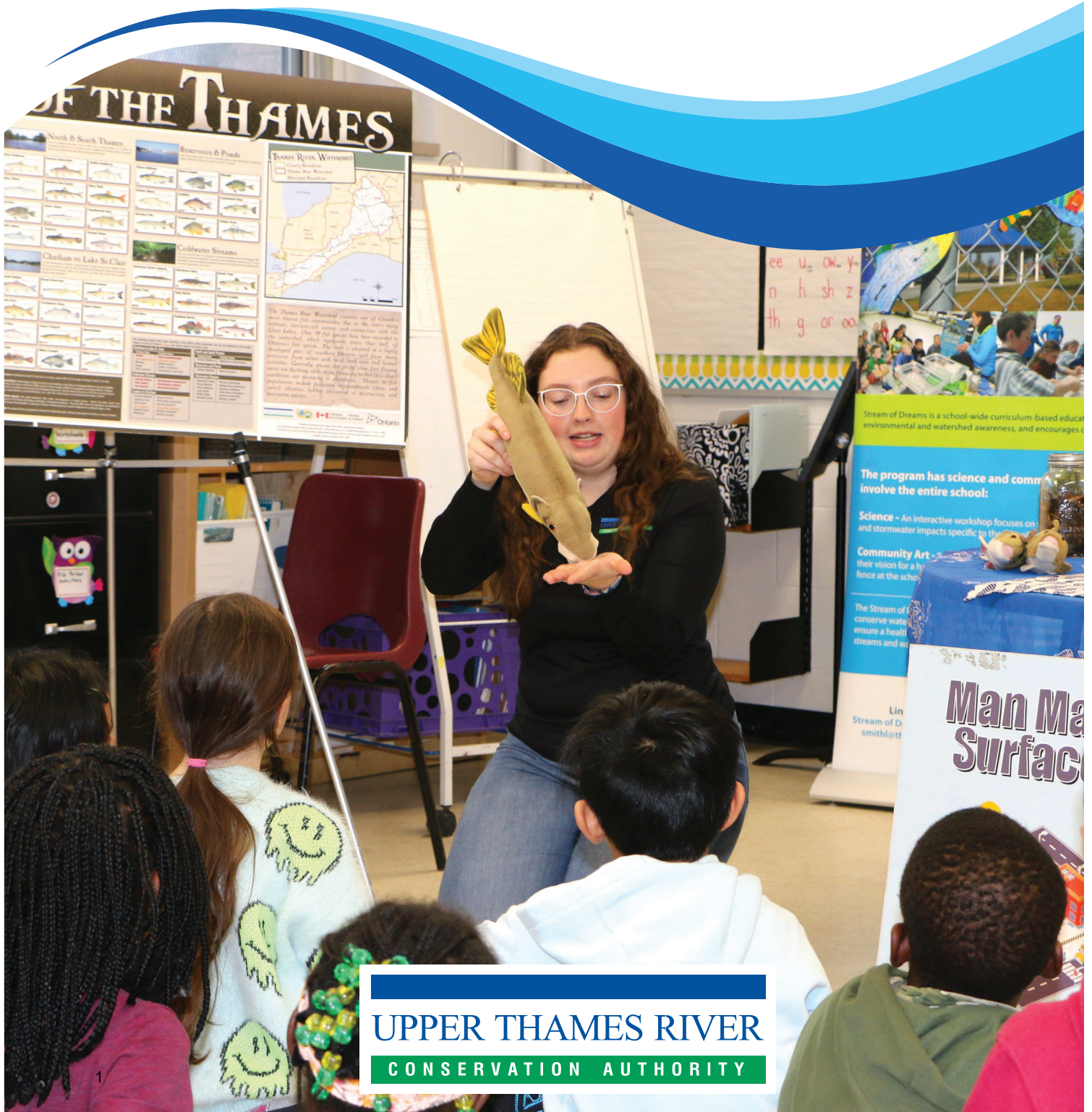


Board of Directors

Upper Thames River Conservation Authority



UPPER THAMES RIVER
CONSERVATION AUTHORITY

Upper Thames River Conservation Authority Board of Directors'
Annual General Meeting Agenda
February 27, 2024 at 9:30 A.M 1424 Clarke Road, London

1. Territorial Acknowledgement

2. Modifications to the Agenda

3. Declarations of Pecuniary Interest

4. Presentations/Delegations

5. Administrative Business

- 5.1. Approval of Minutes of Previous Meeting: January 30, 2024
- 5.2. Business Arising from Minutes
- 5.3. Correspondence

6. Reports – For Consideration

- 6.1. Factual Certificate – BoD-02-24-11
- 6.2. 2024 Municipal Apportionment Methods – BoD-02-24-12
- 6.3. 2024 Final Draft Budget Consideration – BoD-02-24-13
- 6.4. Water and Erosion Control Infrastructure Projects Update – BoD-02-24-14
- 6.5. Fee Freeze Advocacy – BoD-02-24-15

7. Reports – In Camera

8. Reports – For Information

- 8.1. Annual Report of Administration and Enforcement - Section 28 BoD-02-24-16
- 8.2. Section 28 Violations – Annual Summary Report – BoD-02-24-17
- 8.3. New Section 28 Regulation – BoD-02-24-18
- 8.4. Project Status Updates – BoD-02-24-19
- 8.5. Thames River Current – February Edition

9. Reports – Committee Updates

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

10. Notices of Motion for March 26, 2024

- 10.1. Notice of Motion from Hugh McDermid

15 Minute Break – The Authority Staff and Guests will be invited to join the meeting at approximately 11:00am

11. Welcome to Staff

12. Watershed Management Strategy and Land Management Strategy Update Presentation

13. Presentation of the Conservation Awards

13.1. Inspiration Award – Dan Vanlieshout

13.2. Community Award – City of Woodstock Parks Department

14. Presentation of Staff Service Awards

15. Chair’s Comments

16. Member’s Comments

17. General Manager’s Comments

18. Adjournment



Tracy Annett, General Manager

Agenda Item 6.1 – February 27, 2024 UTRCA Annual General Meeting

Upper Thames River Conservation Authority

FACTUAL CERTIFICATE

To: **Board of Directors**

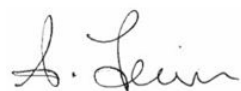
The undersigned hereby certify that, to the best of their knowledge, information and belief after due inquiry, as at 16 February, 2024:

1. The UTRCA is in compliance, as required by law, with all statutes and regulations relating to the withholding and/or payment of government remittances, including, without limiting the generality of the foregoing, the following:
 - All payroll deductions at source, including Employment Insurance, Canada Pension Plan and Income Tax;
 - Ontario Employer Health Tax;
 - WSIB premiums

And, they believe that all necessary policies and procedures are in place to ensure that all future payments of such amounts will be made in a timely manner.

2. The UTRCA has remitted, when due, to the Group RRSP carrier, Group Insurance carrier and to OMERS Pension Plan all funds deducted from employees along with all employer contributions for these purposes.
3. The UTRCA is in compliance with all applicable Health and Safety legislation and all applicable Pay Equity legislation.
4. The UTRCA is in compliance, as required by law, with remittances and claims for:
 - Federal Harmonized Sales Tax (HST)
5. The UTRCA is in compliance with the requirements of the Charities Act. Corporate information updates are provided through this means. The 2022 T3010 Charity Return was filed before due.
6. In addition to statutory obligations, the UTRCA, through its internal processes, confirms the payment of supplier transactions so as to support the credit-worthiness of the organization.
7. The UTRCA is providing the prescribed standard of service in the performance of its functions and following the prescribed procedures and practices in accordance with our funding agreements and as reported to the Board of Directors of the UTRCA through the following reports:
 - Quarterly Financial Report to the Board
 - Regular program updates from the General Manager and unit Managers
8. The operating line of credit was not used during 2023, and there is no current outstanding balance.

Dated at London, Ontario on 16 February, 2024



Chair, Finance and Audit Committee



General Manager

To: UTRCA Board of Directors
From: Tracy Annett
Date: February 15, 2024
File Number: BoD-02-24-12
Agenda #: 6.2
Subject: 2024 Municipal Apportionment Methods

Recommendation

That the 2024 Municipal Apportionment Methods be approved;

That each participating municipality's share of the 2024 Total General Distribution be calculated using "Modified Current Value Assessment." And that the participating municipalities be assessed for payment of Category 1 operating and capital expenses presented in the draft budget.

And that category 3 programs and services also apply the "Modified Current Value Assessment" (MVCA) method for apportioning costs in agreements with municipalities.

And that each participating municipality's share of the 2024 "Benefit-Based Apportionment" method be applied for use with respect for costs for Dams and Water Control Structures as identified in the 2024 Draft Budget Package.

Background

Ontario Regulation 402/22 outlines the process for Conservation Authorities to prepare draft budgets in every calendar year. The steps in the draft budget and consultations process are generally;

- 1) Draft Budget – October 31, 2023
- 2) Circulate Apportionment and Draft Budget – November 15, 2023
- 3) Consultations – November through February 26, 2024
- 4) Meeting on Apportionment and Final Budget – February 27, 2024 weighted majority votes
- 5) Notice to pay – following approval of the Budget

Before Ontario Regulation 402/22: Budget and Apportionment, effective July 2023, the apportionment and budget weighted votes were undertaken at the same time. Regulation now requires the voting on apportionment of operating expenses and capital costs of programs and services and voting to approve the final budget to be done separately but can be at the same authority meeting. The UTRCA's apportionment using MCVA and special benefitting rates have been transparent for at least the past ten years.

Apportionment amount details are shown on page 10 in the Draft Municipal Levies table contained in the 2024 Draft Budget.

General Distribution Apportionment

The Municipal Apportionment information for 2024 is categorized into general operating and capital, Category 1, and Category 3 operating expenses allocated to each participating municipality using Modified Current Value Assessment. This was included in the signed Cost Apportioning Agreements with participating municipalities for Category 3 expenses.

Benefit-based Apportionment

Special benefitting rates are based on the historical contributions as documented in the *Twenty Five Years of Conservation on the Upper Thames Watershed 1947-1973* (UTRCA, 1973). Specifically, the UTRCA uses a benefit-based method to apportion the operating expenses and capital costs for the water control structures it operates and maintains. The local share of the costs (after reduction by available funding from senior government or other sources) is apportioned based on the benefit to the municipalities. For Fanshawe, Wildwood and Pittock Dams, the shared benefit was determined when the funding for construction of the structures was discussed. For all other structures, the municipality where each structure is located is the sole beneficiary and, therefore, covers the local share of the operating and maintenance costs.

Summary

The apportionment and Draft 2024 Budget were circulated to member municipalities and posted to UTRCA's web site on November 15, 2023.

At UTRCA, municipal apportionment is allocated to participating municipalities based on the Modified Current Value Assessment (MCVA) information in the watershed, provided by the Ministry of Natural Resources and Forestry (MNRF). MCVA is used for the allocation of costs for Category 1 programs and services and Category 3 programs as outlined in the signed Cost Apportionment Agreements. Benefit-based apportionment is utilized for water control structures operated and maintained by the UTRCA.

The approaches are consistent with how these costs have been apportioned historically and are described in Conservation Authorities Act Regulations (O.Reg. 402/22 Section 7(6)).

Recommended by:

Tracy Annett, General Manager, Secretary-Treasurer

To: UTRCA Board of Directors
From: Tracy Annett
Date: February 8, 2024
File Number: BoD-02-24-13
Agenda #: 6.3
Subject: 2024 Final Draft Budget Consideration

Recommendation

That the Board of Directors approve the budgets for 2024 in two parts:

- 1) A projected operating deficit of \$929,825 from \$22,933,119 in operating expenses, requiring \$7,391,639 of participating member levy, and requiring \$607,950 in cost apportioning agreements among members, and
- 2) A projected capital deficit of \$2,482,085 from \$5,462,894 in capital expenditures, requiring \$1,388,059 of participating member levy.

Deficits will be either mitigated over the year or, failing that, absorbed through reserves as noted in the budget document (page 14). Capital asset planning will soon assist staff in smoothing capital spending impacts year by year.

In accordance with Ontario Regulation 402/22 and the Upper Thames River Conservation Authority's Administrative By-Law, voting on the non-matching levy is by weighted vote.

Background

A report was provided at the Board of Directors meeting on January 30, 2024. The report outlined comments received from municipalities through presentations made to Councils. No written comments have been received.

Since then, presentations were made at the following Councils:

- South Huron – February 5
- Zorra – February 6
- West Perth is scheduled on February 20; a verbal update on the comments received will be provided during the February Board meeting.
- City of London continues deliberations on the Draft Mayor's Budget. The UTRCA's 2024 Draft Budget is included in the mayor's budget, divided between the City's Base Budget and Wastewater and Treatment Budget. The final budget will be presented at Council on February 29.

A summary of comments received is provided below.

South Huron

South Huron expressed concern with the percentage increase for their municipality. It was questioned why Strathroy Caradoc does not have amounts apportioned to their municipality. It was clarified that Strathroy Caradoc is not a participating municipality as

outlined in our Order-in-Council. It was explained that the council has indicated a desire to join the UTRCA, but with council turnover (and staff changes at the Municipality) it has been delayed.

Zorra

Councillor Mitchell explained the challenges UTRCA is facing with the 2024 budget and the need for additional staffing to undertake the work required. The mayor expressed that development no longer pays for development and asked how the Township could support and advocate for the UTRCA.

City of London

The only additional question related to the UTRCA budget came through an amendment to the Mayor's Budget to include additional service capacity for the Environmentally Significant Areas (ESAs). It was clarified that additional services were requested by the City to manage their lands. The ESA program is a category 2 program and undertaken under contract as the UTRCA staff have the unique skillset to provide the program efficiently.

Other Comments

The Perth South mayor reminded the General Manager that he also commented on the concern regarding the City of London's wastewater overflows to the Thames. Chair Petrie identified that the City's multi-year budget currently identifies additional investments in infrastructure to reduce overflows. The mayor also felt the UTRCA does not do enough to require the City of London to reduce their overflows. Similar comments were heard from the mayor of the Town of St. Marys.

2024 Budget Finalization

Since the circulation of the 2024 Draft Budget, further amendments to both the operating and capital budgets were undertaken to finalize the 2024 Budget. The revisions are summarized below.

Operating Budget Revisions

The draft budget has been edited from last fall to accommodate *changes in revenues* from:

- The continued freeze of planning and development fees,
- Increases to fees for stewardship services.

