

UPPER THAMES RIVER CONSERVATION AUTHORITY BOARD OF DIRECTORS'
73rd ANNUAL GENERAL MEETING

AGENDA

THURSDAY, FEBRUARY 20, 2020 - 9:30 A.M
WATERSHED CONSERVATION CENTRE – BOARDROOM

Guests:

Perth South - Rebecca Clothier, CAO/Treasurer and Councillor Sue Orr
St. Marys - Mayor Al Strathdee and Brent Kittmer, CAO

- 1. Approval of Agenda**
- 2. Declaration of Conflicts of Interest**
- 3. Review and Approval of the Factual Certificate**
- 4. Minutes of the Previous Meeting: Tuesday, January 28, 2020**
- 5. Business Arising from the Minutes**
- 6. Delegations**
 - 6.1 Township of Perth South
 - 6.2 Town of St. Marys
- 7. Business for Approval**
 - 7.1 2020 Draft Budget – I.Wilcox/C.Saracino
– 2020 Draft Budget: Municipal Input Summary #122631
 - 7.2 2020 Capital Water and Erosion Control Infrastructure (WECl) Projects – C.Tasker #123005
 - 7.3 2020 By-Law Updates - I.Wilcox/M.Viglianti Admin #3630
- 8. Closed Session – In Camera**
- 9. Business for Information**
 - 9.1 Provincial Direction Regarding Conservation Authorities- Bill 108 Update – I.Wilcox #122715

9.2 Staff Satisfaction Survey – T.Hollingsworth #123020

9.3 January/February For Your Information Report

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

10. Welcome to Staff

11. Presentation of the Kayla Berger Stewardship Award – Roger & Elaine Cook

12. Guest Speaker – Phil McLeod

13. Presentation of the Inspiration Award – Little Falls Public School

14. Presentation of the Board of Directors Award – Karen Auzins

15. Presentation of Staff Service Awards

16. Chair and General Manager's Concluding Remarks

17. Adjournment



Ian Wilcox, General Manager

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

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 12 February, 2020:

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 premiumsAnd, they believe that all necessary policies and procedures are in place to ensure that all future payments of such amounts will be made in a timely manner.
2. The UTRCA has remitted when due to the Group RRSP carrier, Group Insurance carrier and to OMERS Pension Plan all funds deducted from employees along with all employer contributions for these purposes.
3. The UTRCA is in compliance with all applicable Health and Safety legislation and all applicable Pay Equity legislation.
4. The UTRCA is in compliance, as required by law with remittances and claims for:
 - Federal Harmonized Sales Tax (HST).
5. The UTRCA is in compliance with the requirements of the Charities Act. Corporate information updates are provided through this means. The 2018 T3010 was filed before due.
6. In addition to statutory obligations, the UTRCA, through its internal processes, confirms the payment of supplier transactions so as to support the credit-worthiness of the organization.
7. The UTRCA is providing the prescribed standard of service in the performance of its functions and following the prescribed procedures and practices in accordance with our funding agreements and as reported to the Board of Directors of the UTRCA through the following reports:
 - Quarterly Financial Report to the Board
 - Regular Program Updates from the General Manager and unit Managers
8. The operating line of credit was not used during 2019, with no current outstanding balance.

Dated at London, Ontario on 12 February, 2020



Chair, Finance and Audit Committee



General Manager

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: January 19, 2020
Agenda #: 7.1
Subject: 2020 Draft Budget: Municipal Input Summary
Filename: ::ODMA\GRPWISE\UT_MAIN.UTRCA_PO.File_Centre_Library:122631.1

Recommendations:

1. That the UTRCA Board of Directors approve the 2020 Draft Operating Budget under Section 27 of the *Conservation Authorities Act* in the amount of \$15,890,487 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 2020 new levy component of the operating budget of \$5,608,688 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 and by Special Benefitting Percentages for structure operations.
2. That the UTRCA Board of Directors approve the 2020 Capital Budget under Section 26 of the *Conservation Authorities Act* in two parts:
 - a) The amount of \$6,004,513 to support the Authority's 20 year Flood Control Capital Plan. Apportionment of the flood control portion of the 2020 capital levy of \$2,786,500 is based on Special Benefitting Percentages, by structure, as presented in the 2020 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) or federal Disaster Mitigation and Adaptation Fund program (DMAF).
 - b) The amount of \$361,500 to support the Authority's other (non-flood control) capital spending needs. The municipal levy share of this capital amount is \$175,126 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.

REVISED: Additional Input as of February 12, 2020

Municipal input received following the January Board of Directors meeting has been added to the beginning of this report, which was originally posted and reviewed as part of the January 2020 Board agenda. This final version includes all verbal and written municipal responses received by staff. Board

Members may have received input directly. Members are encouraged to share those messages with Board colleagues as part of the budget discussion at the February AGM.

Note that both St. Marys and Perth South have requested delegation status at the Annual General Meeting and are scheduled to speak to their budget concerns at the beginning of the meeting.

Summary

The municipal response to the UTRCA 2020 Draft Budget has been typical of past years; overall there is majority support for the draft budget with three municipalities expressing opposition, and three municipalities with unknown positions or no response to date. The table below characterizes these positions.

Municipal Feedback Summary as of February 12, 2020

Supportive	Concerns	Unknown/ No Feedback to Date
Oxford County:	St. Marys	Middlesex Centre
Zorra	Perth South	Lucan-Biddulph
Ingersoll	Perth East	West Perth
Woodstock		
East Zorra- Tavistock		
South-West Oxford		
Norwich		
Blandford- Blenheim		
Stratford		
Thames Centre		
South Huron		
London		

Note: As required through the Conservation Authorities Act, budget approval is based on weighted voting according to the total municipal property assessment within the watershed. While it is recognized budget voting is the responsibility of individual Board Members and not the council they represent, the above table indicates greater than 88% municipal council support for the 2020 Draft Budget in terms of a weighted vote.

Specific municipal comments are provided below starting with new input received since January’s Board meeting:

Perth East Council Resolution and Letter (Received via email December 18, 2020 and February 10, 2020)

The Municipality of Perth East forwarded the attached Council resolution to the Chair and members of the Board. The attached letter from the Mayor was received February 10. Note that staff were not asked to attend Council so there is no summary of discussion.

Perth South Council Resolution (Letter received January 22, 2020, cc’d to all municipalities, UTRCA Board of Directors, Province)

The attached Council resolution was received from Perth South and reinforces Council’s comments reported in the January budget memo to the Board.

St. Marys Letter (received February 7, 2020 as part of their delegation request).

The attached letter from St. Marys speaks reinforces comments made by Council and reported to the Board as part of the January budget report. As clarification, the St. Marys letter expresses concern that the UTRCA presented its 2020 Draft Budget as a “status quo” budget. The reference to status quo was actually to note that science has shown environmental conditions over the past thirty years are, at best, “status quo” and of poor quality in the Upper Thames Watershed. This lack of progress in improving watershed health in turn justified development and approval of the Environmental Targets Strategic Plan and its funding plan, including the four year phase-in of new levy funding.

City of London January 31, 2020

In Attendance: Ian Wilcox, Christine Saracino, Anna Hopkins (as a Member of Council)

The City of London is considering approval of a four year budget (2020-2023). The UTRCA was asked to submit a draft budget covering that period. Our submission included values as approved by the Board for 2020, plus values for 2021-2023 that were qualified as being without Board review or approval. Those values included a request for the remaining Environmental Targets funding that had been reduced as part of the 2020 budget.

Council spent one hour and forty-five minutes discussing the Conservation Authority’s budget. This is by far the most attention given to the UTRCA as part of a London budget discussion that staff can recall. Comments and questions were all very positive with a focus on Environmental Targets, flood control, water quality, our ability to leverage funding, cost sharing among municipalities, levying powers, education, public safety, and the impact of the provincial transfer payment download. In the end, Council unanimously supported the UTRCA and its budget.

The transfer payment download was considered separately at Council’s request and while payment generated much discussion, Council was clear their concern was not with the UTRCA but rather they explored if this was an opportunity to express frustration with the province. Following discussion, Council supported approval of the transfer payment download funding.

It is important to note that this budget approval recommendation is for four years of funding, inclusive of the outstanding 75% of Targets levy that was removed from the UTRCA’s 2020 Draft Budget.

Discussion:

The following key considerations were raised during past Board budget discussions and are repeated here as context:

1. Magnified Impact of Individual Levy Reductions: Provincial regulations require levy to be paid proportionally by participating municipalities. Reducing any one municipality’s levy requires a proportional reduction in all other municipal levies, greatly magnifying the impact of a reduction. As an example, reducing Perth South’s 2020 draft levy by \$5,368 as requested in their Council resolution (their proposed operating levy increase) would reduce the Authority’s overall levy revenue by \$325,973.
2. The downloading of the provincial transfer payment to municipalities is beyond the Authority’s control and, in principle, is not supported by the UTRCA. However, designation of flood control as a core program by the province leaves few options but to transfer costs. In this case, the funding argument should be directed toward the province rather than between Conservation Authorities and municipalities.
3. Overall the majority of member municipalities support the 2020 Draft Budget, regardless of weighted voting.

4. Past budget discussions and the decision to reduce Targets funding by 75% can be characterized as an attempt by the Board to balance the science as presented through Watershed Report Cards, landowner requests for service, public demands for environmental improvements, private sector willingness to pay, Strategic Plan objectives, and fiscal responsibility.
 5. There is a tendency to focus on financial percentage increases alone. Financial percentage increases must be matched with actual dollar increases to interpret the actual scale and scope of the UTRCA's funding request.
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January 19, 2020 Board Report- Text repeated here for context

Introduction:

The UTRCA’s 2020 Draft Budget was sent to member municipalities for review December 4, 2019. An invitation was included with the circulation offering for staff and Board representatives to attend individual council meetings with a presentation and/or to answer budget questions. This report provides a summary of municipal input received to date. The Board is asked to review these comments in detail as preparation for final budget approval at February’s Annual General Meeting (AGM). Additional comments are expected between now and February’s AGM. They will be shared as part of the February Board agenda.

Municipal interest has been primarily restricted to the levy with very little attention to overall budget. This is not unusual. There has been general support for the draft budget (levy), but opposition from Perth South and St. Marys. The table below summarizes the UTRCA’s draft operating levy in a simplified structure, similar to what was presented to municipalities, and highlights the two areas of the levy that have generated the most interest (unshaded rows).

2020 Draft Operating Levy

Municipal Levy	2019	Draft 2020	Increase	Notes
General Levy	\$3,858,386	\$3,931,699	\$73,313	1.9% inflationary increase.
Operating Reserve	\$33,050	\$33,678	\$628	1.9% inflationary increase.
Flood Control Levy	\$1,286,279	\$1,291,872	\$5,593	0.4% increase.
Provincial Download			\$169,803	50% in-year cut absorbed in 2019. Downloaded in 2020 in recognition of Bill 108 provincial classification as “core” business.
Environmental Targets Strategic Plan			\$76,636	75% reduction from planned levy.
Total	\$5,282,715	\$5,608,688	\$325,973	6.2% increase: (Download responsible for 3.2%) (Targets responsible for 1.5%)

Notes:

- The unshaded area bordered in red has been the primary interest of municipalities to date and should be the Board’s focus for any further decisions regarding the 2020 draft municipal levy.*
- The provincial funding formula that apportions levy to municipalities (based on Current Values Assessment or CVA) has a significant impact on individual levy increases (high of 12.1% for West Perth, low of 0.5% for Stratford) but is not reflected in this table and is beyond the ability of the Board to control or alter.*

Given that municipal input to date has focused on the Environmental Targets Strategic Plan and the provincial downloading, a brief review of the rationale for their inclusion in levy is appropriate and provided here:

1) Environmental Targets Strategic Plan (excerpts from October’s Staff Report)

You will recall the Board made a decision to reduce the 2020 Environmental Targets Strategic Plan implementation funding by 75% resulting in new investment of \$76,636 rather than the \$306,544

originally planned. 2020 was to be the final year of new levy investment, building on funding approved in 2017-2019. Funding was originally to be directed to the Targets as described in the table below, but with the reduction, it would be directed primarily to natural cover:

Original 2020 Targets Levy Investment Plan

Environmental Target	Funding Amount	% of Funding Request
1. Natural Cover: Tree planting, forest loss prevention, management	\$195,891	64%
2. Recreation/ Education	\$63,762	21%
3. Water Quality	\$46,891	15%
Total	\$306,544	100%

Note: The hazard management Target (flood modelling) already received it’s full funding during the first two years of investment; no further funding for that Target is required in 2020.

Of note, the Natural Cover Target was to receive the bulk of its levy funding in this final year of the phase-in. Recent forest loss data has confirmed that immediate effort toward this Target is needed. Despite on-going tree planting and naturalization efforts by the UTRCA, community groups, individual landowners, private businesses and municipalities, the watershed experienced an average net loss of 47 hectares per year (116 acres) based on staff interpretation of orthoimagery. Deferral of new actions will result in continued losses jeopardizing watershed health and our ability to meet our Target of 1,000ha of net gain in natural cover in the watershed. Both the recreation and water quality targets have received new funding in previous years and implementation has started.

Previous budget discussions highlighted two points of view regarding levy: 1) Municipal financial/ political criteria which supports a funding deferral and, 2) environmental criteria including our Strategic Plan’s objectives, and concern that a deferral may cause us to not only lose momentum but to negatively impact watershed health in the interim. This perspective supports new funding at some level. Both points of view are valid although competing, and the Board’s challenge is to find balance among environmental priorities and funding.

There may be additional concern that Bill 108 creates uncertainty as to what our future “core business” will be and a position that new funding should wait until the province provides details. However, rather than speculate regarding the province’s intentions, and recognizing consultation is on-going and that implementation of provincial regulations and new funding models are unlikely before 2021 at the earliest, the staff recommendation is “business as usual” including implementation of our Strategic Plan until regulations are approved. The goals of the Environmental Targets Strategic Plan remain valid and, if anything, the need for implementation has grown. Funding decisions may affect the pace of implementation but not the overall intent.

2) Provincial Download of Section 39 Hazard Management Transfer Payment (Flood Control)

Conservation Authorities received notice in April 2019 of an immediate in-year 50% reduction of their provincial hazard management transfer payment. This amounted to a permanent ~\$170,000 funding reduction for the UTRCA. A decision was made to absorb this expense for 2019 through reserves. In June of 2019 the province passed Bill 108 which made clear that Hazard Management (flood control) was to remain a core business of Conservation Authorities and that work should continue, including the ability of CAs to levy municipalities for related expenses. And finally, in November 2019 the Provincial Flood Advisor’s Report was released with recommendations (yet to be implemented) to the Province regarding flood management in Ontario. (A separate staff report will be included in the Board’s January agenda discussing the Flood Advisor’s recommendations). In summary, the report recognized the significant role

Conservation Authorities play in protecting life and property, that the system works and should continue, and that a number of enhancements should be considered.

These three messages, while conflicting, suggest that our flood control capacity needs to be maintained. The \$170,000 funding reduction cannot be absorbed by the UTRCA without impacting service levels leaving the decision to download costs to member municipalities as the most viable, and presumably intentional outcome of the Province's decision.

Municipal Input as of January 20, 2020:

Oxford County (October 9, 2019)

In Attendance: Ian Wilcox

Oxford County requested a budget presentation (October 9, 2019) prior to the Board's approval of the 2020 Draft Budget. The only significant budget change following that presentation was the 75% reduction in the Environmental Targets portion of the levy.

1. Note that Oxford County as well as Zorra Township, Ingersoll, Southwest Oxford and Woodstock passed separate council resolutions supporting the continuation of Conservation Authority programs and services in response to Bill 108 and provincial direction to "wind down" programs.
2. Comment was made that the County supported the previous three years of Environmental Targets investment and that the work is valued.
3. A comment was made that the public supports work through user fees, and the private sector supports the work with funding (e.g., Toyota's \$60K investment for education and tree planting). Work on Targets should continue.
4. Specific questions were asked regarding where trees would be planted and joint planning with other Conservation Authorities within Oxford.

Overall County Council was supportive of the budget and continuation of the Environmental Targets investment.

West Perth (January 6, 2020)

In Attendance: Annamarie Murray, Ian Wilcox

1. A request was made regarding a summary of UTRCA reserves and a copy of the UTRCA Reserves Policy. While not mentioned specifically, it is assumed there is interest in exploring if reserves can be used to offset levy.
2. The UTRCA's financial investment strategy was challenged with specific reference to the investment's net loss during 2018. The General Manager defended the investment strategy as prudent financial management that could off-set municipal funding and noted 2019's excellent returns that have more than made up for initial losses. A copy of the UTRCA's investment policy is to be shared with Council.
3. A councilor asked for clarification regarding their ability to influence our budget, noting his understanding was the budget was simply dictated by the Board. I explained our efforts to consult with municipalities, that the Board took feedback seriously and that there was every opportunity for the Board to adjust the draft budget based on that input. I did confirm that once the Board approves the levy it is a debt owing but that our intent was to ensure consultation was complete before final approval as considered.
4. A comment was made that the UTRCA is still pursuing a budget increase during a period of constraint. Ratepayers object to this approach as it is inconsistent with the approach of municipalities and other agencies.
5. A question was raised as to whether or not having Mitchell Dam inoperable during 2019 affected downstream conditions. I replied there would be only local impacts.

St. Marys (January 7, 2020)

In Attendance: Sandy Levin, Tony Jackson, Ian Wilcox

Note: Mayor Al Strathdee and Deputy Mayor Marg Luna were absent from this meeting. No media were in attendance.

1. There was some confusion on the part of Council regarding Minister Yurek's August 23rd email and the direction it provides. The municipal CAO provided comment as well with the main issue seeming to be that the August 16th letter was distributed to all municipalities ("wind down

programs, no budget increases”) whereas the August 23rd email was not (“budget increases are acceptable with municipal approval”).

2. A comment from municipal staff suggested there was a lack of information generally and requested that the UTRCA keep the Town better informed. I noted the issue is actually a lack of information and clarity from the province and that what information there is has been shared. Chair Levin also reinforced that the province has provided no details, that actions based on assumptions come with a significant cost (e.g., staff terminations and severance), and that AMO has requested CA and budget changes be deferred until 2021.
3. There was a request for the UTRCA to demonstrate where it had made program cuts in anticipation of further financial constraints. I referred to a presentation slide that had provided those examples, and reiterated the UTRCA’s philosophy that during times of fiscal constraints our priority was to try and ensure programs and services could continue by identifying new/ alternate sources of revenue (typically contracts). If unsuccessful, expenditures would be reduced.
4. Reference was made to the Minister’s remark that CAs have strayed into “zip lines, weddings and maple syrup.” The councillor was empathetic toward CAs and noted that his understanding was that recreation programs were self-sustaining, supplemented lost revenue, and were greatly appreciated by the public. I confirmed his views were accurate, and provided some background regarding the evolution of our conservation areas and recreation programs.
5. A suggestion was made that there be no further investment in the Environmental Targets Strategic Plan, recognizing significant investment had been made already and that work could continue but that further new investment was not affordable at this time.
6. A comment was made recognizing that the UTRCA has implemented staffing reductions and staff sharing programs between its Conservation Areas in an effort to deal with past funding reductions and that he was supportive of the efforts we have previously made.
7. A councillor commented that this is not a status quo budget.
8. The CAO presented a perspective that municipalities and agencies could either 1) wait for clarity from the province and continue with service levels as status quo, or 2) be proactive like St. Marys and begin finding efficiencies and implementing service level reductions now in anticipation of further cuts. I repeated that our approach was to look for new revenue opportunities first in an effort to continue delivery of programs and services, and that reductions would be considered if unsuccessful.

Perth South (January 7, 2020)

In Attendance: Sandy Levin, Tony Jackson, Ian Wilcox

1. A councillor suggested our Targets were misdirected and that urban sewage by-passes were the main driving force affecting water quality. That should be the UTRCA’s focus. I replied that sewage treatment operations were beyond the scope of our programs or regulatory approval, their impacts are noted but not the main drivers of water quality impairment, and that while we could expand our efforts into that area, it would come with additional costs.
2. A councillor offered their opinion that municipal drain enclosures (burying watercourses) are the most effective way to protect water quality by preventing run-off from entering the water course and that the UTRCA’s concerns and objections to enclosures were misdirected.
3. A councillor commented that when given the opportunity, Perth South will be opting out of Conservation Authority programs.
4. A councillor commented that the UTRCA should be itemizing costs now between core and non-mandatory programs. The Chair noted that we should receive clarity from the province during 2020 and that this analysis will inform the 2021 budget. A summary of estimated costs has since been developed specific to Perth South, and forwarded to them.
5. A councillor commented that the UTRCA’s levy has increased more than 50% in the past several years. Other CAs (ABCA, LTVCA) do not have the same increases. Why? I responded that our

Authority has significant capital expenses that others don't have, the CVA's impact, and that the UTRCA was taking initiative through its Environmental Targets to move beyond the status quo in terms of environmental health.

