	ADKAR coaching	One-on-one or group guidance provided by managers or change leaders to support employees in their transition.
Engagement plan	A strategy to involve and motivate interest holders, fostering commitment and participation throughout the change process.	Expert users	People with deep knowledge of the change who act as champions, providing guidance and support to others.
Stakeholder analysis	The process of identifying individuals or groups affected by the change, assessing their influence and determining how to engage them effectively.	Knowledge platform	A centralized resource for storing and sharing information related to the change, such as FAQs, guides and best practices.
Impact assessment	An evaluation of how the change will affect different parts of the organization, including processes, roles and culture.	Hands-on practice	Practical exercises that allow employees to apply new skills in a controlled environment before full implementation.
Communication events	Specific activities designed to share information, such as town halls, webinars or newsletters.	Training courses	Formal learning sessions designed to educate employees on new processes, tools or behaviours.
Coaching plan	A structured approach to guiding individuals through change, helping them overcome barriers and develop necessary skills.	Change readiness	The assessment of an organization's preparedness for change, identifying gaps and areas requiring additional support.
Recognition events	Celebrations or acknowledgments of employees who successfully adopt and support the change.	Compliance audits	Reviews conducted to ensure adherence to new procedures or practices introduced by the change.
Training plan	A roadmap for equipping employees with the knowledge and skills needed to adopt the change successfully.		

# Appendix E

## UTRCA Client Experience Survey

The Upper Thames River Conservation Authority (UTRCA) is committed to improving how we serve our clients. Whether you contacted us for general information, planning support or a permit application, we'd like to hear about your experience. This short survey should take less than 5 minutes.

### 1. What was the main reason you contacted UTRCA?

- General inquiry or information
- Permit application
- Planning review (e.g. development or site plan)
- Technical/environmental support (e.g. mapping, flooding, regulations)
- Other (please specify)

### 2. How would you rate your overall experience?

- Very positive
- Positive
- Neutral
- Negative
- Very negative

### 3. Which aspects of your interaction worked well? (select all that apply)

- Timeliness of responses
- Clarity of information provided
- Professionalism and courtesy of staff
- Helpfulness in moving my request forward
- Other (please specify)

### 4. Which aspects could have been improved? (select all that apply)

- Timeliness of responses
- Clarity of information provided
- Professionalism and courtesy of staff
- Helpfulness in moving my request forward
- Other (please specify)

### 5. How easy was it to find the information or support you needed?

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

### 6. What could UTRCA improve to make your experience better in the future?

(Open text box)

### 7. Do you have any other comments or suggestions?






(Open text box)

## Appendix E

# Planning and Permitting Metrics

Area	KPI Measure	What to track	Why
Planning and Permitting	Forecast accuracy	% difference between projected and actual applications per quarter	Helps anticipate workload and allocate staff/resources effectively
Planning and Permitting	Seasonal demand distribution	% of applications received in peak (spring/summer) vs. off-peak months	Identifies seasonal workload patterns to better schedule staff and resources
Planning and Permitting	Staff workload balance	Average number of active files per staff member vs. target threshold	Ensures workloads are distributed fairly and identifies when extra capacity is needed
Planning and Permitting	Level of complexity	% of applications tagged as routine, standard or complex	Shows effort required beyond volume, supports both planning forecasts and performance analysis
Planning and Permitting	Resubmission rate	% of applications requiring additional rounds of review due to incomplete or poor-quality submissions.	Identifies where delays are caused by submission quality and signals areas for applicant guidance or process improvements
Permitting	Pre-consultation rate	% of applications that had pre-consultation before submission	Tracks uptake of pre-consultation and helps show its impact on smoother/faster approvals
Customer Service	Satisfaction rate	% of positive responses from client surveys (overall experience rating)	Measures overall client perception of service and progress toward service goals
Customer Service	Areas of improvement	% of clients identifying each improvement area	Highlights recurring pain points and allows tracking of whether issues decrease over time
Customer Service	Access to information	% of survey respondents reporting information was easy/very easy to find	Indicates how accessible and clear guidance, forms and online tools are for clients

# Initial considerations for procuring a CRM or case management software

 <b>Customization</b>	<ul style="list-style-type: none"><li>▶ Determine what kind of workflows you would need, such as how to define approval structures.</li><li>▶ Consider how to define and route applications that require additional review by technical staff.</li></ul>
 <b>Integration</b>	<ul style="list-style-type: none"><li>▶ List out all internal and 3<sup>rd</sup> party systems and software used by (e.g. GIS, document management) and determine which systems you want to integrate or migrate.</li><li>▶ Consider data migration strategy: how old records (in spreadsheets, email, personal/shared drives) will be cleaned and brought into the new system.</li></ul>
 <b>Payment Processing</b>	<ul style="list-style-type: none"><li>▶ Decide if you would like a system that can integrate payment processing for applications and review fees, and which payment methods would apply.</li><li>▶ Ensure the system can link payments to specific cases so tracking is clear and report on delinquent payments.</li></ul>
 <b>Implementation Support</b>	<ul style="list-style-type: none"><li>▶ Consider how you will roll out the system to staff, and if you will opt to use external support to implement the new system.</li><li>▶ Determine what support you would like from vendors, including a Service Level Agreement based on issue severity and response times.</li></ul>
 <b>Online Portal</b>	<ul style="list-style-type: none"><li>▶ Determine if you would like to embed an online form on your website, which can link to a portal for applicants.</li><li>▶ Consider if you would like all users (applicants, consultants or municipalities) to use the portal, or limit who can access.</li><li>▶ Ensure the forms and/or portal are accessible to the public with clear instructions.</li></ul>

# Appendix G

## Lean Principles

**Lean is an approach to process improvement that focuses on three areas: waste, flow and automation**

- ▶ Automation identifies tasks that computers could perform, typically these are information processing tasks that do not require judgement, and they are governed by a set of clearly defined business rules.
- ▶ Flow is the smooth movement of a work product through a process. Times when work cannot flow, by design or process failures, will indicate opportunities to improve the process from the customer's perspective.
- ▶ Waste are activities that do not add value in the eyes of the customer. The chart below highlights the common types of waste that occur in a process.



### **Defects**

Time spent doing something incorrectly, inspecting for errors or fixing error



### **Overproduction**

Doing more than what is needed by the customer or doing it sooner than needed



### **Waiting**

Waiting for the next process or work activity to occur



### **Unused Talent**

Underutilizing staff talents, skills and knowledge



### **Transportation**

Waste from unnecessary movement of the work product in a system



### **Inventory**

Excess inventory cost through purchasing, storage, spoilage and wastage



### **Motion**

Unnecessary movement of employees in the system



### **Excess Processing**

Doing work that is not valued or helps in the process

# BLACKLINE CONSULTING

---

**To: UTRCA Board of Directors**  
**From: Tracy Annett**  
**Date: November 25, 2025**  
**File Number: 8.2**  
**Agenda #: BoD-11-25-81**  
**Subject: Provincial Announcements: Bill 68 Schedule 3 Proposed Changes to the CA Act and ERO Posting #025-1257 “Proposed Boundaries for Regional Consolidation of Ontario’s Conservation Authorities”**

---

## **Recommendation:**

The following report is provided as information for the Board of Directors and for discussion purposes.

**Purpose:** To brief members and generate discussion on recent Provincial Announcements introducing a new provincial board-governed agency, the Ontario Provincial Conservation Agency, and the proposed consolidation of 36 CAs into 7 regional CAs.

## **Summary:**

- On October 31, 2025 the Ministry of Environment Conservation and Parks (MECP) announced intentions to create a new provincial board-governed agency to provide centralized leadership and the consolidation of 36 CAs into 7 Regional CAs.
- Subsequently, on November 6 Schedule 3 of Bill 68 “Plan to Protect Ontario Act” (Budget Measures) was released and included changes to the Conservation Authorities Act to create the new Ontario Provincial Conservation Agency. The Bill is expected to pass 3rd reading shortly.
- Finally, on November 7, 2025 the “Proposed Boundaries for Regional Consolidation of Ontario’s Conservation Authorities” (ERO #025-1257) was posted to the Environmental Registry for a 45- day consultation period. The public is invited to comment on the proposed configuration of 7 regional CAs including the proposed Lake Erie Region which will consist of Upper Thames River and 7 other CAs and 81 municipalities. The consultation period closes on December 22, 2025
- Implementation of the new framework, including one board for each of the 7 regional CAs is expected to occur following the municipal elections on October 26, 2026.
- CAs and their current boards continue to operate without disruption.

Staff will provide a comprehensive overview of the proposals with the aim to solicit feedback and direction from Board members on next steps including questions and comments that should be submitted as part of the ERO Posting and communication to municipalities and other relevant partners and interest-holders.

## **Background:**

### **Summary of Schedule 3 of Bill 68 “Plan to Protection Ontario Act”**

This schedule outlines the proposed changes to the Conservation Authorities Act that will provide for the creation of a new board-governed agency. The agency, to be known as the Ontario Provincial Conservation Agency (OPCA), will provide centralized leadership to 7 regional CAs. The Bill is expected to pass 3rd reading shortly.

The OPCA would have the authority to:

- Oversee the governance of authorities and other aspects of authorities such as their operations, including the programs and services they provide, to further the purposes of the Act.
- Oversee the transition to a regional watershed-based framework for authorities in Ontario.
- Promote consistent policies, standards and fees for programs and services provided by authorities.
- Assess and report on the effectiveness of authorities in furthering the conservation, restoration, development and management of natural resources in watersheds in Ontario, including outcomes related to the implementation of their programs and services.
- Oversee and evaluate the financial performance of authorities to ensure their long-term operational and capital financial sustainability, including the financial sustainability of their programs and services required under section 21.1.
- Guide and evaluate strategic planning by authorities to ensure it aligns with provincial objectives.
- Support the development and implementation of a standardized and centralized system for processing applications for permits issued by authorities.
- Lead the development and implementation of digital strategies and shared services to support the operations of authorities, including their programs and services.
- Support strategic investment in programs and services provided by authorities, including leveraging funding available to Ontario and authorities.
- Advise the Government of Ontario in respect of the programs and services authorities provide under the Act and any matters related to the objects of the Agency.
- Any other objects prescribed by regulation.

### **The OPCA would be governed by a Board of Directors:**

- Consist of 5-12 members appointed by the Lieutenant Governor in Council. Members will require experience in public administration and CA programs and services. There is no mention of regional representation.
- Members cannot be a member of Parliament.
- Members will serve a term of up to 3 years, and may serve for 9 years total.
- Members would meet a minimum of four times per year
- Though the Agency can issue direction to CAs to address: KPIs, service standards, information technology, procurement, training or members and employees, budgeting, AMPs and strategic plans, all directions must first be approved by the Minister.

### OPCA Staffing:

- The Secretary of the Cabinet will appoint the first Chief Executive Officer and thereafter the Board will appoint and employ the CEO.
- The CEO is under the supervision and direction of the Board of Directors

### Proposed Boundaries for Regional Consolidation of Ontario’s Conservation Authorities”

ERO Posting #025-1257

Commenting Period: November 7 – December 22, 2025

The province is seeking feedback on a proposal to consolidate 36 CAs into 7 regional CAs. The boundaries of the new consolidated regions was based on: watershed-based jurisdiction, reducing overlap and administrative duties, balancing expertise across CAs and service continuity. The proposal states that the regional CAs will continue with current programs and services, including managing their lands and recreational trails.

The proposed regions are as follows:

Proposed Regional CA	Number of Existing CA’s	Municipalities
Lake Erie Regional CA	8	81
Huron Superior Regional CA	7	78
Western Lake Ontario Regional CA	4	28
Central Lake Ontario Regional CA	1	17
Eastern Lake Ontario Regional CA	7	48
St. Lawrence Regional CA	5	46
Northeastern Ontario Regional CA	4	19

### Providing feedback and discussion questions

Comments may be submitted through the [ERO posting](#) or by email to [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

The posting requests feedback to the following discussion questions which are especially relevant to the planning for the future state:

- What do you see as key factors to support a successful transition and outcome of regional conservation authority consolidation?
- What opportunities or benefits may come from a regional conservation authority framework?
- Do you have suggestions for how governance could be structured at the regional conservation authority level, including suggestions around board size, make-up and the municipal representative appointment process?
- Do you have suggestions on how to maintain a transparent and consultative budgeting process across member municipalities within a regional conservation authority?
- How can regional conservation authorities maintain and strengthen relationships with local communities and stakeholders?

A Ministry session held on November 18<sup>th</sup> further emphasized that responses should also identify “What cannot be lost”. Staff recommend that additional comments be provided to acknowledge and support the Province’s goals of improved efficiency, consistency and fiscal prudence in conservation delivery, but also explain that the proposed “Lake Erie Region” configuration would:

- Create a geographically vast and administratively complex entity, joining 81 south western rural and urban municipalities throughout the province with little shared watershed connection or economic alignment;
- Dilute local accountability and municipal partnership, contrary to the principle that decisions are best made closest to the communities they affect;
- Generate substantial transition costs — including human-resources integration, governance restructuring, IT migration and policy harmonization — that would divert resources from front-line service delivery and delay measurable outcomes, contrary to the Province’s own business-planning principles of value for money, cost containment and service continuity; and,
- Risk greater uncertainty and delay for builders, developers and farmers, as local permitting offices and staff familiar with site conditions are replaced by distant regional structures, making it harder for applicants to obtain timely on the ground local advice, resolve issues or expedite housing and infrastructure approvals that support the Province’s housing agenda.

