

February 22, 2018

UTRCA 71ST ANNUAL GENERAL MEETING *AMENDED

In conformity with the Conservation Authorities Act, RSO, 1990 Chapter 27, Regulation 17(1), the Chair of the Upper Thames River Conservation Authority has designated the 2018 Annual General Meeting to be held as follows:

DATE: THURSDAY, FEBRUARY 22, 2018

TIME: 9:30 A.M. – 12:25 P.M.

**LOCATION: WATERSHED CONSERVATION CENTRE
BOARDROOM**

AGENDA:	TIME
* February 2018 Flood Presentation (T.Hollingsworth)	
1. Approval of Agenda	9:30am
2. Declaration of Conflicts of Interest	
3. Review and Approval of the Factual Certificate (Certificate attached)	
4. Minutes of the Previous Meeting - Tuesday, January 23, 2018	
5. Business Arising from the Previous Minutes	
6. Business for Approval	9:35am
(a) Presentation & Approval of 2018 Draft Budgets (Report attached)(I.Wilcox/C.Saracino) (Doc: # 119404)(20 minutes)	
(b) 2018 Capital Water and Erosion Control Infrastructure (WECI) Projects (Report attached) (C.Tasker/D.Charles)(Doc: FC # 1237)(5 minutes)	
(c) Board of Directors Policy Handbook Updates (Report attached)(Doc: Admin #2769) (I.Wilcox)(5 minutes)	
(d) 2017 Health and Safety Summary (Report attached)(C.Ramsey)	

(Doc: #119364)(5 minutes)

7. Business for Information 10:10am
- (a) Targets Progress Report
(Report attached)(I.Wilcox)
(Doc: #119414)(10 minutes)
- (b) February Your Information Report
8. Other Business 10:20am

The Authority Staff and Guests will be invited to join the meeting.

10:25am

*******15 Minute Break*******

9. Welcome (10 minutes) 10:45am
10. Guest Speaker: Conservation Ontario GM Kim Gavine
Conservation Authorities Act (20 minutes) 10:55am
11. Watershed Report Card Launch (20 minutes)
(C.Quinlan) 11:15am
12. Targets Progress Report
(I.Wilcox)(10 minutes) 11:35am
13. Moyer/Lothian Flats Property Update (20 minutes)
(S.Gillingwater) 11:45am
14. 25th Earth Day Event (5 minutes)
(K.Pugh) 12:05pm
15. Presentation of Service Awards 12:10pm
16. Chair and General Manager's Concluding Remarks 12:20pm
17. Adjournment 12:25pm

LUNCH TO FOLLOW AT 12:40 PM



Ian Wilcox, General Manager

c.c. Chair and Members of the Board of Directors
All UTRCA Staff

MINUTES
UTRCA 71ST ANNUAL GENERAL MEETING
THURSDAY, FEBRUARY 22, 2018

M.Blackie, Chair of the Upper Thames River Conservation Authority called the 71st Annual General Meeting to order at 9:30 a.m. in the Watershed Conservation Centre Boardroom. The following members and staff were in attendance.

Members Present:	M.Blackie	S.McCall-Hanlon
	M.Blosh	H.McDermid
	R.Chowen	A.Murray
	A.Hopkins	B.Petrie
	T.Jackson	M.Ryan
	S.Levin	J.Salter
		G.Way

Solicitor: G.Inglis

Regrets: N.Manning T.Birtch

Staff:	T.Annett	C.Saracino
	B.Glasman	M.Shifflett
	C.Harrington	A.Shivas
	M.Helsten	M.Viglianti
	E.Heagy	I.Wilcox
	T.Hollingsworth	K.Winfield
	E.Lounsbury	C.Tasker
	C.Ramsey	

1. Approval of Agenda

The Chair proposed two amendments to the agenda. The first, to add the item ‘* February 2018 Flood Presentation’ after item one, the second would move item number eight up before the break.

S.Levin moved –seconded by B.Petrie:-

“RESOLVED that the UTRCA Board
of Directors approve the agenda as amended”

CARRIED.

* February 2018 Flood Presentation

T.Hollingsworth gave a slide show presentation of the recent flood event and outlined the series of actions carried out by staff as the event proceeded. T.Jackson extended thanks on behalf of the town of St Marys to the UTRCA for their work during the flood. UTRCA staff checked all the small dams after the peak flows had passed, there did not appear to be any erosion damage. Promotional and educational materials will be created to highlight the role of the UTRCA during this flood event.

While this event was less than the regulatory flood and will not likely have an impact on flood lines, staff obtained valuable information that will be used to better calibrate the models in the future.

Board members encouraged each other to spread the word about the good work and success of the Authority during the flood. The Board asked staff to prepare a fact sheet based on this flood event.

2. Declaration of Conflicts of Interest

The Chair inquired whether the members had any conflicts of interest to declare relating to the agenda. There were none.

3. Review and Approval of the Factual Certificate
(Certificate attached)

T.Jackson moved – seconded by B.Petrie:-

“RESOLVED that the UTRCA Board of Directors approve the Factual Certificate as presented.”

CARRIED.

4. Minutes of the Previous Meeting
January 23, 2018

S.McCall-Hanlon moved – seconded by S.Levin:-

“RESOLVED that the UTRCA Board of Directors approve the minutes of the Board of Directors’ meeting dated January 23, 2018 as posted on the Members’ Website.”

CARRIED.

5. Business Arising from the Minutes

There was no business arising from the minutes to discuss.

6. Business for Approval

(a) Presentation & Approval of 2018 Draft Budgets

I.Wilcox commented on the modernization of the UTRCA’s Budget process and improved level of detail, however there is still work to do internally on how overhead cost and revenues are distributed. C.Saracino pointed out that operating and capital have been split into two budgets, and further, the capital budget has been split into two parts. This was done due to the nature of flood control related projects which often span more than one fiscal year, and the clear distinction between the large flood control projects and other capital projects that are more challenging to fund. The plan is for seventy percent of the budget to be used in 2018 for current needs and programs while thirty percent is for the future, primarily for Flood Control projects and Depreciation.

The operating levy has not changed since October, but capital levy has, due to a planned WECl application. There is some pressure on reserves, due to the Environmental Targets Strategic Plan. The management team will look at the reserve schedule in 2018 and present a report with recommendations on reserve status later in the year.

I.Wilcox outlined the Municipal feedback received and stated that while there is strong support among most member Municipalities for the work the UTRCA does, St. Marys and Perth South continue to raise concerns regarding the proposed Budget increase. The concerns expressed during their delegation presentation at the 2017 Annual General Meeting are unchanged. If the 2018 Draft budget is approved, a letter from the Chair will be sent to both municipalities.

T.Jackson suggested treating the Targets work as its own Mission Centre, with a clear line of accounting in the budget. Staff responded that doing so would be extremely difficult, but the intent of the suggestion will be taken and staff will work to find a solution that addresses the intent. M.Ryan voiced his support for this suggestion.

T.Jackson suggested that next year the Targets portion of the levy be a separate item to be voted on, giving the Municipalities the option to support the overall operations of the UTRCA while not supporting the Targets. B.Petrie, M.Ryan, M.Blosh voiced their opinion that the levy should be voted on as a whole, not split up as suggested. T.Jackson clarified that his suggestion would be for future discussion for the purpose of allowing Municipalities to better voice their opinions during the Budget approval.

S.Levin remarked that staff have already broken down the Targets spending for 2017 in the Targets report provided. I.Wilcox added that this year the Targets funding was spent on the flood control and outdoor recreation/education Targets, as outlined in the strategic plan.

B.Petrie voiced his support for the Budget by stating that it shows clearly where the money is being spent and that the UTRCA is meeting its mandates through that spending.

S.Levin moved – seconded by J.Salter:-

“RESOLVED that the UTRCA Board of Directors approve the 2018 Draft Operating Budget under Section 27 of the *Conservation Authorities Act* in the amount of \$14,929,033 and that staff be directed to circulate the Approved Budget to member municipalities as part of the required 30 day review period. Please note the levy component of the operating budget of \$4,988,777 will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.

CARRIED.

Recorded Vote:

UTRCA Weighted Vote: 2018 Draft Operating Budget

Municipality	CVA Apportionment Percentage	Voting Weight	Number Of Members	Weight Per Member	For	Against	Absent
County of Oxford	16.373	23.40	5	4.68	4		1
City of London	65.045	50.00	4	12.50	4		
Lucan-Biddulph	0.309	0.40	1	0.40	1		
Thames Centre	3.157	4.50	1	4.50	1		
Middlesex Centre	2.287	3.30	1	3.30			1
Stratford	7.322	10.50	1	10.50	1		
Perth East	1.326	1.90	1	1.90		1	
West Perth	1.365	2.0	1	2.0	1		
St. Marys	1.532	2.20	1	2.20		1	
Perth South	1.087	1.60	1	1.60		1	
South Huron	0.198	0.30	1	0.30	1		
Results			15		86.42%	(5.7%)	(7.98%)
CARRIED BY 93.8% OF THE WEIGHTED VOTE IN ATTENDANCE							
*Based on UTRCA share of assessment							
Notes: Voting weight is capped at 50% for any municipality unless the number of its representatives exceeds 50% of the total number of municipal appointees. The voting weight of the remaining municipalities is increased proportionally.							

The motion carries with 86.42% of the weighted vote supporting the recommendation, with two members (7.98% of the weighted vote) absent.

Adoption of 2018 Flood Control Capital Levy

S.Levin moved – seconded by T.Jackson:-

“RESOLVED That the UTRCA Board of Directors approve the 2018 Capital Budget under Section 26 of the *Conservation Authorities Act* in two parts:

- a) The amount of \$5,998,704 to support the Authority’s 20 year Flood Control Capital Plan. Apportionment of the flood control portion of the capital levy of \$2,130,933 is based on Special Benefiting Percentages, by structure, as presented in the 2018 Draft Budget. It is noted this levy amount has been set based on cooperative discussions with participating municipalities and assumes that the majority of the works will receive a matching funding contribution through the provincial Water and Erosion Control Infrastructure Program (WECI).

- b) The amount of \$479,500 to support the Authority's other (non-flood control) capital spending needs. The municipal levy share of this capital amount is \$168,324 and will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.

CARRIED.

Recorded Vote:

UTRCA Weighted Vote: 2018 Flood Control Capital Levy

Municipality	CVA Apportionment Percentage	Voting Weight	Number Of Members	Weight Per Member	For	Against	Absent
County of Oxford	16.373	23.40	5	4.68	4		1
City of London	65.045	50.00	4	12.50	4		
Lucan-Biddulph	0.309	0.40	1	0.40	1		
Thames Centre	3.157	4.50	1	4.50	1		
Middlesex Centre	2.287	3.30	1	3.30			1
Stratford	7.322	10.50	1	10.50	1		
Perth East	1.326	1.90	1	1.90	1		
West Perth	1.365	2.0	1	2.0	1		
St. Marys	1.532	2.20	1	2.20	1		
Perth South	1.087	1.60	1	1.60	1		
South Huron	0.198	0.30	1	0.30	1		
Results			15		(92.12%)		(7.98%)
CARRIED BY 100% OF THE WEIGHTED VOTE IN ATTENDANCE							
*Based on UTRCA share of assessment							
Notes: Voting weight is capped at 50% for any municipality unless the number of its representatives exceeds 50% of the total number of municipal appointees. The voting weight of the remaining municipalities is increased proportionally.							

The motion carries with 92.12% of the weighted vote supporting the recommendation, with two members (7.98% of the weighted vote) absent.

- (b) 2018 Capital Water and Erosion Control Infrastructure (WECI) Projects
(Report attached)

S.Levin moved – seconded by G.Way:-

“RESOLVED that the 2018 Capital Water and Erosion Control Infrastructure Projects be approved as outlined in the attached report.”

CARRIED.

- (c) Board of Directors Policy Handbook Updates
(Report attached)

The attached report was presented for the members' consideration. Two additional updates were brought forward during the meeting. The first would update section 5.8 to read: "Delegations must request, in writing, their wish to appear before the Board prior to distribution of the meeting agenda which is typically mailed to Directors one week in advance of any scheduled meeting." The second update would change the proposed language used in section 2.4 to read "Short term goals are presented in the current strategic plan."

Staff are currently working on the transparency concerns brought forward in November 2017. Better Board meeting promotion and notifications to the public/member municipalities will be included in the report as requested by the Board.

The Board requested paper copies of the approved Handbook to be provided at the next meeting.

A.Hopkins moved – seconded by B.Petrie:-

"RESOLVED that the UTRCA Board of Directors accept the recommendation as amended."

CARRIED.

- (d) 2016 Health and Safety Summary
(Report attached)

C.Ramsey outlined her report and informed the Board that eye and ear injury prevention will be a focus this year for the Health and Safety committee.

Concerns were raised around the potential for severe allergic reactions to wasp stings at the parks. Staff responded that while the first aid stations cannot legally provide epi pens, Benadryl can be provided. There was a suggestion to post signs to warn visitors about the risk of wasp stings. The Board was informed that there are defibrillators at the WCC, all three parks, and the Pioneer Village. As requested by the Board, more years of data will be provided for comparison in the 2017 Health and Safety summary.

T.Jackson moved – seconded by B.Petrie:-

"RESOLVED that the 2017 Health and Safety Summary be approved as outlined in the attached report."

CARRIED.

7. Business for Information

- (a) Targets Progress Report
(Report attached)

The report was presented for the members' information. Going forward there will be a Targets progress report each year at the Annual General meeting. The receipt of the report will be deferred until agenda item 12, the Targets progress report presentation.

Board members encouraged each other to take all opportunities to talk and work with Municipal partners around the forest loss issue. A Board member asked staff to consider creating a factor to recognize young plantings, in order to encourage people to plant trees.

(b) For Your Information Report
(Report attached)

The report was presented for the members' information.

8. Other Business

There was no other business to discuss.

Staff and Guests joined the meeting.

9. Welcome

M.Blackie welcomed staff and guests to the 71st Annual General Meeting and announced that the 2018 Budget had been passed. M.Blackie informed the Board and staff that former Board member Ernie Hunt passed away. He was the Vice-Chair for two years and the Chair for two years. A tree will be planted in memory of Ernie Hunt in the spring.

10. Guest Speaker: Conservation Ontario GM Kim Gavine Conservation Authorities Act

M.Blackie introduced Kim Gavine, General Manager of Conservation Ontario (CO). Ms.Gavine gave the Board and staff a summary of events leading up to the Bill receiving Royal ascent on December 12, 2017. She thanked MNRF, the MPPs directly involved, and informed the Board and staff that the Bill was supported by all three parties in the final vote. She encouraged staff and Members to contact CO if they have questions. The Board asked Ms. Gavine if there is any new information regarding the closure of the tree seed facility. She informed the Board that CO received their letter and they are working on a solution.

11. Watershed Report Card Launch

C. Quinlan gave a presentation on the 2017 watershed Report Cards on behalf of herself and K. Maaskant. The 2017 Report Cards will be available online early in March and print copies will also be available. She thanked T.Haycock, T.Chapman and E.Heagy for their hard work. Two hundred copies of the main report will be distributed and there will be a media launch. She added that these reports are also used a great deal by local Community Groups.

12. Targets progress Report

I.Wilcox gave his Targets presentation and stated that going forward, there will be an annual Targets update at the Annual General Meeting.

S.Levin moved – seconded by M.Ryan:-

“RESOLVED that the Board of Directors accept the report as presented in Agenda item 7a).”

CARRIED.

13. Moyer/Lothian Flats Property Update

M.Blackie introduced S.Gillingwater and congratulated him on the receipt of the E.B.S. Logier Communications Award from the Canadian Herpetological Society for the book *Photo Field Guide to the Reptiles and Amphibians of Ontario*, published by the St. Thomas Field Naturalists, that he co-wrote with Alistair MacKenzie.

S.Gillingwater presented to staff an outline of the work and progress that has been made by UTRCA staff on the Lothian Flats.

14. 25th Earth Day Event

K. Pugh invited all staff and Board members to London’s 25th Earth Day event on Sunday April 22nd from 11:00am to 3:00pm at St. Julien’s park.

15. Presentation of Service Awards

Service awards were presented by the Chair to the following staff members in recognition of their years of service to the UTRCA.

Linda Smith – 10 Years

Jay Ebel – 10 Years

Linda Nicks – 15 years

Mark Helsten – 20 Years

Tracey Annett 20 – Years

Chris Harrington 20 – Years

Cathy Quinlan 20 – Years

Eleanor Heagy – 30 Years

Steve Sauder 35 – Years

Bill Mackie – 40 Years

16. Chair and General Manager’s Concluding Remarks

M.Blackie and I.Wilcox thanked staff and the Board for their ongoing work.

17. Adjournment

There being no further business to bring forward, B.Petrie moved to adjourn the meeting at 12:54 p.m. The members, staff, and guests participated in a luncheon.



I.Wilcox, General Manager
Att,

M.Blackie, Authority Chair

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 February 14, 2018:

1. The UTRCA is in compliance, as required by law, with all statutes and regulations relating to the withholding and/or payment of governmental 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.
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

Dated at London, Ontario this 14 February, 2018



Chair, Finance and Audit Committee



General Manager

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Christine Saracino, Supervisor, Finance and Accounting
Date: February 8, 2018 **Agenda #:** 6 (a)
Subject: 2018 Draft Budget: For Approval **Filename:** ::ODMA\GRPWISE\UT_MAIN.UT
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Recommendations:

1. That the UTRCA Board of Directors approve the 2018 Draft Operating Budget under Section 27 of the *Conservation Authorities Act* in the amount of \$14,929,033 and that staff be directed to circulate the Approved Budget to member municipalities as part of the required 30 day review period. Please note the levy component of the operating budget of \$4,988,777 will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.
2. That the UTRCA Board of Directors approve the 2018 Capital Budget under Section 26 of the *Conservation Authorities Act* in two parts:
 - a) The amount of \$5,998,704 to support the Authority's 20 year Flood Control Capital Plan. Apportionment of the flood control portion of the capital levy of \$2,130,933 is based on Special Benefiting Percentages, by structure, as presented in the 2018 Draft Budget. It is noted this levy amount has been set based on cooperative discussions with participating municipalities and assumes that the majority of the works will receive a matching funding contribution through the provincial Water and Erosion Control Infrastructure Program (WECI).
 - b) The amount of \$479,500 to support the Authority's other (non-flood control) capital spending needs. The municipal levy share of this capital amount is \$168,324 and will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.

Context

Attached please find a copy of the Upper Thames River Conservation Authority's 2018 Draft Budget. The total forecast budget is estimated at \$21,407,237 (sum of recommendations 1. and 2. above).

- In an effort to better engage member municipalities, a **budget workshop** was hosted September 7, 2017. The workshop's summary report is attached for your information (previously considered as part of the September 2017 Board of Directors meeting).

- The 2018 Draft Budget was **circulated** to member municipalities November 13, 2017. Written comments were received from Perth South (see attached).
- Budget **presentations** were requested from five municipalities. The General Manager and appropriate Board representative provided presentations and/or attended to answer questions for the following councils: Oxford County, City of London, Perth East, St. Marys and Thames Centre. A summary of municipal feedback received during those sessions is provided below.

The Board should note that while the municipal levy represents only 34% of revenue, it dominates in terms of municipal interest and becomes the principle driver for opposition or support. As such, municipal feedback provided below is primarily based on the levy increase, not the UTRCA's global budget.

Municipal Feedback

Updated February 8, 2018

Please find below questions and comments raised during municipal presentations and/ or correspondence with member municipalities. Board members may have received comments directly from their municipality and they are encouraged to share that information with their Board colleagues and staff.

Municipality	Comments and Questions	Position
City of London	<ul style="list-style-type: none"> - Council approved 2018 and 2019 UTRCA increases. - Supportive of UTRCA's programs and efforts regarding the Environmental Targets Strategic Plan. - The City's 2018 Municipal Budget has been approved inclusive of the UTRCA's levy increase. 	Supportive
County of Oxford	<ul style="list-style-type: none"> - Council questions were focused on County forest loss data presented as part of the justification for the Environmental targets Strategic Plan. - No specific budget questions were raised. - The County's 2018 Budget has been approved inclusive of the UTRCA's levy increase. 	Supportive
Perth East	<ul style="list-style-type: none"> - Note: My presentation led off their first 2018 budget development meeting. - Concern our CPI value is different than the municipality's (1.9% vs 1.7%) - A question was asked regarding how long a phase-in period there is for Targets. - Questions regarding forest loss: <ul style="list-style-type: none"> - Should efforts include protection through strengthened by-laws? - How do we ensure permanency when projects are built/ trees planted? 	Unknown
Stratford	<ul style="list-style-type: none"> - Discussion with the City's CAO indicated no Council presentation is needed and the City's 2018 Draft Budget has been received by Council inclusive of the UTRCA's levy increase. 	Presumed Support
St. Marys	<ul style="list-style-type: none"> - Questions regarding: <ul style="list-style-type: none"> o Glengowan status o Flood Wall repair financing 	Presumed Opposition

Thames Centre	<ul style="list-style-type: none"> - Majority of questions were concerning forest loss data for Middlesex County. - Councillors were surprised at forest loss and Mayor and Deputy asked questions regarding compensation practices, not realizing newly planted areas will not be considered forest until they mature. This relates to their role on County Council in granting approval for removals/ compensation. - One Councilor had concerns regarding the budget and pushed for an amount closer to CPI. 	Presumed Support (one councillor in obvious opposition)
Perth South	<ul style="list-style-type: none"> - Letter received from Council endorsing a maximum 3% levy increase (see attached). 	Opposed

Municipal Levy Summary

The City of London and County of Oxford have approved their 2018 budgets inclusive of the UTRCA’s levy request. Four member municipalities have provided no direct feedback to date (West Perth, Middlesex Centre, Lucan Biddulph, and South Huron).

St. Marys and Perth South continue to express concern and opposition to our proposed levy increase associated with the Environmental Targets Strategic Plan. While neither municipality opposes the intent of the Targets, they argue they have limited ability to fund what they consider an aggressive implementation schedule. The Board will recall both municipalities appeared as a delegation at the 2017 AGM to speak to these concerns. For 2018, Perth South has passed the following resolution:

“That Council for the Township of Perth South holds the levy increase for the Upper Thames River Conservation Authority to 3% per year.”