6. A councillor commented that they philosophically couldn't support a budget increase. Perth South has had to make cuts. They can't accept that the UTRCA wants an increase. They were clear they support the UTRCA's work, they just can't support increases during these economic times.
7. A councillor challenged us: "What authority does the UTRCA have to disobey a Minister's order" (presumably referring to the Minister's August 16th letter). I referred to the Minister's August 23rd email that allows budget increases.
8. A councillor expressed concern that permit fee increases are excessive (50%+) and isn't affordable by the farming community, and that the costs aren't justified by the work the CA actually does.
9. A councillor noted camping fee increases are far less than permit fee increases. I replied that all fees are based on cost recovery, market comparisons, staff effort and benefits received by the individual.
10. There was criticism of the Stream of Dreams program. "Fish on a fence."
11. A councillor commented that the UTRCA should not be involved in education programming. Taxpayers already pay provincial education tax; having Conservation Authorities levy for education is double dipping.
12. A councillor commented that the UTRCA's total levy increase is \$1.37 million. "How can that be? What will you spend that on?" Their implication was that amount was excessive. I noted that \$1.12 million of that increase (82% of the increase) is capital for the West London Dyke, paid 100% by London.
13. There was a question/ suggestion regarding contracting out Conservation Areas to the private sector. I pointed out that some services are or have been (grass cutting, marina operation, camp store, lifeguard and pool maintenance, etc.) and that this is an annual consideration with decisions made based on financial benefit. I noted that contracting out the entire park operation is not feasible. Recreation lands are there for flood control purposes first. Lake use can be closed, sections of campgrounds closed and operations suspended during flood operations. Contractors are wary of this as a business risk and the UTRCA is wary of losing direct control over flood operations.

South Huron

A letter dated January 7, 2020 was received from the Clerk of the Municipality of South Huron. In summary:

"South Huron received and discussed the draft budget at the December 16, 2019 regular meeting. On behalf of Council I wish to advise that no issues were noted and no comments were directed to be forwarded with respect to the Draft 2020 Budget after their review."

Thames Centre January 13, 2020

In Attendance: Ian Wilcox

Note that Thames Centre passed a Council resolution December 16, 2019 supporting the continuation of Conservation Authority programs and services in their municipality.

1. A comment from the Deputy Mayor noted that CAs already are efficient investments. Their cost sharing model allows municipalities access to expertise and resources they could not afford on their own. Services are needed and publicly supported.
2. The Mayor made mention of the Minister's August 16th letter as premature and poorly conceived and that the value of CAs was not fully recognized by the province. The municipality will participate in upcoming consultation sessions.

3. A councillor requested further clarification regarding the goals of the Environmental Targets Strategic Plan.
4. A councillor asked for an explanation of the provincial download.
5. A councillor commented that in actual dollar terms the UTRCA request was not unreasonable. They also noted that if the download was removed, the request is relatively small.
6. Overall strong support for continuation of CA programs and services.

Prepared by:
Ian Wilcox



February 7, 2020

Chair Sandy Levin and Members of the Board
Upper Thames River Conservation Authority Board
1424 Clarke Road
London, Ontario, N5V 5B9

**RE: St. Marys Council Comments Regarding the January 7, 2020 Draft 2020
UTRCA Budget Presentation**

Dear Chair Levin and Members of the Board,

Council is providing this letter to further document the Council's position on the draft 2020 UTRCA budget. This letter is meant to formalize the comments communicated to the Chair and the General Manager at Council's January 7, 2020 budget meeting. This letter is in addition to Council's previous correspondence dated November 17, 2019 and December 11, 2019.

Council sincerely appreciates the time of the Chair and the General Manager to present the draft budget on January 7. Through the presentation, common ground was acknowledged due to the fact that both the Town and the UTRCA suffer from a lack of clarity from the Province regarding future funding cuts. Where our two organizations differ is the approach taken in the face of this lack of clarity.

As noted in our previous correspondence, in 2019 the Town completed a line by line review of its budget to find efficiencies and service level reductions. The goal was to position the Town with the financial capacity to absorb any funding reductions. It remains Council's position that developing proactive budget management strategies is preferable to levy increases. It is difficult for Council to accept a draft 2020 budget from the UTRCA which does not appear to contemplate any degree of service level adjustments or budget reductions to prepare the UTRCA for future funding reductions. In fact, the Board has chosen to continue to fund its strategic initiatives even when faced with the knowledge that the funding reductions from the Province are pending. It remains Council's position that this is not a sustainable financial management strategy. As communicated to the Chair and the General Manager, Council strongly encourages the Board of the UTRCA to take a proactive approach and to begin completing the necessary review of its programs and operations to develop budget management strategies in the event that the Province confirms the reductions to annual funding levels.

Secondly, Council would like to communicate its disagreement with the claim that the 2020 UTRCA draft budget is a "status quo" budget. This reference was made several times in the delivery of the presentation to Council on January 7, 2020. The fact that the Board is choosing to increase its levy in 2020 to fund further advancement of its strategic

TOWN OF ST. MARYS
P.O. Box 998, St. Marys, ON. N4X 1B6



priorities and expand the organization's capacity clearly makes the 2020 budget not a "status quo" budget.

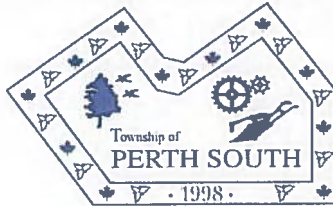
As noted by the Chair and the General Manager during their presentation, pending legislative changes and funding decisions makes the future unclear and provides good rationale for a "status quo" budget. Council couldn't agree more, and it is Council's position that this lack of clarity is reason enough that that 2020 should be a true "status quo" year without a levy increase to fund capacity increases. Council encourages the Board to reconsider if 2020 is an appropriate year for the UTRCA to continue to expand its capacity when pending Provincial decisions may require the UTRCA to reduce this expanded capacity at further cost to the member municipalities.

Finally, and to reiterate previous correspondence from the Town, Council remains of the position that any levy increase is contrary to what was directed by the Minister of Environment, Conservation and Parks in August of 2019. Council would like reiterate once again that the Town of St. Marys is not a consenting or willing partner to a levy increase in 2020; that the Town remains of the understanding that Minister Yurek's correspondence to the Board on August 16, 2019 is paramount; and that the Town is prepared to remit payment of its 2020 levy under this understanding.

Sincerely,

Al Strathdee
Mayor

TOWN OF ST. MARYS
P.O. Box 998, St. Marys, ON. N4X 1B6



Corporation of the Township of Perth South

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January 22, 2020

Board of Directors
Upper Thames River Conservation Authority
Attn: Sandy Levin, UTRCA Board Chair
(sent by email)

Re: Proposed 2020 UTRCA Budget

Thank you, Ian and Sandy, for attending the Perth South Council meeting on January 7, 2020 and reviewing your presentation of the proposed 2020 UTRCA budget. Upon discussion council passed the following resolution in regards to your presentation:

- #3** Moved by Councillor Jeffrey
Seconded by Deputy Mayor Aitcheson
"That the presentation regarding the UTRCA 2020 budget be received for information and that Perth South Council request that the 2020 UTRCA total municipal levy be restricted to the 2019 total levy amount with no increase as directed by Minister Yurek on August 16, 2019 and that Perth South is prepared to pay its proportionate share of that amount based on the formula prescribed in legislation and further that Perth South reviews opting out of programs that do not benefit the Township." Carried

Please contact our office if you have any questions.

Regards,

Lizet Scott
Clerk

Cc: Minister Yurek



Township of Perth East

P.O. Box 455, 25 Mill Street
Milverton, Ontario N0K 1M0

Phone- (519) 595-2800
Fax- (519) 595-2801

Office of the Mayor
Rhonda Ehgoetz
Mayor@pertheast.ca
519-393-6888

February 10, 2020

Chair Sandy Levin and Member of the Board
Upper Thames River Conservation Area
1424 Clarke Road
London, Ontario
M5V 5B9

Re: Upper Thames Conservation Area Budget 2020

Dear Chair Levin and Members of the Board:

On behalf of Perth East Council, I would like to express how disappointed our council is that the Upper Thames Conservation Area is increasing the levy for Perth East even though Minister Yurek's correspondence of August 16, 2019 asked Conservation Areas not to. Minister Yurek stated that while they are undergoing this review and updating the legislation and regulations that you do not proceed with any increase to your fees or levies. The review is still being undertaken so why is our levy going up 8.9% when you were asked not to do this?

In December 2019, Perth East Council decided by resolution that we will not pay the increase that the Upper Thames Conservation Area is imposing on us for 2020. Perth East will be waiting for further instructions from Minister Yurek's office. Perth East Council is responsible to the rate payers just as you the board members who were put there by council, you are also responsible to the rate payers.

We thank you for your time.

Sincerely,

Rhonda Ehgoetz

Rhonda Ehgoetz
Mayor, Township of Perth East



Township of Perth East

P.O. Box 455, 25 Mill Street
Milverton, Ontario N0K 1M0

Phone- (519) 595-2800
Fax- (519) 595-2801

Ashley Carter, Dipl. M.A.
Municipal Clerk

email – acarter@pertheast.ca

December 18, 2019

Chair Sandy Levin and Members of the Board
Upper Thames River Conservation Authority
1424 Clarke Road
London, ON, N5V 5B9

Re: 2020 UTRCA Levy

Dear Chair Levin and Members of the Board,

At their Regular Meeting of Council on December 17, 2019 the Council of the Township of Perth East endorsed the following resolution;

THAT the Council of the Township of Perth East receive the letter from Chief Administrative Officer, Brent Kittmer regarding the 2020 Upper Thames River Conservation Authority (UTRCA) Levy for information;
AND THAT Council is in support of St. Mary's Council Resolution regarding the 2020 UTRCA Levy.

Council also endorsed the following resolution;

THAT the Council of the Township of Perth East receive the letter from Chief Administrative Officer, Brent Kittmer regarding the 2020 Upper Thames River Conservation Authority (UTRCA) Levy for information;
AND THAT the Council of the Township of Perth East request that the 2020 UTRCA total municipal levy be restricted to the 2019 total levy amount with no increases as directed by Minister Yurek on August 16, 2019;
AND THAT the Township of Perth East is prepared to pay its proportionate share of that amount based on the formula prescribed in legislation.

Should you have any questions, please contact the undersigned or Theresa Campbell, Chief Administrative Officer, tcampbell@pertheast.ca, 519-595-2800 Ext 232.

Sincerely,

Ashley Carter, Dipl. M.A.
Municipal Clerk
Township of Perth East

Encl: Minister Yurek's August 16, 2019 letter
Brent Kittmer, CAO/Clerk of St. Mary's letter



December 11, 2019

Chair Sandy Levin and Members of the Board
Upper Thames River Conservation Authority
1424 Clarke Road
London, Ontario, N5V 5B9

RE: St. Marys Council Resolution Regarding the 2020 UTRCA Levy

Dear Chair Levin and Members of the Board,

At their budget meeting on December 3, 2019, Council for the Town of St. Marys again reviewed the UTRCA's 2020 draft budget request. Council would like to reiterate its sincere disappointment that the Board has decided that it has the authority to make decisions that are contrary to specific Ministerial direction.

Council would like to further reiterate that the Town of St. Marys is not a consenting or willing partner to a levy increase in 2020. At this point in time the Town remains of the understanding that Minister Yurek's correspondence to the Board on August 16, 2019 is paramount.

Under this understanding, and until the Province has directed otherwise, the Town is prepared to pay its proportionate share of the 2020 municipal levy based on no increases to the 2019 levy amount. Accordingly, Town Council has passed the following resolution to this effect:

Resolution 2019-12-03-02

THAT the 2020 UTRCA total municipal levy be restricted to the 2019 total levy amount with no increases as directed by Minister Yurek on August 16, 2019; and

THAT the Town of St. Marys is prepared to pay its proportionate share of that amount based on the formula prescribed in legislation.

Council looks forward to the budget presentation by the Board Chair and General Manager which we understand is confirmed for January 7, 2020 at 9:00 am. During that presentation Council would ask that the Chair and General Manager provide a clear explanation of the Board's authority and ability to disregard the Minister's specific direction. If the Board has received correspondence, documentation, or some other form of interpretation that clarifies that the Board's authority exceeds that of the Minister's, Council would like to be provided with a briefing or summary.

If you require any further information from Council please do not hesitate to contact me.

Sincerely,

Brent Kittmer, P.Eng. MPA
Chief Administrative Officer/Clerk

TOWN OF ST. MARYS
P.O. Box 998, St. Marys, ON. N4X 1B6

Ministry of the Environment,
Conservation and Parks

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



Office of the Minister

Bureau du ministre

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

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 2J3
Tél.: 416.314.6790

August 16, 2019

To whom it may concern:

As you know, on June 6, 2019, our government passed the *More Homes, More Choice Act, 2019*, which updated the *Conservation Authorities Act*. We made these legislative changes to improve public transparency, consistency, and accountability in conservation authority operations. These changes will give greater control to individual municipalities on conservation authority programs and budgets. These changes will also require conservation authorities to re-focus their efforts on the delivery of programs and services related to their core mandate, such as those related to:

- Risk of natural hazards;
- Conservation and management of CA owned or controlled lands;
- Drinking water source protection;
- Protection of the Lake Simcoe watershed;
- Other programs or services, as prescribed by regulation.

Furthermore, over the coming months, I will be reviewing all of the relevant legislation and regulations that govern Ontario's conservation authorities to explore even more opportunities to re-focus their efforts and to ensure they are best serving the interests of the people of Ontario.

In the meantime, I request that you review and consider your own conservation authority's activities and begin preparations and planning to wind down those activities that fall outside the scope of your core mandate. I also encourage you to refrain from developing new policies that are not aligned with your mandate or with provincial policies. Finally, I ask that while we are undergoing this review and updating the legislation and regulations that you do not proceed with any increases to your fees or levies.

I appreciate the work of conservation authorities and the feedback that was provided on the legislative changes. I look forward to receiving further input and recommendations as we move forward with upcoming regulatory and policy proposals.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Yurek".

Jeff Yurek

Minister of the Environment, Conservation and Parks



2020

DRAFT BUDGET

Upper Thames River Conservation Authority



November 2019

The Upper Thames River Conservation Authority's (UTRCA) 2020 Draft Budget serves as both a management and governance tool. It is prepared on the basis of expenses inclusive of depreciation, and all deferred revenues which may be available for use in the year in order to clearly see the funding positions of all programs. The current funding environment in which the UTRCA operates requires ever-increasing levels of scrutiny as well as an attitude best described as 'contingency.' Funding uncertainty also requires flexibility and multiple scenario evaluation.

In summary, the 2020 draft operating budget expenses are estimated at \$15,890,487, representing a 1.9% decrease from 2019. 'Transfers from reserves' have been specifically avoided as a way to balance our costs in 2020 to ensure transparency; the result is a \$376,054 deficit in operations.

The operating budget includes \$1,221,973 of non-cash depreciation expenses as well. These annual depreciation costs - the consumption of asset values - is greater than the projected deficit. As a result, while an operating deficit is anticipated on an accrued expense basis, the UTRCA will still experience a cash surplus of \$885,919 from operations through 2020. While depreciation is not the only type of expense which contributes to the operating deficit, it is significant (i.e., 8% of total expenses) and results from past capital spending decisions.

From a capital budget perspective, 2020 will see a capital levy increase of 54.1% as a result of significant federal funding available (Disaster Mitigation & Adaptation Fund \$10M over 10 years maximum) and extensive work on City of London dykes. This large percentage increase highlights again how the two types of activities, operating and capital spending, are dramatically different and are best addressed separately. The draft capital summary indicates a capital spending deficit of \$219,498, less than half of \$487,624 in 2019.

2020 Budget Drivers

1. Environmental Targets Strategic Plan:

In consideration of municipal financial challenges, year four of the new Environmental Targets levy has been included to only 25% of the original strategic plan. This amount represents 1.5% of the 6.2% operating levy increase.

2. Changes to CVA (Current Value Assessment):

New assessment values provided by the Province in September again shift the levy burden to more rural municipalities, as farm land values are increasing faster than other land use categories. The UTRCA has no ability to influence or adjust this Provincial funding allocation system.



3. Downloaded Provincial Cut:

During 2019, the UTRCA absorbed the \$169,802 of in-year provincial funding cuts rather than create a special levy. In 2020, that value is included in the municipal levy as it supports critical flood control efforts. This provincial download contributes 3.2% of the total 6.2% increase and is a key driver of the total municipal funding increase.

4. Flood Control Activities:

While the UTRCA and affected municipalities have benefitted greatly from federal funding over the last three years, the National Disaster Mitigation Program funding pool will cease early in 2020. This will necessitate a return to earlier levels of staffing in many cases and, while it impacts spending, it will also impact services and program capacity.

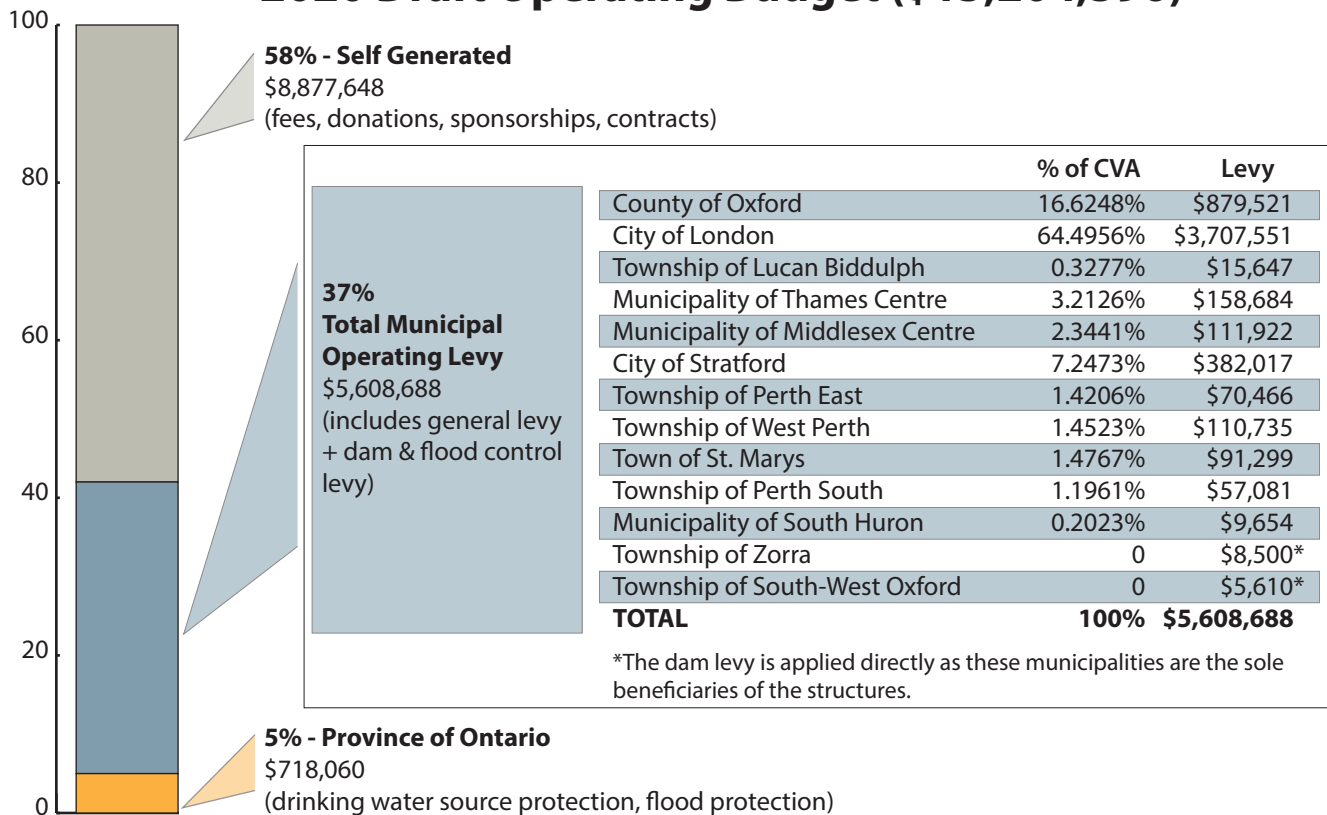
5. City of London Growth Assessment Funding:

As a direct result of growth pressures, the UTRCA has applied for additional growth assessment funding from the City of London to support three positions in the Environmental Planning and Regulations unit. Modifications in the level of London's planning services have required new dedicated funding from the City. While approval of this funding is uncertain, it is included in the draft budget.

6. Line by Line Cost Savings Audits:

During 2019, staff took steps to review the costs of some services. New rates and services for merchant transactions (Visa and Mastercard) were negotiated to keep processing costs down. The estimated savings for 2020 is \$10,700. A second audit of tax recovery yielded no further recovery is possible. A third audit of voice and data communication services across the organization is underway.

2020 Draft Operating Budget (\$15,204,396)



The formula that determines each municipality's share (percentage) of the levy reflects the assessed value of each municipality's land within the watershed, as set out in the Conservation Authorities Act. The Province provides these assessed values (Current Value Assessment or CVA) annually.

The municipal levy is the most important funding received by the Conservation Authority as this investment allows the Authority to obtain and retain staff expertise. Staff leverage

the municipal share by applying for grants from foundations, generating funds from user fees, entering into contracts and obtaining sponsorships from the private sector.