The UTRCA has already undertaken significant modernization work aligned with provincial objectives, including;

- Implementation of a Customer Service and Transparency Improvements related to hazard mapping and policy initiatives;
- Continuous improvement of delivery standard well above the standard required by the province;
- Commitments to continual improvements in transparency and client communication through recent strategic planning recommendations for Organizational Excellence; and
- Improvement in data and network systems, including security and redundancy;

Standardization throughout Regions, can be achieved with within the current watershed-based governance framework with updated technical guidance, policy approaches, and modernization tools without losing local input, representation and fiduciary responsibility.

The Upper Thames River Conservation Authority serves Southwestern Ontario communities facing vastly different climatic, hydrological and infrastructure realities (e.g. large dams and dykes) based on the needs of local communities that are very different than surrounding proposed regional conservation authority. An alternative approach to recognize these differences and propose a reduced geographic scale of the regional CAs could also be encouraged.

### **Conservation Ontario Responses**

A collective Conservation Authority response is being compiled by Conservation Ontario (CO). A meeting is proposed for Wednesday November 26<sup>th</sup> to review preliminary

response comments. Discussion from UTRCA's board meeting will be provided to inform CO response comments.

**Recommended by:**

Tracy Annett, General Manager

**Attachments:**

Email Announcement

Bill 68 Schedule 3 – Conservation Authorities Act

Proposed boundaries for the regional consolidation of Ontario's conservation authorities  
– supplemental document

---

## Consultation on the proposed boundaries for the regional consolidation of Ontario's conservation authorities

---

From ca.office (MECP) <ca.office@ontario.ca>

Date Fri 2025-11-07 3:55 PM

You don't often get email from ca.office@ontario.ca. [Learn why this is important](#)

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

*\* This message is being sent on behalf of Chloe Stuart, Assistant Deputy Minister, Land and Water Division, MECP and Hassaan Basit, Chief Conservation Executive, MECP \**

Greetings,

We are writing to notify you of a policy proposal available for comment on the [Environmental Registry of Ontario](#) at posting #025-1257 which is part of the government's actions to improve conservation authorities.

We are seeking feedback on proposed boundaries for the consolidation Ontario's 36 conservation authorities into regional conservation authorities, and the criteria applied to inform the proposed boundaries. The policy proposal notice includes maps depicting the proposed boundaries for the regional conservation authorities and discussion questions relevant to the planning for the future state.

The province's decision on the number and configuration of regional conservation authorities will be finalized following further technical analysis and consideration of the feedback received during this consultation phase. The province is also planning to consult further, at a future date, on potential amendments to the *Conservation Authorities Act* and potential changes to regulations under the Act, to enable the consolidation of conservation authorities.

No changes are proposed to the overall extent of conservation authority jurisdiction within the province, and under consolidation, the new regional conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the *Conservation Authorities Act*, as administered by the Ministry of the Environment, Conservation and Parks.

In addition, the important work that conservation authorities do to protect people and property from the risks of flooding and other natural hazards will not change. Regional conservation authorities would continue to deliver provincially mandated programs. These include drinking water source

protection under the *Clean Water Act*, managing development and other activities in areas at risk of natural hazards—such as floodplains, shorelines, watercourses, and wetlands—and providing flood forecasting and warning services. Conservation authorities would continue to manage their lands and recreational trails, providing Ontarians access to local natural areas and outdoor activities. Regional conservation authorities would also continue to be able to provide additional municipal and other watershed programs and services set out under the *Conservation Authorities Act*. Existing conservation authority board members would continue to serve until the expiration of their terms next year, with changes to governance and structure to be initiated following municipal elections in October 2026.

This proposal is part of broader action that Ontario is proposing to take to improve the conservation authority system to reduce duplicative costs, free-up resources, and better align the work of conservation authorities with provincial priorities on housing, infrastructure, the economy and climate resilience. These actions include the creation of the Ontario Provincial Conservation Agency to provide centralized leadership and oversight of conservation authorities, proposed by the Government on November 6, 2025, in [Bill 68, \*Plan to Protect Ontario Act \(Budget Measures\), 2025\*](#).

To learn more about this proposal, a virtual information session for conservation authorities will be held on **Tuesday, November 18, 2025, at 10am**. To register for this session, please email [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

The Environmental Registry comment period for posting #025-1257 will close at 11:59pm on December 22, 2025. Comments may be submitted through the Registry or by email to the conservation authorities section team at the Ministry of the Environment, Conservation and Parks, via [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

Thank you,

Chloe Stuart  
ADM, Land and Water Division  
Ministry of the Environment, Conservation and Parks

Hassaan Basit  
Chief Conservation Executive  
Office of the Chief Conservation Executive



*Taking pride in strengthening Ontario, its places and its people*

**Please Note:** As part of providing [accessible customer service](#), please let me know if you have any accommodation needs or require communication supports or alternate formats.

**SCHEDULE 3  
CONSERVATION AUTHORITIES ACT**

**1 Section 1 of the *Conservation Authorities Act* is amended by adding the following definition:**

“Agency” means the corporation established under section 35.1; (“Agence”)

**2 Subsections 23.1 (9) and (10) of the Act are repealed.**

**3 Subsections 23.3 (5) and (6) of the Act are repealed.**

**4 The Act is amended by adding the following Part:**

**PART VIII.1  
THE AGENCY**

**Corporation established**

**35.1** A corporation to be known in English as Ontario Provincial Conservation Agency and in French as Agence ontarienne de protection de la nature is established as a corporation without share capital.

**Crown agent**

**35.2** The Agency is an agent of the Crown and may exercise its powers only as an agent of the Crown.

**Application of other Acts**

***Not-for-Profit Corporations Act, 2010***

**35.3** (1) Except for section 41, subsection 43 (1) and section 46 of the *Not-for-Profit Corporations Act, 2010*, which apply to the Agency with necessary modifications, that Act does not apply to the Agency except as prescribed by regulation and subject to such modifications as may be prescribed by regulation.

**Same, indemnity**

(2) The Agency shall not give an indemnity under section 46 of the *Not-for-Profit Corporations Act, 2010* to any person unless the indemnity has been approved in accordance with section 28 of the *Financial Administration Act*.

***Corporations Information Act***

(3) The *Corporations Information Act* does not apply to the Agency, except as prescribed by regulation and subject to such modifications as may be prescribed by regulation.

**Objects of Agency**

**35.4** The objects of the Agency are the following:

1. Oversee the governance of authorities and other aspects of authorities such as their operations, including the programs and services they provide, to further the purposes of the Act.
2. Oversee the transition to a regional watershed-based framework for authorities in Ontario.
3. Promote consistent policies, standards and fees for programs and services provided by authorities.
4. Assess and report on the effectiveness of authorities in furthering the conservation, restoration, development and management of natural resources in watersheds in Ontario, including outcomes related to the implementation of their programs and services.
5. Oversee and evaluate the financial performance of authorities to ensure their long-term operational and capital financial sustainability, including the financial sustainability of their programs and services required under section 21.1.
6. Guide and evaluate the strategic planning by authorities to ensure it aligns with provincial objectives.
7. Support the development and implementation of a standardized and centralized system for processing applications for permits issued by authorities.
8. Lead the development and implementation of digital strategies and shared services to support the operations of authorities, including their programs and services.
9. Support strategic investment in programs and services provided by authorities, including leveraging funding available to Ontario and authorities.
10. Advise the Government of Ontario in respect of the programs and services authorities provide under the Act and any matters related to the objects of the Agency.
11. Any other objects prescribed by regulation.

## **General powers**

**35.5** (1) Except as limited by this Act and the regulations, the Agency has the capacity, rights and powers of a natural person for carrying out its objects.

## **Financial activities**

(2) The Agency shall not borrow money, invest funds or manage financial risks except in accordance with a by-law of the Agency that has been approved by the Minister of Finance.

## **Co-ordination of certain financial activities**

(3) Subject to subsection (4), the Ontario Financing Authority shall co-ordinate and arrange all borrowing, investing of funds and managing of financial risk of the Agency.

## **Direction of Minister of Finance**

(4) The Minister of Finance may, in writing, direct a person other than the Ontario Financing Authority to perform the functions referred to in subsection (3).

## **Same**

(5) A direction of the Minister of Finance under subsection (4) may be general or specific and may include terms and conditions that the Minister of Finance considers advisable.

## **Use of revenue**

(6) The Agency shall carry out its operations without the purpose of gain and shall not use its revenue, including all money or assets it receives by grant, contribution or otherwise, for any purpose other than to further its objects.

## **Revenues and investments**

(7) Despite Part I of the *Financial Administration Act*, the revenues and investments of the Agency do not form part of the Consolidated Revenue Fund.

## **No political donations**

(8) The Agency shall not make any political donations.

## **No registration as charity**

(9) The Agency shall not apply for or obtain registration as a registered charity under the *Income Tax Act* (Canada).

## **Board of directors**

**35.6** (1) Subject to the regulations, the Agency shall consist of at least five and not more than 12 members appointed by the Lieutenant Governor in Council who shall form the board of directors of the Agency.

## **Ineligibility**

(2) A person is not eligible to be appointed if the person is a member of Parliament or a member of the Assembly or satisfies such criteria as may be prescribed by regulation.

## **Considerations**

(3) The Lieutenant Governor in Council shall, in appointing a person as a member of the board of directors, take into consideration,

- (a) the person's knowledge and experience in public administration, corporate governance and finance;
- (b) the person's knowledge of programs and services provided by authorities; and
- (c) such other matters as may be prescribed by regulation.

## **Term**

(4) A member of the board of directors shall be appointed for a term of up to three years, as may be determined by the Lieutenant Governor in Council and, subject to subsection (5), may be reappointed.

## **Limit**

(5) A person may serve as a member of the board of directors for no more than nine years in total, whether the years are served consecutively or otherwise.

## **Termination**

(6) A member ceases to be a member of the board of directors if, before the term of the member expires,

- (a) the Lieutenant Governor in Council revokes the member's appointment; or
- (b) the member dies, resigns as a member of the board of directors or becomes bankrupt.

### **Expenses**

(7) The members of the board of directors shall be paid such remuneration and expenses as may be determined by the Lieutenant Governor in Council.

### **Chair and vice-chairs**

(8) Subject to subsection (12), the Lieutenant Governor in Council shall designate a chair and up to two vice-chairs from among the members of the board of directors.

### **Chair's role**

(9) The chair shall preside over the meetings of the board of directors.

### **Absence of chair**

(10) If the chair is absent or otherwise unable to act or if the office is vacant, a vice-chair has the powers and shall perform the duties of the chair.

### **Absence of chair and vice-chairs**

(11) In the absence of the chair and the vice-chairs, a director that the board of directors designates has the powers and shall perform the duties of the chair.

### **Where no designation**

(12) If the Lieutenant Governor in Council has not designated a chair or a vice-chair, the members of the board of directors may select a chair or vice-chair from among their members to hold office as provided for by by-law, until such time as the Lieutenant Governor in Council makes a designation.

### **Board meetings**

**35.7** (1) The board of directors shall meet regularly throughout the year and in any event shall hold at least four meetings in each year.

### **Quorum**

(2) A majority of the board of directors constitutes a quorum for the conduct of the business of the board.

### **Chief executive officer**

**35.8** (1) The Secretary of the Cabinet shall appoint the first chief executive officer to be employed by the Agency.

### **Same**

(2) The Agency shall appoint and employ a chief executive officer following the completion of the term of the first chief executive officer and shall appoint subsequent chief executive officers.

### **Role**

(3) The chief executive officer is responsible for the management and administration of the affairs of the Agency, subject to the supervision and direction of the board of directors.

### **Restriction**

(4) The chief executive officer shall not be a member of the board of directors.

### **Remuneration**

(5) The Agency shall pay such remuneration and benefits to the Chief Executive Officer as is determined by the board of directors.

### **Employees, facilities, services**

**35.9** The chief executive officer may, as the chief executive officer considers necessary for the proper conduct of the affairs of the Agency, appoint employees, arrange for facilities and equipment and obtain expert or technical services.

### **Affairs of Agency**

**35.10** (1) Subject to this Act, the board of directors shall manage or supervise the management of the activities and affairs of the Agency.

### **By-laws and resolutions**

(2) The board of directors may make by-laws and pass resolutions regulating its proceedings and generally for the conduct and management of the affairs of the Agency.

### **Officers**

(3) Without limiting the generality of subsection (2), the board of directors may make by-laws or pass resolutions to appoint officers and assign to them such powers and duties as the board considers appropriate.

### **Councils, committees, etc.**

**35.11** The board of directors may, by by-law, establish such councils, committees and other bodies as it considers appropriate.

### **Delegation**

**35.12** (1) Subject to subsection (2), the board of directors may, as it considers appropriate, by by-law delegate any of its powers or assign any of its duties under this Act or any other Act to employees of the Agency or to any councils, committees or other bodies established under section 35.11 and may impose conditions and restrictions with respect to the delegation.

### **Restrictions**

(2) The board shall not delegate the powers prescribed by regulation, nor shall it assign any duties prescribed by regulation.