The amendments made to the operating budget for the ESA program have not been included in the budget package. Once the City of London budget process is finalized, amendments to the category 2 program will be undertaken.

Revenue not yet included in the budget are several funding grants very recently confirmed.

Agreements and workplans are currently being prepared for the following Category 3 programs:

- Department of Fisheries and Oceans Canada Nature Fund for Aquatic Species at Risk: \$324,700 over 3 years,
- Ministry of the Environment, Conservation and Parks (MECP): \$225,000 over 3 years for Low Impact Development projects,
- MECP: \$30,000 for 2024 for review of Great Lakes education programs,
- MECP: \$100,000 over 2 years for subwatershed restoration work.

- An application has been submitted for an Environment and Climate Change Canada grant to support stewardship programs of up to \$5M each year for 5 years. While confident of receiving funding from that program as a priority watershed, an estimated \$1.6M has been included as a working amount for planning purposes in this budget.

Changes to operating expenses from the fall draft budget include:

- Revised payroll rates issued in late November for EI and CPP changing total wage costs,
- Short deferrals to start dates for unfilled positions,
- Insurance increase of 9% over the previous year,
- Additional technology costs for migrating email system to Microsoft,
- Phase 2 (structural review) of the compensation recommendations from 2021,
- Slight increases to training and health, safety, and diversity programs,
- Reductions in expected campground operating costs.

Member contributions allocated by MCVA have not been amended from the draft budget presented last fall. That levy continues to support less than 60% of category 1 mandatory costs. Deficits are expected in both category 1 (\$1.2M) and category 3 (\$406,494) programs; however, we anticipate the category 3 deficit will be reduced as grant agreements noted above are executed.

Capital Budget Revisions

The 2024 capital project descriptions and amounts have been revised to reflect subsequent discussions with member municipalities for needed capital repairs to structures and monitoring equipment, as well as recently approved additions to Water and Erosion Control Infrastructure (WECI) funding for 2023/2024.

Capital budget forecasts are highly susceptible to change, particularly regarding cost estimates. Many of these costs are best estimates at a point in time and subject to timing constraints and available contractors for the work. Few of these project costs have been confirmed by RFP yet. There has not yet been a call for 2024/2025 WECI applications so this source of support has been estimated for projects which may be eligible and/or approved. Funding is, therefore, also uncertain.

The capital budget figures proposed for approval are those that best illustrate the costs for significant capital spending across the organization in 2024. A capital project revisioning system will be implemented using Questica during 2024 to help ensure that changes in estimates can be more easily tracked and approved.

Of the total capital project costs (\$5.5M), 42% is for improvements in the conservation area campground facilities. Demand for facilities continues to grow and capital investment in infrastructure is needed to support this demand and to be compliant with regulatory agencies. Staff continue to explore and implement alternatives to help offset operating costs.

Summary

In summary, the 2024 operating budget for expenses is 12% larger than in 2023. This is due to the drivers described on page 2 of the budget document. The 2024 capital budget for expenditure is 4.5 times larger than in 2023 due to the need for significant investment in facilities and necessary repair work on structures. 2024 has also brought a significant change

in perspective on our programs and services and, with that, new restrictions to our funding flexibility.

In all categories of programs and services, staff are making every attempt to minimize budgetary impacts on member municipalities and reduce any deficits.

Recommended by:

Tracy Annett, General Manager / Secretary-Treasurer

Christine Saracino, Supervisor Finance



Draft
2024
Budget

October 2023
Updated February 15, 2024

www.thamesriver.on.ca

UPPER THAMES RIVER
CONSERVATION AUTHORITY



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Budget Development Schedule

- **August**
UTRCA Board direction regarding budget concepts
- **October**
Draft Budget presented to Board
- **October - February**
Municipal input sessions with Senior Staff and Draft Budget circulation to member municipalities for comment
- **January**
Board review of municipal comments and budget reconsideration
- **February**
Budget review and approval

2024 UTRCA Draft Operating Budget: Overview

The 2024 Draft Budget represents a transition to a new budgetary framework for the Upper Thames River Conservation Authority (UTRCA). New provincial legislative requirements have necessitated a reorganization of all the Authority's programs and services into three categories, with specific funding and budgeting restrictions:

- Category 1: Mandatory programs and services,
- Category 2: Programs and services that a Conservation Authority agrees to provide on behalf of a municipality,
- Category 3: Programs and services that a Conservation Authority determines are advisable to provide to further the purpose of the Conservation Authorities Act.

The legislation also added several major new Category 1 deliverables that must be completed by the end of 2024, and service delivery standards to reduce processing times for planning and development application approvals. No provincial funding has been provided to offset the cost of this additional work.

The impact of these legislative changes is significant. Growth pressures within the region and the legislative changes for planning and development applications require additional staffing capacity to meet the new service delivery standards. Updated modelling and mapping to identify hazard lands are needed to ensure new development is safe and recognizes a changing climate. Ongoing efforts are also required to maintain up-to-date hazard mapping and modelling to expedite the approvals process. Ongoing implementation, particularly with asset management, is required to maintain an Authority-wide asset management plan once it is developed.

Key Messages

- The largest impact on the UTRCA 2024 draft budget is tied to \$1.5M of provincially legislated activities. No new provincial funding was provided for these activities.
- Additional budget increases are tied to rising operational and capital costs.
- The UTRCA is mitigating the impact on municipal levy by applying program revenues.
- The UTRCA member municipalities are contributing less than 60% of the funding for provincially mandated programs.
- The municipal share of the \$22.9M Draft Operating Budget is \$8M or 35%.



Impacts on the UTRCA 2024 Budget

Legislative Changes

- Reorganization of programs and services into 3 Categories with specific funding restrictions
- New mandatory deliverables due December 2024
- New service delivery standards due December 2024
- No provincial funding to offset additional work

APPROXIMATE COST: \$1.5M



Historical

- Chronically inadequate and reduced Provincial Transfer Payment
- Insufficient reserves
- Not eligible for Canada Emergency Response Benefit during COVID

Operating Environment

- Accessing qualified staff
- Compensation updates
- Aging infrastructure and increasing cost of capital projects
- Growth development pressure
- Increased land management pressures
- Development review fees frozen
- Reduced access to provincial grant programs
- Inflation

These changes are occurring during a period of elevated inflation. The UTRCA is facing continued high insurance costs, proposals submitted at double original projections, and continued high materials and labour costs under service contracts. Further, overall compensation levels rose in 2022 in an effort to keep the organization competitive in retaining existing and attracting new staff; a situation many public sector organizations are facing. Active efforts to ensure our fees are appropriate and our costs contained have always been part of our culture, particularly during Covid when the Authority was not eligible to receive federal wage subsidies.

In the UTRCA 2024 Draft Budget, base funding from our partner municipalities provides less than 60% of total mandatory (Category 1) program costs. The UTRCA will continue to offset the municipal levy for these added pressures with outside funding, as available. While these programs are all eligible for full levy funding, the UTRCA will supplement the levy with revenues from agricultural leases, interest earned on investments, and internal program chargeback recoveries to all program areas.

Total support from our municipal members for operations of \$7,999,589 is currently forecast to sustain our programs

and services. Historical budgets have kept levy contributions depressed, resulting in lower-than-desirable reserves in the areas of water and erosion control operations and land management. The UTRCA needs to adequately fund these mandatory activities to ensure the protection of people and property.

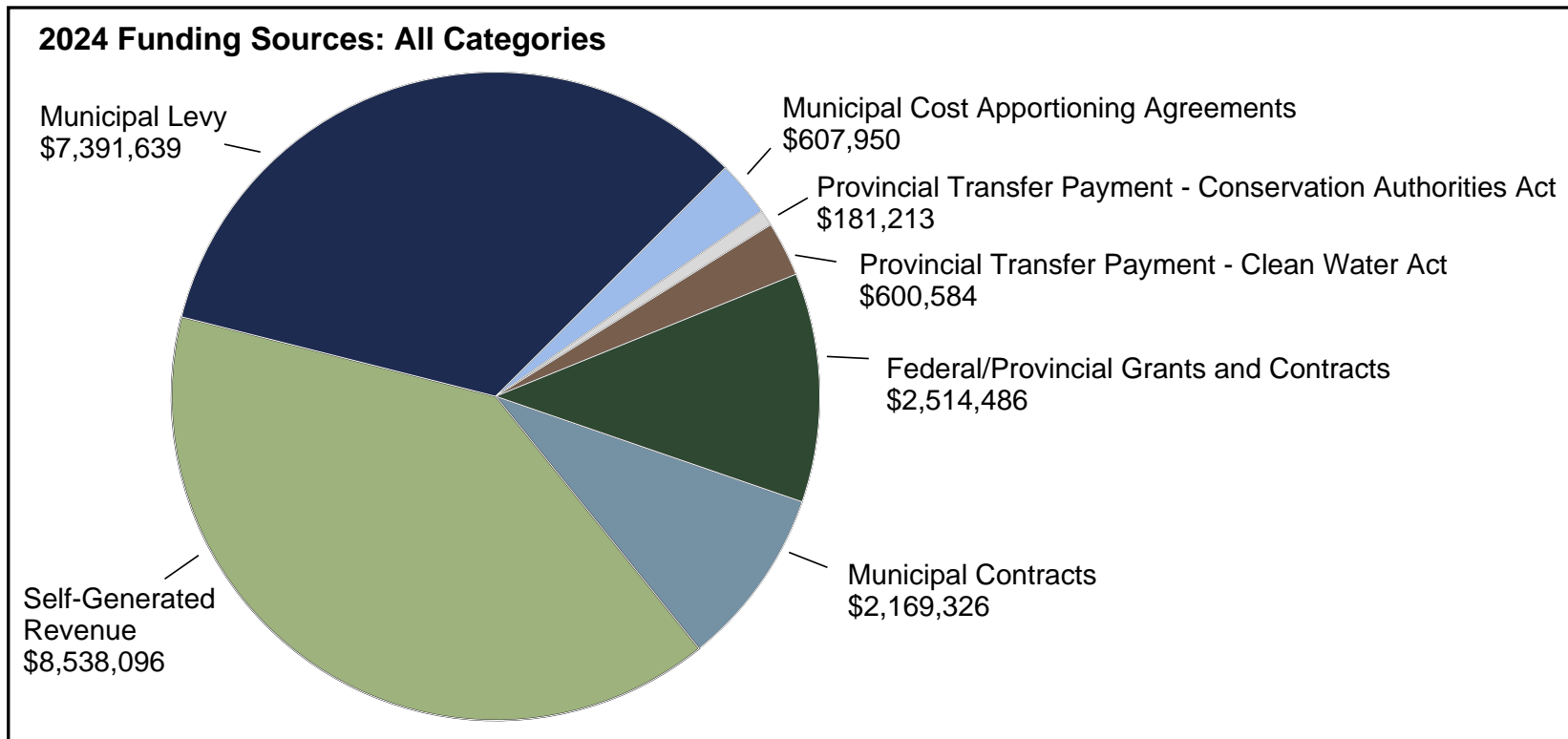
It should be noted that the campground operations in the conservation areas are sustained through park program revenues, which often generate an operating surplus. The UTRCA funds much needed capital expenditures in the parks through these surpluses.

We look forward to developing a new strategic plan in 2024 and making strides with asset management plans to ensure our continued resiliency and enable us to evolve our operations in a sustainable way.

The 2024 Draft Budget will enable the UTRCA to continue providing important programs and services in a growing watershed, support the increasing number of visitors to the conservation areas, reflect enhancements to program and service delivery objectives, and meet the requirements of the revised Conservation Authorities Act regulations.

Summary of Costs and Funding Sources per Category

	Category 1	Category 2	Category 3	Other Category 3 (Campgrounds)	TOTAL
Operating Costs	\$12,454,797	\$1,210,854	\$4,992,712	\$4,274,755	\$22,933,118
Provincial Transfer Payments - Conservation Authorities Act	181,213	--	--	--	181,213
Provincial Transfer Payments - Clean Water Act	600,584	--	--	--	600,584
Federal/Provincial Grants and Contracts	474,417	--	2,035,068	--	2,514,486
Municipal Contracts	565,763	1,214,647	320,584	68,331	2,169,326
Self-Generated Revenue	2,027,971	--	1,622,616	4,887,509	8,538,096
Municipal Levy	7,391,639	--	--	--	7,391,639
Municipal Cost Apportioning Agreements	--	--	607,950	--	607,950
Total Funding Sources	11,246,588	1,214,647	4,586,218	4,955,840	22,003,293
Surplus or (Deficit)	(\$1,208,209)	\$3,793	(\$406,494)	\$681,085	(\$929,825)



Draft Operating Budget

	2023 Year (Unaudited)	2024 Category 1	2024 Category 2	2024 Category 3	2024 Other Category 3 (Campgrounds)	2024 Total	2025 Forecast
Revenues							
Municipal Levy + Cost Apportionments (Cat. 3)	\$6,345,096	\$7,391,639	-	\$607,950	-	\$7,999,589	\$8,959,540
Municipal Levy amortized from Deferrals	1,414,878	177,885	-	91,584	-	269,469	164,156
Provincial Transfer Payment - CA Act	181,213	181,213	-	-	-	181,213	181,212
Provincial Transfer Payment - Clean Water Act	581,656	600,584	-	-	-	600,584	600,000
Municipal Contracts	1,420,227	387,878	\$1,214,647	229,000	\$68,331	1,899,856	1,863,990
Provincial Contracts	595,585	274,777	-	109,000	-	383,777	173,574
Federal Grants and Contracts	312,438	204,641	-	1,926,068	-	2,130,709	1,958,111
Land Management Agreements	1,416,410	438,086	-	679,591	74,700	1,192,377	1,313,369
User Fees	6,680,512	1,066,635	-	934,525	4,812,809	6,813,969	7,212,824
Donations and Other	322,626	18,000	-	8,500	-	26,500	26,500
Investment Revenue	609,658	505,250	-	-	-	505,250	451,250
Total Operating Revenues	19,880,300	11,246,588	1,214,647	4,586,218	4,955,840	22,003,293	22,904,526
Expenses							
Staff Wages and Benefits	12,495,814	9,919,714	724,089	2,181,471	2,130,331	14,955,606	15,789,938
Property Related	1,979,046	745,202	32,500	408,245	851,685	2,037,632	2,035,275
Technical and Consulting Services	801,281	559,143	30,420	246,704	195,100	1,031,367	926,821
Computers and Communications	526,714	498,876	45,600	12,844	14,470	571,789	503,282
Insurance and Risk Management	431,927	340,454	2,316	11,838	116,900	471,508	656,713
Supplies	1,031,160	305,201	94,000	422,620	304,825	1,126,646	986,903
Per Diems, Travel, Other Personnel Expenses	196,527	145,416	21,550	11,410	38,475	216,851	244,288
Fleet Related	148,844	150,700	-	-	4,500	155,200	170,300
Banking Fees	20,201	20,000	-	-	-	20,000	20,000
Other Expenses	153,734	100	-	917,600	-	917,700	978,800
Depreciation Expense	1,372,833	1,258,429	-	21,026	139,715	1,419,170	1,298,998
Allocated Costs	5	(1,488,439)	260,380	758,955	478,753	9,649	26,178
Total Operating Expenses	19,158,086	12,454,797	1,210,854	4,992,712	4,274,755	22,933,118	23,637,496
Surplus or (Deficit)	\$722,213	(\$1,208,209)	\$3,793	(\$406,494)	\$681,085	(\$929,825)	(\$732,970)