In the draft operating budget, the UTRCA leverages the 37% funded by municipalities into another 58% of funding to support a broad range of services for watershed residents as directed by the Board of Directors.



Operating Budget 2020

	2019 Forecast	2020 Budget	% Incr (decr)	Notes (see page 4 for list of acronyms)
REVENUES:				
New Levy Funding				
Municipal General Levy	3,963,386	4,113,335	3.8%	
Assessment Growth Levy	-	310,037	100.0%	
Dam and Flood Control Levy	1,286,282	1,461,675	13.6%	
Operating Reserve Levy	33,048	33,678	1.9%	
	5,282,716	5,918,725	12.0%	
Amortized Levy from previous years				
Municipal General Levy	512	239,794	46746.7%	Targets levies carried forward
Flood Control Levy	59,755	78,062	30.6%	
Maintenance Levy	65,847	42,745	-35.1%	
	126,114	360,601	185.9%	
MNRF Transfer Payment	181,213	181,217	0.0%	Continued 50% funding reduction from MNRF
Contracts and Grants				
Municipal within Watershed	975,651	894,351	-8.3%	
Municipal outside Watershed	107,340	73,340	-31.7%	
Provincial	761,759	635,591	-16.6%	Provincial contract reductions in most units
Federal	1,367,515	464,599	-66.0%	NDMP completing in early 2020
All Other	1,634,550	1,792,482	9.7%	
	4,846,815	3,860,363	-20.4%	
User Fees and Other Revenues				
Conservation Areas	3,664,079	3,709,056	1.2%	Fees have been adjusted for volume not price
Planning and Permit Fees	275,000	315,000	14.5%	Fees may yet be changed
Education Fees	184,500	125,000	-32.2%	Reorientation to Targets activities
Landowner, tree sales, cost recoveries	214,800	166,500	-22.5%	
	4,338,379	4,315,556	-0.5%	
Other Revenues				
From deferred revenues	762,277	582,621	-23.6%	
Donations, interest and gains	518,250	295,350	-43.0%	Investment gains are only modestly estimated
	1,280,527	877,971	-31.4%	
Funding from Reserves	65,304	-	0.0%	
TOTAL REVENUES	16,121,068	15,514,433	-3.8%	
EXPENDITURES:				
Mission Cost Centres				
Water & Information Management	2,738,311	2,726,437	-0.4%	
Environmental Planning & Regulations	1,866,117	2,253,972	20.8%	Reflects increasing regulatory and planning work
Conservation Services	2,182,862	1,933,988	-11.4%	
Watershed Planning, Research & Monitoring	1,065,518	1,120,434	5.2%	
Conservation Areas	4,460,724	4,496,269	0.8%	
Lands & Facilities	1,681,887	1,746,540	3.8%	
Community Partnerships	1,504,513	1,301,859	-13.5%	Reductions for education programs
Service Cost Centres	215,153	257,310	19.6%	15% insurance increases estimated
Program Operating Expenditures	15,715,085	15,836,809	0.8%	
Desired Transfer to Reserves	435,884	53,678	-87.7%	Operating reserve, WCC building and HR reserves
TOTAL EXPENDITURES	16,150,969	15,890,487	-1.6%	
NET SURPLUS (DEFICIT)	(29,901)	(376,054)		
Depreciation Expense	1,070,227	1,221,973	14.2%	Includes estimated depreciation for 2020 spending
CASH SURPLUS (DEFICIT)	1,040,326	845,919		

Capital Budget 2020

	2019 Forecast	2020 Budget	Notes (see below for list of acronyms)
Capital Funding for Flood Control			
Flood Control Capital Levy	2,079,604	2,700,881	
Federal - NDMP	76,227	-	
Federal - DMAF	-	2,988,000	
Provincial - WECl	2,137,937	125,000	
Funding deferred	-	-	
Funding from reserves	168,288	157,508	
Total Capital Funding for Flood Control	4,462,056	5,971,389	
Capital Projects			
Dam Safety Reviews	-	23,808	Wages only for Safety Reviews
Fanshawe Dam	20,006	50,000	Safety Review
Wildwood Dam	175,007	301,591	Motor control centre replacement, Safety Review
Pittock Dam	115,007	81,232	Erosion control, Safety Review
London Dykes	3,372,249	5,483,508	Significant work funded by DMAF on City of London dykes
St Marys Flood Wall	485,515	-	
RT Orr Dam	100,021	-	
Mitchell Dam	30,005	-	
Small Dams	109,561	64,374	Fullarton, Harrington and Embro Dams
Flood Control Equipment	135,000	-	
Transfer to Structure Reserves	125,000	-	
Total Flood Control Capital Spending	4,667,371	6,004,513	
Net Flood Control Capital Budget	(205,315)	(33,124)	
Capital Funding for Other Capital needs			
Capital Maintenance Levy	171,690	175,126	
From other Reserves	330,259	-	
	501,949	175,126	
Land	104,258	-	
Land Improvements	86,000	115,000	Molok waste containers, accessible trail, swimming pool improvements
Buildings and Building Systems	112,000	-	
Infrastructure	50,000	40,000	PCA road improvement
Furniture and Fixtures	87,000	30,000	Water heaters for WCA washrooms
Vehicles and Equipment	255,000	109,000	2 pick ups, 1 gator
Tenchnology Equipment	90,000	67,500	Digital air photos (5 year), servers
	784,258	361,500	
Net Other Capital Budget	(282,309)	(186,374)	
Surplus (Deficit) in Capital Spending Activities	(487,624)	(219,498)	

List of Acronyms

DMAF - Disaster Mitigation & Adaptation Fund (federal)
 FCA - Fanshawe Conservation Area
 MNRF - Ministry of Natural Resources & Forestry (provincial)
 NDMP - National Disaster Mitigation Program (federal)
 PCA - Pittock Conservation Area

SWP - Source Water Protection
 WCA - Wildwood Conservation Area
 WCC - Watershed Conservation Centre
 WECl - Water & Erosion Control Infrastructure (provincial)

All Units, All Activities

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	7,660,124	9,155,333	19.5%	Reflects significant capital increases for City of London dykes, provincial download, plus 25% of Environmental Targets Year 4
Government Transfer Payments	181,213	181,217	0.0%	50% cut already experienced
Contracts	7,195,980	6,973,363	-3.1%	
User Fees	4,338,379	4,315,556	-0.5%	
All Others incl deferred amounts	1,844,378	1,035,479	-43.9%	Donations and investment gains are conservatively estimated
Total Revenues	21,220,073	21,660,947	2.1%	
Operating Expenses				
Wages, Benefits, Per Diems	9,840,604	10,200,803	3.7%	Some consulting is now staffed
Training	104,420	112,300	7.5%	
Legal, Audit, Insurance	368,689	402,285	9.1%	
Services	1,551,160	862,986	-44.4%	
Computers, Property and Utilities	5,559,128	7,714,332	38.8%	Corresponds to City of London dykes projects
Supplies	1,481,611	1,160,664	-21.7%	
Flow Through Expenses	280,861	165,715	-41.0%	
Depreciation Expenses	1,070,227	1,221,973	14.2%	
Allocated Costs	756	264	-65.1%	
Total Operating Expenses	20,257,456	21,841,322	7.8%	
Desired Transfers to Reserves	560,884	53,678	-90.4%	Little funding for future reserve use
Other Capital Spending	784,258	361,500	-53.9%	See page 4
Surplus (deficit)	(382,525)	(595,552)		



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 benefiting municipality for these recreational structures is the municipality within which they are located. Capital maintenance of all of these structures is funded in the same proportions as operating, as shown in the table below.

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 (WECI) program.

In 2020, the UTRCA has obtained funding from the federal Disaster Mitigation & Adaptation Fund for the West London Dyke Reconstruction Project. Funding from WECI is not yet confirmed.

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 2020 Draft Flood Control Capital Levy is described in the following table.

Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2020 FC Capital Levy Total
Oxford County	Wildwood Dam	0.97%	\$125,000
	Pittock Dam	62.07%	
	Ingersoll Channel	100.00%	
City of London	Fanshawe Dam	100.00%	\$2,600,000
	Wildwood Dam	83.96%	
	Pittock Dam	36.86%	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00%	
Town of St. Marys	St. Marys Floodwall	100.00%	\$50,000
	Wildwood Dam	14.10%	
City of Stratford	RT Orr Dam & Channel	100.00%	--
Municipality of West Perth	Fullarton Dam	100.00%	\$5,000
Township of Zorra	Embros Dam	100.00%	\$1,500
	Harrington Dam	100.00%	\$5,000
Total Flood Control Capital Levy			\$2,786,500

2020 Draft Flood Control Capital Levy

Water & Information Management



What we do:

- Reduce the risk of property damage and loss of lives due to flooding by providing flood forecasting 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:

- Provide and maintain flood situation emergency plans and a flood warning system
- Continually monitor stream flow, reservoirs and watershed conditions, and forecasting floods
- Collect and maintain flood damage information and historical flooding data
- Maintain and expand stream gauge network in order to improve stream flow, climatic and water quality monitoring
- Improve and calibrate flood forecasting models
- Coordinate, maintain, and improve stream flow through flow augmentation reservoirs
- Coordinate 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
- Operate, inspect and maintain flood control dams, dyke systems, channels, and erosion control structures, constructed in partnership with municipalities
- Operate, inspect and maintain medium sized municipal recreation dams and Conservation Area dams
- Undertake major maintenance projects on water and erosion control structures, and assess municipal erosion control works
- Undertake dam safety studies and improve public safety around dams
- Update operation and maintenance manuals
- Secure capital maintenance funding for water and erosion control infrastructure
- Provide technical expertise to identify natural hazards (such as floodplains and steep slopes) with the goal of protecting people and property from these natural hazards
- Provide, interpret and maintain floodplain mapping
- Update hazard modelling and mapping in support of Environmental Planning & Regulations unit
- Secure senior government funding support for flood hazard mitigation

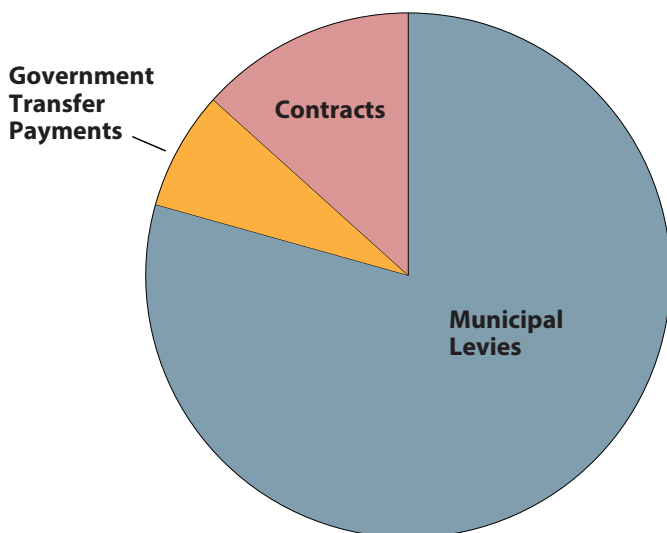
Why:

- 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 flood plain management program
- Provide park land and recreational opportunities

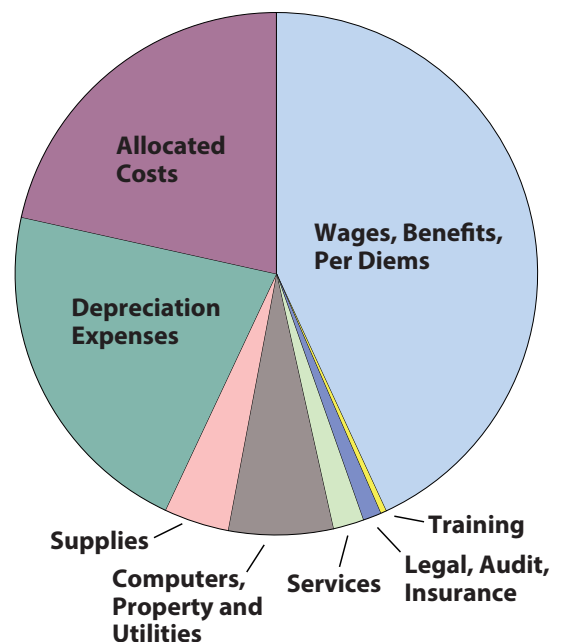
Water & Information Management

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	1,637,206	1,804,711	10.2%	Includes deferred revenues to offset depreciation
Government Transfer Payments	152,261	166,270	9.2%	
Contracts	876,800	303,252	-65.4%	NDMP program ending early 2020, other provincial contracts cut
User Fees	60,000	-	0.0%	
All Others incl deferred amounts	65,304	-	0.0%	
Total Revenues	2,791,571	2,274,233	-18.5%	
Operating Expenses				
Wages, Benefits, Per Diems	1,265,516	1,175,104	-7.1%	
Training	4,900	9,900	102.0%	Error in 2019 budget; now correct
Legal, Audit, Insurance	32,000	30,965	-3.2%	
Services	57,000	52,000	-8.8%	
Computers, Property and Utilities	211,725	176,275	-16.7%	
Supplies	87,550	109,350	24.9%	
Depreciation Expenses	457,461	585,912	28.1%	Reflects capital projects completed in 2019 and prior
Allocated Costs	622,159	586,931	-5.7%	
Total Operating Expenses	2,738,311	2,726,437	-0.4%	
Desired Transfers to Reserves	32,836	-	0.0%	
Surplus (deficit)	20,424	(452,204)		

REVENUES



EXPENSES



Environmental Planning & Regulations



What we do:

- Review construction and approve projects in and around watercourses, flood plains, valley slopes, and wetlands to ensure development is safe for individuals and the community.
- Assist municipalities with fulfilling their Planning Act responsibilities by identifying natural hazard areas and natural heritage features, and providing policy support.
- Provide municipalities with access to policy and technical experts in various disciplines, including hydrology, hydrogeology, ecology, fisheries, engineering, bioengineering, stream morphology, and land use planning.
- Provide land use planning advisory services to identify natural hazard, natural heritage, development servicing, water quality, and natural resource planning concerns.
- Increase implementation of green infrastructure (Low Impact Development) through pilot projects and professional development opportunities.
- Monitor and update the Thames-Sydenham and Region Source Protection Plan (SPP) to protect human health and municipal drinking water sources (quality and quantity).
- Collaborate with municipalities and conservation authorities to develop and operate a Local Source Water Information Management System to help municipalities to meet their obligations under the Clean Water Act and Source Protection Plans.
- Provide risk management services, including education and outreach, to participating municipalities to assist them in implementing the SPP through risk management, prohibition, and restricted land use policies.

Examples:

- Provide comments to assist municipalities with processing Official Plan and zoning by-law amendments, severances, variances and plans of subdivision
- Answer questions from the public on the environmental aspects of land use planning
- Respond to property inquiries and mapping requests (legal, real estate, and general information)
- Administer approvals and investigate violations related to regulations made pursuant to the Conservation Authorities Act
- Screen and comment on mitigation related to projects requiring federal Fisheries Act review or approval

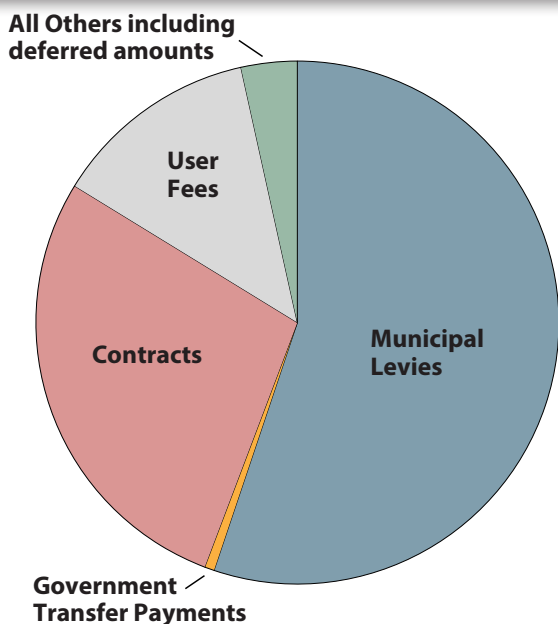
Why:

- Reduce the risk to life and property from natural hazards such as flooding and unstable slopes, and support safe development.
- Promote the maintenance and enhancement of natural heritage features and areas such as woodlands, wetlands and threatened species.
- Protect and promote the wise use of groundwater resources.
- Comply with legislative requirements under the Conservation Authorities Act.

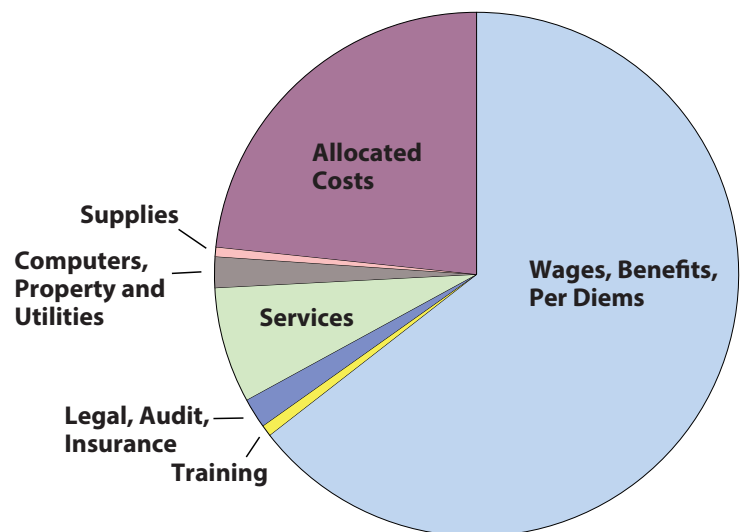
Environmental Planning & Regulations

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	893,309	1,359,434	52.2%	Includes \$310K for Growth Assessment (City of London only) and Targets levy for 2020
Government Transfer Payments	28,952	14,947	-48.4%	
Contracts	815,877	689,389	-15.5%	Includes regulatory SWP and risk management service contracts
User Fees	275,000	315,000	14.5%	Fees may still be revised
All Others incl deferred amounts	85,381	85,381	0.0%	
Total Revenues	2,098,519	2,464,151	17.4%	
Operating Expenses				
Wages, Benefits, Per Diems	1,174,841	1,453,361	23.7%	3 staff for London Growth Assessment funding, additional staff time from supporting units and advocacy efforts of Targets workplan
Training	13,500	16,000	18.5%	Corresponding increase for staff costs
Legal, Audit, Insurance Services	27,000	41,750	54.6%	Corresponding increase for staff costs
Computers, Property and Utilities	171,500	161,000	-6.1%	
Supplies	27,750	43,000	55.0%	Tools for improved service delivery (i.e., database functionality, tablets)
Allocated Costs	8,400	13,000	54.8%	
	443,126	525,861	18.7%	Corresponding increase for staff costs
Total Operating Expenses	1,866,117	2,253,972	20.8%	
Surplus (deficit)	232,402	210,179		

REVENUES



EXPENSES



Watershed Planning, Research & Monitoring



What we do:

- Provide watershed scale environmental monitoring, summarized every 5 years in a comprehensive Watershed Report Card document.
- Develop and maintain watershed and property specific management plans in cooperation with government agencies, municipalities and community groups.
- Implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources.