### **Fiscal year**

**35.13** The fiscal year of the Agency begins on April 1 in each year and ends on March 31 in the following year.

### **Financial statements**

**35.14** (1) The Agency shall prepare annual financial statements in accordance with generally accepted accounting principles.

### **Auditors**

(2) The Agency shall appoint one or more auditors licensed under the *Public Accounting Act, 2004* to audit the financial statements of the Agency for each fiscal year.

### **Auditor General**

(3) The Auditor General may also audit the financial statements of the Agency.

### **Other audits**

(4) In addition to the requirement for an annual audit,

- (a) the Minister may, at any time, audit any aspect of the operations of the Agency; and
- (b) the Auditor General may, at any time, audit any aspect of the operations of the Agency.

### **Report**

**35.15** The Agency shall provide a report to the Minister no later than March 31, 2029 and every subsequent three years on March 31 respecting the following:

1. The activities and effectiveness of the Agency during the previous three years in achieving its objects.
2. The Agency's planned activities to achieve its objects during the year of the report and the subsequent two years and the Agency's strategic priorities for the longer term.
3. Such other matters as may be prescribed by the regulations.

### **Direction by Minister**

**35.16** (1) Where the Minister considers it to be in the public interest to do so, the Minister may issue directions to the Agency.

### **Timing**

(2) Except in the case of a Minister's direction mentioned in subsection 35.21 (5) that must be issued during a notice period respecting a proposed direction of the Agency, the Minister may issue a direction to the Agency at any time.

### **Same**

(3) For greater certainty, in addition to a direction mentioned in subsection 35.21 (5) respecting a proposed direction of the Agency, the Minister may at any time issue a direction requiring the Agency to issue a direction.

### **Binding**

(4) The Agency shall comply with every direction of the Minister.

### **General or particular**

(5) A direction of the Minister may be general or particular in its application and may relate to the Agency's exercise of its powers and duties under this or any other Act.

### **Non-application of *Legislation Act, 2006***

(6) Part III (Regulations) of the *Legislation Act, 2006* does not apply to directions of the Minister.

### **Public availability**

(7) The Agency shall publish every direction under this section on a website.

### **Conflict**

(8) For greater certainty, in the event of a conflict between a direction issued under this section and a provision of any applicable Act or regulation, the Act or regulation prevails.

### **Minister may require information**

**35.17** (1) The Minister may require that the Agency provide information to the Minister at the time and in the manner specified by the Minister.

### **Same**

(2) Without limiting the generality of subsection (1), the information that the Agency may be required to provide includes information relating to its operations, employees, assets, liabilities, rights and obligations, which may include plans, reports and financial statements, including audited financial statements, and may include personal information.

### **Personal information**

(3) The Minister may collect personal information from the Agency or from individuals for the purposes of exercising powers or performing duties under this Act.

### **Duty to comply**

(4) The Agency shall comply with subsection (1) within the time and in the form that the Minister specifies.

### **No notice to individual**

(5) Any collection by the Minister of personal information under this section is exempt from the application of subsection 39 (2) of the *Freedom of Information and Protection of Privacy Act*.

### **Consistent purpose**

(6) For the purposes of the *Freedom of Information and Protection of Privacy Act*, personal information collected under this section may be used by the Ministry for the purposes of exercising powers or performing duties under this Act, and that use shall be deemed to be for a purpose that is consistent with the purpose for which the personal information was obtained or compiled.

### **Provision of information despite privilege**

(7) The Agency shall comply with the requirement to provide information under subsection (1) even if the information required to be provided is privileged or confidential.

### **No waiver of privilege**

(8) A disclosure under subsection (7) does not constitute a waiver of privilege.

### **Publication**

(9) Subject to subsections (10) and (11), if directed by the Minister to publish all or a portion of the information provided to the Minister under subsection (1), the Agency shall do so at the time and in the manner specified by the Minister.

### **Limitation**

(10) Subsection (9) does not apply in respect of any privileged or confidential information.

### **Same**

(11) Subsection (9) shall not be read as limiting the application of the *Freedom of Information and Protection of Privacy Act* in respect of the information.

### **Memorandum of understanding, accountability etc.**

- 35.18** (1) The Minister and the Agency shall enter into a memorandum of understanding, which must set out, at a minimum,
- (a) the requirements relating to the governance of the Agency and the expectations between the Ministry and Agency regarding the Agency's operations;
  - (b) the accountability relationships between the Minister and the Agency and the roles and responsibilities for Ministry and Agency personnel, the chair, vice-chairs and board of directors; and
  - (c) the requirements with which the Agency shall comply in connection with carrying out its objects.

### **Conflict**

(2) For greater certainty, in the event of a conflict between the memorandum of understanding and a provision of any applicable Act or regulation, the Act or regulation prevails.

### **Review**

**35.19** (1) The Minister may,

- (a) require that policy, legislative or regulatory reviews related to the powers and duties of the Agency under this Act, the regulations or the memorandum of understanding be carried out by,
  - (i) the Agency or by a person or entity acting on behalf of the Agency, or
  - (ii) a person or entity specified by the Minister; or
- (b) require that reviews of the Agency, of its operations or of both, including, without limitation, performance, governance, accountability and financial reviews, be carried out by,
  - (i) the Agency or by a person or entity acting on behalf of the Agency, or
  - (ii) a person or entity specified by the Minister.

#### **Access to records**

(2) If a review is carried out by a person or entity specified by the Minister, the Agency shall give the person or entity and the employees and agents of the person or entity access to all records and other information required to conduct the review.

#### **Report to Minister**

(3) The results of reviews under this section shall be reported to the Minister, within the time specified by the Minister.

#### **Terms and conditions**

(4) The Minister may impose terms and conditions with respect to a review carried out under this section.

#### **Winding up**

**35.20** (1) If the Minister considers it to be in the public interest to wind up the affairs of the Agency, the Minister may do all things necessary to accomplish that, including dealing with the assets and liabilities of the Agency by,

- (a) liquidating or selling the assets and paying the proceeds into the Consolidated Revenue Fund;
- (b) transferring the assets and liabilities to the Crown, including another agency of the Crown; or
- (c) transferring the Agency's employees to the Crown or to another agency of the Crown.

#### **Dissolution**

(2) When the winding up of the Agency is complete, the Lieutenant Governor in Council may, by order, dissolve the Agency as of the date specified in the order.

#### **Agency directions to authorities**

##### **Definition**

**35.21** (1) In this section,

“notice period” means the 45-day period following the day on which a copy of a proposed direction is provided under subsection (4) or such other period as may be prescribed by the regulations.

##### **Issuing of directions**

(2) The Agency may issue directions to one or more authorities, in accordance with this section and the regulations, governing the operations of authorities, including the programs and services that authorities provide.

##### **Same**

(3) Without limiting the generality of subsection (2), and subject to the regulations, a direction may address the following:

1. Key performance indicators, key results or service delivery targets.
2. Service standards.
3. Information technology.
4. Procurement.
5. Training of members and employees.
6. Budgeting.
7. Asset management plans.
8. Strategic planning.

##### **Notice**

(4) Except as otherwise provided by the regulations, the Agency shall, before issuing a direction, initiate the notice period in respect of the direction by providing the Minister with a copy of the proposed direction.

### **Minister's options during notice period**

(5) The Minister may, during the notice period, issue a direction under section 35.16 directing the Agency to take any action in relation to the proposed direction as specified in the Minister's direction and requiring the Agency to report to the Minister on what actions the Agency took to comply with the Minister's direction.

### **Timing**

(6) The Agency shall not issue a direction until,

- (a) if the Minister provides the Agency with a written statement that the Agency may proceed with the proposed direction, the day the Minister's statement is issued;
- (b) if the Minister issues a direction mentioned in subsection (5), the day the Minister provides the Agency with a written statement that the Minister is satisfied that the Agency has complied with the Minister's direction; or
- (c) if the Minister does not issue any direction or provide any written statement mentioned in clause (a) during the notice period, the day after the final day of the notice period.

### **Compliance by authority**

(7) An authority shall comply with every direction of the Agency.

### **General or particular**

(8) A direction of the Agency may be general or particular in its application.

### **Non-application of Part III of the *Legislation Act, 2006***

(9) Part III (Regulations) of the *Legislation Act, 2006* does not apply to directions of the Agency.

### **Publication**

(10) The Agency shall publish every direction under this section on a website.

### **Conflict**

(11) For greater certainty, in the event of a conflict between a direction issued under this section and a provision of any applicable Act or regulation or a Minister's direction under section 35.16, the Act, regulation or Minister's direction prevails.

### **Agency guidelines for authorities**

**35.22** (1) The Agency may issue guidelines to authorities in respect of the same matters for which directions may be issued under section 35.21 or for the purpose of supporting the implementation of any directions issued under section 35.21.

### **Publication**

(2) The Agency shall publish every guideline under this section on a website.

### **Agency may require information**

**35.23** (1) The Agency may, for the purposes of achieving its objects, require that an authority provide information to the Agency at the time and in the manner specified by the Agency.

### **Same**

(2) Without limiting the generality of subsection (1), the information that the Agency may require from an authority includes information relating to its operations, employees, assets, liabilities, rights and obligations, which may include plans, reports and financial statements, including audited financial statements, and may include personal information.

### **Personal information**

(3) The Agency may collect personal information from an authority or from individuals for the purposes of exercising powers or performing duties under this Act.

### **Duty to comply**

(4) An authority shall comply with a requirement under subsection (1) within the time and in the form that the Agency specifies.

### **No notice to individual**

(5) Any collection by the Agency of personal information under this section is exempt from the application of subsection 39 (2) of the *Freedom of Information and Protection of Privacy Act*.

### **Consistent purpose**

(6) For the purposes of the *Freedom of Information and Protection of Privacy Act* and the *Municipal Freedom of Information and Protection of Privacy Act*, personal information collected under this section may be used by the Agency for the purposes of exercising powers or performing duties under this Act, and that use shall be deemed to be for a purpose that is consistent with the purpose for which the personal information was obtained or compiled.

### **Provision of information despite privilege**

(7) An authority required under subsection (1) to provide information shall comply with the requirement even if the information required to be provided is privileged or confidential.

### **No waiver of privilege**

(8) The disclosure of information required under subsection (7) does not constitute a waiver of privilege.

### **Publication**

(9) Subject to subsections (10) and (11), if directed by the Agency to publish all or a portion of the information provided to the Agency under subsection (1), the authority shall do so at the time and in the manner specified by the Agency.

### **Limitation**

(10) Subsection (9) does not apply in respect of any privileged or confidential information.

### **Same**

(11) Subsection (9) shall not be read as limiting the application of the *Municipal Freedom of Information and Protection of Privacy Act* in respect of the information.

### **Funding of Agency**

**35.24** The Minister may provide funding to the Agency on the terms and conditions that the Minister considers appropriate.

### **Fees to be paid to Agency**

**35.25** (1) The Agency may, by notice,

- (a) establish and require the payment of fees in respect of any matter related to the performance of its duties and the exercise of its powers under this Act, including respecting a direction issued under section 35.21;
- (b) provide for the refund or partial refund of a fee referred to in clause (a);
- (c) require the payment of interest or penalty, including payment of collection costs, when fees referred to in clause (a) are unpaid or are paid after the due date; and
- (d) specify the rate of interest or penalty, or the basis for determining that rate.

### **Fees to be paid to another person**

(2) In such circumstances as may be prescribed by the regulations, the Agency may, by notice,

- (a) establish and require the payment of fees described in clause (1) (a) to a person other than the Agency;
- (b) provide for that person to retain all or part of the fees; and
- (c) provide for the refund or partial refund of the fees by that person.

### **Fees, etc. not public money**

(3) Any amount of a fee required to be paid under a notice and any interest or penalty that the Agency or a person is authorized to retain pursuant to the notice is not public money within the meaning of the *Financial Administration Act*.

### **Publication**

(4) The Agency shall publish every notice under this section on a website.

### **General or particular**

(5) A notice of the Agency may be general or particular in its application.

### **Legislation Act, 2006, Part III**

(6) Part III of the *Legislation Act, 2006* does not apply to notices of the Agency.

## **5 The Act is amended by adding the following section:**

### **Cost recovery**

**35.26** (1) For the purpose of recovering the costs and expenses the Agency incurs, the Agency may, in accordance with any regulations,

- (a) determine the amounts of the costs and expenses that the authorities collectively owe to the Agency; and
- (b) apportion those amounts to the authorities.

### **Notice to authority**

(2) After apportioning amounts to an authority under clause (1) (b), the Agency may issue a notice to the authority, in accordance with any regulations, setting out the amount the authority shall pay to the Agency.

## **Payment**

(3) Upon receipt of the notice, the authority shall pay the amount specified in the notice in accordance with any directions set out in the notice.

## **Debt due**

(4) The amount set out in the notice issued to the authority is a debt due by the authority to the Agency and may be enforced by the Agency as such.

## **6 The Act is amended by adding the following sections:**

### **Crown liability**

#### **No personal liability**

**39.1** (1) No cause of action arises against any current or former member of the Executive Council, employee, officer or agent of the Crown or an investigator appointed under subsection 23.1 (4) or an administrator appointed under subsection 23.3 (1) for any act done in good faith in the exercise or performance, or intended exercise or performance, of the person's powers, duties or functions under this Act or for any alleged neglect, default or other omission in the exercise or performance in good faith of those powers, duties or functions.