Voting Procedure

All Conservation Authority budgets are subject to a weighted vote according to the relative value of property assessment in the municipality. Fundamentally, this means those who pay more, have more influence on the budget. Members representing more than one municipality will have multiple votes. The following table provides the relative weighting for the 2018 budget vote.

A budget will be approved if greater than 50% of the weighted vote of those members in attendance is cast in favour of the budget. Please note that if a member is unable to attend the Annual General Meeting, they are not able to vote by proxy and their vote is lost. (Attendance and voting by teleconference is acceptable).

Municipality	2018 Voting Weight (%)
London	50 (12.5% per member)
Oxford County	23.4 (4.68% per member)
Stratford	10.5
Thames Centre	4.5
Middlesex Centre	3.3
St. Marys	2.2
West Perth	2.0
Perth East	1.9
Perth South	1.6
Lucan Biddulph	0.4
South Huron	0.3

If a member is absent, each remaining member’s weighting remains the same but a new 50% value is calculated based on only those members in attendance.

Budget approval is a recorded vote. Each municipality will be announced in turn and the representative of that municipality will be asked to either support or oppose the budget. Those members representing more than one municipality will have to vote separately for each municipality.

Please note two recorded votes will be conducted for approval of the 2018 Draft Budget. The first will be for approval of the Budget under Section 27 of the *Conservation Authorities Act* (Recommendation 1.), the second for the Flood Control Capital Levy under Section 26 of the *Conservation Authorities Act* (Recommendation 2.).

Should you have questions regarding the draft budget or the voting procedure in advance of the AGM, please contact Ian Wilcox directly at (519) 451-2800 ext. 259 or Christine Saracino at ext. 232.

Prepared and Recommended by:

A handwritten signature in black ink, appearing to read "Ian Wilcox".

Ian Wilcox

A handwritten signature in blue ink, appearing to read "Christine Saracino".

Christine Saracino

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: October 13, 2017
Subject: 2018 Municipal Budget Workshop Report

Agenda #: 6 (b)
Filename: Admin # 2104

The UTRCA hosted a Municipal Budget Workshop at the WCC on September 7, 2017. A brief summary of the comments received was presented to the Board on September 26th, 2017. The purpose of this report is to communicate to the Board in more detail the opinions and concerns expressed by the Member Municipalities and Board Members. The presentation given during the Workshop has been attached to this report.

In total, 25 people registered for the workshop with 19 attending. Of that total:

- Nine were UTRCA Board Members

- Marcus Ryan
- Murray Blackie
- George Way
- Ray Chowen
- Tony Jackson
- Annamarie Murray
- Shirley McCall-Hanlon
- Nancy Manning
- Marie Blosch

- Ten were politicians/municipal staff representing the following eight municipalities:

- St. Marys
- Middlesex Centre
- Perth South
- West Perth
- Strathroy-Caradoc
- Thames Centre
- Norwich
- Ingersoll

- Representatives from St. Marys raised concerns regarding financial comparisons between the UTRCA's levy and individual municipal budgets. In particular, they felt comparing the levy as a percentage of the total municipal budget was misleading as it does not reflect a municipality's ability to pay or reflect how that money is raised. Their request to staff was to have the UTRCA's levy compared to the municipality's tax levy.
- A question from St. Marys was raised as to whether the UTRCA is sticking to its core mandate, or going too far beyond it with new programs.

- Representatives from St. Marys raised questions and concerns regarding the Targets Strategic Plan funding. Representatives wanted to know if all of the non-levy funding disappears for the Targets work, would the financial burden fall back on the municipalities? I. Wilcox explained that the budget is approved annually, and the Targets will get re-assessed annually. Questions from a Board member were raised about the Target's measurables, a twenty year labour plan, and the cut back plan should the Targets be achieved.
- Representatives from St. Marys and Perth South both commented that their departments have had to stick to very small yearly increases and keep to the status quo because of the financial constraints the Municipalities are going through. Concerns were raised more than once that the UTRCA Targets are too aggressive during a time when some Municipalities are struggling financially.
- A representative from Ingersoll questioned whether the Targets dollars are distributed appropriately. They felt that the Hazard Management Target should be higher and more money and effort should be put in place to better control the Thames River. The Municipality is concerned with the regulatory flood lines limiting their ability to develop lands by the river and effort should be directed at finding ways to increase development opportunities.
- A representative from West Perth commented that the lower Hazard Management Target budget amount is not an indication that Flood Control is being under funded, but rather that it is already under control and the Target money is simply to update and improve existing mapping.
- A representative from Perth South raised concerns regarding the Target aimed at reducing water quality phosphorus levels. They feel that the agricultural community has already done their part in the reduction of phosphorus. They felt that the focus of the UTRCA should be on the urban sewage treatment plants.
- Questions and concerns were raised more than once regarding the variance in budgets and program efforts between the UTRCA and its neighbouring Conservation Authorities. A comment was made suggesting that the UTRCA should limit its efforts to expand programs because neighbouring Conservation Authorities seemed comfortable with the status quo. A Board member expressed concern with that notion and felt that the UTRCA cannot default to the lowest common denominator.
- Representatives from St. Marys asked for more communication tools to help explain the budget increase to their residents.
- A representative from Perth South expressed concerns over the potential Levy increase as they are facing severe cuts to their funding, leading to staff and service cuts. They asked

if the UTRCA had recently cut programs or were prepared to cut programs that are not effective. They also asked what the UTRCA is doing to reduce costs. For their municipality, even a small increase to their Levy is difficult to manage.

- Representatives from St. Marys thanked the UTRCA for listening to the feedback given last year and providing the opportunity to express their concerns to the Board members and Staff in advance of the creation of the 2018 Budget.
- The Chair thanked everyone for their frank and relevant questions.
- A Board Member expressed his appreciation for the questions and reality checks heard at the meeting and that while Municipalities may struggle to pay, the UTRCA offers excellent programs and services and lowering the standards to match those of neighbouring Conservation Authorities is not an option. While most opinions heard were not new ones to the Board, it is always good to re-inforce those points.
- A Board member stated that there is a feeling amongst some Board members that the Targets initiative is too aggressive. He also raised his concerns regarding the City of London's large percentage of the weighted vote.

Recommended by:

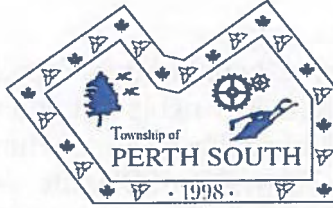


Ian Wilcox,
General Manager

Prepared by:



Michelle Viglianti,
Administrative Assistant



Corporation of the Township of Perth South

3191 Road 122
St. Pauls, ON N0K 1V0
Telephone 519-271-0619
Fax 519-271-0647
lscott@perthsouth.ca

January 22, 2018

Board of Directors
Upper Thames River Conservation Area
1424 Clarke Road
London, ON N5V 5B9

Re: Budget Resolution

Throughout 2017 Perth South Council has shared its ongoing concerns with the budget increases that the Upper Thames River Conservation Authority (UTRCA) continues to request.

At the regular meeting of November 21, 2017 Council discussed the proposed 2018 budget increase for UTRCA and based on that discussion the following resolution was passed:

#371 Moved by Councillor Jeffrey
Seconded by Councillor Aitcheson
"That Council for the Township of Perth South holds the levy increase for the Upper Thames River Conservation Authority to 3% per year." Carried

As noted previously, with the financial pressures we are facing, we continue to review all of the services we provide and will potentially have to make further reductions in services in order to not burden our ratepayers unnecessarily.

We thank you for your continued service and request that this correspondence be included with your 2018 budget review and discussions.

Regards,

Lizet Scott, Clerk

Cc: UTRCA Municipal Members (City of London, Municipality of Middlesex Centre, Municipality of Thames Centre, Township of Lucan-Biddulph, Township of Perth East, Town of St. Marys, Municipality of South Huron, City of Stratford, Municipality of West Perth, Township of Blandford-Blenheim, Township of East Zorra-Tavistock, Town of Ingersoll, Township of Norwich, Township of South-West Oxford, City of Woodstock, Township of Zorra)

Tony Jackson, UTRCA Board Representative



2018 DRAFT BUDGET

UPPER THAMES RIVER CONSERVATION AUTHORITY

February 2018



Inspiring a healthy environment

1424 Clarke Road, London, ON N5V 5B9

519-451-2800

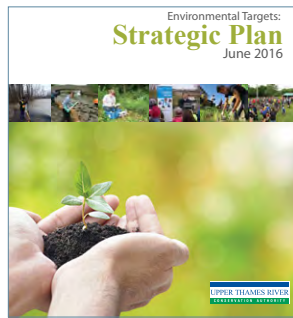
info@thamesriver.on.ca

www.thamesriver.on.ca

The Upper Thames River Conservation Authority (UTRCA) 2018 Draft Budget is forecast at \$21,407,237. This total is split between operating expenses (\$14,929,033) and capital (\$6,478,204). Key influences on the 2018 Budget include:

1. Continued Implementation of the UTRCA's Environmental Targets Strategic Plan

The Board of Directors approved a new Environmental Targets Strategic Plan in June 2016. The Plan proposes the most significant programming change in the UTRCA's nearly 70 year history and is designed to ensure measurable improvements in watershed health by setting Watershed Targets.



These Targets are designed to advance achievement of the UTRCA's Ends:

1. Protecting people and their property from flooding and erosion,
2. Protecting and improving water quality,
3. Managing and expanding natural areas, and
4. Providing outdoor recreation/education opportunities.

Monitoring data has clearly shown that progress in achieving these Ends has plateaued during the past 20 years. That is not to suggest current conservation efforts have been ineffective. In fact, maintaining these measures as status quo, in light of increasing stressors such as development, population growth, climate change and invasive species, is a form of success. However, the UTRCA has a responsibility to do more than simply "maintain." The Environmental Targets represent an organizational commitment to achieve measurable improvements in our watershed's health. This, in turn, supports economic development, human health, and makes the watershed more attractive and resilient. The Environmental Targets are aggressive but realistic. The UTRCA has the tools, experience, expertise and relationships to achieve these Targets. Funding needed to support this work is also significant; however, given partner support and a phased approach to implementation, the plan proposed is practical and achievable.

For 2018, a total of \$270,716 in new levy funding has been included for this second year of the proposed four year funding phase-in. This new revenue is needed to support continued flood control modelling updates as well as investment in enhanced water quality improvement efforts. Note that new funding from senior levels of government as well as user fees are anticipated to help support the plan's implementation.



2. Proposed Minimum Wage Legislation & Wage Adjustment

Bill 148 proposes new minimum wage legislation for Ontario with an implementation date of January 2018. The UTRCA's Draft Budget includes the minimum wage impact of this legislation. It is noted that this legislation has a domino effect on labour costs as the new minimum wage rate of pay also increases higher wage ranges within the UTRCA's salary grid to ensure no overlap. All told, Bill 148 will require an additional \$389,000 in wages for 2018.

An inflationary increase of 1.9% (April 2016 - April 2017 CPI for Ontario) is also being applied to the salary grid.

3. Finance System Modernization

The UTRCA continues to revise its internal systems to improve budgeting accuracy. More comprehensive planning on the part of management, a clear separation of operating and capital expenditures and realistic projections of capital costs have led to much more precise budgeting. Comparisons of the 2018 Draft Budget with past years suggests rapid organizational growth and, while there has certainly been an element of growth, better and more accurate budgeting accounts for a significant portion of what appears to be an increased total budget. As the new system becomes normalized, more accurate comparisons, projections and reporting will become the norm.

Further details including program descriptions, expenditures and revenues are enclosed. This draft budget is being circulated to all member municipalities for comment for 30 days.



- 1 -

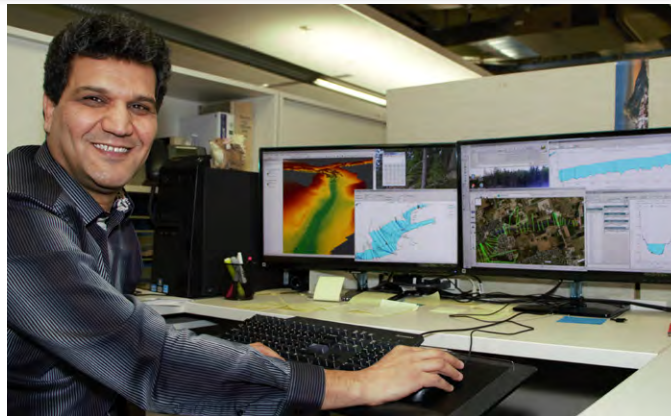
Flood & Erosion Hazard Protection

Program Examples

- Operation and maintenance of dams and dykes
- Floodplain and hazard regulations
- Flood forecasting and warning
- Plan review
- River Safety education program
- Fanshawe Dam education program

- 1 - Flood & Erosion Hazard Protection

Flood / Water & Erosion Control (Water & Information Management Unit budget)



What we do:

- Reduce the risk of property damage and loss of lives due to flooding by providing flood forecasting, control and warning programs
- Operate and maintain water control structures to control flood flows and augment stream flow during dry periods
- Operate and maintain recreational water control structures on behalf of municipalities

Examples:

- Providing and maintaining flood situation emergency plans and a flood warning system
- Continually monitoring stream flow, reservoirs and watershed conditions, and forecasting floods
- Collecting and maintaining flood damage information and historical flooding data
- Maintaining and expanding stream gauge network in order to improve stream flow, climatic and water quality monitoring
- Improving and calibrating flood forecasting models
- Coordinating, maintaining, and improving stream flow through flow augmentation reservoirs
- Coordinating the upper Thames River watershed's Low Water Response Team, which is planning for drought response to meet the needs of watershed residents and business, while protecting natural systems and human health
- Operating, inspecting, and maintaining flood control dams, dyke systems and channels, and erosion control structures, constructed in partnership with municipalities
- Operating, inspecting, and maintaining medium sized municipal recreation dams and Conservation Area dams
- Undertaking major maintenance projects on water and erosion control structures, such as initiating major maintenance on dykes, and assessing municipal erosion control works
- Undertaking dam safety studies, and improving public safety around dams
- Updating operation and maintenance manuals
- Securing capital maintenance funding for water and erosion control infrastructure
- Providing technical expertise to identify natural hazards (such as floodplains and steep slopes) with the goal of protecting people and property from these natural hazards
- Providing, interpreting and maintaining floodplain mapping
- Updating hazard modelling and mapping in support of Environmental Planning & Regulations unit
- Securing senior government funding support for flood hazard mitigation

Why:

- Reduce property damage, injury and loss of life
- Comply with legislative requirements and guidelines at the local level
- Maintain public investment in infrastructure to prevent catastrophic loss
- Improve water quality and stream flow
- Key component of a comprehensive floodplain management program
- Provide park land and recreational opportunities

Who benefits/ participates:

- Municipalities
- Watershed residents and businesses potentially affected by flooding or drought
- Conservation area users
- Province (through reduced flood damages)

- 1 - Flood & Erosion Hazard Protection

Environmental Planning & Regulations

(Environmental Planning & Regulations Unit budget)



What we do:

- Conservation Authorities have delegated responsibilities to represent provincial interests regarding natural hazards encompassed by Section 3.1 of the Provincial Policy Statement, 2014 (MMAH, 2014). These delegated responsibilities require CAs to review and provide comments on policy documents (Official Plans and comprehensive zoning by-laws) and applications submitted pursuant to the Planning Act as part of the Provincial One-Window Plan Review Service.
- Perform a planning advisory role to municipalities which may include, but is not limited to, matters related to the assessment or analysis of environmental impacts associated with activities near or in the vicinity of sensitive natural features such as wetlands, river and stream valleys, fish habitat or significant woodlands; hydrogeology and stormwater studies
- Provide technical peer review services
- Administer the Conservation Authorities Act approval process
- Provide inquiry services (legal, real estate, general information)
- Provide municipalities with access to policy and technical experts in various disciplines including hydrology, hydrogeology, ecology and fisheries, bioengineering, stream morphology and land use planning

Examples:

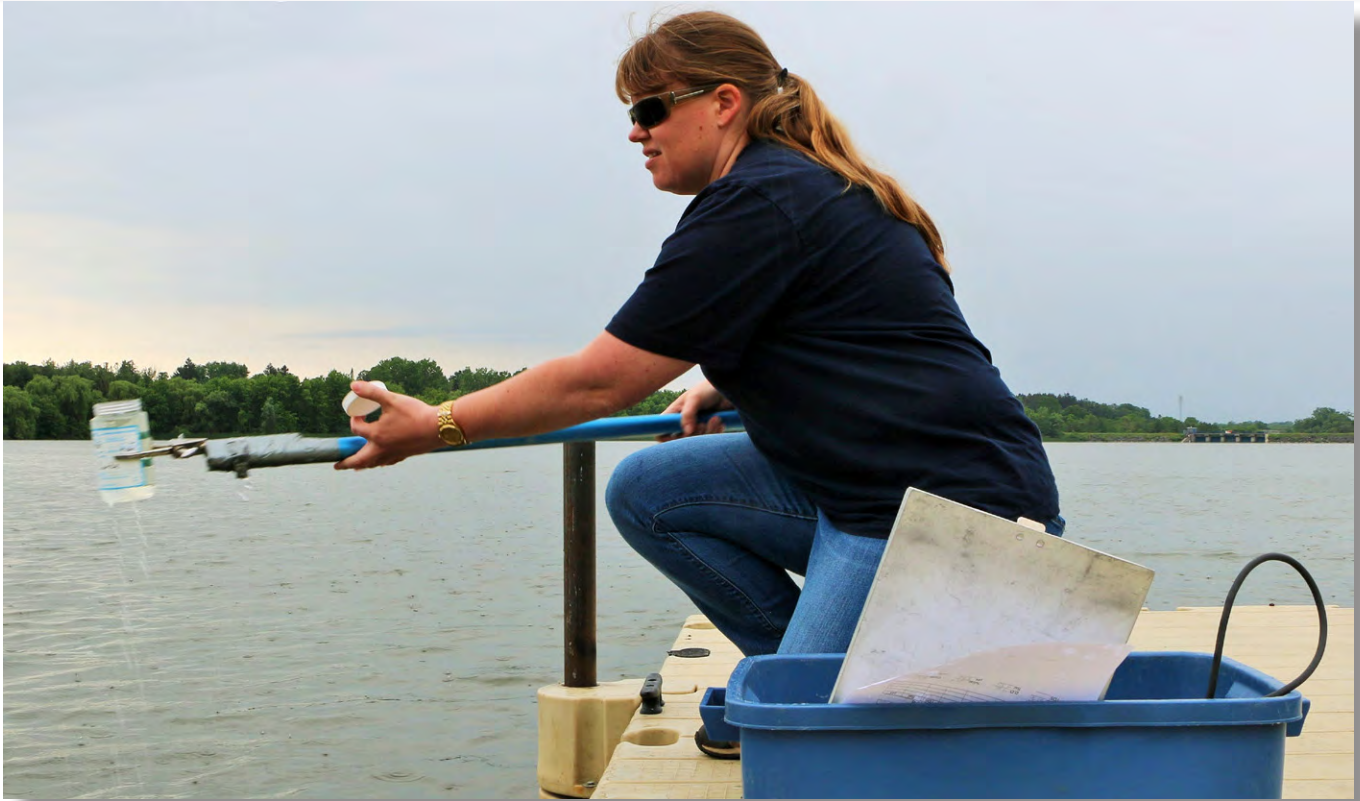
- Providing comments to assist municipalities with processing Official Plan and Zoning By-Law Amendments, severances, variances and plans of subdivision
- Answering questions from the public on the environmental aspects of land use planning
- Responding to property inquiries (legal, real estate, and general information)
- Coordinating subwatershed plan implementation recommendations for area municipalities, including organizing public involvement, updating state of the watershed information, and reporting to stakeholders
- Providing resource mapping as well as technical reviews and clearances
- Administering approvals and investigating violations related to regulations made pursuant to the Conservation Authorities Act
- Screening and commenting on mitigation related to projects requiring Federal Fisheries Act review or approval
- Liaising between municipalities and other government agencies

Why:

- Reduce the risk to life and property from natural hazards such as flooding and unstable slopes
- Promote the maintenance and enhancement of natural heritage areas such as woodlands, wetlands and threatened species
- Protect and promote the wise use of groundwater resources
- Complement other UTRCA mission centres such as Water & Information Management, Watershed Planning, Research & Monitoring, and Conservation Services
- Comply with legislative requirements

Who benefits/ participates:

- Municipal decision makers (planning committee, committee of adjustment and council)
- General public
- Ratepayers associations and other special interest groups
- Landowners, developers, private planning and engineering consultants, lawyers, real estate agents
- Municipal planners, building officials, engineers, parks and recreation services staff
- Provincial ministries, Ontario Municipal Board, Mining and Lands Commissioner
- Academic community



- 2 -

Water Quality Protection & Improvement

Program Examples

- Clean Water Program
- Drinking Water Source Protection Planning
- Provincial Water Quality Monitoring Network
- Provincial Groundwater Monitoring Network
- Benthic monitoring program
- Thames River Clear Water Revival
- Watershed Report Cards
- Watershed Report Card education program
- Developing and implementing community-based watershed strategies
- Environmental education programs for 20,000 students annually at Fanshawe and Wildwood Conservation Areas
- Children's Water Festival

- 2 - Water Quality Protection & Improvement

Environmental Monitoring

(Watershed Planning, Research & Monitoring Unit budget)



What we do:

- Provide watershed scale environmental monitoring to understand current health and emerging trends, as a basis for setting environmental management priorities and tracking progress on environmental targets

Examples:

- Working in partnership with the Ontario Ministry of the Environment & Climate Change (MOECC) and municipal Health Units to collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network (PWQMN)
- Working in partnership with the MOECC to collect and analyze groundwater samples at 24 sites as part of the Provincial Groundwater Monitoring Information System
- Working in partnership with member municipalities undertake detailed local water quality studies to better understand local water quality issues identified in Watershed Report Cards
- Compiling water quality and aquatic community health data in a comprehensive and standardized time series database that is integrated with water quantity, web enabled and available to watershed partners
- Monitoring aquatic community health including benthic invertebrates at approximately 100 sites annually and fisheries as an indicator of environmental health
- Monitoring aquatic species at risk, including fish, reptiles and freshwater mussels, to identify priority areas for implementation of best management practices and stewardship aimed at improving habitat
- Continuing a monitoring program in Wildwood, Pittock and Fanshawe Reservoirs for parameters such as dissolved oxygen, to ensure operations of the structures do not negatively impact water quality
- Development of UTRCA Watershed Report Cards to summarize and report all monitoring data and trends

Why:

- Changes in environmental health must be monitored and understood to help guide the conservation authority, municipalities, government agencies and community groups in implementing restoration and re dedication programs
- Monitoring can detect problems before serious damage occurs and result in considerable cost saving and improved environmental health in the watershed

Who benefits/ participates:

- Watershed residents
- Municipalities
- Agencies
- Schools, universities

- 2 - Water Quality Protection & Improvement

Watershed Planning (Watershed Planning, Research & Monitoring Unit budget)



What we do:

- Develop and maintain watershed, subwatershed and property specific management plans in cooperation with government agencies, municipalities and community groups

Examples:

- Supporting the development of natural heritage targets for the watershed and participating in property assessment and acquisition projects in partnership with other UTRCA units in order to characterize, protect and rehabilitate natural features and systems
- Participating in the ongoing development of recovery strategies and implementation plans for aquatic and terrestrial species at risk
- Developing and maintaining Geographic Information System (GIS) databases, performing spatial analysis and producing mapping and GIS tools to support watershed planning initiatives, assist in property management and support regulatory activities
- Developing and maintaining Internet-based GIS mapping tools to support UTRCA staff
- Developing land management plans for UTRCA properties, such as the Lowthian Flats and Fullaraton area lands, in partnership with the Conservation Areas and Lands & Facilities units
- Presenting findings on environmental conditions in the watershed's 28 subwatersheds through watershed report cards
- Providing technical support and review for applications related to planning advisory services for the Environmental Planning & Regulations unit
- Facilitating the development of an updated Water Management Plan for the Thames River watershed that serves to refine water management objectives, in collaboration with a broad group of stakeholders
- Participate in senior government working groups related to development of a Domestic Action Plan to reduce phosphorus loads to Lake Erie

Why:

- Solving environmental problems and implementing plans to improve watershed health requires a broad geographic perspective and knowledge of current resources, research and implementation practices
- Private landowners ultimately manage the majority of lands and, therefore, need to help determine the future of these properties; we provide the forum for the community to work collectively toward a common vision for the watershed

Who benefits/ participates:

- Watershed residents
- Community groups
- Municipalities
- Agencies

- 2 - Water Quality Protection & Improvement

Research

(Watershed Planning, Research & Monitoring Unit budget)

What we do:

- Implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources



Examples:

- Developing an assessment of water quality in the Thames River watershed based on analysis of existing data, modeling and long term trends
- Studying threatened and endangered wildlife species and their habitat requirements (such as the spiny softshell turtle, queen snake, black redhorse fish and freshwater mussels) that are indicators of watershed health
- Participating in multi-agency research projects, such as Conservation Ontario's Provincial Information Technology Forum, Conservation Authorities Aquatics Group, Lake St. Clair Management Plan and Lake Erie Lakewide Action & Management Plan
- Providing technical lead in the development of natural heritage studies and models for determining natural heritage system significance (such as the Oxford and Perth County Natural Heritage Studies)

Why:

- New information and solutions are required for existing environmental problems to ensure we can live in healthy communities
- Provide clean water for community use and for the enjoyment of future generations
- Decrease the health risk to humans and animals
- Improve habitat for fish and wildlife

Who benefits/ participates:

- Private landowners, the local community and municipal partners
- Industry gains new technology and products
- Individuals and agencies share new ideas and expertise
- Landowners, community groups and municipalities benefit from funding that they could not access on their own

Soil Conservation

(Conservation Services budget)

What we do:

- Address soil and water quality concerns by providing comprehensive in-field and in-stream conservation planning services

Examples:

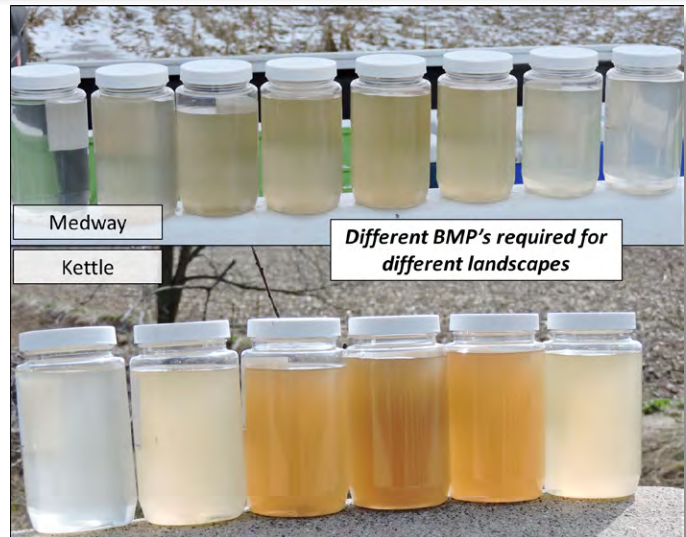
- Working under the auspices of the Ontario Soil & Crop Improvement Association to deliver the Priority Subwatershed Project within the Upper Medway Creek and North Kettle Creek watersheds
- Managing demonstration and research efforts, including: controlled drainage, phosphorus removal from streams through naturalization, engineered vegetated filter strips, biofilters, and surface inlet effectiveness, with the Ontario Ministries of Agriculture, Food and Rural Affairs (OMAFRA), Environment and Climate Change (MOECC), Agriculture and Agri-Food Canada, and the Universities of Guelph, Waterloo and Windsor
- Helping to create and deliver the Great Lakes Agricultural Stewardship Initiative outreach program along with the Ontario Soil & Crop Improvement Association
- Working with landowners to carry out the Thames River Ecosystem Stewardship Initiative in the Fish Creek watershed, to protect endangered mussels and restore their habitat
- Continuing with monitoring of several demonstration projects implemented through the MOECC's Showcasing Water Innovation program, including on-farm stormwater management, the use of slag filters for phosphorus removal in barnyard and silage leachate runoff, wetland restoration, and sub irrigation/ drainage projects
- Working with local communities and agency funders to improve the overall watershed health of the Avon River, as well as Cedar, Halls and Stoney Creeks
- Focusing efforts to restore natural stream flow and structure in Medway Creek in order to improve the stream's aquatic health
- Initiating a Dingman Creek Stewardship Project
- Working with the community to implement a Low Impact Development (LID) program across the watershed
- Working with OMAFRA on the Soil Health Project to determine the state of agricultural soils in Ontario and demonstrate methods for improvement
- Implementing practical, cost-effective alternatives for landowners and other agency staff with water quality concerns, such as bioengineering to control streambank erosion and slope instability, natural channel design in disturbed watercourses and drainage systems, and constructed wetlands to treat industrial, septic and agricultural wastewater

Why:

- Reduce watercourse pollution and maintenance costs by keeping soil on the land
- Stabilize streams experiencing pressure from surrounding land uses
- Improve water quality and habitat for fish and wildlife
- Reestablish natural aquatic linkages
- Protect topsoil for agriculture

Who benefits/ participates:

- Groups and individuals in the participating communities
- Private landowners and the local community can sustain crop yields, avoid costly drain maintenance and keep local water resources clean
- Local contractors carry out much of the work
- Industry gains new technology and products
- Agencies and individuals share new ideas and expertise



- 2 - Water Quality Protection & Improvement

Clean Water Program

(Conservation Services budget)



What we do:

- Provide technical assistance and financial incentives to rural landowners for implementing measures that improve surface water and groundwater quality and contribute to sustainable agriculture operations. CWP is funded by the Counties of Oxford, Middlesex and Perth, the Town of St. Marys and the Cities of Stratford and London. Additional funding is provided by Environment & Climate Change Canada's Habitat Stewardship Program. The program is delivered by the Ausable Bayfield, Catfish Creek, Grand River, Kettle Creek, Long Point Region, Maitland Valley, St. Clair Region, and Upper Thames River Conservation Authorities.
- Provide technical delivery of Agriculture & Agri-Food Canada's Greencover Program
- Deliver the Ontario Drinking Water Stewardship Program to eligible landowners throughout the Thames-Sydenham and Region Source Protection Region

Examples:

- Eligible projects include the following:
 - milkhouse washwater disposal
 - clean water diversion
 - livestock access restriction to watercourses
 - nutrient management plans
 - wellhead protection
 - decommissioning unused wells
 - fertilizer, chemical and fuel storage or handling
 - septic systems
 - erosion control structures
 - fragile land retirement
 - woodlot and wetland enhancement

Why:

- To address locally identified priority water quality impairment issues
- To maintain working relationships between various municipalities, local farm groups, government agencies and interested groups or associations that have a direct stake in the issue of agriculture, water quality and future health of our watersheds
- To protect municipal drinking water sources

Who benefits/ participates:

- Landowners within the Counties of Oxford, Perth and Middlesex, the Cities of Stratford and London and the Town of St. Marys
- Municipalities, by joining together, enjoy environmental programs and services that would otherwise be too costly for individual municipalities
- Everyone benefits from improved environmental health

- 2 - Water Quality Protection & Improvement

Source Water Protection (Environmental Planning & Regulations Unit budget)

What we do:

- Work with our partners to develop and implement a Source Protection Plan that will:
 - protect human health, and
 - protect present and future municipal drinking water sources (quality and quantity)
- The Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities are working together in a partnership with the Province and our member municipalities
- The UTRCA, as the lead CA, is responsible for the overall project administration

Examples:

- Provide risk management services to regulate identified risks to drinking water sources
- Support municipalities in the implementation of the Source Protection Plan
- Provide education and outreach related to the Source Protection Plan
- Monitor and report on implementation progress
- Support the Source Protection Committee
- Ensure transparent, multi-stakeholder involvement
- Provide technical information and resources
- Integrate drinking water source protection into other program areas
- Update technical information in Assessment Reports
- Develop a water budget
- Manage and maintain data

Why:

- The Walkerton Inquiry recommended a multi-barrier approach to protecting drinking water, with drinking water source protection as the first barrier
- Protecting our surface water and groundwater from becoming contaminated or overused will ensure that we have a sufficient supply of clean, safe drinking water now and for the future
- Clean and sustainable drinking water sources are critical to healthy and economically sustainable communities
- Protecting drinking water sources is more cost-effective than remediating water quantity and/or quality, if remediation is even possible
- Required by the Clean Water Act

Who benefits/ participates:

- Province
- Conservation authorities
- Municipalities
- Stakeholders
- Water users



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- 3 -

Natural Areas Protection & Expansion

Program Examples

- Private land tree planting
- Communities for Nature program
- Tree Power program
- Various management plans (Ellice, Sifton)
- Watershed Report Cards
- Property management
- Wetlands education program
- Developing and implementing community-based watershed strategies
- Creating value for the UTRCA and the environment by linking the Authority and its information with the watershed residents and their ability to take action

- 3 - Natural Areas Protection & Expansion

Forestry

(Conservation Services budget)

What we do:

- Offer a range of tree planting and woodlot management services to improve the health of the local environment and provide a learning experience

Examples:

- Providing a wide range of forestry services including tree planting plans (including technical assistance, planting or supplying appropriate stock, and maintenance assistance), woodlot management, non-native vegetation control (with the EZject system and other herbicide and manual methods), and planning and auditing for the Managed Forest Tax Incentive Program
- Initiating inventories and management plans for UTRCA-owned plantations and other wooded areas
- Carrying out controlled burns to sustain Communities for Nature native grass and wildflower plantings, with the UTRCA's Environmentally Significant Areas team
- Planning and implementing naturalization projects through the Communities for Nature program, which gives 4,000 people each year a hands-on educational experience enhancing their local environment, through community forestry, wildflower and aquatic planting, and provides local businesses with an opportunity to provide lands and/or financial support
- Coordinating the George Furtney, Woodstock, Zorra, Thames Centre, and St. Marys Area Memorial Forests, to improve the local environment while commemorating people or events
- Partnering with the Canadian Forestry Service on Emerald Ash Borer (EAB) parasitoid research for control of EAB
- Partnering with the Forest Gene Conservation Association to establish a Southwest Ontario Butternut Tree Archive site at Pittock Conservation Area, to help preserve the genetics of this endangered species
- Providing tree marking and woodlot management advice for private landowners
- Providing technical assistance to the London airport tree trimming project

Why:

- Improve crop yields and water quality by reducing soil erosion
- Provide habitat for wildlife
- Improve air quality
- Shade and protect buildings, reducing heating and cooling costs
- Reduce snow drifting and snow removal costs
- Provide timber products
- Provide recreational opportunities and aesthetics

Who participates/ benefits:

- Farmers and rural landowners
- Students, non-profit groups, service clubs and community associations
- General public
- Municipalities
- Private tree nurseries
- Funeral homes
- Corporations/ businesses



- 3 - Natural Areas Protection & Expansion

Lands & Facilities

(Lands & Facilities Unit budget)

What we do:

- Work in partnership with the community to ensure the long-term protection of natural areas, such as woodlands and wetlands, and provide a variety of recreational opportunities on UTRCA-owned/ managed lands
- Lease structures and properties to clubs and community groups, individuals and municipalities for activities that complement the UTRCA's programs and services



Examples:

- Providing passive day-use recreational opportunities on 1900 hectares of rural properties, including woodlands, wetlands, agreement forests and 7 rural conservation areas
- Initiating asset management plan as per the UTRCA Strategic Plan
- Initiating or assisting with capital development projects
- Managing UTRCA fleet vehicles and equipment system
- Working with the local community to implement the Ellice and Gads Hill Swamps Management Strategy
- Performing comprehensive risk management and safety inspections on UTRCA-owned properties
- Assessing hunting opportunities on UTRCA-owned properties and, where appropriate, implementing a controlled hunting program
- Responding to infringement and encroachment related issues on UTRCA-owned properties
- Leasing 24 UTRCA-owned agricultural properties totalling approximately 475 hectares
- Leasing 5 residential homes and managing/maintaining 7 storage buildings located throughout the watershed
- Maintaining lease agreements with 7 community-based groups for the management and maintenance of our rural conservation areas
- Maintaining lease agreements with more than 20 clubs for recreational opportunities within Fanshawe, Wildwood and Pittock Conservation Areas
- Maintaining lease agreements for 80 cottages at two locations
- Maintaining leases with groups and individuals for a variety of activities at properties throughout the watershed

Why:

- Natural areas are highly valued by the community
- Wetlands provide storage for flood waters, help reduce the impacts of drought, and improve water quality by trapping sediments and storing nutrients
- Natural areas provide habitat to a variety of plants and animals
- We provide safe access to UTRCA owned/managed lands for permitted activities
- When acquiring lands for the development of the reservoirs, the UTRCA was obliged to purchase entire holdings (farms); some of these lands are not needed to support the flood management and recreational programs of the UTRCA and have been made available to the community

Who benefits/ participates:

- Local communities enjoy access to day-use opportunities in nearby parks and natural areas
- Local economies benefit from tourism
- Tenants, club members, cottagers, outdoor enthusiasts

- 3 - Natural Areas Protection & Expansion

Environmentally Significant Areas (Lands & Facilities Unit budget)



What we do:

- As of January 2017, the UTRCA is in an agreement with the City of London to manage nine Environmentally Significant Areas (ESAs): the Coves, Kains Woods, Kilally Meadows, Lower Dingman, Meadowlily Woods, Medway Valley, Sifton Bog, Warbler Woods, and Westminster Ponds/Pond Mills Conservation Area
- Our management goals are to protect the ESAs, encourage partnership and education, ensure public safety, and promote and enforce proper use

Examples:

- Working with the local community to implement ESA Conservation Master Plans, in partnership with the City of London
- Implementing site planning and trail design, and installing signs and trail markers
- Maintaining and constructing bridges, boardwalks, staircases, railings, barricades and other trail structures
- Working with the City of London to develop and implement an encroachment management strategy
- Implementing management strategies for wildlife (e.g. coyote, beaver, Species at Risk) in partnership with agencies, the City of London and stakeholders
- Undertaking tree risk assessment and hazard tree mitigation on ESA trails and boundaries
- Restricting unofficial access points by installing barricades to protect sensitive vegetation
- Enforcing rules to protect vegetation, wildlife and people under the Provincial Offences Act and the City of London's Parks & Recreation By-law
- Working with local interest groups and schools to build valuable partnerships and provide education
- Implementing invasive species management programs, including inventory, removal and monitoring, using the most current Best Management Practices
- Developing and implementing restoration projects including tree, shrub and wildflower planting, bioengineering and erosion control
- Providing co-op students, volunteers and summer students with placement opportunities where they enhance their skills and knowledge and make career decisions to work in the environmental/ conservation field

Why:

- ESAs provide excellent examples of a variety of natural habitats, including upland forests, wetlands, meadows, ponds and river corridors
- ESAs are highly valued by the community, enhance quality of life and provide educational opportunities for students and the public

Who benefits/ participates:

- All City of London and area residents and visitors



- 4 -

Provide Outdoor Recreation & Education Opportunities

Program Examples

- Camping
- Day use, hiking, biking
- Boating, fishing, hunting
- Pavilion rentals, special events
- Cottages
- Environmental education programs for 20,000 students annually at Fanshawe & Wildwood Conservation Areas

- 4 - Provide Outdoor Recreation & Education Opportunities

Conservation Areas

(Conservation Areas Unit budget)

What we do:

- Provide a variety of recreational and educational opportunities and facilities on 3200 hectares of conservation lands at Fanshawe, Wildwood and Pittock Conservation Areas



Examples:

- Over 1300 seasonal and nightly camping sites, including new back country camp sites
- Over 50 km of trail systems for biking, hiking and nature watching
- Water-based recreational opportunities including rental equipment
- Variety of special events and programs in partnership with local organizations for all ages to enjoy, including:
 - bike workshops and races
 - dragon boat festivals
 - cross country run events
 - reptile shows
 - campfire programs
 - trail days
- Day use opportunities including picnic areas, pavilion rentals, disc golf, geocaching, sand volleyball, yoga classes
- Cottage program
- Hunting program
- Assisting other UTRCA units with a range of activities and programs, including:
 - flood control operations and snow course readings
 - risk management for community education program areas
 - grounds maintenance of the Watershed Conservation Centre
 - tree storage and pick up locations for tree planting programs
 - Memorial Forests and dedication services
- Ensuring compliance with applicable legislations and associations with conservation area lands including but not limited to the Conservation Authorities Act, Safe Drinking Water Act, Electrical Safety Authority, Swimming Pool Safety Act and Occupational Health and Safety Act
- Setting annual goals and implementing strategies to continue to improve the current services and investigate opportunities for new ones

Why:

- Lands that were acquired for the development of flood control reservoirs also serve as multi-purpose recreational facilities
- Create value for the environment by providing outdoor recreational opportunities
- Provide safe access to UTRCA-owned lands and permitted activities

Who benefits/ participates:

- 500,000 people visit Fanshawe, Pittock and Wildwood CAs annually, mostly from local communities
- 22 non-profit organizations are based on UTRCA properties
- Local economies benefit from tourism
- Local communities enjoy access to day use opportunities in nearby parks
- Visitors can step into nature without traveling far
- Opportunity to work in partnership with local businesses and agencies to promote an outdoor experience

- 4 - Provide Outdoor Recreation & Education Opportunities

Community Partnerships (Community Partnerships Unit budget)

What we do:

- Motivate watershed residents to adopt stewardship (behaviours that protect and restore the environment) by facilitating access to environmental and conservation information, and involvement in stewardship activities



Examples:

- Coordinating community involvement in planning and implementing environmental restoration and information sharing and education projects in the Trout, Medway, South Thames, Stoney and Forks watersheds and the Dorchester Mill Pond
- Developing a "Focus on Flooding" awareness and education program to help communities recognize flood prone areas and minimize their risk
- Developing a marketing and communications strategy to influence behaviours to reduce nutrient (phosphorus) loadings to the Thames River
- Continuing to assist communities in learning about and implementing Low Impact Development (LID) for stormwater projects, including the Stream of Dreams (Fish on Fences) community art program
- Working with corporate partners to naturalize industrial properties (GM Canada - Ingersoll, Toyota - Woodstock)
- Facilitating involvement of the community, industry and corporations in environmental clean up events
- Assisting, as a member of the Oxford County Trails Council, with development and promotion of trails throughout Oxford County, and protection and enhancement of natural heritage within trail corridors
- Providing environmental education programs and hands-on resource management opportunities in local natural areas and in class, to students and community groups (e.g., stream health monitoring, stream rehabilitation, Watershed Report Card and Wetlands Education programs)
- Continuing GREEN education program partnership with GM Canada to foster environmental youth leadership
- Developing educational opportunities, such as Mini Water Festivals and student conferences, for students to understand and appreciate the relationship between actions in the watershed and the health of the Great Lakes
- Creating opportunities for Specialist High Skills Major students to obtain environmental and leadership accreditations
- Partnering with TD Friends of the Environment Foundation and Ontario Power Generation to deliver the Watershed Report Card education program and the Sifton Bog Wetland education program
- Introducing student use of and accreditation for new environmental technologies (GPS)
- Working on a feasibility study with Reforest London, the City of London and the Thames Valley District School Board, to explore the idea of a Green Legacy project in the London area
- Coordinating the 2018 Oxford Children's Water Festival

Why:

- Create value for a healthy environment by providing opportunities to experience and learn about conservation
- Accrue future benefits for the environment from citizens with an environmental stewardship ethic
- Provide hands-on learning opportunities to help the environment
- Empower people to take action in their local community
- Help people make informed environmental decisions

Who benefits/ participates:

- 20,000 students from regional boards of education visit our two outdoor education centres each year
- Landowners, community groups and municipalities benefit from funding that they could not otherwise access
- Watershed residents participate in restoration projects in their local communities
- Municipalities benefit by having an involved and informed constituency

Corporate & Support Services

Corporate & Support Services (Service Cost Centres budget)



What we do:

- Support the Conservation Authority's staff, members of the Board of Directors, and programs

Examples:

- Corporate and strategic planning, governance policy development, and implementation
- Financial control support including development of procedures, systems integration and efficiency projects
- Continue efforts to develop the General Ledger to accommodate funder reporting demands
- Adopting new accountings standards
- Developing the treasury function
- Implementing an acquisition policy and automated system
- Human resources administration, benefits administration
- Payroll and health and safety initiatives
- Engaging communities of interest through interactive social media channels
- Assessing community needs and opportunities through communications and marketing
- Administrative, clerical, systems, communications and graphic design support
- Providing information products including printed materials, GIS mapping and Geoportal, and websites to watershed residents, the Board of Directors and staff
- Professional development opportunities
- Coordinating community volunteers

Why:

- Ensure programs are consistent with watershed resources, management needs, community values, and political and financial realities
- Ensure accountability to the community, partners, and municipal and senior government
- Inform staff, members, stakeholders and the public of the UTRCA's programs and policies
- Provide programs that are cost-effective
- Maintain competent, highly trained, safe and motivated staff to implement the UTRCA's programs
- Maintain efficient systems and equipment to support the organization

Who benefits/ participates:

- Municipalities benefit from targeted programs tailored to their specific environmental needs and economic realities
- Taxpayers receive the most value for their dollars
- UTRCA staff and members
- Community volunteers such as students

Who pays:

- All Corporate & Support Services costs are allocated among the programs of the UTRCA

Operating Budget 2018

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
REVENUES:					
Levy Funding					
Municipal General Levy	3,271,214	3,605,251	3,605,255	(4)	
Dam and Flood Control Levy	1,324,926	1,351,126	1,351,126	-	
Operating Reserve Levy	32,400	32,400	32,400	-	
	4,628,540	4,988,777	4,988,781	(4)	
Government Transfer Payments	351,424	351,020	351,020	-	Remain at 1995 levels
Contracts					
Municipal within Watershed	1,129,688	812,337	799,097	13,240	
Municipal without Watershed	91,600	75,840	75,840	-	
Provincial - MNRF	893,136	712,311	735,286	(22,975)	
Provincial	208,727	244,600	244,600	-	
Federal	539,575	625,330	613,080	12,250	
All other	1,587,324	1,498,747	1,099,379	399,368	Corporate and non-profit funding expected to increase
	4,450,050	3,969,165	3,567,282	401,883	
User Fees					
Conservation Areas	3,241,149	3,559,859	3,363,490	196,369	Revenues to rise with price and usage
Planning and Permit Fees	172,000	195,000	185,000	10,000	
Education Fees	86,920	102,700	79,720	22,980	
	3,500,069	3,857,559	3,628,210	229,349	
All Other Revenues	1,642,549	1,705,284	1,388,479	316,805	V2 includes all known deferred revenues carried from 2017
Funding from Reserves	503,789	223,400	181,134	42,266	
TOTAL REVENUES	15,076,421	15,095,205	14,104,906	990,299	
OPERATING EXPENDITURES:					
Mission Cost Centres					
Community Partnerships	1,120,441	1,417,652	1,219,305	198,347	Target activity added
Water & Information Management	2,401,750	2,687,074	2,690,370	(3,296)	
Environmental Planning & Regulations	1,627,341	1,858,588	1,768,438	90,150	
Conservation Services	1,785,760	1,559,792	1,390,886	168,906	Target activity added
Watershed Planning, Research & Monitoring	1,154,805	1,036,483	1,035,484	999	
Conservation Areas	4,212,156	4,514,804	4,260,217	254,587	Increase based on known 2017 year end costs
Lands & Facilities Management	1,674,005	1,750,272	1,705,781	44,491	
Service Cost Centres	(40,435)	104,368	(7,633)	112,001	
TOTAL OPERATING EXPENDITURES	13,935,823	14,929,033	14,062,848	866,185	
Desired Transfer to Reserves	434,771	165,407	479,194	(313,787)	Includes reserves to be used for capital spending
Surplus (deficit) in Current Year Operations	705,827	765	(437,136)	437,901	Net operating surplus for 2018
Amortization	827,965	828,446	807,968	20,478	
NET CASH SURPLUS (DEFICIT)	1,533,792	829,211	370,832	458,379	

Capital Budget 2018

Combined Capital Budget

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Funding	3,788,235	6,171,466	5,826,478	344,988	
Expenditures	5,602,696	6,478,204	6,071,124	407,080	
Surplus (deficit) in Capital Activities	(1,814,461)	(306,738)	(244,646)	(62,092)	

Detailed Capital Budget

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
a) Capital Funding for Flood Control					
Flood Control Capital Levy	1,301,310	2,130,933	1,880,000	250,933	
Federal - NDMP	597,857	1,374,231	1,895,000	(520,769)	
Provincial - WECl	1,576,045	2,219,352	1,685,816	533,536	
Funding from reserves	144,700	278,626	197,338	81,288	Flood control capital needs are often funded through flood control operating surplus
Total Funding	3,619,912	6,003,142	5,658,154	344,988	
Flood Control Capital Expenditures	4,416,147	5,998,704	5,431,124	567,580	
Desired transfer to reserves	329,582	-	225,000	(225,000)	
Total Expenditure	4,745,729	5,998,704	5,656,124	342,580	
Net Flood Control Capital Budget	(1,125,817)	4,438	2,030	2,408	
b) Funding for Other Capital Needs					
Capital Maintenance Reserve Levy	168,323	168,324	168,324	-	
All other Capital Expenditures	856,967	479,500	415,000	64,500	
Net Other Capital Spending	(688,644)	(311,176)	(246,676)	(64,500)	Other capital needs are often funded through operating surplus

Water & Information Management - All Activities Except Capital

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	1,392,444	1,624,822	1,773,822	(149,000)	Corrected for double allocation of Targets
Government Transfer Payments	322,472	322,068	322,068	-	
Contracts	401,100	565,700	563,250	2,450	
User Fees	5,500	-	-	-	
All Others	395,810	180,400	179,134	1,266	
Total Revenues	2,517,326	2,692,990	2,838,274	(145,284)	
Operating Expenditures					
Wages, Benefits, Per Diems	1,154,512	1,393,766	1,393,766	-	
Training	29,000	26,350	31,350	(5,000)	
Legal, Audit, Insurance	28,500	32,366	32,366	-	
Services	50,000	55,000	55,000	-	
Computers, Property and Utilities	211,400	210,607	210,607	-	
Supplies	121,450	140,850	126,672	14,178	
Depreciation Expenses	246,567	248,009	246,567	1,442	
Allocated Costs	560,321	580,126	594,042	(13,916)	
Total Operating Expenditures	2,401,750	2,687,074	2,690,370	(3,296)	
Desired Transfers to Reserves	72,348	113,007	112,757	250	
Total Unit Budget	43,228	(107,091)	35,147	(142,238)	

Water & Information Management - Capital Activities Only

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	1,301,310	2,130,933	1,880,000	250,933	Flood Control Capital levy increase due to deferring levy revenue from 2017
Contracts	3,299,717	3,593,583	3,580,816	12,767	
All Others	144,700	278,626	197,338	81,288	Unused funding from 2017 carried forward
Total Revenues	4,745,727	6,003,142	5,658,154	344,988	
Operating Expenditures					
Wages, Benefits, Per Diems	150,647	166,370	160,426	5,944	
Services	4,229,500	5,832,334	5,270,698	561,636	Construction contracts refined for fiscal 2018
Computers, Property and Utilities	32,000	-	-	-	
Supplies	4,000	-	-	-	
Total Operating Expenditures	4,416,147	5,998,704	5,431,124	567,580	
Desired Transfers to Reserves	329,582	-	225,000	(225,000)	London and Oxford Cty capital levy to be used for WECL projects
Total Unit Budget	(2)	4,438	2,030	2,408	

Lands & Facilities

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	496,935	591,579	641,644	(50,065)	Levy redistributed with phased in approach
Contracts	882,668	902,196	904,256	(2,060)	
User Fees	3,300	2,100	3,300	(1,200)	
All Others	60,308	77,047	55,000	22,047	New budget includes \$31,000 from reserves for costs relating to land sales
Total Revenues	1,443,211	1,572,922	1,604,200	(31,278)	
Operating Expenditures					
Wages, Benefits, Per Diems	925,631	942,748	947,616	(4,868)	
Training	7,450	8,850	8,850	-	
Legal, Audit, Insurance	17,100	32,575	25,575	7,000	Additional legal services required related to land transactions
Services	47,710	78,200	62,200	16,000	Contracted services (e.g., land appraisals and surveys)
Computers, Property and Utilities	84,990	124,986	80,340	44,646	Contracted services (e.g., septic system replacement/ well maintenance)
Supplies	75,700	98,400	93,400	5,000	
Flow Through Expenses	8,168	9,000	9,000	-	
Depreciation Expenses	14,688	17,572	14,688	2,884	
Allocated Costs	492,568	437,941	464,112	(26,171)	
Total Operating Expenditures	1,674,005	1,750,272	1,705,781	44,491	
Total Unit Budget	(230,794)	(177,350)	(101,581)	(75,769)	

Conservation Areas

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	107,676	109,830	109,830	-	Exclusively Target funding
Contracts	741,644	703,287	704,892	(1,605)	
User Fees	3,237,849	3,557,759	3,360,190	197,569	2018 fee schedule implemented
All Others	55,737	88,000	-	88,000	
Total Revenues	4,142,906	4,458,876	4,174,912	283,964	
Operating Expenditures					
Wages, Benefits, Per Diems	1,797,604	1,986,878	1,961,795	25,083	Changes to allocation of staff due Target
Training	25,000	17,250	16,000	1,250	
Legal, Audit, Insurance	94,656	107,250	115,000	(7,750)	
Services	261,072	308,111	152,350	155,761	Increase in general operating costs and truer year end estimates
Computers, Property and Utilities	787,467	856,200	871,173	(14,973)	
Supplies	376,552	376,907	321,700	55,207	
Depreciation Expenses	79,380	76,301	66,253	10,048	Capital additions in 2017 draw new depreciation
Allocated Costs	790,425	785,907	755,946	29,961	Allocated costs rise with size of budget
Total Operating Expenditures	4,212,156	4,514,804	4,260,217	254,587	
Capital Expenditures	265,000	215,000	130,000	85,000	Projects from 2017 deferred to 2018
Total Unit Budget	(334,250)	(270,928)	(215,305)	(55,623)	

Environmental Planning & Regulations

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	752,440	710,000	683,932	26,068	Additional levy for added staff member
Government Transfer Payments	28,952	28,952	28,952	-	
Contracts	767,505	674,462	659,373	15,089	
User Fees	172,000	195,000	185,000	10,000	Estimated higher levels of permit and planning fees
All Others	-	346,313	221,500	124,813	Carry forward deferred revenues exceeding original expectations
Total Revenues	1,720,897	1,954,727	1,778,757	175,970	
Operating Expenditures					
Wages, Benefits, Per Diems	999,943	1,198,710	1,122,348	76,362	Additional staff member added
Training	12,600	10,600	11,100	(500)	
Legal, Audit, Insurance	25,000	22,000	22,000	-	
Services	184,000	185,975	185,975	-	
Computers, Property and Utilities	28,800	25,400	25,400	-	
Supplies	7,250	7,750	7,750	-	
Allocated Costs	369,748	408,153	393,865	14,288	
Total Operating Expenditures	1,627,341	1,858,588	1,768,438	90,150	
Total Unit Budget	93,556	96,139	10,319	85,820	

Watershed Planning, Research & Monitoring

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	762,533	695,408	662,440	32,968	Increased levy distribution to support Targets
Contracts	343,489	175,000	215,000	(40,000)	Anticipated contract revised
All Others	16,941	10,941	10,941	-	
Total Revenues	1,122,963	881,349	888,381	(7,032)	
Operating Expenditures					
Wages, Benefits, Per Diems	707,509	715,363	727,749	(12,386)	Staff reallocated
Training	5,500	5,250	5,250	-	
Services	115,733	23,000	5,000	18,000	
Computers, Property and Utilities	13,500	10,500	11,500	(1,000)	
Supplies	14,250	15,001	14,001	1,000	
Depreciation Expenses	-	2,176	-	2,176	
Allocated Costs	298,313	265,193	271,984	(6,791)	
Total Operating Expenditures	1,154,805	1,036,483	1,035,484	999	
Capital Expenditures	14,585	-	-	-	Purchased microscope in 2017
Total Unit Budget	(46,427)	(155,134)	(147,103)	(8,031)	

Conservation Services

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	699,334	614,538	582,792	31,746	Net increase due to size of allocations for both missions
Contracts	770,255	644,040	310,517	333,523	
User Fees	139,600	130,000	130,000	-	
All Others	966,420	773,511	909,338	(135,827)	Revised amount of deferred revenues
Total Revenues	2,575,609	2,162,089	1,932,647	229,442	
Operating Expenditures					
Wages, Benefits, Per Diems	775,424	700,378	727,641	(27,263)	
Training	3,000	1,000	1,000	-	
Services	55,300	52,800	52,800	-	
Computers, Property and Utilities	95,425	40,675	40,675	-	
Supplies	299,102	281,130	270,228	10,902	
Flow Through Expenses	31,100	23,500	23,500	-	
Depreciation Expenses	721	2,403	721	1,682	
Allocated Costs	525,688	457,906	274,321	183,585	Greater distribution of allocated costs due to level of activities
Total Operating Expenditures	1,785,760	1,559,792	1,390,886	168,906	
Desired Transfers to Reserves	150,000	-	150,000	(150,000)	
Total Unit Budget	639,849	602,297	391,761	210,536	Is a normal level of carry forward funding into subsequent year

Community Partnerships

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	384,778	610,200	501,921	108,279	Added Targets activity for 2018, reallocated General Levy
Contracts	543,389	346,480	209,994	136,486	Discovered new funding arrangements
User Fees	86,920	102,700	79,720	22,980	
All Others	321,522	197,172	-	197,172	
Total Revenues	1,336,609	1,256,552	791,635	464,917	
Operating Expenditures					
Wages, Benefits, Per Diems	632,264	851,919	802,788	49,131	Added staff to complete Targets
Training	3,000	3,800	-	3,800	
Services	7,930	22,450	-	22,450	
Computers, Property & Utilities	21,580	56,700	-	56,700	
Supplies	119,100	72,100	14,000	58,100	Additional supplies required to complete Targets
Flow Through Expenses	2,480	2,550	-	2,550	
Depreciation Expenses	-	1,442	-	1,442	
Allocated Costs	334,087	406,691	402,517	4,174	
Total Operating Expenditures	1,120,441	1,417,652	1,219,305	198,347	
Total Unit Budget	216,168	(161,100)	(427,670)	266,570	

Service Cost Centres

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues					
Municipal Levies	200,723	200,724	200,724	-	
User Fees	-	3,300	-	3,300	
All Others	184,500	122,000	63,700	58,300	Increased investment revenues anticipated
Total Revenues	385,223	326,024	264,424	61,600	
Operating Expenditures					
Wages, Benefits, Per Diems	1,973,790	2,066,300	2,072,310	(6,010)	
Training	31,700	40,900	36,350	4,550	
Legal, Audit, Insurance	257,733	205,851	205,851	-	
Services	40,637	32,250	29,250	3,000	
Computers, Property and Utilities	363,950	444,975	388,640	56,335	Utilities, taxes and building and computer maintenance increases
Supplies	176,300	188,500	191,700	(3,200)	
Depreciation Expenses	486,609	480,543	479,739	804	
Allocated Costs	(3,371,154)	(3,354,951)	(3,411,473)	56,522	Allocation reduced due to planned investment strategy
Total Operating Expenditures	(40,435)	104,368	(7,633)	112,001	
Capital Expenditures	577,382	264,500	285,000	(20,500)	
Desired Transfers to Reserves	212,423	52,400	216,437	(164,037)	Includes \$32,400 operating reserve, \$10,000 WCC and \$10,000 Self Indemnity
Total Unit Budget	(364,147)	(95,244)	(229,380)	134,136	

All Units, All Activities

	2017 Total Budget	2018 Draft V2 Budget Feb 2018	% of Draft V2 Budget	2018 Draft V1 Budget Oct 2017	Versions Difference	Notes
Revenues						
Municipal Levies	6,098,173	7,288,034	34.2%	7,037,105	250,929	Flood Control Capital levies for WECE projects
Government Transfer Payments	351,424	351,020	1.6%	351,020	-	
Contracts	7,749,767	7,604,748	35.7%	7,148,098	456,650	WECE 18/19 application
User Fees	3,645,169	3,990,859	18.7%	3,758,210	232,649	
All Others	2,145,938	2,074,010	9.7%	1,636,951	437,059	Increase in deferred revenues carried forward
Total Revenues	19,990,471	21,308,671	100%	19,931,384	1,377,287	
Operating Expenditures						
Wages, Benefits, Per Diems	9,117,324	10,022,432	47.9%	9,916,439	105,993	Refinement of staff needs for 2018
Training	117,250	114,000	0.5%	109,900	4,100	
Legal, Audit, Insurance	422,989	400,042	1.9%	400,792	(750)	
Services	4,991,882	6,590,120	31.5%	5,813,273	776,847	Contracted services related to flood control projects
Computers, Property & Utilities	1,639,112	1,770,043	8.5%	1,628,335	141,708	
Supplies	1,193,704	1,180,638	5.6%	1,039,451	141,187	
Flow Through Expenses	41,748	35,050	0.2%	32,500	2,550	
Depreciation Expenses	827,965	828,446	4.0%	807,968	20,478	
Allocated Costs	(4)	(13,034)	-0.1%	(254,686)	241,652	Change in allocations in cost centres
Total Operating Expenditures	18,351,970	20,927,737	100%	19,493,972	1,433,765	
Capital Expenditures	856,967	479,500		415,000	64,500	
Desired Transfers to Reserves	764,353	165,407		704,194	(538,787)	
Total Budget All Units	17,181	(263,973)		(681,782)	417,809	



The UTRCA operates and manages a number of water and erosion control structures on behalf of its member municipalities. The operation and maintenance costs for these structures are apportioned to municipalities on a beneficiary pays basis. The UTRCA also maintains and operates a number of recreation dams on behalf of member municipalities.

The UTRCA Board of Directors has approved a 20 Year Capital Maintenance Plan for Water and Erosion Control Structures. This long term plan has been developed to coordinate the timing and financing of major capital repairs to the water and erosion control structures. The plan is reviewed and updated annually, to maintain a rolling 20 year estimate for planning and financing purposes.

With the plan in place, the UTRCA is able to leverage the municipal contributions to pursue senior government funding support for

specific projects. The long term cost projections are also used to lobby senior levels of government to continue providing major capital repair grant programs, such as Ontario's Water and Erosion Control Infrastructure program. In 2018, the UTRCA has obtained funding from the National Disaster Mitigation Program for Major Capital Maintenance Projects.

The amounts for the annual fixed contributions from the affected municipalities have been calculated based on long term flood control capital repair estimates. The 20 Year Capital Maintenance Plan includes provisions for reviews and for the adjustment of the municipal contributions, depending on updated studies and cost estimates. The 2018 Draft Flood Control Capital Levy is described in the following table.

Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2018 FC Capital Levy Total
Oxford County	Wildwood Dam	0.97%	\$124,407
	Pittock Dam	62.07%	
	Ingersoll Channel	100.00%	
City of London	Fanshawe Dam	100.00%	\$1,906,526
	Wildwood Dam	83.96%	
	Pittock Dam	36.86%	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00%	
St. Marys	St. Marys Floodwall	100.00%	\$100,000
	Wildwood Dam	14.10%	
Total Flood Control Capital Levy			\$2,130,933

2018 UTRCA Draft Budget: Municipal Levy

February 2018

			Current Year Operations											Year over Year Increase		Capital Investments						2018 TOTALS		Year over Year Increase		
			General Levy		Operating Reserve Levy		Dam and Flood Control Levy		Specific Project Funding		Env Targets Yr 2 of 4	Total Municipal Operational Funding		\$	%	Capital Maintenance		Flood Control Capital Levy		Total Municipal Capital Funding		Total Municipal Funding for Operations & Capital		\$	%	
Municipality	2017 CVA	2018 CVA	2017 Restated	2018	2017	2018	2017	2018	2017	2018	2018	2017	2018			2017	2018	Structure	2017	2018	2017	2018	2017	2018		
Oxford County	16.319	16.373	516,691	528,772	5,287	5,305	190,122	194,300			44,324	712,100	772,701	60,600	8.5%	27,468	27,560		125,000	124,407	152,468	151,967	864,569	924,668	60,099	7.0%
London City	65.195	65.045	2,064,197	2,100,643	21,123	21,075	839,118	854,866	105,000	105,000	176,086	3,029,438	3,257,670	228,232	7.5%	109,737	109,485	Total Structures ¹	1,154,543	1,906,526	1,264,280	2,016,011	4,293,718	5,273,681	979,962	22.8%
Lucan/Biddulph	0.296	0.309	9,382	9,989	96	100	2,045	2,176			837	11,523	13,103	1,580	13.7%	499	521				499	521	12,022	13,624	1,602	13.3%
Thames Centre	3.140	3.157	99,433	101,953	1,017	1,023	26,626	27,272			8,546	127,076	138,794	11,718	9.2%	5,286	5,314				5,286	5,314	132,363	144,108	11,746	8.9%
Middlesex Centre	2.291	2.287	72,545	73,860	742	741	15,780	16,068			6,191	89,067	96,860	7,793	8.7%	3,857	3,850				3,857	3,850	92,924	100,710	7,786	8.4%
Stratford	7.363	7.322	233,113	236,470	2,385	2,372	123,038	125,219			19,822	358,536	383,883	25,347	7.1%	12,393	12,325	RT Orr Dam & Channel			12,393	12,325	370,929	396,208	25,279	6.8%
Perth East	1.271	1.326	40,249	42,814	412	430	11,260	11,861			3,589	51,921	58,693	6,773	13.0%	2,140	2,231				2,140	2,231	54,061	60,924	6,864	12.7%
West Perth	1.314	1.365	41,600	44,074	426	442	46,671	47,956			3,694	88,697	96,167	7,470	8.4%	2,212	2,297	Mitchell Dam	21,768		23,980	2,297	112,676	98,464	(14,212)	-12.6%
St. Marys	1.579	1.532	49,995	49,483	512	496	41,290	41,792			4,148	91,797	95,920	4,123	4.5%	2,658	2,579	St. Marys Floodwall		100,000	2,658	102,579	94,454	198,499	104,044	110.2%
Perth South	1.036	1.087	32,789	35,095	336	352	7,126	7,622			2,942	40,251	46,011	5,760	14.3%	1,743	1,829				1,743	1,829	41,994	47,840	5,846	13.9%
S Huron/Usborne	0.197	0.198	6,225	6,382	64	64	1,350	1,384			535	7,639	8,365	726	9.5%	331	333				331	333	7,970	8,698	728	9.1%
Zorra Township			-	-	-	-	15,000	15,000			-	15,000	15,000	-	0.0%	-	-				-	-	15,000	15,000	-	0.0%
SW Oxford			-	-	-	-	5,500	5,610			-	5,500	5,610	110	2.0%	-	-				-	-	5,500	5,610	110	2.0%
Total	100	100	3,166,219	3,229,535	32,400	32,400	1,324,926	1,351,126	105,000	105,000	270,716	4,628,545	4,988,777	360,232	7.8%	168,323	168,324		1,301,311	2,130,933	1,469,634	2,299,257	6,098,179	7,288,034	1,189,855	19.5%

¹Total Structures (Flood Control Capital Levy)

2018 UTRCA Draft Budget: Dam & Flood Control Levy													
Municipality	2017 CVA	2018 CVA	Flood Forecasting	Plan & Tech Studies	Small Holdings	Wildwood Dam		Pittock Dam		100% Structures		2017	2018
			\$	\$	\$	%	\$	%	\$	Structure	\$		
Oxford County	16.319	16.373	99,953	12,105	1,100	0.98	960	62.08	54,859	Ingersoll Channel		190,122	194,300
London City	65.195	65.045	397,080	48,089	4,368	83.91	82,166	36.81	32,529	Total Structures ²		839,118	854,866
Lucan/Biddulph	0.296	0.309	1,888	229	21	0.02	20	0.02	18			2,045	2,176
Thames Centre	3.140	3.157	19,272	2,334	212	0.19	186	0.19	168	Dorchester Mill Pond & CA Dams (\$2,550 ea)		26,626	27,272
Middlesex Centre	2.291	2.287	13,962	1,691	154	0.14	137	0.14	124			15,780	16,068
Stratford	7.363	7.322	44,699	5,413	492	0.44	431	0.44	389	RT Orr Dam & Channel		123,038	125,219
Perth East	1.271	1.326	8,093	980	89	0.08	78	0.08	71	Shakespeare Dam		11,260	11,861
West Perth	1.314	1.365	8,331	1,009	92	0.08	78	0.08	71	Mitchell Dam (\$35,825) & Fullarton Dam (\$2,550)		46,671	47,956
St. Marys	1.579	1.532	9,354	1,133	103	14.1	13,807	0.10	88	St. Marys Floodwall		41,290	41,792
Perth South	1.036	1.087	6,634	803	73	0.06	59	0.06	53			7,126	7,622
South Huron/Usborne	0.197	0.198	1,206	146	13	0.01	10	0.01	9			1,350	1,384
Zorra Township										Harrington & Embro Dams		15,000	15,000
South West Oxford										Centreville Dam		5,500	5,610
Total Member Municipalities	100	100	610,472	73,932	6,717	100	97,932	100	88,379		473,694	1,324,926	1,351,126

²Total Structures (Dam & Flood Control Levy)

2018	Oxford Cty	London
Fanshawe Dam		442,309
West London Dykes		1,362,654
Wildwood Dam	38,800	50,803
Pittock Dam	85,607	50,760
Total Structures	124,407	1,906,526

²Total Structures (Dam & Flood Control Levy)

Fanshawe Dam	208,240
Springbank Dam	45,025
London Dykes/Erosion Control	37,369
Total London Structures	290,634

To: UTRCA Board of Directors
From: Chris Tasker, Manager Flood Control
Date: February 14, 2018 **Agenda #:** 6 (b)
Subject: 2018 Water and Erosion Control **Filename:**
 Infrastructure (WECI) Project Proposal **FC #1237**

Recommendation:

That the UTRCA Board of Directors approve the 2018 WECI Project Proposal including 14 Repair Projects and 4 Studies along with the project budget as included with the WECI funding application submitted on February 12, 2018.

Background:

The Water and Erosion Control Infrastructure (WECI) program provides provincial funding for capital repairs of CA infrastructure. This program provides 50% funding for eligible repairs and studies. Each year project submissions are made in February for review by the WECI committee made up of representatives from MNRF, Conservation Ontario and Conservation Authorities. Projects are prioritized to determine which projects are approved for the 5 million dollars of provincial funding available each year. Provincial funding must be matched with local funding which generally come from flood control levy or program reserves.

The proposed projects for the 2018 WECI fiscal year ending March 31, 2019 with cost estimates are summarized in the attached table as part of the application that was due on February 12, 2018. The list of projects is based on the 20 Year Flood Control Capital Repair Plan with some projects that have become a higher priority. The local share of the project costs are supported through structure reserves or 2018 Levy. The total estimated cost of the proposed 2018 WECI projects is \$4,107,500.


Project Proposal Highlights:

- 10 projects submitted were identified for 2018 in the 20 Year Flood Control Capital Repair Plan.
- 3 repair projects are subsequent phases from previously funded WECI projects.
- 3 studies are continuations from previously funded WECI projects.

The total project costs submitted for WECI funding include UTRCA project management and labour costs where applicable as these costs are eligible for WECI funding. Please contact David Charles (x244 charlesd@thamesriver.on.ca) or Chris Tasker (x238 taskerc@thamesriver.on.ca) if you have any questions or require any additional information.

Recommended by:

 Chris Tasker, Manager
 Flood Control

Prepared by:

 David Charles, Supervisor
 Water Control Structures

attachment

UTRCA - 2018 WECl Project Proposal (Funding Application submitted Feb 12, 2018) 14 Repair Projects and 4 Studies Project ID, Name & Description	Current Total Project Estimate
R18011 - St. Marys Floodwall Rehabilitation Phase 2 - Continuation of 2017/18 WECl project including repairs to the foundation, wall and earth dyke segments. Project also received NDMP funding in the amount of \$395,000 for a total project value of \$790,000.	\$305,000
R18037 - Dam Ice Safety Signs - Additional safety signs to be installed seasonally to identify hazards related to ice at flood control dams. Signs will target winter recreational users including ice fishing. Authority to design signs, contract for manufacturing, installation by authority mechanics.	\$5,000
R18038 - Wildwood Dam Interior Hand Railing Replacement - Handrails on interior stairs to generator room and tunnel do not meet current building code and are deteriorating requiring replacement. Proposed project to include removal of existing handrails, new handrail parts and materials and installation.	\$45,000
R18039 - Fanshawe Dam Hoist Licensing & Refurbishment - Hoist providing access to dam tunnel was locked out by TSSA due to licensing issue. Proposed project will provide required refurbishments and resolve licensing issues with TSSA.	\$20,000
R18040 - Pittock Dam Gate Heater Design & Replacement - Gate/gain heaters are failing and in need of replacement. Heaters are only functional at 1 of 5 gates. Heaters are required to keep gains free of ice to allow operation of the gates in the winter. Controller is desired to rotate heating between gates to reduce heating costs.	\$200,000
R18041 - Fanshawe Dam Phase 5 Painting and Concrete Repairs - Continuation of 2017/18 WECl project with remaining work in 4 of 6 upstream gate bays and one wingwall. The project Includes concrete repairs and painting of gate and stop log gains and pier nose cladding.	\$1,037,750
R18042 - Pittock Dam Embankment Restoration Phase 2 - Construct the detailed design that was completed through the 2017/18 WECl project in order to repair eroded gullies, and prevent further damages.	\$134,000
R18043 - Wildwood Dam Electrical Rewiring - Re-inspection, assess, and recommend wiring and fixture changes in dam (primarily lower levels). Complete conduit, wire and fixture replacements.	\$40,000
R18044 - Wildwood Dam Well Pipe Painting - Well pipe is actively corroding. Requires removal of old paint and new coating to prevent further deterioration. Old paint may contain lead. Brackets and anchors severely deteriorated. Removal of old paint and new coating from dam galley to the ground level of the dam control building. New brackets and anchors also required to hold the well pipe.	\$80,000
R18045 - Mitchell Dam Exterior Hand Railing & Grating Replacement - Railings not to building code which presents hazard as access road on crest is frequently used by pedestrians and cyclists. Grating on dam deck above the dam gates is easily vandalized. Last year grating was removed by vandals, creating an open fall hazard. Design and install new handrails to meet building code. Design and install new grating that is more resistant to vandals and allows for easier operation of the dam gates.	\$30,000
R18046 - Fanshawe Dam Roof Replacement - North Dam Building flat roof has deteriorated resulting in leaks into the building and possible damages underneath. South dam building (which houses a new Motor Control Cabinet) is also in very poor condition. Removal of deteriorated roofs and replacement with new roofs for both dam buildings.	\$30,000
R18062 - Orr Dam Wingwall Repairs Phase 1 - Orr Stability Study indicates that the upstream wingwalls and downstream retaining walls are reaching an unstable condition. Advance the preliminary design of the recommended preventative and remedial actions to preferred design, tender package and detailed estimates of construction costs with a potential for Phase 1 of construction depending on recommendations and urgency as per upcoming final report in March 2018.	\$80,000
R18069 - Wildwood Dam Exhaust Fan & Duct Replacement - Exhaust fan for air circulation through the dam gallery requires replacement. Fan is past useful life and has become a safety hazard as there are no safety guards. Exhaust duct is also required as fan is not effective in current configuration when the man doors are open to the outside.	\$10,000

UTRCA - 2018 WECl Project Proposal (Funding Application submitted Feb 12, 2018) 14 Repair Projects and 4 Studies Project ID, Name & Description	Current Total Project Estimate
R18082 - West London Dyke Phase 4A Reconstruction - The reconstruction of the West London Dyke was identified as part of the Master Repair Plan EA. The Phase 4 design is ongoing as per the 2017/18 WECl Project. Phase 4A reconstruction includes 350 m of replacement dyke upstream of Phase 3 to Blackfriars Bridge and then upstream to the river curve adjacent to Napier St. and Empress Ave. Future proposed Phase 4B reconstruction would extend upstream of Phase 4A towards Oxford Street. The intended total project budget for Phase 4A/B has an order of magnitude of \$5,100,000 including the approved NDMP funding amount of \$1,500,000 with a planned completion date of Fall 2019.	\$1,979,250
S18022 - Riverview EA Part 2 - Continuation of 2017/18 WECl study to determine preferred option following the 2015-17 Feasibility Study of Management Options for London dykes.	\$37,500
S18023 - Broughdale EA Part 2 - Continuation of 2017/18 WECl study to determine preferred option including possible direction to stabilize, upgrade and extend dyke to account for revised flood levels and Climate Change.	\$37,500
S18037 - Harrington Dam Cultural Heritage Evaluation Report (CHER) & Heritage Impact Assessment (HIA) - When the final draft EA project files were discussed with municipal council it was determined that a Cultural Heritage Evaluation Report should be completed prior to posting the notice of completion of the EA. The scope of this project is only limited to the additional work required to complete the CHER and HIA as required to post the notice of completion of the EA.	\$28,500
S18039 - Embro Dam Cultural Heritage Evaluation Report (CHER) - When the final draft EA project files were discussed with municipal council it was determined that a Cultural Heritage Evaluation Report should be completed prior to posting the notice of completion of the EA. This project is intended to complete the CHER and update the EA project file based on the results.	\$8,000
Total	\$4,107,500

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 8, 2018
Subject: Policy Handbook Updates

Agenda #: 6 (c)
Filename: P:\Users\vigliantim\Documents\GroupWise\2769-1.doc

Recommendation: That the Board approves the recommended changes and edits to the UTRCA's Board of Directors' Policy Handbook.

Discussion

The UTRCA developed and approved a new Board of Directors' Policy Handbook in 2013. This Handbook was developed as a guide to assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Authority. The Handbook is reviewed annually and revised as needed.

A copy of the Policy Handbook is attached with suggested revisions highlighted in yellow (primarily text additions). A summary of all changes is provided below. Changes proposed are relatively minor but do add clarity to the document. The Board of Directors is asked to review and approve these proposed changes, as well as consider if any further changes are needed. If so, Directors are asked to bring these suggestions forward to the February AGM for discussion.

The Board is reminded that, as part of revisions to the Conservation Authorities Act, updated and consistent Board By-Laws must be developed by all Conservation Authorities during 2018. Standardized by-law templates are being developed by Conservation Ontario and are expected to be circulated this Spring. Staff believe our existing Policy Handbook is largely in conformity with the proposed by-laws however some changes are expected. The Board will be directly involved in reviewing and approving those changes. In the interim, our existing Policy Handbook will continue to provide guidance to the Board and General Manager.

Summary of Amendments to the Board of Directors' Policy Handbook:

1. 2.4 – Short-term Goals has been updated to reference the Environmental Targets.
2. 5.0, 7. – Previous meeting minutes and upcoming Agenda package will be posted seven days prior to the meeting (replacing the ten day posting period).
3. 5.0, 4e) – The Factual Certificate has been added to the list of Agenda items for the first official meeting of the Authority in each year.
4. 5.3, 17d) – Duties of the Vice-Chair have been modified: to serve as the Authority's voting rep on Conservation Ontario Council if the Chair is unable to attend.

5. 5.5 – Finance & Audit Committee (new section).
6. Appendix B – Finance & Audit Committee Terms of Reference (new section).
7. ‘Executive Assistant’ has been corrected to ‘Administrative Assistant’ (throughout document, not highlighted).
8. The most recent Amendments Approval date has been added to the footer on each page.

Recommended by:



Ian Wilcox

Prepared by:



Michelle Viglianti

Upper Thames River Conservation Authority

Board of Directors' Policy Handbook



REVISED: April 10, 2017

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Cover photo: Tom Arban Photography Inc.

1.0 Introduction

This handbook has been developed as a guide to assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Upper Thames River Conservation Authority. The policies presented in this Handbook are designed to encourage and support a positive, cooperative culture for the Board of Directors and staff by clarifying roles and ensuring effective communications.

The Handbook is divided into five sections moving from broad, strategic directions to much more specific Board policies and meeting procedures. Fundamentally it is intended to explain to the Board what organizational ends are to be achieved, and by what means.

The Handbook is intended as a reference tool for Directors and it is expected to be evaluated and updated annually.

1.1 Authority Membership

The following 17 municipalities are members of the Upper Thames River Conservation Authority and appoint 15 individuals to the UTRCA's Board of Directors:

City of London & County of Middlesex

- City of London (4 members)
- Township of Middlesex Centre (1 member)
- Township of Thames Centre & Township of Lucan-Biddulph (1 member)

County of Oxford

- Township of Blandford-Blenheim & Township of East-Zorra Tavistock (1 member)
- Town of Ingersoll (1 member)
- Township of Norwich & Township of South-West Oxford (1 member)
- City of Woodstock (1 member)
- Township of Zorra (1 member)

County of Perth

- Township of Perth East (1 member)
- Township of Perth South, Town of St. Marys & Municipality of South Huron (1 member)
- City of Stratford (1 member)
- Township of West Perth (1 member)

The directors represent the local urban and rural communities, deciding policies and programs that will lead to a healthy watershed.

2.0 Strategic Directions

2.1 Vision

Inspiring a healthy environment.

2.2 Mission

Dedicated to achieving a healthy environment on behalf of the watershed municipalities through leadership, expertise, education, and community collaboration.

2.3 Ends

1. To protect life and property from flooding and erosion hazards;
2. To protect and improve water quality; and
3. To manage and expand natural areas.

2.4 Short-term Goals

See Environmental Targets Strategic Plan 2016

2.5 Ownership

The UTRCA Board of Directors must be accountable to an ownership. While the private sector is typically represented by shareholders, not-for-profit ownership is less clear. For the purpose of policy development and implementation, the UTRCA has identified a two-part ownership:

1. The residents of the Upper Thames River Watershed; and
2. The natural systems of the Upper Thames River Watershed including specific natural features such as its water and soils, as well as the living flora and fauna, and the natural systems, functions, and connections between them that result in a healthy environment.

3.0 Director Responsibilities and Liability

The Board of Directors manage or supervise the management of the activities and affairs of the Authority.

3.1 Board Responsibilities

Each Board Director is responsible to:

1. Become aware and knowledgeable of the programs, projects, and activities of the Authority;
2. Articulate the Authority's mission and purpose;
3. Direct the development of the Authority's long-term plans;
4. Establish written policies;
5. Select, empower, and evaluate the General Manager;
6. Communicate with each other;
7. Ensure the financial viability of the Authority;
8. Develop annual budget guidelines;
9. Ensure they are adequately equipped to carry out their duties;
10. Ensure the governance system functions effectively and efficiently; and
11. Make decisions in the best interest of the Authority.

3.2 Liability

The law imposes generally two (2) types of responsibility and obligations upon the Directors – Fiduciary Duty and Standard of Care.

Directors, as trustees, are legally obligated to act honestly, in good faith, and in the best interest of the Authority at all times. Such legal expectations are imposed upon Directors because their actions have the power to expose others to financial risk. Directors must avoid conflicts of interest and maintain the confidentiality of the information of the Authority.

With respect to Standard of Care, Directors must exercise their duties with care, diligence, and skill.

Attendance at Board meetings is the responsibility of the Director. Regardless of whether or not a Director is present at a meeting where a decision is made, all Directors are deemed to have

consented with the decisions of the Board unless they register their dissent in accordance with the applicable statute.

Directors are also responsible for understanding and operating within the laws affecting the Authority. These include, but are not limited to, environmental laws, safety standards, tax laws, etc. Ignorance is not a valid defence.

Directors are responsible to ensure proper records are kept. These include articles of incorporation, policies, minutes, etc.

Directors may be personally liable for:

1. Illegal actions of the Authority;
2. Unpaid wages owed to employees for work already completed (including vacation pay);
3. Unpaid sales taxes (RST, HST); and
4. Failure of the Authority to comply with the Health and Safety Legislation, and Federal and Provincial Environmental Statutes.

Directors will not be found liable for breach of duty or care or other liabilities when they act in good faith, relying on financial statements of the Authority, which the auditor/accountant represents to accurately reflect the financial status of the Authority. Further, the Directors are entitled to rely upon the report of a lawyer, accountant or other person whose profession offers credibility to their statements.

3.3 Insurance

The UTRCA holds accidental insurance protecting members from personal injury while on Authority business. Directors and Officers Liability covers the Directors and Officers of the UTRCA against the liability arising out of a wrongful act, e.g. employee discrimination, wrongful dismissal, enforcement of Authority regulations, providing advice to members, or other acts done or wrongfully attempted in the discharge of their duties solely in their capacity as a Director and Officer.

3.4 Indemnification

The UTRCA indemnifies its members, officers and employees from and against the liability imposed by law (which includes amounts paid to settle an action or satisfy a judgement as well as interest thereon and legal costs in defending such proceeding) arising in respect of any civil, criminal or administrative action or proceeding to which any such member, officer or employee is made a party by reason of being a member, officer or employee of the Authority, to the extent that such liability is not covered by insurance, provided:

1. That the act complained of falls within the scope of such member's, officer's, or employee's duties and responsibilities with the Authority, and
2. That the member, officer or employee has acted honestly and in good faith with a view to the best interests of the Authority, and
3. If in the case of criminal or administrative action or proceeding, that is enforced by a monetary penalty, that such member, officer or employee had reasonable grounds for believing that the conduct complained of was lawful.

4.0 Governance Policies

4.1 The Policy Governance Model

This section of the Handbook is based on the Policy Governance model created by John Carver. This governance model is meant to promote strategic leadership by governing Boards. It includes the Board's job description and clarifies the Board's relationship with staff. The model also ensures the Board governs on behalf of an identifiable ownership which is defined in Section 2.5 above.

Written values and perspectives are identified and documented by the Board and exist as policies. These policies are grouped into four categories:

1. **Ends** prescribe desired organizational outcomes.
2. **Board/Staff Relationship policies** describe the relationship between the Board and its sole employee, the General Manager.
3. **Staff Limitations policies** impose legal, moral, and ethical boundaries on staff actions.
4. **Board Operations policies** clarify the Board's job and rules.

In practice, the last three categories remain relatively stable once in place, enabling the Board to focus on issues of long-term Ends and strategic leadership. It is critical the Board be familiar with its policies. The policies are formally reviewed at least annually as part of the Board's regular business.

These policy categories cover virtually all decisions the Board will legitimately make. The General Manager is empowered by the Board towards **Ends** and within **Staff Limitations**. This constraint approach to controlling staff actions makes it possible for the Board to stay out of internal operations, yet control the range of acceptable corporate actions. Fiscal administration, budgeting, personnel, risk, compensation, and all other functions are thus controllable with little Board time. Periodic monitoring of the Authority's performance with respect to these two policy categories constitutes the Board's evaluation of its General Manager.

In Policy Governance, the Board is proactive, explicit about its values, and considers a minimum 20-year vision regarding the majority of its concerns. It avoids both meddling and rubber-stamping. The Board is at all times mindful of keeping Board and General Manager jobs separate. Because these roles are clear, communications and interaction between the Board and staff can be enriching and effective.