Capital Projects

Water and Erosion Control Structure Capital Projects	Levy 2024*	Other Funding 2023 and 2024**	Expenditure 2024***	Net Project Costs	Notes
Fanshawe Dam					
Monitoring upgrades	10,000	10,000	20,000	-	
Safety boom design/construction	267,500	250,000	500,000	17,500	Levy in 2024 for 2023/24 WECI Project
Access elevator	25,000	25,000	50,000	-	
Operational Plan	15,000		15,000	-	As required by CA Act changes
Gate ropes	5,000		5,000	-	
Trash rack cleaning	10,000		10,000	-	
OMS Manual updates	12,500		11,966	534	Levy in 2024 for 2023/24 WECI Project
Drainage gallery and pressure relief well	27,500			27,500	Levy in 2024 for 2023/24 WECI Project
	372,500	285,000	611,966	45,534	
Wildwood Dam					
Drainage gallery and pressure relief well		40,000	80,500	(40,500)	
Condition assessment of existing drainage	12,500			12,500	Levy in 2024 for 2023/24 WECI Project
EPP and OMS Manual updates	15,361		28,243	(12,882)	Levy in 2024 for 2023/24 WECI Project
Air shaft grating and hand rail replaced	27,500		5,950	21,550	Levy in 2024 for 2023/24 WECI Project
Piezometers and stability work	55,000	55,000	110,000	-	
Safety boom design	40,000	40,000	80,000	-	
Machine guarding for hoists	7,500	7,500	15,000	-	
Operational Plan	15,000		15,000	-	As required by CA Act changes
Valve operators	7,500	7,500	15,000	-	
Monitoring upgrades	15,000	15,000	30,000	-	
	195,361	165,000	379,693	(19,332)	
Pittock Dam					
EPP and OMS Manual updates	12,500		25,298	(12,798)	Levy in 2024 for 2023/24 WECI Project
Monitoring upgrades	10,000			10,000	Levy in 2024 for 2023/24 WECI Project
Dam monitoring equipment	18,642			18,642	Levy in 2024 for 2023/24 WECI Project
Bubbler equipment	11,772			11,772	Levy in 2024 for 2023/24 WECI Project
Rip rap erosion repairs	37,500	37,500	75,000	-	
Operational Plan	15,000	-	15,000	-	As required by CA Act changes
Safety boom design	40,000	40,000	80,000	-	
	145,414	77,500	195,298	27,616	

Capital Projects - Water and Erosion Control Structure (continued)

Water and Erosion Control Structure Capital Projects	Levy 2024*	Other Funding 2023 and 2024**	Expenditure 2024***	Net Project Costs	Notes
London Dykes					
Supplementary hand rail design and install	30,000			30,000	Levy in 2024 for 2023/24 WECI Project
Operational Plan	10,000		10,000	-	As required by CA Act changes
Geotechnical review	15,000	15,000	30,000	-	
W Ldn Dyke Rehabilitation Phase 8-13 design	150,000	350,000	500,000	-	Assumes NDMP and WECI funding
Vegetation plans and rehabilitation	12,500	12,500	25,000	-	
	217,500	377,500	565,000	30,000	
St Marys Floodwall					
St Marys inspection and repair					- Project moved to 2025
Operational Plan	5,000	-	5,000		- As required by CA Act changes
Floodwall repairs					- Project moved to 2025
	5,000	-	5,000	-	
Orr Dam					
Dam safety review		10,000	20,000	(10,000)	May levy in 2025
Monitoring equipment	17,642	3,750	7,500	13,892	Levy in 2024 for 2023/24 WECI Project
Gate painting		50,000	100,000	(50,000)	May levy in 2025
Piezometer locate and replace		10,000	20,000	(10,000)	May levy in 2025
Wingwall tiebacks		37,500	75,000	(37,500)	May levy in 2025
Debris and safety boom		37,500	75,000	(37,500)	May levy in 2025
Security cameras			5,000	(5,000)	May levy in 2025
	17,642	148,750	302,500	(136,108)	
Emburo Dam					
Dam removal preliminary design	25,000	25,000	50,000	-	
Mitchell Dam					
Monitoring equipment	17,642			17,642	Levy in 2024 for 2023 costs
Bubbler	7,500	7,500	15,000	-	
Asbestos review/removal		20,000	40,000	(20,000)	May levy in 2025
Security cameras			2,500	(2,500)	May levy in 2025
Dam safety review	10,000	20,000	40,000	(10,000)	Levy in 2024 and 2025
	35,142	47,500	97,500	(14,858)	
Fullarton Dam					
Rehabilitation EA Phase 2	7,000	25,000	50,000	(18,000)	May levy in 2025

Capital Projects - Water and Erosion Control Structure (continued)

Water and Erosion Control Structure Capital Projects	Levy 2024*	Other Funding 2023 and 2024**	Expenditure 2024***	Net Project Costs	Notes
Centreville Dam					
Dam safety review		20,000	40,000	(20,000)	May levy in 2025
Add handrail		750	1,500	(750)	May levy in 2025
Install mesh at guardrail			1,500	(1,500)	May levy in 2025
Gabion baskets and downstream erosion		15,000	30,000	(15,000)	May levy in 2025
Vegetation removal			5,000	(5,000)	May levy in 2025
	-	35,750	78,000	(42,250)	
Stratford Channel					
Stop Logs replaced		15,000	30,000	(15,000)	May levy in 2025
Operational Plan (CAA)			10,000	(10,000)	May levy in 2025
	-	15,000	40,000	(25,000)	
Shakespeare Dam					
Headwall spalling and crack repairs			2,000	(2,000)	May levy in 2025
Ingersoll Channel					
Operational Plan (CAA)	5,000		5,000	-	As required by CA Act changes
Dorchester CA Dam					
Sign replacement			2,000	(2,000)	
Dorchester Mill Pond Dam					
Railings replaced		3,250	20,000	(16,750)	May levy in 2025
Harrington Dam					
Dam safety review	12,500	12,500	25,000	-	
Total Water and Erosion Control Structure Capital Projects	\$1,038,059	\$1,217,750	\$2,428,957	(\$173,148)	Negative balance depletes reserves

* To levy in 2024

** Assumes 2024/2025 grants are approved

*** Estimated costs subject to change

Acronyms

CA Act = Conservation Authorities Act

EPP = Emergency Preparedness Plan

NDMP ²⁰ = National Disaster Mitigation Program

OMS = Operation, Maintenance and Surveillance Manual

WECI = Water and Erosion Control Infrastructure program

Other Capital Projects	Levy	Other Funding	Expenditure	Net Costs	Notes
WCC office furnishings			35,000	(35,000)	
IT server equipment	50,000		50,000	-	Historical budget for server equipment
Fleet vehicle and equipment replacement	220,000	25,000	330,000	(85,000)	2 EV cars, zero-turn mowers, 1 light truck
Electric vehicle (EV) charging stations	80,000	100,000	200,000	(20,000)	1 at workshop, 2 at WCC, 2 for visitor parking
CSV - fibreoptic cabling			50,000	(50,000)	
CSV renovations			70,000	(70,000)	HVAC and systems replacement, exterior renovations
FCA water servicing (pump, panel, UV)			20,000	(20,000)	Cottages - upgrade existing infrastructure
	350,000	125,000	755,000	(280,000)	Negative net cost will deplete reserves over time
Campground Facilities					
FCA, PCA, WCA business plans			75,000	(75,000)	Business operating plans for each CA (not completed in 2023)
FCA, PCA, WCA building gatehouse plans			75,000	(75,000)	Gatehouse/entrance plans for each CA (not completed in 2023)
FCA, PCA, WCA rental equipment replacement			20,000	(20,000)	Canoes and kayaks
FCA greenspace plan			15,000	(15,000)	Day use area open space design plan (not completed in 2023)
FCA electrical upgrades - seasonal sites			266,937	(266,937)	Pines Section hydro upgrades
FCA roads - day use			300,000	(300,000)	Road repairs from Fanshawe Dam north to day use area
FCA playground equipment			160,000	(160,000)	Replacement of existing equipment
FCA canoe launch - day use		50,000	175,000	(125,000)	AODA accessible launch/access/dock/ramp
FCA building - Lakeview Pavilion			50,000	(50,000)	Exterior renovations and access improvements (AODA)
FCA building - campground			200,000	(200,000)	Exterior renovations and access improvements, parking upgrades (AODA)
FCA building - Watson Porter		200,000	350,000	(150,000)	Interior/exterior renovations (kitchen, washroom, heating, doors/windows) (AODA)
FCA waste management moloks			42,000	(42,000)	3 in day-use and 3 along main road area
PCA 3rd washroom renovations			200,000	(200,000)	Interior/exterior building renovation (AODA)
PCA linear road infrastructure			125,000	(125,000)	Entrance bridge compliance repairs (shared cost with City of Woostock)
PCA washroom repairs			75,000	(75,000)	Interior/exterior renovations (AODA)
PCA moloks			20,000	(20,000)	4 recycle moloks to replace individual cans
WCA playground equipment			130,000	(130,000)	Replacement of existing equipment
	-	250,000	2,278,937	(2,028,937)	Negative net cost will deplete campground reserves over time
Total Other Capital Projects	350,000	375,000	3,033,937	(2,308,937)	
Total Capital Projects for 2024	1,388,059	1,592,750	5,462,894	(2,482,085)	

Acronyms:

AODA = Accessibility for Ontarians with Disabilities Act
 CSV = Children's Safety Village

FCA = Fanshawe Conservation Area
 PCA = Pittock Conservation Area

WCA = Wildwood Conservation Area
 WCC = Watershed Conservation Centre

Draft Municipal Levies

Municipality	General Distribution Rates - Operating and Capital (See Municipal Levies Detail: General Distribution Rates on page 11)					
	Clean Water Act	Clean Water Act	Conservation Authorities Act	Conservation Authorities Act	Total Category 1 Levy - General Distribution	
	2023 MCVA %	2024 MCVA %	2024	2024 MCVA %	2024	2024
Oxford County	16.9093	16.9295		16.981	\$1,083,785	\$1,083,785
London	64.0751	63.8936		64.088	4,090,313	4,090,313
Lucan Biddulph	0.3517	0.3497		0.3507	22,383	22,383
Thames Centre	3.1897	3.1877		3.1974	204,069	204,069
Strathroy-Caradoc*	0.000	0.3034		0.000	-	-
Middlesex Centre	2.4127	2.4364		2.4438	155,972	155,972
Stratford	7.2647	7.1849		7.2068	459,962	459,962
Perth East	1.4275	1.4139		1.4182	90,514	90,514
West Perth	1.4827	1.4853		1.4899	95,090	95,090
St Marys	1.4644	1.4560		1.4604	93,208	93,208
Perth South	1.2215	1.1594		1.1629	74,220	74,220
South Huron	0.2006	0.2003		0.2009	12,822	12,822
Zorra Township						
South-West Oxford						
Total	100.00	100.00	-	100.00	\$6,382,339	\$6,382,339

* Strathroy-Caradoc is currently excluded from the UTRCA's jurisdiction by Order-in-Council.

Special Benefitting Rates** - Operating and Capital (See Municipal Levies Detail: Special Benefitting Rates on page 12)							
Structure (Single Benefitting Municipality)	2024	Wildwood Dam (London 80%, St Marys 14%, all municipalities 6% MCVA)		Pittock Dam (Oxford County 61.1%, London 32.9%, all municipalities 6% MCVA)		Total Category 1 Levy - Special Benefitting	Total Category 1 Mandatory Program Levy
		%	2024	%	2024		
Ingersoll Channel	\$27,000	1.0189	\$5,322	62.1189	\$228,233	\$260,556	\$1,344,341
Fanshawe Dam	855,500	83.8453	437,975	36.7453	135,007	1,712,282	5,802,596
London Dykes	277,500						
Springbank Dam	6,300						
		0.0210	110	0.0210	77	187	22,570
Dorchester CA Dam	500	0.1918	1,002	0.1918	705	5,707	209,776
Dorchester Mill Pond Dam	3,500						
		-	-	-	-	-	-
		0.1466	766	0.1466	539	1,305	157,276
Stratford Channel	11,000	0.4324	2,259	0.4324	1,589	92,489	552,452
RT Orr Dam	77,642						
Shakespeare Dam	1,000	0.0851	444	0.0851	313	1,757	94,271
Mitchell Dam	116,142	0.0894	467	0.0894	328	130,937	226,028
Fullarton Dam	14,000						
St Marys Floodwall	61,000	14.0876	73,588	0.0876	322	134,910	228,118
		0.0698	364	0.0698	256	621	74,841
		0.0121	63	0.0121	44	107	12,929
Harrington Dam	14,500	-		-		52,500	52,500
Embro Dam	38,000						
Centreville Dam	4,000	-		-		4,000	4,000
	\$1,507,584	100.00	\$522,361	100.00	\$367,414	\$2,397,359	\$8,779,698

**The UTRCA uses a benefit-based method to apportion the operating expenses and capital costs for the water control structures it operates and maintains. The local share of the costs (after reduction by available funding from senior government or other sources) is apportioned based on the benefit to the municipalities. For Fanshawe, Wildwood, and Pittock Dams, the shared benefit was determined when the funding for construction of the structures was discussed. For all other structures, the municipality where each structure is located is the sole beneficiary and, therefore, covers all the local share of operating and maintenance costs.