#### **Crown remains vicariously liable**

(2) Despite subsection 8 (3) of the *Crown Liability and Proceedings Act, 2019*, subsection (1) of this section does not relieve the Crown of liability to which it would otherwise be subject as a result of the acts or omissions of a person specified in that subsection.

#### **No liability for acts or omissions of others**

(3) No cause of action arises against the Crown or any person specified in subsection (1) for an act or omission of a person other than the Crown or a person specified in that subsection, if the act or omission is related, directly or indirectly, to the exercise or performance, or intended exercise or performance, of a power, duty or function under this Act.

#### **Employment, etc. with Agency**

(4) If a person who is an employee or agent of the Crown is employed in or assigned to or otherwise performs duties directly for the Agency, the person is deemed to be an employee of the Agency and not an employee or agent of the Crown specified in subsection (1) in relation to the person's acts or omissions arising from the employment, assignment or performance for the purposes of this section and sections 39.2 and 39.4 as well as any claim for vicarious liability.

#### **Proceedings by Crown not prevented**

(5) This section does not apply with respect to proceedings brought by the Crown.

### **Agency liability**

#### **No personal liability**

**39.2** (1) No cause of action arises against any current or former member, director, officer, volunteer, employee or agent of the Agency or any person appointed to a council, committee or other body established by the Agency under section 35.11 for any act done in good faith in the exercise or performance, or intended exercise or performance, of the person's powers, duties or functions under this Act or for any alleged neglect, default or other omission in the exercise or performance in good faith of those powers, duties or functions.

#### **Agency remains vicariously liable**

(2) Subsection (1) does not relieve the Agency of liability to which it would otherwise be subject as a result of the acts or omissions of a person specified in that subsection.

#### **No liability for acts or omissions of others**

(3) No cause of action arises against the Agency or any person specified in subsection (1) for an act or omission of a person other than the Agency or a person specified in that subsection, if the act or omission is related, directly or indirectly, to the exercise or performance, or intended exercise or performance, of a power, duty or function under this Act.

#### **Proceedings by Crown not prevented**

(4) This section does not apply with respect to proceedings brought by the Crown.

### **Authority liability**

#### **No personal liability**

**39.3** (1) No cause of action arises against any current or former member, director, officer, volunteer, employee or agent of an authority or any person appointed to an advisory board established under subsection 18 (2) for any act done in good faith in the exercise or performance, or intended exercise or performance, of the person's powers, duties or functions under this Act or for any alleged neglect, default or other omission in the exercise or performance in good faith of those powers, duties or functions.

### **Authority vicariously liable**

(2) Subsection (1) does not relieve an authority of liability to which it would otherwise be subject as a result of the acts or omissions of a person specified in that subsection.

### **Proceedings by Crown not prevented**

(3) This section does not apply with respect to proceedings brought by the Crown.

### **Proceedings barred**

**39.4** (1) No proceeding shall be commenced against,

- (a) any person specified in subsection 39.1 (1) in respect of a matter referred to in that subsection;
- (b) the Crown or any person specified in subsection 39.1 (1) in respect of a matter referred to in subsection 39.1 (3);
- (c) any person specified in subsection 39.2 (1) in respect of a matter referred to in that subsection;
- (d) the Agency or any person specified in subsection 39.2 (1) in respect of a matter referred to in subsection 39.2 (3); or
- (e) any person specified in subsection 39.3 (1) in respect of a matter referred to in that subsection.

### **Application**

(2) Subsection (1) does not apply with respect to an application for judicial review or a claim for a constitutional remedy or any proceeding that is specifically provided for under this Act, but does apply with respect to any other court, administrative or arbitral proceeding claiming any remedy or relief, including specific performance, an injunction, declaratory relief, a remedy in contract, restitution, unjust enrichment or tort, a remedy for breach of trust or fiduciary obligation or any equitable remedy, enforcement of a judgment, order or award made outside Ontario or any form of compensation or damages including loss of revenue or profit.

### **Proceedings by Crown not prevented**

(3) This section does not apply with respect to proceedings brought by the Crown.

### **7 (1) Subsection 40 (1) of the Act is amended by adding the following clauses:**

- (m.1) prescribing provisions of the *Not-for-Profit Corporations Act, 2010* and the *Corporations Information Act* and prescribing modifications affecting those provisions for the purposes of subsections 35.3 (1) and (3);
- (m.2) prescribing objects of the Agency for the purposes of paragraph 11 of section 35.4;
- (m.3) prescribing limits on the Agency's capacities, rights and powers described in subsection 35.5 (1);
- (m.4) for the purposes of subsection 35.6 (1) in respect of the number of members of the board of directors of the Agency appointed by the Lieutenant Governor in Council,
  - (i) prescribing a minimum number that is lower than five, and
  - (ii) prescribing a maximum number that is lower than 12;
- (m.5) prescribing criteria for ineligibility for appointment to the board of directors of the Agency for the purposes of subsection 35.6 (2);
- (m.6) prescribing for the purposes of clause 35.6 (3) (c), matters to be taken into consideration in appointing a person as a member of the board of directors of the Agency;
- (m.7) prescribing circumstances for the purposes of subsection 35.25 (2);
- (m.8) governing transitional matters that may arise due to the enactment of Schedule 3 to the *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)*;

### **(2) Subsection 40 (1) of the Act is amended by adding the following clause:**

- (m.9) governing the recovery of costs and expenses by the Agency under section 35.26, including,
  - (i) the types of costs and expenses that may be recovered by the Agency,
  - (ii) the method of determining the amounts of the costs and expenses that the authorities collectively owe to the Agency,
  - (iii) the method of apportioning amounts, and
  - (iv) requirements respecting notices, including the contents of the notice and the process for issuing them;

### **(3) Subsection 40 (3) of the Act is amended by adding the following clauses:**

- (l) prescribing powers and duties for the purposes of subsection 35.12 (2);
- (m) prescribing matters to be addressed in a report for the purposes of paragraph 3 of section 35.15;

- (n) governing directions issued by the Agency under subsection 35.21 (2), including,
  - (i) prescribing a period other than 45 days for the purposes of the definition of “notice period” in subsection 35.21 (1),
  - (ii) prescribing matters that may not be addressed by the directions or circumstances in which directions do not apply,
  - (iii) requiring the Agency to consult with prescribed persons or bodies before providing the Minister with a copy of a proposed direction, and
  - (iv) for the purposes of subsection 35.21 (4), specifying circumstances in which the Agency is not required to provide the Minister with a copy of a proposed direction;

**Commencement**

**8 (1) Except as otherwise provided in this section, this Schedule comes into force on the day the *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)* receives Royal Assent.**

**(2) Section 5 and subsection 7 (2) come into force on a day to be named by order of the Lieutenant Governor in Council.**

# **Proposed boundaries for the regional consolidation of Ontario's conservation authorities – supplemental document**

Posting closes December 22, 2025, at 11:59pm  
Please submit comments via the ERO posting or by email to  
[ca.office@ontario.ca](mailto:ca.office@ontario.ca)

# Table of Contents

Summary of Proposal .....	3
Boundary Criteria .....	5
Maps .....	6
Map of Proposed Regional Conservation Authorities.....	6
Map of Proposed Lake Erie Regional Conservation Authority .....	7
Map of Proposed Huron-Superior Regional Conservation Authority .....	8
Map of Proposed Western Lake Ontario Regional Conservation Authority .....	9
Map of Proposed Central Lake Ontario Regional Conservation Authority .....	10
Map of Proposed Eastern Lake Ontario Regional Conservation Authority .....	11
Map of Proposed St. Lawrence Regional Conservation Authority .....	12
Map of Proposed Northeastern Ontario Regional Conservation Authority .....	13
Listing of Municipalities and Conservation Authorities .....	14
Lake Erie Regional Conservation Authority.....	14
Huron-Superior Regional Conservation Authority .....	15
Western Lake Ontario Regional Conservation Authority .....	16
Central Lake Ontario Regional Conservation Authority.....	17
Eastern Lake Ontario Regional Conservation Authority .....	17
St. Lawrence Regional Conservation Authority .....	18
Northeastern Ontario Regional Conservation Authority.....	19

## Summary of Proposal

This proposal seeks feedback on proposed boundaries and criteria for the regional consolidation of Ontario's 36 conservation authorities.

It is proposed that Ontario's 36 conservation authorities would be consolidated into the following 7 regional conservation authorities:

- Lake Erie Regional Conservation Authority – covers southwestern Ontario watersheds draining into Lake Erie, including the Thames, Grand, and Sydenham systems, supporting agriculture, industry, and shoreline communities. Primarily based on the Northern Lake Erie Secondary Watershed
- Huron-Superior Regional Conservation Authority – includes watersheds along Lake Huron's northern shore and the Lake Superior basin, supporting conservation and flood management across vast northern watersheds. Primarily based on the Eastern Lake Huron and southern portion of Eastern Georgian Bay Secondary Watershed and in the north the central portion of Northwestern Lake Superior Secondary Watershed.
- Western Lake Ontario Regional Conservation Authority – extends along the western Lake Ontario shoreline from Niagara through Halton and Peel, encompassing urban and rural watersheds that support the Greater Toronto–Hamilton corridor. Primarily based on the western portion of the Northern Lake Ontario and Niagara River Secondary Watershed.
- Central Lake Ontario Regional Conservation Authority – covers the watersheds from north of Toronto, including parts of York Region, west through Peel Region, east through Durham, and into parts of the Kawarthas, balancing urban growth and agricultural lands while protecting key tributaries to Lake Ontario. Primarily based on the central portion of the Northern Lake Ontario and Niagara River Secondary Watershed.
- Eastern Lake Ontario Regional Conservation Authority – Includes watersheds draining to eastern Lake Ontario and the Bay of Quinte, including the Trent and Cataraqui systems, supporting a mix of agricultural, urban, and coastal communities. Primarily based on the eastern portion of the Northern Lake Ontario and Niagara River Secondary Watershed.
- St. Lawrence Regional Conservation Authority – Encompasses watersheds flowing into the St. Lawrence River, including the Raisin and South Nation areas, coordinating flood and water management across eastern Ontario. Primarily based on the Upper St. Lawrence, Lower Ottawa River, and southern portion of the Central Ottawa River Second Watersheds.
- Northeastern Ontario Regional Conservation Authority – brings together the conservation authorities in the northeast, maintaining coordination across large

watershed areas and shared northern infrastructure and ecosystems. Its work focuses on maintaining healthy waterways, protecting natural habitats, and promoting sustainable land and water use across major watershed areas that span parts of Northern Lake Huron, the Abitibi, Missinaibi, Mattagami, Wanipitai, French, and Upper Ottawa River systems.

No changes are proposed to the overall extent of conservation authority jurisdiction within the province, and under consolidation the new regional conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the *Conservation Authorities Act*, as administered by the Ministry of the Environment, Conservation and Parks.

In addition, the important work that conservation authorities do to protect people and property from the risks of flooding and other natural hazards will not change. The regional conservation authorities would continue to fulfill provincially mandated programs such as drinking water source protection under the *Clean Water Act*, managing development and other activities in areas at risk of natural hazards like flooding and erosion (e.g., floodplains, shorelines, watercourse and wetlands), flood forecasting and warning, and managing their lands and recreational trails so that Ontarians have access to local natural areas and outdoor activities. Regional conservation authorities would continue to provide additional municipal and other watershed programs and services set out under the *Conservation Authorities Act*.

We welcome your feedback in response to the proposed boundaries and criteria applied to inform the proposed boundaries for the regional consolidation of Ontario's conservation authorities. Comments may be submitted through the Environmental Registry posting or by email to [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

## Boundary Criteria

Provided below are criteria applied for determining the proposed boundaries for regional conservation authorities:

- **Maintaining watershed-based jurisdictions** – Aligning with natural hydrological boundaries to support effective flood and water management, consistent with drinking water Source Protection Areas and Regions.
- **Relationships between conservation authorities and municipalities** – Reducing administrative duplication and overlap for municipalities and conservation authorities to simplify accountability and strengthen local partnerships.
- **Balancing expertise and capacity across conservation authorities** – Enhancing technical skills and resources across conservation authorities to improve service and program delivery.
- **Service Continuity** – Ensuring uninterrupted delivery of local conservation authority programs – including flood forecasting and warning, permitting, and source water protection – through and after consolidation.