4.2 Ends

Within the boundaries of the Upper Thames River Watershed, the UTRCA's goals are:

1. To protect life and property from flooding and erosion hazards;
2. To protect and improve water quality; and
3. To manage and expand natural areas.

Note: Property ownership is one of several tools used by the UTRCA to achieve its goals. As a result of property ownership, **outdoor recreation opportunities** are offered to the public when and where appropriate (e.g., camping, hiking, boating, hunting, etc.). These opportunities create value among users for the watershed's environmental features and therefore function as an important tool to assist in achieving the Authority's goals, or Ends.

4.3 Board/Staff Relationship Policies

The Board's sole official connection to the Authority's operational organization, its achievements, and conduct will be through the General Manager.

1. The Board delegates the complete operation of the Authority to the General Manager.
2. The General Manager is responsible for the operation of the Authority within the guidelines established by the Staff Limitations policies.
3. Decisions of the General Manager, which are consistent with any reasonable interpretation of Board policies related to Ends and Staff Limitations, are acceptable.
4. Only officially passed motions of the Board are binding on the General Manager.
(Individual Directors' decisions or instructions are not binding on the General Manager.)

5. If Board Directors wish to make suggestions or requests to staff, they do so through the General Manager. The General Manager reserves the right to manage those requests at his/her discretion.
6. In the event of the resignation, termination, death, disability or otherwise unavailability of the General Manager to perform the responsibilities of the position, the Board appoints an Acting General Manager to assume the responsibilities within five (5) business days.
7. A positive indicator of General Manager success is the attainment of Board-stated Ends and Staff Limitations. The General Manager reports to the Board annually regarding compliance and accomplishments.

4.4 Staff Limitations Policies

Staff Limitations policies limit the latitude the General Manager may exercise in managing the operations of the Authority. These limiting policies describe the practices, activities, decisions, and circumstances unacceptable to the Board. The Board will never prescribe operational means to the General Manager; only what is unacceptable. Therefore, all means are considered pre-approved by the Board unless explicitly prohibited in the Staff Limitations policies below.

4.4.1 Business Ethics

1. The General Manager will not cause or allow any organizational practice, activity, decision or circumstance that is unlawful, imprudent or in violation of commonly accepted business and professional ethics.

4.4.2 Interaction with Clients

2. The General Manager will not cause or allow conditions, procedures, or decisions which are unsafe, untimely, disrespectful or unnecessarily intrusive.

4.4.3 Treatment of Staff

3. With respect to treatment of paid and volunteer staff, the General Manager will not allow unfair, discriminatory, undignified, disrespectful, unsafe, disorganized or unclear conditions.

4. The General Manager will operate with written personnel procedures clarifying expectations for staff and protecting against wrongful conditions (e.g. harassment, nepotism and grossly preferential treatment for personal reasons).
5. The General Manager will address employee concerns regarding any contravention of the law of the land or Board policies.

4.4.4 Compensation and Benefits

6. The General Manager will not change the General Manager's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
7. The General Manager will not establish compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4.4.5 Financial Controls

8. The General Manager will not expend funds beyond the approved budget allocations without informing the Board.
9. The General Manager will not allow receivables and payables to accumulate in an untimely manner.

4.4.6 Asset Protection

10. The General Manager will ensure the Authority, Board Directors, staff, and volunteers are insured against theft, fire, and casualty losses to a prudent replacement value and against liability losses.
11. The General Manager will not unnecessarily expose the Authority, its Board, or staff to claims of liability.
12. The General Manager will not endanger the Authority's public image, credibility, or its ability to accomplish Ends.

4.4.7 Communication and Support to and from the Board

13. The General Manager will inform and support the Board in its work.

14. The General Manager will not present information to the Board in unnecessarily complex or lengthy form.
15. The General Manager will not favour or privilege certain Directors over others, except when (a) fulfilling individual requests for information, or (b) responding to officers or committees duly charged by the Board.

4.4.8 Temporary Absence

16. Where the General Manager is unavailable or out of contact from the workplace for more than five (5) consecutive working days, the General Manager will designate a senior staff member as Acting General Manager and inform the Chair and Vice-Chair of the appointment and the period of absence.

4.4.9 Emergency Executive Succession

17. The General Manager will ensure a minimum of two managers are trained and capable of assuming this role/position on a temporary basis, in the event of an unexpected or sudden loss of the General Manager. The interim successor is subject to Board approval.

4.5 Board Operations Policies

1. The Board governs lawfully, observing the principles of the Policy Governance model, with an emphasis on:
 - a) Outward vision rather than an internal preoccupation;
 - b) Encouragement of diversity in viewpoints;
 - c) Strategic leadership more than administrative detail;
 - d) Clear distinction between the Board's and General Manager's roles;
 - e) Collective rather than individual decisions;
 - f) Future rather than past or present; and
 - g) Proactive rather than reactive.
2. The Board functions with a sense of group responsibility and collective decision making. The Board will not use the expertise or opinion of an individual Director to substitute for the judgment of the Board as a whole.
3. The Board's major policy focus is on the Authority's Ends, not on the administrative or operational means of attaining those Ends.
4. Directors demonstrate a commitment to matters such as attendance, meeting preparation, respect for divergent opinions, and complete support for Board decisions. Although the Board can change its governance policies at any time, it honours and adheres to those currently in force.
5. Continual Board development includes orientation of new Directors in the Board's governance process and annual Board discussion of existing policies and process improvement.
6. The Board reviews the effectiveness of itself and its Directors annually. The objective is to monitor Board performance, encourage constructive feedback, and help the Board attain new levels of excellence in governance and effectiveness. This self-assessment is for the Directors' information only, treated as confidential, and does not form part of any records.

4.5.1 Board Directors' Code of Conduct

7. The Board supports the General Manager in the conduct of his duties.
8. The Board supports continuous professional development of the General Manager.
9. The Board commits itself and its Directors to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Directors.
 - a) Directors must have loyalty to the ownership, un-conflicted by loyalties to other organizations or any personal interest.
 - b) Directors must avoid conflict of interest with respect to their fiduciary responsibility.
 - i. There must be no self-dealing or business by a Director with another organization. Directors must disclose their involvements with other organizations, vendors, or any associations that might be, or might reasonably be seen as, being a conflict.
 - ii. When the Board is to decide upon an issue about which a Director has an unavoidable conflict of interest, that Director will withdraw without comment not only from the vote, but also from the deliberation.
 - iii. Directors considering application for staff positions will remove themselves from Board functions at the time their interest is declared and then resign from the Board at the time the offer of employment is accepted.
 - c) Directors do not exercise individual authority. Directors' interactions with the General Manager or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized. Directors' interactions with public, press, or other entities also must recognize the same limitation and the inability of any Director to speak for the Board except regarding explicitly-stated Board decisions.
 - d) Except for participation in Board deliberation about whether the General Manager has achieved any reasonable interpretation of Board policy, Directors will not express individual judgments of performance of employees or the General Manager.

- e) Directors respect all matters of confidentiality. Directors will not reveal any confidential information they learn during the performance of their duties to anyone not present at Board meetings. Breaches of confidentiality will be addressed with appropriate sanctions, including potential dismissal from the Board.
- f) Directors are properly prepared for Board deliberation.
- g) Directors support approved decisions of the Board on any matter, irrespective of the Directors' personal positions on the issue. All Directors support all Board decisions when outside of the Boardroom. The Board speaks with one voice. Board Directors report only results of Board decisions to the media. Breaches of this policy will be addressed with appropriate sanctions, including potential dismissal from the Board.
- h) Directors make attendance a priority. A Board Director is considered to have resigned if he/she is absent from three (3) consecutive meetings or five (5) meetings in a year. The Board Chair will notify the appointing municipality when this situation arises.
- i) The dress code for all Board meetings is 'business casual.'
- j) All Directors must review, agree to, and sign a 'Code of Conduct Agreement' as part of their Board Orientation. (A copy of the Code of Conduct Agreement is provided in Appendix B.)

5.0 Detailed Meeting Procedures

1. The fiscal year of the Authority shall be the calendar year.
2. At least sixty (60) days prior to the first Authority meeting of each year, the General Manager/Secretary-Treasurer will notify the Clerk of any Municipality for which the term of office of its Director will expire at the time of that meeting. Written notice from the appointing Municipality must be received by the General Manager/Secretary-Treasurer prior to the first Authority meeting of the year to permit voting privileges for any newly appointed Director.
3. The Authority meets at least ten (10) times each year in accordance with a predetermined schedule, with the Annual General Meeting required before March 1.
4. At the first official meeting of the Authority in each year, the Agenda includes:
 - a) The introduction of new Directors;
 - b) The election of the Board Chair;
 - c) The election of the Board Vice-Chair; and
 - d) The appointment of Directors to any Standing Committees.
 - e) The review and approval of the Factual Certificate
5. The minutes of all meetings of the Authority are recorded by the Administrative Assistant under the direction of the General Manager.
6. All matters arising out of Authority meetings and supporting technical reports form part of the public record and are publicly available. Exceptions to the foregoing include the following matters which will be dealt with 'in-camera':
 - a) Personnel records;
 - b) Property matters;
 - c) Legal matters and court cases in which the Authority is involved; and
 - d) Discussions which could adversely affect the interests of a third party.

7. The Administrative Assistant provides an electronic copy of the previous meeting minutes and the agenda for the upcoming meeting to each Director **seven (7)** days prior to the meeting date.
8. At any meeting of the Authority, including all standing and *ad-hoc* committees, a quorum consists of a simple majority of the members of the body concerned. If no quorum is present one-half hour after the time appointed for a meeting of the Authority, the General Manager calls the roll and records the names of the people present and the meeting stands adjourned until the next meeting.
9. At any meeting, and in consideration of any motion, each Director is entitled to one vote, including the Chair. The only exception is the Authority's budget vote which follows a weighted voting procedure as prescribed by the Ministry of Natural Resources.
10. Rules of procedure for Authority meetings adhere to the current edition of Robert's Rules of Order, Bourinot's Rules of Order, or other generally accepted rules of parliamentary procedure.
11. A majority vote of the Directors present at any meeting is required for approval of all matters.
12. In the event of the absence of the Chair and Vice-Chair from any meeting, the Directors present appoint an acting Chair who, for the purposes of that meeting, has all the powers and performs all the duties of the Chair.

5.1 Election Procedures

13. At the first official Authority meeting of the calendar year, following the introduction of new Directors, the Chair requests that an Interim Chair be appointed by motion for the purpose of conducting the elections of officers for the ensuing year in the following order: Chair and Vice-Chair of the Authority, followed by standing and *ad hoc* committees. All elections are held by secret ballot and no Director may vote by proxy.

The election procedure is as follows:

- a) Call for nominations three times.
- b) The Directors nominate nominees verbally.
- c) Request a motion to close nominations.

- d) Inquire whether the nominees are willing to let their names stand, and allow the nominees the opportunity to speak to the nomination, or proxy stating his/her willingness to stand.
- e) In the event more than one Director is nominated for the position, the Chair requests a motion to nominate two scrutineers.
- f) The scrutineers distribute secret ballots to vote for those accepting the nomination.
- g) The scrutineers collect and tally the ballots and announce the successful candidate, or announce a tie and proceed to conduct a second vote.
- h) Once the Chair announces the successful candidate, he/she requests a motion to destroy the ballots.
- i) Following the election of the Chair and Vice-Chair, the Interim Chair will hand over control of the meeting to the newly elected Chair who will continue with any standing and *ad hoc* committee elections.

5.2 Per Diems and Honorariums

- 14. a) Directors shall receive a per diem and travel allowance for attending Authority and Standing Committee meetings.
- b) If no quorum is present, the per diem rate shall be paid to those in attendance.
- c) Directors will be paid for expenses incurred on authorized Authority business.
- d) All per diem expenses, mileage, and allowances are to be in accordance with the Order issued by the Ontario Municipal Board.
- e) The Chair and Vice-Chair will each receive an annual honorarium.

5.3 Officer's Positions

15. Chair

The Chair of the Board of Directors will:

- a) Prepare the agenda in consultation with the General Manager;
- b) Preside at all Authority meetings;
- c) Be the public spokesperson for the Board unless someone else is appointed by the Board;
- d) Be the regular communication link between the Board and the General Manager;
- e) Communicate Board decisions;

- f) Serve as the Authority's voting representative on Conservation Ontario Council (CO), unless otherwise designated;
- g) Chair Source Protection Authority meetings

16. Chair's Meeting Responsibilities

- a) The Chair reserves the right to decline, admit, or defer to another meeting, issues not contained in the prepared and approved agenda and that Directors have no knowledge of. While 'walk on' approval items are usually discouraged, items for information may be added under the 'Other Business' section of the Board agenda, at the Chair's discretion.
- b) The Chair ensures the total meeting time be equitably shared among Directors and the business of the meeting. This may require the Chair to limit the number of times a Director may speak and their associated time with the floor. This prevents domination of meetings or an undue consumption of time by any one Director or issue.
- c) The Chair may set discussion time limits or defer further discussion of any specific agenda item to ensure the meeting runs in a thorough yet efficient manner.
- d) All questions and comments must be directed to and through the Chair.
- e) The Chair ensures discussion is relevant to the issue at hand. The Chair is entitled to interrupt a Director if deviating from the issue at hand.
- f) The Chair ensures no discussion relating to a motion takes place until the motion has been moved and seconded.
- g) The Chair reserves the right to approve circulation of the draft agenda and to ensure all agenda items and subsequent discussions are relevant to the Authority's Strategic Plan.
- h) The Chair officiates to ensure the efficient conduct of the business before the Board and facilitates the meeting without participating in the debate. The Chair remains objective and impartial.

17. Vice-Chair

The Vice-Chair assists the Chair in all ways possible and in particular:

- a) Acts as Chair in the absence of the Chair;
- b) Acts on behalf of the Chair at any function upon the request of the Chair; and
- c) Serves as the Board's representative on the Board of the London Middlesex Heritage Museum (Fanshawe Pioneer Village); and
- d) **Serve as the Authority's alternate voting representative on Conservation Ontario Council (CO), in the event the Chair is not available to attend;**

5.4 Hearings Committee

18. The Hearings Committee is a Standing Committee that meets at the call of the Chair. The Committee consists of the Chair, Vice-Chair, the Past Chair provided they are a member of the Authority, and two other members shall be elected from the Board.

The Hearings Committee may also serve the function of an Executive Committee as per the requirement of *The Conservation Authorities Act*; however, the practice of the Board is to deal with all matters before the whole Board rather than an Executive Committee.

The Hearings Committee responsibilities include:

- a) Conduct Hearings in accordance with Section 28(3) for regulations passed pursuant of *The Conservation Authorities Act*. The Hearings Committee will follow procedures as described in the "Hearing Guidelines for Conducting Hearings Pursuant to Section 28 of the Conservation Authorities Act."
- b) Conduct an annual performance review for the General Manager; and
- c) Conduct the hiring, evaluation and, if necessary, discipline of the General Manager. If, after following due process including Progressive Discipline, the termination of the General Manager is warranted, the Hearings Committee must first seek approval of the full Board.

5.5 Finance and Audit Committee

19. **The Finance and Audit Committee is a Standing Committee that, as outlined in [Appendix B – Finance & Audit Committee Terms of Reference](#), meets at the call of the Finance and Audit Committee Chair. The Committee consists of the Chair, and no fewer than two, but no more than four other members shall be elected from the Board. A Committee Chair will be elected at the first meeting of the year.**

The Finance and Audit Committee responsibilities include:

- a) Audit Oversight
- b) Investment Advisor Oversight

5.6 Source Protection Striking Committee

20. Source Protection Striking Committee is a standing committee that is responsible for appointing members to the Source Protection Committee, and providing recommendations for the Committee Chair. It consists of two members from the Board of Directors of the lead Source Protection Authority (Upper Thames River Conservation Authority), and two members from the Board of Directors for each partner Source Protection Authority (St. Clair Region and Lower Thames Valley Conservation Authorities). The Conservation Authorities' General Managers and the Source Protection Coordinator support the Striking Committee, and meetings are called only as needed.

5.7 Confidential Matters

21. The Board, for purposes of dealing with legal, property or personnel and/or confidential matters, by resolution meet in 'Closed Session.' Minutes of 'Closed Session' meetings will be certified by the Administrative Assistant and Chair and kept in the appropriate personnel and/or confidential file and not form part of the minutes of the regular Authority or Committee meeting.

No person other than UTRCA Members, the General Manager, and his/her delegate(s), and persons authorized by the Board of Directors shall attend 'Closed Session' meetings of the UTRCA.

5.8 Delegations

22. Delegations must request, in writing, their wish to appear before the Board prior to distribution of the meeting agenda which is typically mailed to Directors two weeks in advance of any scheduled meeting. The Chair's approval is required for all delegations. If a delegation wishes to appear before the Board a second time regarding the same issue as their first appearance, they must provide the Chair evidence that new information will be presented.

6.0 Conclusion

This handbook is a tool to guide and assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Upper Thames River Conservation Authority. By clarifying the roles of the General Manager and Board of Directors, the policies presented encourage and support a positive, cooperative culture while ensuring effective communications.

Appendix A – UTRCA Code of Conduct

Upper Thames River Conservation Authority Director’s Code of Conduct Agreement

I, _____, a Director of **the Upper Thames River Conservation Authority (UTRCA)** Board of Directors declare that, in carrying out my duties as a Director, I will:

1. Exercise the powers of my office and fulfil my responsibilities in good faith and in the best interests of the Upper Thames River Conservation Authority.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support the UTRCA’s policies, Code of Conduct, and decisions of the Board and membership.
4. Review all related meeting information prepared in advance, attend and fully participate in discussions of the Board, at all times keeping in mind the best interests of the organization as a whole.
5. Keep confidential all information I learn about clients, personnel, and any other matters specifically determined by Board motion to be matters of confidence including matters dealt with during in-camera meetings of the Board, both during my tenure on the Board and after leaving the Board.
6. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Board and subordinate my personal interests to the best interests of the UTRCA.
7. Immediately declare any personal conflict of interest that may come to my attention.
8. Immediately resign my position as Director in the event either I or my colleagues on the Board conclude I breached my ‘Code of Conduct.’

Further, I hereby agree while carrying out my duties as a Director with the UTRCA, I will conduct myself in a manner that:

- Supports the Ends of the UTRCA;
- Serves the overall best interests of the UTRCA and its ownership rather than any particular constituency;
- Brings credibility and good will to the UTRCA;
- Respects principles of fair play and due process;
- Demonstrates respect for individuals in all manifestations of their cultural and linguistic diversity and life circumstances;
- Respects and gives fair consideration to diverse and opposing viewpoints;
- Demonstrates due diligence and dedication in preparation for and attendance at meetings, special events, and in all other activities on behalf of the UTRCA;
- Demonstrates good faith, prudent judgment, honesty, transparency, and openness in my activities on behalf of the UTRCA;
- Ensures the financial affairs of the UTRCA are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities and public trusteeship;
- Avoids real or perceived conflicts of interest;
- Conforms with the policies approved by the Board, in particular this Code of Conduct; and
- Publicly demonstrates acceptance, respect, and support for decisions made by the Board of the UTRCA.

Signature: _____

Date: _____

Appendix B – Finance & Audit Committee Terms of Reference

Upper Thames River Conservation Authority Finance and Audit Committee Terms of Reference

Composition of the Finance and Audit Committee:

The Committee shall be reaffirmed annually, at the January Board meeting through a voting process. The Audit Committee will be composed of the Chair of the Authority, and two to four other members elected from among the members of the Board. A Committee Chair will be elected during the first meeting of each year. The terms of reference for the Committee shall be reviewed annually by the Board and attached to the Minutes of the meeting at which they are approved or confirmed.

The Committee shall meet at least twice per year, with the first meeting to take place after the Auditors have prepared the Auditors' Report, at such time and place as the Chair of the Committee shall decide.

The Finance and Audit Committee reports to the Board as a whole. It is understood that the Chair of the Finance and Audit Committee and the external auditor will have direct access to one-another at all times, to discuss matters relevant to the audit.

Members of the Audit Committee must:

1. Be impartial, independent and without conflict of interest, which includes not having a business relationship with UTRCA.
2. Have sufficient knowledge and/or experience to understand and interpret financial statements. This knowledge may be gained through training provided by UTRCA after being accepted to the Committee.

Responsibilities of the Finance and Audit Committee comprise three key activities:

I Audit Oversight

1. To review the audit plan and discuss it with the auditor in advance of each year's audit.
2. To review the audited financial statements of the UTRCA and recommend approval of those statements (or otherwise) to the Board of Directors.
3. To review the results of the external audit and discuss with staff any action required in

response to auditor's recommendations.

4. To review the effects of any changes in accounting practices or policies on the financial statements and/or recommend appropriate changes in accounting practices or policies to the Board of Directors. This may include a review of significant accruals, provisions and estimates included in the financial statements.

5. To review the system of Internal Control and the effectiveness of those controls in protecting the assets of the UTRCA and ensuring effective and accurate financial reporting.

6. To review, in consultation with Management and Auditors, any material contingency facing the UTRCA and evaluate the appropriateness of the UTRCA's disclosure of such items.

7. To review any other matter that in its judgement should be taken into account in reaching its recommendation to the remaining Board members concerning the approval of the audited financial statements.

8. To recommend the appointment of Auditors and approval of the audit fee for the upcoming year.

9. To review services provided by the auditor outside of the audit, to ensure that such services are appropriately provided by the firm also acting as auditor.

II Investment Advisor Oversight

1. Select and recommend to the board an investment advisor or firm to assist in managing the long-term portion of the Authority's investment portfolio.

2. Determine the level of risk acceptable and the selection of investments held.

3. Establish a long-term investment strategy for UTRCA which will help meet budgetary needs.

4. Review the performance of such portfolio annually and confirm with the advisor any desired changes or amendments to objectives and constraints.

5. Report to the Board the results of investment management decisions.

III Compliance Oversight

1. Following review, the Committee shall provide a factual certificate of compliance with statutory obligations, remittances and filings to the board at least once each year.