This approach is consistent with how these costs have been apportioned in the past and is described in the Conservation Authorities Act Regulations (OReg 402/22 Section 7(6)).

Municipal Levies Detail: General Distribution Rates - Operating and Capital

Category 1 Mandatory Programs	Program Cost	Municipal Support
Environmental Planning and Regulations		
- Regulations under S28.1 Natural Hazards	\$1,310,045	\$571,232
- Planning Activities	1,342,003	597,493
Water Management		
- Flood Forecasting and Warning	703,836	503,482
- Infrastructure Operations and Maintenance (see pg 12 Municipal Levies Detail: Special Benefitting Rates)	1,601,711	16,000
- Mapping, Studies, and Information Management	1,393,389	1,227,000
- Climate Change Risk and Mitigation	200,431	190,500
- Low Water Response	12,786	9,300
- Natural Hazards Outreach Programs	450,245	311,050
Land Management		
- Lands Management, Risk, Enforcement	1,029,292	679,850
- Lands Strategies	273,380	152,000
- Public Access for Passive Recreation (see pg 12 Municipal Levies Detail: Special Benefitting Rates)	1,239,199	806,200
- Natural Heritage Conservation on UTRCA Lands	526,218	77,232
Provincial Water Monitoring	169,981	165,000
Drinking Water Source Protection	585,068	-
Core Watershed-based Resource Management Strategy	282,097	38,000
Essential Corporate Costs	1,335,119	688,000
Total Operating Levy	12,454,800	6,032,339
Capital Maintenance Levies	735,000	350,000
Total Costs to Levy (general distribution except where noted as special benefitting rates)	\$13,189,800	\$6,382,339



Municipal Levies Detail: Special Benefitting Rates - Operating and Capital

Structure	Passive Recreation	Infrastructure Operation and Maintenance		Special Benefitting Total for Structures
	Dam Operation and Maintenance	Operation, Routine and Preventative Maintenance - Flood Control Structures	Capital Repairs and Environmental Assessments	
Ingersoll Channel		\$22,000	\$5,000	\$27,000
Fanshawe Dam		483,000	372,500	855,500
London Dykes		60,000	217,500	227,500
Springbank Dam	\$6,300			6,300
Dorchester CA Dam	500			500
Dorchester Mill Pond Dam	3,500			3,500
Stratford Channel		11,000		11,000
RT Orr Dam	60,000		17,642	77,642
Shakespeare Dam	1,000			1,000
Mitchell Dam	81,000		35,142	116,142
Fullarton Dam	7,000		7,000	14,000
St Marys Flood Wall		56,000	5,000	61,000
Harrington Dam	2,000		12,500	14,500
Embros Dam	13,000		25,000	38,000
Centreville Dam	4,000			4,000
Wildwood Dam		327,000	195,361	522,361
Pittock Dam		222,000	145,414	367,414
Total Levies for Structures under Special Benefitting	\$178,300	\$1,181,000	\$1,038,059	\$2,397,359



Year over Year Comparison of Total Municipal Contributions

Municipality	2023				2024						Year over Year \$	Notes
	MCVA 2023	Blended MCVA and Special Benefitting Rates		Total	MCVA 2024	General MCVA Distribution (Operating and Capital)	Special Benefitting Rates (Operating and Capital)	Total Levy	General MCVA Distribution Category 3 Apportionment	Total Support		
		Operating Costs	Capital Costs									
Oxford County	16.9093	\$1,076,291	30,000	\$1,106,291	16.9810	\$1,083,785	\$260,556	\$1,344,341	\$103,236	\$1,447,577	\$341,286	
London	64.0751	4,237,123	54,600	4,291,723	64.0880	4,090,313	1,712,282	5,802,595	389,623	6,192,218	1,900,496	West London Dyke
Lucan Biddulph	0.3517	19,400		19,400	0.3507	22,383	187	22,570	2,132	24,702	5,302	
Thames Centre	3.1897	181,255		181,255	3.1974	204,069	5,707	209,776	19,439	229,215	47,960	
Strathroy Caradoc	0			-	-			-		-	-	
Middlesex Centre	2.4127	133,093		133,093	2.4438	155,972	1,305	157,277	14,857	172,134	39,040	
Stratford	7.2647	441,747		441,747	7.2068	459,962	92,489	552,451	43,814	596,265	154,519	
Perth East	1.4275	81,346		81,346	1.4182	90,514	1,757	92,271	8,622	100,893	19,547	
West Perth	1.4827	124,509	68,000	192,509	1.4899	95,090	130,937	226,027	9,058	235,085	42,577	Mitchell Dam
St Marys	1.4644	104,511	45,000	149,511	1.4604	93,208	134,910	228,118	8,879	236,997	87,485	Floodwall, Wildwood Dam
Perth South	1.2215	67,383		67,383	1.1629	74,220	621	74,841	7,070	81,911	14,528	
South Huron	0.2006	11,066		11,066	0.2009	12,822	107	12,929	1,221	14,150	3,084	
Zorra		8,500	6,500	15,000	-		52,500	52,500		52,500	37,500	
South-West Oxford		5,610		5,610	-		4,000	4,000		4,000	(1,610)	
Total	100	\$6,491,835	\$204,100	\$6,695,935	100	\$6,382,339	\$2,397,358	\$8,779,697	\$607,951	\$9,387,648	\$2,691,713	

Note:

- 2023 - All programs are combined.
- 2024 - Category 1 and Category 3 programs are shown separately.

Reserve Status Forecast

	Category 1 General Reserves	Category 1 Water and Erosion Control Structure Reserves	Category 2 Reserves	Category 3 Reserves	Other Category 3 (Campground) Reserves	Total
Opening 2023 (Restructured Balances)	\$1,484,135	\$3,192,019	\$0	\$359,473	\$2,460,651	\$7,496,278
2023 Year Results (Unaudited)	434,801	(39,982)	0	(294,137)	621,531	722,213
Forecast Reserves Year End 2023	1,918,936	3,152,036	0	65,336	3,082,183	8,218,491
Budgeted for 2024 Operating	(1,208,209)		3,793	(406,494)	681,085	(929,825)
Budgeted for 2024 Capital	(260,000)	(173,148)	0	0	(2,048,937)	(2,482,085)
Draft Budget Balance Estimate Year End 2024	\$450,727	\$2,978,888	\$3,793	(\$341,158)	\$1,714,331	\$4,806,581

UTRCA reserves have traditionally been highly segregated but the new Conservation Authorities Act regulations will necessitate restructuring the reserves along the lines of the three program areas.

The first line in the table above identifies the values of the reserves at the start of 2023 as if they had been restructured. Against those reserves, operating activities during 2023 are expected to result in a net addition to reserves of approximately \$722,000, which is a surplus (the 2023 Approved Budget suggested a deficit result for 2023). The 2023 results are not yet audited so they may change.

The results derived from the draft 2024 operating and capital budgets are then listed, by category. An operating deficit of \$929,825 is the proposed result shown in the budget package along with capital spending, net of revenues, of \$2,482,085 deficit across various categories. The capital projects are summarized on pages 6-9.

This table suggests that the significant investment in campground facilities planned for 2024 would cause the campground reserve to fall by the end of 2024, which is not entirely true. It is important to note that budgeted capital deficits only impact reserves once

the expenditures have been made. The impact to reserves occurs over many future years by way of amortization expense for earlier spending.

In the case of Category 1 water and erosion control structure reserves, the UTRCA attempts to ensure that full funding is available in the year the project occurs. The funding is deferred and matched to the future cost over the life of the capital improvement. This then creates zero net impact in future years, helping to ensure that future capital spending on critical infrastructure is not burdened by the continuing amortization expense from spending in earlier years. As often happens, capital projects take time to complete and sometimes there are unexpected costs. For this reason, 2024 identifies both surpluses in some projects for levy required to complete 2023 projects and shortfalls in other projects that will need to be levied in 2025.

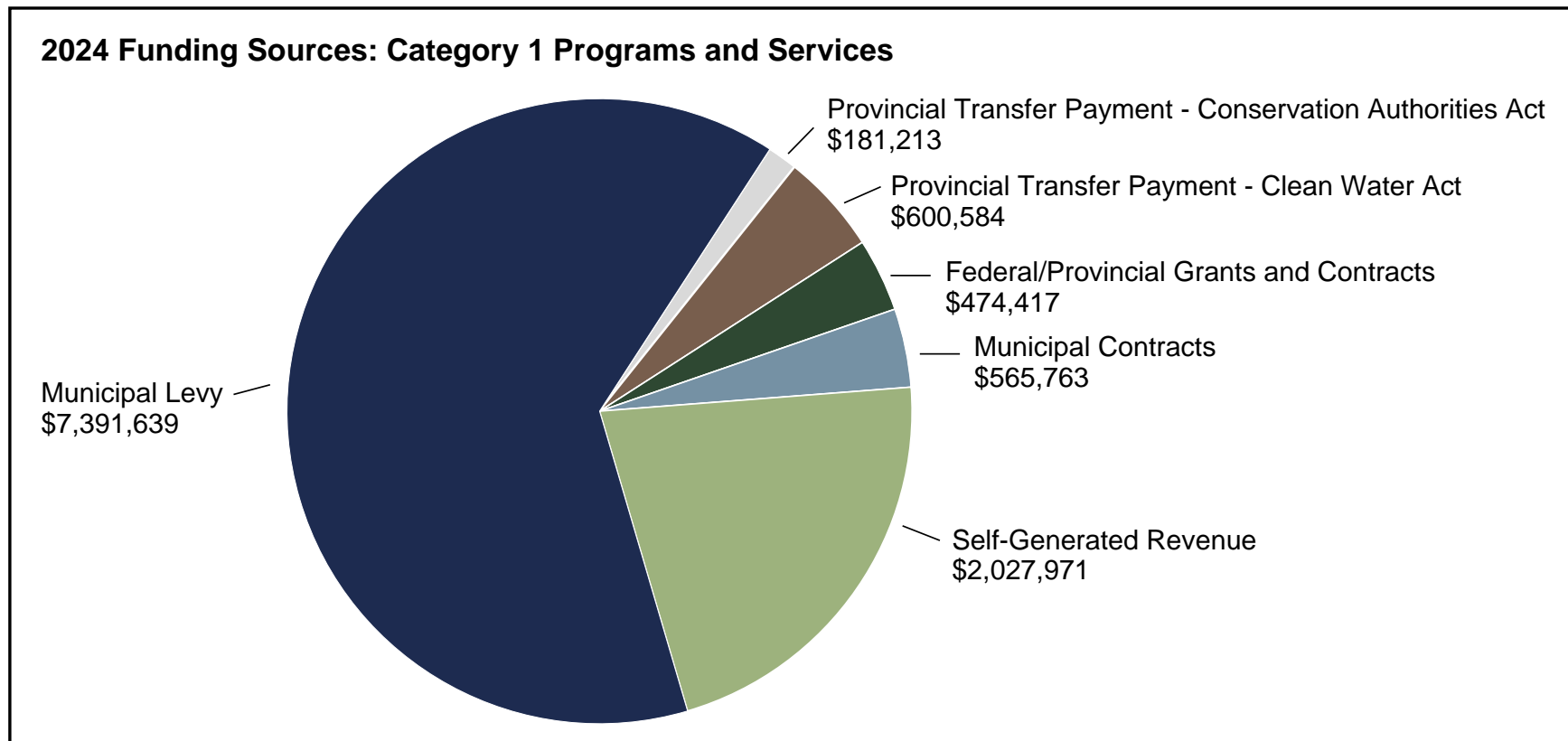
The general depletion of reserves seems to be unavoidable in the short term but must be considered with respect to the organization's future funding requirements. It should be noted that the Board of Directors has approved the development of a reserve/budgetary policy in 2024 as the Authority also works to develop comprehensive asset management plans. Both efforts will assist in guiding decisions that impact reserves.

Category 1 Programs and Services: Budget

Category 1 includes the programs and services that the Province of Ontario has deemed mandatory for a Conservation Authority to deliver.

Funding

- The CA is permitted to levy their member municipalities for the full cost of delivering these mandated programs and services. The UTRCA plans to use revenues from agricultural leases, interest earned on investments, and internal program chargeback recoveries by allocating costs, to reduce the levy impact on member municipalities.
- All corporate costs may be included as Category 1 (i.e., eligible for full levy funding) but UTRCA is allocating program-specific costs to programs and services in all three categories. Essential corporate costs that are not program-specific are included as a grouping within Category 1 below (see page 22 for detail).
- Category 1 operating costs include \$1.5M for new mandatory deliverables and service delivery standards required by the end of 2024.



Category 1 Draft Operating Budget

Expenses by Type	Environmental Planning and Regulations	Water Management	Land Management	Provincial Water Monitoring	Drinking Water Source Protection	Watershed Management Strategy	Essential Corporate Costs	Total
Wages and Benefits	\$933,973	\$2,701,336	\$2,643,247	\$102,806	\$295,867	\$245,396	\$2,963,786	\$9,886,410
Depreciation Expenses	-	639,246	71,700	-	-	-	547,483	1,258,429
Property Related Expenses	500	147,515	274,037	-	-	-	323,150	745,202
Technical and Consulting Services	15,500	95,140	125,095	-	160,808	-	162,600	559,143
Computers and Communications	16,000	78,600	31,931	5,000	42,069	-	325,276	498,876
Insurance and Risk Management	-	51,101	17,376	-	-	-	271,977	340,454
Materials and Supplies	-	48,220	42,750	2,000	1,751	-	177,100	271,821
Fleet Related Expenses	-	-	2,000	-	-	-	148,700	150,700
Staff Travel, PD, PPE, Uniforms	9,200	14,013	40,625	-	3,878	-	77,700	145,416
Board per Diems	-	-	-	-	17,304	-	16,000	33,304
Signage and Promotion	-	2,010	14,550	-	4,120	-	12,700	33,380
Banking and Other	-	100	-	-	-	-	20,000	20,100
Corporate Allocations	240,373	812,675	695,440	60,175	59,271	36,701	(3,393,074)	(1,488,439)
Total	\$1,215,545	\$4,589,956	\$3,958,752	\$169,981	\$585,068	\$282,097	\$1,653,398	\$12,454,797

Category 1 Programs and Services: Overview

Environmental Planning and Regulations

The UTRCA provides planning and regulations services to protect people and property from natural hazards (e.g., flood and erosion hazards, wetlands, and the area of interference surrounding wetlands) and support safe development.