King's Printer for Ontario and its licensors, 2025

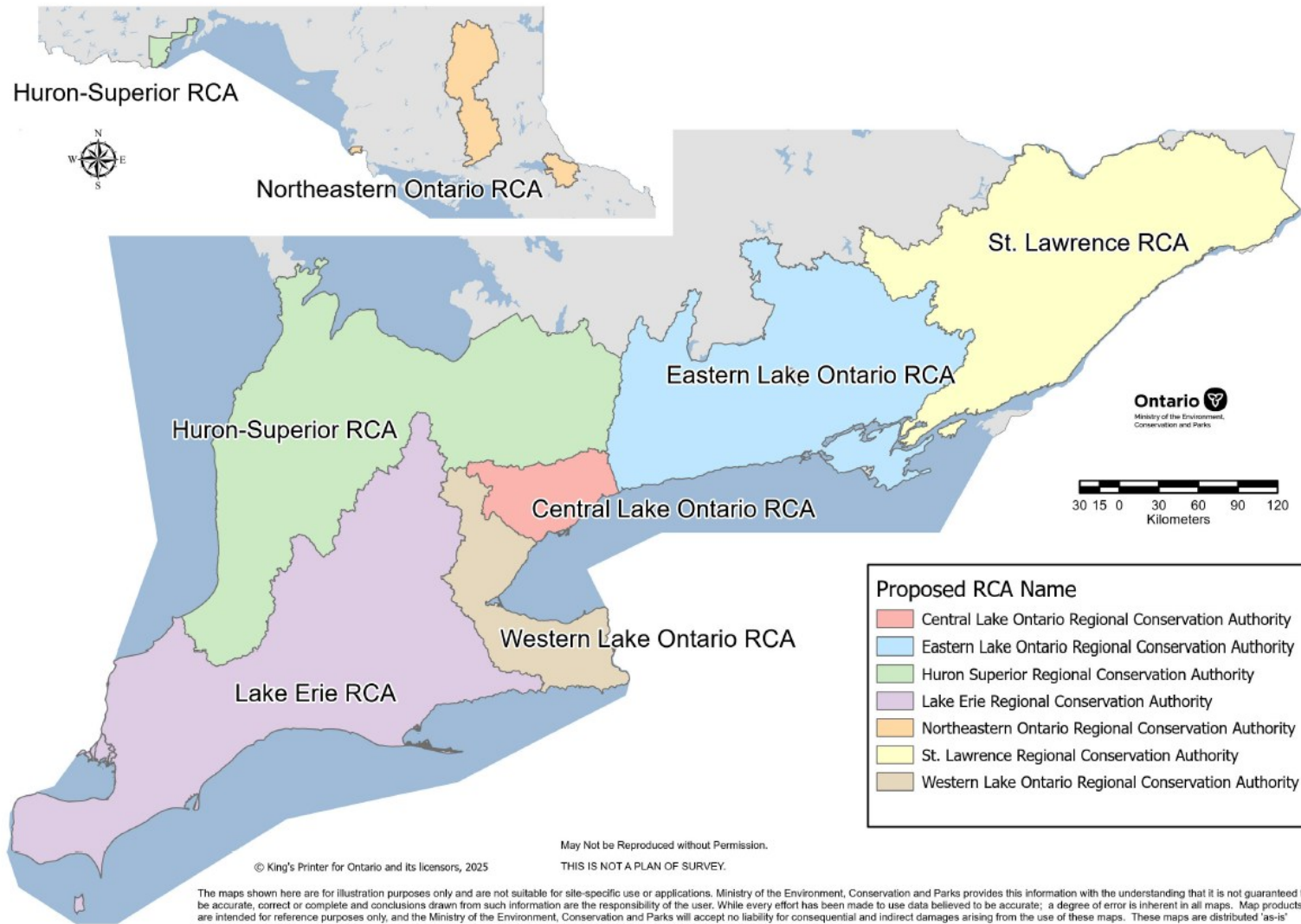
The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate; a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

May Not be Reproduced without Permission. THIS IS NOT A PLAN OF SURVEY.

# Maps

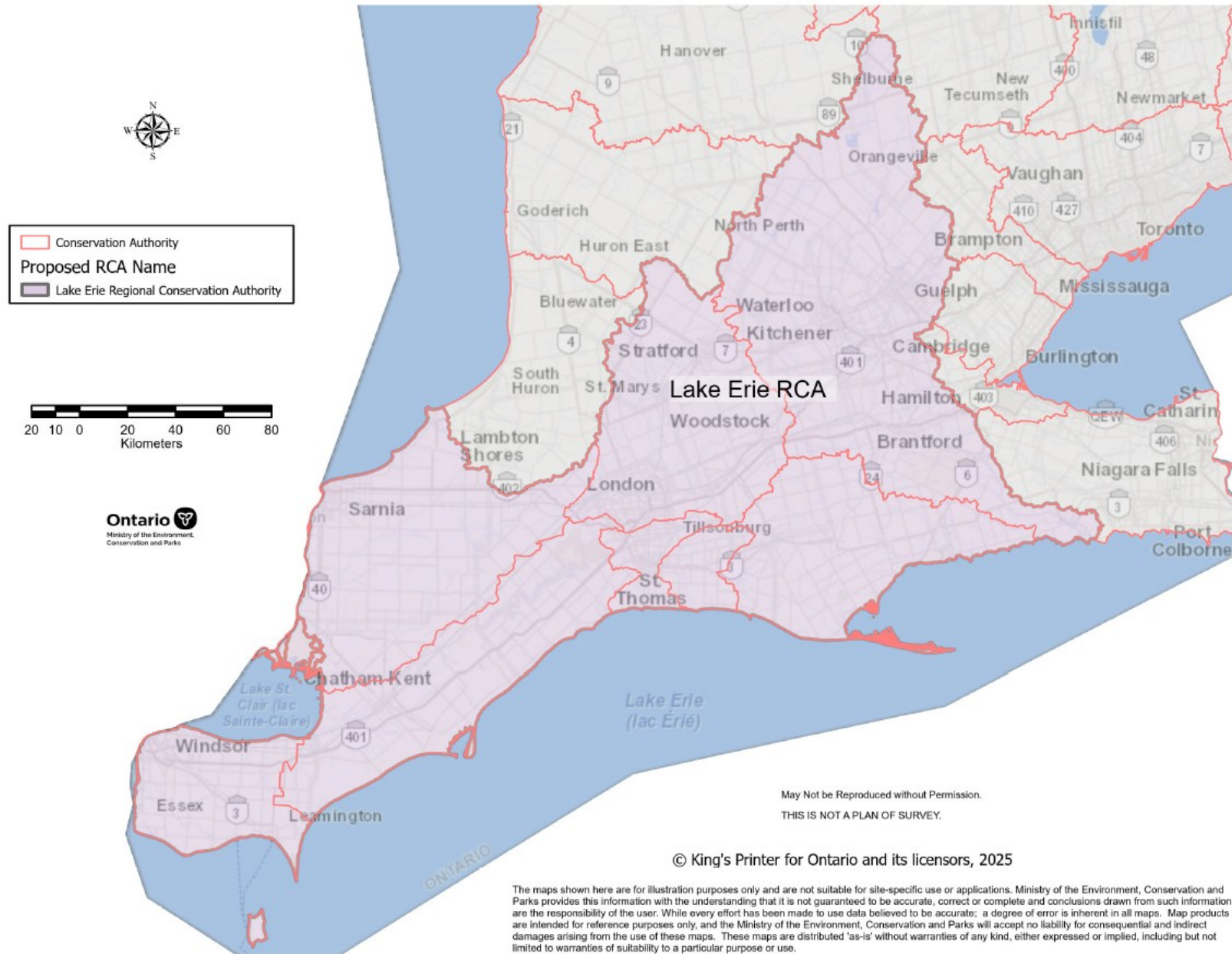
## Map of Proposed Regional Conservation Authorities

### PROPOSED 7 REGIONAL CONSERVATION AUTHORITIES (RCA)



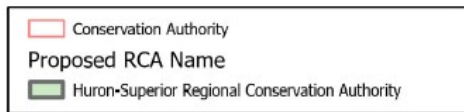
# Map of Proposed Lake Erie Regional Conservation Authority

## LAKE ERIE REGIONAL CONSERVATION AUTHORITY



# Map of Proposed Huron-Superior Regional Conservation Authority

## HURON-SUPERIOR REGIONAL CONSERVATION AUTHORITY



May Not be Reproduced without Permission.

THIS IS NOT A PLAN OF SURVEY.

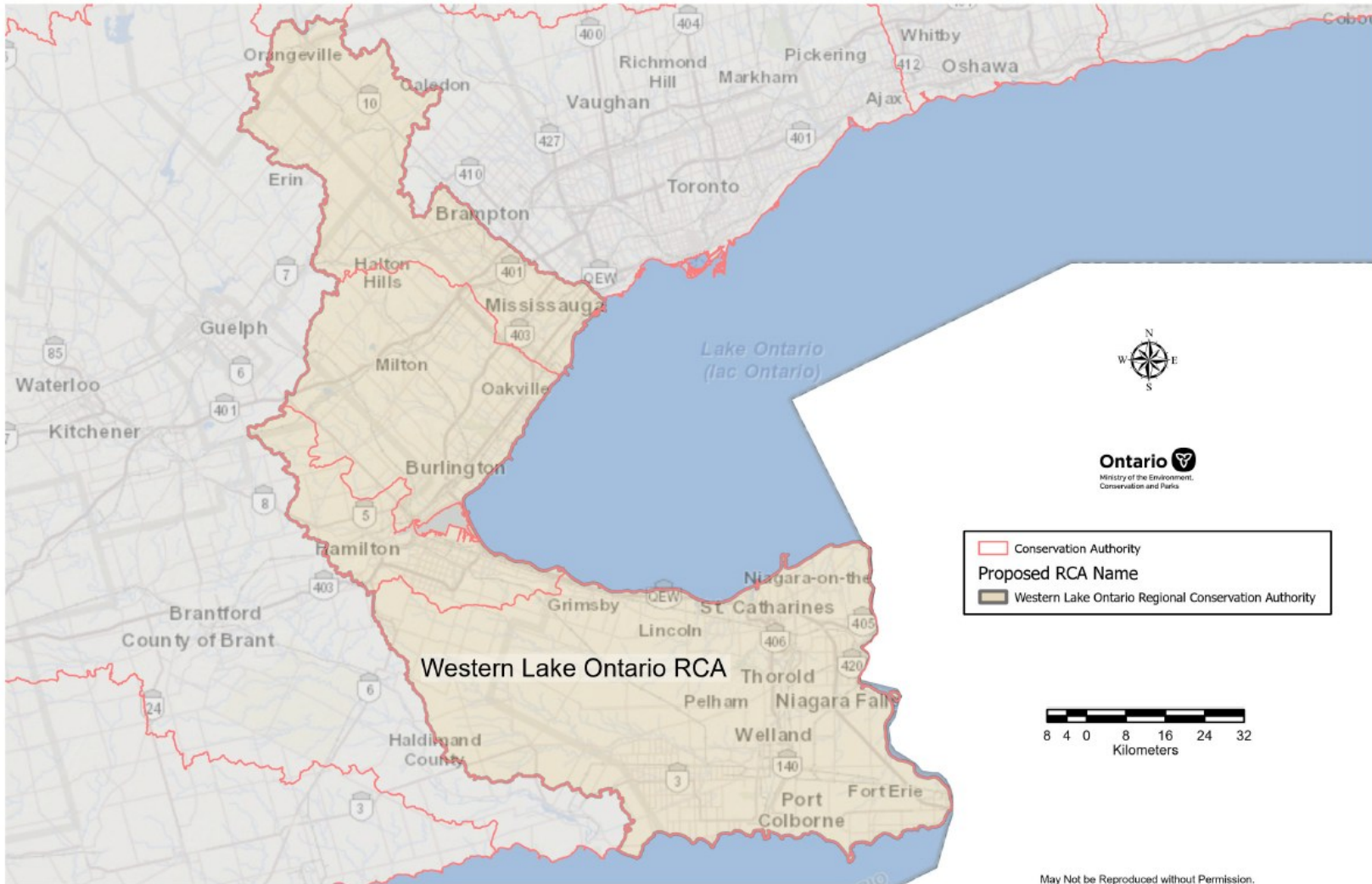


© King's Printer for Ontario and its licensors, 2025

The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate, a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