Examples:

- Develop UTRCA Watershed Report Cards to summarize and report all monitoring data and trends
- Monitor groundwater at 24 sites as part of the Provincial Groundwater Monitoring Information System in partnership with the Ministry of the Environment, Conservation and Parks (MECP)
- Collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network in partnership with the MECP and municipal Health Units
- Undertake expanded water quality and stream health monitoring, in support of efforts identified in the UTRCA Strategic Plan and in partnership with member municipalities
- Compile water quality and aquatic community health data in a comprehensive and standardized time series database, which is integrated with water quantity and available to watershed partners
- Monitor aquatic community health including benthic invertebrates, fisheries and species at risk to identify priority areas for implementation of best management practices and stewardship
- Facilitate the development of an updated Water Management Plan for the Thames River watershed 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
- Develop and maintain 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
- Develop land management plans for UTRCA properties, such as the Lowthian Flats and Fullarton area lands, in partnership with the Conservation Areas and Lands & Facilities units
- Provide technical support and review for applications related to planning advisory services
- Study species at risk and their habitat requirements that are indicators of watershed health
- Develop natural heritage system studies to determine natural heritage system significance and spatially quantifying natural heritage feature gains and losses to identify areas of concern

Why:

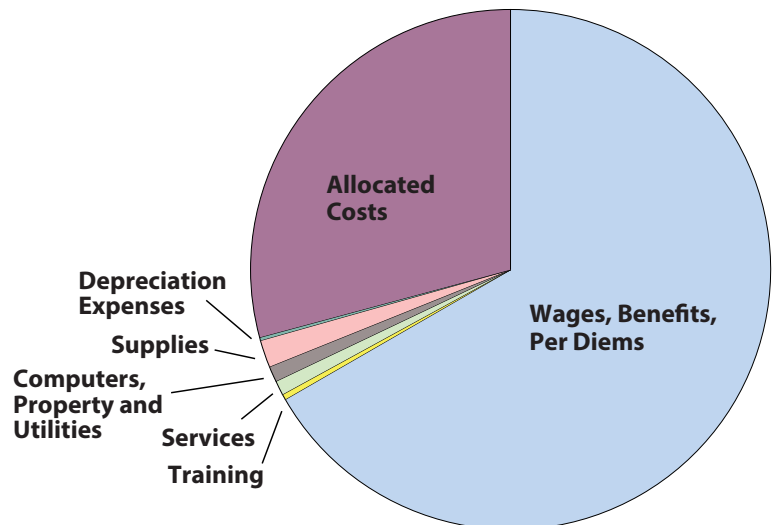
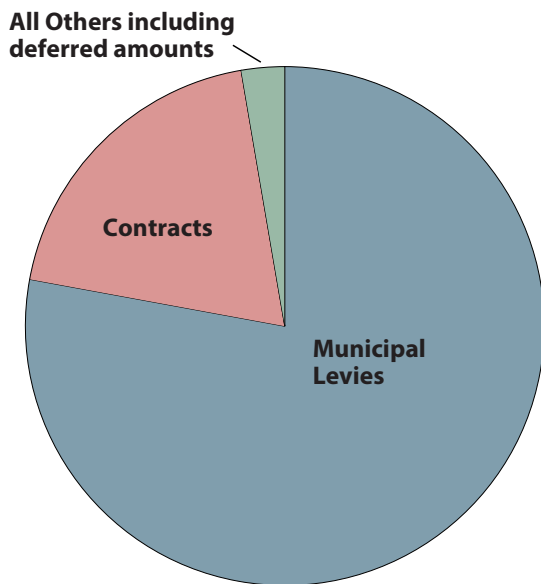
- Gather long term data and create information to measure outcomes related to the UTRCA Environmental Targets Strategic Plan and to guide work to improve environmental health
- Solving environmental problems and implementing plans to improve watershed health requires monitoring information from a broad geographic perspective as well as knowledge of current resources
- Advocate for clean water and natural heritage feature protection and restoration in the watershed, as identified in UTRCA Environmental Targets
- Improve habitat and decrease environmental health risks to humans and animals

Watershed Planning, Research & Monitoring

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	698,962	723,454	3.5%	
Contracts	174,700	180,450	3.3%	
User Fees	-	-	0.0%	
All Others incl deferred amounts	8,000	25,000	212.5%	Advanced donation for Cade Tract naturalization
Total Revenues	881,662	928,904	5.4%	
Operating Expenses				
Wages, Benefits, Per Diems	708,323	747,122	5.5%	Staff working on Targets and Dingman Creek monitoring programs
Training	3,850	3,900	1.3%	
Services	36,000	10,050	-72.1%	Consultant changed to staff contract
Computers, Property and Utilities	8,550	11,050	29.2%	
Supplies	12,650	18,900	49.4%	Primarily Cade Tract expenses
Depreciation Expenses	2,176	2,176	0.0%	
Allocated Costs	293,969	327,236	11.3%	
Total Operating Expenses	1,065,518	1,120,434	5.2%	
Surplus (deficit)	(183,856)	(191,530)		

REVENUES

EXPENSES



Conservation Services



What we do:

- Provide comprehensive face-to-face technical services to address soil and water quality concerns
- Offer a range of tree planting and woodlot management services
- Deliver the Clean Water Program (CWP), which provides a one-window service for rural landowners to access technical assistance and financial incentives for implementing measures that improve surface water and groundwater quality and soil health. The CWP is funded by the Counties of Oxford, Middlesex and Perth, the Town of St. Marys and the Cities of Stratford and London, with additional funding leveraged from industry, government, foundations and donations.

Examples:

- Deliver best management practices available through the CWP including erosion control structures, wetland restoration, fencing livestock from watercourses, stream restoration, improving habitat for fish, wildlife and pollinators, low impact development, upgrading private wells, decommissioning unused wells, tree planting, windbreaks, and enhancing woodlots, among others
- CWP since 2001 has completed 4384 projects; 3200 projects cost shared, \$10.8 million in capital project value plus landowner inputs / \$4.4 million in cost-sharing
- Provide a wide range of forestry services such as tree planting plans (including technical assistance, planting or supplying appropriate stock, and maintenance assistance), woodlot management, invasive species control, and planning and auditing for the Managed Forest Tax Incentive Program
- Implement naturalization projects through the Communities for Nature program, which gives 5,000 people each year a hands-on educational experience enhancing their local environment, through community forestry, wildflower and aquatic planting, and provides local businesses including TD Canada Trust, DANCOR, service clubs and private donors with an opportunity to provide lands and/or financial support
- Coordinate the Memorial Forests Program across the watershed to commemorate people and events, in partnership with local funeral homes
- Deliver Medway Creek watershed phosphorus reduction research and demonstration projects partnering with Environment and Climate Change Canada (ECCC) and the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA)
- Partner with ECCC to establish and monitor water quality from agriculture-based Thames River subwatersheds stations
- Manage innovative demonstration and research efforts, including controlled drainage, engineered vegetated filter strips, saturated buffers, constructed wetlands, surface inlet effectiveness, on-farm stormwater management, slag filters to remove phosphorus from barnyard and silage leachate runoff and from tile drainage systems, edge-of-field research to monitor phosphorus movement on agricultural cropland, and biofilters. Partner with the Universities of Waterloo, Guelph and Western, Great Lakes and St. Lawrence Cities Initiative on the Thames River Phosphorus Reduction Collaborative, OMAFRA, Agriculture and Agri-Food Canada, and others in carrying out these projects.
- Work with partners to address local forestry issues such as Emerald Ash Borer parasitoid research, preserving the genetics of native butternut trees, and other related climate change impacts

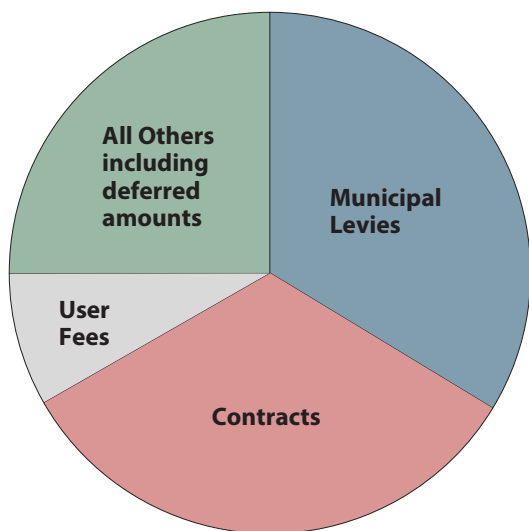
Why:

- Agricultural BMPs are cost-effective, practical actions that landowners can take to improve soil health and water quality while maintaining or enhancing agricultural production
- Address locally identified priority water quality impairment issues
- Stabilize streams experiencing pressure from surrounding land uses
- Improve water quality and habitat for fish and wildlife, and reestablish natural aquatic linkages
- Provide benefits to mitigate climate change
- Increase natural cover to improve water quality and provide terrestrial wildlife and pollinator habitat

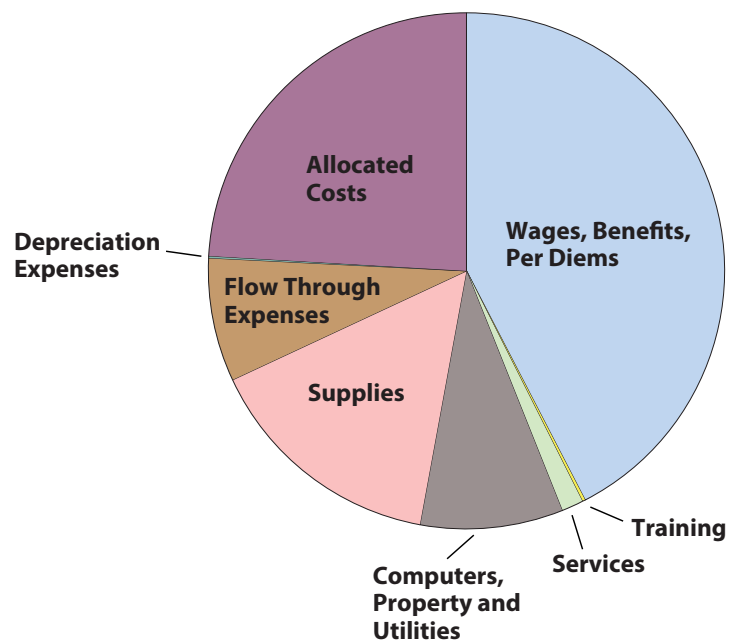
Conservation Services

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	704,677	664,335	-5.7%	
Contracts	846,750	651,866	-23.0%	Not forecasting Canada Ontario Agreement funding in 2020
User Fees	151,500	163,000	7.6%	
All Others incl deferred amounts	514,746	493,290	-4.2%	
Total Revenues	2,217,673	1,972,491	-11.1%	
Operating Expenses				
Wages, Benefits, Per Diems	797,456	819,854	2.8%	
Training	9,000	3,550	-60.6%	To reflect actual
Services	40,700	26,700	-34.4%	
Computers, Property and Utilities	187,603	172,750	-7.9%	
Supplies	423,133	293,479	-30.6%	Utilizing existing equipment to reduce costs
Flow Through Expenses	243,361	149,715	-38.5%	Some grant programs have little take up
Depreciation Expenses	2,403	2,403	0.0%	
Allocated Costs	479,206	465,537	-2.9%	Corresponds to lower levy attribution
Total Operating Expenses	2,182,862	1,933,988	-11.4%	
Surplus (deficit)	34,811	38,503		

REVENUES



EXPENSES



Lands & Facilities



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:

- Provide safe passive day-use recreational opportunities on 1900 hectares of rural properties, including woodlands, wetlands, agreement forests, and 7 rural conservation areas
- As of January 2019, the UTRCA is in an agreement with the City of London to manage 11 Environmentally Significant Areas (ESAs) covering 735.6 hectares
- Work with the local community to implement ESA Conservation Master Plans, in partnership with the City of London
- Initiate asset management plan as per the UTRCA Strategic Plan
- Initiate or assist with capital development projects
- Manage UTRCA fleet vehicles and equipment system
- Work with the local community to implement the Ellice and Gads Hill Swamps Management Strategy
- Perform comprehensive risk management and safety inspections on UTRCA-owned properties
- Assess hunting opportunities on UTRCA-owned properties and, where appropriate, implement a controlled hunting program
- Respond to infringement and encroachment related issues on UTRCA-owned properties
- Lease 24 UTRCA-owned agricultural properties totalling approximately 475 hectares
- Lease 5 residential homes and manage/maintain 7 storage buildings located throughout the watershed
- Maintain lease agreements with 7 community-based groups for the management and maintenance of our rural conservation areas
- Maintain lease agreements with more than 20 clubs for recreational opportunities within Fanshawe, Wildwood and Pittock Conservation Areas
- Maintain lease agreements for 80 cottages at two locations
- Maintain leases with groups and individuals for a variety of activities at properties throughout the watershed
- Partner with municipalities to control invasive species

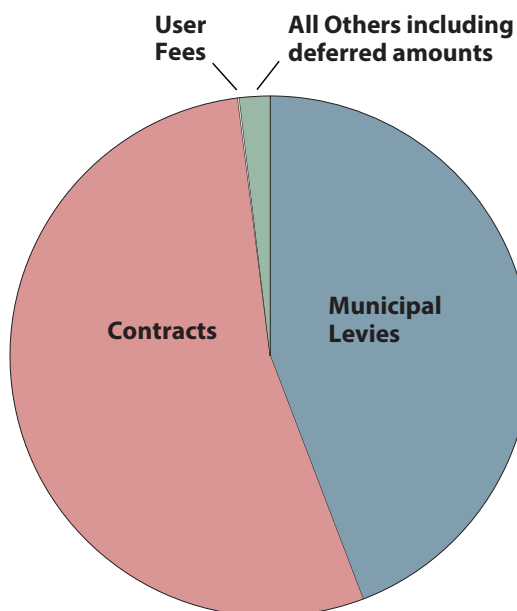
Why:

- 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
- Hazard lands and wetlands were acquired for flood risk reduction and recreation, and contribute to natural heritage conservation and water quality protection (surface water and groundwater)
- Create value for the environment by providing safe access to UTRCA-owned lands and permitted outdoor recreational opportunities

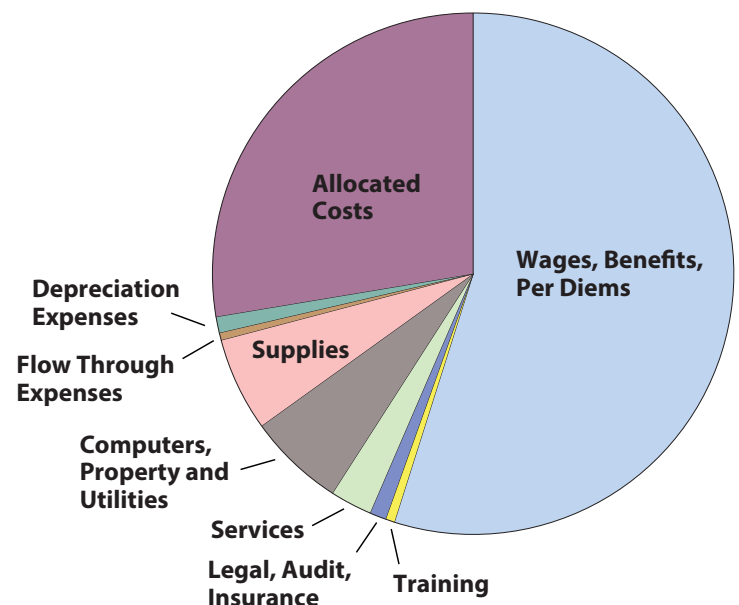
Lands & Facilities

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	553,155	750,720	35.7%	Targets workplan levies for 2020
Contracts	906,045	914,030	0.9%	
User Fees	2,000	2,000	0.0%	
All Others incl deferred amounts	25,000	32,000	28.0%	
Total Revenues	1,486,200	1,698,750	14.3%	
Operating Expenses				
Wages, Benefits, Per Diems	936,758	958,721	2.3%	
Training	10,100	9,900	-2.0%	
Legal, Audit, Insurance	21,400	17,930	-16.2%	
Services	85,200	45,350	-46.8%	Asset Management Planning costs not used in 2019
Computers, Property and Utilities	132,100	104,705	-20.7%	Includes Asset Management Planning needs assessment
Supplies	86,100	101,749	18.2%	
Flow Through Expenses	8,000	8,000	0.0%	
Depreciation Expenses	17,572	17,572	0.0%	
Allocated Costs	384,657	482,613	25.5%	Corresponds to increased Targets levy
Total Operating Expenses	1,681,887	1,746,540	3.8%	
Surplus (deficit)	(195,687)	(47,790)		

REVENUES



EXPENSES



Conservation Areas



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 for 650,000 visitors annually.
- Provide improved access to recreational facilities regardless of ability.
- Participate in local job fairs and employ 80 seasonal staff annually to operate the recreational areas.

Examples:

- Over 1300 seasonal and nightly camping sites, including back country camp sites
- Over 50 km of trail systems for biking, hiking and nature appreciation
- Water-based recreational opportunities including rental equipment
- Variety of special events and environmental programs in partnership with local organizations
- Day use opportunities including picnic areas, playgrounds and pavilion rentals, disc golf, geocaching, sand volleyball, yoga classes
- Cottage program
- Recreational hunting program
- Assist with a range of other UTRCA activities and programs, including:
 - o flood control operations and snow course readings
 - o providing and maintaining land base for Community Education programs
 - o grounds maintenance of the Watershed Conservation Centre
 - o tree storage and pick up locations for tree planting programs
 - o Memorial Forests and dedication services
- Land Management Agreement with the City of Woodstock for portions of the north shore and the entire south shore of Pittock Reservoir
- Use our conservation areas as demonstration sites for other programs and services offered by the UTRCA (e.g., green infrastructure rain garden, fish habitat creation, shoreline erosion solutions)
- Ensure conservation area lands comply with applicable legislation
- Set annual goals and implement strategies to continue improving and expanding services and opportunities

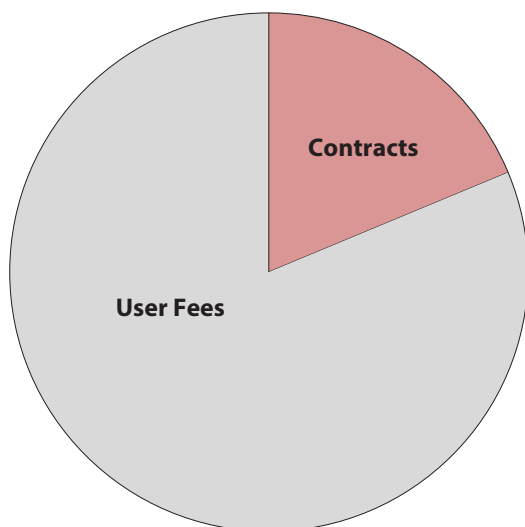
Why:

- 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 local outdoor recreational opportunities.
- Provide safe access to UTRCA-owned lands and permitted activities.

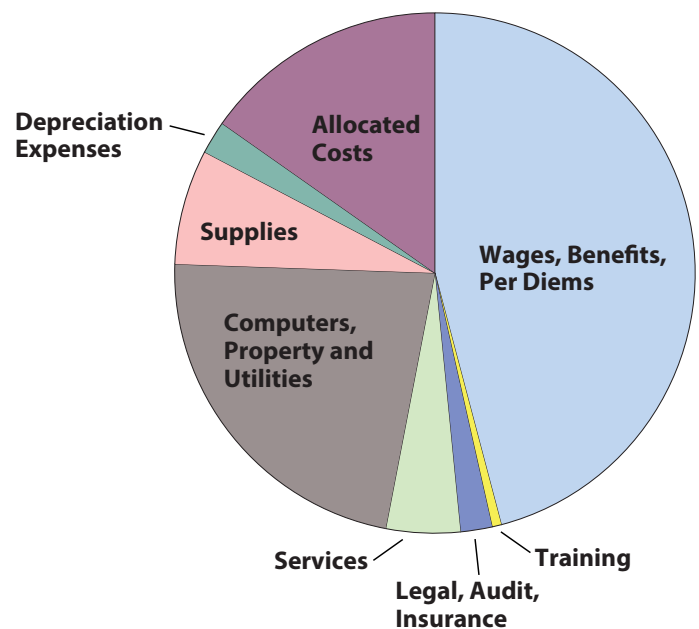
Conservation Areas

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	1,455	-	0.0%	
Contracts	838,175	854,031	1.9%	
User Fees	3,662,079	3,707,056	1.2%	Fee increases not yet included
All Others incl deferred amounts	39,000	-	0.0%	
Total Revenues	4,540,709	4,561,087	0.4%	
Operating Expenses				
Wages, Benefits, Per Diems	2,019,592	2,045,454	1.3%	Shortened some contracts
Training	23,570	25,100	6.5%	
Legal, Audit, Insurance	83,895	87,645	4.5%	
Services	167,300	204,800	22.4%	Septic system covers, water line, hydro panel replacement req'd
Computers, Property and Utilities	999,924	1,043,605	4.4%	
Supplies	316,750	318,450	0.5%	
Depreciation Expenses	76,373	91,651	20.0%	Pool upgrades, water heaters, Molok waste containers
Allocated Costs	773,320	679,564	-12.1%	
Total Operating Expenses	4,460,724	4,496,269	0.8%	
Surplus (deficit)	79,985	64,818		

REVENUES



EXPENSES



Community Partnerships



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:

- Coordinate community involvement in planning and implementing environmental restoration, information sharing and education projects in the Medway, South Thames, Cedar Creek, Stoney and Forks watersheds, and the Dorchester Mill Pond
- Provide curriculum-based programming to more than 20,000 students at Fanshawe and Wildwood Outdoor Education Centres each year
- Provide 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 program, Wetlands Education program)
- Build partnerships with First Nation communities
- Partner with watershed school boards to develop and implement education programs on flooding, stormwater and water safety (e.g., Focus on Flooding, Slow the Flow & Stop the Drop, Stream of Dreams, and River Safety, installing Low Impact Development projects at local schools)
- Assist communities in learning about and implementing Low Impact Development (LID) for stormwater projects, including hosting professional development and training and the Stream of Dreams program
- Partner with school boards and the private sector (e.g., Toyota, Start.ca, GM, service clubs) to develop and deliver innovative, curriculum-based environmental education programs.
- Work with corporate partners to involve the community in the naturalization of industrial properties (GM Canada - Ingersoll, Toyota - Woodstock)
- Partner with the City of Woodstock to re-naturalize Burgess Park and restore the Brick Ponds Wetland Complex
- As a member of the Oxford County Trails Council, assist with developing and promoting trails throughout Oxford County, while protecting and enhancing natural heritage within trail corridors
- Partner with school boards to develop and deliver a wide range of curriculum-based environmental education programs, including secondary school environmental program certifications (e.g., ICE, SHSM, GPS)
- Partner with Cargill Cares and Ontario Power Generation to deliver the Watershed Report Card program and the Sifton Bog Wetland program
- Coordinate the 2019 London Middlesex Children's Water Festival and the 2020 Perth County Children's Water Festival
- Help landowners, community groups and municipalities access funding for environmental projects
- Facilitate involvement of the community, industry and corporations in environmental clean ups and community events

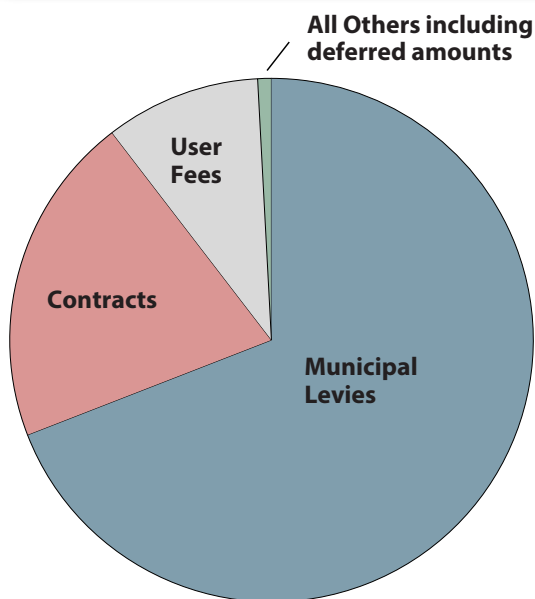
Why:

- Create value for a healthy environment by providing opportunities to experience and learn about conservation
- Provide hands-on learning opportunities to address local environmental concerns and build capacity in local communities
- Motivate watershed residents to adopt stewardship actions by facilitating access to environmental and conservation information and involvement in stewardship activities.