Natural hazard planning activities include:

- Planning Act delegated responsibility for natural hazards to be consistent with Provincial Policies,
- Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances) with respect to natural hazards.
- Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of MNRF (delegated to CAs in 1983).

Regulations activities under Section 28 of the Conservation Authorities Act include:

- Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. Property inquiries and compliance/enforcement activities.
- Input to the review and approval processes under the Planning Act and other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Section 28 permit requirements.



Legislation	Legislative Changes	Budget Impact
Bill 23 (More Homes Built Faster Act) and Bill 109 (More Homes for Everyone Act)	<ul style="list-style-type: none"> • Implement service delivery standards for the administration of planning and development reviews and permitting to expedite the approvals process, 	\$240,000
S28 Conservation Authorities Act	<ul style="list-style-type: none"> • Consultation on and updating of hazard maps to inform planning and development applications. 	\$517,000

Water Management

The UTRCA's water management program protects people and property and supports safe development by reducing risk due to flooding. Key components include:

- Providing flood forecasting and warning services for municipalities,
- Continually monitoring stream flow, reservoirs, and watershed conditions to assess flood, low flow, and climate change impacts and mitigation,
- Operating and maintaining water control structures (3 large dams, 3 flood control channels, 8 dykes/floodwalls), constructed in partnership with municipalities, to control flood flows and augment stream flow during dry periods.
- Mapping and modelling flood plains and other natural hazards,
- Developing, maintaining, and implementing Flood Contingency Plan for municipal and First Nation flood coordinators and other partners,
- Providing outreach and education programs and information on natural hazards,
- Operating and maintaining 12 erosion control structures,
- Operating and maintaining recreational water control structures for passive recreation, on behalf of municipalities.



Legislation	New Mandatory Deliverables	Budget Impact
Ontario Regulation 686/21	<ul style="list-style-type: none"> • Operational and asset management plans for water and erosion control infrastructure • Ice management plan to reduce the risks associated with natural hazards 	\$195,000



Land Management

The UTRCA provides public access for passive recreation on 3200 hectares of conservation lands at Fanshawe, Wildwood, and Pittock Conservation Areas, and at 11 day-use conservation areas/tracts and an arboretum (managed in partnership with local service clubs or municipalities). Management activities include risk management, encroachment monitoring, and enforcement.

More than 2000 ha of rural properties, including 1500 ha of wetland, provide long-term protection of natural heritage. Activities include forest management, signage, gates, stewardship, restoration, and ecological monitoring.

Legislation	New Mandatory Deliverables	Budget Impact
Ontario Regulation 686/21	<ul style="list-style-type: none"> • Strategy to guide the management and use of CA owned/controlled properties, developed with public consultation and including periodic review and update • Land inventory containing information for every parcel of land owned or controlled by the CA • Land acquisition and disposition strategy 	\$274,000

Provincial Water Monitoring

The UTRCA monitors surface water at 24 Provincial Water Quality Monitoring Network (PWQMN) sites on a monthly basis (April to November). Water quality has been monitored in the Upper Thames watershed since the 1960s under the PWQMN, which is a cooperative program of the Ministry of the Environment, Conservation and Parks (MECP) and CAs. The UTRCA uses the data in the watershed report cards and to prioritize stewardship projects.

The UTRCA monitors groundwater quantity and quality in 28 wells at 22 Provincial Groundwater Monitor Network sites in cooperation with MECP. There are 23 wells sampled for water quality annually, and five wells that have been changed to biennial sampling beginning in 2023 at the discretion of MECP. Water quantity is monitored year-round at all wells.

No provincial funding is received for either of these water monitoring programs.



Drinking Water Source Protection

The UTRCA protects municipal drinking water sources through Source Protection Plans, as part of the Thames-Sydenham Source Protection Region (Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities). The UTRCA is the lead Authority for the Region, providing technical and Source Protection Committee support, organizing Source Protection Authority reports and meetings, and carrying out other activities required by the Clean Water Act and regulations.

The UTRCA assists in coordinating and implementing the Source Protection Plans (SPP). Where advisable, the UTRCA reviews and comments on any proposal made under another Act that is circulated to it, to determine whether the proposal relates to a significant drinking water threat that is governed by the SPP or the proposal's potential impact on any drinking water sources protected by the SPP.

This program is currently completely funded by the province.

Watershed Management Strategy

Legislation	New Mandatory Deliverable	Budget Impact
Ontario Regulation 686/21	Develop (with consultation), implement, and report on a Watershed-based Resource Management Strategy to inform the design and delivery of programs and services that the CA is required to provide, as well as a process for periodic review including procedures to engage with interest groups and the public. The strategy development includes compiling existing resource management plans, watershed plans, strategic plans, studies, and data.	\$276,800



Essential Corporate Costs

Corporate costs support all UTRCA program areas, the Board of Directors, member municipalities, and the public, to enable the UTRCA to operate in an accountable, efficient, and effective manner.

Under the new legislation, all corporate costs are a mandatory (Category 1) service and, therefore, eligible for full levy funding.

Rather than keeping all corporate costs in Category 1, the UTRCA is allocating program-specific corporate costs to programs and services in all three Categories. These allocated costs include property insurance, IT services, costs to operate the Watershed Conservation Centre (administration building), finance and human resources unit costs, some common communications and marketing unit costs, and shared fleet and equipment costs.

The new budget format illustrates that \$1,498,088 in corporate costs is allocated to the following programs, which are not funded by municipal levy:

- \$260,380 to Category 2 programs,
- \$758,955 to Category 3 programs, and
- \$478,753 to the campground operations (other Category 3).

Essential corporate costs that are not program-specific are grouped as a Category 1 (mandatory) cost. They include board governance, administration, health and safety programs, asset management planning, shared fleet management, shared equipment, and directors and officers insurance and liability.

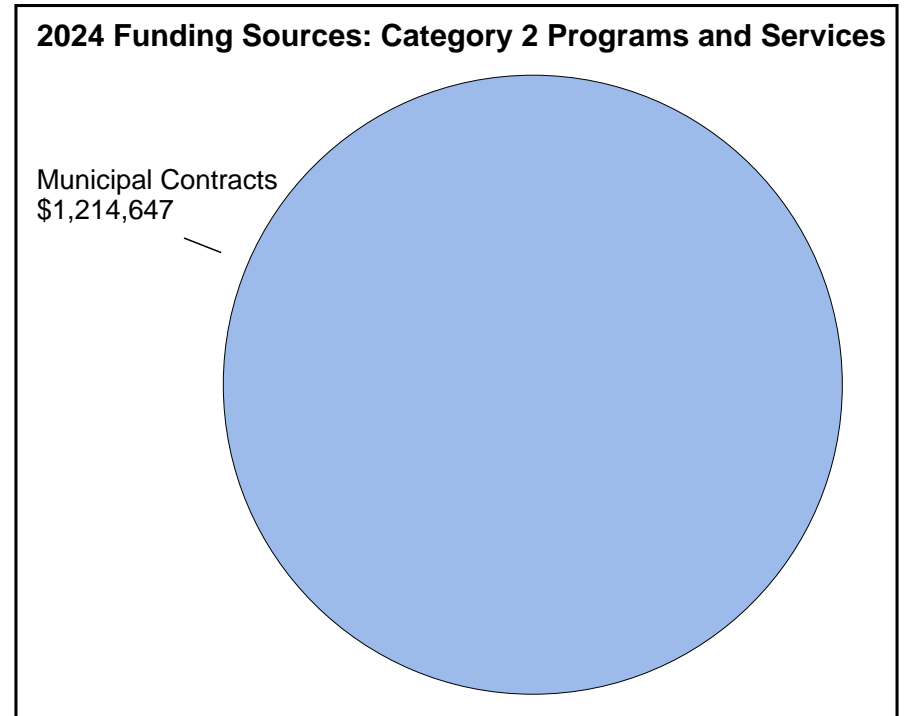


Category 2 Programs and Services: Budget

Category 2 programs and services are delivered at cost to specific municipalities under contract.

Funding

- Delivered at cost to specific municipalities under contract (cannot be funded through levy).



Category 2 Draft Operating Budget

Expenses by Type	City of London ESA/ Lands Management	City of London Water Quality Monitoring	Drinking Water Source Protection Risk Management	Total
Wages and Benefits	\$547,619	\$61,553	\$114,917	\$724,089
Property Related Expenses	31,700	-	800	32,500
Technical and Consulting Services	1,500	-	28,920	30,420
Computers and Communications	2,800	30,000	12,800	45,600
Insurance and Risk Management	-	-	2,316	2,316
Materials and Supplies	78,500	-	14,000	92,500
Staff Travel, PD, PPE, Uniforms	14,750	-	6,800	21,550
Signage and Promotion	1,500	-	-	1,500
Corporate Allocations	200,244	23,412	36,724	260,380
Total	\$878,613	\$114,965	\$217,276	\$1,210,854

Category 2 Programs and Services: Overview

City of London Contract Work

The UTRCA is contracted by the City of London to manage 12 Environmentally Significant Areas, manage beavers (in accordance with the City's beaver protocol), and monitor water quality and benthic invertebrates for environmental compliance.



Drinking Water Source Protection Risk Management Services

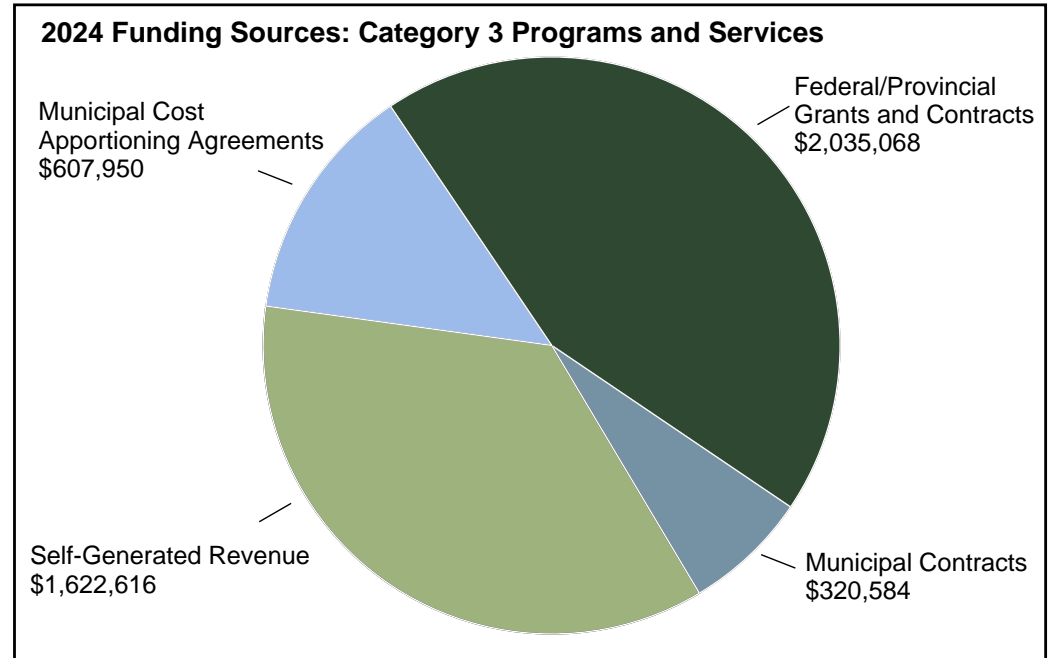
The UTRCA provides Drinking Water Source Protection Risk Management Inspector/ Official services for partner municipalities.

Category 3 Programs and Services: Budget

Category 3 programs and services are those that a Conservation Authority determines are advisable to provide to further the purpose of the Conservation Authorities Act.

Funding

- Multiple funding sources including municipal support through cost apportioning agreements (cannot be funded through levy).
- Category 3 programs and services will be funded largely through contracts and grants, most of which require some financial support from municipalities. Municipalities have been approached to agree to funding a proportion of these costs (MCVA) through agreement.
- The draft budget reflects anticipated funding from Environment and Climate Change Canada for phosphorus reduction programs.



Category 3 Draft Operating Budget

Expenses by Type	Community Partnerships and Education	Water Quality Database Management	Ecological Monitoring	Landowner Stewardship Programs	Land Lease Management	Total
Wages and Benefits	\$658,567	\$33,609	\$353,016	\$910,678	\$225,601	\$2,181,471
Depreciation Expenses	-	4,914	1,584	-	14,528	21,026
Property Related Expenses	10,940	-	-	113,200	284,105	408,245
Technical and Consulting Services	460	60,000	244	119,500	66,500	246,704
Computers and Communications	4,350	3,525	394	3,750	825	12,844
Insurance and Risk Management	-	-	78	639	11,121	11,838
Materials and Supplies	57,080	-	-	291,700	68,750	417,530
Fleet Related Expenses						-
Staff Travel, PD, PPE, Uniforms	4,735	800	1,125	2,550	2,200	11,410
Signage and Promotion	4,090	-	-	-	1,000	5,090
Grants Issued	4,600	-	-	905,000	8,000	917,600
Corporate Allocations	196,684	19,449	118,681	396,766	27,375	758,955
Total	\$941,506	\$122,297	\$475,122	\$2,743,782	\$710,005	\$4,992,712



Category 3 Program Cost and Municipal Support

Program	Cost	Municipal Support
Community Partnerships and Education	\$941,506	\$414,950
- Community Involvement and Events		
- Environmental Education		
Subwatershed Planning and Monitoring	597,419	193,000
- Water Quality Database Management		
- Natural Heritage Subwatershed Planning		
- Species at Risk		
- First Nations Engagement Programs		
- Ecological Monitoring and Reporting		
Stewardship and Restoration	2,743,782	-
- Land Stewardship and Restoration		
- Clean Water Program		
- Great Lakes Connections/Phosphorus Reduction		
Land Lease Management	710,005	-
Total	\$4,992,712	\$607,950

Category 3 Municipal Cost Apportioning Agreements

Municipality	2023 MCVA %	2024 MCVA %	Category 3 Cost Apportionment
County of Oxford	16.9093	16.981	\$103,236
London	64.0751	64.088	389,623
Lucan Biddulph	0.3517	0.351	2,132
Thames Centre	3.1897	3.197	19,439
Strathroy Caradoc	0.0000	0.000	-
Middlesex Centre	2.4127	2.444	14,857
Stratford	7.2647	7.207	43,814
Perth East	1.4275	1.418	8,622
West Perth	1.4827	1.490	9,058
St Marys	1.4644	1.460	8,879
Perth South	1.2215	1.163	7,070
South Huron	0.2006	0.201	1,221
Total	100	100	\$607,950

Category 3 Programs and Services: Overview

Community Partnerships and Education

Community partnerships programs are designed to increase awareness of, support for, and involvement in projects that restore and enhance watershed health and resiliency to climate change.