# Map of Proposed Western Lake Ontario Regional Conservation Authority

## WESTERN LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



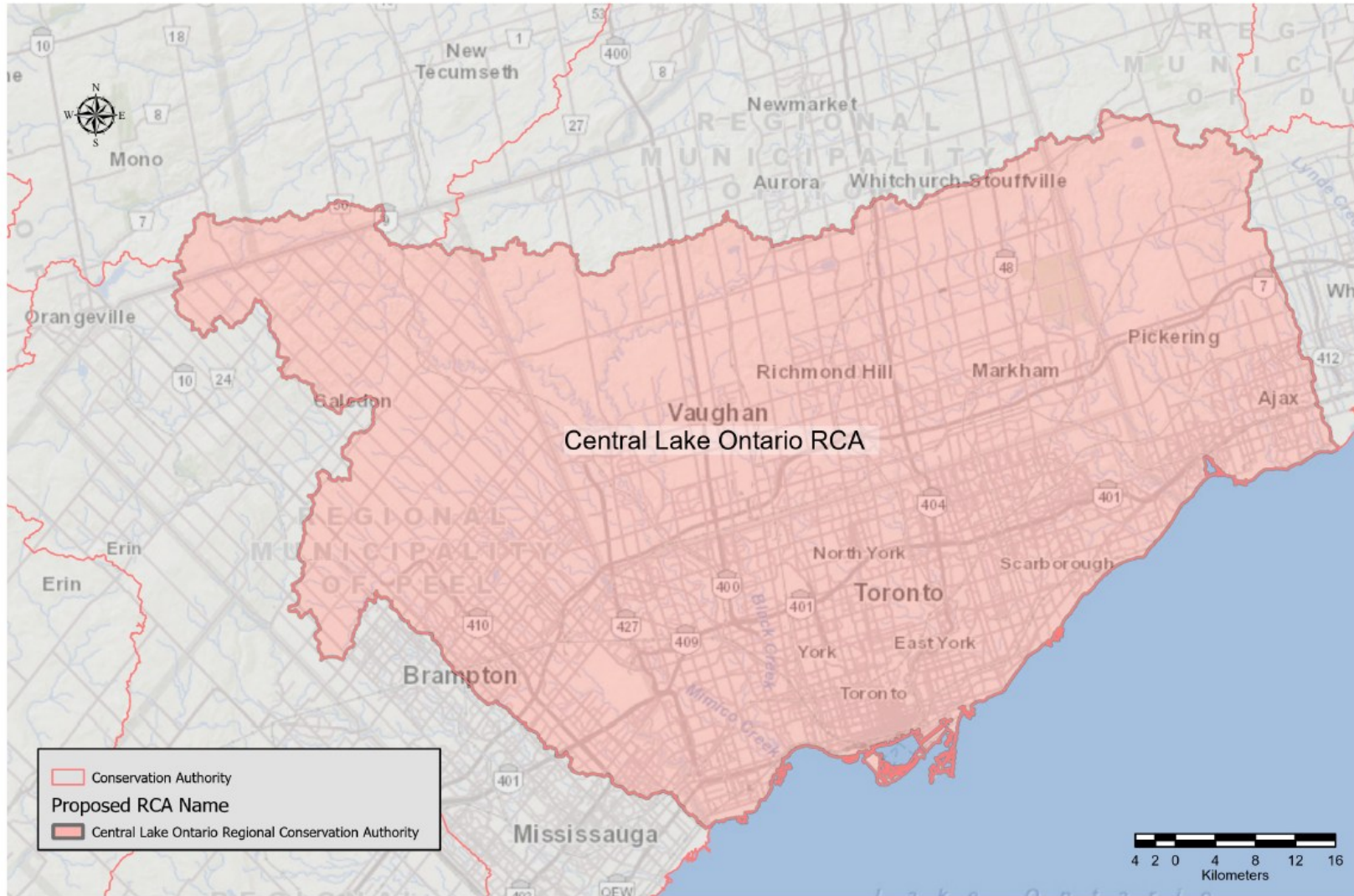
May Not be Reproduced without Permission.  
THIS IS NOT A PLAN OF SURVEY.

© King's Printer for Ontario and its licensors, 2025

The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate; a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

# Map of Proposed Central Lake Ontario Regional Conservation Authority

## CENTRAL LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



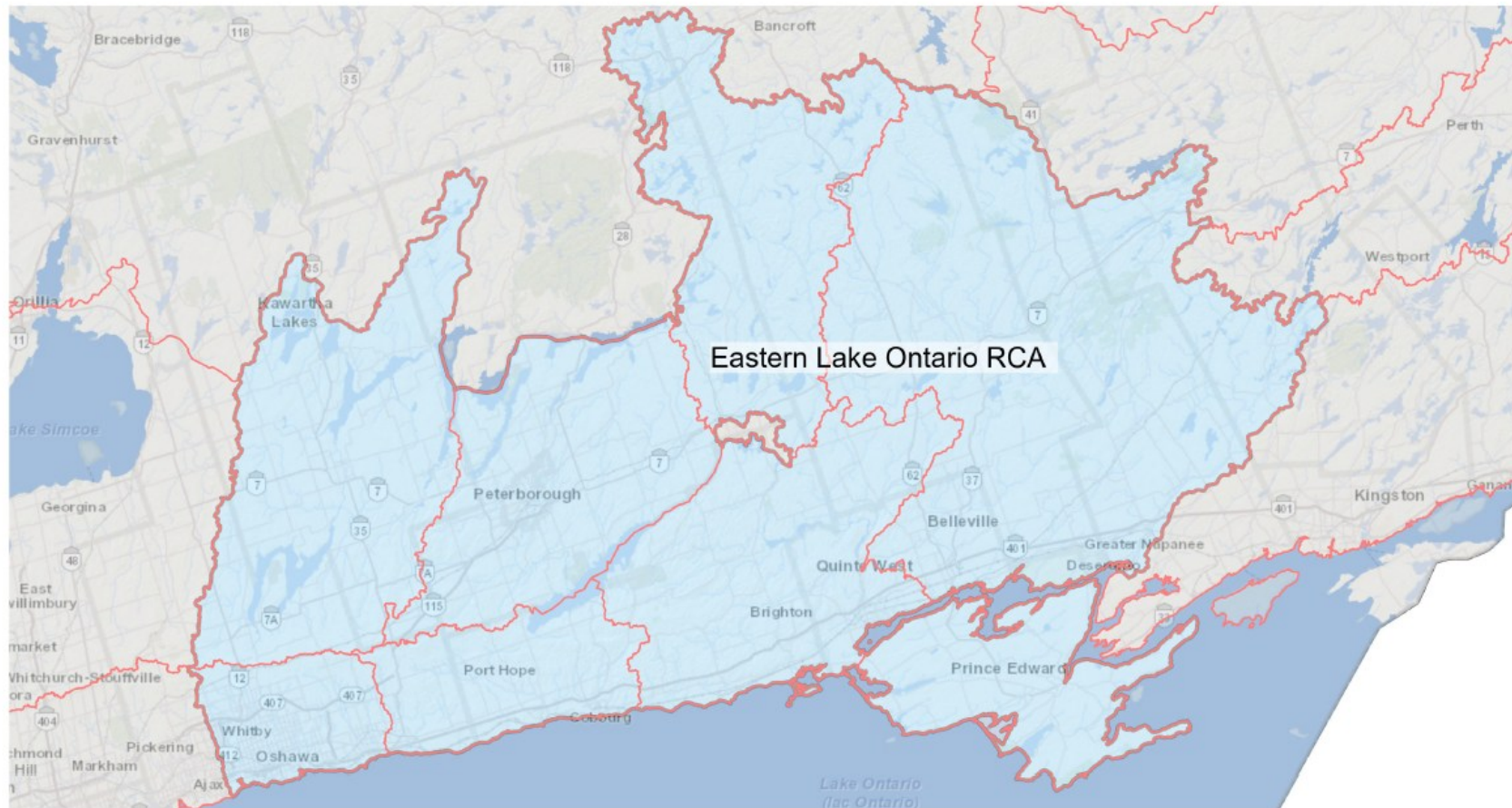
© King's Printer for Ontario and its licensors, 2025

May Not be Reproduced without Permission.  
THIS IS NOT A PLAN OF SURVEY.

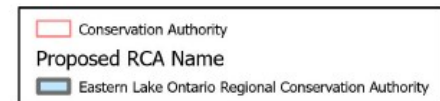
The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate, a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

# Map of Proposed Eastern Lake Ontario Regional Conservation Authority

## EASTERN LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



May Not be Reproduced without Permission.  
THIS IS NOT A PLAN OF SURVEY.



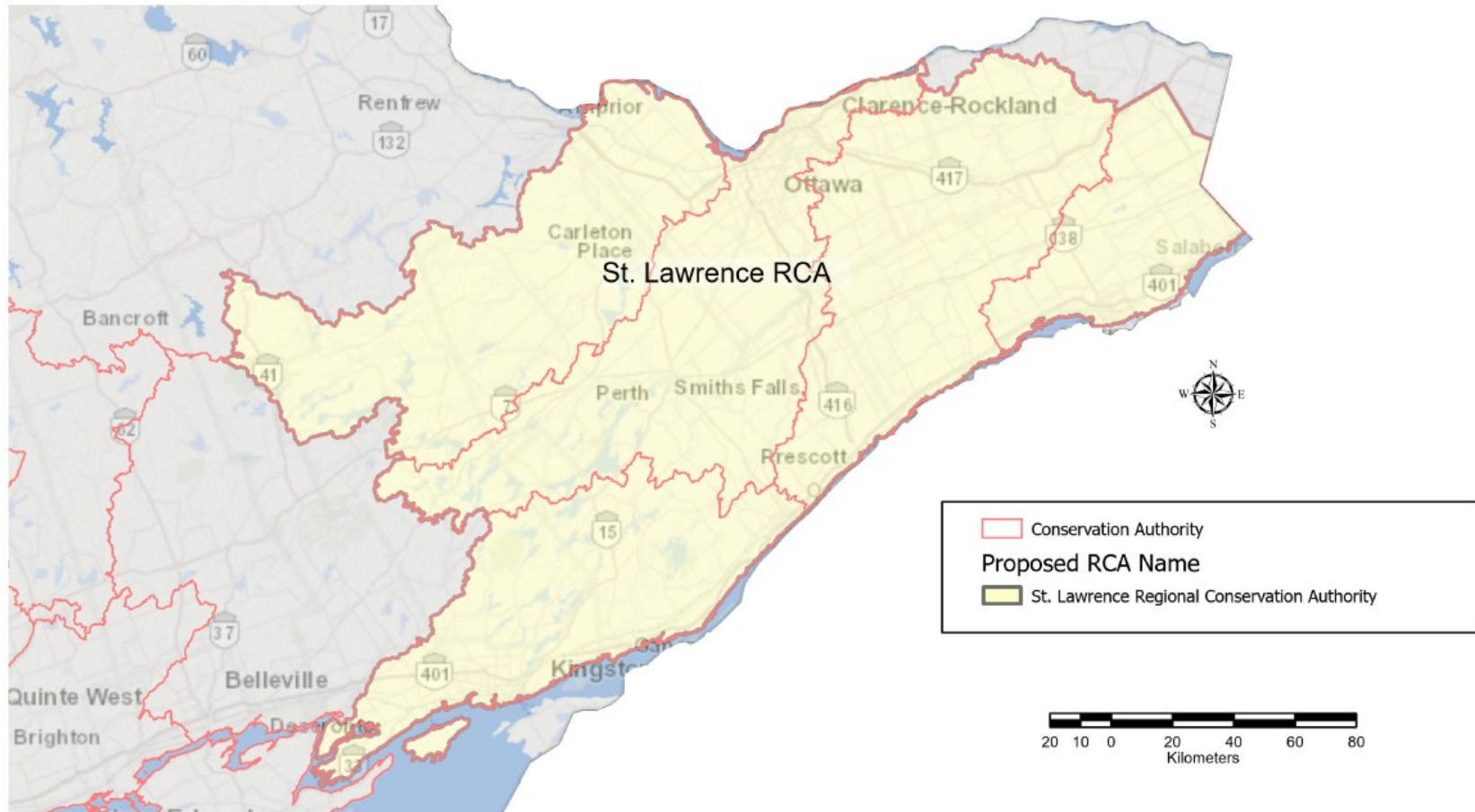
© King's Printer for Ontario and its licensors, 2025



The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate; a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

# Map of Proposed St. Lawrence Regional Conservation Authority

## ST. LAWRENCE REGIONAL CONSERVATION AUTHORITY



May Not be Reproduced without Permission.

THIS IS NOT A PLAN OF SURVEY.

© King's Printer for Ontario and its licensors, 2025



The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate; a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

# Map of Proposed Northeastern Ontario Regional Conservation Authority

## NORTHEASTERN ONTARIO REGIONAL CONSERVATION AUTHORITY



	Conservation Authority
<b>Proposed RCA Name</b>	
	Northeastern Ontario Regional Conservation Authority



© King's Printer for Ontario and its licensors, 2025

May Not be Reproduced without Permission.  
THIS IS NOT A PLAN OF SURVEY.

The maps shown here are for illustration purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. While every effort has been made to use data believed to be accurate, a degree of error is inherent in all maps. Map products are intended for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are distributed 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability to a particular purpose or use.

## Listing of Municipalities and Conservation Authorities

Below are listings of the current conservation authorities that are proposed to be included with each regional conservation authority, and of the municipalities that would fall within each proposed regional conservation authority.