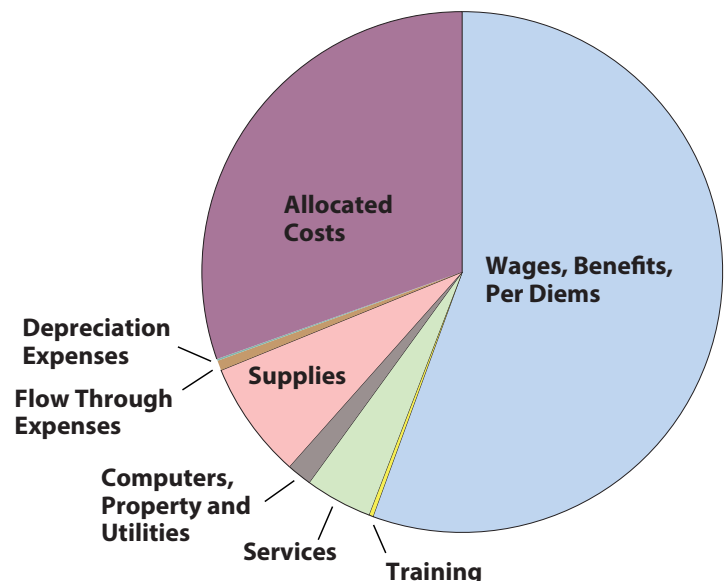
Community Partnerships

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	822,848	900,983	9.5%	Targets levy increase
Contracts	386,969	266,845	-31.0%	
User Fees	184,500	125,000	-32.2%	Fewer staff engaged in education programs
All Others incl deferred amounts	186,600	11,000	-94.1%	Less carry forward expected from 2019
Total Revenues	1,580,917	1,303,828	-17.5%	
Operating Expenses				
Wages, Benefits, Per Diems	633,639	723,422	14.2%	Staff dedicated to Targets workplan (Low Impact Development)
Training	4,100	3,600	-12.2%	
Services	222,506	54,100	-75.7%	Reflects 2019 actual experience
Computers, Property and Utilities	36,470	20,400	-44.1%	
Supplies	191,342	94,700	-50.5%	
Flow Through Expenses	29,500	8,000	-72.9%	Scaled back Water Festival for 2020
Depreciation Expenses	1,442	1,442	0.0%	
Allocated Costs	385,514	396,195	2.8%	
Total Operating Expenses	1,504,513	1,301,859	-13.5%	
Surplus (deficit)	76,404	1,969		

REVENUES



EXPENSES



Corporate & Support Services



What we do:

- Support the Conservation Authority's staff, members of the Board of Directors, and programs
- All Corporate & Support Services costs are allocated among the programs of the UTRCA

Examples:

- Corporate and strategic planning, governance policy development, and implementation
- Financial control support including development of procedures, systems integration and efficiency projects
- Adopting new accountings standards
- Implementing an acquisitions policy and automated system
- Human resources administration, benefits administration
- Payroll and health and safety initiatives
- Engage communities of interest through interactive social media channels
- Assess community needs and opportunities through communications and marketing
- Administrative, clerical, systems, communications and graphic design support
- Provide information products including printed materials, GIS mapping, Geoportal, and websites to watershed residents, the Board of Directors and staff
- Professional development opportunities
- Coordinate community volunteers

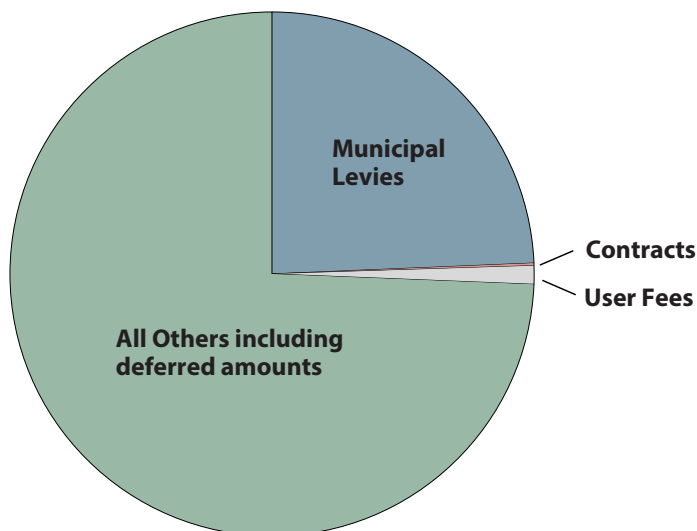
Why:

- 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

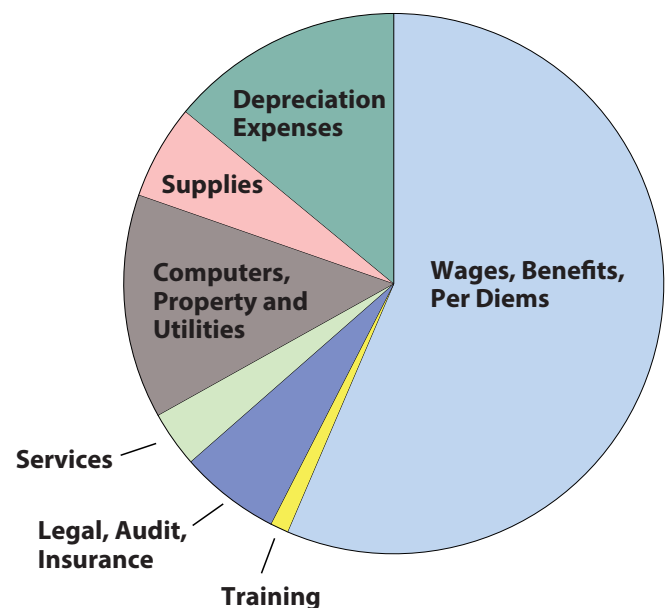
Service Cost Centres

	2019 Forecast	2020 Budget	Change from last year	Notes (see page 4 for list of acronyms)
Revenues				
Municipal Levies	97,217	75,689	-22.1%	These are amortized capital maintenance levies from earlier years
Contracts	1,500	500	-66.7%	
User Fees	3,300	3,500	6.1%	
All Others incl deferred amounts	421,800	231,300	-45.2%	Investment revenue modestly estimated for 2020
Total Revenues	523,817	310,989	-40.6%	
Operating Expenses				
Wages, Benefits, Per Diems	2,046,954	2,100,413	2.6%	
Training	35,400	40,350	14.0%	Implementing supervisor training program
Legal, Audit, Insurance	204,394	223,995	9.6%	Audit costs steady, insurance increases 15%
Services	104,000	124,825	20.0%	Includes HR consulting for reorganizational work
Computers, Property and Utilities	504,300	499,547	-0.9%	
Supplies	188,500	211,036	12.0%	
Depreciation Expenses	512,800	520,817	1.6%	
Allocated Costs	(3,381,195)	(3,463,673)	0.0%	
Total Operating Expenses	215,153	257,310	19.6%	
Desired Transfers to Reserves	403,048	53,678	-86.7%	
Surplus (deficit)	(94,384)	1		

REVENUES



EXPENSES



2020 UTRCA Draft Budget: Municipal Levy November 2019

Municipality	2019 CVA	2020 CVA	Current Operations													Capital Investments								Total Municipal Funding for Operations & Capital						
			General Levy		Operating Reserve Levy		Dam & Flood Control Levy <i>(see table below for details)</i>			Specific Project Funding		Env Targets Year 4 <i>(reduced)</i>	Total Municipal Operations Funding		Year over Year Increase		Capital Maintenance		Flood Control Capital Levy				Total Municipal Capital Funding		Year over Year Increase		2019	2020	\$	%
			2019	2020	2019	2020	2019	2020	Provincial Download 2020	2019	2020	2020	2019	2020	\$	%	2019	2020	Structure	2019	2020	2019	2020	\$	%					
Oxford Cty	16.5514	16.6248	638,617	653,636	5,470	5,599	185,042	178,652	28,893			12,741	829,129	879,521	50,392	6.1%	28,111	29,114	Pittock Dam, Ingersoll Channel	125,000	125,000	153,111	154,114	1,003	0.7%	982,240	1,033,636	51,396	5.2%	
London	64.6982	64.4956	2,496,306	2,535,770	21,382	21,721	857,719	877,272	118,361	105,000	105,000	49,427	3,480,407	3,707,551	227,144	6.5%	111,675	112,948	Total Structures ¹	1,486,104	2,600,000	1,597,779	2,712,948	1,115,169	69.8%	5,078,186	6,420,499	1,342,313	26.4%	
Lucan Bidd.	0.3179	0.3277	12,266	12,884	105	110	2,018	2,115	286			251	14,389	15,647	1,258	8.7%	531	574				531	574	43	8.1%	14,920	16,221	1,301	8.7%	
Thames Ctr	3.2168	3.2126	124,117	126,310	1,063	1,082	25,585	26,019	2,812			2,462	150,765	158,684	7,919	5.3%	5,420	5,626				5,420	5,626	206	3.8%	156,185	164,310	8,125	5.2%	
Middlesex Ctr	2.2866	2.3441	88,225	92,163	756	789	14,501	15,121	2,052			1,796	103,482	111,922	8,440	8.2%	3,927	4,105				3,927	4,105	178	4.5%	107,409	116,027	8,618	8.0%	
Stratford	7.2851	7.2473	281,088	284,942	2,408	2,441	96,533	78,864	10,216			5,554	380,029	382,017	1,988	0.5%	12,572	12,692	RT Orr Dam	25,000	-	37,572	12,692	(24,880)	-66.2%	417,601	394,709	(22,892)	-5.5%	
Perth East	1.3728	1.4206	52,967	55,854	454	478	11,298	11,803	1,242			1,089	64,719	70,466	5,747	8.9%	2,276	2,488				2,276	2,488	212	9.3%	66,995	72,954	5,959	8.9%	
West Perth	1.4187	1.4523	54,739	57,100	469	489	43,583	50,763	1,270			1,113	98,791	110,735	11,944	12.1%	2,343	2,543	Fullarton Dam	5,000	5,000	7,343	7,543	200	2.7%	106,134	118,279	12,145	11.4%	
St. Marys	1.5092	1.4767	58,230	58,059	499	497	27,396	28,160	3,451			1,132	86,125	91,299	5,174	6.0%	2,631	2,586	WWD Dam, St Marys Floodwall	102,000	50,000	104,631	52,586	(52,045)	-49.7%	190,756	143,885	(46,871)	-24.6%	
Perth South	1.1431	1.1961	44,106	47,027	378	403	7,229	7,691	1,044			917	51,713	57,081	5,368	10.4%	1,866	2,095				1,866	2,095	229	12.3%	53,579	59,176	5,597	10.4%	
South Huron	0.2002	0.2023	7,725	7,954	66	68	1,265	1,301	177			155	9,056	9,654	598	6.6%	340	354				340	354	14	4.2%	9,396	10,009	613	6.5%	
Zorra	0	0	-	-	-	-	8,500	8,500	-			-	8,500	8,500	-	0.0%	-	-	Harrington \$5K Embro \$1.5K	6,500	6,500	6,500	6,500	-	-	15,000	15,000	-	0.0%	
SW Oxford	0	0	-	-	-	-	5,610	5,610	-			-	5,610	5,610	-	0.0%	-	-				-	-	-	-	5,610	5,610	-	0.0%	
TOTAL	100	100	3,858,386	3,931,699	33,050	33,678	1,286,279	1,291,872	169,803	105,000	105,000	76,636	5,282,715	5,608,688	325,973	6.2%	171,692	175,126		1,749,604	2,786,500	1,921,296	2,961,626	1,040,330	54.1%	7,204,011	8,570,314	1,366,303	19.0%	
Contribution to 6.2% increase				1.4%		0.0%		0.1%	3.2%		0.0%	1.5%				6.2%														

¹Total Structures - City of London:

Structure	\$
Fanshawe Dam	50,000
Wildwood & Pittock Dams	100,000
Erosion Control	40,000
London Dykes	2,410,000
Total London Structures	2,600,000

2020 UTRCA Draft Budget: Dam & Flood Control Levy - Details

Municipality	CVA		Forecasting, Planning & Technical Studies		Small Holdings	Wildwood Dam			Pittock Dam			100% Structures and Projects			2019	2020
	2019	2020	Provincial Download \$	\$	\$	%	Provincial Download \$	\$	%	Provincial Download \$	\$	Structure	Provincial Download \$	\$	\$	\$
Oxford County	16.5514	16.6248	14,271	103,981	1,160	0.97	116	1,116	62.07	10,201	59,695	Ingersoll Channel	4,305	12,700	185,042	207,545
London	64.6982	64.4956	55,365	403,392	4,502	83.91	10,017	96,557	36.81	6,049	35,401	Total Structures ²	46,930	337,420	857,719	995,633
Lucan Biddulph	0.3179	0.3277	281	2,050	23	0.02	2	23	0.02	3	19				2,018	2,401
Thames Centre	3.2168	3.2126	2,758	20,093	224	0.19	23	219	0.19	31	183	Dorchester Mill Pond & CA Dams (\$2,650 ea)		5,300	25,585	28,831
Middlesex Centre	2.2866	2.3441	2,012	14,661	164	0.14	17	161	0.14	23	135				14,501	17,173
Stratford	7.2851	7.2473	6,221	45,329	506	0.44	53	506	0.44	72	423	RT Orr Dam & Channel	3,870	32,100	96,533	89,080
Perth East	1.3728	1.4206	1,219	8,885	99	0.08	10	92	0.08	13	77	Shakespeare Dam		2,650	11,298	13,045
West Perth	1.4187	1.4523	1,247	9,083	101	0.08	10	92	0.08	13	77	Mitchell Dam (\$38,760) & Fullarton Dam (\$2,650)		41,410	43,583	52,033
St. Marys	1.5092	1.4767	1,268	9,236	103	14.10	1,683	16,225	0.10	16	96	St. Marys Floodwall	484	2,500	27,396	31,611
Perth South	1.1431	1.1961	1,027	7,481	83	0.06	7	69	0.06	10	58				7,229	8,735
South Huron	0.2002	0.2023	174	1,265	14	0.01	1	12	0.01	2	10				1,265	1,478
Zorra												Harrington & Embro Dams		8,500	8,500	8,500
Southwest Oxford												Centreville Dam		5,610	5,610	5,610
TOTAL	100	100	85,843	625,456	6,979	100	11,939	115,073	100	16,433	96,174		55,588	448,190	1,286,279	1,461,675

²Total Structures - City of London:

Structure	Provincial Download \$	\$
Fanshawe Dam	44,419	265,500
Springbank Dam		38,000
London Dykes/ Erosion Control	2,511	33,920
Total London	46,930	337,420

2020
Draft Budget
November 2019

Memo

Date: 02/11/2020
To: UTRCA Board of Directors
From: Chris Tasker, Manager, Water & Information Management
RE: 2020 Water and Erosion Control Infrastructure (WECI) Project Proposal
Agenda #: 7.2
Filename: Dc # 123005

Recommendation:

The UTRCA Board of Directors approve the 2020 WECI Project Proposal - 4 Repair projects & 6 Studies - along with the project budgets in the WECI funding application to be submitted on February 21, 2020.

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 ranked 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 2020 WECI fiscal year ending March 31, 2021 with cost estimates are summarized in the attached table as part of the application that is due on February 21, 2020. The list of projects is based on the 20 Year Flood Control Capital Repair Plan with some projects that have become a higher priority or were immediate needs. The total estimated cost of the proposed 2020 WECI projects is \$4,002,000. A table with individual project descriptions & costs is attached.

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 Fraser Brandon-Sutherland (sutherlandfb@thamesriver.on.ca), David Charles (charlesd@thamesriver.on.ca), or Chris Tasker (taskerc@thamesriver.on.ca) if you have any questions or require any additional information.

Recommended by:

Prepared by:

Prepared by:

Chris Tasker,
Manager Water and
Information Management

David Charles,
Supervisor, Water
Control Structures

Fraser Brandon-Sutherland,
Project Engineer

Project Description UTRCA – 2020 WECl Project Proposal (Funding Application Feb 21, 2020) 4 Repair Projects and 6 Studies Project ID, Name, & Description	Total Project Cost Estimate
R.20.009 – WLD Phase 7 Reconstruction – The reconstruction of the West London Dyke was identified as part of the Master Repair Plan EA. Background technical task activities completed including toe erosion concerns, materials review and environmental requirements in support of concept plan development. Existing structure does not meet stability standards or height requirement to meet regulatory flood level plus freeboard.	\$3,400,000
R.20.010 – Wildwood Dam MCC Replacement – The MCC houses all the circuitry control for power distribution in the dam. The equipment and cabinet requires replacing due to age, wear & tear, and obsolescence. Identified in previous electrical inspection. Replacement with new MCC.	\$250,000
R.20.012 – Wildwood Dam Generator Modifications - Modifications required in order to bring generators to be in to compliance with TSSA. Re-plumb fuel vents and fill. Install exhaust thimble and insulate exhaust. Install berm and epoxy floor.	\$15,000
R.20.013 – Pittock Dam Generator Modifications - Modifications required in order to bring generators to be in to compliance with TSSA. Extend fuel vents and exhaust thimble, intake vent, epoxy floor and install berms, install Overfill device and spill containment	\$20,000
S.20.003 – Fanshawe Dam Safety Review – Have exceeded the maximum recommended time (10 years) between DSRs for the Fanshawe Dam’s hazard classification (Very High/ High Hazard), previous DSR was completed in 2007. Dam Safety Review is necessary to assess different components of the dam, make statement on safety of the dam, identify deficiencies & develop emergency preparedness plan.	\$100,000
S.20.004 – London Erosion Control Study – Inspection of various structures, update condition & available remediation options, possible concept and/or detailed design.	\$40,000
S.20.005 – Pittock Dam Safety Review – Requires new hazard classification, but has likely exceeded the maximum recommended time, previous Dam Safety Review was completed in 2007. DSR is necessary to assess different components of the dam, make statement on safety of the dam, identify deficiencies & develop emergency preparedness plan.	\$100,000
S.20.006 – Fullarton Dam EA – Stability issues identified in previous study, some public desire identified for removal option. EA required to determine preferred alternative and meet legislative requirements.	\$50,000
S.20.008 – Embro Dam Cultural Heritage Evaluation Report - Class EA was initiated in May 2015 with the issuance of the notice of intent. Unsuccessful WECl application, but the project proceeded with solely municipal funding. This project was run in parallel with the Harrington Dam EA. 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. RFP within 1 month of project approval. Work awarded and study completed within ~ 3 months Would allow us to post the notice of completion for EA that (with exception of this piece) is completed.	\$9,000
S.20.009 – Harrington Dam Cultural Heritage Evaluation & Impact Assessment - Class EA was initiated in May 2015 with the issuance of the notice of intent. Unsuccessful WECl application, but the project proceeded with solely municipal funding. This project was run in parallel with the Embro Dam EA. 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.	\$18,000

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: January 7, 2020
Subject: Administrative By-Law Updates 2020

Agenda #: 7.3
Filename: ::ODMA\GRPWISE\UT_ MAIN.UTRCA_PO.Admin istration:3630.1

Recommendation: That the Board approves the recommended changes and edits to the Administrative By-Law for the Upper Thames River Conservation Authority.

Discussion

A copy of the Administrative By-Law for the UTRCA is attached with suggested revisions highlighted in yellow. A summary of all changes is provided below. Most of the 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.