The programs empower communities and youth, creating value for a healthy environment through opportunities to experience and learn about conservation, and build capacity in local communities by providing hands-on learning opportunities to address local environmental concerns.

The community partnerships program facilitates relationships among watershed residents, Authority staff, and member municipalities to enable the sharing of expertise and resources. The UTRCA assists community members and “friends of groups” to identify local environmental needs, access funding, and implement on-the-ground projects within their local communities.

Curriculum-based environmental education programs work closely with watershed Boards of Education to reach over 20,000 students per year with place-based information and to support the community partnerships program. The education programs help communities and youth understand how to protect their watershed resources and avoid risks from flooding and related hazards. Education programs are hosted at Fanshawe and Wildwood Conservation Areas, local natural areas, school yards/in class, and virtually.





Ecological Monitoring

The UTRCA supports science-based decisions through environmental monitoring programs that includes collecting, analyzing, and reporting on fishes, reptiles, benthic macro-invertebrates, Species at Risk, and air photos. The information collected gives an indication of stream health, water quality, habitat change, and impacts of stressors.

Environmental information is compiled and maintained in a comprehensive monitoring database that is integrated, available to watershed partners, and commonly accessed by development proponents in watershed municipalities when undertaking technical studies or assessments associated with land development activities.

The UTRCA reports on local watershed conditions every five years, in partnership with Conservation Ontario. The Upper Thames River Watershed Report Cards provide information on surface water, groundwater, forest, and wetland conditions within 28 subwatersheds to promote an understanding of local (subwatershed) health and emerging

trends as a basis for setting environmental management priorities and inspiring local environmental action.

The UTRCA is also engaging with local First Nations communities and individuals, to support the development of a more holistic approach in watershed planning that incorporates aspects of Indigenous Traditional Knowledge and an awareness of the river's spirit, in addition to western science and management objectives.

Stewardship and Restoration

The UTRCA delivers a wide range of landowner stewardship and restoration services that improve soil health, water quality and quantity, biodiversity, and climate resiliency. A healthy Thames River will also benefit Lake St Clair and Lake Erie.

Staff provide comprehensive conservation planning, technical services, and engineering planning and design for a variety of stewardship practices. Technical plans are tailored to individual farm projects, recognizing the diverse agricultural landscape across the watershed.

Staff advise on in-stream and riparian restoration as well as wetland enhancement projects that provide flood retention, reduce peak flows, mitigate erosion hazards, and improve flow regimes. Restoration programs also include invasive species identification and control, pollinator habitat creation, and prairie seeding. The forestry program, which is one of the UTRCA's longest running programs, offers the sale of native trees and shrubs, tree planting, and woodlot management services to landowners. Windbreaks and land retirement plantings reduce erosion, increase natural cover and habitat, and build climate change resilience across the watershed. Additional, in-field technical advice and planning centred around erosion control includes land management changes or structural options.

The Clean Water Program (CWP) provides a one-window service for rural landowners to access technical assistance and financial incentives to support on the ground implementation of best management practices (BMPs) that improve and protect water quality on farmland. The CWP is funded by participating municipalities, with additional funding leveraged from government, foundations, and donations.

Demonstration sites are used to test the practicality and effectiveness of BMPs to provide environmental co-benefits without sacrificing farm productivity. The UTRCA's Thorndale Demonstration Farm is an example of efforts to share information and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and the agriculture industry.



Property Lease Management

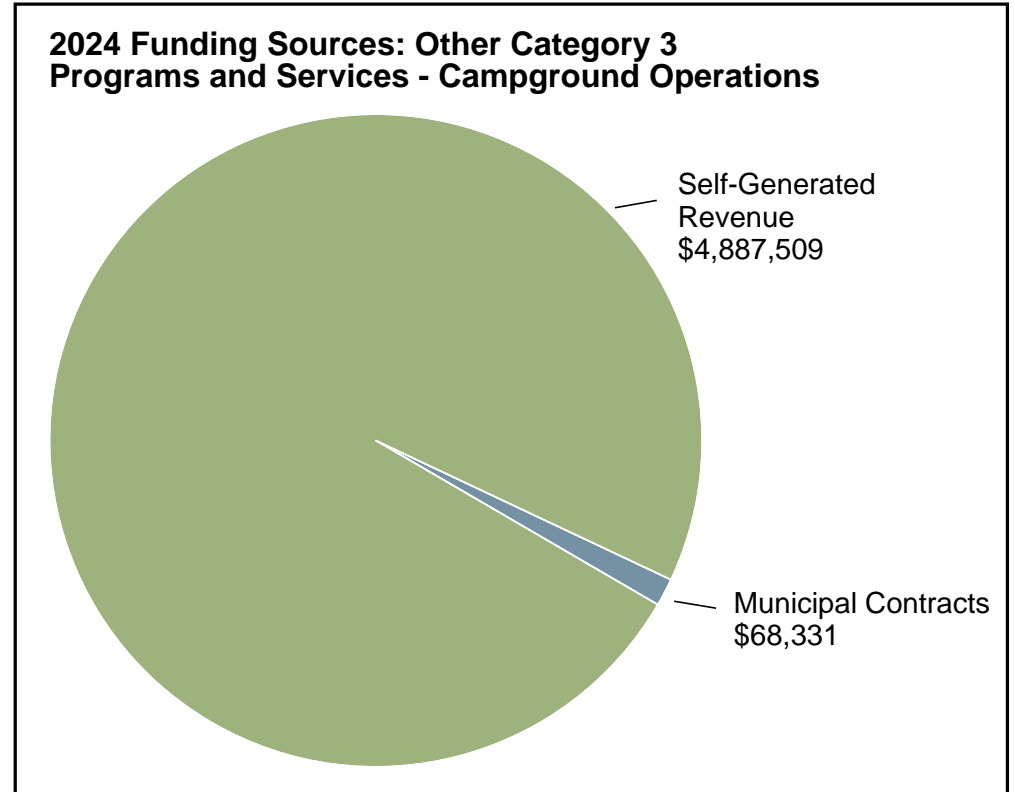
Management of the UTRCA cottage program, rental properties, and three golf course leases are additional Category 3 activities. The revenue from these programs has often been a means to support Category 3 programs and supplement general land management needs, as well as to provide some capital funding for facility repairs.

Other Category 3 - Campground Operations: Budget

Campground operations are also Category 3 programs and services but are not included in municipal cost apportioning agreements as their funding is self-generated.

Other Category 3 (Campground Operations) Draft Operating Budget

Expenses by Type	Cost
Wages and Benefits	\$2,130,331
Depreciation Expenses	139,715
Property Related Expenses	851,685
Technical and Consulting Services	195,100
Computers and Communications	14,470
Insurance and Risk Management	116,900
Materials and Supplies	273,065
Fleet Related Expenses	4,500
Staff Travel, PD, PPE, Uniforms	38,475
Signage and Promotion	31,760
Corporate Allocations	478,753
Total Expenses	\$4,274,755



Other Category 3 Programs and Services - Campground Operations: Overview

The three large, multi-use Conservation Areas (Fanshawe, Pittock, and Wildwood) offer camping and a wide range of other day use facilities and activities. Outdoor recreation at the three active Conservation Areas offers opportunities to educate the public and promote conservation messaging about the watershed's natural environment.

UTRCA campground operations offer nearly 1000 seasonal and 500 overnight campsites, more than 55 km of managed trails, and three large day use areas that host many major community events.

Throughout the pandemic, increased operational and management pressures were realized due to the increase in use and visitation. The interest in the campground and day-use operations has since remained high.

The state of the CAs and the infrastructure within them has remain unchanged over the past 50 years. Many of the assets are beyond their life expectancy and it should be anticipated that significant capital improvements will need to be funded over the next while. Through internal and stakeholders consultations, CA business plans and asset management plans are underway.



To: UTRCA Board of Directors
From: Chris Tasker, Manager, Water and Information Management
Date: February 15, 2024
File Number: BoD-02-24-14
Agenda #: 6.4
Subject: Water and Erosion Control Infrastructure Projects Update

Recommendations

1. The UTRCA Board of Directors approves the amended 2023 WECI Project list including the new projects
2. The UTRCA Board of Directors approves the preliminary list of projects for submission to MNRF. It is recognized that there may need to be amendments to the list based on updated information and the request for proposals received from MNRF.

Background

The Water and Erosion Control Infrastructure (WECI) program provides \$5,000,000 of provincial funding for studies, safety and capital repair projects for Conservation Authority owned or managed infrastructure annually. Each year project submissions are made in February for review by the WECI committee made up of representatives from the MNRF, Conservation Ontario and various Conservation Authorities. Last year, there was a second submission in March to ensure all the provincial funding available can be used by the program. In February 2024 there was another call for expressions of interest to fully utilize unspent amounts from approved projects.

Submitted projects are reviewed by the WECI Committee to confirm eligibility and rank the projects based on factors related to the structures and projects. The funding received for each project must be matched with 50% local funding which is generally drawn from the benefitting municipality flood control levy and structure reserves if necessary.

Discussion

In response to a call for expressions of interest on February 5th, 2024, staff submitted additional projects. These projects were projects which would benefit from available funding early in the year, were identified in 2024 budget, or could be completed relying on available structure reserves and could be completed before the end of the 2023/24 WECI year March 31, 2024.

Also, staff secured additional WECI funding for previously approved projects by requesting funding from other approved projects to be transferred to projects with additional budget pressures.

Table 1 presents the revised Transfer Agreement totals for the previously approved and new projects. The Total Estimated Project Cost applied for at the beginning of this WECl year was \$636,903. Based on the recent changes, as described in the sections above and shown in Table 1, the current Total Project Cost is \$769,403.

Table 2 identifies the proposed projects for the 2024 WECl fiscal year ending March 31, 2025. The list of projects was developed from the proposed 2024 budget. As we are still awaiting submission of ongoing 2023/24 work it may be necessary to update some of the projects based on more current information received before the submission deadline. These projects may also need to be adjusted based on the request for proposed projects which has yet to be received from MNRF.

The total estimated cost of the proposed 2024 WECl projects is \$2,085,000. UTRCA staff wages and burden are included in the individual project costs in accordance with the WECl Program Guidelines.

Recommended by:

Chris Tasker, Manager, Water and Information Management

Prepared by:

Jillian Smith, Water Control Structures Technologist
Sarbjit Singh, Water Control Structures Technologist
Dan Hyland, Supervisor, Water & Erosion Control Structures

Table 1**Studies, Safety Projects and Repair Projects**

Project ID	Project Name and Description	Total Project Cost	Local Share (50%)	Provincial Share (50%)
R.23.034	Wildwood Dam - Air Shaft Structural Grating Assembly and Hand Railing Replacement	\$20,050.00	\$10,025.00	\$10,025.00
R.23.035	Wildwood Dam - Drainage Gallery & Pressure Relief Well Repairs	\$38,000.00	\$19,000.00	\$19,000.00
R.23.036	Fanshawe Dam - Monitoring Upgrades	\$32,000.00	\$16,000.00	\$16,000.00
R.23.037	Pittock Dam - Monitoring Upgrades	\$31,000.00	\$15,500.00	\$15,500.00
R.23.038	Mitchell Dam - Gate Motor Enclosure Painting	\$20,740.00	\$10,370.00	\$10,370.00
R.23.039	Mitchell Channel - Gabion Basket Repairs	\$13,825.00	\$6,912.50	\$6,912.50
R.23.069	Fanshawe Dam - Drainage Gallery & Pressure Relief Well Repairs	\$62,288.00	\$31,144.00	\$31,144.00
R.23.075	West London Dyke - Supplementary Hand Railing Design and Installation	\$32,000.00	\$16,000.00	\$16,000.00
S.23.001	Fanshawe Dam - Safety Boom Design	\$80,000.00	\$40,000.00	\$40,000.00

S.23.014	Fanshawe Dam - Emergency Preparedness Plan and Operations, Maintenance & Surveillance Manual Updates	\$10,000.00	\$5,000.00	\$5,000.00
S.23.015	Wildwood Dam - Emergency Preparedness Plan and Operations, Maintenance & Surveillance Manual Updates	\$10,000.00	\$5,000.00	\$5,000.00
S.23.016	St. Marys Floodwall - Phase 4 Inspection & Repairs Design	\$22,000.00	\$11,000.00	\$11,000.00
S.23.017	R. Thomas Orr Dam - Dam Safety Review	\$81,000.00	\$40,500.00	\$40,500.00
S.23.018	Mitchell Dam - Dam Safety Review	\$84,000.00	\$42,000.00	\$42,000.00
S.23.019	Fullarton Conservation Area Dam - Rehabilitation EA - Phase 2	\$65,000.00	\$32,500.00	\$32,500.00
S.23.028	Pittock Dam - Emergency Preparedness Plan and Operations, Maintenance & Surveillance Manual Updates	\$10,000.00	\$5,000.00	\$5,000.00
S.23.050	Wildwood Dam - Condition Assessment of Existing Drainage Piping	\$25,000.00	\$12,500.00	\$12,500.00
NEW	John Street Weir – Stop Log Repair	\$30,000.00	\$15,000.00	\$15,000.00
NEW	R.Thomas Orr Monitoring Equipment Upgrade	\$7,500.00	\$3,750.00	\$3,750.00
NEW	Wildwood Dam Monitoring Equipment Upgrade	\$30,000.00	\$15,000.00	\$15,000.00
NEW	Dorchester Mill Pond and Centreville Dam railing improvements	\$8,000.00	\$4,000.00	\$4,000.00
NEW	Mitchell Dam building Asbestos Remediation	\$40,000.00	\$20,000.00	\$20,000.00
NEW	Mitchell Dam Monitoring Equipment Upgrade	\$15,000.00	\$7,500.00	\$7,500.00

NEW	West London Dyke - Supplementary Hand Railing Design and Installation - Enhancement to Project R.23.075	\$2,000.00	\$1,000.00	\$1,000.00
Totals		\$769,403.00	\$384,701.50	\$384,701.50