Upper Thames River Conservation Authority
1424 Clarke Road, London, Ontario N5V 5B9
Phone: 519-451-2800
Website: www.thamesriver.on.ca
E-mail: info@thamesriver.on.ca

MEMO

To: UTRCA Board of Directors
From: Cari Ramsey, Health and Safety Specialist
Date: February 7, 2018
Subject: 2017 Health and Safety Summary - Revised

Agenda #: 6 (d)
File #119364

Recommendation:
 That the UTRCA Board of Directors approve the 2017 Health and Safety Summary.

Report Purpose:

This report is to inform the Board of the general Health and Safety issues that were present in 2017. The report will cover a first aid summary, general training across the authority, near misses and lost time accidents.

2017 First Aid Summary

INJURY CATEGORY	% OF TOTAL INJURIES	COUNTED FIRST AID REPORTS
Body, Neck & Back Injuries	6%	2
Legs or Foot Injuries	19%	6
Face and Head Injuries	13%	4
Hand/Finger & Arm Injuries	50%	16
Eyes	6%	2
Ears (noise)	6%	2

*32 total reports

2016 First Aid Summary

INJURY CATEGORY	% OF TOTAL INJURIES	COUNTED FIRST AID REPORTS
Body, Neck & Back Injuries	8%	3
Legs or Foot Injuries	14%	6
Eye, Face and Head Injuries	14%	6
Hand/Finger & Arm Injuries	64%	27

*44 total reports

2017 Injury Summary

- Reports are down substantially
- 2 dog bites were reported this year. A review of the “Interacting with Dogs” procedure was done, but no updates were required.
- In 2017 the #1 type of injury was cuts/punctures. #2 is bee/wasp stings.
- In 2017 scrapes and cuts to hands was the most common injury. This has been the case every year since doing first aid summaries.
- In 2017 we had 1 “lost time injuries
- No “near miss” reports in 2017.
- No accident investigations were required to be done in 2017
- 2 ear/noise reports filled out in 2017

2017 Training

The following items were types of training UTRCA staff obtained in 2017.

- WHMIS on-line (all staff receive WHMIS 2015 training yearly).
 - Health and Safety Orientation (all new staff, volunteers, students receive this training, as well as staff that have been away for more than a 3 month period)
 - Train-the-trainer training (staff who are deemed trainers were instructed so the level is equal across units)
 - Book 7 Training (all staff who drive vehicles take this training yearly), new staff have full training, full time staff receive a yearly refresher
 - Canoe and Kayak (we now have an in-house trainer). 6 staff members received their Level 1 ORCKA certification
 - Miscellaneous – Confined Space Entry, Fall Arrest, Technical Standards, Lock Out/ Tag Out, Transportation of Dangerous Goods, Use of Force, Crane Operation, Joint Health and Safety Committee Certification, Property Entry Training and others.
 - Supervisor training was given to all staff who required it and will continue into 2018
- All the same training will be done in 2018, with GHS (WHMIS 2015) replacing WHMIS (1989) officially this year. We have an in-house trainer, but some will be done on-line.

Recommended by:



Ian Wilcox
General Manager

Prepared by:



Cari Ramsey
Health and Safety Specialist

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Chris Harrington, Manager,
Watershed Planning, Research and Monitoring
Date: February 12, 2018 **Agenda #:** 7(a)
Subject: 2017 Environmental Targets Progress Report **Filename:** ::ODM\GRPWISE\UT_MAIN\UT
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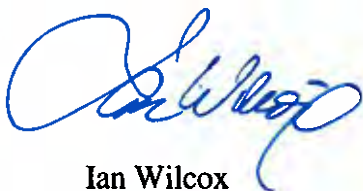
The UTRCA's Environmental Targets Strategic Plan was approved in June of 2016 with the first year of implementation in 2017. The attached report summarizes the plan's first year of progress.

Overall, expectations were exceeded, especially in terms of approved contract funding. The UTRCA was successful in securing multi-year funding grants from senior levels of government that have allowed us to accelerate program development. Municipal levy support has been key in leveraging this additional funding. Promotion of the Strategic Plan and integration with complimentary projects were also priorities for 2017 and are expected to continue into 2018. Work plan flexibility was also required as several emerging issues required attention during 2017 due to their potential to impact achievement of the Targets. Examples include: calculation and presentation of forest loss data to member municipalities, the announced closure of the Ontario Tree Seed Facility, and participation in the review of a revised Woodlands Conservation By-law for Oxford County.

Overall, the first year of implementation has been successful with momentum building in terms of community awareness, support and financial resourcing. This report is included as part of the agenda for the 2018 Annual General Meeting and will also be offered as a presentation during that meeting so that it can be shared with all staff.

If you have questions regarding the attached report, please contact the undersigned.

Prepared by:



Ian Wilcox



Chris Harrington

Environmental Targets Strategic Plan Progress Report: 2017





1.0 Background

The UTRCA's Environmental Targets Strategic Plan was approved at the June 2016 Board of Directors Meeting. The Plan was motivated by information from the UTRCA's Watershed Report Cards which clearly shows that environmental improvements in the UTRCA Watershed have stalled with status quo being the best outcome during the past 30 years. Other concerns including outdated flood mapping, and an interest in maximizing public access to conservation lands were also motivation for the strategic plan.

The approved Environmental Targets Strategic Plan is recommending the most significant programming change in the UTRCA's nearly 70 year history and is designed to advance achievement of the UTRCA's goals of:

- Protecting people and their property from flooding and erosion,
- Improving water quality,
- Protecting and expanding natural areas, and
- Expanding outdoor recreation/ education opportunities.

For decades, environmental agencies, not-for-profit organizations and individuals have collaborated to improve the health of the Thames River watershed. However, while the effort has been tremendous, progress in terms of measurable health improvements has been slow in recent years, largely due to a lack of capacity.

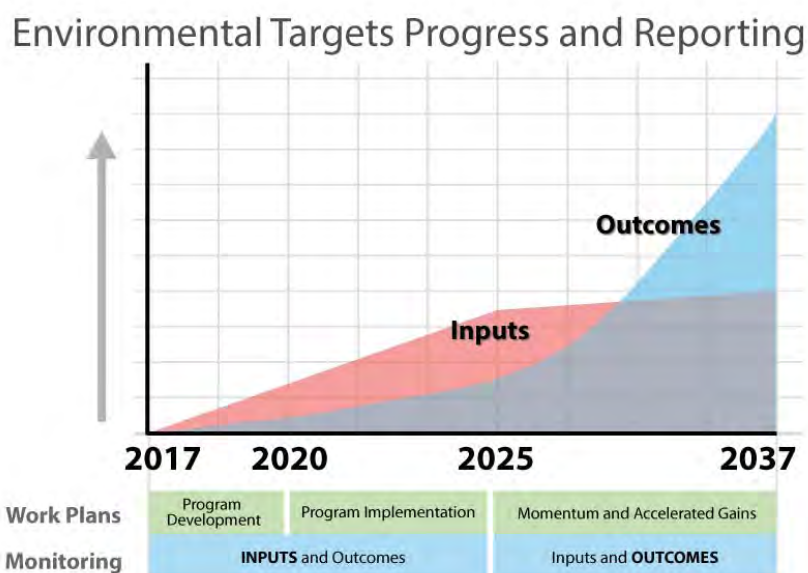
Monitoring data has clearly shown that progress in reaching these goals has plateaued at a level far below potential. That is not to suggest past efforts have been ineffective; in fact, maintaining these outcome measures as status quo, in light of increasing stressors such as development, population growth, climate change and invasive species, is a form of success. However, the UTRCA has a responsibility to do more than simply "maintain." The adoption of Environmental Targets represents an organizational commitment to achieve measurable improvements in the watershed's health during the next 20 years. These efforts, in turn, will support economic development, human and environmental health, and make the watershed more attractive and resilient.

The UTRCA Environmental Targets Strategic Plan outlines four aggressive but realistic environmental targets. These targets are a statement of how healthy and resilient the Thames River watershed can be by 2037, with adequate resources and strong partnerships.

The UTRCA's Environmental Targets are:

- 1) Improve each subwatershed's water quality score by one letter grade, as measured by the UTRCA Watershed Report Cards, by the year 2037.
- 2) Establish and restore 1,500 hectares of natural vegetation cover, windbreaks and buffers by 2037.
- 3) Reduce flood and erosion risk by updating flood models and hazard mapping for all UTRCA subwatersheds by 2020, and then integrate climate change scenarios into the updated models and develop climate change adaptation strategies by 2030.
- 4) Reach 1 million people annually with conservation messages through access to UTRCA lands and demonstration of green infrastructure, by the year 2037.

The following report summarizes progress in advancing the UTRCA's Environmental Targets during 2017. With this being the first year of the Plan's implementation, much of the effort has focussed on program development including promotion, securement of new funding, adding staff capacity, information preparation, program integration and work planning. Given the 20 year schedule for Targets implementation, it is expected that progress during the first several years will be tracked as program inputs, with measurable outcomes accelerating during the last decade.



1.1 Strategic Plan Financing

A doubling of the UTRCA's current level of effort will be required to achieve the proposed Targets. Existing programs are effective but inadequate due to capacity limits. In total, \$4 million in new funding will be required annually to support this work. This new funding is being sought from all four of the UTRCA's traditional revenue streams in the following proportions: senior government funding (28%), municipal funding (28%), user fees (30%) and special contracts (14%). The majority of this new funding will be phased-in over a four year period (2017-2020) with user fees continuing to grow beyond that time. The UTRCA's Environmental Targets are aggressive but realistic. The UTRCA and its partners have the tools, experience, expertise and relationships to achieve these outcomes. Funding needed to support this work is also significant, but the proposed plan is practical and achievable, with partner support and a phased approach to funding and implementation.

Revenue Sources and Funding Phase-In Schedule

Budget Revenue Allocations (\$)	Water Quality	Natural Areas	Hazard Management	Outdoor Recreation/ Education	Total	Percent of New \$
Total Investment Needed	\$1,133,188	\$1,133,188.00	\$902,388	\$857,188	\$4,025,952	
Proposed Revenue Sources						
Provincial/ Federal Transfer Payment	\$453,275	\$0	\$586,552	\$85,719	\$1,125,546	28.0%
Municipal Levy	\$339,956	\$339,956	\$270,716	\$171,438	\$1,122,067	27.9%
Contracts	\$113,319	\$226,638	\$45,119	\$171,438	\$556,513	13.8%
User Fees	\$226,638	\$566,594	\$0	\$428,594	\$1,221,826	30.3%

Target	Additional Funding Required/Year						Total New Revenue
	2017	2018	2019	2020	2017-2020 Total	2021-2025	
Annual Increase by Revenue Source							
Provincial/ Federal Transfer Payment	\$125,000	\$300,000	\$200,000	\$228,275	\$853,275	\$272,271	\$1,125,546
Municipal Levy	\$256,676	\$270,716	\$288,130	\$306,544	\$1,122,066	\$0	\$1,122,066
Contracts	\$25,000	\$145,119	\$157,000	\$156,319	\$483,438	\$73,076	\$556,514
User Fees	\$0	\$70,000	\$90,000	\$190,000	\$350,000	\$871,826	\$1,221,826
TOTAL	\$406,676	\$785,835	\$735,130	\$881,138	\$2,808,779	\$1,217,173	\$4,025,952

1.2 Funding 2017

The table above highlights three revenue targets for 2017:

- \$125,000 from senior government in the form of a transfer payment,
- \$256,676 in municipal levy,
- and \$25,000 from contracts.

The UTRCA Board of Directors approved the 2017 Municipal Levy contribution of \$256,676 as part of the Authority's budget. This funding was critical as it allowed for additional staff capacity to start program development work, and it allowed staff to leverage funding from other sources, the most notable being the Public Safety Canada – National Disaster Mitigation Program (NDMP) which is a \$200 million federal funding opportunity that can be directed towards flood management. Contract funding sources are identified through this report and totaled \$1,169,000 towards target initiatives, including:

- Multi-year funding from NDMP with \$174,000 used in 2017 to support Target initiatives.
- Canada-Ontario Agreement (COA) funding for Great Lakes Water Quality in the amount of \$325,000 was secured from provincial ministries to support various target initiatives in 2017.
- Great Lakes Stewardship Initiative (GLASI) funding of \$400,000 was used in 2017 to support rural stewardship efforts.
- An additional \$270,000 from a variety of other funding sources for target focused initiatives which are highlighted individually by specific target actions below.

Revenue in the form of a transfer payment from senior levels of government did not materialize in 2017 however staff are hopeful that with recent changes to the Conservation Authorities Act and future discussions regarding the Conservation Authorities Transfer Payment planned, this revenue will be available in the future. Overall, the funding received in 2017 far exceeded expectations and has accelerated the program's development.



2.0 Target Actions 2017

2.1 Program Outreach and Marketing

The Environmental Targets Strategic Plan describes work plans and budgets at a high level, and identifies a need for further outreach and education with key partners. Member municipalities were identified as a first priority for consultation on the Environmental Targets plan. Efforts to provide presentations to member municipalities were undertaken in 2017. This included development of a factsheet for municipal council members and opportunity through presentations at local council meetings to provide greater detail, answer questions and discuss budget impacts associated with the phasing in of the program. Presentations were made to Oxford County and 14 of the 17 lower and single tier member municipal councils in the watershed. Only South Huron, Stratford and Middlesex Centre indicated no council presentation was required. It should be noted additional effort was required in the City of London as the UTRCA budget levy increase (in part related to Target efforts) triggered a formal budget amendment case review as it was not included in the City's approved four year budget. This case was addressed with City of London finance staff and at London Committee meetings in both 2016 and 2017. Individual meetings with councillors were also arranged. Feedback from these outreach efforts included near universal support for the intent of the Environmental Targets Strategic Plan, tempered by strong concern from two municipalities regarding cost (Perth South and St. Marys).

General interest in the Environmental Targets initiative brought additional requests for presentations on the topic. A presentation to the Spring 2017 Conservation Ontario General Managers meeting prompted a subsequent presentation to the Board of Directors of the Grey Sauble Conservation Authority, as well as a request from Conservation Ontario to host a webinar on the topic. The webinar drew an audience of more than 60 staff from 24 different Conservation Authorities. The Environmental Targets have also been part of the Conservation Authority University Executive Development training program delivered in 2016 and 2017.

2.2 Target Integration

Domestic Action Plan:

The UTRCA Environmental Targets Strategic Plan identifies significant efforts related to environmental health, resilience, research and outreach that clearly align with broader senior level government initiatives. Efforts to incorporate and promote UTRCA Targets whenever possible with emerging senior government programs are important for meeting the Targets. In 2017 this included providing formal feedback and direct input in the development of a Domestic Action Plan for Lake Erie (Partnering in Phosphorus Control: Achieving Phosphorus Loading Reductions in Lake Erie from Canadian Sources – The Canada Ontario Draft Action Plan). Specifically this included participation in numerous senior government working groups, consultation sessions, and through formal EBR posting submissions highlighting how UTRCA Environmental Target efforts align with phosphorus reduction targets for Lake Erie.

UTRCA submissions to senior government focused on the identification of the Thames Watershed as a priority for phosphorus reduction and the commitment and readiness of the UTRCA to implement locally for the benefit of Lake Erie. Direct attention was drawn to the limitations for achieving either the UTRCA Environmental Targets or Lake Erie Phosphorus reduction targets without expanded capacity and additional sustained resources. Further, it was emphasized that municipal funding support for UTRCA Targets has been secured and similar sustained funding commitments from senior government is necessary to complete the cost sharing required to achieve these actions. This is consistent with the Strategic Plan's call for an increase in senior government transfer payments.



Thames River Clear Water Revival (TRCWR):

Elements of the Environmental Targets were integrated with the ongoing development of a Water Management Plan for the Thames River watershed – “The Thames River (Deshkan Ziibi) Shared Waters Approach to Water Quantity and Quality”. The TRCWR collaborative has been active since 2011 with membership including representatives from member municipalities, First Nations, provincial government, federal government and conservation authorities. Formed as collaborative to focus on broad watershed management strategies the initial effort of the TRCWR collaborative has been development of an updated water management plan for the Thames watershed. With development of this plan coinciding with the approval of the UTRCA Environmental Targets there has been a great opportunity to ensure these initiatives align through UTRCA representation on the TRCWR steering committee and extensive direct technical staff participation in drafting sections of the plan.

Three goals related to water quality have been developed by the TRCWR collaborative related to reducing phosphorus loads, soil erosion and improving stream health. Direct reference to Target efforts include: expanded rural stewardship, urban stewardship (LID), enhanced natural heritage cover and research and monitoring. These have all been incorporated into the draft plan to support achieving these common goals.

Water quantity related goals in the plan also echo the UTRCA Environmental Targets. Specifically, the water quantity section of the plan incorporates goals to understand and consider environmental flow requirements to sustain healthy river ecosystems. In addition the plan identifies a goal to “improve understanding and mitigation of hazards associated with flooding and extreme flows in the Thames River Watershed” that directly aligns with the flood and erosion risk target. This goal makes specific recommendations related to modernizing hydrologic and hydraulic models, regular update of flood and erosion hazard mapping, and updating flood risk of the built and natural environment. These goals match UTRCA Target recommendations. With this plan set to guide implementation by TRCWR partners, successfully integrating UTRCA Target efforts will ensure senior government initiatives can support them.



3.0 Progress by Targets 2017:

Progress on Targets in 2017 included efforts across all Targets but was focused on the expansion of programs and projects related to the Flood and Erosion Risk Target, and the Outdoor Recreation and Education Target. Additionally, work planning and expanding efforts into other Target areas were also undertaken in preparation for the phasing in of efforts related to Water Quality and Natural Heritage Targets. The progress is identified for each target below and follows the “Conceptual Monitoring and Reporting Program” approved at the June 15, 2017 UTRCA Board of Directors Meeting.

3.1 Target: Establish and restore 1,500 hectares of natural vegetation cover, windbreaks and buffers by 2037.

The Environmental Targets Strategic Plan called for modest investment and effort toward the Natural Cover Target for 2017, with a goal of \$25,000 in new contract revenue. Additional levy funding to support this Target is not planned to be requested until 2019. Despite this relatively modest work plan, several issues arose regarding this Target that required attention during 2017. They are summarized below.



Target Action: Advocate for Natural Heritage Restoration and Protection:

Perth County Natural Heritage Systems Study:

Development of a Natural Heritage Systems study for The County of Perth was undertaken in 2017 based on updated GIS natural heritage data and a model completed in 2016. Formalizing the results in a final document serves to provide a county-wide determination of significant natural heritage features and provides the science to support natural heritage planning at the municipal level. Completion of the Perth Natural Heritage Systems Study is anticipated in February 2018 and will complete coverage of the three main UTRCA watershed counties (Oxford, Middlesex and Perth) with consistent and current natural heritage systems studies. Ultimately this work will assist in protecting existing forest cover.

Financial support for the completion of the Perth Natural Heritage Systems study was provided in 2017 by the County of Perth. A total of \$5,000 was combined with previous 2016 funding from the County, Town of St Marys, and City of Stratford towards the total cost of \$10,000 for developing the report. This funding supported existing, unfunded staff time for UTRCA GIS Staff and Terrestrial Biologist.



Watershed Forest Loss Calculation: 2000-2010

A detailed examination of aerial photography from 2000 and 2010 has allowed a precise calculation of the change in watershed forest cover over time. This project is a necessary step to allow staff to monitor progress in achieving our Natural Cover Environmental Target, for inclusion in the latest edition of the UTRCA's Watershed Report Cards, and to support municipal natural heritage studies and policy development. Forest cover was interpreted from orthoimagery (aerial photography) using GIS software and a standardized methodology. While the results are somewhat disheartening (a loss of 800 ha across the watershed during this ten year period) the information is critical to motivate and inform future policy decisions regarding forest cover protection and expansion. Two presentations were provided to Oxford County Council, in addition to presentations to St. Marys, Thames Centre and Perth East municipal councils. An examination of 2015 orthoimagery is in progress. For 2018, staff will work to develop a summary report and share this information with all watershed municipalities and other interest groups. This work was completed with existing budgets.

Natural Heritage GIS Data Update:

Ongoing efforts to maintain and update detailed standardized Natural Heritage spatial data in GIS was undertaken based on updated air photography that is provided in five years cycles. This data supports numerous UTRCA and partner projects including Watershed Report Cards and natural heritage systems studies. In-house expertise in this updating process has provided opportunity to expand this work beyond the UTRCA watershed boundary with consistent data to support natural heritage studies on a fee for services basis. Work in 2017 included such efforts into the Lower Thames Valley Conservation Authority (LTVCA) watershed. A total of \$5,000 in financial support to cover unfunded portions of UTRCA GIS staff time was provided by the LTVCA to support natural heritage study efforts.

Oxford County Woodlands Conservation By-law

Oxford County is in the process of amending their Woodlands Conservation By-law. UTRCA staff have provided comments and recommendations through various iterations of the new by-law. Approval and implementation are expected in 2018 with the hope that, combined with the forest loss data mentioned above, protection and conservation measures will be strengthened in the County.

Ontario Seed Warehouse Closure Concerns

The Chair of the UTRCA Board of Directors provided a letter to the Minister of Natural Resources and Forestry expressing concern over the unexpected closure of the Ontario Seed Warehouse. Closure of this facility jeopardizes the future supply of genetically appropriate seedling stock for Ontario. This, in turn, could negatively impact our ability to achieve our Natural Cover Target. At the Board's direction, UTRCA staff wrote to Conservation Ontario encouraging their leadership in working to reverse the closure decision or work with appropriate partners to develop alternative services. This issue remains a concern for 2018.



3.2 Target: Improve each subwatershed's water quality score by one letter grade, as measured by the UTRCA Watershed Report Cards, by the year 2037.

The Environmental Targets Strategic Plan called for some increased effort toward the Water Quality Target for 2017, with a goal of \$75,000 in new contract revenue. Additional levy funding to support this Target is included in the 2018 draft budget. Significant work continued on this Target with contract revenue. Details are summarized below.