Summary of Amendments to the Board of Directors' Policy Administrative By-Law:

1. Section II.B.2 Officers – Chair:

Addition: (a) Is a Member of the Authority who has served a minimum of one year on a Conservation Authority Board of Directors, except in years when Board turnover exceeds seven members.

2. Section II.B.2 Officers – Vice-Chair:

Addition: (a) Is/are a Member(s) of the Authority who has served a minimum of one year on a Conservation Authority Board of Directors, except in years when Board turnover exceeds seven members.

(b) The meetings the Vice-Chair is expected to attend as per the Terms of Reference of the sub Committees have been listed for clarity.

(f) The duties of the Vice-Chair have been updated to reflect the changes to the UTRCA representatives on the Fanshawe Pioneer Village Board of Directors. The UTRCA representative on the Fanshawe Pioneer Village Board of Directors is now the Manager of Conservation Areas.

3. Section II.B.11 Borrowing Resolution – This section was updated to reflect the requested removal of the March 31st date for establishment of a yearly borrowing resolution.
4. Section II.B.15 Advisory Boards and Other Committees: The number of Source Protection Committee Liaison positions has been changed from two to one, to reflect current practice and needs of the Committee.
5. Section II.C.11 Delegations – the Delegation procedure was updated to reflect the past and current practice of requiring Chair’s approval for all delegations presenting to the Board.
6. Section II.C.12 Annual Meeting: The annual Health and Safety Report has been removed from the official list of agenda items to appear at the Annual General Meeting
7. Section III Checklist for Compliance with Section 9.1 was removed. It was not relevant to wider audiences after the initial adoption of the By-Laws.
8. The most recent Amendments Approval date will be added to the footer on each page.

Recommended by:

Ian Wilcox,
General Manager

Prepared by:

Michelle Viglianti
Administrative Assistant

ADMINISTRATIVE BY-LAW for the Upper Thames River Conservation Authority



Photo: Tom Arban Photography Inc.

UPPER THAMES RIVER CONSERVATION AUTHORITY

Administrative By-Law

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I. Background

1. Amendments to the *Conservation Authorities Act*

The *Conservation Authorities Act*, as amended by the *Building Better Communities and Conserving Watersheds Act, 2017*, provides direction for conservation authorities to make such by-laws as are required for its proper administration. The new bylaws will replace administrative regulations created under the repealed Section 30 of the Act. Current administrative bylaws will cease to be in force upon the earlier of a) December 12, 2018 (one year after Section 19.1 came into force), or b) the day the regulation is revoked by the authority.

Section 19.1 of the Act, sets out the requirements for by-laws as follows:

By-laws

19.1 (1) An authority may make by-laws,

- (a) respecting the meetings to be held by the authority, including providing for the calling of the meetings and the procedures to be followed at meetings, specifying which meetings, if any, may be closed to the public;
- (b) prescribing the powers and duties of the secretary-treasurer;
- (c) designating and empowering officers to sign contracts, agreements and other documents on behalf of the authority;
- (d) delegating all or any of its powers to the executive committee except,
 - (i) the termination of the services of the secretary-treasurer,
 - (ii) the power to raise money, and
 - (iii) the power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the authority;
- (e) providing for the composition of its executive committee and for the establishment of other committees that it considers advisable and respecting any other matters relating to its governance;
- (f) respecting the roles and responsibilities of the members of the authority and of its officers and senior staff;
- (g) requiring accountability and transparency in the administration of the authority including,
 - (i) providing for the retention of records specified in the by-laws and for making the records available to the public,
 - (ii) establishing a code of conduct for the members of the authority, and
 - (iii) adopting conflict of interest guidelines for the members of the authority;

- (h) respecting the management of the authority's financial affairs, including auditing and reporting on the authority's finances;
- (i) respecting the by-law review required under subsection (3) and providing for the frequency of the reviews; and
- (j) respecting such other matters as may be prescribed by regulation.

Conflict with other laws

(2) If a by-law made by an authority conflicts with any provision of the *Municipal Conflict of Interest Act* or the *Municipal Freedom of Information and Protection of Privacy Act* or a provision of a regulation made under one of those Acts, the provision of the Act or regulation prevails.

Periodic review of by-laws

(3) At such regular intervals as may be determined by by-law, an authority shall undertake a review of all of its by-laws to ensure, amongst other things, that the by-laws are in compliance with any Act referred to in subsection (2) or any other relevant law.

By-laws available to public

(4) An authority shall make its by-laws available to the public in the manner it considers appropriate.

Transition

(5) An authority shall make such by-laws under this section as are required for its proper administration,

- (a) in the case of an authority that was established on or before the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force, within one year of that day; and
- (b) in the case of an authority that is established after the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force, within one year of the day the authority is established.

Same

(6) Despite the repeal of section 30 by section 28 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017*, a regulation that was made by an authority under that section continues in force after the repeal until the earlier of,

- (a) the day that is one year after the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force; and
- (b) the day the regulation is revoked by the authority.

Direction by Minister

(7) The Minister may give an authority a written direction to make or amend a by-law on any matter described in subsection (1), in accordance with the direction, within such period of time as may be specified in the direction.

Compliance

(8) The authority that receives a direction under subsection (7) shall comply with the direction within the time specified in the direction.

Regulation where failure to comply

(9) If an authority fails to adopt a by-law in accordance with the direction made under subsection (7), the Minister may make regulations in relation to the matters set out in the direction that are applicable in the area of jurisdiction of the authority.

Same

(10) Any regulation made by the Minister under subsection (9) prevails over any conflicting by-law that the authority may have adopted.

2. Basis of this Draft Administrative By-law and Appendices

Conservation Ontario provided a model for an Administrative By-law and the Best Management Practices (Code of Conduct, Conflict of Interest Policy and Election of Officers Procedure) associated with the By-laws required under Section 19.1 of the *Conservation Authorities Act*. It is the guideline which was used as the basis for these governing documents.

The Administrative By-law Model and Best Management Practices for Code of Conduct and Conflict of Interest are designed to ensure compliance with the requirements of Section 19.1.

Some wording in the Administrative By-law Model is suggested, but not required. Other sections are recommended, but the draft wording is specific to the Upper Thames River Conservation Authority.

It is a goal of this Administrative By-law Model and Best Management Practices to ensure a high level of consistency among conservation authorities, with respect to governance. One way to increase this consistency, is for all conservation authorities to adopt Administrative By-laws and Best Management Practices that are based on a single model. The Upper Thames River Conservation Authority draft documents follow the model provided by Conservation Ontario.

3. Conservation Ontario's Development of Best Management Practices (BMP) and Administrative By-law Model

By-laws are considered a legal governing document. In the spirit of best management practices of transparency and accountability, the approach to the language and layout of the Administrative By-law Model is to ensure it is understandable to the general public.

All existing conservation authority by-laws received by Conservation Ontario in July and August 2017 were reviewed during the preparation of the Administrative By-law template. The Conservation Ontario Working Group provided additional input in order to prepare that draft for review by all conservation authorities.

Where municipal legislation conflicts with any part of this by-law (e.g. *Municipal Conflict of Interest Act* or the *Municipal Freedom of Information and Protection of Privacy Act* or a provision of a regulation made under one of those Acts), the provision of that Act or regulation prevails.

Along with the issues identified by the Working Group the following resources were used as reference to research and analyze best management practices:

- Existing conservation authorities By-laws/Members Guidebooks/Policy and Procedures received by Conservation Ontario:
 - Sault Ste. Marie Conservation Authority
 - Toronto Region Conservation Authority
 - Upper Thames River Conservation Authority
 - Central Lake Ontario Conservation Authority
 - Essex Region Conservation Authority
 - Kawartha Region Conservation Authority
 - Hamilton Conservation Authority
 - Lower Thames Conservation Authority
 - Nottawasaga Conservation Authority
 - Saugeen Valley Conservation Authority
 - Catfish Creek Conservation Authority
 - Grand River Conservation Authority
- Provincial and other best management practices for board governance: *Ontario Not-for-Profit Corporations Act*, Ministry of Municipal Affairs, Association of Municipalities Ontario, Board of Health Governance Toolkit, other local boards under the Municipal Act, Ontario Ombudsman Municipal Meetings FAQ, Ontario Ombudsman investigations, British Columbia Integrity Office
- Not for Profit best management practices for board governance: First Reference Policy Pro, Board Governance Classics, *Canada Not-for-Profit Corporations Act*
- Ontario legislation:
 - *Conservation Authorities Act*;
 - *Municipal Act, Municipal Conflict of Interest Act*;
 - *Municipal Freedom of Information and Protection of Privacy Act*; and
 - *Accessibility for Ontarians with Disabilities Act*.

4. Legal Review and Finalization of this Document

Bill 139, *Building Better Communities and Conserving Watersheds Act, 2017* came into force on December 12, 2017. Each conservation authority will have until December of 2018 to have Section 19.1 compliant by-laws in place. Due to timing of the 2018 municipal elections (October 22, 2018), conservation authorities should plan on adopting their new By-laws in the late summer or fall of 2018, prior to a significant turnover in their membership.

The draft BMP and Administrative By-law Model was circulated to all 36 conservation authorities in November 2017 and amendments were made further to the comments received. It was presented to Conservation Ontario Council on December 11, 2017, and received endorsement in principle.

South Nation Conservation coordinated a legal review of the document in February 2018.

Ministry of Natural Resources and Forestry staff reviewed the document and sought feedback from the Ministry of Municipal Affairs and the Association of Municipalities of Ontario. The requested changes resulting from those discussions have been incorporated. A 'final' version of the BMP and Administrative By-law Model was forwarded to MNRF staff on March 7, 2018 and minor edits (e.g. wording changes, elimination of duplication) were undertaken at their request on April 5, 2018. This final version was brought to the April 16, 2018 Conservation Ontario Council meeting for endorsement. Beginning in April 2018, training and assistance will be available to individual conservation authorities so they can adopt their own version of the BMPs and Administrative By-law in 2018.

II. Administrative By-Law Model

Introduction

The Upper Thames River Conservation Authority (UTRCA) is a non-share corporation, established under Section 3 of the *Conservation Authorities Act*, with the objects to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, coal and minerals.

Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. The purpose of the Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario. The Authority is comprised of its Members, appointed as representatives by the Participating Municipalities

City of London & County of Middlesex

- City of London (four members)
- Township of Middlesex Centre (one member)
- Township of Thames Centre & Township of Lucan-Biddulph (one member)

County of Oxford (five members)

- 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

County of Perth

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

Mission/Vision - The Members of the Conservation Authority form the General Membership of the Conservation Authority. The Members are bound by the Act and other applicable legislation. The Authority must always act within the scope of its powers. As a non-share corporation, the Authority has the capacity and, subject to the Act and other applicable legislation, the rights, powers and privileges of a natural person. The powers of a conservation authority to accomplish its objects are set out in the Act, including those identified under subsection 21(1)

Vision of the UTRCA
Inspiring a healthy environment.

Mission of the UTRCA
The UTRCA is dedicated to achieving a healthy environment on behalf of the watershed municipalities through leadership, expertise, education, and community collaboration.

Ends

1. To protect life and property from flooding and erosion hazards;
2. To protect and improve water quality;
3. To manage and expand natural areas; and
4. To provide outdoor recreation and education opportunities.

Short term Goals

The short term goals are presented in the current strategic plan.

<http://thamesriver.on.ca/wp-content/uploads//Targets/EnvironmentalTargets-June2016.pdf>

Powers of authorities

21 (1) For the purposes of accomplishing its objects, an authority has power,

(a) to study and investigate the watershed and to determine programs and services whereby the natural resources of the watershed may be conserved, restored, developed and managed;

(b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;

(c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;

(d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;

(e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;

(f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;

(g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;

(h) to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;

(i) to erect works and structures and create reservoirs by the construction of dams or otherwise;

(j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;

(k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;

(l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;

(m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;

(m.1) to charge fees for services approved by the Minister;

Note: On a day to be named by proclamation of the Lieutenant Governor, clause 21 (1) (m.1) of the Act is repealed. (See: 2017, c. 23, Sched. 4, s. 19 (3))

(n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;

(o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;

(p) to cause research to be done;

(q) generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority.

A. Definitions

“Authority” means the Upper Thames River Conservation Authority

“Act” means the *Conservation Authorities Act*, R.S.O. 1990, chapter C.27

“Chair” means the Chairperson as referenced in the Act as elected by the Members of the Authority.

“Fiscal Year” means the period from January 1 through December 31.

“General Manager” means the General Manager/Secretary-Treasurer as of the Authority, and which may, by resolution of the Authority, include the responsibilities of the Secretary-Treasurer if so designated by resolution of the Authority.

“General Membership” means all of the Members, collectively.

“Levy” means the amount of costs apportioned to participating municipalities in accordance with the Act and Regulations under the Act.

“Majority” means half of the votes plus one.

“Members” shall mean the members appointed to the Authority by the participating municipalities in the Authority’s area of jurisdiction.

“Minister” means the minister responsible for the administration of the Act.

“Non-matching Levy” means that portion of an Authority’s levy that meets the definition of non-matching levy as found in Ontario Regulation 139/96.

“Officer” means an officer of the Authority empowered to sign contracts, agreements and other documents on behalf of the Authority in accordance with section 19.1 of the Act, which shall include the Chair, Vice-Chair(s) the General Manager/Secretary-Treasurer.

“Participating Municipality” means a municipality that is designated by or under the Act as a participating municipality in a conservation authority.

“Pecuniary Interest” includes the financial or material interests of a Member and the financial or material interests of a member of the Member’s immediate family.

“Secretary-Treasurer” means General Manager/Secretary-Treasurer of the Authority with the roles specified in the Act.

“Staff” means employees of the Authority as provided for under Section 18(1) of the Act.

“Vice-Chair” means the Vice-Chairperson as elected by the Members of the Authority. If a first and second Vice-Chair are elected, they shall be called First Vice-Chair and Second Vice-Chair.

“Weighted Majority” means the votes of 51 per cent of those represented after the votes are weighted by the percentage that applies under Ontario Regulation 139/96 for Municipal Levies.

B. Governance

1. Members

a) *Appointments*

Participating Municipalities within the jurisdiction of the Upper Thames River Conservation Authority may appoint Members in accordance with Section 14 of the Act.

Appointed Members must reside in a Participating Municipality within the Authority's area of jurisdiction and may include citizens as well as elected members of municipal councils.

Collectively, the appointed Members comprise the Authority, and for the purposes of this by-law are also referred to as the General Membership.

b) *Term of Member Appointments*

In accordance with Section 14 of the Act, a Member shall be appointed for a term of up to four years at the discretion of the appointing municipal council; such term beginning at the first meeting of the Authority following his or her appointment and ending immediately before the first meeting of the Authority following the appointment of his or her replacement. The General Manager/Secretary-Treasurer shall notify the appropriate municipality in advance of the expiration date of any Member's term, unless notified by the municipality of the Member's reappointment or the appointment of his or her replacement. A Member is eligible for reappointment. A Member can be replaced by a Participating Municipality at the municipality's discretion prior to the end of their term.

c) *Powers of the General Membership*

Subject to the Act and other applicable legislation, the General Membership is empowered without restriction to exercise all of the powers prescribed to the Authority under the Act. In addition to the powers of an authority under s.21 of the Act for the purposes of accomplishing its objects, as referenced in the introduction of this By-law model, the powers of the General Membership include but are not limited to:

- i. Approving by resolution, the creation of Committees and/or Advisory Boards, the members thereof and the terms of reference for these Committees and/or Advisory Boards;
- ii. Appointing a General Manager and/or Secretary-Treasurer;
- iii. Terminating the services of the General Manager and/or Secretary-Treasurer.
- iv. Approving establishing and implementing regulations, policies and programs;
- v. Awarding contracts or agreements where the approval of the Authority is required under the Authority's purchasing policy.
- vi. Appointing an Executive Committee and delegate to the Committee any of its powers except:
 - i. The termination of the services of the General Manager and/or Secretary-Treasurer,
 - ii. The power to raise money, and
 - iii. The power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the Authority.
- vii. Approving by resolution, any new capital project of the Authority;
- viii. Approving by resolution, the method of financing any new capital projects;
- ix. Approving details on budget allocations on any new or existing capital projects;

- x. Approving of the total budget for the ensuing year, and approving the levies to be paid by the Participating Municipalities;
- xi. Receiving and approving the Financial Statements and Report of the Auditor for the preceding year;
- xii. Authorizing the borrowing of funds on the promissory note of the Authority in accordance with subsection 3(5) of the Act;
- xiii. Approving by resolution, any proposed expropriation of land or disposition of land, subject to the requirements under the Act;
- xiv. Approving permits or refusing permission as may be required under any regulations made under Section 28 of the Act;
- xv. Holding hearings required for the purpose of reviewing permit applications, and advising every applicant of their right to appeal the decision to the Ministry through the Mining and Lands Tribunal;

d) Member Accountability

Participating Municipalities appoint Members to the Authority as their representatives. Members have the responsibilities of Directors of the corporation that is the Authority. While the administration is responsible for the day-to-day operations, the General Membership is responsible for matters of governance, ensuring compliance with applicable legislation, and ensuring appropriate policies are in place and for financial soundness of the Authority.

All Members have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and Conflict of Interest Policy (Appendix 2), as adopted by the Authority.

Members are responsible for:

- i. Attending all meetings of the Authority;
- ii. Understanding the purpose, function and responsibilities of the authority;
- iii. Being familiar with the Authority's statutory and other legal obligations;
- iv. With the administration, setting strategic direction for the Authority.

e) Applicable Legislation

In addition to the Act, the Members are subject to other legislation including, but not limited to:

- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

If any part of the by-law conflicts with any provision of the Municipal Conflict of Interest Act or the Municipal Freedom of Information and Protection of Privacy Act or a provision of a regulation made under one of those acts, the provision of that act or regulation prevails.

f) Relationship Between Members and Staff

The General Membership relies on the General Manager and/or Secretary-Treasurer to manage the operations of the organization, including all employees of the Authority. The General Manager and/or Secretary Treasurer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.

The General Membership will ensure that a process exists for regular performance evaluations of the General Manager and/or Secretary-Treasurer.

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.

2. Officers

The Officers of the Authority, and their respective responsibilities, shall be:

Chair

- a) Is a Member of the Authority who has served a minimum of one year on a Conservation Authority Board of Directors, except in years when Board turnover exceeds seven members;
- b) Presides at all meetings of the General Membership (and Executive Committee if applicable);
- c) Calls special meetings if necessary;
- d) Acts as a public spokesperson on behalf of the General Membership;
- e) Serves as signing officer for the Authority;
- f) Ensures relevant information and policies are brought to the Authority's attention;
- g) Keeps the General Membership apprised of significant issues in a timely fashion;
- h) Performs other duties when directed to do so by resolution of the Authority.
- i) Chair Source Protection Authority meetings
- j) Serve as the Authority's voting representative on Conservation Ontario Council (CO), unless otherwise designated

Vice-Chair(s)

- a) Is/are a Member(s) of the Authority who has served a minimum of one year on a Conservation Authority Board of Directors, except in years when Board turnover exceeds seven members;
- b) ~~Attends all meetings of the Authority (and Executive Committee if applicable);~~

- ~~f) Serves as the Board's representative on the Board of the London Middlesex Heritage Museum (Fanshawe Pioneer Village); and~~
- g) Serves as the Authority's alternate voting representative on Conservation Ontario Council (CO), in the event the Chair is not available to attend;

General Manager (GM)

Responsibilities of the CAO as assigned by the Authority include, but are not limited to the following:

- Is an employee of the Authority;
- Attends all meetings of the General Membership (and Executive Committee if applicable) or designates an acting CAO if not available;
- Works in close collaboration with the Chair and Vice-Chair(s) and keeps them apprised of relevant information and significant issues in a timely fashion;
- Develops a strategic plan for approval by the General Membership and Implements short and long-range goals and objectives;
- Is responsible for the management of the operations of the Authority, including all staff and programs of the Authority;
- Ensures resolutions of the Authority are implemented in a timely fashion;
- Develops and maintains effective relationships and ensures good communications with Participating Municipalities, federal and provincial government ministries/agencies, Indigenous communities, other conservation authorities, Conservation Ontario, stakeholders, community groups and associations;
- Serves as a signing officer for the Authority.
- Serve as the Authority's second alternate voting representative on Conservation Ontario Council (CO), in the event the Chair and Vice-Chair are not available to attend;

Secretary-Treasurer

- Is an employee of the Authority;
- Fulfills the requirements of the Secretary-Treasurer as defined in the Act;
- Attends all meetings of the General Membership (and Executive Committee, if applicable);
- Is the custodian of the Corporate Seal;
- Serves as a signing officer for the Authority.

General Manager/Secretary-Treasurer

The duties of the Chief Administrative Officer / General Manager and the Secretary-Treasurer have been combined and assigned to a single position, in which case the person is an Officer called the General Manager/Secretary-Treasurer.

3. Absence of Chair and Vice-Chair(s)

In the event of the absence of the Chair and Vice-Chair(s) from any meeting, the members shall appoint an Acting Chair who, for the purposes of that meeting has all the powers and shall perform all the duties of the Chair.

4. Maximum Term for Chair and Vice-Chair(s)

There are no set maximum terms for the positions of Chair or Vice-Chair.