Table 2

Project Title and Structure Name	Estimate of Total Project Cost	Project Description
Fanshawe Dam - Access Elevator Assessment	\$50,000.00	SAFETY - The access elevator is currently locked out due to not being in compliance with TSSA standards. The elevator is important as it is the only means of transporting large equipment or materials to/from the lower levels of the dam, and would provide a secondary exit in an emergency situation (the primary exit being multiple levels of stairs). A contractor/consultant will be engaged to assess what work is required to bring the elevator into compliance with TSSA standards.
Fanshawe Dam - Safety Boom Installation	\$700,000.00	SAFETY - The DSR completed in 2022 by KGS Group recommended a safety boom be implemented in the reservoir on the upstream side of the dam as a high priority. The safety boom was designed in 2023/ 2024 by Geniglace. A contractor will be engaged to fabricate and install the safety boom. The estimated project cost has been updated since the proposed 2024 budget to reflect recent project costs estimated by the consultant.
Wildwood Dam - Drainage Gallery & Relief Well Detailed Design & Repair	\$80,000.00	REPAIR - The condition assessment of the pressure relief wells and collector pipe was undertaken in 2023-2024. The new phase of this project will include rehabilitation of the pressure relief wells and the drainage system. The scope will also include engineering design of the new gate valves and pressure gauges.
Wildwood Dam - Valve Repair	\$15,000.00	REPAIR - Work for this project includes repairs to the valve operators and other components at Wildwood Dam.
Wildwood Dam - Machine Guarding for Hoists	\$15,000.00	SAFETY - The DSR completed in 2023 by KGS Group recommended machine guarding for all the hoists as a safety concern to protect operators from moving mechanical parts. The consultant identified this as a high priority.
Wildwood Dam - Piezometer Installation and Stability Analysis	\$110,000.00	STUDY - The DSR completed in 2023 by KGS Group recommended installation of piezometers and completion of a stability analysis. A consultant will be engaged to complete this work.
Wildwood Dam - Safety Boom Design	\$80,000.00	STUDY - The DSR completed in 2023 by KGS Group recommended a safety boom be implemented in the reservoir on the upstream side of the dam as a high priority. A consultant will be engaged to perform design services.
Pittock Dam - Erosion Repairs	\$75,000.00	REPAIRS - The DSR completed in 2022 by KGS Group identified deficiencies with the rip rap erosion protection. A contractor will be engaged to complete the repairs.
Pittock Dam - Safety Boom Design	\$80,000.00	STUDY - The DSR completed in 2022 by KGS Group recommended a safety boom be implemented in the reservoir on the upstream side of the dam as a high priority. A consultant will be engaged to perform design services.
R Thomas Orr Dam - Safety Review Completion (DSR)	\$20,000.00	STUDY - The DSR was started in 2023, being completed by DM Wills. It is anticipated that additional work may be required in 2024 in order to complete it.
R Thomas Orr Dam - Safety Boom Design	\$75,000.00	STUDY - A DSR is currently being completed by DM Wills and it will be recommending a safety boom be implemented in the reservoir on the upstream side of the dam as a high priority. A consultant will be engaged to perform design services.
R Thomas Orr Dam - Wingwall Tiebacks	\$75,000.00	REPAIR - The installation of tie-back at the upstream and downstream wingwalls at the dam was identified as the most cost-effective and practical alternative for remediation of the tilting wingwalls at the dam, by AECOM (2018). The tie-backs will decrease the risks of sliding and overturning at the upstream side, as well as reduce the structural load at the downstream side.

R Thomas Orr Dam - Piezometer Installation/Upgrades	\$20,000.00	REPAIR - New vibrating wire piezometers and data logger will be installed. These can be installed within the existing standpipe piezometers if those are able to be located.
R Thomas Orr Dam - Gate Painting	\$100,000.00	REPAIR - The worst of the two gates will be repainted. The other gate will be repainted as part of a future project. Both gates are corroded and require re-painting. A contractor will be engaged to remove the gate, transport offsite for painting, and re-install.
Mitchell Dam - Safety Review Completion (DSR)	\$40,000.00	STUDY - The DSR was started in 2023, being completed by KGS Group. It is anticipated that additional work may be required in 2024 in order to complete it.
Fullarton Conservation Area Dam - Rehabilitation EA Completion	\$50,000.00	STUDY - The rehabilitation EA was started in 2022. The EA will be completed and studies recommended by the EA may be started, if appropriate.
Embro Conservation Area Dam - EA Recommended Studies & Work	\$50,000.00	STUDY - The EA identified the need for undertaking additional studies and work following completion of the EA and prior to implementing the preferred alternative (dam decommissioning). Additional work to be completed includes but may not be limited to: additional/ongoing communications with the public (incl. Community Liaison Committee, First Nations, etc), hydrogeology investigation, Archaeology Study Stage 2.
West London Dyke - Detailed Design Ph8-13	\$300,000.00	STUDY - The reconstruction of the West London Dyke was identified as part of the Master Repair Plan EA. The existing structure does not meet stability standards or height requirements to meet regulatory flood level plus freeboard. A consultant will be engaged to complete detailed design for the remaining phases (8 to 13) of the project. Estimate of Total Project Cost is \$500,000, however, 40% is covered by Infrastructure Canada through the Disaster Mitigation and Adaptation Fund (\$200,000). Remaining \$300,000 split between local funding and WECL.
London Dykes (various) - Vegetation Plans & Rehabilitation	\$25,000.00	STUDY - The vegetation management plan for London Dykes will be updated to assess vegetation that could be hazardous to the stability of the dykes. Removal of hazardous trees will be completed where feasible. Dykes to be included in the study may include: Ada-Jacqueline, Broughdale, Byron, Coves, Nelson/Clarence and Riverview/Evergreen.
London Dykes (various) - Geotechnical Review	\$30,000.00	STUDY - A consultant will be engaged to complete a geotechnical review of the stability of various dykes within the City of London. Dykes to be included in the study may include: Ada-Jacqueline, Broughdale, Byron, Coves, Nelson/Clarence and Riverview/Evergreen.
Harrington Dam - Safety Review (DSR)	\$25,000.00	STUDY – A Dam Safety Review is overdue as a result of the delays in completing the EA. The DSR will confirm the hazard classification, assess different components of the dam, make statement on the safety of the dam, identify deficiencies and update cost estimates.
Centreville Dam - Safety Review (DSR)	\$40,000.00	STUDY - A Dam Safety Review is necessary to confirm the hazard classification, assess different components of the dam, make statement on the safety of the dam, identify deficiencies and update cost estimates.
Centreville Dam - Gabion Baskets & Downstream Erosion Repairs	\$30,000.00	REPAIR - In a recent inspection of the dam scouring was noted along the downstream channel. Gabion baskets, or similar, will be placed to restore the area and reduce further erosion.
	\$2,085,000.00	

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: February 16, 2024
File Number: BoD-02-24-15
Agenda #: 6.5
Subject: Fee Freeze Advocacy

Recommendation

That the Board of Directors request staff to prepare and the Chair to send a letter to the mayors of all the watershed municipalities asking them to support the position that the provincial freeze on planning and development application fees needs to be lifted; AND that this be followed by a letter about the issue to Minister Smith, including the signatures of all the supporting mayors.

Background

On December 28, 2022, the Minister of Natural Resources and Forestry provided a direction to freeze fees for planning and development applications. The direction has been extended through 2024. At the same time, through Bill 23, the timelines to review and comment on development applications have been reduced. To meet service delivery timelines, the Upper Thames River Conservation Authority (UTRCA) has added, and continues to require, more staff positions in Planning, Regulations, and Engineering.

Freezing the development and application fees has a greater impact on conservation authorities located in high-growth areas of the province, including:

Southwest CAs	GTA CAs	Eastern CAs
Essex Region	Central Lake Ontario	North Bay-Mattawa
Grand River	Credit Valley	Nottawasaga Valley
Upper Thames River	Halton Region	Rideau Valley
	Hamilton Region	South Nation
	Lake Simcoe Region	
	Niagara Peninsula	
	Toronto and Region	

Additionally, since 2021 provincial population reports reflect that municipalities within the Upper Thames watershed are the fastest growing in Ontario. Reports include:

- [London Free Press - New forecast pegs Woodstock, London areas as SW Ontario's fastest-growing, July 2021](#)
- [London Free Press - Smaller communities help fuel London region's booming growth: Census, February 9, 2022 Jonathon Juha](#)
- [The Growth of London Outside London the Increasing Share of Housing Construction Occurring Outside of the City Limits, March 2022 by Smart Prosperity Institute](#)

Increases in development pressure to accommodate the population growth in the watershed, coupled with reduced timelines, have resulted in the UTRCA increasing staffing to meet service delivery timelines. Currently, conservation authority development fees are based on cost recovery. An ongoing freeze on fees will continue to create a deficit with the municipal levy as the only option to recover the costs.

Advocacy

During UTRCA budget presentations to municipal councils, several municipalities expressed concerns that freezing the fees has resulted in municipalities paying the costs for development. Discussion with the Mayor of London and UTRCA Chair Petrie indicated support for additional advocacy to the Minister of Natural Resources and Forestry to rescind the Minister's Direction on the Fee Freeze.

Summary

It is requested that the Board of Directors request staff to prepare and the Chair to send a letter to the mayors of all the municipalities in the watershed asking them to support the position that the freeze on fees needs to be lifted. This will be followed by a letter to Minister Smith about the issue, the signatures of the supporting mayors.

Recommended by:

Tracy Annett, General Manager, Secretary-Treasurer

To: UTRCA Board of Directors
From: Jenna Allain, Manager, Environmental Planning and Regulations
Date: February 9, 2024
File Number: BoD-02-24-16
Agenda #: 8.1
Subject: Annual Report of Administration and Enforcement – Section 28, Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (O.Reg. 157/06)

Recommendation

That the Board of Directors receives the report for information.

Section 28 Annual Report on Timelines

UTRCA has tracked permit review timelines for many years based on standards that were set by the province in 2010 (MNR, *Policies and Procedures for Conservation Authority Plan Review and Permitting Activities, May 2010*). This policy directs conservation authorities to render an application decision regarding a permit within 90 days for a major application and 30 days for a minor application.

Additionally, as part of a renewed commitment to efficient regulatory services, Conservation Ontario (CO) created a second document titled *Client Service Standards for Conservation Authority Plan and Permit Review (2019)*. This guidance established a second set of service standards that conservation authorities would strive to meet as a best practice. The new CO best-practice service standards provide for shorter review and approval time frames in comparison to the previous standards, representing a 52% reduction in the overall timeline for major permit applications and 42% for minor permit applications. Under this framework, conservation authorities would make a decision within 28 days for major applications and 21 days for minor applications.

Conservation Ontario has requested that CAs track permit review times under both the 2010 and 2019 standards. This Annual Report summarizes UTRCA's permit review timelines under both standards for all permits issued during the 2023 calendar year. This report will also be provided to Conservation Ontario for consideration by CO Council at their AGM.

2023 Data and Results

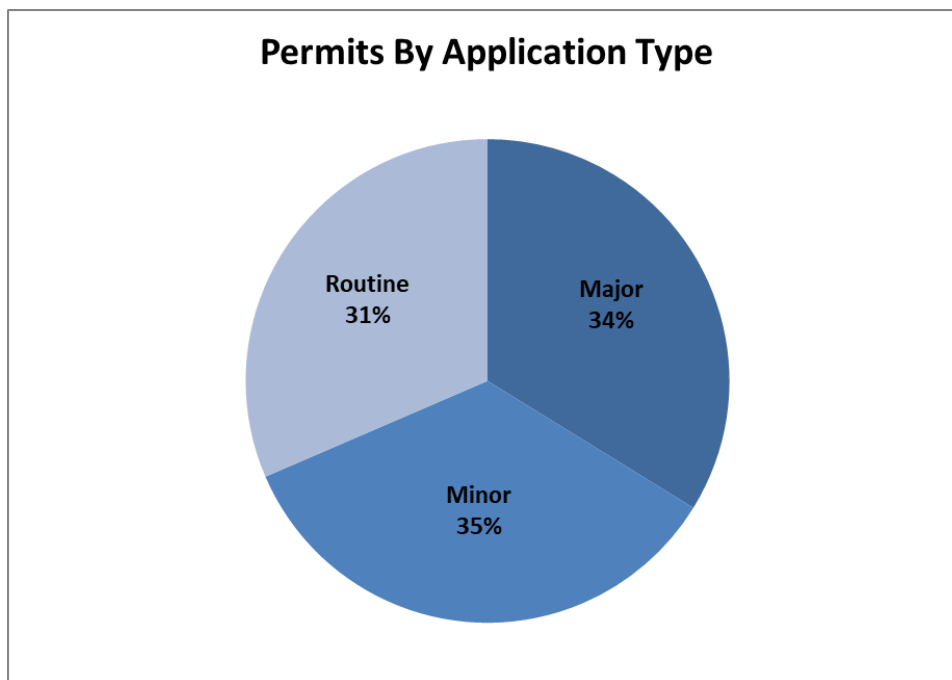
The tables and pie graph below provide a summary of the types of permits issued by the UTRCA in 2023 and the permit timelines under both the 2010 and 2019 standards.

UTRCA Annual Section 28 Report Summary – Permits Issued under 2010 Standards

Within 2010 Timeline - Major	Within 2010 Timeline - Minor	Outside 2010 Timeline - Major	Outside 2010 Timeline - Minor	Total	Percentage Within 2010 Timeline
73	139	0	4	216	98%

UTRCA Annual Section 28 Report Summary – Permits Issued under 2019 Standards

Within 2019 Timeline - Major	Within 2019 Timeline - Minor	Within 2019 Timeline - Routine	Outside 2019 Timeline - Major	Outside 2019 Timeline - Minor	Outside 2019 Timeline - Routine	Total	Percentage Within 2019 Timeline
70	72	61	3	3	7	216	94%



Routine – are activities that are documented through another approval process or are determined to have limited impacts on the control of flooding, erosion, pollution, or the conservation of land.

Minor – development projects could be considered minor in nature due to the project size, level of risk, location, and/or other factors. These projects have minor impacts on the control of flooding, erosion, pollution or conservation of land. Based on the proximity of the project to the hazard, these applications are reviewed by UTRCA staff and generally require standard conditions.