### Lake Erie Regional Conservation Authority

Current conservation authorities that would make up the proposed Lake Erie Regional Conservation Authority include:

- Essex Region CA
- Lower Thames Valley CA
- St. Clair Region CA
- Upper Thames River CA
- Kettle Creek CA
- Catfish Creek CA
- Long Point Region CA
- Grand River CA

Municipalities that would fall within the proposed Lake Erie Regional Conservation Authority include:

- City of Brantford
- City of Cambridge
- City of Guelph
- City of Hamilton
- City of Kitchener
- City of London
- City of Sarnia
- City of St. Thomas
- City of Stratford
- City of Waterloo
- City of Windsor
- City of Woodstock
- County of Brant
- Haldimand County
- Municipality of Bayham
- Municipality of Brooke-Alvinston
- Municipality of Central Elgin
- Municipality of Chatham-Kent
- Municipality of Dutton/Dunwich
- Municipality of Huron East
- Municipality of Lambton Shores
- Municipality of Leamington
- Municipality of Middlesex Centre
- Municipality of North Perth
- Municipality of South Huron
- Municipality of Southwest Middlesex
- Municipality of Thames Centre
- Municipality of West Elgin
- Municipality of West Perth
- Norfolk County
- Town of Amherstburg
- Town of Aylmer
- Town of Erin
- Town of Essex
- Town of Grand Valley
- Town of Halton Hills
- Town of Ingersoll
- Town of Kingsville
- Town of Lakeshore
- Town of Lasalle
- Town of Milton
- Town of Minto
- Town of Mono
- Town of Petrolia
- Town of Plympton-Wyoming
- Town of St. Marys
- Town of Tecumseh
- Town of Tillsonburg
- Township of Adelaide-Metcalf
- Township of Amaranth
- Township of Blandford-Blenheim
- Township of Centre Wellington
- Township of Dawn-Euphemia
- Township of East Garafraxa

- Township of East Zorra-Tavistock
- Township of Enniskillen
- Township of Guelph/Eramosa
- Township of Lucan Biddulph
- Township of Malahide
- Township of Mapleton
- Township of Melancthon
- Township of North Dumfries
- Township of Norwich
- Township of Pelee
- Township of Perth East
- Township of Perth South
- Township of Puslinch
- Township of Southgate
- Township of South-West Oxford
- Township of Southwold
- Township of St. Clair
- Township of Strathroy-Caradoc
- Township of Warwick
- Township of Wellesley
- Township of Wellington North
- Township of Wilmot
- Township of Woolwich
- Township of Zorra
- Village of Newbury
- Village of Oil Springs
- Village of Point Edward

## Huron-Superior Regional Conservation Authority

Current conservation authorities that would make up the proposed Lake Huron Regional Conservation Authority include:

- Ausable Bayfield CA
- Maitland Valley CA
- Saugeen Valley CA
- Grey Sauble CA
- Nottawasaga Valley CA
- Lake Simcoe Region CA
- Lakehead Region CA

Municipalities that would fall within the proposed Huron-Superior Regional Conservation Authority include:

- City of Barrie
- City of Kawartha Lakes
- City of Orillia
- City of Owen Sound
- City of Thunder Bay
- Municipality of Arran-Elderslie
- Municipality of Bluewater
- Municipality of Brockton
- Municipality of Central Huron
- Municipality of Grey Highlands
- Municipality of Huron East
- Municipality of Kincardine
- Municipality of Lambton Shores
- Municipality of Meaford
- Municipality of Middlesex Centre
- Municipality of Morris-Turnberry
- Municipality of Neebing
- Municipality of North Middlesex
- Municipality of North Perth
- Municipality of Northern Bruce Peninsula
- Municipality of Oliver Paipoonge
- Municipality of Shuniah
- Municipality of South Bruce
- Municipality of South Huron
- Municipality of West Grey
- Municipality of West Perth
- Town of Aurora
- Town of Bradford West Gwillimbury
- Town of Caledon
- Town of Collingwood
- Town of East Gwillimbury
- Town of Georgina
- Town of Goderich
- Town of Hanover
- Town of Innisfil
- Town of Minto
- Town of Mono
- Town of New Tecumseth
- Town of Newmarket

- Town of Richmond Hill
- Town of Saugeen Shores
- Town of Shelburne
- Town of South Bruce Peninsula
- Town of The Blue Mountains
- Town of Wasaga Beach
- Town of Whitchurch-Stouffville
- Township of Adelaide Metcalfe
- Township of Adjala-Tosorontio
- Township of Amaranth
- Township of Ashfield-Colborne-Wawanosh
- Township of Brock
- Township of Chatsworth
- Township of Clearview
- Township of Conmee
- Township of Dorion
- Township of Essa
- Township of Georgian Bluffs
- Township of Gillies
- Township of Howick
- Township of Huron-Kinloss
- Township of King
- Township of Lucan Biddulph
- Township of Mapleton
- Township of Melancthon
- Township of Mulmur
- Township of North Huron
- Township of O'Connor
- Township of Oro-Medonte
- Township of Perth East
- Township of Perth South
- Township of Ramara
- Township of Scugog
- Township of Severn
- Township of Southgate
- Township of Springwater
- Township of Tay
- Township of Tiny
- Township of Uxbridge
- Township of Warwick
- Township of Wellington North

## Western Lake Ontario Regional Conservation Authority

Current conservation authorities that would make up the proposed Western Lake Ontario Regional Conservation Authority include:

- Niagara Peninsula CA
- Hamilton Region CA
- Halton Region CA
- Credit Valley CA

Municipalities that would fall within up the proposed Western Lake Ontario Regional Conservation Authority include:

- City of Brampton
- City of Burlington
- City of Hamilton
- City of Mississauga
- City of Niagara Falls
- City of Port Colborne
- City of St. Catharines
- City of Thorold
- City of Toronto
- City of Welland
- Haldimand County
- Town of Caledon
- Town of Erin
- Town of Fort Erie
- Town of Grimsby
- Town of Halton Hills
- Town of Lincoln
- Town of Milton
- Town of Mono
- Town of Niagara-on-the-Lake
- Town of Oakville
- Town of Orangeville
- Town of Pelham
- Township of Amaranth

- Township of East Garafraxa
- Township of Puslinch
- Township of Wainfleet
- Township of West Lincoln

## Central Lake Ontario Regional Conservation Authority

Current conservation authorities that would make up the proposed Central Lake Ontario Regional Conservation Authority include:

- Toronto and Region CA

Municipalities that would fall within the proposed Central Lake Ontario Regional Conservation Authority include:

- City of Brampton
- City of Markham
- City of Mississauga
- City of Pickering
- City of Toronto
- City of Vaughan
- Town of Ajax
- Town of Aurora
- Town of Caledon
- Town of Mono
- Town of New Tecumseth
- Town of Richmond Hill
- Town of Whitchurch-Stouffville
- Township of Adjala-Tosorontio
- Township of King
- Township of Scugog
- Township of Uxbridge

## Eastern Lake Ontario Regional Conservation Authority

Current conservation authorities that would make up the proposed Eastern Lake Ontario Regional Conservation Authority include:

- Central Lake Ontario CA
- Kawartha Region CA
- Otonabee Region CA
- Ganaraska Region CA
- Lower Trent Region CA
- Crowe Valley CA
- Quinte Region CA

Municipalities that would fall within the proposed Eastern Lake Ontario Regional Conservation Authority include:

- City of Belleville
- City of Kawartha Lakes
- City of Oshawa
- City of Peterborough
- City of Pickering
- City of Quinte West
- County of Prince Edward County
- Municipality of Brighton
- Municipality of Centre Hastings
- Municipality of Clarington
- Municipality of Hastings Highlands
- Municipality of highlands East
- Municipality of Marmora and Lake
- Municipality of Port Hope
- Municipality of Trent Hills

- Municipality of Trent Lakes
- Municipality of Tweed
- Town of Ajax
- Town of Cobourg
- Town of Deseronto
- Town of Greater Napanee
- Town of Whitby
- Township of Addington Highlands
- Township of Alnwick/Haldimand
- Township of Asphodel-Norwood
- Township of Brock
- Township of Cavan Monaghan
- Township of Central Frontenac
- Township of Cramahe
- Township of Douro-Dummer
- Township of Faraday
- Township of Hamilton
- Township of Havelock-Belmont-Methuen
- Township of Limerick
- Township of Loyalist
- Township of Madoc
- Township of North Frontenac
- Township of North Kawartha
- Township of Otonabee-South Monaghan
- Township of Scugog
- Township of Selwyn
- Township of South Frontenac
- Township of Stirling-Rawdon
- Township of Stone Mills
- Township of Tudor and Cashel
- Township of Tyendinaga
- Township of Uxbridge
- Township of Wollaston

## St. Lawrence Regional Conservation Authority

Current conservation authorities that would make up the proposed St. Lawrence Regional Conservation Authority include:

- Cataraqui Region CA
- Rideau Valley CA
- Mississippi Valley CA
- South Nation River CA
- Raisin Region CA

Municipalities that would fall within the proposed St. Lawrence Regional Conservation Authority include:

- City of Brockville
- City of Clarence-Rockland
- City of Cornwall
- City of Kingston
- City of Ottawa
- Municipality of Mississippi Mills
- Municipality of North Grenville
- Municipality of South Dundas
- Municipality of The Nation
- Town of Carleton Place
- Town of Gananoque
- Town of Greater Napanee
- Town of Perth
- Town of Prescott
- Town of Smiths Falls
- Township of Addington Highlands
- Township of Alfred and Plantagenet
- Township of Athens
- Township of Augusta
- Township of Beckwith
- Township of Central Frontenac
- Township of Champlain
- Township of Drummond/North Elmsley
- Township of East Hawkesbury
- Township of Edwardsburgh/Cardinal
- Township of Elizabethtown-Kitley
- Township of Front of Yonge
- Township of Greater Madawaska
- Township of Lanark Highlands
- Township of Leeds and the Thousand Islands
- Township of Loyalist
- Township of Montague
- Township of North Dundas
- Township of North Frontenac
- Township of North Glengarry

- Township of North Stormont
- Township of Rideau Lakes
- Township of Russell
- Township of South Frontenac
- Township of South Glengarry
- Township of South Stormont
- Township of Stone Mills
- Township of Tay Valley
- Village of Casselman
- Village of Merrickville-Wolford
- Village of Westport

## Northeastern Ontario Regional Conservation Authority

Current conservation authorities that would make up the proposed Northeastern Ontario Regional Conservation Authority include:

- Nickel District CA
- Sault Ste. Marie Region CA
- Mattagami Region CA
- North Bay-Mattawa CA

Municipalities that would fall within the proposed Northeastern Regional Conservation Authority include:

- City of Greater Sudbury
- City of North Bay
- City of Sault Ste. Marie
- City of Timmins
- Municipality of Callander
- Municipality of Powassan
- Municipality of East Ferris
- Town of Iroquois Falls
- Town of Mattawa
- Township of Black River-Matheson
- Township of Bonfield
- Township of Calvin
- Township of Chisholm
- Township of Matachewan
- Township of Mattawan
- Township of Nairn and Hyman
- Township of Nipissing
- Township of Papineau-Cameron
- Township of Prince

---

**To: UTRCA Board of Directors**  
**From: Chris Tasker**  
**Date: November 25, 2025**  
**File Number: BoD-11-25-82**  
**Agenda #: 8.3**  
**Subject: Hydro Plant Update**

---

## **Recommendation**

It is recommended that the board accept the report for information

## **Background**

Voltage fluctuations and other power problems have been a longstanding issues in the WCC and previous administration building. Initial assessment suggested incoming power was within regular acceptable parameters, but sensitive Information Technology (IT) equipment regularly identified it as a problem. While the hydro plant was running, the problem was far more persistent with the potential for causing systems to be shut down.

Previous assessments ruled out some potential issues but did not come to clear conclusions or recommend specific solutions.

A Consultant (PowerCore Engineering) was engaged to undertake further assessment and make recommendations. They identified that due to the considerable length of the feeder from Clarke Rd transformer station, there is a considerable voltage swing as a result of daily grid fluctuations plus the voltage drop of the long high voltage feeder. The generator needs power from the grid, causing a further voltage drop explaining why the power issues are worse when the plant is running.

PowerCore assessed changes to the hydro plant but ultimately recommended an Automatic Voltage Regulator (AVR) to automatically adjust voltage to within normal range. Additional assessment and discussion helped determine the appropriate size to ensure protection of appropriate IT equipment.

## **Update**

PowerCore was contracted to supply and install the equipment for a cost of \$70,000. Once the equipment was delivered, work that could be completed without interrupting power was undertaken. As the primary and emergency power needed to be off for upwards of 8 hours, the installation of the AVR was scheduled over a weekend when IT systems housed at the WCC were not needed. UTRCA provides time series data management capabilities for CAs across southwestern and northern Ontario (WISKI Hub), further complicating the scheduling of the installation. Park operations also

needed to be considered as well as the consultants' availability. Installation was rescheduled twice before it was successfully installed on Saturday, November 8.

### **Next Steps**

With the AVR installed, we continue to monitor the power supply to the IT systems as we prepare the hydro plant for operation. As the hydro plant has been inactive for years, it will be necessary to undertake maintenance and inspections prior to startup. Staff are actively engaged in annual dam maintenance and inspections, which must be completed while weather permits. Priority projects, many with funding eligibility deadlines, are ongoing and need to be prioritized. As such staff have scheduled time in early December to assess what work should be undertaken by staff and what work would be best undertaken by contractors.

In the meantime, we are in contact with London Hydro to re-establish our generator status with them.

We are also aware of improvements and updates that are required or have been recommended as part of the assessments undertaken. These will be assessed to determine if they should be undertaken before bringing the plant back online or can wait until later.

We expect to be able to provide a further update in the coming spring.

### **Recommended by:**

Chris Tasker, Manager, Water and Information Management

---

**To: UTRCA Board of Directors**  
**From: Joe Gordon, Regulations Coordinator**  
**Date: November 14, 2025**  
**File Number: BoD-11-25-83**  
**Agenda #: 8.4**  
**Subject: Administration and Enforcement – Section 28 Status Report**

---

## Recommendation

THAT the Board of Directors receives the Section 28 Status Report for information.

## Background

The attached tables are provided to the Board as a summary of staff activity related to Section 28 of the *Conservation Authorities Act* and Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits. Table 2 covers staff activities and information for permits issued during the month of October 2025.

### Summary of 2025 Permit Activity To-Date (Jan - October):

- **202 permit numbers** have been assigned with **167 of those permits issued**.
- **14** permits have been issued in 2025 where the application was submitted in 2024.
- **Nine (9)** Hydro One Standard Compliance Permits have been issued.
- **19** Permit Extensions or Amendments have been issued.
- **278** Site Clearances for regulated properties where proposed development was reviewed and determined not to require a Section 28 Permit.