5. Representatives to Conservation Ontario Council

The Authority may appoint up to three Representatives to Conservation Ontario Council ("Council"), designated as Voting Delegate and Alternate(s). Council will consist of the Voting Delegates appointed by each Member Conservation Authority. The Voting Delegate and Alternates shall be registered with Conservation Ontario annually. UTRCA Chair will serve as the Voting Delegate, with the Vice-Chair and General Manager as first and second alternates respectively.

6. Election of Chair and Vice-Chairs

The election of the Chair and one or more Vice-Chairs shall be held at the first meeting held each year in accordance with the Authority's Procedures for Election of Officers (Appendix 3).

7. Appointment of Auditor

The General Membership shall appoint an auditor in accordance with Section 38 of the Act.

8. Appointment of Financial Institution

The General Membership shall appoint a financial institution to provide banking services to the Authority by Resolution as required.

9. Appointment of Solicitor

The General Membership shall appoint a solicitor by Resolution to act as the Authority's legal council by Resolution as required.

10. Financial Statements and Report of the Auditor

The General Membership shall receive and approve the report of the auditor for the previous year at the May meeting.

The Authority shall forward copies of the Audited Financial Statements and Report of the Auditor to Participating Municipalities and the Minister in accordance with Section 38 of the Act and will make the Audited Financial Statements available to the public on the Authority's website, and at the Administrative Offices.

11. Borrowing Resolution

If required, the Authority shall establish a borrowing resolution, which may be renewed as needed. The signing officers are empowered to arrange for the borrowing of the funds necessary for approved projects and programs of the Authority.

12. Levy Notice

The levy due to the Authority from participating municipalities shall be communicated to those municipalities in accordance with the Act and any applicable Regulations.

13. Signing Officers

All deeds, transfers, assignments, contracts and obligations entered into by the Authority shall be signed by the Chair or the Vice Chair and the General Manager/Secretary-Treasurer. These officers are empowered to sign such documents as are necessary for transactions approved by the Authority's Board of Directors.

Notwithstanding the requirement above, the signing officers may delegate signing responsibility to others for operational purposes. Examples of such transactions are issuing payroll, and making payments for purchases. Two authorizers shall verify each payment just as two people shall be involved in executing funding agreements, contracts and investment transactions.

14. Executive Committee

The Authority may appoint an executive committee at the first meeting of the General Membership each year in accordance with the Section 19 of the Act and Section 1(c)(vi) of this by-law.

15. Advisory Boards and Other Committees

In accordance with Section 18(2) of the Act, the Authority shall establish such advisory boards as required by regulation and may establish such other advisory boards or committees as it considers appropriate to study and report on specific matters.

The General Membership shall approve the terms of reference for all such advisory boards and committees, which shall include the role, the frequency of meetings and the number of members required.

Resolutions and policies governing the operation of the Authority shall be observed in all advisory board and committee meetings.

Each advisory board or committee shall report to the General Membership, presenting any recommendations made by the advisory board or committee.

The dates of all advisory board and committee meetings shall be made available to all Members of the Authority.

Advisory Boards of the Upper Thames River Conservation Authority are:

- **The Finance & Audit Committee**
The Finance and Audit Committee is a Standing Committee that 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.
- **Hearings Committee** (this fills the role of the **Executive Committee**)
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.
- **Source Protection Striking Committee**

The *Clean Water Act, 2006* requires that the Source Protection Authority for each Source Protection Region, form, and maintain, a Source Protection Committee. In the Thames-Sydenham and Region, the Upper Thames River, Lower Thames Valley and St. Clair Region Source Protection Authorities share this role. The Striking Committee shall have one representative from each Source Protection Authority to carry out the responsibilities related to the formation and maintenance of the Source Protection Committee. The Source Protection Authorities' General Managers and the Program Coordinator provide support to the Striking Committee.

16. Remuneration of Members

The Authority shall establish a per-diem rate from time to time to be paid to Members for attendance at General Meetings and Advisory Board or Committee meetings, and at such other business functions as may be from time to time requested by the Chair, through the Secretary-Treasurer. In addition, an honorarium may be approved by the Authority for the Chair and Vice-chair(s) as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day. If no quorum is present, the per diem rate shall be paid to those in attendance.

The Authority shall reimburse Members' reasonable travel expenses incurred for the purpose of attending meetings and/or functions on behalf of the Authority. A per-kilometre rate to be paid for use of a personal vehicle shall be approved by Resolution of the General Membership from time-to-time. Requests for such reimbursements shall be submitted within a timely fashion and shall be consistent with Canada Revenue Agency guidelines.

17. Records Retention

The Authority shall keep full and accurate records including, but not limited to:

- i. Minutes of all meetings of the Authority, including registries of statements of interests in accordance with the *Municipal Conflict of Interest Act*;
- ii. Assets, liabilities, receipts and disbursements of the Authority and Financial Statements and Reports of the Auditors;
- iii. Human Resources Files for all employees and Members as applicable;
- iv. Workplace Health and Safety documents including workplace inspections, workplace accidents, investigations, etc.;
- v. Electronic Communications including emails
- vi. Contracts and Agreements entered into by the Authority;
- vii. Strategic Plans and other documents providing organizational direction
- viii. Projects of the Authority;
- ix. Technical Studies and data gathered in support of Programs of the Authority;
- x. Legal Proceedings involving the Authority;
- xi. Incidents of personal injury or property damage involving the Authority and members of the public.

Such records shall be retained and protected in accordance with all applicable laws and the Records Retention Policy of the Authority as approved by the General Membership from time-to-time.

18. Records Available to Public

Records of the Authority shall be made available to the public, subject to requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The General Manager/Secretary-Treasurer shall act as head of the Authority for the purposes of MFIPPA.

19. By-law Review

In accordance with the Act, these by-laws shall be reviewed by the Authority to ensure the by-laws are in compliance with the Act and any other relevant law. The General Membership shall review the by-laws at a minimum of every four years to ensure best management practices in governance are being followed.

20. By-law Available to Public

In accordance with the Act, the Authority shall make its by-laws available to the public on the Authority's website. By-laws shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

21. Enforcement of By-laws and Policies

The Members shall respect and adhere to all applicable by-laws and policies (for example, the Code of Conduct and Conflict of Interest). The Authority may take reasonable measures to enforce its by-laws and policies, including the enforcement mechanisms under the *Municipal Conflict of Interest Act*.

- an investigation will be conducted regarding the alleged breach;
- an opportunity will be provided to the affected member to respond to the allegation;
- the findings of the investigation and the affected member's response will be communicated to the General Membership in a closed meeting;
- the appointing municipality shall be notified of the outcome of the investigation.

22. Indemnification of Members, Officers and Employees

The Authority undertakes and agrees to indemnify and save harmless its Members, Officers and Employees and their heirs and legal representatives, respectively, from and against all costs, charges and expenses, including all amounts paid to settle an action or satisfy any judgement, reasonably incurred by any such Member, Officer or Employee 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 (except in respect of an action by or on behalf of the Authority to procure a judgment in its favour) if;

- such Member, Officer or Employee acted honestly, in good faith with a view to the best interests of the Authority and within the scope of such Member's, Officer's or Employee's duties and responsibilities, and,
- in the case of a 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 was lawful.

C. Meeting Procedures

The Meeting Procedures below governing the procedure of the Authority shall be observed in Executive Committee and Advisory Board meetings, as far as they are applicable, and the words Executive Committee or Advisory Board may be substituted for the word Authority as applicable

1. Rules of Procedure

In all matters of procedure not specifically dealt with under the Act and this By-law, Parliamentary Procedure, as specified in Robert's Rules of Order, Bourinot's Rules of Order or other generally accepted rules of procedure, shall be binding.

The Authority may choose to conduct its business as a committee of the whole.

2. Notice of Meeting

The General Membership shall approve a schedule for regular meetings in advance. The Secretary-Treasurer shall send Notice of regular meetings to all Members at least seven calendar days in advance of a meeting. Notice of all regular or special meetings of the General Membership or its committees shall be made available to the public as soon as possible after its delivery to General Membership

Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting.

All material and correspondence to be dealt with by the Authority at a meeting will be submitted to the Secretary-Treasurer ten days in advance of the meeting where it is to be dealt with if it is to be included in the published agenda, or one to seven days if it is to be introduced at the meeting.

The chair may, at his/her pleasure, call a special meeting of the Authority as necessary on three calendar days notice in writing or email. That notice shall state the business of the special meeting and only that business shall be considered at that special meeting. Any member, with 50% support of the other members, may also request the Chair to call a meeting of the Authority and the Chair will not refuse.

The Chair or the Secretary-Treasurer may, by notice in writing or email delivered to the members so as to be received by them at least 12 hours before the hour appointed for the meeting, postpone or cancel any meeting of an Advisory Board or other committee until the next scheduled date for the specific Advisory Board or committee affected.

The Chair or the Secretary-Treasurer may, if it appears that a storm or like occurrence will prevent the members from attending a meeting, postpone that meeting by advising as many members as can be reached. Postponement shall not be for any longer than the next regularly scheduled meeting date.

3. Meetings Open to Public

All meetings of the General Membership and Committees, if applicable, shall be open to the public.

A meeting or part of a meeting may be closed to the public if the subject matter being considered is identified in the closed meeting section of the Agenda and the subject matter meets the criteria for a closed meeting as defined in this by-law.

4. Agenda for Meetings

Authority staff, under the supervision of the Secretary-Treasurer, shall prepare an agenda for all regular meetings of the Authority.

The agenda for special meetings of the Authority shall be prepared as directed by the Chair.

Agendas for meetings shall be forwarded to all Members at least seven calendar days in advance of the meeting. Such agendas shall be made available to the public on the Authority's website at the same time, unless the meeting is closed to the public in accordance with this by-law. Such agendas shall also be available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

5. Quorum

At any meeting of the General Membership, a quorum consists of one-half of the Members appointed by the Participating Municipalities, except where there are fewer than six such Members, in which case three such Members constitute a quorum. At any Executive Committee (if applicable), advisory board or committee meeting, a quorum consists of one-half of the Members of the Executive Committee (if applicable), advisory board or committee.

If there is no quorum within one half hour after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the recording secretary shall record the names of the Members present and absent.

If during an Authority or Advisory Board or Committee meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law. Agenda items including delegations present may be covered and presented and issues discussed, but no formal decisions may be taken by the remaining Members which do not constitute a quorum.

Where the number of Members who are disabled from participating in a meeting due to the declaration of a conflict of interest is such that at that meeting the remaining Members are not of sufficient number to constitute a quorum, the remaining number of Members shall be deemed to constitute a quorum, provided such number is not less than two.

6. Order of Business

The business of the Authority shall be taken up in the order in which it stands on the agenda unless otherwise decided by a majority of those Members present.

No Member shall present any matter to the Authority for its consideration unless the matter appears on the agenda for the meeting of the Authority or leave is granted to present the matter by the affirmative vote of a majority of the Members present.

7. Debate

The Authority shall observe the following procedures for discussion/debate on any matter coming before it:

- a) A Member shall be recognized by the Chair prior to speaking;

- b) Where two or more Members rise to speak, the Chair shall designate the Member who has the floor, who shall be the Member who in the opinion of the Chair was first recognized;
- c) All questions and points of discussion shall be directed through the Chair;
- d) Where a motion is presented, it shall be moved and seconded before debate;
- e) No Member shall speak more than once to the same question without leave from the Chair, except in explanation of a material part of the speech;
- f) No Member shall speak more than 10 minutes without leave of the Chair;
- g) Any Member may ask a question of the previous speaker through the Chair;
- h) The Member who has presented a motion, other than a motion to amend or dispose of a motion, may speak again to the motion immediately before the Chair puts the motion to a vote;
- i) When a motion is under debate, no motion shall be received other than a motion to amend, to defer action, to refer the question, to take a vote, to adjourn, or to extend the hour of closing the proceedings;
- j) When a motion is under consideration, only one amendment is permitted at a time.

8. Matters of Precedence

Matters of precedence over the usual order of business shall follow Parliamentary procedure.

9. Members' Attendance

The Authority shall provide a listing of Members' attendance as part of each meeting's published minutes.

Upon a Member's vacancy due to death, incapacity or resignation occurring in any office of the Authority, the Authority shall request the municipality that was represented by that Member appoint a Member replacement.

The Board Chair will notify the appointing municipality when a Board Director is absent from three (3) consecutive meetings or five (5) meetings in a year.

If a Member is unable to attend any meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the General Membership, the Member shall address in writing or email to the Chair or Secretary-Treasurer such correspondence prior to the start of the meeting. The correspondence shall be read aloud by the Secretary-Treasurer without comment or explanations.

10. Electronic Participation

Members may participate in a meeting that is open to the public by telephonic or other electronic means that permits all participants to communicate adequately with each other during the meeting. A Member participating in a meeting electronically shall not be counted in determining quorum.

A Member shall not participate electronically in a meeting that is closed to the public.

11. Delegations

Any person or organization who wishes to address the Authority may make a request in writing or email. The request should include a brief statement of the issue or matter

involved and indicate the name of the proposed speaker(s). **The Chair's approval is required for all delegations.** If such request is received at least 10 days in advance of a scheduled meeting **and approved by the Chair**, the delegation shall be listed on the published agenda.

Except by leave of the Chair or appeal by the leave of the meeting, delegations shall be limited to one (1) speaker for not more than 10 minutes.

Delegates will be requested not to repeat what has been said by previous speakers at the meeting. A returning delegation will only be allowed to speak again if new, relevant information has become available since their previous presentation. The Chair may choose to end a returning delegation's presentation if, in the opinion of the Chair, the new information being presented is not relevant to a decision facing the General Membership.

12. Annual Meeting

The Authority shall designate one meeting of the General Membership each year as the annual meeting before March 1st and shall include the following items on the agenda, in addition to the normal course of business:

- i. Approvals of the Budgets and Levies
- ii. Service Awards
- iii. **Annual Health and Safety Report**

13. Meetings with Closed "In Camera" Sessions

Every meeting of the General Membership, Executive Committee and Advisory Boards, if applicable, shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below.

Meetings may be closed to the public if the subject matter being considered relates to:

- a) The security of the property of the Authority;
- b) Personal matters about an identifiable individual, including employees of the Authority;
- c) A proposed or pending acquisition or disposition of land by the Authority;
- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;
- f) Advice that is subject to solicitor-client privilege;
- g) A matter in respect of which the General Membership, Executive Committee, Advisory Board or committee or other body may hold a closed meeting under another act;
- h) information explicitly supplied in confidence to the Authority by Canada, a province or territory or a Crown agency of any of them;
- i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Authority, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) a trade secret or scientific, technical, commercial or financial information that belongs to the Authority and has monetary value or potential monetary value; or
- k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Authority.

The Authority shall close a meeting if the subject matter relates to the consideration of a request under MFIPPA, and the Authority is the head of an institution for the purposes of MFIPPA.

Before holding a meeting or part of a meeting that is to be closed to the public, the Members shall state by resolution during the open session of the meeting that there will be a meeting closed to the public and the general nature of the matter to be considered at the closed meeting. Once matters have been dealt with in a closed meeting, the General Membership shall reconvene in an open session.

The General Membership shall not vote during a meeting that is closed to the public, unless:

- a) the meeting meets the criteria outlined in this by-law to be closed to the public; and
- b) the vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of Authority.

Any materials presented to the General Membership during a closed meeting shall be returned to the Secretary-Treasurer prior to departing from the meeting and shall be treated in accordance with the Authority's procedures for handling confidential material.

A meeting of the Authority, executive committee, advisory board or other committee may also be closed to the public if:

- a) the meeting is held for the purpose of educating or training the Members, and
- b) at the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the authority, the executive committee, advisory board or other committee.

14. Voting

In accordance with Section 16 of the Act:

- a) each Member is entitled to one vote, including the Chair, and
- b) a majority vote of the Members present at any meeting is required upon all matters coming before the meeting.

If any Member who is qualified to vote abstains from voting, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a majority.

On a tie vote, the motion is lost.

Interrelated motions shall be voted on in the order specified by Parliamentary Procedure as outlined in Robert's Rules of Order, Bourinot's Rules of Order or other generally accepted rules of procedure.

Unless a Member requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

If a member present at a meeting at the time of the vote requests immediately before or after the taking of the vote that the vote be recorded, each member present taken except a member who is disqualified from voting by any Act, shall announce his or her vote openly answering "yes" or "no" to the question, and the Secretary-Treasurer shall record each vote.

At the meeting of the Authority at which the Non-Matching Levy is to be approved, the Secretary-Treasurer shall conduct the vote to approve of Non-Matching Levy by a Weighted Majority of the Members present and eligible to vote, in accordance with Ontario Regulation 139/96.

Where a question under consideration contains more than one item, upon the request of any Member, a vote upon each item shall be taken separately.

Except as provided in Section B, Paragraph 6 of this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

15. Notice of Motion

Written notice of motion to be made at an Authority, executive committee, advisory board or committee meeting may be given to the Secretary-Treasurer by any Member of the Authority not less than seven business days prior to the date and time of the meeting and shall be forthwith placed on the agenda of the next meeting. The Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.

Recommendations included in reports of advisory boards or committees that have been included in an agenda for a meeting of the General Membership or Executive Committee (if applicable), shall constitute notice of motion for that meeting.

Recommendations included in staff reports that have been included in an agenda for a meeting of the General Membership or Executive Committee (if applicable), shall constitute notice of motion for that meeting.

Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the Authority provided that it is made clear that to delay such motion or other business for the consideration of an appropriate advisory board or committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of a majority of the members of the Authority present.

16. Motion to Reconsider

If a motion is made to reconsider a previous motion, a two-thirds majority vote shall be required in order for reconsideration to take place. If a motion to reconsider is passed, the original motion shall then be placed on the agenda at a future meeting to be debated and voted upon, and the result of that vote, based on a simple majority, shall supersede.

17. Duties of the Meeting Chair

It shall be the duty of the Chair, with respect to any meetings over which he/she presides, to:

- a) Preserve order and decide all questions of order, subject to appeal; and without argument or comment, state the rule applicable to any point of order if called upon to do so;
- b) Ensure that the public in attendance does not in any way interfere or disrupt the proceedings of the Members;
- c) Receive and submit to a vote all motions presented by the Members, which do not contravene the rules of order or regulations of the Authority;
- d) Announce the results of the vote on any motions so presented;

- e) Adjourn the meeting when business is concluded.

18. Conduct of Members

Members shall maintain a high standard for conduct and at all times comply with applicable laws and the Authority's Code of Conduct (Appendix 1).

No Member at any meeting of the Authority shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability;
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a Member while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully or use offensive words against the Authority, the Members, staff, or any member of the public;
- e) Speak beyond the question(s) under debate;
- f) Resist the rules of order or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the By-laws.

19. Minutes of Meetings

The Secretary-Treasurer shall undertake to have a recording secretary in attendance at meetings of the Authority, the Executive Committee and each advisory board or committee. The recording secretary shall make a record in the form of minutes of the meeting proceedings and in particular shall record all motions considered at the meeting.

If a recording secretary is not present in a closed session, the Secretary-Treasurer shall take notes of any direction provided, for endorsement by the Chair and Vice-Chair.

Minutes of all meetings shall include the time and place of the meeting and a list of those present and shall state all motions presented together with the mover and seconder and voting results.

The Secretary-Treasurer or designate shall include draft minutes of the previous meeting available to each member of the Authority at the same time as agendas for the next meeting are distributed.

After the minutes have been approved by resolution, original copies shall be signed by the Secretary-Treasurer and copies of all non-confidential minutes shall be posted on the Authority's website. Such minutes shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

Approval of By-law and Revocation of Previous By-law(s)

The Board of Directors' Policy Handbook revised February 22, 2018 is hereby repealed on December 30, 2018;

The Administrative By-Law for the Upper Thames River Conservation Authority (UTRCA) shall come into force on December 31, 2018

PASSED BY RESOLUTION

September 25, 2018

Date

Signed:



Murray Blackie, Chair



Ian Wilcox,
General Manager/Secretary-Treasurer

D. Appendices to the Administrative By-law

Appendix 1 - Code of Conduct

1. *Background*

The Upper Thames River Conservation Authority demands a high level of integrity and ethical conduct from its General Membership. The Authority's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures.

2. *General*

All Members, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a code of conduct that:

- i. upholds the mandate, vision and mission of the Authority;
- ii. considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- iii. respects confidentiality;
- iv. approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- v. exercises the powers of a Member when acting in a meeting of the Authority;
- vi. respects the democratic process and respects decisions of the General Membership, Executive Committee, Advisory Boards and other committees;
- vii. declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- viii. conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Member or any Authority staff.
- ix. Review all related meeting information prepared in advance, attending and fully participate in discussions of the Board, and at all times keeping in mind the best interests of the organization as a whole.