Major – require significant UTRCA staff involvement. These proposals may involve developments with significant natural hazards, environmental impacts, or multiple approval process requirements. Generally, these would include Plans of

Subdivision/Condominium, large Site Plan Control applications, and major infrastructure development.

Analysis and Conclusion

UTRCA issued 216 permits in 2023 with 98% meeting the Provincial standards set in 2010 (a 6% increase over 2022 and a 7% over 2021), and 94% meeting the higher service standards set by Conservation Ontario in 2019 (an 8% increase over 2022 and a 18% increase over 2021). Variances in meeting review time standards for the 2023 period can generally be attributed to the following:

- Complex applications that required more extensive consultation and review;
- Incomplete information and/or poor quality of technical reports received;
- Challenges with staff's ability to keep up with workload demand due to high development pressures.

The increase in development pressure experienced throughout 2021 and 2022 continued through 2023, with the complexity of applications increasing too. The number of major applications issued in 2023 rose by 11% over 2022, while the number of routine permits issued decreased by 11%. Most complex applications require supporting technical studies which necessitate review by our technical experts, and generally require significantly more staff time and resources than routine permits. Additional staff capacity was added to our regulations team in 2023, which has helped manage some of the workload pressures we were experiencing and allowed us to improve our service delivery. However, given the pressures and need for housing in Ontario, the UTRCA's environmental planning and regulations unit continues to be challenged to meet existing workload demands.

UTRCA is tracking and reporting on its permit review timelines in support of Conservation Ontario's Client Service Streamlining Initiative. On-going tracking and reporting of permit review times will continue to allow UTRCA staff to identify trends in service delivery and adapt as necessary to ensure efficient client service and will be reported on annually to the Board of Directors and CO and posted on our website.

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Prepared by:

Ben Dafoe, Land Use Regulations Officer
Cari Ramsey, Land Use Regulations Officer
Mike Funk, Land Use Regulations Officer
Jessica Schnaithmann, Land Use Regulations Officer
Dave Griffin, Land Use Regulations Assistant
Richard Brewer, Land Use Regulations Assistant
Karen Winfield, Planning and Regulations Resource Specialist

To: UTRCA Board of Directors
From: Jenna Allain, Manager, Environmental Planning and Regulations
Date: February 15, 2024
File Number: BoD-02-24-17
Agenda #: 8.2
Subject: Section 28 Violations – Annual Summary Report

Recommendation

THAT the Board of Directors receive the report for information

Background

UTRCA staff work with municipalities, other agencies and the public to detect activities that are in contravention of the *Conservation Authorities Act* Section 28 Regulation. A contravention of the Regulation may occur when:

- Development or activities related to an alteration or interference are carried out within a regulated area without written permission from the UTRCA.
- Development, interference or alteration activities have taken place contrary to an approved UTRCA permit.

Development includes:

- The construction, reconstruction, erection or placing of a building or structure of any kind,
- Any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure,
- Site grading, or
- The temporary or permanent placing, dumping or removal of any material, originating on the site or elsewhere.

UTRCA staff use field inspections as a way to investigate possible violations and determine the extent of the contravention. If a contravention is determined to have occurred, UTRCA staff typically use the opportunity to inform and educate landowners, individuals involved, and the public about the roles and responsibilities of the UTRCA in administering the Section 28 Regulation. Generally, UTRCA's approach is to try to work with landowners and individuals involved, towards an outcome where either:

- the works that have been completed may conform to UTRCA policy and therefore approvals may be granted, and/or,
- restoration occurs.

An important part of the process when investigating and resolving violations is the issuance of a notice of violation. A notice of violation is not a legal document. It is a formal letter that notifies the landowner and/or the individuals involved in committing the probable offence that a violation of the Section 28 Regulation has occurred. The Notice

of violation identifies the specific activities that are subject to the infraction as well as specifies the particular section of the Regulation that has been contravened. The notice requests the recipient to stop work and to contact the Upper Thames River Conservation Authority to discuss options to resolve the violation. To ensure that the recipient receives the notice in a timely manner, it may be delivered by personal delivery or sent by registered mail.

2023 Violations Summary

In total, UTRCA regulations staff issued 18 notices of violation in 2023. The tables provided below offer details about the locations (municipality only), where each of these notices were issued, the types of contraventions they were issued for, and the current status of each violation.

Table 1. 2023 Violation Notices by Municipality

Municipality	Number of Violation Notices
City of London	11
Township of East Zorra Tavistock	1
Town of Ingersoll	1
Municipality of Middlesex Centre	1
Municipality of Perth South	1
Municipality of Thames Centre	1
City of Woodstock	1
Township of Zorra	1
Total	18

Table 2. Type of Contravention for Which Notice of Violation was Issued

Type of Contravention	Count
Development and or site alteration within a floodplain	7
Development and/or site alteration within an erosion hazard	3
Development and or site alteration within an area of interference with a wetland	4
Interference with a Wetland and/or wetland removal	5
Alteration to a watercourse	3
Total	22*

*Four notices of violation were issued for more than one contravention

Table 3. Current Status of 2023 Violations

Municipality	Number of Violation Notices
Resolved	4
Working Towards Restoration/Approvals	4
Awaiting further information from the landowner, but no communication for at least two months	9
Pursuing through the Courts	1
Total	18

Some violations observed by UTRCA staff have been minor (e.g. minimal development encroachment into the regulation limit). However, other observed violations have been more significant and pose a serious risk to people and/or property (e.g. significant alteration to a watercourse). While UTRCA staff make every effort to work collaboratively with landowners and individuals involved in contraventions towards a resolution, it can often be challenging to determine how much staff time to dedicate to enforcement work, and when to pursue a matter through the courts if a resolution cannot be achieved. Unlike the review and approval of permits where our regulations staff collect permit fees to offset costs, there is very limited opportunity to generate any revenue for enforcement work. Violations can often be a significant drain on staff time, and particularly if pursued through the courts, be very costly to the Authority.

UTRCA staff are currently working to develop a policy and procedures document for Section 28 enforcement work. This document will be followed by staff when 1) inspecting approved activities to ensure that the terms and conditions of the permit are complied with, 2) investigating possible and confirmed violations, and, 3) initiating court proceedings, if necessary. Staff intend to bring this document forward for approval at the next UTRCA Board of Directors meeting.

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Prepared by:

Ben Dafoe, Land Use Regulations Officer
Cari Ramsey, Land Use Regulations Officer
Mike Funk, Land Use Regulations Officer
Jessica Schnaithmann, Land Use Regulations Officer
Dave Griffin, Land Use Regulations Assistant
Richard Brewer, Land Use Regulations Assistant
Karen Winfield, Planning and Regulations Resource Specialist

To: UTRCA Board of Directors
From: Tracy Annett
Date: February 19, 2024
File Number: BoD-02-24-18
Agenda #: 8.3
Subject: New Section 28 Regulation

Recommendation

THAT the Board of Directors receive the report for information.

Background

On Friday February 16, 2024, the Ministry of Natural Resources and Forestry released the new “Section 28 Regulation”, Mandatory programs and services regulation, and enacting provisions under the Conservation Authorities Act. Full details can be found on e-laws:

Section 28 Regulation

The new regulation is [Ontario Regulation 41/24 \(Prohibited Activities, Exemptions and Permits\)](#), effective April 1, 2024.

All current individual Conservation Authority “Section 28 Regulations” known as the Development, Interference with Wetlands and Alterations to shorelines and watercourses Regulations (UTRCA’s O.Reg 157/06) will be revoked, and the new Section 28 Regulation will apply to all CAs. This regulation is coupled with enactment and repeal of various sections of the Conservation Authorities Act that include:

- new enforcement and offences provisions,
- process for reconsideration of fees,
- standards,
- requirements for annual reporting on statistics, and more.

Conservation Ontario (CO) has been updating and drafting guidance materials in anticipation of the new regulation to assist CAs with a successful transition. Updated and new guidance materials will include, but not be limited to:

1. guidelines to support CA administration of the new regulation,
2. updated regulatory compliance guidelines,
3. new program service delivery standards for permitting, and
4. guidance on administrative reviews and mapping updates.

Mandatory Programs and Services (O.Reg 42/24)

The release of the regulation also included [Ontario Regulation 42/24 Mandatory Programs and Services](#) to require;

“The authority shall prepare and publish an annual report that outlines statistics on permits, including reporting on its level of compliance with the requirements of Ontario Regulation 41/24 (Prohibited Activities, Exemptions and Permits), made under the Act, respecting the application for and issuance of permits, including any associated timelines.” The UTRCA prepares the Section 28 Annual Summary and Service Delivery Report – BoD-02-24-16 included in the agenda package. It is expected this report will meet the requirement and will be posted on our website.

Summary

On February 20, 2024, Conservation Ontario are hosting a General Managers meeting to provide CAOs/GMs with a summary of the key changes, proposed messaging for CAs to send to municipal partners and local building departments, and next steps to support CAs with implementation and successful transition to the new regulation. CA Section 28 and Section 29 staff will also be attending this meeting. Further updates will be provided to the Board of Directors at the March meeting and communicated to our participating municipalities.

Recommended by:

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

To: UTRCA Board of Directors
From: Tracy Annett
Date: February 21, 2024
File Number: BoD-02-24-19
Agenda #: 8.4
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 in order to identify project timelines and expected future reports.

Discussion

The table below provides progress and timelines associated with UTRCA projects and the strategies required to fulfil the requirements of O.Reg 686/21, Mandatory Programs and Services Regulation. Planned reports and updates at board meetings may change.

Many of the items provided below are directed by legislative changes, either directly through O.Reg 686/21 or through updated regulations that impact our projects / policy direction (e.g. Section 28 regulations under the CAA). These projects will continue throughout 2024, regular updates will be provided.

Report Back Items	Planned report or update	Project lead(s)	Status
2024 Draft Budget and discussion items (October 2023 meeting Draft Budget provided)	January, provide update on Municipal Feedback February AGM – 2024 Budget Consideration	Teresa Brad Christine Tracy	In progress – Municipal Communications Ongoing - Status of contract discussions with Environment and Climate Change Canada Provided updated numbers in October for the proposed Category 1 deficit and the proposed category 3 levy / cost apportionment. Complete – Communications plan
WCC Building Update	January Will be marked complete in next report	Brent & Mike	In Progress - Board Request. To provide an overview of the building now that we have used the space for 10 years, building performance.

Report Back Items	Planned report or update	Project lead(s)	Status
Review of S28 Violations	February Will be marked complete in next report	Jenna	In Progress - Review of the 2023 violations at the February 2024 Board of Directors meeting
Section 28 Regulation Policies	March	Jenna	Release of new Regulations on Friday February 16th, effective April 1, 2024 require updated policies.
Children's Safety Village (June 2023)	February – postponed to April/May	Teresa & Brent	In Progress – Internal Discussions on-going, business plan for use as education / visitors centre and campground registration. Structures have been removed.
Land Tenant Program Update (March 2022 meeting and November 2023)	March	Brent and Mike	In progress – Status of negotiations of land tenant program, in-camera.
Strategic Plan	March	Tracy Teresa	In progress – RFP being developed. Timeline to be confirmed once consultant engaged.
Hydro Plant	March	Dan Hyland Chris and Brent	Overdue – Consultant to be engaged to determine potential issues and estimates to resolve the issues. Staff change had delayed the RFP process. RFP has now been circulated.
Reserves Policy	April	Tracy Christine	Not started – After the 2023 Audit the policy will be shared with the Finance and Audit committee. Report to the Board to follow
Cyber Security	April	Tracy Christine Chris	Not Started – 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. Report to the Board to follow.
Retention Policy	April	Tracy & Michelle	Not started – updated retention policy to be prepared based on a collaborative CA draft. The CA draft has been legally reviewed.
Wetland Compensation Policy (March 2023 meeting and August)	May	Jenna and Sarah	In progress - Draft Wetland Compensation Policies initiated. Changes to the CAA and CA roles in commenting on natural heritage features have required further examination. Report to

Report Back Items	Planned report or update	Project lead(s)	Status
2023)			be provided once finalized, date to be confirmed.

Legislative Requirements	Planned report or update	Project lead(s)	Status
Land Management Strategy	February 2024	Brent Brandon Cathy	In Progress – To be completed by December 31, 2024 Inventory and acquisition and disposition policy are closely linked to this initiative.
Land Inventory (August 2023 meeting)	February 2024	Brandon, Phil, Cathy & Brent	In progress – Inventory update was provided in August. To be included with Lands Strategy and a legislative requirement. The Lands Inventory will inform the Lands management strategy and acquisition and disposition strategy. To be completed December 31, 2024
Land Acquisition and Disposition Strategy	February 2024	Brent & Brandon	In progress - Complements the Land Management Strategy and Land Inventory. To be completed December 31, 2024.
Watershed-Based Resource Management Strategy (September 2023)	February 2024	Tara	In Progress – Complements the Strategic Plan. To be completed December 31, 2024.
Operations and Ice Management Plan (November 2023 meeting)	June	Chris	In progress - Compiling background information. To be completed December 31, 2024
UTRCA Asset Management Plan(January 2024 Policy approved)	June	Brent & Christine	In progress - May breakdown into Groups of Assets e.g. Natural Hazard Infrastructure, Fleet, Facilities etc. Regular progress reports to support the above Group of Assets as our first priority.
Asset Management Plans related to natural hazard infrastructure (November meeting)	June	Chris	In progress – One component of overall group of assets within the UTRCA’s Asset Management Plan. To be completed December 31, 2024.

Definitions

Progress **Timeline**

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 to meet our legislative requirements. The number of projects underway is significant.

Recommended by:

Tracy Annett, General Manager

10.1 Notice of Motion for March 26, 2024

Notice of Motion Submitted by Hugh McDermid

“That the position of vice chair be included in the Finance and Audit Committee as a right by being vice chair. I feel this will give the organization continuity in case the chair can not continue on the committee.”

This above motion will be considered at the March 26, 2024 meeting.

UTRCA By-Law

Section C.14 of the Administrative By-Laws of the Upper Thames River Conservation Authority states the following:

15.1 Written notice of motion to be made at an Authority, executive committee, advisory board or committee meeting may be given to the Secretary-Treasurer by any Member of the Authority before, during or at the end of a meeting, to be placed on the agenda for the following meeting. The Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.

15.2 Any motion may be introduced without notice if the Board of Directors, without debate, dispenses with the notice requirement, on the affirmative vote of at least two thirds of the members present and voting.