Target Action: Double Existing Rural Stewardship Program:



Clean Water Program:

UTRCA Stewardship staff continued offering technical and financial assistance to landowners and community groups through 2017. A number of research, demonstration and education/awareness efforts complemented our efforts. This was done under the Clean Water Program (CWP) umbrella. Municipalities continue to fund cost-sharing best management practices (BMPs) through the CWP.

Medway Creek Priority Subwatershed Project:

Great Lakes Stewardship Initiative (GLASI) funding of \$390,000 was used to carry out the Medway Creek Priority Subwatershed Project in 2017. An Agricultural Water Quality Technician contract position was maintained in 2017 to help meet this project's objectives. This project allowed for the creation of an in-field framework to better understand the implementation of best management practices (BMPs) and their impacts on phosphorous reduction and improved water quality in a manageable watershed size. The project included BMP implementation, a comprehensive water quality and quantity monitoring network, knowledge sharing and transfer among landowners, edge-of-field research and monitoring, computer modeling to relate in-field measures to water quality expectations, a controlled drainage demonstration site and the participation of landowners, government agencies, farm associations and universities.

Enhancing Stewardship Delivery in the Upper Thames Watershed:

An agreement with the Ontario Ministry of Agriculture and Food through Canada-Ontario Agreement provided funding in the amount of \$200,000 that allowed for researching and demonstrating several new technologies in rural water quality improvement and protection including saturated buffers, constructed wetlands, rural low impact development and filter strips for bunker silage leachate. The project also allowed the UTRCA to engage Certified Crop Advisors in our day-to-day stewardship efforts. In addition a Biofilter Manual will be created for provincial applications. Electronic factsheets will be prepared to help disseminate the information gathered during this project. An Agricultural Water Quality Technician contract position was maintained to help meet this project's objectives.

Wetland Creation:

A anonymous funder supplied \$150,000 for the construction of small wetlands throughout the watershed.



Target Action: Urban Stewardship Program:

Stormwater Management Low Impact Development (SWM LID) Program

The purpose of the UTRCA's Stormwater Management Low Impact Development (SWM LID) Program is to facilitate the promotion and implementation of low impact development for storm water in the Upper Thames River watershed with the goal of improving water quality and delaying runoff into the Thames River. Previous research informed design of the program and the need to:

- Incorporate SWM LID into the planning process,
- Offer training opportunities for municipalities, engineers, developers and planners in the watershed,
- Develop pilot projects in the watershed with performance monitoring principles,
- Provide opportunities for students and other organizations to learn about SWM runoff quality,
- Advise municipalities in the watershed to update their SWM guidelines by incorporating LID techniques for development, and
- Offer incentives for proponents who are interested in developing LIDs on their site.

In 2017 LID pilot projects were implemented to demonstrate the benefits of low impact development compared to conventional stormwater practices. In the City of London projects were completed at Chalmers Presbyterian Church and at three homes within the Glen Cairn neighbourhood. Two designs for projects located at Thames Valley District School Board schools were also completed. A wetland bioswale was completed at the Stratford Perth Museum and a raingarden at St. James Anglican Church in St Marys.

The program encouraged developers, consultants and municipalities to implement low impact development for stormwater management by providing ongoing LID professional development and training opportunities. In 2017 the UTRCA hosted 2 Erosion and Sediment Control Workshops, 2 Construction, Inspection and Maintenance Workshops and 1 Green Infrastructure Champions Workshop.

Community partnership and conservation education staff obtained certification to deliver the Stream of Dreams stormwater education program and modified the content to reflect the Upper Thames watershed. In 2017 students from Eagle Heights, Louise Arbour, Northbrae, Glen Cairn and Stoneybrook Public Schools in London participated in the program.

The UTRCA's 2017 SWM LID program received a total of \$155,000 in contract funding support and / or services provided; \$65,000 from the Ontario Ministry of the Environment and Climate Change, \$50,000 from Environment and Climate Change Canada, \$6,000 from the TD Friends of the Environment Foundation, \$5,000 from the Stratford Perth Community Foundation, \$5,000 from Orr Insurance & Investment Group, \$14,000 from the County of Perth and \$10,000 from the Thames Valley District School Board.

Target Action: Expand Comprehensive Monitoring:

Water Quality Data Management using WISKI:

This work is based on the objective to compile water quality data in a standardized and comprehensive manner among Thames River Clear Water Revival initiative partners to facilitate better collection, sharing and reporting of environmental information. Work was undertaken in 2017 to assemble water quality and ecological data sets in a standardized data management and analysis software package (WISKI). Work focused on improving documentation and assessing user needs through the development of data inventories and work plans. Quantitative and qualitative data for many of the provincial, municipal, and UTRCA led water quality monitoring programs have been imported into WISKI including PWQMN, City of London Data, UTRCA Benthic Monitoring, water quality data from the GLASI Priority Subwatershed Project and developing a complete taxonomic tree for fisheries data. Improving data quality and efficiency has been achieved by developing automatic importers, standardizing coding and naming conventions, and incorporating water quality guidelines into the database for analysis and comparison. Spatial and reporting components of the database have undergone initial development and there has been continued staff training on the use of graphic and analytical application features. This work has been supported through \$60,000 in funding provided by the MOECC Canada-Ontario Agreement and \$40,000 from Public Safety Canada - National Disaster Mitigation Program (NDMP) funding towards two Water Management Data Specialist staff contracts and related project costs.

UTRCA Monitoring Framework Team:

Development of an internal watershed monitoring team to formalize, coordinate and improve UTRCA monitoring efforts and improve information derived from monitoring efforts was formed in 2017. The cross unit team will work to develop a UTRCA Monitoring Framework document that describes and inventories all UTRCA environmental monitoring, identifies challenges and opportunities associated with monitoring initiatives and provide recommendations to the UTRCA Senior Management Team. No additional funding was secured for this effort and it relies on all monitoring staff's contribution to the framework to assist in formalizing cross-unit integration and efficiency.

3.3 Target: Reduce flood and erosion risk by updating flood models and hazard mapping for all UTRCA subwatersheds by 2020, then integrating climate change scenarios into the updated models and developing climate change adaptation strategies by 2030.



This target focused on reducing flood and erosion risk was identified in the plan as an area of focus for 2017. Additional levy funding to support this Target was secured for 2017 and further increases are included in the 2018 draft budget. Progress on this target has been accelerated with greater than anticipated matching funding provided by senior levels of government as highlighted below.

Target Action: Update and Modernize Hydraulic and Hydrologic Models and Hazard Mapping:

Efforts continued on work already in progress and hiring of new staff for the project was mostly completed. Survey crew staff were able to substantially complete surveying in the following areas: Thames River from Delaware to Woodstock and Mitchell, tributaries in Ingersoll, Trout Creek in St Marys, and Dingman Creek, Stoney Creek, Mud Creek (London). A digital elevation model (DEM) was completed, based on 2010 provincial SWOOP data, for use in modeling efforts. Hydraulic modeling (HEC-RAS) using the updated survey information and DEM was undertaken in these areas: Thames River from Delaware to Woodstock, and North Thames from the Forks to St Marys, Mud Creek (London), Dingman Creek and tributaries. Updates to flow statistics continued during 2017 and a watershed wide imperviousness GIS data layer for use in hydrologic models was completed. In addition, the hydrology model was substantially completed in Mud Creek and initiated in Dingman Creek.

Significant work to increase staff capacity related to this Target were undertaken or completed in 2017. Including:

- Creation of a Water Resources Project Coordinator position to undertake hydrologic and hydraulic modelling, supervision, project oversight and provide technical direction.
- Two new Water Resources Project Specialists were hired to undertake hydrologic and hydraulic modelling
- One Water Resource GIS Project Specialist was hired to provide mapping and data management support.
- Two seasonal Field Assistants were contracted to collect cross section, bridge/culvert, water course profile and elevation data using GPS survey equipment.
- Existing Senior Water Resources Engineers and GIS Specialists continue to lead or support the efforts through project management and technical direction.



Funding to support these positions and related project work came from three main sources. From the approved additional \$256,000 of additional municipal levy in 2017, \$149,000 was dedicated to the Flood and Erosion Risk Target. This combined with existing flood control levy was used as matching funding to leverage significant project based contract funding. Public Safety Canada – National Disaster Mitigation Program (NDMP) approved multi-year funding in support of updated floodplain mapping with \$83,490 dedicated to this project in 2017. In addition \$65,000 in funding was provided by the City of London to support the Dingman Creek Stormwater Strategy Environmental Assessment modelling work.

Target Action: Flood Control Capital Plan

In 2017 a need to address worker safety in the maintenance of the Hydrometric Monitoring Network was identified resulting in the hiring of a Water Resource Assistant staff member. Plans were developed to upgrade precipitation gauges to eliminate the workplace hazards associated with working at heights when maintaining existing gauges. To allow for collection of flow information in large rivers or during high flows, when wading across the watercourse is not safe, an acoustic doppler profiler for flow measurements was purchased. This tool will also assist in the development and maintenance of rating curves. Funding in support of these efforts came from flood control levy that was used as matching money to leverage \$11,886 from Public Safety Canada - National Disaster Mitigation Program (NDMP). In addition \$10,000 in funding was provided by Great Lakes Stewardship Initiative (GLASI) in cost sharing for flow measurement equipment.

Target Action: Identify and Model Priority Climate Change Scenarios

Training and professional development related to climate change impacts (especially as related to flood risks) and mitigation measures was undertaken by the UTRCA's Senior Water Resources Engineer. Knowledge gained from these sessions, plus internal staff discussions, have identified the need to consider climate change impacts as updates to modelling and mapping are undertaken, as opposed to the planned approach of considering climate change after modelling updates are complete. This work plan change will be further developed in 2018.

3.4 Target: Reach one million people annually with conservation messages through access to UTRCA lands and demonstration of green infrastructure by the year 2037.

Efforts to reach 1 million people annually with conservation messages was initiated in 2017. Supported with additional \$107,676 of levy funding coupled with \$38,630 from Public Safety Canada - National Disaster Mitigation Program (NDMP) to develop and begin delivery of an education program that is focused on flooding. Staffing to support the actions outlined below were through additional shared staff capacity including two Community Education Technicians and a Communication and Research Assistant.



Target Action: Develop and Implement Property-specific Marketing and Education Plans:

Conservation Area Visitation Project Baseline Report:

A baseline analysis of all conservation areas through site visits, staff interviews and trend analysis was completed and documented during 2017. This report will be used in 2018 to develop a watershed survey related to conservation area visitation with a focus on barriers. The report will also assist in developing property specific education and marketing messages in the future.

Reintroduction of Community Education Programming and Conservation Areas:

Conservation Area unit staff worked with Community Education staff at Wildwood and Fanshawe Conservation Areas to improve and expand environmental education programs. This work will continue on a larger scale throughout 2018 at all three large conservation areas.

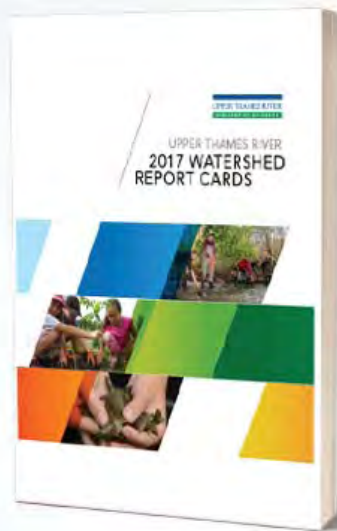
Target Action: Develop and Implement a Green Infrastructure Plan:

Green Infrastructure Background Report:

A Green Infrastructure Background Report was initiated in the Fall of 2017. When completed this report will:

- Define Green Infrastructure as it relates to UTRCA lands,
- Summarize existing Authority/Municipal Green Infrastructure Programs that have been successful,
- Develop potential Green Infrastructure categories goal/objectives for each category,
- Identify opportunities to promote the use of UTRCA lands as demonstration sites.

This report will be completed in 2018 and will support development of property by property Green Infrastructure recommendations.



4.0 Watershed Report Cards:

The fourth edition of the UTRCA Watershed Report Cards was completed for 2017 (release in February 2018). Watershed Report Cards, generated every five years, represent a significant undertaking to summarize resource information that serves as a measure of environmental health and progress in each of the 28 UTRCA subwatersheds. Report cards are identified in the conceptual monitoring plan as an “outcome” measure of efforts related to environmental targets for water quality and natural heritage focused targets. Given the 2017 Watershed Report Cards precede target implementation, environmental improvements related to additional target efforts cannot yet be identified. However, the report cards serve to further highlight observed trends that led to the Environmental Targets initiative, including continued forest cover loss and poor water quality.

Report Card Results: Forest Conditions

Forest conditions grades range from a C to an F, with an overall D grade across the Upper Thames River watershed. While no grades have changed since the 2012 Watershed Report Cards, there has been a collective decline (0.5%) in forest cover across the watershed. New data shows almost 800 ha of forest were cleared/removed in the ten years between 2000 and 2010. More than twice as much forest loss occurred between 2000 and 2006 (570 ha) as in 2006 - 2010 (227 ha).

In terms of future forest gain, approximately 324 ha were planted to trees under UTRCA programs from 2000 to 2010 (147 ha from 2000-2006 and 177 ha from 2006-2010). This data indicates the pace of tree planting is significant but not keeping up with the loss. However, it takes 20-50 years for planted trees to mature to the point that they can be categorized and counted as forests/woodlands. For the 2017 Watershed Report Cards, the 2006-2010 forest loss data was used to indicate change status: Four subwatersheds were steady (<0.5% forest loss), 19 had slight declines (0.5-2.9% loss), and 5 had declines (>3.0% loss). Percent forest cover loss was highest in urban areas, but tree planting efforts are strong in many urban areas as well.

Report Card Results: Water Quality

Water quality results range from C to D grades, and for the 28 watersheds, 12 score a C grade and 16 score a D grade. There has been minimal change since 2012 with most (26) watersheds remaining steady, and 2 watersheds (Forks, and Otter Creek) showing improvement. Overall there has been little change in water quality grades since 2001. While all streams fall within a similar C to D grade range for water quality, best scores were recorded in Plover Mills, Komoka Creek, and Middle Thames. The lowest water quality scores were measured in Cedar Creek, Forks, and Reynolds Creek. There are many factors that contribute to water quality. For example, many of the watersheds with better water quality have a higher percentage of vegetated riparian buffers (e.g., Plover Mills 58%, Komoka 59%, Middle Thames 58%). Healthy stream corridors help to improve water quality. Water quality data will continue to be analyzed in an effort to direct Targets implementation to appropriate conservation practices and areas of the watershed to maximize water quality gains.

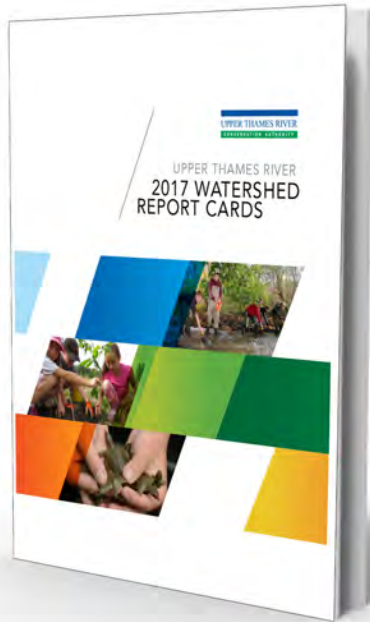


5.0 Conclusion

The first year of Targets implementation has focused on securing program funding (municipal levy and special contracts), program promotion (municipal presentations and communications), and program development (staff hiring and training, background studies, data preparation, work planning). Collectively, these efforts can be described as inputs and it is anticipated this will be the focus of effort for several years as funding and Targets work is phased-in.

Effort for 2017 was focused primarily on the Hazard Management (flood modelling) and Education/ Recreation Targets. In general, progress has met work plan expectations. Of particular note, progress with all four Targets has been accelerated by senior government funding opportunities and we see this progress continuing for 2018 and 2019 as funding remains available.

Municipal support for the Environmental Targets remains strong with funding concerns expressed by two municipal partners. Staff will continue to work with the Board, municipalities and senior levels of government to emphasize the importance and potential of the targets work, and the need for appropriate and fair cost sharing as proposed by the Strategic Plan. Work planning for future Target efforts is underway and was highlighted in the 2018 Draft Budget report approved at the October 2017 Board of Directors meeting. Outlined in the October report was continued effort toward the Water Quality and Flood and Erosion Risk Targets through additional funding support, including levy.



2017 Watershed Report Cards

The new 2017 Upper Thames River Watershed Report Cards are being released this month. Every five years, the UTRCA produces watershed report cards to report on local environmental conditions in each of the 28 watersheds within the upper Thames watershed. These reports summarize extensive environmental information, with the goal of guiding local environmental action and tracking environmental change.

Each report card grades surface water quality and forest conditions, summarizes watershed features, provides recommended actions for improvement, and highlights progress made over 5 years. The grading follows the standardized Conservation Authority Watershed Report Card guidelines developed for watersheds across Ontario.

Findings - Surface Water Quality

Water quality grades in the 28 upper Thames watersheds range from C to D, with minimal change from the 2012 report cards. Water quality has remained steady in 26 watersheds and improved in two since 2012. No watershed scores have declined in the past five years.

- Best grades - Plover Mills, Komoka Creek, Middle Thames
- Lowest grades - The Forks, Cedar Creek, Reynolds Creek
- Improved since 2012 - The Forks, Otter Creek

Findings - Forest Conditions

Forest condition grades in the 28 watersheds range from C to F, with D being the most common grade. While no grades changed since the 2012 report cards, the overall trend is a slight decline. Overall across the Upper Thames watershed, the results for the three indicators are:

- 11.1% forest cover (30% is the Environment Canada guideline for sustainability)
- 1.5% forest interior (10% is the EC guideline)
- 30.8% riparian zone forested (50% is the EC guideline)
- Best (C grade) - Dorchester, Komoka Creek, River Bend, Trout Creek
- Poorest (F grade) - North Mitchell, Whirl Creek

New for 2017

Forest Loss - For the first time, digital mapping accuracy allows for the measure of forest loss. Approximately 800 ha of forest cover were cleared/removed from 2000 to 2010, representing a 2.1% loss in forest cover. Pressure is highest in urban areas. Approximately 324 ha were planted to trees under UTRCA tree planting programs from 2000-2010. The amount of tree planting is significant but not keeping up with the loss. It takes 20-50 years for planted trees to be counted as forest cover.

Targets - While there have been extensive collective efforts in the watershed over the years, change and stressors continue, such as population growth, development and climate change. The result has been less environmental improvement over the last 20 years. The UTRCA has developed environmental targets for the Upper Thames River watershed with the goal of achieving measurable improvement.

The 2017 report cards will be posted on the UTRCA web site at www.thamesriver.on.ca. Copies will be distributed to the many UTRCA partner agencies and organizations.

Contact: Karen Maaskant, Water Quality Specialist, or Cathy Quinlan, Terrestrial Biologist

Climate Change PD Day

On February 6, the UTRCA, in collaboration with the Thames Valley District School Board (TVDSB), hosted a Climate Change Professional Development (PD) day for grade seven and eight teachers. This PD day was created for teachers at Louise Arbour PS, Northbrae PS and Jeanne Sauve PS. These schools have received or will be receiving Stream of Dreams programming as well as new Low Impact Development features on their schoolyard.

The PD day activities built upon concepts teachers and students learn about during their Stream of Dreams visit, such as stormwater, pollution, and human impacts on the environment. Teachers were able to gain a deeper understanding of water conservation concepts linked to the grade seven and eight Ontario curriculum and see examples of how to integrate this learning within their classroom.
Contact: Karlee Flear, Community Education Supervisor

Stream of Dreams at Eagle Heights

Last fall, Eagle Heights Public School was the latest school to learn about the Thames River watershed and the impact of stormwater on water quality. With more than 1000 dreamfish swimming along their school fence, Eagle Heights is the largest school we've had the opportunity to work with. Thanks to all the support from the local community, teachers, parents, and the TVDSB for helping make this project happen!

Contact: Linda Smith, Community Partnership Specialist



Installing wooden "dreamfish" on the school fence.

New Winter Programs

Fanshawe Outdoor Education Centre is excited to offer new winter programs, beginning in January 2018. "Winter for the Animals," "Winter Wildlife Wonders," and "Patterns and Adaptations in Wildlife (PAWs)" are new winter programs targeted at primary aged student. They encompass learning concepts such as seasonal changes, growth and changes in animals, animal tracking, and lots more.

The Thames Valley District School Board has purchased a large block order of winter program sessions and many classes have already visited Fanshawe to enjoy the new programs.

Contact: Karlee Flear, Community Education Supervisor



Upper Thames staff met with a drainage contractor last fall to survey a potential Saturated Buffer project site in the Upper Medway.

Upper Medway Project - Wrapping Up

After working in the Upper Medway subwatershed for more than two years, the Priority Subwatershed Project is wrapping up. UTRCA staff are presenting results to Middlesex County (January) and Lucan-Biddulph Township (March 5) to conclude the project by March 31.

This project saw 18 rural landowners receive funding for 32 Best Management Practices projects. Monitoring work in the subwatershed has produced a unique dataset of water quality and quantity, soils, and land management data.

Phosphorus reductions continue to be a top priority for stakeholders and all levels of government. UTRCA staff are writing funding proposals to continue the excellent stewardship work that has been started in the Upper Medway.

Contact: Michael Funk, Agricultural Soil & Water Quality Tech.

Board of Directors - On the Agenda

The UTRCA Annual General Meeting will be February 22, 2018. Approved board meeting minutes are posted on our "publications" page at www.thamesriver.on.ca.

- 2018 Draft Budget - Municipal Feedback, Adoption of 2018 Proposed Budget and Municipal Levy, Adoption of 2018 Flood Control Capital Levy
- 2018 Capital Water & Erosion Control Infrastructure Projects
- Board of Directors Policy Handbook Updates
- 2017 Health and Safety Summary
- Targets Progress Report
- Guest Speaker: Kim Gavin, GM, Conservation Ontario
- Watershed Report Card Launch
- Moyer/Lothian Flats Property Update
- 25th Earth Day Event
- Presentation of Service Awards

Contact: Michelle Viglianti, Administrative Assistant

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