3. *Gifts and Benefits*

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

4. Confidentiality

The members shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- i. Human Resources matters;
- ii. Information about suppliers provided for evaluation that might be useful to other suppliers;
- iii. Matters relating to the legal affairs of the Authority;
- iv. Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- v. Sources of complaints where the identity of the complainant is given in confidence;
- vi. Items under negotiation;
- vii. Schedules of prices in tenders or requests for proposals;
- viii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- ix. Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

5. Use of Authority Property

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

6. Work of a Political Nature

No Member shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

7. Conduct at Authority Meetings

During meetings of the Authority, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

8. Influence on Staff

Members shall be respectful of the fact that staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

9. Business Relations

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the Authority, the Executive Committee or an advisory board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

10. Encouragement of Respect for the Authority and its Regulations

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

11. Harassment

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, staff or any member of the public is misconduct. Members shall follow the Authority's Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

12. Breach of Code of Conduct

Should a Member breach the Code of Conduct, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Code of Conduct, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated to the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 2 - Conflict of Interest

1. *Municipal Conflict of Interest Act*

The Authority Members commit themselves and the Authority to ethical, businesslike, and lawful conduct when acting as the General Membership. The Authority is bound by the *Municipal Conflict of Interest Act*. This appendix to the by-law is intended to assist Members in understanding their obligations. Members are required to review the *Municipal Conflict of Interest Act* on a regular basis.

2. *Disclosure of Pecuniary Interest*

Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Authority, Executive Committee, Advisory Board or committee at which the matter is the subject of consideration, the Member:

- a) shall, prior to any consideration of the matter at the meeting, disclose the pecuniary interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on any question in respect of the matter; and,
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

3. *Chair's Conflict of Interest or Pecuniary Interest*

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Member shall be appointed to chair that portion of the meeting by Resolution.

4. *Closed Meetings*

Where a meeting is not open to the public, a Member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

5. *Member Absent*

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Authority, Executive Committee, Advisory Board or Committee, as the case may be, attended by them after the particular meeting.

6. *Disclosure Recorded in Minutes*

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or pecuniary interest made by Members and whether the Member withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the General Membership, Executive Committee, advisory board or committee, as the case may be.

7. *Breach of Conflict of Interest Policy*

Should a Member breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair, with a copy to the Secretary

Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice-Chair, with a copy to the General Manager, in writing.

Should a member of the public or a municipality allege that a Member has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 3 - Procedure for Election of Officers

1. *Voting*

Voting shall be by secret ballot and no Members may vote by proxy.

2. *Acting Chair*

The General Membership shall appoint a person, who is not a voting Member, as Acting Chair or Returning Officer, for the purpose of Election of Officers.

3. *Scrutineer(s)*

The appointment of one or more scrutineers is required for the purpose of counting ballots, should an election be required. All ballots shall be destroyed by the scrutineers afterwards. The Acting Chair shall call a motion for the appointment of one or more persons, who are not Members or Managers of the Authority, to act as scrutineers. A Member, who will not stand for election, may be appointed as an additional scrutineer if requested.

4. *Election Procedures*

The Acting Chair shall advise the Members that the election will be conducted in accordance with the Act as follows:

- a) The elections shall be conducted in the following order:
 - i. Election of the Chair, who shall be a Member of the Authority
 - ii. Election of one or more Vice-chairs, who shall be Members of the Authority.
- b) The Acting Chair shall ask for nominations to each position;
- c) Only current Members of the Authority who are present may vote;
- d) Nominations shall be called three (3) times and will only require a mover;
- e) The closing of nominations shall require both a mover and a seconder;
- f) Each Member nominated shall be asked to accept the nomination. The Member must be present to accept the nomination unless the Member has advised the Secretary-Treasurer in writing or by email in advance of the election of their willingness to accept the nomination.

If one Nominee:

- g) If only one nominee the individual shall be declared into the position by acclamation.

If More than One Nominee:

- h) In the event of an election, each nominee shall be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing by surnames.
- i) Upon the acceptance by nominees to stand for election to the position of office, ballots shall be distributed to the Members by the scrutineers for the purpose of election and the Acting Chair shall ask the Members to write the name of one individual only on the ballot.
- j) The scrutineers shall collect the ballots, leave the meeting to count the ballots, return and advise the Acting Chair who was elected with more than 50% of the vote.

A majority vote shall be required for election. If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes shall be removed from further consideration for the office and new ballots shall be distributed. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots shall be distributed and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the Acting Chair or designate.

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 12, 2020
Subject: Update: Provincial Direction regarding Conservation Authorities- Bill 108

Agenda #: 9.1
Filename: ::ODMA\GRPWISE\UT_MAIN.UTRCA_PO.File_Centre_Library:122715.1

Introduction and Context

The Province of Ontario introduced significant legislative and funding changes for Conservation Authorities during the past two years. The following time line summarizes those changes:

- **June 2018-** Conservation Authority oversight was expanded to two Ministries; MNRF remains as the lead Ministry to guide the Conservation Authority's role in hazard management and transfer payment funding, while MECP has assumed all other oversight responsibilities. Note this role is new to MECP and time will be required to overcome the lack of corporate knowledge or experience in dealing with Conservation Authorities.
- **April 2019-** 50% Transfer Payment reduction from MNRF (\$170,000). This funding is provided for hazard management (flood control) exclusively.
- **June 2019-** Bill 108 passed and stipulated that flood control, land management and source water protection will be the Conservation Authority's "core" mandate with all other programs considered "non-mandatory." Non-mandatory programs are not funded by the province and, additionally, individual municipalities now have the ability to either "opt-out" of these programs, or continue to fund them through individual agreements. Conservation Authorities are still seeking clarity regarding definitions, agreement structure and a timeline for implementation however our early position is that this change will eliminate the concept of watershed management and its proven effectiveness, increase municipal costs, add to the administrative burden for Conservation Authorities and municipalities, and potentially eliminate programs that are strongly supported by watershed residents.
- **Fall 2019-** The province supported requests from Conservation Ontario and agreed to schedule specific consultation sessions with Conservation Authorities. The UTRCA's meeting was in December and its outcomes were summarized in a report to the Board for their January 2020 meeting.
- **January 2020-** The province has announced broader stakeholder consultation sessions for January and February, further discussed below.

Current Consultation Sessions

The province recently announced three broader stakeholder consultation sessions with municipalities, NGOs and others. CAs have been invited to attend these sessions as well. Session were hosted in Barrie (January 31, ~150 attendees) and Colborne (February 7, ~200 attendees) with the final session scheduled for London February 14th. The Chair, Vice-Chair, and three senior staff plan to attend the London session. The UTRCA notified all member municipalities and encouraged their attendance.

Consultations have been scheduled as half days with short presentations leading off (e.g., Home Builders Associations, Ducks Unlimited, Cottage Associations, Ontario Federation of Agriculture, Ontario Landowners Association, Conservation Ontario) followed by small group question and answer sessions. Presenters were chosen by the Minister's Office, with slight differences between sessions. It is noteworthy that municipalities have not been represented as part of these presentations.

A verbal report summarizing the outcomes of the London session will be included as part of the AGM agenda.

Next steps in this process are unknown. It is presumed the province will prepare a summary of all input sessions. Clarity regarding "core" versus "non-mandatory" programs is also expected. Both Conservation Ontario and AMO have requested a transition period of 12-18 months to implement and budget for any changes however there's been no response to this proposal from Government.

The Board will be kept apprised of any further developments.

Prepared by:

Ian Wilcox

To: UTRCA Board of Directors

From: Teresa Hollingsworth, Manager, Community & Corporate Services
Sharon Viglianti, Human Resources / Payroll Administrator

Date: February 12, 2020 **Agenda #:** 9.2

Subject: London's 2020 Best Places to Work - UTRCA **Filename:** ::ODMA\GRPWISE\UT_MAIN.UT
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Late in 2019, the Upper Thames River Conservation Authority participated in a competition promoted by the London Magazine, (London Inc.) in partnership with Ahria Consulting to examine employee engagement and thereby determine the City of London's top workplaces.

Ahria Consulting, with members of the Western University Industrial/Organizational Psychology department, developed the DEI Employee Engagement measure. The DEI assessment is designed to measure the three main components of employee engagement: dedication, effort and interest. Designed with ease-of-response in mind, employees from participating organizations were asked to respond to approximately 20 questions on a five-point rating scale using a web-based application.

UTRCA staff was asked to complete an assessment that measured the employer on such values as trust in leadership, personal engagement, collaborative culture and satisfaction of individual needs. Ahria Consulting administered, processed and reviewed the assessments, which were based solely on employee feedback, and generated scores for each organization. Companies were divided into three different size categories: small (10 to 19 employees); medium (20 to 80 employees); and large (greater than 80 employees). Participant organizations were required to have at least 50 percent of employees complete the survey to be considered in the competition. More than 90 applicants participated representing 1,193 employees.

The Upper Thames River Conservation Authority was named one of London's 2020 Best Places to Work in the Large Business category! In recognition of this achievement, the Authority was highlighted in the 2020 Best Places to Work feature cover story in the February 2020 issue of London Inc.

Specific results of the DEI Employee Engagement survey were provided to the Authority and are reported as a score in five key areas:

Overall Engagement: An all-encompassing ranking of how employees assess the organization as a positive and fulfilling place to work over the long-term. Reported as a percentage.	82%
Dedication: How strongly employees believe their work engages their skills and efforts, and the resulting sense of meaning, enthusiasm, inspiration, pride and challenge. Out of five possible points.	4.42

Effort: A gauge of employees' willingness to dedicate a high level of energy and effort to their work, even in the face of difficult challenges. Out of five possible points.	4.10
Interest: A reflection of how focused and happy employees are while on the job, characterized by time passing quickly and difficulty separating oneself from work. Out of five possible points.	3.84
Net Promoter: An index ranging from negative 100 to 100 that measures the willingness of employees to recommend their organization as a great place to work to others.	78.87

“A Best Place to Work is one where employees trust the people they work with, have pride in the work they do and enjoy the people they work with.” – Terry Gillis, President & CEO, Ahria Consulting

While staff are certainly pleased with this award, we recognize that there can always be improvement. To that end, staff are in the midst of developing a Performance Management Review for the organization. This project initiative identifies issues and opportunities to work better together as staff, which in turn helps the organization achieve its strategic targets.

Defining “working better together” is abstract but includes:

- Better and formalized communications between staff and supervisors
- Clarity and support regarding organizational, unit and personal goals through standardized work planning,
- Clear accountability through measurable performance targets,
- Enabling staff growth and development through revised job descriptions, required professional development, and organizational structure modifications,
- Ensuring adequate supervisor and management training

Ultimately the goal will be to maximize staff and organizational potential, including achievement of strategic objectives, through attention to individuals.

Prepared by:

Teresa Hollingsworth
 Manager, Community & Corporate Services

Ian Wilcox
 General Manager

fyi

February 2020



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DO YOU LIVE AND WORK IN THE MEDWAY CREEK WATERSHED?

You're invited to the
Medway Creek Open House
Tuesday, February 25, 2020
Medway High School, 14405 Medway Road, Arva

We're bringing the community together to update everyone about the ongoing work to improve the Medway Creek watershed and how you can get involved!

5:30 pm - Doors open to view displays and talk to experts
7:00 - 8:30 pm - Presentations and discussions:

- Beavers & other wildlife in the Medway Creek watershed
- Planting trees for the future
- Projects aimed at reducing phosphorus in the creek
- What the Friends of Medway Creek have been up to
- How you can get involved

*See Medway watershed map on reverse

For more information, contact:
Julie Welker
519-491-2800 ext. 255
welkerj@thamesriver.on.ca

UPPER THAMES RIVER
CONSERVATION AUTHORITY

FRIENDS OF
MEDWAY
CREEK

Medway Creek Open House

Do you live or work in the Medway Creek watershed? You're invited to the **Medway Creek Open House** on Tuesday, February 25, at Medway Secondary School (14405 Medway Road, Arva). The doors open at 5:30 pm with displays and time to talk with experts, followed by a series

of brief presentations beginning at 7:00 pm.

The **Friends of Medway Creek** and the UTRCA are co-hosting this open house to give the community a window into all the exciting things that have been going on in the Medway Creek watershed to improve water quality and forest conditions. Learn about the interesting wildlife that lives in the Medway watershed; how we're planting trees for the future; projects aimed at reducing phosphorus in the creek; and, most importantly, how you can get involved!

Contact: [Julie Welker](mailto:jwelker@thamesriver.on.ca), Community Partnership Specialist

Rural Landowner Workshop

This year's **Rural Landowner Workshop** will be held at the St. Marys Pyramid Recreation Centre on Tuesday, March 10 from 7-9 pm. This workshop has been very well attended in recent years.

Local experts will present on the following topics:

- Cover Crops, Drainage & More (Rick Kootstra, Kootstra Farms, Clinton),
- So the Climate is Changing; How about our Forests? Creating Climate Ready Tree Seed with Assisted Migration (Kristen Sandvall, Forest Gene Conservation Association),
- Profitability Mapping: Digging into Data (Mike Wilson, CCA Veritas),
- The Need for Trees Then and Now: Tree Planting in the UTRCA Watershed (John Enright and Brenda Gallagher, UTRCA).

There will also be an opportunity to discuss on farm conservation projects with UTRCA staff. The workshop is free, no need to register, and all are welcome. Contact: [John Enright](mailto:john.enright@thamesriver.on.ca), Forester



This White Pine was planted in 1905 in Perth County.



London homeowners pick out their own Tulip Tree.

Forest City Tree Power – 10 Years Strong

This spring, London Hydro and the UTRCA will celebrate the 10th anniversary of [Tree Power in London](#). The goal of the program is to increase tree cover in the Forest City and reduce energy consumption. This partnership was initiated in 2011 and each year since, London homeowners have had the opportunity to purchase a native hardwood tree.

Spring 2020 will see the 6,000th tree planted through this program. Starting March 17 at 10 am, London homeowners will be able to order a tree on-line by visiting www.treepowerprogram.ca. This year, Sugar Maple, Yellow Birch, Hackberry, Tulip Tree, American Sycamore and Bur Oak are available. The trees are 1.5-1.75 metres tall and come in 3 gallon pots, and will retail for \$20. Demand will be high so homeowners are encouraged to order early.

Contact: [John Enright](#), Forester

UTRCA in London's Top 5 Best Places to Work!

The UTRCA is one of the top five Best Places to Work! [London Inc.'s 2020 Best Places to Work](#) survey asked employees to rate their workplace. Employees were asked to complete an online survey that measures their employer on such values as trust in leadership, personal engagement, collaborative culture and satisfaction of individual needs. Employers were ranked based solely on this employee survey feedback. The UTRCA ranked in the top five in the large business category!

Thinning "The Pines" at Pittock CA



"The Pines" is a 110 acre parcel within [Pittock Conservation Area](#) that is leased by the [Woodstock Cycling Club](#). The club encourages members of all ages and skill levels

to ride the trails there and enjoy the outdoors while getting some exercise.

As the name suggests, the area is dominated by a plantation of White Pine and White Spruce, planted in the early 1970s. There is also a small wetland and some hardwood trees scattered throughout. UTRCA [forestry staff manage properties](#) such as The Pines with the goal of encouraging this type of monoculture woodland

to transition into a more diverse and sustainable forest. Generally, plantations are thinned every 10 to 15 years to encourage better tree growth and open up space for other species to take root. The Pines were first thinned in 2005, when every fourth row was removed.



This winter, 45 acres of The Pines were selectively thinned by UTRCA forestry staff and a logging contractor. In December, forestry staff marked the trees for removal, based on spacing and tree health.

Forestry staff marked the trees to be removed.

logging contractor. In December, forestry staff marked the trees for removal, based on spacing and tree health.



The harvester at work.

The thinning began January 3 and wrapped up at the end of the month. Thinning was done using a cut to length harvester that fells and delimits the tree and then cuts it into log lengths. The harvester travelled down the corridors created years ago when every fourth row was removed, to cut the trees marked for removal.

A forwarder picked up the logs and took them to a loading area where they were loaded onto a log truck and taken to local mills to be processed into 4x4 and 6x6 timber. Approximately 22 acres of White Pine and 23 acres of White Spruce were thinned.



The logs are loaded and taken to local mills.

The UTRCA worked closely with the Woodstock Cycling Club to plan the thinning project and discuss the impacts on the club's trails and use of the area. The club members see this as an exciting opportunity to improve their trail system.

Contact: [Jay Ebel](#), Forestry Technician

Winterfest Fun!

Stratford Winterfest is three days of spectacular winter programming in January. This year's theme, "Keep Calm and Freeze On," included many activities and events. **Wildwood Conservation Area**

and Community Education staff provided a wood fire surrounded by cedar chairs, shelter under the new UTRCA canopy, and a play area with a variety of natural materials and objects.



Visitors could check out our snowmobile which was on-site to set the track for people to try our fat bikes, in partnership with Totally Spok'd. Staff also talked with participants about Wildwood programs and UTRCA initiatives. The event was a great opportunity to connect with the broader community and share our message.

Contact: [Maranda MacKean](#), Community Education Specialist

Winter Plans for Future Plants

Winter is planning time for **Communities for Nature** programs throughout the Upper Thames River watershed. We are working with several groups who are interested in improving the environment through planting native trees and shrubs, as well as native wildflowers, grasses, and aquatic plants.

Some of our current partners include:

- Lions Clubs as they celebrate 100 years in Canada,
- Hudson Boat Works, builders of high performance, Olympic calibre rowing boats,
- Columbia Sportswear employees looking to get outside and plant trees,
- Local students and teachers who have initiated projects to green their school grounds;
- TD Tree Days, an international program to plant 1 million trees by 2030,
- Stratford Dog Park enthusiasts looking to offset the loss of dozens of ash trees,
- Perth County, which is interested in establishing rain gardens to absorb and filter stormwater, and
- Trees for Woodfield, a London community that has been beautifying their neighbourhood for decades.

We work closely with our member municipalities such as the City of London, the City of Woodstock, the City of Stratford, Zorra Township, the Town of St. Marys, and Thames Centre, as well as Oxford, Middlesex and Perth Counties. Winter is also the time to work with our nursery partners to secure trees, shrubs, wildflower plants and seeds, and aquatics.

Of course, none of these projects would go forward without funding from a wide range of sources. If you're interested in participating in our Communities for Nature projects, with people or financial support or both, we would like to hear from you!

Contact: [Karen Pugh](#), Resources Specialist

The Thames: Celebrating 20 Years as a Canadian Heritage River

This year marks the **20th anniversary of the Thames River's designation as a Canadian Heritage River**. The watershed was designated for its outstanding cultural, recreational and natural values.

The **Canadian Heritage Rivers System (CHRS)** is Canada's national river conservation program. The CHRS recognizes Canada's outstanding rivers and encourages their long-term management to conserve their natural, cultural and recreational values for the benefit and enjoyment of Canadians. Today, there are 40 Canadian Heritage Rivers totaling close to 10,000 km.



The Steering Committee in 2000, unveiling a CHRS plaque at the Forks of the Thames in London.

The idea of pursuing designation for the Thames River watershed came from Dr. Douglas Bocking, retired Dean of Medicine at Western University and an avid paddler. He hoped designation would lead to increased appreciation and stewardship of the river's natural and cultural heritage and recreational opportunities.

In 1996, a Steering Committee began to gather information and prepare the documents required for designation. The committee was led by Dr. Bocking with technical assistance from the Upper Thames River and Lower Thames Valley Conservation Authorities. The effort was supported by many community groups, as well as watershed municipalities and First Nations.

A **background study** compiled detailed information on the river's heritage and values. A **strategy** was also written outlining goals for conserving the watershed's

natural, cultural and recreational features and values for the future.

What has the CHRS designation meant for the watershed? Dr. Bocking's vision of increased awareness and stewardship has taken root. Many projects have arisen, in part, due to this awareness, including:

- The annual **Thames River Cleanup**,
- The **Back to the River** project in London,
- Books such as *The Thames: A Pictorial Journey* (Richard Bain) and ***The Thames River Watershed, A heritage landscape guide*** (Michael Troughton),
- Local art exhibits with the Thames as a theme,
- A London Free Press series on the Thames,
- The **Thames River Clear Water Revival/Shared Waters Approach** initiative,
- Micro-breweries adopting local names (e.g., Forked River Brewing Company, Upper Thames Brewing Company),
- Renewed interest in paddling the river, with initiatives such as **Traverse the Thames**.

During this 20th anniversary year, let's continue to celebrate the Thames River and reflect on our connection to this important southern Canadian river. Contact: [Cathy Quinlan](#), Terrestrial Biologist

Board of Directors - On the Agenda

The next UTRCA Board of Directors meeting will be the Annual General Meeting on February 20, 2020, at the UTRCA **Watershed Conservation Centre**, located in Fanshawe Conservation Area.

- Delegations - Perth South, St. Marys
- Presentation and Approval of 2020 Draft Budget
- 2020 Capital Water and Erosion Control Infrastructure Projects
- 2020 By-Law Updates
- Bill 108 Update
- Top Employer
- Presentation of the Kayla Berger Stewardship Award
- Guest Speaker - Phil McLeod
- Presentation of the Inspiration Award
- Presentation of the Board of Directors Award
- Presentation of Service Awards

Draft agendas, audio recordings, and approved minutes are posted at www.thamesriver.on.ca on the "Board Agendas & Minutes" page.

Contact: [Michelle Viglianti](#), Administrative Assistant

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