### TOTAL Permits In-Progress:

There are currently **35 total permits in progress** where additional information is still required prior to processing the permit application. One (1) permit application number has been closed due to the applicant's withdrawal. There are five (5) permits-in-progress remaining from 2024. 16% of those permits-in-progress are within the City of London.

The following table provides information on ALL permit in-progress in a tally format  
**Table 1: Permit In-Progress Tracker**

YEAR	PERMIT #'S ASSIGNED	MORE INFORMATION REQUIRED	PERMIT ISSUED	HEARING DECISION	INACTIVE* (CLOSED)
2025	202	24	167	0	1
<b>Permits in Progress (Prior Year Submission):</b>					<b>Prior Years</b>
2024	219	5	187	4	23

The **attached Table 2** provides further details of those permits issued in October 2025 and demonstrates compliance with processing timelines required by O. Reg. 41/24 unless otherwise stated.

**Recommended by:**

Jenna Allain, Manager, Environmental Planning and Regulations

**Prepared by:**

Joe Gordon, Regulations Coordinator  
 Jessica Schnaithmann, Land Use Regulations Officer  
 Mike Funk, Land Use Regulations Officer  
 Cari Ramsey, Land Use Regulations Officer  
 Dave Griffin, Land Use Regulations Officer  
 Richard Brewer, Land Use Regulations Assistant  
 Carly Sing-Judge, Land Use Regulations Assistant

Section 28 Status Report – Summary of Applications for 2025  
Ontario Regulation 41/24

**Table 2**  
Reporting Period: September 2025  
[Client Service Standards for Conservation Authority Plan and Permit Review \(CO, Dec 2019\)](#)

Permit #	Municipality	Location	Category	Application Type	Project Description	Application Received	Response Notice	Notification of Complete Application	Permit Issued On	Comply with Timelines	Staff
P55-25	London	Various - 5 sites	Municipal Project	Major	Culvert Replacements (6-CU-31, DNG-CU-W-006, DNG-CU-W-041, DNG-CU-W-049, DNG-CU-W-050)	9-Apr-2025	28-Apr-2025	17-Sep-2025	6-Oct-2025	YES	Funk
P98-25	London	1085 Commissioners Road West (Springbank Park - East Springbank Gate - Flint Lane)	Municipal Project	Routine	Stormwater Outfall Replacement	15-May-2025	22-May-2025	27-Oct-2025	27-Oct-2025	YES	Funk
P136-25	Zorra	155231 15th Line (Quinn Drain)	Watercourse Alteration - Major	Major	Culvert providing access to new dwelling	9-Jul-2025	24-Jul-2025	3-Oct-2025	3-Oct-2025	YES	Griffin
P144-25	London	5 Maitland Street, London	Municipal Project	Minor	Thames Valley Corridor Pathway - Phase 2 - District Park	21-Jul-2025	1-Aug-2025	30-Sep-2025	22-Oct-2025	YES	Schnaithmann
P173-25-A	London	Vicinity of Mitchell Baron Park to Cavendish Park	Complex	Major	West London Dyke - Phases 9 - 13	19-Sep-2025	9-Oct-2025	9-Oct-2025	9-Oct-2025	YES	Schnaithmann

Permit #	Municipality	Location	Category	Application Type	Project Description	Application Received	Response Notice	Notification of Complete Application	Permit Issued On	Comply with Timelines	Staff
P167-25	Ingersoll	North of Whiting Creek between 205 King St W & Wonham St S	Municipal Project	Minor	Paved Pathway	15-Sep-2025	24-Sep-2025	7-Oct-2025	14-Oct-2025	YES	Griffin
P172-25	Stratford	5 - 300 William Street	Development	Minor	New Single-Family Dwelling w/ Elevated Deck	17-Sep-2025	23-Sep-2025	15-Oct-2025	23-Oct-2025	YES	Griffin
P173-25-A	Zorra	12 Middleton St. / 149 Brock St.	Complex	Major	Riverside Village Subdivision (SB22-10-5) site alteration and preliminary servicing, including SWMF and pathway works	18-Sep-2025	9-Oct-2025	9-Oct-2025	9-Oct-2025	YES	Griffin
P175-25	Perth East	Litt Municipal Drain	Development	Routine	Drain Maintenance DART	19-Sep-2025	3-Oct-2025	3-Oct-2025	3-Oct-2025	YES	Brewer
P176-25	London	16025 to 16035 Robin's Hill Road	Development	Minor	Proposed Construction of Additional Driveway	2-Oct-2025	3-Oct-2025	27-Oct-2025	28-Oct-2025	YES	Schnaithmann
P177-25	London	117 Wharncliffe Road South - West London potential SPA	Development	Minor	Proposed Interior Renovation and Addition	3-Oct-2025	3-Oct-2025	8-Oct-2025	16-Oct-2025	YES	Sing-Judge
P178-25	London	246 and 240 Greenwood Avenue	Development	Major	Phase 2 Slope Remediation	7-Oct-2025	7-Oct-2025	8-Oct-2025	9-Oct-2025	YES	Funk
P179-25	Stratford	11 Cedar St	Linear Utility Corridor	Routine	Directional bore Rogers Cable	18-Sep-2025	22-Sep-2025	7-Oct-2025	17-Oct-2025	YES	Brewer
P180-25	Zorra	236790 23rd Line (Cole Creek / Wakem Drain)	Municipal Project	Routine	Culvert Replacement	25-Sep-2025	9-Oct-2025	9-Oct-2025	17-Oct-2025	YES	Griffin
P181-25	Stratford	894 O'Loane Ave	Development	Routine	Sunroom Replacement	10-Oct-2025	30-Oct-2025	31-Oct-2025	31-Oct-2025	YES	Brewer
P182-25	Perth East	2255 Webster St	Development	Routine	New shed	14-Oct-2025	15-Oct-2025	17-Oct-2025	17-Oct-2025	YES	Griffin
P183-25	Perth East	2641 Perth Line 26	Development	Routine	Erosion Control Rock Chute	8-Oct-2025	16-Oct-2025	16-Oct-2025	23-Oct-2025	YES	Griffin

Permit #	Municipality	Location	Category	Application Type	Project Description	Application Received	Response Notice	Notification of Complete Application	Permit Issued On	Comply with Timelines	Staff
P186-25	Perth South	Drain serving part Lots 19 to 23, Concessions EMR and WMR and Lot 25, Concession 9	Municipal Drain	Minor	Barber Municipal Drain-open ditch cleanout and reconstruction	20-Oct-2025	17-Oct-2025	20-Oct-2025	20-Oct-2025	YES	Brewer
P187-25	Perth South	4073 Line 13	Development	Major	New 60' x 130' personal storage building partially within a regulated area. Part of the building is approximately 60'-0" (19 m) from a regulated stream.	13-Aug-2025	24-Aug-2025	24-Oct-2025	29-Oct-2025	YES	Brewer
P190-25	Stratford	Orr St E, Stratford (44M-92, Block 2)	Development	Major	Private SWMF & rough grading within Block 2	1-Oct-2025	22-Oct-2025	24-Oct-2025	27-Oct-2025	YES	Griffin
P191-25	West Perth	2 Adelaide St, Mitchell	Development	Routine	7'x36' Deck	20-Oct-2025	23-Oct-2025	24-Oct-2025	27-Oct-2025	YES	Griffin
P192-25	London	64 Argyle Street	Development	Minor	Interior Renovation and Addition - West London potential SPA	23-Oct-2025	23-Oct-2025	27-Oct-2025	31-Oct-2025	YES	Sing-Judge
P193-25	Stratford	Huron St (Lot 5, Con1) Undercrossing Roadhouse Drain	Linear Utility Corridor	Minor	Installation replacement of 2" PE Gas main – 1277m	12-Sep-2025	28-Oct-2025	29-Oct-2025	30-Oct-2025	YES	Brewer

**To: UTRCA Board of Directors**  
**From: Tracy Annett**  
**Date: November 25, 2025**  
**File Number: BoD-11-25-84**  
**Agenda #: 8.5**  
**Subject: Project Status Updates**

## Recommendation

THAT the Board of Directors receive the report for information.

## Background

To assist the Board with previously discussed items the following status updates are provided. This report is updated and included at each meeting to identify project timelines and expected future reports.

## Discussion

The table below provides progress and estimated timelines associated with significant UTRCA projects and items identified by the Board of Directors requesting reports. As the Strategic Plan is completed, work-plans deliverables will also be incorporated into the tables below.

Report Back Items	Planned report or update	Project lead(s)	Status
City of London 2026 Budget Request	September 2025	Tracy & Christine	Complete – Draft initial response in April with additional updates to be provided through 2026 budget development, regular updates to be provided. July 9 <sup>th</sup> – staff met with City of London Finance staff to share UTRCA budget process. August – Board requested the impacts to City of London Levy. Report provided in September.
Green Leaders Participating Schools	April 2025	Karlee and Brad	Complete – Requested details on Schools participating in Green Leaders Program. Details are provided and included as part of Community Engagement and Events update. Green Leaders event will be held on June 3 <sup>rd</sup> with several members participating.

Report Back Items	Planned report or update	Project lead(s)	Status
Hazard Mapping Consultation	December 2025	Jenna & Erin	In progress - Hazard Mapping Consultation Thames River in the City of London Report was provided at September Meeting and Presentation in October 2024. Status update provided in April, and August, notification occurred in October, for consideration in December.
Land Options (March 2025, June 2025)	As required	Brent & Tracy	In progress - As requested at the October meeting, report provided March 2025 with a report on options for parcels identified in closed session. Reports to follow as necessary.
Administrative Review / Interim Policies (March 2025)	Quarterly updates Jan-Mar Q1 Apr-June Q2 Jul-Sept Q3 Oct-Dec Q4 Next update at October Meeting	Jenna	In progress - Administrative Review Policy in November 2024 December - Environmental Policy Manual Updates and Interim Response Mechanisms: Discussion Papers 1) Overview and Discussion 2) Wetland Management Policies 3) Access Standards February – Floodplain Freeboard Interim Response (Administrative Review Report in no later than March 31, 2025) First report provided in March with next Quarterly report include April to June at the August meeting, and the July to September report to be provided in October.
Planning and Regulations Policy Updates (March 2024, September 2024, June 2025)	November 2025	Jenna	In progress - Release of new S28 Regulations on Friday February 16th, effective April 1, 2024. May 2024 Meeting included Technical Checklists and S28 Compliance Procedures Staff will continue to develop policies and procedures, and undertake consultation with municipalities, partners, and development groups, etc. Transition Policies for Hazard Mapping will be available for the November meeting.
Children's Safety Village (June 2023, February 2024)	April	Teresa & Brent	Complete – Update provided at the April 2025 meeting. Future updates to be included with Day Use Plans.
Retention Policy	January	Tracy &	Overdue – updated retention policy to be

Report Back Items	Planned report or update	Project lead(s)	Status
		Michelle	prepared based on a collaborative CA draft. The CA draft has been legally reviewed. Aligning retention policies with integration of Microsoft 365 (file structure, naming conventions, etc.) Currently migrating from GroupWise to Outlook and Microsoft 365. FOI requests have delayed work on the policy.
Cyber Security	January	Tracy Christine Chris	Overdue - Report to F&A – Staff to prepare a report on the current state of cyber security for the organization and any recommendations to improve to be presented to the Finance and Audit Committee at the April meeting, in-camera. Directed staff for future updates. Report to the Board to follow. Information Management/Technology efforts have been focused on migration to Microsoft 365 and the tools for enhanced security
Hydro Plant	November	Chris	In Progress – Hydro Plan update was provided to the Board in October 2024. Further investigation to confirm the sizing of power conditioners has been undertaken. Order fulfillment took some time; however, scheduling of installation has been confirmed (and rescheduled). Future updates are planned for the Spring of 2026.
Security for BOD access to agendas	January	Chris	In progress - Options to ensure secure access to agenda packages for Board Members. Staff are meeting with other CA clerks and other Agencies to understand options to utilize M365 tools to distribute Agendas, Minutes and Closed Session items.
UTRCA Asset Management Plan	As required	Brent & Christine	In progress - Groups of Assets e.g., Natural Hazard Infrastructure, Fleet, Facilities etc. Regular progress reports expected. (Note* suggested to add graphics similar to those used by the City of London in their asset management plans to identify overall condition of asset)  Asset Management Policy – Approved January 2024, Updated in May 2025

Report Back Items	Planned report or update	Project lead(s)	Status
			regular updates to be provided as asset classes are undertaken.
Land Tenant Program Update (Last update provided November 2024, June 2025)	As required	Brent	In progress – Ongoing status of land tenant program, in-camera. Report provided. Update provided in October. Verbal in-camera update in November and report in June. Future update as required.
Phosphorus Reduction Program	June	Tatianna	Complete - Staff to provide a future update report on program uptake.
Human Resources Report	January	Jennifer	Provide UTRCA's Organizational Chart and report on staff vacancies.

#### Definitions

Progress	Timeline
Not started	indicate project initiation date
In progress	anticipate completion date
Complete	date completed
Overdue	expected completion date and reasons for the delay
On Hold	other circumstances

### Summary

The summary provided is intended to help track items requesting report updates to the Board and project updates. It is noted that items may be shifted to accommodate the number of agenda items, staff workload, and board meeting schedules.

### Recommended by:

Tracy Annett, General Manager